

# Working in Community Legal Centres in Victoria

## Results from the *Community Legal Centres Workforce Project*

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Technical report



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The office of Victoria Law Foundation is on the traditional lands of the Wurundjeri people of the Kulin Nation. We acknowledge their history, culture and Elders past and present.

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### Community Legal Centres Workforce Project Advisory Group

Bryanna Connell (CEO, Barwon Community Legal Service), Megan Ross (Manager of Legal Services, Djirra), Belinda Lo (Principal Lawyer, Eastern Community Legal Centre), Gillian Wilks (Director, Social Security Rights Victoria), and Sarah Rodgers (Principal Lawyer/Manager, Hume Riverina Community Legal Service).

### Organisations invited to participate

AED Legal Centre, Animal Law Institute, ARC Justice (including Loddon Campaspe Community Legal Centre and Goulburn Valley Community Legal Centre), Asylum Seeker Resource Centre, Ballarat and Grampians Community Legal Service, Barwon Community Legal Service Inc., Brimbank Melton Community Legal Centre, Consumer Action Law Centre, Disability Discrimination Legal Service, Djirra, Eastern Community Legal Centre, Emma House Domestic Violence Services, Environmental Justice Australia, First Step Legal Service, Fitzroy Legal Service, Flemington and Kensington Community Legal Centre (now Inner Melbourne Community Legal), Gippsland Community Legal Centre, Human Rights Law Centre, Hume Riverina Community Legal Service, Inner Melbourne Community Legal, InTouch Multicultural Centre Against Family Violence, JobWatch, Justice Connect, Law and Advocacy Centre for Women, Melbourne University Student Union Legal Service, Mental Health Legal Centre, Monash Law Clinics Inc., Moonee Valley Legal Service, Murray Mallee Community Legal Service, Northern Community Legal Centre, Peninsula Community Legal Centre, Refugee Legal, Seniors Rights Victoria, Social Security Rights Victoria Inc., Southport Community Legal Service, Springvale Monash Legal Service (now South-East Monash Legal Service), St Kilda Legal Service (now Southside Justice), Tenants Victoria, Victorian Aboriginal Legal Service, Villamanta Disability Rights Legal Service Inc., West Heidelberg Community Legal Service Inc., WEstJustice, Whittlesea Community Connections, Women's Legal Service Victoria, Young Workers Centre, and Youthlaw.

# 1. Introduction

The Federation of Community Legal Centres Victoria Inc. (Federation), the peak body for Victoria's community legal centres, and Victoria Law Foundation (VLF) discussed how empirical research could help develop a better understanding of the issues facing the community legal centre workforce. Who works in the sector? What is it like working in community legal centres? How could the work of community legal centres be strengthened? And what would enhance the work of the community legal sector as a whole?

The VLF's research team was subsequently engaged by the Federation to collaborate on a survey of the Victorian community legal centre workforce.

The survey provides important new information about the Victorian community legal centre workforce, drawn from both quantitative and qualitative data collection and analysis.

Two surveys were designed to collect information from and about the Victorian community legal centre workforce: the Workforce Survey, for all staff, board members and volunteers; and the CEO Survey, for CEOs or centre managers.

## 1.1 Survey aims

The aims of the surveys were to:

- provide a profile of the community legal centre workforce
- canvas ideas which could reinforce positive workforce practice
- capture experiences and views of the workforce, across diverse roles, centres, and geography<sup>1</sup>

## 1.2 This report

This *Technical report* details the Community Legal Centre Workforce Project methodology, survey development and testing, survey topics, details of standardised scales included in the survey, response rates and recruitment and the analytical approach. The report provides the methodological context for subsequent subject specific reports using Workforce Survey data.

The appendices include complete copies of both surveys: the Workforce Survey (Appendix A) and CEO Survey (Appendix B). These can be freely used or adapted by researchers looking to explore similar issues elsewhere.

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<sup>1</sup> Our recent legal assistance sector data mapping project found strong evidence of varied organisational capability across Victorian community legal centres. Understanding varied views and experiences would allow responses to be better tailored to diverse needs. See McDonald, McRae, Balmer, Hagland, and Kennedy (2020).

## 2. Methods

### 2.1 Participating community legal centres

The project consisted of two separate surveys. All staff, volunteers and board members of the 46 Victorian community legal centres<sup>2</sup> and the Federation (hence 47 organisations) were invited to participate in the Workforce Survey. Only CEOs or centre managers at each of the 46 community legal centres or auspicing agencies were invited to complete the CEO Survey.<sup>3</sup>

Of the 47 organisations, 45 provided responses to the Workforce Survey. The number of surveys completed per community legal centre ranged from two to 61 (average of 13 per centre). Of the 664 respondents, 49 (7.4%) did not identify their community legal centre. Their responses are included in the analyses where community legal centre characteristics (e.g. type, location etc.) were not used as a point of comparison.<sup>4</sup>

### 2.2 Survey development and testing

The Workforce Survey (see Appendix A) and CEO Survey (see Appendix B) were developed in collaboration with the Community Legal Centres Workforce Survey Advisory Group, comprised of representatives from a mix of small, large, specialist, generalist, metropolitan and regional community legal centres, together with Federation staff and VLF researchers. The Advisory Group decided upon and helped to develop topics and questions to be included in the questionnaires. Its input was essential in ensuring the questionnaires asked the right questions and covered the most critical issues.

Original questions developed for each survey were supplemented by questions derived from established workforce surveys including the People Matter Survey,<sup>5</sup> the American Working Conditions Survey,<sup>6</sup> Victoria Legal Services Board and Commissioner survey on sexual harassment,<sup>7</sup> and an international survey of lawyer wellbeing.<sup>8</sup> The Workforce Survey also included standardised and validated scales to measure job satisfaction,<sup>9</sup> personal wellbeing and life satisfaction,<sup>10</sup> psychological wellbeing,<sup>11</sup> and resilience.<sup>12</sup>

2 ARC Justice is the auspicing agency for Loddon Campaspe Community Legal Centre and Goulburn Valley Community Legal Centre but were treated as one community legal centre for the purposes of the survey and analysis. Several other community legal centres, such as WEstJustice, VALS, Djirra have multiple offices and survey data was collected based on the overarching organisation – not by office location. Community legal centres are spread over some 80 office locations in Victoria.

3 One CEO auspices two community legal centres.

4 When these respondents ( $n = 49$ ) were compared with those who did nominate their community legal centre ( $n = 615$ ) there was no significant difference on any of the following variables: age, gender, job satisfaction score, and employment group (employee vs. volunteer/student vs board).

5 Victorian Public Sector Commission (2020).

6 Maestas, Mullen, Powell, von Wachter, and Wenger (2017).

7 Ipsos Public Affairs (2019).

8 International Bar Association (2020).

9 Thompson and Phua (2012).

10 Cummins (2013).

11 Bech, Olsen, Kjoller, and Rasmussen (2003) and Topp, Østergaard, Søndergaard, and Bech (2015).

12 Smith et al. (2008).

The surveys were conducted online using LimeSurvey.<sup>13</sup> Each questionnaire was programmed by VLF researchers and tested by VLF and Federation staff. Cognitive testing was conducted to identify issues with the survey flow, understanding and comprehension of the survey questions, and difficulty and errors in answer completion.<sup>14</sup> The testing highlighted several questions where changes to wording or response format or requirements aided comprehension.<sup>15</sup> Prior to distribution, the final programmed survey was tested, and time required for completion estimated. The survey was also monitored while it was live to ensure that any issues (e.g. with question routing) could be immediately addressed.<sup>16</sup>

## 2.3 Workforce Survey

### Workforce Survey topics

The Workforce Survey (see Appendix A) comprised five modules with a mix of closed and open-ended questions covering the following areas.

#### Module A – You and your role

Module A sought respondents' informed consent before asking a range of demographic questions. The module covered education and qualifications, along with community legal centre role and position. A set of questions explored length of time working in community legal centres and future career intentions.

#### Module B – Working in the sector

Module B covered respondents' motivations for working in the community legal centre sector, what they thought their community legal centre does well (and where improvements could be made), whether working in community legal centres had met with expectations, and the extent to which their skills and training prepared them for the demands of working in the sector.

#### Module C – Work and life

Module C explored various aspects of wellbeing. This included questions on work-life balance – whether community legal centre work hours fitted in with home and social life, and whether people regularly worked in their free time. It also examined how 'family friendly' community legal centres were, including provision and use of parental entitlements. The module included questions on job satisfaction, organisational commitment, workload and COVID-19 impact, as well as experiences of discrimination and harassment. Finally, personal wellbeing, satisfaction with life, mental wellbeing, resilience and use and utility of employee assistance programs (EAP) were explored.

#### Module D – Your needs

Module D examined professional development and training needs, CPD requirements, and perceived adequacy of supervision and professional support.

#### Module E – Overall views on community legal centres

The final module, Module E, asked respondents more broadly about their views of the community legal centre sector as a whole and the role and work of the Federation, before seeking permission for recontact for future research projects.

<sup>13</sup> Limesurvey GmbH (2003).

<sup>14</sup> Collins (2003). Five VLF staff ranging in age, qualifications and experience working in the community legal sector were interviewed via video meeting. Participants were asked to share their screen while they completed the survey. They were also asked to 'think out aloud' especially when they were unsure about a question or the answer options. They were also probed on questions that they had incorrectly completed, hesitated, or displayed confusion.

<sup>15</sup> Cognitive testing also highlighted the need to clearly delineate questions that referred to the community legal centre 'as a whole' and the person's community legal centre, specifically.

<sup>16</sup> Only one issue, concerning community legal centre response options, required rectification while the survey was in the field.

## Distribution and response rate

The Workforce Survey link was distributed to all community legal centres by the Federation using their contact database. The survey was open for a period of six weeks, from Friday 30 October 2020 and closed at midnight Friday 4 December 2020. To improve the response rates, multiple reminders were sent.<sup>17</sup> Three reminders went to the Workforce Survey distribution list, and emails were also sent to community legal centre CEOs to encourage their staff to participate. The survey was entirely voluntary and respondents who chose to begin the survey could exit at any time.

A total of 739 survey responses were recorded in the dataset (i.e. the number of people who opened the survey link). Of those, 28 exited the survey without completing the consent question (the very first question) and three respondents did not consent and therefore did not continue the survey – these 31 surveys were removed from the dataset. A further 35 responses were deleted as no questions were answered after consenting to the survey.

As part of the normal data cleaning process for online surveys the existence of duplicate responses was investigated.<sup>18</sup> An algorithm was developed to uncover duplicate records.<sup>19</sup> Twenty-eight provisional duplicate cases were detected. Survey responses for each duplicate pair were assessed individually by two report authors. Only where both authors were in agreement, after detailed review of all answers in potential duplicates, were duplicates agreed and removed. Nine duplicates were identified and removed from the final dataset.

After cleaning the dataset, a total of 664 surveys were included in the analysis of the Workforce Survey.<sup>20</sup> Dates of the initial invitation, reminders, and associated response are shown in Table 1.

**Table 1. Workforce Survey distribution and response rate**

Invitation schedule	Date	Number of responses
Invitation	Friday 30 October 2020	186
First reminder	Thursday 5 November 2020	196
Second reminder to CEOs and managers only	Thursday 19 November 2020	46
Third reminder	Wednesday 25 November 2020	143
Fourth reminder	Thursday 3 December 2020	93
Survey closed	Friday 4 December 2020	-
<b>Total</b>		<b>664</b>

The survey was programmed so that participants were not forced to answer all questions and could skip those that they did not wish to answer. While this places less burden on respondents, it also means that the number of responses varies by question. The module completion rate<sup>21</sup> is detailed in Table 2 and ranged from 93 per cent to 52 per cent.

<sup>17</sup> Schaefer and Dillman (1998).

<sup>18</sup> Sometimes in online surveys participants may submit multiple responses – usually because they only partially complete the survey and submit it, and then go back to complete the survey and submit it again.

<sup>19</sup> The variables used to detect potential duplicates included community legal centre name, gender, age group, Aboriginal and Torres Strait Islander, highest level of education, annual salary, sexual orientation and disability status. Identified duplicates needed to match on all criteria. When there was an exact match on these criteria, all responses were reviewed to ensure that people were not being excluded where they only had a similar profile but were similar or identical across other demographic variables in the survey. Provisional duplicates were independently reviewed by two members of the research team, and records were only excluded if there was consensus.

<sup>20</sup> 739 (started) - 31 (no consent) - 35 (no answers) - 9 (duplicates) = 664.

<sup>21</sup> For each module a 'missing question' score was calculated. This was based on four questions spread across the module. These were questions that were not subject to previous response filtering and had single answer choice options. A completed module had a missing question score of zero out of four items.

**Table 2. Workforce Survey module completion rate**

Module	Number complete	Sample response rate (N = 664)
A1 About you and demographics	618	93%
A2 Your role and position	574	89%
A3 Your experience and career	380	57%
B1 Working in CLCs	515	78%
B2 What your CLC does well	481	72%
B3 Expectations and reality <sup>a</sup>	480	72%
B4 Skills required	433	65%
C1 Work and life balance	344	52%
C2 Job satisfaction and COVID-19	426	64%
C3 Discrimination and harassment <sup>b</sup>	434	65%
C4 Your wellbeing	421	63%
D1 Professional development	393	59%
D2 Supervision and support <sup>c</sup>	385	58%
E1 Overall views on CLCs <sup>b</sup>	411	63%
F1 Consent for future surveys <sup>a</sup>	366	55%

Table note. Data from Workforce Survey. CLC = community legal centre. <sup>a</sup>Module B3 and F1 are based on one item. <sup>b</sup>Module C3 and E1 are based on two items. <sup>c</sup>Module D2 is based on three items.

## Response rate estimate based on workforce cohorts

The CEO Survey asked about overall staffing numbers, which were used to estimate response rates for specific workforce cohorts (Table 3).<sup>22</sup>

**Table 3. Response rates by workforce cohort**

Workforce cohort	Number of completed surveys	Estimated number of people based on CEO Survey results <sup>a</sup>	Response rate
Employees	506	1,211	41.8%
Volunteers and students	103	2,394 (2,081 volunteers, 313 students)	4.3%
Board and management committee members	26	318	8.2%
Missing cohort status	29	-	-
<b>Total</b>	<b>664</b>	<b>3,923</b>	<b>16.9%</b>

Table note. Data from both the CEO Survey and Workforce Survey. <sup>a</sup>Includes employee and board numbers for the Federation: 16 employees and seven board members.

<sup>22</sup> Based on responses to the CEO Survey ( $n = 31$ ), emails from CEOs ( $n = 5$ ) and numbers extracted from the remaining 10 community legal centres using Federation records, community legal centre websites or annual report information.

The Workforce Survey achieved an estimated response rate of 41.8 per cent for community legal centre employees. This indicates that the survey responses for employees should be broadly reliable and provide a good representation of their experiences and views.

However, the estimated response rate for volunteers and students (4.3%), and community legal centre board and management committee members (8.2%), are too low to be considered reliable or representative. Survey findings for volunteers and students, and board and management committee members should therefore be treated with caution. Responses for these cohorts have been retained in survey analysis on the basis that they provide insight into the *range of views* and experiences of these cohorts. The analysis of the Workforce Survey predominantly focuses on community legal centre role (i.e. leadership, lawyer, client service, operations) rather than workforce cohort.

The COVID-19 pandemic is likely to have had an impact on response, particularly for students and volunteers, since most community legal centres had moved to work-from-home arrangements and in many cases were not operating with volunteers and students at the time of the survey.

To gain a more reliable and representative understanding of volunteers, students, and board and management committee members' experiences and views, additional surveys employing more directly targeted distribution and recruitment strategies may be warranted.

## 2.4 CEO Survey

### CEO Survey topics

The CEO Survey (see Appendix B) also used a mixture of closed and open-ended questions. The survey had seven modules covering the following areas.

#### **About your community legal centre**

The first section of the CEO Survey comprised items asking about community legal centre type, service area, governance, and areas of legal practice.

#### **Module A – Staffing overview**

Module A asked CEOs about staffing numbers (including students, volunteers and board members), and staff, volunteer and board member recruitment and retention.

#### **Module B – Agreements and awards**

Module B surveyed use of the available pay and condition awards, and the working arrangements and benefits they offered.

#### **Module C – Impact of COVID-19**

Module C covered the impact of COVID-19 on community legal centre operations, additional benefits or entitlements offered to staff because of COVID-19, and the challenges of managing community legal centres through COVID-19.

#### **Module D – Challenges and pressures**

Module D investigated the challenges and pressures that community legal centres face (independent of COVID-19) and whether community legal centres had action plans to improve cultural awareness and diversity.

#### **Module E – Funding and reporting requirements**

Module E asked CEOs about funding issues, reporting requirements, and priorities if they were able to secure additional funding.

## Module F – Sector collaboration and the Federation

In the final section, Module F, CEOs were given the opportunity to express their views on increasing community legal centre collaborations and how the Federation could strengthen the community legal centre sector.

### Distribution

The CEO Survey was emailed by the Federation to managers, executive directors or CEOs of the 46 community legal centres. It was open from Tuesday 1 December 2020 to Monday 1 February 2021, a total of eight weeks spanning the summer break period.

After the initial invitation email, a further three reminder emails were sent. At the second reminder a PDF version of the survey was also attached. To assist with the calculation of the Workforce Survey response rate, in the final week, CEOs of community legal centres that did not complete the survey were invited to submit only staffing numbers.<sup>23</sup>

### Response rate

Of the 46 community legal centres invited to participate, 31 CEOs completed the online survey (response rate of 67%) and an additional five CEOs provided staffing numbers by email response (increasing the response rate to 78%).

The CEO Survey ( $N = 31$ ) was completed by CEOs ( $n = 22$ , 71.0%), the community legal centre manager (for those within an auspicing organisation,  $n = 5$ , 16.1%), the CEO of the auspicing organisation ( $n = 1$ , 3.2%) or a delegated person who completed the form on behalf of the CEO ( $n = 3$ , 9.7%).

## 2.5 Limitations

The validity and generalisability of any survey depends on the response rate (the percentage of people invited who complete the survey).<sup>24</sup> Response rates are influenced by a variety of factors including the audience surveyed, the nature of the topic, and timing and length of the survey.

As detailed above, for the main Workforce Survey, response rates were greatest among employees (41.8%) and lowest among volunteers and students (4.3%) and board and management committee members (8.2%). While this provided a good representation of community legal centre employees, the ability to generalise findings on volunteers, students, board and management committee members was severely limited. Moreover, there was no comprehensive email list covering those who made up the Victorian community legal centre workforce. The email list maintained by the Federation was likely to miss students, volunteers and others that do not have or use a community legal centre email address.

The email list used for the Workforce Survey was not comprehensive, nor were personal email addresses linked to survey responses. If feasible, future workforce surveys would benefit from development of a comprehensive email invitation list. This would also allow a personalised token system to be used to manage and target reminder emails.

<sup>23</sup> Note that where no response was received from a community legal centre, for the purpose of calculating the Workforce Survey response rate, staff, volunteer and board member numbers, where available, were taken from the community legal centre website or most recent annual report. Federation staff numbers were also included in staffing and response rate calculations.

<sup>24</sup> de Vaus (2014).

## 2.6 Analysis

This section sets out approaches to analysis employed in subject specific reports using Workforce and CEO Survey data.

### Quantitative and qualitative analysis

Descriptive and bivariate statistics were used in analyses.<sup>25</sup> Given the variable response rate across Workforce Survey modules, findings are reported as percentages based on the sample size for each question, not the total sample. This means that the reported sample size ( $N$ ) varies.

Statistical analyses were carried out using SPSS.<sup>26</sup> Where data was cross-tabulated, for example, exploring gender by work role, a chi-squared test was used to determine whether differences between groups were statistically significant. Cell-based statistics were then used to determine the source of any significant differences,<sup>27</sup> with these highlighted in red (less than expected) or green (more than expected) shading in the relevant tables.

Qualitative data (responses to open-ended questions) were analysed using thematic analysis.<sup>28</sup> Qualitative data analysis was managed and analysed using the MAXQDA mixed methods software.<sup>29</sup>

### Comparison groups

Two main variables were constructed to facilitate analysis and comparisons: workforce group (comprised of four categories based on work roles) and workforce status (comprised of three categories based on workforce status).

#### Workforce group

Question A2Q2a in the Workforce Survey presented respondents with 18 work roles. Respondents were asked to select all the roles that applied to them. To create four mutually exclusive groups indicative of 'main work role', responses were recoded using the following sequential order: leadership roles (management or board), legal roles, client service roles, and centre operations roles. Table 4 sets out the sequential order used to classify respondents.<sup>30</sup> For example, someone who reported that they performed client intake and lawyer roles would be coded to the 'legal roles' category. Someone who nominated that they performed centre manager, lawyer and administrative roles would be coded to the 'leadership team'. Similarly, someone who reported performing lawyer and social worker roles would be coded to the 'legal roles' group.

#### Workforce status

Respondents were asked to indicate their workforce status in question A2Q1 with the following options: employee, volunteer, student or board member. Respondents could select more than one 'workforce status' and were then recoded to identify their 'primary workforce status' using the following sequential order: employee, board member, student or volunteer. For example, if someone indicated that they were an employee, volunteer and student, then they were classified as an 'employee'. Someone who nominated that they were a board member and volunteer would be classified as a 'board member'. Due to small sample sizes, for the purpose of analysis, students and volunteers were combined into one group (see Table 5).

<sup>25</sup> Tabachnick and Fidell (2013), Siegel and Castellan (1988) and de Vaus (2014).

<sup>26</sup> IBM Corp (2020). Throughout the report we have used standard statistical notation for the following tests and details:  $\chi^2$ = Chi-square test for categorical data; Median = The data midpoint above and below which 50 per cent of responses lie;  $M$  = Mean, average;  $N$  = The number of people within a sample included in the analysis (total);  $n$  = The number of people within a survey sample subset.  $NS$  = Not significant (statistical analysis).  $p$  = p-value (probability statistic).  $SD$  = Standard deviation;  $t$  = Student's t test for continuous data. Qualitative data analysis for the broader project was carried out using MAXQDA mixed methods software (VERBI Software, 2019).

<sup>27</sup> Called standardised residuals. A residual in excess of 2.0 indicated a lack of fit in that cell and the likely source of overall significant differences.

<sup>28</sup> Terry, Hayfield, Clarke and Braun (2017).

<sup>29</sup> VERBI Software (2019).

<sup>30</sup> Answers in the 'other' option ( $n = 45$ ) were recoded where required to one of the roles listed. A new category 'Migration agent' was created based on these answers.

Table 4. Sequence for recoding work roles into work group

Response options (work role)	Recoded to... (work group)
CEO or centre manager or coordinator	Leadership roles
Member of centre board or management committee	
Principal/Senior lawyer	Legal roles
Lawyer	
Paralegal/law student	
Reception	Client service roles
Client intake	
Aboriginal engagement officer or adviser	
Community education, engagement, development and support (including client support and advocacy, outreach)	
Social worker	
Psychologist	
Financial counsellor	
Migration agents	
Administration and corporate services	Centre operations
Research, quality and evaluation	
Policy and advocacy	
Communications	
Program, project or service manager or coordinator	

Table note. Workforce Survey question A2Q2a. Respondents could select more than one role.

**Table 5. In what capacity do you work/volunteer at your community legal centre?**

Response options	Recoded to
Employee only	Employee
Employee + volunteer	
Employee + board	
Employee + volunteer + student	
Board only	Board
Board + volunteer	
Student only	Volunteer/Student
Volunteer only	
Volunteer + student	

Table note. Data from Workforce Survey. Respondents could select more than one option.

## Scales and their scoring

The Workforce Survey included items that formed the following four scales.

### Personal Wellbeing Index

The Personal Wellbeing Index (PWI) comprises statements measuring seven aspects of life satisfaction. For example, 'How satisfied are you with ... your standard of living'. PWI items are scored on an 11-point scale from 0 'Completely dissatisfied' to 10 'Completely satisfied'.<sup>31</sup> An overall 'Personal Wellbeing Score' was calculated by averaging the seven PWI scores.

### WHO-5 Wellbeing Scale (WHO-5)

The WHO-5 Wellbeing Scale (WHO-5) is a widely used tool for measuring subjective wellbeing and is also a reliable screening tool for depression.<sup>32</sup> It consists of five positively worded statements about how people have been feeling over the past two weeks, and is scored on a 6-point scale from 0 'at no time' to 5 'all of the time'.<sup>33</sup> WHO-5 total scores range between 0 and 25 (the sum of five scores).<sup>34</sup>

### Brief Resilience Scale

Resilience is widely defined as the 'ability to bounce back or recover from stress'.<sup>35</sup> The Brief Resilience Scale (BRS) measures resilience using six items. Each item is scored using a 5-point scale from 1 'strongly disagree' to 5 'strongly agree'. A BRS score is the average of the six items. Higher scores indicate higher resilience.<sup>36</sup>

### Brief Index of Affective Job Satisfaction

The Workforce Survey measured job satisfaction using the Brief Index of Affective Job Satisfaction (BIAJS). The BIAJS has been previously validated with Australian samples using focus groups (cognitive testing) and survey administration.<sup>37</sup>

<sup>31</sup> Cummins (2013).

<sup>32</sup> Topp et al. (2015).

<sup>33</sup> WHO (1998).

<sup>34</sup> A total of 425 Workforce Survey respondents completed all five WHO-5 items. The internal consistency of the WHO-5 scores for this sample was .90 (Cronbach's alpha;  $N = 425$ ). This indicates that the WHO-5 items are internally consistent and a reliable measure of psychological wellbeing. According to de Vaus (2014, p.184) a scale must have a Cronbach's alpha of at least .70 to be considered internally reliable. The Cronbach's alpha is one indicator of the internal consistency or reliability of the items of a scale.

<sup>35</sup> Smith et al. (2008, p.194).

<sup>36</sup> Within the Workforce Survey, a total of 425 respondents completed the six BRS items. The internal consistency of the scale within this sample was .86 (Cronbach's alpha;  $N = 425$ ). Again, this indicates that the items in the BRS all work consistently and reliably measure resilience.

<sup>37</sup> A total of 447 Workforce Survey respondents completed the BIAJS items. Within the Workforce Survey the consistency score was .91 (Cronbach's alpha;  $N = 447$ ). Again, this indicates that the BIAJS scale items provided a consistent and reliable measure of job satisfaction.

## 3. Next steps

This report provides a detailed account of the methods and surveys used in the Community Legal Centres Workforce Project. It provides the methodological guide for subsequent reports based on the Workforce and CEO Surveys.

Readers are directed to the first results-based report, the *Workforce profile* report, which provides a useful overview of the Victorian community legal centre workforce.<sup>38</sup> It covers results from survey sections on demographics and diversity, legal practice and areas of law, work roles, income and working arrangements and benefits.

All reports will be available to download from the VLF website.<sup>39</sup>

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<sup>38</sup> Kutin, McDonald, Hagland, Kennedy, and Balmer (2021).

<sup>39</sup> <https://victorialawfoundation.org.au/research/research-reports/>.

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## **Appendix A: Workforce Survey**

# Federation of Community Legal Centres Workforce Survey

## About the survey

The Victoria Law Foundation <[victorialawfoundation.org.au/research/](http://victorialawfoundation.org.au/research/)> has been engaged by the Federation of Community Legal Centres Victoria Inc. <[www.fclc.org.au/](http://www.fclc.org.au/)> to conduct a workforce survey of all those working and volunteering in community legal centres (CLCs) in Victoria.

Your participation is important! Getting as many responses as possible is crucial to accurately reflecting views and experiences within the sector.

The results will feed into long-term planning and will provide an opportunity to communicate the incredible contribution the sector makes in helping those Victorians most adversely impacted by injustice.

We will ask you about the main community legal centre you work or volunteer for ('your centre') and the sector as a whole (all centres in general, 'community legal centres').

The survey includes a broad range of questions about you, your role, your views on the sector and experience working in it, your needs and wellbeing, supervision and professional support, participation and networks, as well as some opportunities to express your views.

## Privacy and confidentiality

Some questions ask for personal information such as your age, health and disability status, and cultural and sexual identity. These questions will allow us to describe the diversity of those working in community legal centres. All questions are optional.

At the end of the survey we will also ask for some contact information, which will allow us to see what has changed for you if another workforce survey is conducted in the future. It is up to you whether or not you provide this information. Even without it, your responses are valuable. Of course, all responses will remain confidential.

Please note that:

- **You, or your community legal centre, will not be identified in any reporting.**
- Your personal information is collected by the Victoria Law Foundation for the purposes of this and possible future workforce surveys.
- Victoria Law Foundation will hold the survey data, which includes your personal information (if provided), on a secure encrypted network that can only be accessed by the research team.
- Data that identifies individuals or individual community legal centres, including your personal information (if provided), will not be shared with the Federation, individual community legal centres or other organisations, but may be shared with another research organisation should an organisation other than the Victoria Law Foundation be engaged by the Federation to conduct a future workforce survey (in which case they will be subject to the same privacy and confidentiality requirements).
- Your participation is entirely voluntary, and you can choose to discontinue the survey at any time.

Your survey responses are managed in accordance with the privacy policy of the Federation, which can be found here. <<https://www.fclc.org.au/about>>

A report will be produced setting out survey findings, which will be made available to the Federation and all Victorian community legal centres.

The survey should take around 30 minutes to complete.

If you have any questions or concerns about the survey or your privacy, please contact Jozica Kutin at [research@victorialawfoundation.org.au](mailto:research@victorialawfoundation.org.au)

Click NEXT to start the survey..

## Survey consent

(Set as mandatory)

**CONSENT.** I acknowledge and consent to the Victorian Law Foundation, on behalf of the Federation, collecting and using my survey responses for the purpose of conducting, analysing and reporting on this survey. Any use of my survey responses will be consistent with the Federation's privacy policy.

1. Yes, I consent (this will start the survey)
2. No (this will exit the survey)

## Module A – You and your role

### Module A1 – About you

This first section collects some information about you and your role. We only report grouped data and this data will be used to highlight the diversity of the community legal centre workforce. We will also use some of these questions to determine how people's experiences in the community legal centre sector differ.

#### A1Q1. What is your gender?<sup>40</sup>

1. Female
2. Male
3. Non-binary, gender diverse
4. My gender identity isn't listed, I identify as... (please specify)
5. Prefer not to say

#### A1Q2. What is your age?<sup>41</sup>

1. Less than 25
2. 25 to 29
3. 30 to 34
4. 35 to 39
5. 40 to 44
6. 45 to 49
7. 50 to 54
8. 55 to 59
9. 60 and above
10. Prefer not to say

#### A1Q3. Do you speak a language other than English at home?<sup>42</sup>

(Select all that apply)

- A. No, only speak English at home (make exclusive)
- B. Arabic
- C. Cantonese
- D. French
- E. German
- F. Greek
- G. Hindi
- H. Italian
- I. Mandarin
- J. Spanish
- K. Vietnamese
- L. Other language (please specify)

<sup>40</sup> Question format guided by [www.monash.edu/lgbtiq/capturing-gender-data](http://www.monash.edu/lgbtiq/capturing-gender-data) (accessed 21/9/2020) and People Matter Survey 2021.

<sup>41</sup> Standard age categories. These age category breakdowns are used in the IBA International Survey and the NSW Public Sector Employee Survey 2019, <https://www.psc.nsw.gov.au/reports-and-data/people-matter-employee-survey/previous-surveys/pmes-2019>.

<sup>42</sup> Source: NSW Public Sector Survey 2019, <https://www.psc.nsw.gov.au/reports-and-data/people-matter-employee-survey/previous-surveys/pmes-2019>.

**A1Q3a. Do you speak a language other than English with CLC clients?**

(Select all that apply)

1. No, only speak English at work
2. Arabic
3. Cantonese
4. French
5. German
6. Greek
7. Hindi
8. Italian
9. Mandarin
10. Spanish
11. Vietnamese
12. Other language (please specify)

**A1Q4. Are you of Aboriginal and Torres Strait Islander origin?<sup>43</sup>**

(A person of Aboriginal and Torres Strait Islander origin identifies as such and is accepted as such by the community with which he or she is associated.)

1. Yes
2. No
3. Prefer not to say

**A1Q5. How would you describe your cultural identity?**

(Select all that apply)

(Exclusive answer option = 15)

1. Australian
2. Aboriginal and Torres Strait Islander
3. African (including Central, West, Southern and East African)
4. British and/or Irish
5. Central and/or South American
6. Central Asian
7. East and/or South-East Asian
8. European (including Western, Eastern and South-Eastern European, and Scandinavian)
9. Maori
10. Middle Eastern and/or North African
11. New Zealander
12. North American
13. Pacific Islander
14. South Asian
15. Prefer not to say
16. Other (please specify)

**A1Q6. Do you identify as lesbian, gay, bisexual, trans or gender diverse, queer or questioning?**

1. Yes
2. No
3. Prefer not to say

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<sup>43</sup> Source: NSW Public Sector Survey 2019, <https://www.psc.nsw.gov.au/reports-and-data/people-matter-employee-survey/previous-surveys/pmes-2019>.

**A1Q7. Do you have a disability?<sup>44</sup>**

(Disability includes a long-term physical, psychiatric, intellectual or sensory condition that, in interaction with various barriers, may hinder the person's full and effective participation in the community on an equal basis with others).

1. Yes
2. No
3. Prefer not to say

**A1Q8. What is the highest level of formal education you have completed?**

1. Doctorate Degree level
2. Master Degree level
3. Graduate Diploma or Graduate Certificate level
4. Bachelor Degree level
5. Advanced Diploma or Diploma level
6. Certificate level, including trade
7. VCE, HSC or equivalent
8. Less than year 12 or equivalent

(If A1Q8 = 1, 2, 3 or 4 = degree or above)

**A1Q8a. Was/were your degree(s) in any of these areas?**

(Select all that apply)

- A. Law
- B. Social work
- C. Psychology
- D. Community development
- E. Health related field
- F. Social and public policy
- G. Business and management
- H. Arts and humanities
- I. Other (please specify)

(If A1Q8a = A = Law degree)

**A1Q8b. From which university or college did you receive your law degree?**

(OPEN)

44 Source: NSW Public Sector Survey 2019, <https://www.psc.nsw.gov.au/reports-and-data/people-matter-employee-survey/previous-surveys/pmes-2019>.

## Module A2 – Your role and position

In this survey we are interested in any work you have done in community legal centres. In answering the following questions please include paid and volunteer work performed in a board, management, legal, administrative and any other capacity.

### **A2CLCMainJob. Is your community legal centre work your main job?**

1. Yes, it is my sole or main job
2. No, my main work is outside the CLC

### **A2CLCmore. Do you currently work/volunteer at more than one CLC?**

1. Yes, I work/volunteer at more than one CLC
2. No, I work/volunteer at only one CLC
3. No answer

### **A2CLCmetro. And is most of your CLC work based in metropolitan Melbourne or rural, regional or remote Victoria (RRR)?**

1. Mostly metropolitan Melbourne
2. Mostly regional, rural and remote Victoria (RRR)
3. No answer

### **A2CLCmain. Which CLC do you currently (or mostly) work/volunteer at?**

1. AED Legal Centre
2. Animal Law Institute
3. ARC Justice (including Goulburn Valley CLC and Loddon Campaspe CLC)
4. Asylum Seeker Resource Centre
5. Ballarat and Grampians Community Legal Service
6. Barwon Community Legal Centre Inc.
7. Brimbank Melton Community Legal Centre
8. Consumer Action Law Centre
9. Disability Discrimination Legal Service
10. Djirra
11. Eastern Community Legal Centre
12. Emma House Domestic Violence Services
13. Environmental Justice Australia
- 14. Federation of Community Legal Centres Victoria Inc.**
15. First Step Legal
16. Fitzroy Legal Service
17. Flemington and Kensington Community Legal Centre
18. Gippsland Community Legal Centre
19. Human Rights Law Centre
20. Hume Riverina Community Legal Centre
21. Inner Melbourne Community Legal
22. InTouch Multicultural Centre Against Family Violence
23. JobWatch
24. Justice Connect
25. Law and Advocacy Centre for Women
26. Melbourne University Student Union Legal Service
27. Mental Health Legal Centre
28. Monash Law Clinics Inc.

29. Moonee Valley Legal Service
30. Murray Mallee Community Legal Service
31. Northern Community Legal Centre
32. Peninsula Community Legal Centre
33. Refugee Legal
34. Seniors Rights Victoria
35. Social Security Rights Victoria Inc.
36. Southport Community Legal Service
37. Springvale Monash Legal Service
38. St Kilda Legal Service
39. Tenants Victoria
40. Victorian Aboriginal Legal Service
41. Villamanta Disability Rights Legal Service Inc.
42. West Heidelberg Community Legal Service Inc.
43. WEstJustice
44. Whittlesea Community Connections
45. Women's Legal Service Victoria
46. Young Workers Centre
47. Youthlaw

(If A2CLCmore = 1 = Yes)

**A2CLCothers. Apart from [Answer from A2CLCmain], which other CLCs do you work/volunteer at?**

(Select all that apply)

(Answer options from A2CLCmain, excluding answer from A2CLCmain.)

**A2Q1. In what capacity do you work/volunteer in a CLC?**

(Select all that apply)

- A. Employee (i.e. paid position)
- B. Volunteer
- C. Student – practical legal training, work experience etc.
- D. Board or managing committee member
- E. Other role (please specify)

**A2Q1a. How long have you worked/volunteered at your current CLC?**

(Please use whole numbers)

Months (0 – 11) [numerical input]

Years [numerical input]

(If A2Q1 = A = Employee)

**A2Q1b. Are you employed full or part-time?**<sup>45,46</sup>

1. Full-time (i.e. usually work 38 hours or more per week)
2. Part-time (i.e. usually work less than 38 hours a week)

(If A2Q1 = A = Employee)

**A2Q1c. Is this position fixed, casual or ongoing?**

1. Casual (i.e. your work arrangements do not entitle you to paid or sick leave)
2. Fixed term – less than 6-month contract
3. Fixed term – 6–11 month contract
4. Fixed term – 1–2 year contract
5. Fixed term – more than 2-year contract
6. Ongoing or permanent position
7. Other (please specify)

(If A2Q1c = 2 or 3 or 4 or 5 = any fixed term position)

**A2Q1d. Has your fixed-term position previously been extended or renewed?**

1. Yes (if yes, please specify how many times)
2. No

(If A2Q1c = 2 or 3 or 4 or 5 = any fixed term position)

**A2Q1e. What do you think you will do when your fixed-term position ends?**

1. If offered, accept extension of current position
2. Look at other positions with current employer
3. Seek a position in another Victorian CLC or Aboriginal legal service
4. Seek a position in Victoria Legal Aid
5. Seek a position at another community service organisation
6. Seek a position with Government
7. Seek another position at another legal body (e.g. private law firm, Victorian Legal Services Board and Commissioner, Vic Bar)
8. Seek a position elsewhere
9. Other (please specify)

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45 The ABS uses specific definitions of what is full-time and what is considered part-time. Casual employment is not based on the number of hours worked, but is based on whether the person has access to entitlements (such as paid holiday or sick leave). See ABS (2018) 6102.0.55.001 – Labour Statistics: Concepts, Sources and Methods, Feb 2018 Released at 11:30 AM 12/02/2018. Available at <https://www.abs.gov.au/ausstats/abs@.nsf/Lookup/by%20Subject/6102.0.55.001~Feb%202018~Main%20Features~Labour%20Statistics%20Explained%20Frequently%20Asked%20Questions~44>.

46 Modified wording taken from the ABS (2009) legal services report. Chapter 4 covers the community legal sector. See <https://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/8667.02007-08?OpenDocument> (p. 21). In 2009 the breakdown in community legal centres was 40 per cent permanent full-time, 44 per cent permanent part-time, and 15 per cent casual (p. 21).

(ALL)

**A2Q2. How many hours of work do you usually do at CLCs each week? (Please include any paid and volunteer work)<sup>47</sup>**

(Question Type – Multiple numerical input, number only, max 3 characters)

\*Unpaid work is not volunteer work, but hours worked above your paid hours for which you will not receive payment or time-in-lieu

- A. Employee – paid hours
- B. Employee – \*unpaid hours
- C. Volunteer hours
- D. Student hours
- E. Board or managing committee hours

**A2Q2a. What are your main roles?**

(Select all that apply)

1. CEO or centre manager (i.e. in charge of day-to-day centre operations)
2. Member of centre board or management committee
3. Principal lawyer
4. Lawyer
5. Paralegal, law student
6. Reception
7. Client intake
8. Administration and corporate services
9. Research, quality and evaluation
10. Aboriginal engagement officer or adviser
11. Policy and advocacy
12. Communications
13. Program, project or service manager
14. Community education, engagement, development and support
15. Social worker
16. Psychologist
17. Financial counsellor
18. Other (please specify)

<sup>47</sup> See <https://www.abs.gov.au/ausstats/abs@.nsf/Lookup/by%20Subject/6102.0.55.001~Feb%202018~Main%20Features~Hours%20of%20Work~5>.

## Module A3 – Your experience and career

We are interested in your experiences of the community legal sector in general. Again, we are interested in all periods in a paid or voluntary capacity.

### A3Q1. How long have you worked in CLCs?

(Please total periods in a paid or voluntary capacity)

Please specify (years & months)

Years <-----> (allow missing)

And months <-----> (allow missing, 0 to 11)

### A3Q2. How many different CLCs have you ever worked at?

Please specify (number) (minimum 1, maximum 65)

### A3Q3. Do you hold, or have you ever held, a Legal Practising Certificate?<sup>48</sup>

1. Yes, I currently hold an unsupervised Legal Practising Certificate
2. Yes, I currently hold a supervised Legal Practising Certificate
3. Yes, I previously held a Legal Practising Certificate, but not now
4. No, I've never held a Legal Practising Certificate

(If A3Q3 = 1 or 2 = currently holding legal practising certificate)

### A3Q3a. How long have you held a legal practising certificate?

Please specify (years)

(A2Q2a = 3 = Principal lawyer or = 4 = Lawyer) or

(A3Q3 = 1 or 2 or 3 = Hold or ever held a legal practicing certificate)

### A3Q3b. What are your main areas of legal practice in your CLC work?

(Select all that apply)

1. Civil or administrative law
2. Criminal law
3. Family law (including family violence)
4. Other (please specify)

(If A2Q2a = 5 = Paralegal/law student)

### A3Q4. You said before that you work at your CLC as a paralegal or law student. Do you aspire to be a legal practitioner?

1. Yes
2. No
3. Don't know

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<sup>48</sup> Legal practising requirements are set out by VLSB+C, see <https://lsbc.vic.gov.au/lawyers/new-lawYERS/supervised-legal-practice>.

(If A2CLCMainJob = 1 = Yes, it is my sole or main job)

**A3Q5. You said above that your CLC position was your sole or main job. Immediately before joining your current CLC, what were you mainly doing...?**

(Select one)

1. Working at another CLC or Aboriginal legal service
2. Working at Victoria Legal Aid
3. Working at a private law firm
4. Working at a government organisation or agency
5. Working at a non-government organisation or agency
6. Working at another business or company
7. Working in the education sector
8. Self-employed
9. Studying
10. Caring for children or other family members
11. Unemployed
12. Unable to work (e.g. because of illness)
13. Retired
14. Other (please specify)

(If A2CLCMainJob = 2 = No, my main work is outside my CLC)

**A3Q6. You said above that your main work is outside your CLC. Is your main employment in any of the following?**

1. Another community legal centre or Aboriginal legal service
2. Victoria Legal Aid
3. Private law firm
4. Government organisation or agency
5. Non-government organisation or agency
6. Business or company
7. Education sector
8. Self-employed
9. Student or studying
10. Other (please specify)

(ALL)

**A3Q7. How long do you think you will continue to work in your current CLC?<sup>49</sup>**

1. Less than 1 year
2. 1 to 2 years
3. 2 to 5 years
4. 5 to 10 years
5. 10 to 20 years
6. More than 20 years

<sup>49</sup> Source: NSW Public Sector Survey 2019, modified question 16L. <https://www.psc.nsw.gov.au/reports-and-data/people-matter-employee-survey/previous-surveys/pmes-2019>.

(ALL)

**A3Q8. Do you aspire to work at any of the following organisations or agencies in the future?**

(Please tick all that apply)

1. Another CLC or Aboriginal legal service
2. Victoria Legal Aid
3. Private law firm
4. Court or tribunal
5. Government organisation or agency
6. Non-government organisation or agency
7. Business or company
8. Education sector
9. Self-employed
10. Planning on retiring
11. Other (please specify)
12. None of these

(If A2Q1 = A = Employee)

**A3Q9. Sometimes people think about or look for a different job even when they are currently working. Are you thinking about looking for another job?**

1. Yes
2. No

(If A3Q9 = 1 = Yes)

**A3Q9a. Have you started actively looking and applying for other jobs?**

1. Yes
2. No

(If A3Q9a = 1 = Yes)

**A3Q9b. Are you looking for jobs with any of the following?**

(Select all that apply)

1. Another CLC or Aboriginal legal service
2. Victoria Legal Aid
3. Private law firm
4. Government organisation or agency
5. Non-government organisation or agency
6. Business or company
7. Education sector
8. My own business or company
9. None
10. Other (please specify)

(If A3Q9a = 1 = Yes started looking)

**A3Q9c. Please explain your main reasons for having started to look for another job? Your answers are confidential and will not be shared with your centre or manager.**

(Please tick all that apply)

1. Advance career opportunities or prospects
2. A permanent or longer-term position
3. Better pay, working conditions or entitlements
4. Want clients who are easier to work with
5. I am just unhappy in my role
6. I don't get on with management
7. I don't get on with my colleagues
8. It's time to move on
9. I want an easier or less stressful position
10. My partner has taken or is looking for another job
11. My position will end soon
12. Seek new challenges
13. To be closer to family or friends
14. Relocation
15. No reason
16. Other (please specify)

(If A2Q1 = B = volunteer = Y)

**A3Q10. You mentioned earlier that you volunteer at a CLC. Are you planning to stop volunteering?**

1. Yes
2. No

(A3Q10 = 1 = Yes, Volunteer thinking of stopping)

**A3Q10a. Please indicate your main reasons for planning to stop volunteering?**

(Select all that apply)

1. I was volunteering while studying and have now finished my education
2. I will be taking up paid employment
3. I no longer have the time
4. My personal priorities have changed
5. I've done my bit
6. I can make a bigger difference elsewhere
7. The work has become too hard
8. I want to concentrate on other work
9. Clients are too difficult to work with
10. I am just unhappy in my role
11. I don't get on with management
12. I don't get on with others working there
13. I want to pursue other activities
14. Restrictions due to COVID-19
15. No reason
16. Other (please specify)

(ALL)

**A3Q11. Do you think there are opportunities to build a career within CLCs?**

1. Yes
2. No
3. Don't know

(If A3Q11 = 2 = No)

**A3Q11a. Can you describe why that is?**

(OPEN)

(If A2Q1 = A = Employee)

**A3Q12. Considering only your CLC work, what is your gross salary (i.e. income before tax)?<sup>50</sup>**

1. \$4,000 or more per week (\$208,000 or more per year)
2. \$3,000–\$3,999 per week (\$156,000–\$207,948 per year)
3. \$2,000–\$2,999 per week (\$104,000–\$155,948 per year)
4. \$1,500–\$1,999 per week (\$78,000–\$103,999 per year)
5. \$1,250–\$1,499 per week (\$65,000–\$77,999 per year)
6. \$1,000–\$1,249 per week (\$52,000–\$64,999 per year)
7. \$800–\$999 per week (\$41,600–\$51,999 per year)
8. \$600–\$799 per week (\$31,200–\$41,599 per year)
9. \$400–\$599 per week (\$20,800–\$31,199 per year)
10. \$300–\$399 per week (\$15,600–\$20,799 per year)
11. \$200–\$299 per week (\$10,400–\$15,599 per year)
12. \$1–\$199 per week (\$1–\$10,399 per year)
13. Prefer not to answer

(ALL)

**A3Q13. Considering all sources of income, including your CLC work, what is your total gross salary (i.e. income before tax)?**

1. \$4,000 or more per week (\$208,000 or more per year)
2. \$3,000–\$3,999 per week (\$156,000–\$207,948 per year)
3. \$2,000–\$2,999 per week (\$104,000–\$155,948 per year)
4. \$1,500–\$1,999 per week (\$78,000–\$103,999 per year)
5. \$1,250–\$1,499 per week (\$65,000–\$77,999 per year)
6. \$1,000–\$1,249 per week (\$52,000–\$64,999 per year)
7. \$800–\$999 per week (\$41,600–\$51,999 per year)
8. \$600–\$799 per week (\$31,200–\$41,599 per year)
9. \$400–\$599 per week (\$20,800–\$31,199 per year)
10. \$300–\$399 per week (\$15,600–\$20,799 per year)
11. \$200–\$299 per week (\$10,400–\$15,599 per year)
12. \$1–\$199 per week (\$1–\$10,399 per year)
13. Nil other income, my CLC income is my only income
14. Prefer not to answer

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<sup>50</sup> ABS 2012 Census survey. See [http://www.abs.gov.au/ausstats/abs@.nsf/lookup/2903.0main features162011/\\$file/SAMPLE\\_PRINT\\_VERSION\\_F1.pdf](http://www.abs.gov.au/ausstats/abs@.nsf/lookup/2903.0main%20features162011/$file/SAMPLE_PRINT_VERSION_F1.pdf) and also <https://www.abs.gov.au/ausstats/abs@.nsf/Lookup/2901.0Chapter5702011>. Additional higher income categories were added. The ABS (2009) report on legal services in Australia also covers income per sector. See <https://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/8667.02007-08?OpenDocument>.

(A2Q1 = A = Employee)

**A3Q14. And do you think that the CLC salary you receive is....**

- A. Equivalent to others in a similar role outside the CLC sector?
- B. Equivalent to those in a similar role within the CLC sector?

**Answer options:**

- 1. It is significantly less
- 2. It is somewhat less
- 3. It is about the same
- 4. It is somewhat more
- 5. It is significantly more
- 6. Don't know

(A2Q1 = A = Employee)

**A3Q15. Do you take advantage of any of these working arrangements and benefits?**

(Multiple choice, select at least one)

- 1. Salary packaging
- 2. Flexible working arrangements (e.g. Flexitime)
- 3. Work from home (i.e. regular arrangements outside COVID-19)
- 4. Compressed work week (e.g. 9-day fortnight or regular Rostered day off (RDO))
- 5. Purchase extra leave
- 6. Job sharing
- 7. None of these (Make exclusive)
- 8. Other (please specify)

(If A3Q15 = 1 = Salary packaging)

**A3Q15a. Do you salary package:**

(Select all that apply)

- 1. Living expenses
- 2. Meal entertainment
- 3. Novated motor vehicle leases
- 4. Superannuation (i.e. salary sacrifice into super)
- 5. Self-education expenses
- 6. Professional development (e.g. subscriptions, journals)
- 7. Professional body membership
- 8. Development travel (e.g. professional seminars, conferences)
- 9. Tools of trade
- 10. Electronic devices used predominately for business purposes (e.g. laptops, smartphones etc.)

(A2Q1 = A = Employee)

**A3Q16. Considering the work you do, to what extent do you agree or disagree that the CLC salary and working arrangements and benefits you receive are fair?**

- 1. Strongly agree
- 2. Agree
- 3. Neither agree not disagree
- 4. Disagree
- 5. Strongly disagree

## Module B – Working in the sector

### Module B1 – Working in CLCs

This section explores your experience working in CLCs, and includes all work, paid or voluntary. It also includes serving on CLC boards.

#### B1Q1. What attracted you to working/volunteering in CLCs?

(Select all that apply)

- A. Opportunity to help those facing economic, cultural or social disadvantage
- B. Opportunity to make access to justice more equitable
- C. Opportunity to enable social change
- D. Opportunity to have a positive impact on society
- E. Opportunity to improve access to justice
- F. Opportunity to change or make better laws
- G. Opportunity to hold the government accountable
- H. Opportunity to make a fairer society
- I. Opportunity to make a difference to my community
- J. Inclusivity of the sector
- K. Sense of community or belonging
- L. The sector's collective voice
- M. Shared values
- N. Like-minded people
- O. Opportunity to gain experience
- P. Sense of professional obligation
- Q. Opportunity to apply my skills to help others
- R. Sense of fulfillment or personal reward
- S. Flexible working conditions
- T. None of these reasons (this will untick all other answers)**
- U. Something else (please specify)

#### B1Q2. And do you feel you contribute to.....

(Select all that apply)

- A. Effectively resolving people's legal problems
- B. Improving people's understanding of their rights/responsibilities
- C. Increasing people's confidence to address their legal problems
- D. Improving people's financial wellbeing
- E. Improving people's housing security
- F. Improving people's health (physical or mental)
- G. Improving people's safety/family safety
- H. Reducing people's levels of stress or worry
- I. Changing or making better laws
- J. Holding the government accountable
- K. None of these reasons (this will untick all other answers)**
- L. Other reason (please specify)

(A2Q2a = 3 = Principal lawyer or = 4 = Lawyer)

**B1Q2a. What most commonly prevents your clients from resolving problems on their own? (e.g. lack of legal knowledge, lack of confidence, functional literacy, communication skills)**

(OPEN)

(A2Q2a = 3 = Principal lawyer or = 4 = Lawyer)

**B1Q2b. Thinking of those clients who are least able to resolve problems on their own, what is the most important form of help you provide? (e.g. clarifying legal position, paperwork, communication/negotiation, giving confidence)**

(OPEN)

(ALL)

**B1Q3. What do you like most about your role and working in CLCs?**

(OPEN)

**B1Q3a. What do you like least about your role and working in CLCs?**

(OPEN)

**B1Q4. Thinking about client-related issues, would you say that any of the following are key challenges, pressures or stresses in your CLC work?**

(Multiple choice, select at least one)

- A. Abusive, aggressive, threatening or difficult clients
- B. Clients with complex legal and other needs (e.g. cognitive impairment, drug and alcohol, housing, mental health etc.)
- C. Complexity and severity of clients' legal matters
- D. Inappropriate incoming referrals
- E. Insufficient resources to provide the help clients need
- F. Limited referral and other service options (e.g. lack of other legal and human assistance)
- G. Not enough staff to meet client demand
- H. Providing quality service with available time and resources
- I. Traumatic nature of work (e.g. including experiences of clients and colleagues etc.)
- J. Unrealistic client expectations
- K. Worry about client outcomes
- L. None of these issues (this will untick all options!)**
- M. Other (please specify)

**B1Q4a. Thinking about other issues, would you say that any of the following are key challenges, pressures or stresses in your CLC work?**

(Multiple choice, select at least one)

- A. Abusive, aggressive or threatening colleagues or staff
- B. Actions or behaviour of third parties (i.e. court staff, judiciary, other services etc.)
- C. Geographic challenges associated with where your centre is located
- D. Insufficient access to interpreters
- E. Insufficient resources to cover staff illness and leave
- F. Lack of opportunity for, or access to, training and support
- G. Limited career pathways/progression
- H. Living in or near the community the centre serves
- I. Managing work-life balance
- J. Partner agency expectations
- K. Performance targets

- L. Safety concerns
- M. Tenuous job-security (i.e. short-term contracts etc.)
- N. Travelling distance and time
- O. Under-resourced justice system (i.e. courts, legal assistance etc.)
- P. Working environment (e.g. court, office, travel etc.)
- Q. None of these issues (this will untick all other answers)**
- R. Other (please specify)

**B1Q5. In your experience, are there any pressures and stresses that are unique to your CLC?**

(OPEN)

**B1Q6. And to what extent would you agree that....**

- A. The workload I have is appropriate for the job that I do<sup>51</sup>
- B. I have enough time to do my job effectively

**Answer options:**

- 1. Strongly agree
- 2. Agree
- 3. Neither agree nor disagree
- 4. Disagree
- 5. Disagree strongly

**B1Q7. To what extent do you agree or disagree with the following statements? Your immediate manager...<sup>52</sup>**

- A. Trusts you
- B. Respects you
- C. Gives praise/recognition
- D. Gets people to work together
- E. Is helpful
- F. Provides useful feedback
- G. Encourages & supports your development
- H. Is sensitive to your wellbeing
- I. Provides you with the support you need to do your job well

**Answer options:**

- 1. Strongly agree
- 2. Agree
- 3. Neither agree nor disagree
- 4. Disagree
- 5. Disagree strongly

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<sup>51</sup> Workload questions are from People Matter Survey Wellbeing Check 2020.

<sup>52</sup> Adapted from Maestas et al., (2017) The American Working Conditions Survey, RAND Corporation. Last two items were additions.

## Module B2 – What your CLC does well, and where it might improve

### B2Q1. Do you agree or disagree that your CLC in particular...

Please note these answers will not be shared with individual CLCs.

- A. Keeps its services up to date, for example, by adopting new technologies
- B. Responds to evolving client and community needs
- C. Quickly reacts to crises
- D. Effectively responded to COVID-19
- E. Is effectively governed
- F. Plans effectively for the future
- G. Meets the needs of the communities it serves
- H. Encourages and supports diversity

#### Answer options:

- 1. Strongly agree
- 2. Agree
- 3. Neither agree nor disagree
- 4. Disagree
- 5. Strongly disagree
- 6. Don't know

### B2Q2. What does your CLC do particularly well for clients?

(OPEN)

### B2Q3. What do you think your CLC could do better for clients?

(OPEN)

### B2Q4. What would help you to provide a better service to the communities your CLC serves?

(OPEN)

## Module B3 – Expectations and reality of working in the sector

This short section explores whether working/volunteering in the CLC was what you expected.

### B3Q1. Is working/volunteering in CLCs what you thought it would be like?

1. Yes
2. No
3. Don't know

### B3Q2. What (if anything) surprised you when you started working/volunteering in CLCs?

(OPEN)

### B3Q3. What would those outside the CLC sector fail to appreciate about working/volunteering in the sector?

(OPEN)

## Module B4 – Skills required in CLCs

### B4Q1. Does your CLC work require skills you would not need in a similar professional role elsewhere?

1. Yes
2. No
3. Don't know

(If B4Q1 = 1 = Yes)

### B4Q1a. How would you describe the additional skills required?

(OPEN)

### B4Q2. Do you feel that your previous education, qualifications and experience prepared you for working in CLCs?

1. Yes, entirely
2. Yes, mostly
3. No, not really
4. No, not at all

(If B4Q2 = 3 or 4)

### B4Q2a. Why not?

(OPEN)

(If A1Q8a = 1 = Law)

### B4Q3. Do you feel that your law degree in particular prepared you for work in CLCs?

1. Yes, entirely
2. Yes, mostly
3. No, not really
4. No, not at all

(If B4Q3 = 1 or 2)

**B4Q3a. What in particular in your degree program prepared you for work in CLCs?**

(OPEN)

(If B4Q3 = 2, 3 or 4)

**B4Q3b. What would need to change in your degree program to better prepare you for work in CLCs?**

(OPEN)

**B4Q4. How important were the following in acquiring the skills you need to do your CLC work?**

- A. Degree or other formal education
- B. Continuing professional development (CPD) program/courses
- C. Formal supervision
- D. Training courses
- E. On the job experience
- F. Informal guidance from colleagues
- G. Mentoring
- H. Previous internships, placements or volunteering
- I. Other (please specify below)

**Answer options:**

- 1. Very important
- 2. Moderately important
- 3. Slightly important
- 4. Not at all important
- 5. Not applicable

**B4Q4a. You said that there were 'other' factors that were important in acquiring the skills you needed. Can you explain what they were?**

(SHORT FREE TEXT)

## Module C – Work and Life

### Module C1 – Work and life

This section explores some aspects of home or personal life.

**C1Q1. In general, how well do your working hours fit in with your family or social commitments outside work?<sup>53</sup>**

1. Very well
2. Well
3. Not very well
4. Not at all well

**C1Q2. Over the last month, how often have you worked in your free time in order to meet work demands?<sup>54</sup>**

1. Nearly every day
2. Once or twice a week
3. Once or twice a month
4. I didn't work in my free time last month

**C1Q3. To what extent do you think that CLCs are supportive of people with or having young children?**

1. Very supportive
2. Somewhat supportive
3. Neither supportive nor unsupportive
4. Somewhat unsupportive
5. Very unsupportive
6. Don't know

**C1Q4. Have you or your partner had or adopted children while working in CLCs?**

1. Yes, in the last 2 years
2. Yes, more than 2 years ago
3. Yes, both in the last 2 years and more than 2 years ago
4. No

(If C1Q4 = 1, 2, or 3) and (A2Q1 not Volunteer or Student)

**C1Q4a. Did you use any of your entitlements to maternity, parental, adoption leave?**

1. Yes, used all entitlements
2. Yes, used some, but not all entitlements
3. No

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53 From Maestas et al. (2017) The American Working Conditions Survey, RAND Corporation. A question from the working group suggested the possibility of a neutral option. We have retained the original formulation.

54 From Maestas et al. (2017) The American Working Conditions Survey, RAND Corporation.

(If C1Q4a = 1 or 2)

**C1Q4b. Would you say that the entitlements were sufficient to...**

- A. Support your parental responsibilities before, during and after birth
- B. Support your return to work
- C. Enable a sufficient work life balance

**Answer options:**

- 1. Fully
- 2. Mostly
- 3. Partly
- 4. Not at all

(IF C1Q4a = 3 = No)

**C1Q4c. Why did you not use your entitlements?**

(OPEN)

(IF C1Q4a = 2 = Used some but not all)

**C1Q4d. Why did you not use all of your entitlements?**

(OPEN)

(If C1Q4 = 1, 2 or 3)

**C1Q4e. Do you feel that having children while working in CLCs resulted in...**

(Select all that apply)

- A. Loss of seniority
- B. Loss of responsibilities
- C. Loss of respect
- D. Loss of job
- E. Delay in or reduced opportunities for promotion
- F. Loss of office space
- G. Pressure to return to work during maternity/parental leave
- H. Pressure to work while on maternity/parental leave
- I. An unreasonable workload following birth/return to work
- J. Loss of income
- K. None of these reasons
- L. Other (please specify)

## Module C2 – Job satisfaction

This section explores job satisfaction and the extent to which you feel your voice is heard.

**C2Q1. Over the past 12 months (or since you began if less than 12 months), to what extent do you agree that...**

- A. Your work has become more complex and challenging
- B. Your workload has increased
- C. You have needed a greater range of skills to fulfil your role

**Answer options:**

- 1. Strongly agree
- 2. Agree
- 3. Neither – it has stayed about the same
- 4. Disagree
- 5. Strongly disagree

**C2Q2. How would you describe the impact COVID-19 has had on your CLC work?**

(OPEN)

**C2Q2a. What changes would make it easier to work while COVID-19 continues?**

(OPEN)

**C2Q3. Thinking specifically about your current role in your CLC, do you agree with the following?<sup>55</sup>**

- A. I find real enjoyment in my job
- B. I like my job better than the average person
- C. Most days I am enthusiastic about my job
- D. I feel fairly well satisfied with my job

**Answer options:**

- 1. Strongly agree
- 2. Agree
- 3. Neutral
- 4. Disagree
- 5. Strongly disagree

**C2Q4. To what extent do you agree that....<sup>56</sup>**

- A. I would recommend my CLC as a good place to work
- B. I am proud to tell others who I work for
- C. I feel a strong personal attachment to my centre
- D. I am achieving something important through my work
- E. When it comes to decision-making and planning, my voice is heard within my centre

**Answer options:**

- 1. Strongly agree
- 2. Agree
- 3. Neither agree nor disagree
- 4. Disagree
- 5. Strongly disagree

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<sup>55</sup> This is the Brief Index of Affective Job Satisfaction (BIAS).

<sup>56</sup> These questions are adapted from the People Matter Wellbeing Check 2020 survey. The first three items relate to the general concept of engagement.

## Module C3 – Discrimination, sexual harassment and bullying

The following question explores your experience of discrimination in the workplace. It covers all of the characteristics protected in the *Victorian Equal Opportunity Act 2010*<sup>57</sup>, as set out by the Victorian Equal Opportunities and Human Rights Commission.

The list of characteristics is quite long, so please read it carefully.

### C3Q1. In the last 12 months, during your work in CLCs, have you been treated less favourably/discriminated against on the grounds of your (select all that apply).....<sup>58</sup>

- A. Age
- B. Disability
- C. Employment activity (e.g. making a reasonable request for information about my employment entitlements, or communicating concerns about the provision of these entitlements)
- D. Gender identity, sexual orientation (including expunged homosexual conviction), or lawful sexual activity
- E. Industrial and/or political activity
- F. Marital status
- G. Parent or carer status (including pregnancy and breastfeeding)
- H. Physical features
- I. Race
- J. Religious belief or activity
- K. Sex
- L. Personal association with someone who has any of the above attributes (whether as a relative or otherwise)

#### Answer options:

- 1. Yes
- 2. No

### C3Q2info. Sexual harassment

(Text display only)

In very basic terms,<sup>59</sup> sexual harassment is behaviour or conduct that:

- is of a sexual nature
- is unwelcome, and
- could make a reasonable person feel offended, humiliated or intimidated.

You may have observed or heard about sexual harassment of others, but the next question is about sexual harassment that you may have personally experienced from anyone (e.g. staff, clients, the general public) while working in CLCs.

<sup>57</sup> <https://www.legislation.vic.gov.au/in-force/acts/equal-opportunity-act-2010/020>.

<sup>58</sup> This question is also used in the People Matter Wellbeing Check 2020 survey, though we introduce the questions differently by allowing respondents to see all the protected characteristics rather than simply asking about discrimination as an initial (filtering) yes/no question, the scope of which is unlikely to be fully understood. Categories replicate the collapsing of characteristics used in People Matter Wellbeing Check 2020 survey.

<sup>59</sup> Used VLSB+C sexual harassment survey introductory text and adapted their questions to facilitate comparison. VLSB+C adapted questions from the Australian Human Rights Commission 4th national survey, which was conducted in 2018 and reported in 2020.

**C3Q2. While working in CLCs, have you ever experienced sexual harassment either at your workplace; at a work-related event; while undertaking other activities with work colleagues and/or clients; or while looking for work?<sup>60</sup>**

1. Yes
2. No
3. Don't know
4. Prefer not to say

(If C3Q2 = 1)

**C3Q2a. When did the incident(s) of work-related sexual harassment occur?<sup>61</sup>**

If there has been more than one incident, select all the time points that apply

1. In the last 12 months
2. 1–4 years ago
3. 5 or more years ago
4. Can't recall
5. Prefer not to say (exclusive option)

**C3Q3. Thinking about CLCs in general, would you say incidents of sexual harassment are...?<sup>62</sup>**

1. Very rare
2. Rare
3. Occur sometimes
4. Common
5. Very common
6. Don't know
7. Prefer not to say

**C3Q4info. (Text display only)**

**Threats or abuse**

The next questions are about any threats or abuse that you may have personally experienced.<sup>63</sup>

**C3Q4. During the last 12 months, have you personally experienced any of the following from anyone whilst working in CLCs?<sup>64</sup> (select all that apply) ...**

- A. Abusive language
- B. Intimidating behaviour
- C. Threats of violence
- D. Damage to property or work equipment
- E. Physical assault (e.g. spitting, hitting, pushing, tripping, grabbing, throwing objects)
- F. Stalking, including cyber stalking
- G. Other aggressive or violent behaviour

**Answer options:**

1. Yes
2. No

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60 Adapted from Q8 VLSB+C Sexual Harassment Questionnaire, in turn adapted from Australian Human Rights Commission of sexual Fourth national survey on sexual harassment in Australian workplaces.

61 Adapted from Q9 VLSB+C Sexual Harassment Questionnaire, in turn adapted from Australian Human Rights Commission of sexual Fourth national survey on sexual harassment in Australian workplaces.

62 Adapted from Q14 VLSB+C Sexual Harassment Questionnaire, in turn adapted from Australian Human Rights Commission of sexual Fourth national survey on sexual harassment in Australian workplaces.

63 Limiting this to personal experience, and prevalence, not incidence.

64 Adapted from Q70 and Q71 (p.73) Rand American working conditions survey, but using the categories from the People Matter 2021 survey.

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(If C3Q4 = A = Yes)

**C3Q4a. Was this abusive language abuse from a ...**

(Select all that apply)

1. Colleague
2. Group of colleagues
3. My immediate manager or supervisor
4. A more senior manager than my manager
5. Someone I supervise or manage
6. Client
7. Another member of the public
8. Judiciary or court staff
9. Someone else (please specify)

(If C3Q4 = B = Yes)

**C3Q4b. Was this intimidating behaviour from a....**

1. Colleague
2. Group of colleagues
3. My immediate manager or supervisor
4. A more senior manager than my manager
5. Someone I supervise or manage
6. Client
7. Another member of the public
8. Judiciary or court staff
9. Someone else (please specify)

(If C3Q4 = C = 1)

**C3Q4c. Were these threats of violence from a...**

1. Colleague
2. Group of colleagues
3. My immediate manager or supervisor
4. A more senior manager than my manager
5. Someone I supervise or manage
6. Client
7. Another member of the public
8. Judiciary or court staff
9. Someone else (please specify)

(If C4Q4 = D = Yes)

**C3Q4d. Was this damage to property or work equipment caused by a...**

1. Colleague
2. Group of colleagues
3. My immediate manager or supervisor
4. A more senior manager than my manager
5. Someone I supervise or manage
6. Client
7. Another member of the public
8. Judiciary or court staff
9. Someone else (please specify)

(If C3Q4 = E = Yes)

**C3Q4e. Was this physical assault from a ...**

1. Colleague
2. Group of colleagues
3. My immediate manager or supervisor
4. A more senior manager than my manager
5. Someone I supervise or manage
6. Client
7. Another member of the public
8. Judiciary or court staff
9. Someone else (please specify)

(If C3Q4 = F = Yes)

**C3Q4f. Was this stalking from a ...**

1. Colleague
2. Group of colleagues
3. My immediate manager or supervisor
4. A more senior manager than my manager
5. Someone I supervise or manage
6. Client
7. Another member of the public
8. Judiciary or court staff
9. Someone else (please specify)

(If C3Q4 = G = Yes)

**C3Q4g. Was this other aggressive or violent behaviour from a ...**

1. Colleague
2. Group of colleagues
3. My immediate manager or supervisor
4. A more senior manager than my manager
5. Someone I supervise or manage
6. Client
7. Another member of the public
8. Judiciary or court staff
9. Someone else (please specify)

## Module C4 – Your wellbeing

Your personal wellbeing is important. Not only can it have an impact on the work you do, but your work can have either a positive or negative impact on your wellbeing. Responding to these questions is optional, but the better picture we have of the personal wellbeing of people who work in CLCs, the better employers can address these issues.

### C4PWI. How satisfied are you with ...?

Select a rating from 0 (Completely dissatisfied) to 10 (Completely satisfied)

- A. Your standard of living?
- B. Your health?
- C. What you are achieving in life?
- D. Your personal relationships?
- E. How safe you feel?
- F. Feeling part of your community?
- G. Your future security?

#### Answer options:

- 0. 0
- 1. 1
- 2. 2
- 3. 3
- 4. 4
- 5. 5
- 6. 6
- 7. 7
- 8. 8
- 9. 9
- 10. 10

### C4Q1. Please indicate for each of the five statements which option is closest to how you have been feeling over the last two weeks.<sup>65</sup>

- A. I have felt cheerful and in good spirits
- B. I have felt calm and relaxed
- C. I have felt active and vigorous
- D. I woke up feeling refreshed and rested
- E. My daily life has been filled with things that interest me

#### Response options (score<sup>66</sup>):

- 5 All of the time
- 4 Most of the time
- 3 More than half of the time
- 2 Less than half of the time
- 1 Some of the time
- 0 At no time

<sup>65</sup> WHO-5 Wellbeing index – see <https://www.psykiatri-regionh.dk/who-5/who-5-questionnaires/Pages/default.aspx>. For a systematic review of the WHO-5 Wellbeing Index see <https://www.karger.com/Article/FullText/376585>. This index is also being used in the International Bar Association (IBA) 2020 Global Mental Wellbeing in the legal profession survey (see: <https://www.ibanet.org/Mental-wellbeing-in-the-legal-profession.aspx>). Future comparison of these results will be possible.

<sup>66</sup> Scoring see [https://www.psykiatri-regionh.dk/who-5/Documents/WHO5\\_English.pdf](https://www.psykiatri-regionh.dk/who-5/Documents/WHO5_English.pdf).

**C4Q2. Please indicate the extent to which you agree with each of the following statements:<sup>67</sup>**

- A. I tend to bounce back quickly after hard times
- B. I have a hard time making it through stressful events
- C. It does not take me long to recover from a stressful event
- D. It is hard for me to snap back when something bad happens
- E. I usually come through difficult times with little trouble
- F. I tend to take a long time to get over setbacks in my life

**Answer options:<sup>68</sup>**

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

**C4Q3. Overall, how would you rate your current level of work-related stress?<sup>69</sup>**

1. Nil – not experiencing any work-related stress
2. Low/Mild
3. Moderate
4. High
5. Very High
6. Severe

**C4Q4. On balance, what impact do you feel your CLC work has on your mental wellbeing?<sup>70</sup>**

1. Extremely positive
2. Positive
3. Neutral
4. Negative
5. Extremely negative
6. Don't know

**C4Q5. And do you feel that COVID-19 has had an impact on your level of work-related stress?**

1. It has increased it
2. It has had no impact
3. It has decreased it

**C4Q6. Have you ever used the services of your workplace Employee Assistance Program (EAP)?**

1. Yes, in the last 12 months
2. Yes, but more than 12 months ago
3. No
4. I am not aware of our centre's EAP
5. Don't know

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67 Brief Resilience Scale. Smith, B. W., Dalen, J., Wiggins, K., Tooley, E., Christopher, P., & Bernard, J. (2008). The Brief Resilience Scale: Assessing the ability to bounce back. *International Journal of Behavioral Medicine*, 15(3), 194-200. doi:10.1080/1070550080222972.

68 Scoring the Brief Resilience Scale: 'The BRS is scored by reverse coding items 2, 4, and 6 and finding the mean of the six items' (Smith et al. 2008: 193).

69 Source: People Matter Survey Wellbeing Check 2020.

70 From the IBA (2020) survey – 'as a legal professional' replaced with 'in the community legal sector'.

(If C4Q6 = 1 or 2)

**C4Q6a. How well did the EAP program meet your needs?**

1. Extremely well
2. Very well
3. Moderately well
4. Slightly well
5. Not at all

**C4Q7. Other than an EAP, does your workplace provide other forms of mental health and personal wellbeing support or services?**

1. Yes
2. No
3. Don't know

**C4Q8. How could your CLC better support employee mental health and wellbeing?**

(OPEN)

## Module D – Your needs

### Module D1 – Your professional development

This section explores some of your professional development needs for working in CLCs.

#### D1Q1. Which of the following would best describe your skills and training needs?<sup>71</sup>

1. I need further training to cope well with my duties
2. I am currently acquiring the skills needed (or learning them on the job)
3. My present skills correspond well with my duties
4. I have the skills to cope with more demanding duties

#### D1Q2. Over the past 12 months, have you undergone any formal professional development to improve your skills?

1. Yes
2. No

(If D1Q2 = 1)

#### D1Q2a. Who provided the professional development?

(Select all that apply)

1. Staff from my own organisation
2. Staff from a partner organisation
3. The Federation of CLCs
4. Community Legal Centres Australia
5. Law Institute of Victoria
6. Victoria Law Foundation
7. Victoria Legal Aid
8. Other (please specify)

#### D1Q3. To what extent do you feel that your professional development needs are met?

1. In full
2. Mostly
3. Partly
4. Not at all
5. I do not feel I need any training
6. Not applicable

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71 From Maestas et al. (2017) *The American Working Conditions Survey*, RAND Corporation.

**D1Q4. Which of the following do you need or would like training on?**

(Select all that apply)

- A. Dealing with complex clients
- B. Cultural awareness
- C. Dealing with vicarious trauma
- D. Personal wellbeing and stress management
- E. Mental Health First Aid
- F. Work/life balance
- G. Staff supervision
- H. Computing, software or related technical skills
- I. Communication skills (including social media)
- J. Plain language
- K. Grant writing
- L. Policy and advocacy
- M. Maximising inter-CLC collaboration
- N. Partnering and collaborating with other organisations
- O. Management and leadership skills
- P. Board governance
- Q. Program evaluation
- R. Measuring outcomes
- S. Research and/or evaluation design
- T. Other (please Specify)

**Answer options:**

- 1. Need training
- 2. Would like training
- 3. Not needed

**D1Q5. As part of your role, do you have Continuing Professional Development (CPD) requirements, for example, through study or training?**

- 1. Yes
- 2. No

(If D1Q5 = 1)

**D1Q5a. Are you able to fulfil your CPD requirements?**

- 1. Yes
- 2. No

(If D1Q5a = 2)

**D1Q5b. What prevents you from fulfilling your CPD requirements?**

(OPEN)

**D1Q6. Do you have any suggestions about how your professional development needs could be better met?**

(OPEN)

## Module D2 – Supervision and professional support

This section briefly explores issues around supervision and professional support.

### D2Q1. Do you feel that you receive the professional supervision you need to do your job effectively?

1. Definitely
2. Mostly
3. Partly
4. Not at all

### D2Q2. Does your CLC provide a regular opportunity to discuss challenges associated with your role, including difficult work issues or experiences?

1. Yes
2. No
3. Don't know

(If D2Q2 = 1)

#### D2Q2a. Are these helpful?

1. Extremely helpful
2. Very helpful
3. Somewhat helpful
4. Slightly helpful
5. Not at all helpful

(If D2Q2 = 2)

#### D2Q2b. Would such a forum to discuss challenges be helpful?

1. Extremely helpful
2. Very helpful
3. Somewhat helpful
4. Slightly helpful
5. Not at all helpful

### D2Q3. Are you a member of any of the following professional bodies?

(Select all that apply)

(Exclusive option = 12)

1. Australian Association of Social Workers
2. Australian Health Practitioners Regulation Agency
3. Australian Institute of Interpreters and Translators
4. Australian Psychological Association
5. Australian Services Union
6. Financial Counselling Victoria
7. Health Justice Australia practitioner network
8. Law Institute of Victoria
9. Legal Services Board and Commissioner
10. Nursing and Midwifery Board of Australia
11. Office of the Migration Agent Registration Authority
12. **None of these**
13. Other professional body (please specify)

(If Any at D2Q3 = 1 to 11)

**D2Q3a. Does professional membership provide you with any of the following?**

(Select all that apply)

(Exclusive option = 9)

1. Accreditation which is needed for your role
2. Access to learning resources
3. Access to events
4. Ability to accumulate CPD points
5. Connection to your professional community
6. Insurance
7. Maintains a directory of professionals
8. Practical advice and support from other members
- 9. None of these**
10. Other (please specify)

(If Any at D2Q3 = 1 to 11)

**D2Q3b. To what extent do you find professional membership useful?**

1. Very useful
2. Quite useful
3. Not very useful
4. Not at all useful

**D2Q4. Do you have the opportunity to discuss your work with colleagues in other CLCs?**

1. Very often
2. Quite often
3. Not very often
4. Never

(If D2Q4 = 3 or 4)

**D2Q4a. Why do you think that is?**

(OPEN)

## Module E – Your overall views on CLCs

### Module E1 – Your overall views on CLCs

These questions explore your views on CLCs as a whole.

When we talk about CLCs we are referring to the collective of community legal centres, related peak bodies and working groups.

#### E1Q1. What do you think the CLC sector as a whole does particularly well?

(OPEN)

#### E1Q2. What do you think the CLC sector as a whole could do better?

(OPEN)

#### E1Q3. Thinking about the Federation of Community Legal Centres (Federation) do you agree or disagree that...

- A. I have a good understanding of what the Federation does
- B. The Federation make a valuable contribution to the sector<sup>72</sup>

#### Answer options:

- 1. Strongly agree
- 2. Agree
- 3. Neither agree nor disagree
- 4. Disagree
- 5. Strongly disagree
- 6. I don't know
- 7. I'm not aware of the Federation

(If E1Q3\_B = 1 or 2)

#### E1Q3a. What do you think is the Federation's most valuable contribution?

(OPEN)

(If E1Q3\_B = 4 or 5)

#### E1Q3b. What could the Federation do to make a more valuable contribution?

(OPEN)

#### E1note. And this is the last question.

(Text display only)

#### E1Q4. If there were one thing that you feel would enhance the work of the CLC sector, what would it be?

(OPEN)

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<sup>72</sup> The People Matter Wellbeing Check 2020 survey has questions on senior leadership, including whether or not they provide a clear strategy and direction. We wanted the Federation questions to be broader and more open than this.

## Module F – Future surveys

It is possible that this survey will be repeated in the future.

We would like to be able to compare your responses across surveys to examine what may have changed, even if you leave the CLC sector. To do this we need to be able to link your survey responses and collect a recontact email address.

Note that,

- Your personal information will only be available to the independent research organisation conducting this or future surveys
- Your personal information will not be shared with the Federation, individual CLCs or any other organisations.
- All personal information will be securely stored and encrypted.
- Personal information will be stored separately from your survey responses
- You and your responses will never be individually identified or identifiable in any survey findings.

If you do not wish to provide personal information for the purposes of linking your surveys overtime, please leave these questions blank. Your survey responses are extremely valuable whether or not these details are provided.

**FQ1. I acknowledge and consent to the Victorian Law Foundation, on behalf of the Federation collecting, using and disclosing my personal contact information solely for the purpose of conducting this or future workforce surveys. Any use of my contact details will be consistent with the Federation privacy policy.**

1. Yes, I consent
2. No

(If FQ1 = 1 = Yes)

**FQ2. Please provide your:**

(Multiple short text)

- A. First name
- B. Surname
- C. Year of birth
- D. Your personal (non-CLC) email address

## Survey end

Thank you for completing this survey. Your responses will help us to promote the great work you do, find ways to make your work even better, and hopefully work towards a sustainable community legal sector with a long-term positive impact on our communities.

If you have any questions or concerns about the survey, please contact Jozica Kutin at [research@victorialawfoundation.org.au](mailto:research@victorialawfoundation.org.au).

If any of the topics in this survey have raised issues for you that you would like to discuss further you can contact your Employee Assistance Program for free counselling and support.

The following resources are also available:

Lifeline 13 11 14

Beyond Blue 1300 22 4636 <https://www.beyondblue.org.au/>

Relationships Victoria 1300 364 277 <http://www.relationshipsvictoria.com.au/>

24-hour, national sexual assault, family and domestic violence counselling line:  
1800 RESPECT (Australia-wide) 1800 737 732 <https://www.1800respect.org.au/>

Sexual Assault Crisis Line: 1800 806 292

WIRE Women's Information 1300 134 130 [www.wire.org.au](http://www.wire.org.au)

Mensline Australia 1300 78 99 78 <https://mensline.org.au/>

QLife 1800 184 527 <https://qlife.org.au/>



# Appendix B: CEO Survey

# Federation of Community Legal Centres CEO Survey

## About the survey

The Victoria Law Foundation <[victorialawfoundation.org.au/research/](http://victorialawfoundation.org.au/research/)> has been funded by the Federation of Community Legal Centres Inc. <<https://www.fclc.org.au/>> to conduct a workforce survey of all those working in the sector in Victoria.

This short CEO Survey is designed to complement the main Workforce Survey that was recently conducted.

The CEO Survey is intended to be **completed once for each CLC**. It should be completed by the CEO (or equivalent) of the legal centre, or by another member of staff with a strategic overview of critical service issues.

Your participation is important! Getting as many responses as possible is crucial to accurately reflecting key issues within the sector.

Together, this CEO Survey and the Workforce Survey will provide important insights into the experiences of those working in the sector and challenges the sector faces. The results will feed into long-term planning and will provide an opportunity to communicate the incredible contribution the sector makes in helping those Victorians most adversely impacted by injustice.

The questionnaire has 6 short sections:

- Module A1 to A5 – Staffing
- Module B – Agreements and awards
- Module C – Impact of COVID 19
- Module D – Challenges and pressures
- Module E – Funding and reporting requirements
- Module F – Sector collaboration and the Federation.

At the end of the survey, you can print a copy of your answers.

## Privacy and confidentiality

### **Note that you or your CLC will not be identified in any reporting:**

- Victoria Law Foundation will hold the survey data on a secure encrypted network that can only be accessed by the research team.
- Data that identifies individuals or individual CLCs will not be shared with the Federation, individual CLCs or other organisations.
- Your participation is entirely voluntary, and you can choose to discontinue the survey at any time.

Your survey responses are managed in accordance with the privacy policy of the Federation, which can be found here. <<https://www.fclc.org.au/about>>

A report will be produced setting out survey findings, which will be made available to the Federation and all Victorian CLCs.

### **Depending on the length of your answers, the survey should take around 15 minutes to complete.**

If you have any questions or concerns about the survey, please contact Jozica Kutin at [research@victorialawfoundation.org.au](mailto:research@victorialawfoundation.org.au)

Click NEXT to start the survey...

## Survey consent and eligibility

(Mandatory question)

**CONSENT.** I acknowledge and consent to the Victorian Law Foundation, on behalf of the Federation, collecting and using my survey responses for the purpose of conducting, analysing and reporting on this survey. Any use of my survey responses will be consistent with the Federation's privacy policy.

1. Yes, I consent (this will start the survey)
2. No (this will exit the survey)

(Mandatory question)

**ELIGIBILITY.** I confirm that I am currently a CEO or Manager of a Community Legal Centre in Victoria.

1. Yes, I am the CLC CEO
2. Yes, I manage the CLC on behalf of an auspicing organisation
3. Yes, I am the CEO of the organisation that auspices the CLC
4. Yes, I am the delegated person to complete this survey for my CLC
5. No (this will exit the survey)

## About your CLC

(Mandatory question)

### CLC. Which CLC are you responding on behalf of?

(Drop down list)

1. AED Legal Centre
2. Animal Law Institute
3. ARC Justice
4. Asylum Seeker Resource Centre
5. Ballarat and Grampians Community Legal Service
6. Barwon Community Legal Centre Inc.
7. Brimbank Melton Community Legal Centre
8. Consumer Action Law Centre
9. Disability Discrimination Legal Service
10. Djirra
11. Eastern Community Legal Centre
12. Emma House Domestic Violence Services
13. Environmental Justice Australia
- 14. Federation of Community Legal Centres Victoria Inc.**
15. First Step Legal Service
16. Fitzroy Legal Service
17. Flemington and Kensington Community Legal Centre Inc.
18. Gippsland Community Legal Centre
19. Human Rights Law Centre
20. Hume Riverina Community Legal Centre
21. Inner Melbourne Community Legal
22. InTouch Multicultural Centre Against Family Violence
23. JobWatch
24. Justice Connect
25. Law and Advocacy Centre for Women
26. Melbourne University Student Union Legal Service
27. Mental Health Legal Centre
28. Monash Law Clinics Inc.
29. Moonee Valley Legal Service
30. Murray Mallee Community Legal Service
31. Northern Community Legal Centre
32. Peninsula Community Legal Centre
33. Refugee Legal
34. Seniors Rights Victoria
35. Social Security Rights Victoria Inc.
36. Southport Community Legal Service
37. Springvale Monash Legal Service
38. St Kilda Legal Service
39. Tenants Victoria
40. Victorian Aboriginal Legal Service
41. Villamanta Disability Rights Legal Service Inc.
42. West Heidelberg Community Legal Service Inc.
43. WEstJustice
44. Whittlesea Community Connections
45. Women's Legal Service Victoria
46. Young Workers Centre
47. Youthlaw

**CLCtype. Is your CLC a generalist or specialist legal service?**

1. Generalist CLC
2. Specialist CLC
3. Other (please specify)

**CLCarea. What geographic area does your CLC serve?**

1. Metropolitan Melbourne
2. Regional Victoria (including cross border catchments)
3. Statewide

**CLCpractice. What are the main areas of legal practice at your CLC?**

(Select all that apply)

- A. Civil or administrative law
- B. Family violence
- C. Child protection
- D. Family law
- E. Criminal law
- F. Other (please specify)

**Govern. Is your CLC governed by a board, a management committee, or an auspicing organisation?**

1. Board
2. Management committee
3. An auspicing organisation
4. Other (please specify)

## Module A1 – Staffing overview

(Mandatory question)

### **A1Q1. How many employees, volunteers, students and board members work or volunteer at your CLC?**

\*Only whole numbers may be entered in these fields.

\*Please include yourself in these numbers.

\*Please include staff across all your organisation's offices/locations.

\*Please only count each employee once.

\*We will use these numbers to determine the population and response rate for the Workforce Survey.

(Numerical boxes, suffix = 'people')

1. Full-time employees
2. Part-time employees
3. Casual employees
4. Volunteers
5. Students
6. Board or managing committee members

### **A1Q2. How many vacant positions do you currently have?**

\*Only integer values may be entered in these fields.

(Numerical boxes, suffix = 'position/s')

1. Full-time employees
2. Part-time employees
3. Casual employees
4. Volunteers
5. Students
6. Board or managing committee members

**A1info. The next sections ask about the recruitment, retention and contribution of employees, volunteers, students on university placement and internship, and board members.**

(Text display only)

## Module A2 – Employees

### A2Q1. When recruiting, how easy is it for you to find suitably qualified paid employees?

1. Very easy
2. Quite easy
3. Not that easy
4. Not at all easy
5. Not applicable

### A2Q2. How easy is it for you to retain paid employees?

1. Very easy
2. Quite easy
3. Not that easy
4. Not at all easy
5. Not applicable

(If A2Q2 = 1, 2, 3 or 4)

#### A2Q2a. Why is that?

(OPEN)

### A2Q3. Are any of the following roles difficult to fill?

(Please tick all that apply)

1. CEO or CLC manager (i.e. in charge of day-to-day CLC operations)
2. Member of CLC board or management committee
3. Principal lawyer
4. Lawyer
5. Paralegal, law student
6. Reception
7. Client intake
8. Administration
9. Human resources
10. Finance
11. Operations
12. Office manager
13. Research, quality and evaluation
14. Aboriginal engagement officer or adviser
15. Policy and advocacy
16. Communications
17. Program, project or service manager
18. Community education, engagement, development and support
19. Social worker
20. Psychologist
21. Financial counsellor
22. **None of these roles (will unselect all other options)**
23. Other (please specify)

**A2Q4. Do any of the following roles tend to turnover quickly?**

(Please select all that apply)

1. CEO or CLC manager (i.e. in charge of day-to-day CLC operations)
2. Member of CLC board or management committee
3. Principal lawyer
4. Lawyer
5. Paralegal, law student
6. Reception
7. Client intake
8. Administration
9. Human resources
10. Finance
11. Operations
12. Office manager
13. Research, quality and evaluation
14. Aboriginal engagement officer or adviser
15. Policy and advocacy
16. Communications
17. Program, project or service manager
18. Community education, engagement, development and support
19. Social worker
20. Psychologist
21. Financial counsellor
- 22. None of these roles (will unselect all other options)**
23. Other (please specify)

**A2Q5. Are there any particular groups that you have difficulty attracting as either paid staff or volunteers (e.g. those from specific cultural, religious, or ethnic backgrounds)?**

(OPEN)

## Module A3 – Volunteers

This section asks about volunteers (please do not include students and board members here).

### **A3Q1. How easy is it to find volunteers to work at your CLC?**

1. Very easy
2. Quite easy
3. Not that easy
4. Not at all easy
5. Not applicable

### **A3Q2. How important are volunteers to your CLC's service capacity?**

1. Essential
2. Important
3. Not that important

### **A3Q3. How easy is it for you to retain volunteers?**

1. Very easy
2. Quite easy
3. Not that easy
4. Not at all easy
5. Not applicable

(If A3Q3 = 1, 2, 3, 4)

### **A3Q3a. Why is that?**

(OPEN)

## Module A4 – Students on university placement and internship

### A4Q1. How easy is it to fill student placements at your CLC?

1. Very easy
2. Quite easy
3. Not that easy
4. Not at all easy
5. Not applicable

### A4Q2. How important are students to your CLC's service capacity?

1. Essential
2. Important
3. Not that important

### A4Q3. What are the benefits of having university student placements at your CLC?

(OPEN)

### A4Q4. What are the challenges of having university student placements at your CLC?

(OPEN)

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## Module A5 – Board and management committee members

### A5Q1. How easy is it to find board members for your CLC?

1. Very easy
2. Quite easy
3. Not that easy
4. Not at all easy
5. Not applicable

### A5Q2. How easy is it for you to retain board members?

1. Very easy
2. Quite easy
3. Not that easy
4. Not at all easy
5. Not applicable

(If A5Q2 = 1, 2, 3, 4)

#### A5Q2a. Why is that?

(OPEN)

### A5Q3. Is there any particular expertise or skills that you find difficult to recruit to your board or management committee?

(OPEN)

### A5Q4. Are there any particular groups that you have difficulty attracting as board members (e.g. those from specific cultural, religious, or ethnic backgrounds)?

(OPEN)

## Module B1 – Agreements and awards

### B1Q1. Does your CLC operate under any of the following?

(Select all that apply. Select at least one answer)

1. Social, Community, Home Care and Disability Services Industry Award 2010 (SCHCADS)<sup>73</sup>
2. Community Legal Centres 2006–2009 Multi Business Agreement (MBA)<sup>74</sup>
3. Own Enterprise Agreement
4. Own Enterprise Agreement that mirrors SCHCADS Award
5. Own Enterprise Agreement that mirrors MBA
6. Individual contracts
7. Other (please specify)

### B1Q2. Does your CLC generally pay staff at or above award rates?

(Select only one answer)

1. At awards rates
2. Above awards rates
3. Mix of at and above award rates
4. Below award rates
5. Don't know

### B1Q3. Does your CLC offer staff any of the following working arrangements and benefits?

(Multiple choice, select at least one)

1. Salary packaging
2. Flexible working arrangements (e.g. Flexitime)
3. Work from home (i.e. regular arrangements outside COVID-19)
4. Compressed work week (e.g. 9-day fortnight or regular Rostered Day off (RDO))
5. Purchase extra leave
6. Job sharing
7. Paid parental leave
8. None of these (Make exclusive)
9. Other (please specify)

(If B1Q3 = 7 = Paid parental leave)

### B1Q3a. How many weeks paid parental leave does your CLC offer?

(Number box) weeks

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<sup>73</sup> <http://awardviewer.fwo.gov.au/award/show/MA000100>.

<sup>74</sup> <https://www.fwc.gov.au/documents/documents/agreements/wpa/caun085346757.pdf>. [https://www.fwc.gov.au/documents/documents/modern\\_awards/award/ma000100/default.htm](https://www.fwc.gov.au/documents/documents/modern_awards/award/ma000100/default.htm).

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## Module C1 – Impact of COVID-19

**C1Q1. What has been the most significant challenge managing your CLC through COVID-19?**

(OPEN)

**C1Q2. Has COVID-19 resulted in any positive changes to how your CLC operates that is likely to continue post-COVID-19?**

1. Yes
2. No
3. Don't know

(If C1Q2 = 1 = Yes)

**C1Q2a. What are these changes?**

(OPEN)

**C1Q3. Has your CLC provided staff with additional entitlements or benefits because of COVID-19?**

(Multiple choice with comments)

1. Additional leave
2. Additional sick (COVID-19) leave
3. Flexible hours
4. Flexible working locations
5. Funding to buy home office equipment
6. Provided working from home equipment
7. Provided technical /additional training for using online systems
8. Additional support services, such as mental health
- 9. None [make exclusive]**
10. Other entitlements (please specify)

(If C1Q3 = 1)

**C1Q3a. How many additional days of leave (not including sick leave) have you made available?**

(Numerical input) days

(If C1Q3 = 2)

**C1Q3b. How many days of additional COVID-19 sick leave do you offer?**

(Numerical input) days

(If C1Q3 = 5)

**C1Q3c. How much funding for home office equipment and set-up did you offer staff?**

\$ (Numerical input)

## Module D1 – Challenges and pressures

This section asks about the challenges and pressures that your CLC faces.

### **D1Q1. Apart from COVID-19, how would you characterise the challenges and pressures currently faced by your CLC?**

1. About the same as always
2. Getting better
3. Getting worse

### **D1Q2. In your view, what are the main challenges faced by your CLC?**

(Please select your top challenges, maximum of 5)

1. Accommodations and premises
2. Budgeting
3. Capacity of service to meet community/client needs
4. CLC administration
5. Client intake and triage
6. Engaging the community
7. Engaging priority client groups
8. Evaluating services
9. Filling board or management committee positions
10. Funding and resources
11. Fundraising
12. Governance
13. Lack of referral options (e.g. other community support services)
14. Maintaining policies
15. Managing staff health and wellbeing
16. Measuring outcomes
17. Meeting client needs
18. Meeting service targets
19. Partnership and collaboration
20. Political environment
21. Reporting requirements
22. Service planning
23. Stakeholder relationships
24. Staff performance
25. Staff supervision
26. Strategic planning
27. Systemic work (e.g. systemic advocacy, law and policy reform)
28. Technology (e.g. suitability of hardware and software)
29. Volunteer training
30. Other challenges (please specify)

**D1Q2a. You said these were your top five challenges, can you please explain why?**

(Note that the checkbox next to each statement will automatically tick when you provide your answers in the comment boxes.)

(Multiple choice with comments. Option 'Other' = On. Logic > Maximum answers = 5. Logic > Array filter = D1Q2.)

<pipe issue 1> (comment box)

<pipe issue 2> (comment box)

<pipe issue 3> (comment box)

<pipe issue 4> (comment box)

<pipe issue 5> (comment box)

**Answer options:**

1. Accommodations and premises
2. Budgeting
3. Capacity of service to meet community/client needs
4. CLC administration
5. Client intake and triage
6. Engaging the community
7. Engaging priority client groups
8. Evaluating services
9. Filling board or management committee positions
10. Funding and resources
11. Fundraising
12. Governance
13. Lack of referral options (e.g. other community support services)
14. Maintaining policies
15. Managing staff health and wellbeing
16. Measuring outcomes
17. Meeting client needs
18. Meeting service targets
19. Partnership and collaboration
20. Political environment
21. Reporting requirements
22. Service planning
23. Stakeholder relationships
24. Staff performance
25. Staff supervision
26. Strategic planning
27. Systemic work (e.g. systemic advocacy, law and policy reform)
28. Technology (e.g. suitability of hardware and software)
29. Volunteer training
30. Other challenges (please specify)

**D1Q3. Are there any particular challenges that are unique to your CLC, community and service environment?**

(OPEN)

**D1Q4. Does your CLC have a Reconciliation Action Plan (RAP)?**

1. Yes
2. Not currently, but under development
3. No

**D1Q5. Apart from the RAP, does your organisation have an action plan to support cultural awareness and diversity within the workforce?**

1. Yes
2. Not currently, but under development
3. No

## Module E1 – Funding and reporting requirements

**E1Q1. Are the funding circumstances your CLC is facing....**

1. About the same
2. Getting better
3. Getting worse

**E1Q2. With respect to funding for your CLC, to what extent would you agree or disagree that...**

- A. We have enough funding to provide the type of services we want to
- B. Funding cycles are too short
- C. Our current services are sustainable
- D. We are always looking for and applying for new funding
- E. We support funding applications with strong evidence
- F. We are rarely successful when applying for grants and project funding
- G. It is easier to obtain funding for new or pilot programs than our existing programs
- H. It is difficult to obtain funding to sustain pilot programs
- I. We are well funded by our local council
- J. Funding cycles make CLC planning difficult
- K. Short term funding makes CLC planning difficult
- L. It is difficult to explain to funders the work that my CLC does
- M. There is pressure to innovate rather than extend existing services
- N. We enjoy good relationships with our funders
- O. Funders do not appreciate the challenges we face
- P. Obtaining funding for systemic work (e.g. systemic advocacy, law and policy reform) is a challenge

**Answer options:**

1. Strongly agree
2. Agree
3. Neither agree nor disagree
4. Disagree
5. Strongly disagree
6. Not applicable

**E1Q3. If your CLC had increased untied funding to spend where it liked, where would you spend it?**

Untied funding is funding that you can put towards whatever you want.

(Please select your priority areas, maximum of 5)

- A. Developing new partnerships and relationships
- B. Employ additional community service professionals
- C. Employ additional legal staff
- D. Employ additional paralegal, administrative or support staff
- E. Evaluation and research
- F. Higher staff wages
- G. Improve accommodation/staff amenities
- H. Increased frontline service capacity
- I. Invest in improved technology and infrastructure
- J. Long term planning
- K. New client intake processes
- L. New client services
- M. Provide additional staff professional development & training
- N. Staff wellbeing
- O. Strategic planning
- P. Systemic work (e.g. systemic advocacy, law and policy reform)
- Q. Other (please specify)

**E1Q4. With respect to reporting requirements, to what extent would you agree or disagree that ...**

- A. Complying with reporting requirements is too costly
- B. Complying with reporting requirements is too time consuming
- C. Multiple funders make reporting more onerous
- D. We are well equipped to comply with the reporting requirements of multiple funders
- E. It is difficult to measure and report program outcomes

**Answer options:**

- 1. Strongly agree
- 2. Agree
- 3. Neither agree nor disagree
- 4. Disagree
- 5. Strongly disagree
- 6. Not applicable

**E1Q5. In the last 12 months, how many different funding streams were you required to report against?**

(number box) different funding streams

**E1Q6. How would you describe your CLC's capacity to seek funding?**

(OPEN)

## Module F1 – Sector collaboration & the Federation

This is the last module.

### F1Q1. Would you like to see increased collaboration between CLCs?

1. Yes
2. No
3. Don't know

(If F1Q1 = 1 = Yes)

#### F1Q1a. For what and why?

(OPEN)

### F1Q2. Is the Federation's work helpful to your CLC?

1. Yes
2. No
3. Don't know

(If F1Q2 = 1 or 2)

#### F1Q2a. Why is that?

(OPEN)

### F1Q3. How could the Federation further strengthen the CLC sector in the future?

(OPEN)

## Survey end

### Thank you for completing this survey

Your responses will help us to promote the great work you do, learn important lessons, and hopefully work towards a sustainable community legal sector with a long-term positive impact on our communities.

If you have any questions or concerns about the survey, please contact Dr Jozica Kutin at [research@victorialawfoundation.org.au](mailto:research@victorialawfoundation.org.au).



