

Workplace Civility Survey - Scoring Guide

This guide explains how to interpret scores from the Workplace Civility Survey. Scores should be reviewed at a group level and used as a prompt for reflection and action, rather than as a judgement of individuals.

Scoring Method

Add the scores for each question together and divide by five to obtain an average score.

Civility Score

4.0 – 5.0 | Strong civility norms – but don't get complacent

Respectful behaviour is well established and visible in everyday interactions. This is a strong foundation. The main risk at this level is complacency. Civility requires ongoing attention, especially during periods of pressure or change. Continue to reinforce expectations, model respectful behaviour, and actively monitor how people experience interactions.

3.0 – 3.9 | Inconsistent civility – emerging risk

Scores in this range suggest that civility is present some of the time but not reliably. Without action, this can break down under pressure. People may already be experiencing the impact of incivility, such as tension in conversations, avoidance of difficult discussions, reduced trust, or hesitation to speak up.

Below 3.0 | Civility risk zone

Scores in this range indicate a heightened risk that disrespectful or dismissive behaviours are occurring regularly. This undermines psychological safety, wellbeing, and performance. Focused action is recommended, including clear behavioural expectations and leadership role-modelling.