



NOVA SCOTIA'S NON-PROFIT/VOLUNTARY SECTOR LABOUR FORCE

Annex

Submitted to:

**Federation of Community Organizations
Phoenix Youth Programs**

Submitted by:

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Responsibility	Cape Breton		Halifax Regional Municipality		South Shore/Valley		Northern Nova Scotia		French Response	
	#	%	#	%	#	%	#	%	#	%
There is a separate human resources unit employing more than one person	0	0.0%	2	3.6%	0	0.0%	0	0.0%	0	0.0%
One person is responsible for human resources management	0	0.0%	9	16.1%	2	10.5%	3	13.6%	0	0.0%
Human resources management comprises one part of one person's job, such as the Executive Director, the CEO or another senior manager	14	87.5%	34	60.7%	12	63.2%	17	77.3%	7	100.0%
Human resources management matters are not assigned to one person in particular	1	6.3%	1	1.8%	1	5.3%	1	4.5%	0	0.0%
Board of Directors take responsibility	1	6.3%	9	16.1%	4	21.1%	1	4.5%	0	0.0%
Other	0	0.0%	1	1.8%	0	0.0%	0	0.0%	0	0.0%
Total Responses	16		56		19		22		7	

Responsibility	Cape Breton		Halifax Regional Municipality		South Shore/Valley		Northern Nova Scotia		French Response	
	#	%	#	%	#	%	#	%	#	%
The unit or person(s) responsible for human resources management in my organization is also responsible for managing or coordinating volunteers	5	29.4%	22	30.1%	10	25.6%	7	25.9%	4	80.0%
My organization has a formal written policy on human resources management	5	29.4%	23	31.5%	11	28.2%	10	37.0%	0	0.0%
My organization plans for its staffing needs ahead of time in accordance with budget considerations	7	41.2%	28	38.4%	18	46.2%	10	37.0%	1	20.0%
	17		73		39		27		5	
My organization has a formal process for assessing/evaluating employee performance with formal discussions and written reports	5		40		15		15		2	
None of the above	3		7		1		3		0	
Total Responses										

	Cape Breton		Halifax Regional Municipality		South Shore/Valley		Northern Nova Scotia		French Response	
	#	%	#	%	#	%	#	%	#	%
Recruitment										
Very easy	0	0.0%	4	5.7%	1	3.8%	2	8.3%	0	0.0%
Easy	0	0.0%	11	15.7%	9	34.6%	7	29.2%	1	14.3%
Neither easy nor difficult	8	53.3%	30	42.9%	9	34.6%	8	33.3%	1	14.3%
Difficult	5	33.3%	21	30.0%	7	26.9%	5	20.8%	4	57.1%
Very difficult	2	13.3%	4	5.7%	0	0.0%	2	8.3%	1	14.3%
	15		70		26		24		7	
Retention										
Very easy	6	35.3%	8	11.3%	4	16.7%	4	17.4%	0	0.0%
Easy	4	23.5%	23	32.4%	9	37.5%	5	21.7%	2	28.6%
Neither easy nor difficult	4	23.5%	28	39.4%	8	33.3%	6	26.1%	3	42.9%
Difficult	2	11.8%	9	12.7%	3	12.5%	6	26.1%	2	28.6%
Very difficult	1	5.9%	3	4.2%	0	0.0%	2	8.7%	0	0.0%
	17		71		24		23		7	

Job Category	Cape Breton		Halifax Regional Municipality		South Shore/Valley		Northern Nova Scotia		French Response	
Organizations that Experienced Difficulty Recruiting										
Senior management	0	0.0%	8	32.0%	4	57.1%	1	14.3%	1	20.0%
Mid-level managers and supervisors	1	14.3%	9	36.0%	0	0.0%	0	0.0%	1	20.0%
Front line service provider professionals	3	42.9%	12	48.0%	4	57.1%	6	85.7%	0	0.0%
Front line service provider paraprofessionals or technical staff	3	42.9%	8	32.0%	2	28.6%	1	14.3%	1	20.0%
Clerical and administrative staff	2	28.6%	4	16.0%	0	0.0%	2	28.6%	2	40.0%
Other support staff or those who typically get trained on the job	4	57.1%	3	12.0%	3	42.9%	2	28.6%	2	40.0%
None	6	85.7%	31	124.0%	12	171.4%	10	142.9%	2	40.0%
Don't know	1	14.3%	3	12.0%	0	0.0%	0	0.0%	0	0.0%
Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	7		25		7		7		5	
Organizations that Hired										
Senior management	0	0.0%	18	25.7%	5	20.8%	0	0.0%	1	14.3%
Mid-level managers and supervisors	3	18.8%	14	20.0%	2	8.3%	0	0.0%	1	14.3%
Front line service provider professionals	5	31.3%	21	30.0%	10	41.7%	11	47.8%	0	0.0%
Front line service provider paraprofessionals or technical staff	4	25.0%	18	25.7%	8	33.3%	3	13.0%	1	14.3%
Clerical and administration staff	3	18.8%	3	0.0%	0	0.0%	0	0.0%	2	28.6%
Other support staff or those who typically get trained on the job	3	18.8%	3	4.3%	0	0.0%	0	0.0%	5	71.4%
None	3	18.8%	16	22.9%	4	16.7%	8	34.8%	1	14.3%
Don't know	7	43.8%	15	21.4%	10	41.7%	8	34.8%	2	28.6%
	16		70		24		23		7	

Nova Scotia Response	Cape Breton		Halifax Regional Municipality		South Shore/Valley		Northern Nova Scotia		French Response	
Not hire for the position	2	12.5%	7	10.0%	1	4.2%	4	17.4%	2	28.6%
Transfer someone internally to the position	2	12.5%	12	17.1%	0	0.0%	3	13.0%	0	0.0%
Share the job responsibilities among a number of existing employees	5	31.3%	18	25.7%	4	16.7%	8	34.8%	2	28.6%
Hire a less qualified applicant	3	18.8%	13	18.6%	3	12.5%	5	21.7%	3	42.9%
Engaged volunteers to do the work	2	12.5%	9	12.9%	3	12.5%	0	0.0%	0	0.0%
Contracted the work out	1	6.3%	6	8.6%	1	4.2%	1	4.3%	0	0.0%
Introduced technology to help get the work done	0	0.0%	1	1.4%	0	0.0%	0	0.0%	0	0.0%
Not an issue for my organization	4	25.0%	28	40.0%	13	54.2%	9	39.1%	2	28.6%
Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	16		70		24		23		7	

Job Category	Cape Breton		Halifax Regional Municipality		South Shore/Valley		Northern Nova Scotia		French Response	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Senior manager	0	0.0%	7	12.1%	5	27.8%	0	0.0%	1	20.0%
Mid-level managers such as supervisors	0	0.0%	11	19.0%	0	0.0%	3	21.4%	0	0.0%
Front line service provider professionals	4	57.1%	17	29.3%	5	27.8%	2	14.3%	0	0.0%
Front line service provider paraprofessionals or technical staff	2	28.6%	10	17.2%	5	27.8%	3	21.4%	0	0.0%
Clerical and administrative staff (occupations requiring a secondary school graduation or job specific training)	0	0.0%	7	12.1%	1	5.6%	6	42.9%	1	20.0%
Other support staff or those who typically get trained on the job	1	14.3%	6	10.3%	2	11.1%	0	0.0%	0	0.0%
Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	60.0%
	7		58		18		14		5	

Actions	Cape Breton		Halifax Regional Municipality		South Shore/Valley		Northern Nova Scotia		French Response	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Enriched offer(s) (higher pay, better benefits) to individual applicant or employee	3	18.8%	5	7.1%	3	12.5%	7	30.4%	3	42.9%
Increased salaries throughout the organization	4	25.0%	18	25.7%	7	29.2%	6	26.1%	2	28.6%
Introduced or improved non-wage benefits (dental care, drug plan, etc.)	1	6.3%	21	30.0%	1	4.2%	4	17.4%	3	42.9%
Introduced or increased regular salary increments	1	6.3%	5	7.1%	4	16.7%	3	13.0%	0	0.0%
Modified job descriptions, duties, responsibilities	4	25.0%	20	28.6%	5	20.8%	4	17.4%	6	85.7%
Changed hiring processes	0	0.0%	7	10.0%	2	8.3%	2	8.7%	1	14.3%
Introduced or improved orientation for new employees	2	12.5%	13	18.6%	5	20.8%	6	26.1%	2	28.6%
Introduced or improved training opportunities for all employees	5	31.3%	19	27.1%	7	29.2%	7	30.4%	2	28.6%
Introduced or improved career advancement opportunities	1	6.3%	6	8.6%	1	4.2%	1	4.3%	2	28.6%
Introduced or improved employee reward/recognition programs	2	12.5%	10	14.3%	3	12.5%	1	4.3%	3	42.9%
Invested in work tools/technologies	2	12.5%	20	28.6%	6	25.0%	4	17.4%	1	14.3%
Introduced or improved efforts to make the workplace more fun	4	25.0%	22	31.4%	8	33.3%	8	34.8%	4	57.1%
Improved physical environment/working conditions	2	12.5%	17	24.3%	8	33.3%	8	34.8%	3	42.9%
Introduced or improved efforts to help employees feel they make a difference in the community or lives of others	6	37.5%	20	28.6%	9	37.5%	8	34.8%	4	57.1%
Introduced or improved opportunities for employees to connect with the community	3		17		6		5		4	
Implemented ways to improve communication within the organization	3		22		12		9		4	
Introduced or improved flexibility in work schedules	4	25.0%	25	35.7%	7	29.2%	11	47.8%	4	57.1%
Improved wheelchair accessibility	1	6.3%	3	4.3%	3	12.5%	1	4.3%	0	0.0%
Conducted diversity training for staff	0	0.0%	5	7.1%	2	8.3%	2	8.7%	0	0.0%
Introduced or improved opportunities for employees to work from home or off-site	0	0.0%	14	20.0%	0	0.0%	2	8.7%	0	0.0%
Introduced strategies to recruit and retain immigrant employees	1	6.3%	4	5.7%	0	0.0%	0	0.0%	0	0.0%
Nothing/did not do anything to make the workplace more attractive	5	31.3%	8	11.4%	4	16.7%	3	13.0%	0	0.0%
Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	16		70		24		23		7	

Job Category	Cape Breton		Halifax Regional Municipality		South Shore/Valley		Northern Nova Scotia		French Response	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Senior managers	2	7.1%	19	14.3%	3	6.5%	5	12.8%	1	9.1%
Mid-level managers (e.g., supervisors)	3	10.7%	19	14.3%	6	13.0%	3	7.7%	1	9.1%
Front line service provider professionals	6	21.4%	31	23.3%	8	17.4%	11	28.2%	2	18.2%
Front line service provider para-professionals or technical staff	3	10.7%	17	12.8%	12	26.1%	4	10.3%	1	9.1%
Clerical and administrative staff (occupations requiring a secondary school graduation or job specific training)	5	17.9%	24	18.0%	8	17.4%	7	17.9%	4	36.4%
Other support staff (employees who typically get trained on the job)	7	25.0%	16	12.0%	7	15.2%	6	15.4%	2	18.2%
None	2	7.1%	7	5.3%	2	4.3%	3	7.7%	0	0.0%
	28		133		46		39		11	

Job Category	Cape Breton					Total	Halifax Regional Municipality					Total
	Fully	Mostly	Partly	Not at all	Not applicable		Fully	Mostly	Partly	Not at all	Not applicable	
	Count	Count	Count	Count	Count		Count	Count	Count	Count	Count	
Human resources and personnel management	5	8	2	1	1	17	9	32	11	3	9	64
	29.4%	47.1%	11.8%	5.9%	5.9%		14.1%	50.0%	17.2%	4.7%	14.1%	
Campaigning	3	6	0	1	6	16	8	15	17	9	16	65
	18.8%	37.5%	0.0%	6.3%	37.5%		12.3%	23.1%	26.2%	13.8%	24.6%	
Proposal writing	5	7	3	0	2	17	17	25	13	4	6	65
	29.4%	41.2%	17.6%	0.0%	11.8%		26.2%	38.5%	20.0%	6.2%	9.2%	
Client service	10	5	2	0	0	17	27	28	5	1	3	64
	58.8%	29.4%	11.8%	0.0%	0.0%		42.2%	43.8%	7.8%	1.6%	4.7%	
Fundraising or resource development	5	4	5	1	2	17	8	24	19	6	8	65
	29.4%	23.5%	29.4%	5.9%	11.8%		12.3%	36.9%	29.2%	9.2%	12.3%	
Finance	2	7	2	2	3	16	20	20	15	3	7	65
	12.5%	43.8%	12.5%	12.5%	18.8%		30.8%	30.8%	23.1%	4.6%	10.8%	
Legal knowledge	0	4	10	1	2	17	5	16	23	13	8	65
	0.0%	23.5%	58.8%	5.9%	11.8%		7.7%	24.6%	35.4%	20.0%	12.3%	
Research	0	8	5	1	3	17	8	26	23	6	2	65
	0.0%	47.1%	29.4%	5.9%	17.6%		12.3%	40.0%	35.4%	9.2%	3.1%	
Marketing	1	6	4	3	3	17	8	22	19	12	4	65
	5.9%	35.3%	23.5%	17.6%	17.6%		12.3%	33.8%	29.2%	18.5%	6.2%	
Monitoring and evaluation	1	11	4	0	1	17	11	30	18	3	2	64
	5.9%	64.7%	23.5%	0.0%	5.9%		17.2%	46.9%	28.1%	4.7%	3.1%	

Job Category	South Shore/Valley					Total	Northern Nova Scotia					Total	French Response
	Fully	Mostly	Partly	Not at all	Not applicable		Fully	Mostly	Partly	Not at all	Not applicable		
	Count	Count	Count	Count	Count		Count	Count	Count	Count	Count		
Human resources and personnel management	1	16	1	1	4	23	4	15	3	1	0	23	7
	4.3%	69.6%	4.3%	4.3%	17.4%		17.4%	65.2%	13.0%	4.3%	0.0%		
Campaigning	0	9	6	1	7	23	1	5	5	6	5	22	7
	0.0%	39.1%	26.1%	4.3%	30.4%		4.5%	22.7%	22.7%	27.3%	22.7%		
Proposal writing	4	10	3	1	5	23	6	10	3	1	3	23	7
	17.4%	43.5%	13.0%	4.3%	21.7%		26.1%	43.5%	13.0%	4.3%	13.0%		
Client service	11	9	1	0	2	23	14	8	1	0	0	23	7
	47.8%	39.1%	4.3%	0.0%	8.7%		60.9%	34.8%	4.3%	0.0%	0.0%		
Fundraising or resource development	0	5	12	0	6	23	1	11	6	3	2	23	6
	0.0%	21.7%	52.2%	0.0%	26.1%		4.3%	47.8%	26.1%	13.0%	8.7%		
Finance	9	5	5	1	3	23	6	9	5	2	1	23	n.a.
	39.1%	21.7%	21.7%	4.3%	13.0%		26.1%	39.1%	21.7%	8.7%	4.3%		
Legal knowledge	3	6	5	3	6	23	0	5	8	4	6	23	7
	13.0%	26.1%	21.7%	13.0%	26.1%		0.0%	21.7%	34.8%	17.4%	26.1%		
Research	2	10	5	0	6	23	3	7	9	2	1	22	7
	8.7%	43.5%	21.7%	0.0%	26.1%		13.6%	31.8%	40.9%	9.1%	4.5%		
Marketing	1	8	8	1	5	23	2	4	10	3	4	23	7
	4.3%	34.8%	34.8%	4.3%	21.7%		8.7%	17.4%	43.5%	13.0%	17.4%		
Monitoring and evaluation	2	16	3	0	2	23	3	13	5	0	1	22	7
	8.7%	69.6%	13.0%	0.0%	8.7%		13.6%	59.1%	22.7%	0.0%	4.5%		

Activity	Cape Breton		Halifax Regional Municipality		South Shore/Valley		Northern Nova Scotia		French Response	
Provided paid time off for employees to participate in learning and development activities, such as taking a specific course, workshop, or attending a relevant conference	12	75.0%	44	62.9%	15	62.5%	21	91.3%	5	71.4%
Paid some or all of the expenses for staff development or skills training, such as taking a specific course, workshop, or attending a relevant conference	8	50.0%	47	67.1%	19	79.2%	17	73.9%	6	85.7%
Provided in-house training programs or courses	8	50.0%	37	52.9%	17	70.8%	18	78.3%	0	0.0%
Provided career counseling or self-assessment tools to help employees better understand their skills levels and needs	3	18.8%	9	12.9%	4	16.7%	2	8.7%	1	14.3%
Provided staff training and development through mentoring, job shadowing, etc.	6	37.5%	31	44.3%	9	37.5%	11	47.8%	2	28.6%
None of the above	2	12.5%	5	7.1%	1	4.2%	0	0.0%	0	0.0%
	16		70		24		23		7	

Education	Cape Breton		Halifax Regional Municipality		South Shore/Valley		Northern Nova Scotia		French Response		<35		35-44		>45	
Grade school or some high school	0	0.0%	1	0.6%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	1.0%
Complete high school	1	8.3%	3	1.9%	0	0.0%	2	4.7%	0	0.0%	1	1.2%	2	4.0%	3	3.1%
Complete technical or trade school or community college	3	25.0%	13	8.3%	5	26.3%	10	23.3%	0	0.0%	8	9.6%	7	14.0%	16	16.7%
Some community college or university, but did not finish	2	16.7%	16	10.3%	1	5.3%	3	7.0%	2	28.6%	6	7.2%	5	10.0%	10	10.4%
Complete university degree, such as Bachelor's	6	50.0%	80	51.3%	9	47.4%	22	51.2%	4	57.1%	48	57.8%	26	52.0%	44	45.8%
Post-graduate degree, such as a Master's or Ph.D.	0	0.0%	43	27.6%	4	21.1%	6	14.0%	1	14.3%	20	24.1%	10	20.0%	23	24.0%
	12		156		19		43		7		83		50		96	

	Cape Breton		Halifax Regional Municipality		South Shore/Valley		Northern Nova Scotia		French Response		<35		35-44		>45	
White/Caucasian	10	76.9%	133	84.7%	18	94.7%	41	93.2%	5	71.4%	71	81.6%	47	95.9%	82	86.3%
Aboriginal	0	0.0%	4	2.5%	0	0.0%	2	4.5%	0	0.0%	2	2.3%	0	0.0%	4	4.2%
Member of a visible minority	3	23.1%	13	8.3%	0	0.0%	1	2.3%	1	14.3%	8	9.2%	1	2.0%	7	7.4%
Member of an ethnic minority	0	0.0%	3	1.9%	1	5.3%	0	0.0%	0	0.0%	4	4.6%	0	0.0%	0	0.0%
Prefer not to say	0	0.0%	4	2.5%	0	0.0%	0	0.0%	0	0.0%	2	2.3%	1	2.0%	2	2.1%
Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	14.3%	0	0.0%	0	0.0%	0	0.0%
	13		157		19		44		7		87		49		95	

Years	Cape Breton		Halifax Regional Municipality		South Shore/Valley		Northern Nova Scotia		French Response		<35		35-44		>45	
Less than 1 year	3	25.0%	23	14.7%	3	16.7%	7	16.7%	2	25.0%	19	23.2%	7	14.0%	12	12.5%
1 - 2 years	1	8.3%	45	28.8%	4	22.2%	9	21.4%	5	62.5%	32	39.0%	15	30.0%	14	14.6%
3 - 4 years	1	8.3%	31	19.9%	2	11.1%	6	14.3%	1	12.5%	18	22.0%	8	16.0%	13	13.5%
5 - 9 years	3	25.0%	30	19.2%	5	27.8%	11	26.2%	0	0.0%	12	14.6%	13	26.0%	23	24.0%
10 - 19 years	2	16.7%	21	13.5%	4	22.2%	6	14.3%	0	0.0%	1	1.2%	6	12.0%	24	25.0%
20+ years	2	16.7%	6	3.8%	0	0.0%	3	7.1%	0	0.0%	0	0.0%	1	2.0%	10	10.4%
	12		156		18		42		8		82		50		96	

Years	Cape Breton		Halifax Regional Municipality		South Shore/Valley		Northern Nova Scotia		French Response		<35		35-44		>45	
Less than 3 months	2	40.0%	4	5.3%	0	0.0%	1	6.7%	1	12.5%	3	7.0%	3	10.7%	1	2.3%
3 - 6 months	0	0.0%	10	13.2%	2	25.0%	0	0.0%	0	0.0%	8	18.6%	1	3.6%	3	7.0%
6 - 12 months	0	0.0%	10	13.2%	0	0.0%	4	26.7%	1	12.5%	7	16.3%	3	10.7%	5	11.6%
1 - 2 years	2	40.0%	26	34.2%	3	37.5%	4	26.7%	5	62.5%	16	37.2%	12	42.9%	8	18.6%
3 - 4 years	0	0.0%	20	26.3%	2	25.0%	2	13.3%	1	12.5%	7	16.3%	8	28.6%	9	20.9%
5 - 9 years	1	20.0%	6	7.9%	1	12.5%	4	26.7%	0	0.0%	2	4.7%	1	3.6%	9	20.9%
10 - 19 years		0.0%		0.0%		0.0%		0.0%	0	0.0%		0.0%		0.0%	5	11.6%
20 years or more		0.0%		0.0%		0.0%		0.0%	0	0.0%		0.0%		0.0%	4	9.3%
	5		76		8		15		8		43		28		43	

Learned About Position	Cape Breton		Halifax Regional Municipality		South Shore/Valley		Northern Nova Scotia		French Response		<35		35-44		>45	
From friends, family, neighbours, colleagues at your former job, etc.	2	18.2%	27	22.5%	3	9.1%	10	25.6%	2	25.0%	16	25.4%	11	26.2%	14	17.9%
From people in the organization	5	45.5%	46	38.3%	3	9.1%	18	46.2%	0	0.0%	22	34.9%	14	33.3%	33	42.3%
Internal posting on your current organization's website	2	18.2%	14	11.7%	1	3.0%	8	20.5%	1	12.5%	7	11.1%	3	7.1%	15	19.2%
Advertising in your current organization's newsletters	1	9.1%	9	7.5%	2	6.1%	1	2.6%	0	0.0%	3	4.8%	4	9.5%	6	7.7%
Postings in network or coalition websites and newsletters	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	25.0%	0	0.0%	0	0.0%	0	0.0%
Internet job websites		0.0%	5	4.2%	2	6.1%	0	0.0%	0	0.0%	5	7.9%	1	2.4%	3	3.8%
Head-hunter or professional recruiter	1	9.1%	21	17.5%	24	72.7%	2	5.1%	0	0.0%	15	23.8%	9	21.4%	6	7.7%
Job or career fair	0	0.0%	3	2.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	2.4%	1	1.3%
Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	37.5%	0	0.0%	0	0.0%	0	0.0%
	11		120		33		39		8		63		42		78	

Job Category	Cape Breton		Halifax Regional Municipality		South Shore/Valley		Northern Nova Scotia		French Response		<35		35-44		>45	
Senior management	2	10.53%	37	27.61%	3	17.65%	8	20.00%	0	0.00%	5	7.46%	10	21.74%	32	35.96%
Mid-level manager and supervisor	4	21.05%	33	24.63%	3	17.65%	9	22.50%	2	28.57%	19	28.36%	12	26.09%	17	19.10%
Professional with a certification/ registration from a professional body	3	15.79%	28	20.90%	3	17.65%	10	25.00%	0	0.00%	21	31.34%	12	26.09%	13	14.61%
Technical staff and para-professionals (occupations that usually require a college diploma or apprenticeship training)	0	0.00%	15	11.19%	6	35.29%	6	15.00%	1	14.29%	12	17.91%	6	13.04%	9	10.11%
Clerical, administrative, support staff (occupations that usually require secondary school or job specific training)	4	21.05%	21	15.67%	2	11.76%	7	17.50%	2	28.57%	10	14.93%	6	13.04%	18	20.22%
Other	6	31.58%	0	0.00%	0	0.00%	0	0.00%	2	28.57%	0	0.00%	0	0.00%	0	0.00%
	19		134		17		40		7		67		46		89	

Salary	Cape Breton		Halifax Regional Municipality		South Shore/Valley		Northern Nova Scotia		French Response		<35		35-44		>45	
Under \$19,999	3	21.4%	16	10.2%	3	15.8%	7	16.3%	1	14.3%	12	15.0%	7	14.6%	10	10.3%
\$20,000 to \$39,999	9	64.3%	75	47.8%	12	63.2%	25	58.1%	5	71.4%	48	60.0%	22	45.8%	46	47.4%
\$40,000 to \$59,999	2	14.3%	52	33.1%	4	21.1%	10	23.3%	1	14.3%	17	21.3%	18	37.5%	31	32.0%
\$60,000 to \$79,999	0	0.0%	9	5.7%	0	0.0%	0	0.0%	0	0.0%	2	2.5%	0	0.0%	7	7.2%
\$80,000 to \$99,999	0	0.0%	4	2.5%	0	0.0%	1	2.3%	0	0.0%	1	1.3%	1	2.1%	2	2.1%
\$100,000 or more	0	0.0%	1	0.6%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	1.0%
	14		157		19		43		7		80		48		97	

Benefits	Cape Breton		Halifax Regional Municipality		South Shore/Valley		Northern Nova Scotia		French Response		<35		35-44		>45	
Drug plan	9	64.3%	117	74.5%	14	73.7%	25	58.1%	3	42.9%	53	63.9%	34	70.8%	70	69.3%
Dental care	9	64.3%	114	72.6%	9	47.4%	24	55.8%	2	28.6%	50	60.2%	30	62.5%	69	68.3%
Vision care	8	57.1%	102	65.0%	11	57.9%	23	53.5%	2	28.6%	46	55.4%	33	68.8%	61	60.4%
Other medical coverage (for example hospital expenses not covered by provincial health plans)	6	42.9%	82	52.2%	12	63.2%	11	25.6%	0	0.0%	29	34.9%	25	52.1%	51	50.5%
Life and/or disability insurance	8	57.1%	100	63.7%	11	57.9%	25	58.1%	1	14.3%	43	51.8%	34	70.8%	64	63.4%
EI supplements for maternity/parental leave	2	14.3%	39	24.8%	3	15.8%	13	30.2%	1	14.3%	21	25.3%	12	25.0%	24	23.8%
Pension plan	4	28.6%	41	26.1%	4	21.1%	6	14.0%	1	14.3%	15	18.1%	8	16.7%	31	30.7%
Organization RRRSP contributions	4	28.6%	65	41.4%	8	42.1%	9	20.9%	3	42.9%	28	33.7%	19	39.6%	36	35.6%
Family and parental leave	3	21.4%	79	50.3%	6	31.6%	13	30.2%	3	42.9%	42	50.6%	27	56.3%	33	32.7%
Sick days	11	78.6%	135	86.0%	15	78.9%	34	79.1%	4	57.1%	68	81.9%	45	93.8%	76	75.2%
None	1	7.1%	14	8.9%	2	10.5%	3	7.0%	2	28.6%	11	13.3%	2	4.2%	7	6.9%
Don't know	2	14.3%	2	1.3%	0	0.0%	0	0.0%	1	14.3%	2	2.4%	1	2.1%	1	1.0%
Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	14.3%	0	0.0%	0	0.0%	0	0.0%
	14		157		19		43		7		83		48		101	

Benefits	Cape Breton		Halifax Regional Municipality		South Shore/Valley		Northern Nova Scotia		French Response		<35		35-44		>45	
I do not work overtime	3	21.4%	14	8.3%	0	0.0%	3	7.1%	1	12.5%		0.0%	3	5.8%	10	10.3%
Pay at regular rate	0	0.0%	5	3.0%	0	0.0%	4	9.5%	1	12.5%	3	3.6%	2	3.8%	5	5.2%
Pay at premium rate	0	0.0%	1	0.6%	0	0.0%	1	2.4%	0	0.0%	0	0.0%	1	1.9%	1	1.0%
Equivalent time off	7	50.0%	112	66.3%	15	78.9%	23	54.8%	5	62.5%	59	71.1%	33	63.5%	61	62.9%
More than equivalent time off (e.g., one-and-a-half times hours worked overtime)	0	0.0%	4	2.4%	0	0.0%	3	7.1%	0	0.0%	3	3.6%	1	1.9%	3	3.1%
Combination of pay and time off	1	7.1%	5	3.0%	0	0.0%	0	0.0%	1	12.5%	2	2.4%	3	5.8%	2	2.1%
No financial compensation for overtime	3	21.4%	28	16.6%	4	21.1%	8	19.0%	0	0.0%	13	15.7%	9	17.3%	18	18.6%
Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	14		169		19		42		8		83		52		97	

Table 3.26
Satisfaction with Current Job

Satisfaction	Cape Breton		Halifax Regional Municipality		South Shore/Valley		Northern Nova Scotia		French Response		<35		35-44		>45	
Very satisfied	3	21.4%	59	37.8%	8	44.4%	17	40.5%	2	25.0%	27	32.9%	18	36.0%	40	41.2%
Somewhat satisfied	9	64.3%	73	46.8%	10	55.6%	23	54.8%	6	75.0%	45	54.9%	28	56.0%	44	45.4%
Neither satisfied nor dissatisfied	0	0.0%	7	4.5%	0	0.0%	1	2.4%	0	0.0%	3	3.7%	2	4.0%	3	3.1%
Somewhat dissatisfied	2	14.3%	15	9.6%	0	0.0%	1	2.4%	0	0.0%	7	8.5%	2	4.0%	8	8.2%
Not at all satisfied	0	0.0%	2	1.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	2.1%
	14		156		18		42		8		82		50		97	

Table 3.27
Employee Satisfaction

Category	Cape Breton						Halifax Regional Municipality						
	Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied	Does not apply to my position	Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied	Does not apply to my position	
Opportunities for career development and training	1 7.1%	4 28.6%	2 14.3%	5 35.7%	0 0.0%	2 14.3%	14 21.2%	33 34.6%	25 16.0%	20 12.8%	18 11.5%	6 3.8%	156
Working conditions	7 50.0%	8 42.9%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	14 44.2%	68 33.1%	13 8.4%	15 9.7%	7 4.5%	0 0.0%	154
Opportunities for career advancement	1 7.1%	3 21.4%	2 14.3%	5 35.7%	1 7.1%	2 14.3%	14 10.8%	17 21.0%	33 24.2%	38 18.5%	22 14.0%	18 11.5%	157
Evaluation and feedback	3 21.4%	4 28.6%	3 21.4%	3 21.4%	0 0.0%	1 7.1%	14 22.9%	36 28.7%	45 19.1%	30 21.7%	11 7.0%	1 0.6%	157
Benefits plan	5 35.7%	3 21.4%	0 0.0%	1 7.1%	1 7.1%	4 28.6%	14 21.7%	34 33.1%	52 11.5%	18 10.8%	17 12.7%	20 10.2%	157
Retirement savings options	4 28.6%	2 14.3%	0 0.0%	1 7.1%	0 0.0%	7 50.0%	14 16.1%	25 23.9%	37 8.4%	13 11.6%	18 19.4%	30 20.6%	155
Pay	3 21.4%	6 42.9%	0 0.0%	4 28.6%	1 7.1%	0 0.0%	14 13.5%	21 30.1%	47 9.0%	14 29.5%	26 16.7%	2 1.3%	156
Compensation for overtime	3 21.4%	3 21.4%	1 7.1%	2 14.3%	1 7.1%	4 28.6%	14 17.8%	28 20.4%	32 17.2%	27 19.1%	30 8.9%	14 16.6%	157
Employment status (full time, part-time, temporary, etc.)	7 50.0%	4 28.6%	1 7.1%	2 14.3%	0 0.0%	0 0.0%	14 59.9%	36 22.9%	11 7.0%	13 8.3%	3 1.9%	0 0.0%	157
Workplace safety	7 53.8%	5 38.5%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	13 50.7%	75 30.4%	45 12.2%	18 2.7%	4 2.7%	2 1.4%	148
Amount of responsibility you have	5 35.7%	4 28.6%	2 14.3%	1 7.1%	1 7.1%	1 7.1%	14 47.7%	72 35.8%	54 7.3%	11 4.6%	7 4.6%	7 0.0%	151
Amount of influence you have on decision making and organizational direction	3 21.4%	7 50.0%	1 7.1%	1 7.1%	1 7.1%	1 7.1%	14 39.1%	37 23.7%	19 12.2%	18 11.5%	18 11.5%	3 1.9%	156
Relationship with supervisor/manager	8 57.1%	4 28.6%	1 7.1%	0 0.0%	0 0.0%	1 7.1%	14 44.6%	70 27.4%	43 11.5%	18 7.0%	11 6.4%	5 3.2%	157
Recognition for your work	4 50.0%	7 28.6%	0 0.0%	2 14.3%	0 0.0%	2 14.3%	14 45.8%	31 20.0%	14 13.5%	21 9.0%	18 6.6%	0 0.0%	155
Non-discriminatory work environment	8 57.1%	4 28.6%	1 7.1%	0 0.0%	0 0.0%	1 7.1%	14 62.8%	36 23.1%	9 5.1%	6 3.8%	7 0.6%	1 0.6%	156
Relationships with co-workers	10 71.4%	4 28.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	14 59.6%	51 32.7%	7 4.5%	2 1.3%	1 0.6%	2 1.3%	156
Job security	3 21.4%	2 14.3%	1 7.1%	5 35.7%	1 7.1%	2 14.3%	14 24.4%	38 31.4%	49 16.0%	25 10.9%	17 15.4%	3 1.9%	156

Table 3.27 (continued)
Employee Satisfaction

Category	South Shore/Valley						Northern Nova Scotia						
	Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied	Does not apply to my position	Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied	Does not apply to my position	
Opportunities for career development and training	6 33.3%	7 38.9%	2 11.1%	2 11.1%	1 5.6%	0 0.0%	18 23.8%	20 47.6%	5 11.9%	5 11.9%	2 4.8%	0 0.0%	42
Working conditions	11 61.1%	5 27.8%	1 5.6%	1 5.6%	0 0.0%	0 0.0%	18 52.4%	14 33.3%	0 0.0%	5 11.9%	1 2.4%	0 0.0%	42
Opportunities for career advancement	4 22.2%	4 22.2%	5 27.8%	2 11.1%	2 11.1%	2 11.1%	18 9.5%	14 33.3%	11 26.2%	5 11.9%	2 14.3%	2 4.8%	42
Evaluation and feedback	7 38.9%	8 44.4%	2 11.1%	1 5.6%	0 0.0%	0 0.0%	18 33.3%	12 28.6%	8 19.0%	6 14.3%	2 4.8%	0 0.0%	42
Benefits plan	4 22.2%	5 27.8%	3 16.7%	2 11.1%	0 0.0%	1 5.6%	18 12.9%	14 45.2%	5 16.1%	6 19.4%	2 6.5%	0 0.0%	31
Retirement savings options	5 27.8%	2 11.1%	3 16.7%	3 16.7%	3 16.7%	2 11.1%	18 2.4%	7 16.7%	5 11.9%	11 26.2%	7 16.7%	11 26.2%	42
Pay	2 11.1%	6 33.3%	2 11.1%	8 44.4%	0 0.0%	0 0.0%	18 14.3%	11 26.2%	6 14.3%	9 21.4%	10 23.8%	0 0.0%	42
Compensation for overtime	4 22.2%	3 16.7%	4 22.2%	1 5.6%	2 11.1%	2 22.2%	18 16.7%	11 26.2%	8 19.0%	2 4.8%	4 9.5%	10 23.8%	42
Employment status (full time, part-time, temporary, etc.)	13 72.2%	1 5.6%	2 11.1%	0 0.0%	2 11.1%	0 0.0%	18 51.2%	12 29.3%	2 4.9%	2 4.9%	3 7.3%	1 2.4%	41
Workplace safety	10 55.6%	6 33.3%	2 11.1%	0 0.0%	0 0.0%	0 0.0%	18 66.7%	9 21.4%	0 9.5%	4 0.0%	0 0.0%	2 2.4%	42
Amount of responsibility you have	9 50.0%	7 38.9%	1 5.6%	1 5.6%	0 0.0%	0 0.0%	18 50.0%	15 35.7%	4 9.5%	1 2.4%	1 2.4%	0 0.0%	42
Amount of influence you have on decision making and organizational direction	8 44.4%	8 44.4%	1 5.6%	1 5.6%	0 0.0%	0 0.0%	18 40.5%	16 38.1%	1 2.4%	8 19.0%	0 0.0%	0 0.0%	42
Relationship with supervisor/manager	10 72.2%	6 27.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	18 57.1%	19 23.8%	4 7.1%	2 2.4%	2 4.8%	2 4.8%	42
Recognition for your work	9 50.0%	8 44.4%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	18 41.5%	16 39.0%	2 4.9%	5 12.2%	1 2.4%	0 0.0%	41
Non-discriminatory work environment	12 70.6%	3 17.6%	2 11.8%	0 0.0%	0 0.0%	0 0.0%	17 68.3%	7 17.1%	4 9.8%	2 4.9%	0 0.0%	0 0.0%	41
Relationships with co-workers	9 50.0%	7 38.9%	2 11.1%	0 0.0%	0 0.0%	0 0.0%	18 71.4%	10 23.8%	1 2.4%	0 2.4%	0 0.0%	0 0.0%	42
Job security	5 27.8%	4 22.2%	3 16.7%	5 27.8%	0 0.0%	1 5.6%	18 19.0%	16 38.1%	8 19.0%	5 11.9%	4 9.5%	1 2.4%	42

Table 3.27 (continued)								
Employee Satisfaction								
Category	<35						French Response	
	Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied	Does not apply to my position		
Opportunities for career development and training	25 30.9%	32 39.5%	9 11.1%	7 8.6%	7 8.6%	1 1.2%	81	8
Working conditions	37 46.8%	29 36.7%	5 6.3%	7 8.9%	1 1.3%	0 0.0%	79	8
Opportunities for career advancement	7 8.5%	26 31.7%	20 24.4%	14 17.1%	11 13.4%	4 4.9%	82	8
Evaluation and feedback	26 31.3%	21 25.3%	16 19.3%	18 21.7%	2 2.4%	0 0.0%	83	8
Benefits plan	19 23.2%	23 28.0%	7 8.5%	9 11.0%	11 13.4%	13 15.9%	82	8
Retirement savings options	17 20.7%	16 19.5%	6 7.3%	8 9.8%	13 15.9%	22 26.8%	82	8
Pay	13 16.0%	22 27.2%	8 9.9%	24 29.6%	13 16.0%	1 1.2%	81	8
Compensation for overtime	17 20.7%	21 25.6%	16 19.5%	9 11.0%	5 6.1%	14 17.1%	82	8
Employment status (full time, part-time, temporary, etc.)	51 62.2%	17 20.7%	3 3.7%	8 9.8%	2 2.4%	1 1.2%	82	8
Workplace safety	46 56.1%	24 29.3%	6 7.3%	5 6.1%	0 0.0%	1 1.2%	82	8
Amount of responsibility you have	36 43.9%	33 40.2%	9 11.0%	3 3.7%	1 1.2%	0 0.0%	82	8
Amount of influence you have on decision making and organizational direction	35 42.7%	19 23.2%	11 13.4%	12 14.6%	5 6.1%	0 0.0%	82	8
Relationship with supervisor/manager	47 57.3%	17 20.7%	9 11.0%	5 6.1%	4 4.9%	0 0.0%	82	8
Recognition for your work	41 51.3%	16 20.0%	12 15.0%	5 6.3%	6 7.5%	0 0.0%	80	8
Non-discriminatory work environment	59 72.0%	15 18.3%	5 6.1%	2 2.4%	1 1.2%	0 0.0%	82	8
Relationships with co-workers	52 63.4%	24 29.3%	5 6.1%	0 0.0%	0 0.0%	1 1.2%	82	8
Job security	16 19.5%	30 36.6%	13 15.9%	10 12.2%	11 13.4%	2 2.4%	82	8

Table 3.27 (continued)							
Employee Satisfaction							
Category	35-44						
	Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied	Does not apply to my position	
Opportunities for career development and training	6 12.0%	25 50.0%	7 14.0%	10 20.0%	2 4.0%	0 0.0%	50
Working conditions	26 52.0%	17 34.0%	4 8.0%	3 6.0%	0 0.0%	0 0.0%	50
Opportunities for career advancement	11 22.0%	14 28.0%	8 16.0%	10 20.0%	3 6.0%	4 8.0%	50
Evaluation and feedback	11 22.0%	17 34.0%	11 22.0%	9 18.0%	2 4.0%	0 0.0%	50
Benefits plan	9 18.0%	17 34.0%	8 16.0%	6 12.0%	2 4.0%	8 16.0%	50
Retirement savings options	6 12.0%	8 16.0%	4 8.0%	13 26.0%	8 16.0%	11 22.0%	50
Pay	7 14.0%	18 36.0%	4 8.0%	15 30.0%	6 12.0%	0 0.0%	50
Compensation for overtime	10 20.0%	8 16.0%	7 14.0%	12 24.0%	4 8.0%	9 18.0%	50
Employment status (full time, part-time, temporary, etc.)	28 56.0%	13 26.0%	4 8.0%	3 6.0%	2 4.0%	0 0.0%	50
Workplace safety	29 59.2%	11 22.4%	6 12.2%	1 2.0%	1 2.0%	1 2.0%	49
Amount of responsibility you have	20 40.0%	19 38.0%	4 8.0%	5 10.0%	2 4.0%	0 0.0%	50
Amount of influence you have on decision making and organizational direction	15 30.0%	19 38.0%	3 6.0%	8 16.0%	4 8.0%	1 2.0%	50
Relationship with supervisor/manager	24 48.0%	16 32.0%	7 14.0%	2 4.0%	1 2.0%	0 0.0%	50
Recognition for your work	22 44.0%	15 30.0%	3 6.0%	8 16.0%	2 4.0%	0 0.0%	50
Non-discriminatory work environment	29 59.2%	14 28.6%	3 6.1%	2 4.1%	1 2.0%	0 0.0%	49
Relationships with co-workers	30 60.0%	17 34.0%	2 4.0%	0 0.0%	1 2.0%	0 0.0%	50
Job security	11 22.4%	14 28.6%	8 16.3%	11 22.4%	4 8.2%	1 2.0%	49

Category	>45						
	Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied	Does not apply to my position	
Opportunities for career development and training	20 20.6%	28 28.9%	16 16.5%	15 15.5%	12 12.4%	6 6.2%	97
Working conditions	42 43.3%	32 33.0%	6 6.2%	10 10.3%	7 7.2%	0 0.0%	97
Opportunities for career advancement	8 8.2%	15 15.5%	28 28.9%	17 17.5%	16 16.5%	13 13.4%	97
Evaluation and feedback	21 21.6%	32 33.0%	16 16.5%	15 15.5%	11 11.3%	2 2.1%	97
Benefits plan	18 18.6%	33 34.0%	11 11.3%	10 10.3%	13 13.4%	12 12.4%	97
Retirement savings options	12 12.6%	24 25.3%	11 11.6%	11 11.6%	19 20.0%	18 18.9%	95
Pay	12 12.4%	29 29.9%	10 10.3%	29 29.9%	16 16.5%	1 1.0%	97
Compensation for overtime	14 14.4%	18 18.6%	19 19.6%	14 14.4%	12 12.4%	20 20.6%	97
Employment status (full time, part-time, temporary, etc.)	51 53.1%	25 26.0%	9 9.4%	7 7.3%	4 4.2%	0 0.0%	96
Workplace safety	45 47.4%	28 29.5%	13 13.7%	4 4.2%	3 3.2%	2 2.1%	95
Amount of responsibility you have	47 48.5%	29 29.9%	5 5.2%	9 9.3%	6 6.2%	1 1.0%	97
Amount of influence you have on decision making and organizational direction	37 38.1%	28 28.9%	8 8.2%	12 12.4%	9 9.3%	3 3.1%	97
Relationship with supervisor/manager	43 42.6%	28 27.7%	7 6.9%	9 8.9%	7 6.9%	7 6.9%	101
Recognition for your work	39 40.6%	29 30.2%	8 8.3%	9 9.4%	11 11.5%	0 0.0%	96
Non-discriminatory work environment	57 60.0%	19 20.0%	8 8.4%	5 5.3%	4 4.2%	2 2.1%	95
Relationships with co-workers	59 61.5%	30 31.3%	2 2.1%	3 3.1%	0 0.0%	2 2.1%	96
Job security	25 25.8%	26 26.8%	17 17.5%	11 11.3%	14 14.4%	4 4.1%	97

Work-Life Balance Statements	Cape Breton						Halifax Regional Municipality					
	Agree strongly	Agree somewhat	Neither agree nor disagree	Disagree somewhat	Disagree strongly		Agree strongly	Agree somewhat	Neither agree nor disagree	Disagree somewhat	Disagree strongly	
Number of working hours are manageable	8 57.1%	4 28.6%	0 0.0%	2 14.3%	0 0.0%	14	86 55.1%	46 29.5%	6 3.8%	14 9.0%	4 2.6%	156
My job leaves me with little time to get other things done	1 7.1%	2 14.3%	3 21.4%	4 28.6%	4 28.6%	14	17 10.9%	34 21.8%	33 21.2%	40 25.6%	32 20.5%	156
My work schedule is unpredictable or subject to last minute changes	2 14.3%	5 35.7%	1 7.1%	2 14.3%	4 28.6%	14	20 12.8%	44 28.2%	24 15.4%	29 18.6%	39 25.0%	156
I often end up working more hours than I had planned	3 21.4%	6 42.9%	0 0.0%	3 21.4%	2 14.3%	14	35 22.4%	38 24.4%	30 19.2%	27 17.3%	26 16.7%	156
My work day has flexible arrival and departure times	3 21.4%	6 42.9%	1 7.1%	3 21.4%	1 7.1%	14	69 44.5%	48 31.0%	9 5.8%	11 7.1%	18 11.6%	155
I can take my vacation days pretty much when I want to	6 42.9%	6 42.9%	2 14.3%	0 0.0%	0 0.0%	14	66 42.3%	54 34.6%	16 10.3%	17 10.9%	3 1.9%	156
I can interrupt my work day for personal/family reasons then return	6 42.9%	8 57.1%	0 0.0%	0 0.0%	0 0.0%	14	74 48.1%	51 33.1%	11 7.1%	6 3.9%	12 7.8%	154
I can work from home if and when I want to	3 23.1%	4 30.8%	2 15.4%	1 7.7%	3 23.1%	13	30 19.2%	38 24.4%	23 14.7%	26 16.7%	39 25.0%	156

Table 3.28 (continued)
Work-Life Balance

Work-Life Balance Statements	South Shore/Valley						Northern Nova Scotia						French Response
	Agree strongly	Agree somewhat	Neither agree nor disagree	Disagree somewhat	Disagree strongly		Agree strongly	Agree somewhat	Neither agree nor disagree	Disagree somewhat	Disagree strongly		
	Number of working hours are manageable	10 55.6%	3 16.7%	2 11.1%	1 5.6%	2 11.1%	18	24 57.1%	11 26.2%	4 9.5%	2 4.8%	1 2.4%	
My job leaves me with little time to get other things done	1 5.6%	6 33.3%	4 22.2%	2 11.1%	5 27.8%	18	4 9.8%	13 31.7%	5 12.2%	9 22.0%	10 24.4%	41	8
My work schedule is unpredictable or subject to last minute changes	2 11.1%	4 22.2%	1 5.6%	4 22.2%	7 38.9%	18	6 14.3%	10 23.8%	6 14.3%	8 19.0%	12 28.6%	42	8
I often end up working more hours than I had planned	5 29.4%	3 17.6%	1 5.9%	3 17.6%	5 29.4%	17	6 14.3%	15 35.7%	2 4.8%	9 21.4%	10 23.8%	42	8
My work day has flexible arrival and departure times	4 22.2%	8 44.4%	3 16.7%	1 5.6%	2 11.1%	18	12 28.6%	15 35.7%	6 14.3%	8 19.0%	1 2.4%	42	8
I can take my vacation days pretty much when I want to	7 38.9%	4 22.2%	3 16.7%	3 16.7%	1 5.6%	18	15 35.7%	15 35.7%	7 16.7%	3 7.1%	2 4.8%	42	8
I can interrupt my work day for personal/family reasons then return	10 55.6%	7 38.9%	1 5.6%	0 0.0%	0 0.0%	18	20 47.6%	16 38.1%	4 9.5%	2 4.8%	0 0.0%	42	8
I can work from home if and when I want to	3 16.7%	6 33.3%	4 22.2%	2 11.1%	3 16.7%	18	4 17.9%	12 28.6%	7 16.7%	12 28.6%	7 16.7%	42	8

Table 3.29
Commitment to Work and the Cause

Statements About Commitment	Cape Breton						Halifax Regional Municipality						French Response
	Agree strongly	Agree somewhat	Neither agree nor disagree	Disagree somewhat	Disagree strongly		Agree strongly	Agree somewhat	Neither agree nor disagree	Disagree somewhat	Disagree strongly		
	I am emotionally attached to this organization	7 50.0%	3 21.4%	2 14.3%	2 14.3%	0 0.0%	14	68 43.3%	58 36.9%	15 9.6%	8 5.1%	8 5.1%	
I continue to work at this organization because I do not have any better alternatives	2 14.3%	3 21.4%	2 14.3%	3 21.4%	4 28.6%	14	9 5.8%	33 21.2%	25 16.0%	46 29.5%	43 27.6%	156	
I am loyal to this organization	7 50.0%	6 42.9%	1 7.1%	0 0.0%	0 0.0%	14	92 59.4%	44 28.4%	10 6.5%	7 4.5%	2 1.3%	155	
I could work for any organization as long as it supports a cause I believe in	4 28.6%	4 28.6%	2 14.3%	3 21.4%	1 7.1%	14	55 35.0%	67 42.7%	13 8.3%	16 10.2%	6 3.8%	157	
I am strongly committed to working for an organization in the non-profit/voluntary sector	5 35.7%	4 28.6%	5 35.7%	0 0.0%	0 0.0%	14	52 33.1%	53 33.8%	25 15.9%	22 14.0%	5 3.2%	157	
I am strongly committed to the cause(s) my current organization supports	8 57.1%	5 35.7%	1 7.1%	0 0.0%	0 0.0%	14	111 70.7%	40 25.5%	5 3.2%	1 0.6%	0 0.0%	157	

Table 3.29 (continued)
Commitment to Work and the Cause

Statements About Commitment	South Shore/Valley						Northern Nova Scotia						French Response
	Agree strongly	Agree somewhat	Neither agree nor disagree	Disagree somewhat	Disagree strongly		Agree strongly	Agree somewhat	Neither agree nor disagree	Disagree somewhat	Disagree strongly		
	I am emotionally attached to this organization	8 44.4%	8 44.4%	2 11.1%	0 0.0%	0 0.0%	18	21 50.0%	16 38.1%	2 4.8%	2 4.8%	1 2.4%	
I continue to work at this organization because I do not have any better alternatives	0 0.0%	3 16.7%	2 11.1%	8 44.4%	5 27.8%	18	4 9.8%	5 12.2%	9 22.0%	9 22.0%	14 34.1%	41	8
I am loyal to this organization	13 72.2%	4 22.2%	1 5.6%	0 0.0%	0 0.0%	18	29 69.0%	11 26.2%	2 4.8%	0 0.0%	0 0.0%	42	7
I could work for any organization as long as it supports a cause I believe in	3 16.7%	9 50.0%	3 16.7%	2 11.1%	1 5.6%	18	9 21.4%	20 47.6%	9 21.4%	2 4.8%	2 4.8%	42	8
I am strongly committed to working for an organization in the non-profit/voluntary sector	7 38.9%	6 33.3%	5 27.8%	0 0.0%	0 0.0%	18	8 19.0%	19 45.2%	8 19.0%	6 14.3%	1 2.4%	42	8
I am strongly committed to the cause(s) my current organization supports	13 72.2%	5 27.8%	0 0.0%	0 0.0%	0 0.0%	18	32 78.0%	8 19.5%	1 2.4%	0 0.0%	0 0.0%	41	8

Table 3.30
Preferences for Types of Training

Training Types	Cape Breton		Halifax Regional Municipality		South Shore/Valley		Northern Nova Scotia		French Response		<35		35-44		>45	
Formal mentoring or coaching	1	2.4%	31	6.9%	3	5.4%	12	9.6%	2	7.4%	22	26.5%	8	16.3%	18	18.6%
Informal mentoring or coaching	1	2.4%	51	11.3%	2	3.6%	9	7.2%	4	14.8%	26	31.3%	15	30.6%	23	23.7%
Job shadowing	1	2.4%	15	3.3%	1	1.8%	6	4.8%	1	3.7%	15	18.1%	4	8.2%	5	5.2%
Internship	2	4.8%	10	2.2%	2	3.6%	1	0.8%	2	7.4%	10	12.0%	1	2.0%	4	4.1%
Courses provided by your organization on site	8	19.0%	34	7.5%	6	10.7%	12	9.6%	4	14.8%	21	25.3%	11	22.4%	29	29.9%
Online training	0	0.0%	33	7.3%	3	5.4%	8	6.4%	2	7.4%	15	18.1%	9	18.4%	20	20.6%
Courses at a university or college	9	21.4%	73	16.2%	9	16.1%	18	14.4%	4	14.8%	45	54.2%	22	44.9%	40	41.2%
Courses provided by a professional association	7	16.7%	79	17.5%	12	21.4%	21	16.8%	4	14.8%	33	39.8%	30	61.2%	54	55.7%
Workshops, seminars or conferences	13	31.0%	125	27.7%	18	32.1%	38	30.4%	4	14.8%	68	81.9%	43	87.8%	81	83.5%
Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%		0.0%		0.0%		0.0%
	42		451		56		125		27		83		49		97	

Table 3.32
Generic Job Skills Meet Requirements for Current Job

Skills	Cape Breton						Halifax Regional Municipality					
	Full	Mostly	Partly	Not at all	Does Not apply to my position		Full	Mostly	Partly	Not at all	Does Not apply to my position	
Literacy skills for daily activities	12	2	0	0	0	14	148	7	1	0	0	156
	85.7%	14.3%	0.0%	0.0%	0.0%		94.9%	4.5%	0.6%	0.0%	0.0%	
Numeric skills for daily activities	10	4	0	0	0	14	120	22	8	2	4	156
	71.4%	28.6%	0.0%	0.0%	0.0%		76.9%	14.1%	5.1%	1.3%	2.6%	
Computer skills, including proficiency with computer programs	8	6	0	0	0	14	113	40	2	1	0	156
	57.1%	42.9%	0.0%	0.0%	0.0%		72.4%	25.6%	1.3%	0.6%	0.0%	
Ability to work in teams and collaborate	13	1	0	0	0	14	131	23	2	0	0	156
	92.9%	7.1%	0.0%	0.0%	0.0%		84.0%	14.7%	1.3%	0.0%	0.0%	
Communication	11	3	0	0	0	14	130	22	0	0	0	152
	78.6%	21.4%	0.0%	0.0%	0.0%		85.5%	14.5%	0.0%	0.0%	0.0%	
Time management	8	6	0	0	0	14	108	39	7	0	1	155
	57.1%	42.9%	0.0%	0.0%	0.0%		69.7%	25.2%	4.5%	0.0%	0.6%	

Skills	South Shore/Valley					Northern Nova Scotia					French Response	
	Full	Mostly	Partly	Not at all	Does Not apply to my position	Full	Mostly	Partly	Not at all	Does Not apply to my position		
	Literacy skills for daily activities	19 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	19 95.3%	41 4.7%	2 0.0%	0 0.0%		0 0.0%
Numeric skills for daily activities	16 84.2%	3 15.8%	0 0.0%	0 0.0%	0 0.0%	19 86.0%	37 9.3%	4 2.3%	1 2.3%	1 0.0%	43	7
Computer skills, including proficiency with computer programs	13 68.4%	6 31.6%	0 0.0%	0 0.0%	0 0.0%	19 69.8%	30 25.6%	11 4.7%	2 0.0%	0 0.0%	43	7
Ability to work in teams and collaborate	15 78.9%	2 10.5%	2 10.5%	0 0.0%	0 0.0%	19 90.7%	39 7.0%	3 2.3%	1 0.0%	0 0.0%	43	7
Communication	14 73.7%	5 26.3%	0 0.0%	0 0.0%	0 0.0%	19 88.4%	38 11.6%	5 0.0%	0 0.0%	0 0.0%	43	7
Time management	11 57.9%	7 36.8%	1 5.3%	0 0.0%	0 0.0%	19 73.8%	31 19.0%	8 7.1%	3 0.0%	0 0.0%	42	7

Skills	Cape Breton		Halifax Regional Municipality		South Shore/Valley		Northern Nova Scotia		French Response		<35		35-44		>45	
Strategic planning	10	71.4%	106	67.9%	13	68.4%	31	72.1%	5	71.4%	62	77.5%	35	70.0%	62	63.9%
Project management	8	57.1%	106	67.9%	14	73.7%	33	76.7%	5	71.4%	61	76.3%	35	70.0%	66	68.0%
Management of paid staff	6	42.9%	62	39.7%	5	26.3%	13	30.2%	1	14.3%	28	35.0%	19	38.0%	41	42.3%
Management of volunteers	8	57.1%	79	50.6%	7	36.8%	23	53.5%	2	28.6%	49	61.3%	26	52.0%	43	44.3%
Working in partnership with other organizations	12	85.7%	125	80.1%	17	89.5%	36	83.7%	7	100.0%	71	88.8%	45	90.0%	74	76.3%
Managing contracts with supplier	2	14.3%	51	32.7%	6	31.6%	11	25.6%	3	42.9%	21	26.3%	13	26.0%	37	38.1%
Procurement and planning	4	28.6%	56	35.9%	8	42.1%	12	27.9%	2	28.6%	23	28.8%	14	28.0%	42	43.3%
Leadership	10	71.4%	107	68.6%	14	73.7%	30	69.8%	5	71.4%	56	70.0%	37	74.0%	66	68.0%
Advocacy	8	57.1%	99	63.5%	14	73.7%	33	76.7%	0	0.0%	50	62.5%	35	70.0%	69	71.1%
Human resources and personnel management	5	35.7%	67	42.9%	8	42.1%	17	39.5%	1	14.3%	26	32.5%	25	50.0%	45	46.4%
Campaigning	5	35.7%	36	23.1%	4	21.1%	8	18.6%	4	57.1%	20	25.0%	10	20.0%	25	25.8%
Proposal writing	8	57.1%	76	48.7%	14	73.7%	21	48.8%	3	42.9%	39	48.8%	28	56.0%	53	54.6%
Client service	11	78.6%	100	64.1%	16	84.2%	32	74.4%	4	57.1%	51	63.8%	36	72.0%	72	74.2%
Fundraising or resource development	8	57.1%	69	44.2%	12	63.2%	20	46.5%	4	57.1%	39	48.8%	22	44.0%	48	49.5%
Finance	7	50.0%	61	39.1%	7	36.8%	12	27.9%	4	57.1%	24	30.0%	16	32.0%	46	47.4%
Research	7	50.0%	94	60.3%	10	52.6%	21	48.8%	3	42.9%	55	68.8%	23	46.0%	52	53.6%
Marketing	4	28.6%	56	35.9%	14	73.7%	13	30.2%	3	42.9%	32	40.0%	18	36.0%	38	39.2%
Public relations/public education	12	85.7%	104	66.7%	17	89.5%	30	69.8%	4	57.1%	62	77.5%	39	78.0%	62	63.9%
Monitoring and evaluation	8	57.1%	119	76.3%	13	68.4%	24	55.8%	1	14.3%	57	71.3%	37	74.0%	67	69.1%
Legal knowledge	5	35.7%	41	26.3%	6	31.6%	13	30.2%	2	28.6%	22	27.5%	13	26.0%	29	29.9%
Language skills other than your first language	2	14.3%	17	10.9%	1	5.3%	2	4.7%	1	14.3%	6	7.5%	7	14.0%	9	9.3%
None of the above	0	0.0%	3	1.9%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	3.1%
Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	14.3%	0	0.0%	0	0.0%	0	0.0%
	14		156		19		43		7		80		50		97	

Status	Cape Breton		Halifax Regional Municipality		South Shore/Valley		Northern Nova Scotia		French Response		>35		35-44		>45	
I am not currently looking for a new job	10	71.4%	101	64.7%	11	57.9%	32	74.4%	6	85.7%	44	55.0%	35	70.0%	69	71.1%
I am looking for a new job within the organization I currently work for	0	0.0%	8	5.1%	2	10.5%	2	4.7%	0	0.0%	8	10.0%	2	4.0%	2	2.1%
I am looking for a new job in a different organization	2	14.3%	36	23.1%	6	31.6%	6	14.0%	2	28.6%	22	27.5%	10	20.0%	21	21.6%
I am looking for a new job either in my current organization or in a different organization	2	14.3%	19	12.2%	2	10.5%	5	11.6%	1	14.3%	19	23.8%	4	8.0%	5	5.2%
Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	28.6%	0	0.0%	0	0.0%	0	0.0%
	14		156		19		43		7		80		50		97	

Status	Cape Breton		Halifax Regional Municipality		South Shore/Valley		Northern Nova Scotia		French Response		>35		35-44		>45	
Definitely will	1	7.1%	7	4.5%	0	0.0%	1	2.3%	0	0.0%	4	5.0%	1	2.0%	4	4.1%
Very likely	2	14.3%	19	12.2%	2	10.5%	5	11.6%	0	0.0%	12	15.0%	4	8.0%	13	13.4%
Somewhat likely	3	21.4%	26	16.7%	3	15.8%	4	9.3%	1	14.3%	14	17.5%	7	14.0%	16	16.5%
Somewhat unlikely	2	14.3%	36	23.1%	3	15.8%	7	16.3%	4	57.1%	18	22.5%	14	28.0%	14	14.4%
Very unlikely	1	7.1%	40	25.6%	7	36.8%	17	39.5%	0	0.0%	19	23.8%	17	34.0%	28	28.9%
Definitely will not	3	21.4%	20	12.8%	4	21.1%	7	16.3%	1	14.3%	8	10.0%	6	12.0%	18	18.6%
Does not apply - job ends within next 12 months	2	14.3%	8	5.1%	0	0.0%	2	4.7%	2	28.6%	8	10.0%	1	2.0%	4	4.1%
	14		156		19		43		7		80		50		97	

Reasons	Cape Breton		Halifax Regional Municipality		South Shore/Valley		Northern Nova Scotia		French Response		<35		35-44		>45	
Dissatisfaction with salary	2	14.3%	41	26.3%	5	26.3%	12	27.9%	3	42.9%	24	30.0%	12	24.0%	25	25.8%
Dissatisfaction with benefits	2	14.3%	13	8.3%	0	0.0%	4	9.3%	1	14.3%	11	13.8%	3	6.0%	5	5.2%
Keeping all my options open	1	7.1%	18	11.5%	4	21.1%	3	7.0%	1	14.3%	14	17.5%	8	16.0%	4	4.1%
Workload too heavy	1	7.1%	11	7.1%	1	5.3%	4	9.3%	0	0.0%	4	5.0%	3	6.0%	10	10.3%
Position not challenging	0	0.0%	17	10.9%	3	15.8%	3	7.0%	1	14.3%	10	12.5%	6	12.0%	7	7.2%
Lack of job security at my current organization	1	7.1%	11	7.1%	1	5.3%	8	18.6%	0	0.0%	11	13.8%	4	8.0%	7	7.2%
Interested in pursuing opportunities outside of the non-profit/voluntary sector	0	0.0%	10	6.4%	1	5.3%	3	7.0%	2	28.6%	8	10.0%	6	12.0%	2	2.1%
Lack of promotion opportunities	1	7.1%	23	14.7%	1	5.3%	6	14.0%	1	14.3%	17	21.3%	6	12.0%	9	9.3%
Family reasons	2	14.3%	9	5.8%	3	15.8%	0	0.0%	0	0.0%	5	6.3%	4	8.0%	5	5.2%
Limited opportunity for career development or skills training	2	14.3%	19	12.2%	0	0.0%	2	4.7%	0	0.0%	8	10.0%	6	12.0%	9	9.3%
Dissatisfaction with employment status, such as being a temporary or part time employee	0	0.0%	8	5.1%	1	5.3%	0	0.0%	0	0.0%	6	7.5%	1	2.0%	2	2.1%
Poor relationship with manager	0	0.0%	4	2.6%	0	0.0%	3	7.0%	0	0.0%	2	2.5%	1	2.0%	3	3.1%
Poor relationship with co-workers	0	0.0%	2	1.3%	0	0.0%	0	0.0%	0	0.0%	1	1.3%	1	2.0%	0	0.0%
Dissatisfaction with physical working conditions	0	0.0%	1	0.6%	0	0.0%	0	0.0%	0	0.0%	1	1.3%	0	0.0%	0	0.0%
Not feeling valued	3	21.4%	5	3.2%	1	5.3%	1	2.3%	2	28.6%	6	7.5%	4	8.0%	9	9.3%
Dissatisfaction with work schedule									0							
Other									0							
	14		156		19		43		7		80		50		97	