



# CAYMAN ISLANDS GOVERNMENT

# ANNUAL HR REPORT 2014/15

EMPLOYEE INFORMATION AND HUMAN RESOURCES ACTIVITY FOR THE  
CIVIL SERVICE



*Produced by:*

*Strategic & Corporate HR Services*

*Portfolio of the Civil Service*



# ANNUAL HR REPORT 2014/15

## Employee Information and Human Resources Activity for the Civil Service

December 2015

### Table of Contents

<b>REPORT SUMMARY .....</b>	<b>1</b>
<b>1. DEMOGRAPHICS OF THE PUBLIC SERVICE (30<sup>TH</sup> JUNE 2015)</b>	
- SIZE OF THE PUBLIC SERVICE BY STATUTORY AUTHORITY/GOVERNMENT OWNED COMPANY WITH A HEADCOUNT COMPARISON OF CAYMANIAN EMPLOYEES .....	2
- SIZE OF THE PUBLIC SERVICE BY STATUTORY AUTHORITY/GOVERNMENT OWNED COMPANY WITH A PERCENTAGE COMPARISON OF CAYMANIAN EMPLOYEES .....	3
<b>2. DEMOGRAPHICS OF THE CIVIL SERVICE (30<sup>TH</sup> JUNE 2015)</b>	
- SIZE OF THE CIVIL SERVICE AND PERCENTAGE OF CAYMANIAN EMPLOYEES FROM JUNE 2009 TO JUNE 2015 .....	4
- CHANGE IN SIZE OF THE CIVIL SERVICE DURING 2014/15 DEPARTMENT .....	5
- THE CIVIL SERVICE BY NATIONALITY .....	6
- DEPARTMENT BREAKDOWN AND LEVEL OF CAYMANIANISATION .....	7
- THE CIVIL SERVICE BY NATIONALITY AND AGE RANGE .....	8
- THE CIVIL SERVICE BY DEPARTMENT AND AGE RANGE.....	9
- THE CIVIL SERVICE BY GENDER AND SALARY GRADE .....	10
- THE CIVIL SERVICE BY NATIONALITY AND SALARY GRADE .....	11
- THE CIVIL SERVICE BY EMPLOYMENT TYPE .....	12
- THE CIVIL SERVICE BY EMPLOYMENT AGREEMENT TYPE & NATIONALITY .....	13
<b>3. HR ACTIVITY FOR THE CIVIL SERVICE (FOR FISCAL YEAR 2014/2015)</b>	
- <u>REMUNERATION &amp; REWARD</u>	
CIVIL SERVANTS REMUNERATION LEVELS AND ACTIVITY DURING 2014/15 .....	14
- <u>RECRUITMENT</u>	
APPOINTMENTS ON/OFF ISLAND AND BY EMPLOYMENT TYPE .....	15
APPOINTMENTS BY GRADE AND NATIONALITY .....	16
- <u>RETENTION</u>	
LEAVERS BY DEPARTMENT, NATIONALITY AND EMPLOYMENT CATEGORY .....	17
LEAVERS BY REASON, NATIONALITY AND LENGTH OF SERVICE .....	18
LEAVERS BY JOB CLASSIFICATION (INCLUDING TEACHERS AND UNIFORM OFFICERS) .....	19
<b>GLOSSARY .....</b>	<b>20</b>

## **Report Summary**

This report is written for the Deputy Governor and Head of the Civil Service for tabling in the Legislative Assembly. It contains information about key statistics and trends impacting human resources within the Civil Service and wider Public Service. Section one (page 3) provides information on the demographics of the Public Service at the 30<sup>th</sup> June 2015. Section two (pages 4 – 13) provides information on the demographics of the core Civil Service at the 30<sup>th</sup> June 2015, addressing a range of issues including the size of the service and Caymanianisation of the work force at both Ministry/Portfolio and Departmental levels. Section three (pages 14 – 19) provides information on a range of human resources activities such as recruitment and retention covering the fiscal year 2014/15.

The report presents data relating to different aspects of human resources management, with a brief accompanying commentary on the data.

Data relating to the Civil Service has been taken from the Cayman Islands Government's central HR database (HRIRIS). Statistics relating to the wider Public Service have been compiled from self-reported data provided by each respective Statutory Authority and Government Owned Company.

Once presented to Cabinet, the report and its contents will be tabled in the Legislative Assembly and in accordance with the Freedom of Information Law, will be published electronically on the website for the Portfolio of the Civil Service at <http://www.pocs.gov.ky>

## Demographics of the Public Service (30th June 2015)

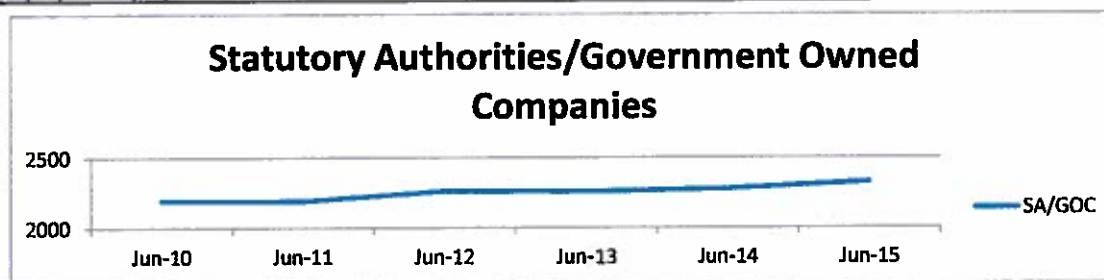
### Size of the Public Service by Statutory Authority/ Government Owned Company including Percentage of Caymanian Employees

Statutory Authority/Government Owned Company	Number of Employees - 2015*			Number of Employees - 2014*		
	Caymanian	Non-Caymanian	Total	Caymanian	Non-Caymanian	Total
Cayman Turtle Farm	89	4	93	80	4	84
Cayman Airways Ltd	339	31	370	344	21	365
Cayman Islands Airport Authority	161	7	168	171	6	177
Cayman Islands Civil Aviation Authority	14	6	20	16	4	20
Cayman Islands Development Bank	11	2	13	9	4	13
Cayman Islands Maritime Authority	29	3	32	30	3	33
Cayman Islands Monetary Authority	156	30	186	151	19	170
Cayman Islands National Insurance Company	17	2	19	9	3	12
Cayman Islands National Museum	8	0	8	9	0	9
Cayman Islands Stock Exchange	3	3	6	2	3	5
Cayman National Cultural Foundation	7	2	9	10	2	12
Children and Youth Services Foundation	3	28	31	6	21	27
Electricity Regulatory Authority	1	2	3	1	2	3
Health Services Authority	481	361	842	467	341	808
Information Communications Technology Authority	10	1	11	7	2	9
National Drug Advisory Council	5	0	5	5	0	5
National Gallery of the Cayman Islands	8	2	10	6	2	8
National Housing Development Trust	11	0	11	10	0	10
National Roads Authority	83	2	85	83	2	85
Cayman Islands Port Authority	150	1	151	151	2	153
Public Service Pensions Board	26	1	27	27	1	28
Tourism Attractions Board	27	7	34	27	7	34
University College of the Cayman Islands	24	39	63	41	42	83
Water Authority Company	117	11	128	112	10	122
<b>Total for Statutory Authorities/Government Owned Company</b>	<b>1780</b>	<b>545</b>	<b>2325</b>	<b>1774</b>	<b>501</b>	<b>2275</b>

\*Employee numbers (rather than FTEs) based in the Cayman Islands.

<b>Total for Core Government</b>	<b>2583</b>	<b>901</b>	<b>3484</b>	<b>2624</b>	<b>947</b>	<b>3571</b>
<b>Total for the Public Service</b>	<b>4363</b>	<b>1446</b>	<b>5809</b>	<b>4398</b>	<b>1448</b>	<b>5846</b>

% Employees employed in Statutory Authority/Government Owned Company	40%
% Employees employed in Core Government	60%



The Public Service of the Cayman Islands comprises of employees from Statutory Authorities, Government Owned Companies and the Civil Service. At the end of the 2014/15 fiscal year, the number of employees in the Public Service was 5809. This was an decrease of 37 employees over the prior fiscal year, despite there being an increase of 50 employees within Statutory Authorities and Government Owned Companies. Core Government decreased by 87 employees as compared to 2013/2014(2.4%). Note: The 2014/15 headcount excludes 94 students employed on paid summer internships.

As shown in graph above, there has been a steady growth in employees within Statutory Authorities and Government Owned Companies over the past 5 years. The Statutory Authorities and Government Owned Companies ranged in size from the Electricity Regulatory Authority which each employed 3 staff members on 30th June 2015, to the Health Service Authority who employed some 842 staff members.

On the 30th June 2015, the number of Caymanians employed within the Public Service was 4363, representing 75.1% of the Public Service. Individual Statutory Authorities and Government Owned Companies varied in the proportion of Caymanians they employed, the green shading in the table above identifying those entities with the highest levels of Caymanian employees (over three-quarters of those employed in such entities).

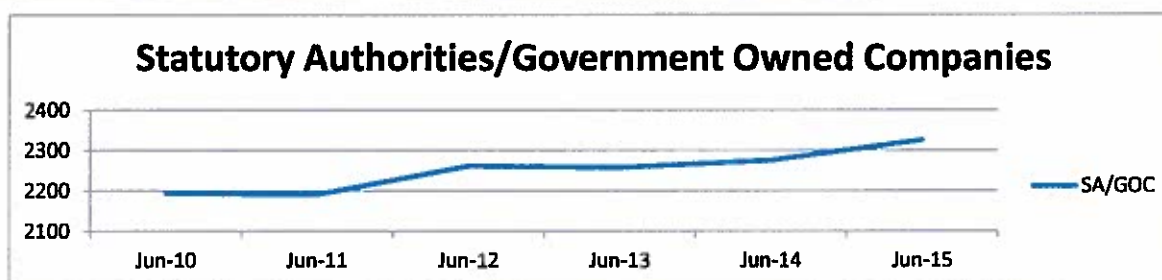
## Demographics of the Public Service (30th June 2015)

### Size of the Public Service by Statutory Authority/ Government Owned Company including Percentage of Caymanian Employees

Statutory Authority/Government Owned Company	% of Employees - 2015			% of Employees - 2014		
	Caymanian	Non-Caymanian	Total	Caymanian	Non-Caymanian	Total
Cayman Turtle Farm	95.7%	4.3%	100.0%	95.2%	4.8%	100.0%
Cayman Airways Ltd	91.6%	8.4%	100.0%	94.2%	5.8%	100.0%
Cayman Islands Airport Authority	95.8%	4.2%	100.0%	96.6%	3.4%	100.0%
Cayman Islands Civil Aviation Authority	70.0%	30.0%	100.0%	80.0%	20.0%	100.0%
Cayman Islands Development Bank	84.6%	15.4%	100.0%	69.2%	30.8%	100.0%
Cayman Islands Maritime Authority	90.6%	9.4%	100.0%	90.9%	9.1%	100.0%
Cayman Islands Monetary Authority	83.9%	16.1%	100.0%	88.8%	11.2%	100.0%
Cayman Islands National Insurance Company	89.5%	10.5%	100.0%	75.0%	25.0%	100.0%
Cayman Islands National Museum	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%
Cayman Islands Stock Exchange	50.0%	50.0%	100.0%	40.0%	60.0%	100.0%
Cayman National Cultural Foundation	77.8%	22.2%	100.0%	83.3%	16.7%	100.0%
Children and Youth Services Foundation	9.7%	90.3%	100.0%	22.2%	77.8%	100.0%
Electricity Regulatory Authority	33.3%	66.7%	100.0%	33.3%	66.7%	100.0%
Health Services Authority	57.1%	42.9%	100.0%	57.8%	42.2%	100.0%
Information Communications Technology Authority	90.9%	9.1%	100.0%	77.8%	22.2%	100.0%
National Drug Advisory Council	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%
National Gallery of the Cayman Islands	80.0%	20.0%	100.0%	75.0%	25.0%	100.0%
National Housing Development Trust	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%
National Roads Authority	97.6%	2.4%	100.0%	97.6%	2.4%	100.0%
Cayman Islands Port Authority	99.3%	0.7%	100.0%	98.7%	1.3%	100.0%
Public Service Pensions Board	96.3%	3.7%	100.0%	96.4%	3.6%	100.0%
Tourism Attractions Board	79.4%	20.6%	100.0%	79.4%	20.6%	100.0%
University College of the Cayman Islands	38.1%	61.9%	100.0%	49.4%	50.6%	100.0%
Water Authority Company	91.4%	8.6%	100.0%	91.8%	8.2%	100.0%
<b>Total for Statutory Authorities/Government Owned Company</b>	<b>76.6%</b>	<b>23.4%</b>	<b>100.0%</b>	<b>78.0%</b>	<b>22.0%</b>	<b>100.0%</b>

\*Employee numbers (rather than FTEs) based in the Cayman Islands.

<b>Total for Core Government</b>	<b>74.1%</b>	<b>25.9%</b>	<b>100%</b>	<b>73.5%</b>	<b>26.5%</b>	<b>100%</b>
<b>Total for the Public Service</b>	<b>75.1%</b>	<b>24.9%</b>	<b>100%</b>	<b>75.2%</b>	<b>24.8%</b>	<b>100%</b>
<b>% Employees employed in Statutory Authority/Government Owned Company</b>	<b>40.0%</b>					
<b>% Employees employed in Core Government</b>	<b>60.0%</b>					



The Public Service of the Cayman Islands comprises of employees from Statutory Authorities, Government Owned Companies and the Civil Service. At the end of the 2014/15 fiscal year, the number of employees in the Public Service was 5809. This was a decreased by 0.63% over the prior fiscal year, despite there being an increase of 0.86% within Statutory Authorities and Government Owned Companies. Core Government decreased by 2.4% employees as compared to 2013/2014.

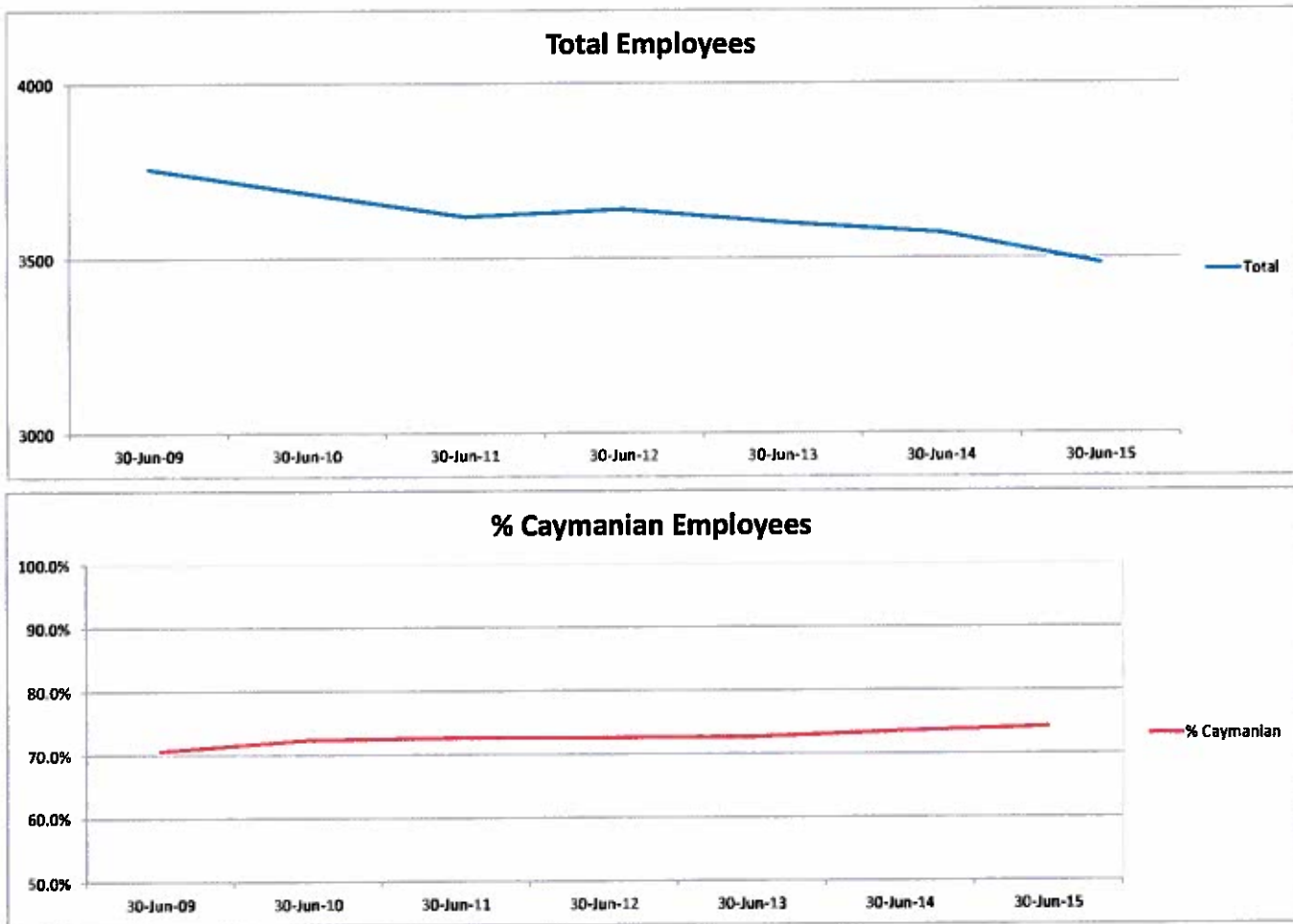
The Statutory Authorities and Government Owned Companies ranged in size from the Electricity Regulatory Authority which employed less than 1% of staff members on 30th June 2015, to the Health Service Authority which employed 14.5% of the staff members in the Public Service.

On the 30th June 2015, the Public Service comprised of 75.1% Caymanian staff. Individual Statutory Authorities and Government Owned Companies varied in the proportion of Caymanians they employed, the green shading in the table above identifying those entities with the highest levels of Caymanian employees (over three-quarters of those employed in such entities). Note: The 2014/15 headcount excludes 94 students employed on paid summer internships.



## Demographics of the Civil Service (30th June 2015)

### Size of the Civil Service and Percentage of Caymanian Employees from June 2009 to June 2015



Date	30-Jun-09	30-Jun-10	30-Jun-11	30-Jun-12	30-Jun-13	30-Jun-14	30-Jun-15
Caymanian	2651	2666	2628	2640	2614	2624	2583
Non Caymanian	1105	1021	991	999	987	947	901
<b>Total</b>	<b>3756</b>	<b>3687</b>	<b>3619</b>	<b>3639</b>	<b>3601</b>	<b>3571</b>	<b>3484</b>
% Caymanian	70.6%	72.3%	72.6%	72.5%	72.6%	73.5%	74.1%
% Non-Caymanian	29.4%	27.7%	27.4%	27.5%	27.4%	26.5%	25.9%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

The size of the Civil Service has fluctuated over the last 15 years in response to changes in demand for services, public policy and the transformation of Departments into Statutory Authorities. The table above provides a snapshot of the size of the Civil Service from June 2009 until June 2015.

The 2008/9 fiscal year saw an overall decrease in numbers, particularly since October 2008 when the Government implemented a restriction on recruitment activities. The table above shows that at the end of each of the last 5 financial years, there has been a steady decrease in the size of the Civil Service, with the exception of 2011/12 which shows a margined increase. There were 41 fewer Civil Servants employed at the end of the financial year 2014/15 than at the end of 2013/14.

Other than a slight decrease in December 2008, Caymanians have consistently represented over 70% of the Civil Service during the last 10 years. As at the 30th June 2015, Caymanians represented 74.1% of the service (an increase of 0.7% since 30th June 2014) .

### Change in Size of the Civil Service during 2014/5 by Department

Department	30th June 2014	30th June 2015	Change
911 Emergency Communications	21	22	1
Agriculture	57	54	-3
Audit Office	17	18	1
Cabinet Office	25	22	-3
Cadet Corps	3	2	-1
Children & Family Services	141	134	-7
Commissions Secretariate	4	2	-2
Complaints Commission	7	5	-2
Computer Services	59	48	-11
Counselling Services	36	38	2
Customs Department	142	140	-2
Department of Commerce & Investment	11	11	0
Department of Community Rehabilitation	32	31	-1
Department of Labour & Pension	20	20	0
Department of Vehicle Licensing	34	33	-1
Deputy Governors Office	15	16	1
Director of Public Prosecutions	22	24	2
District Administration	148	133	-15
Economics & Statistics Office	21	20	-1
Education	676	664	-12
Elections Office	3	3	0
Environment	32	34	2
Environmental Health	113	110	-3
Financial Services Admin	8	9	1
Financial Services Secretariat	4	5	1
Fire Department	131	132	1
General Registry	42	41	-1
Government Information Services	17	14	-3
Hazard Management KY	8	10	2
Health Regulatory Board	12	13	1
His Excellency the Governor	6	6	0
Immigration	180	171	-9
Information Commission	6	5	-1

Department	30th June 2014	30th June 2015	Change
Judicial Department	72	65	-7
Lands & Survey	57	52	-5
Legal Affairs	51	46	-5
Legislative	13	12	-1
Marketing & Communications Unit	1	2	1
Ministry DAT&T	18	22	4
Ministry EE&GA	61	57	-4
Ministry Finance & Economic Dev	14	16	2
Ministry CAYS	11	12	1
Ministry HHC(HOME)	17	17	0
Ministry HHC(HEALTH)	14	14	0
Ministry PLA&H	23	25	2
MRCU	36	36	0
National Archive	12	12	0
National Weather Service	11	12	1
National Workforce Development Agency	9	16	7
Needs Assessment Unit (NAU)	22	22	0
Petroleum Inspectorate	1	2	1
Planning	39	35	-4
Police	449	448	-1
Portfolio of the Civil Service	21	19	-2
Postal	83	81	-2
Prison	155	144	-11
Public Library	16	16	0
Public Works	127	121	-6
Radio Cayman	17	17	0
Sunrise Centre	19	18	-1
International Tax Cooperation	3	5	2
Tourism	43	46	3
Treasury	36	37	1
Vehicle & Equipment Services	34	34	0
Youth and Sports	33	33	0
<b>TOTAL</b>	<b>3571</b>	<b>3484</b>	<b>-87</b>

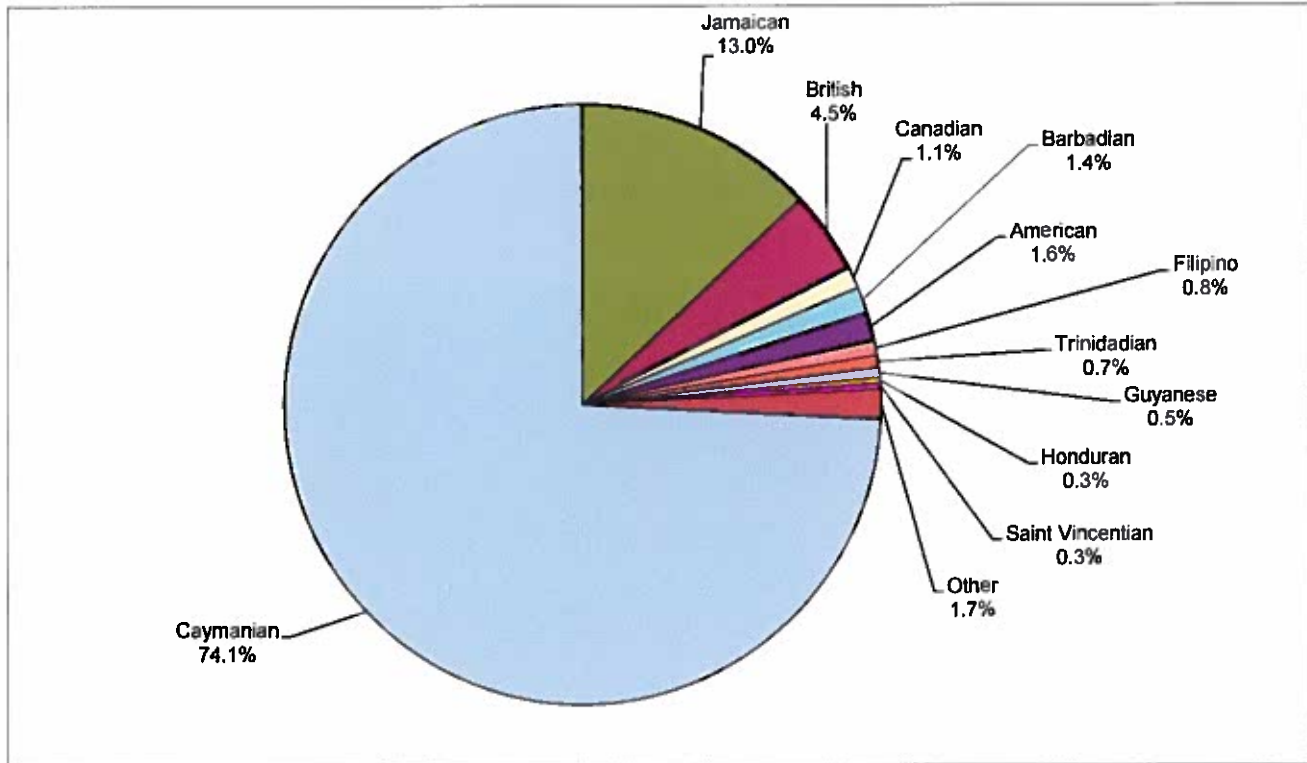
The table above shows the number of employees within each Department as at 30th June 2014, and 30th June 2015. The grey boxes showing a zero figure highlight entities which were not in existence at the time.

The total figures showed a reduction of 87 employees from 30th June 2014 to 30th June 2015 (a 2.4% decrease).

Note: The 2014/15 headcount excludes 94 students employed on paid summer internships.

## Demographics of the Civil Service (30th June 2015)

### The Civil Service by Nationality



Nationality	Number of Employees	% of the Civil Service
Caymanian	2583	74.1%
Jamaican	453	13.0%
British	158	4.5%
American	55	1.6%
Barbadian	48	1.4%
Canadian	40	1.1%
Filipino	27	0.8%
Trinidadian	24	0.7%
Guyanese	19	0.5%
Saint Vincentian	12	0.3%
Irish	11	0.3%
Honduran	9	0.3%
Dominican (Dominica)	4	0.1%
Australian	3	0.1%
Indian	3	0.1%
Kenyan	3	0.1%
New Zealander	3	0.1%
Saint Lucian	3	0.1%
Antiguan and Barbudan	2	0.1%
Belgian	2	0.1%

Nationality	Number of Employees	% of the Civil Service
Belizean	2	0.1%
Costa Rican	2	0.1%
Nigerian	2	0.1%
Bahamian	1	0.0%
Dominican (Republic)	1	0.0%
Colombian	1	0.0%
Nicaraguan	1	0.0%
Argentinian	1	0.0%
Botswana	1	0.0%
Brazilian	1	0.0%
Danish	1	0.0%
German	1	0.0%
Indonesian	1	0.0%
Panamanian	1	0.0%
Peruvian	1	0.0%
Polish	1	0.0%
Portuguese	1	0.0%
Spaniard	1	0.0%
Venezuelan	1	0.0%
<b>Total:</b>	<b>3484</b>	

As at 30th June 2015, the Civil Service was comprised of employees from 39 different countries. Caymanians formed the majority of the work force at 74.1% of the service. The largest groups of expatriate Civil Servants were Jamaican (representing 13.0% of the service, a 0.1% increase from 2013/14), and British (representing 4.5% of the service, a 0.3% decrease from 2013/14). Barbadian civil servants remained constant at 1.4% while Canadian civil servants decreased 0.3% and American civil servants increased 0.2%, representing 1.6% of the Civil Service. The Civil Service employed individuals from 5 continents in 2014/15.

The table above shows the number and percentage of employees within the Civil Service by nationality. The pie chart shows the data using more generic groupings.

Note: The 2014/15 headcount excludes 94 students employed on paid summer internships.



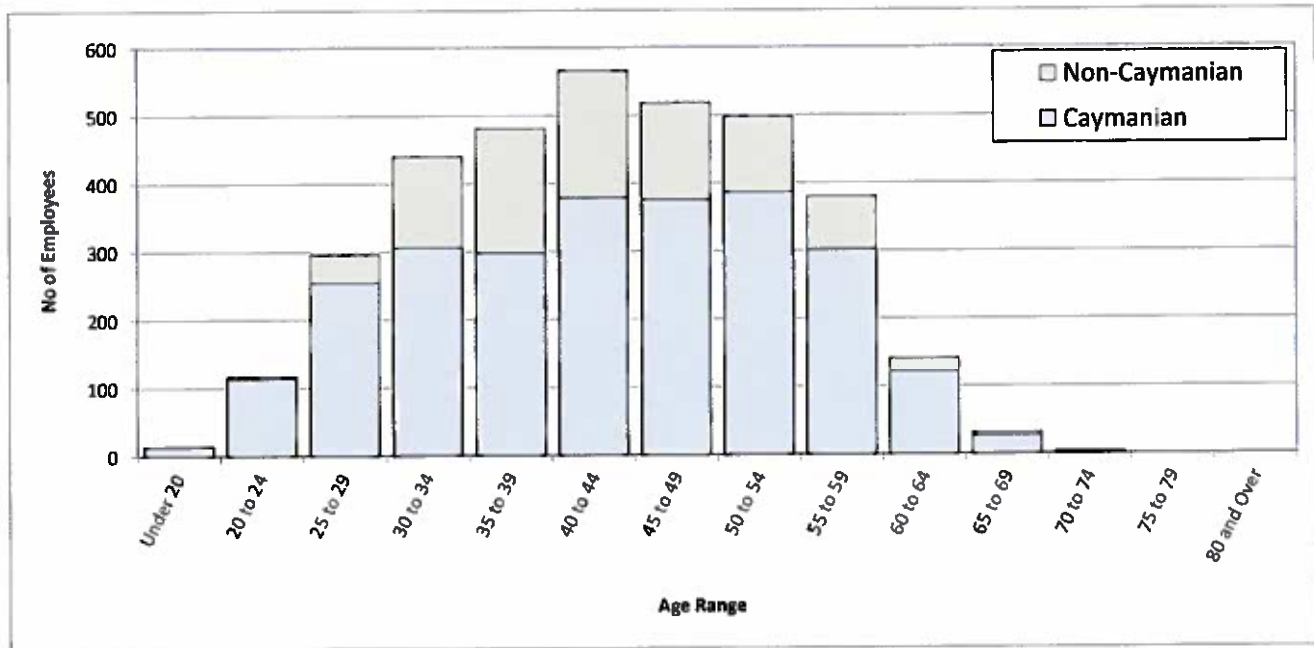
## Department Breakdown and Level of Caymanianisation

Department	Caymanian	Non-Caymanian	Total	% Caymanian
Agriculture	42	12	54	77.8%
Audit Office	4	14	18	22.2%
Cabinet Office	22	0	22	100.0%
Cadet Corps	1	1	2	50.0%
Children & Family Services	84	50	134	62.7%
Commissions Secretariat	2	0	2	100.0%
Complaints Commission	5	0	5	100.0%
Computer Services	34	14	48	70.8%
Counselling Services	17	21	38	44.7%
Customs Department	137	3	140	97.9%
Department of Commerce & Investment	9	2	11	81.8%
Department of Community Rehabilitation	18	13	31	58.1%
Department of Financial Services Policy and L	5	0	5	100.0%
Department of International Tax Cooperation	4	1	5	80.0%
Department of Labour & Pension	19	1	20	95.0%
Department of Sports	27	2	29	93.1%
Department of Vehicle Licensing	33	0	33	100.0%
Deputy Governor's Office	11	5	16	68.8%
Director of Public Prosecutions	11	13	24	45.8%
District Administration	130	3	133	97.7%
Economics & Statistics Office	13	7	20	65.0%
Education	397	267	664	59.8%
Elections Office	2	1	3	66.7%
Environment	31	3	34	91.2%
Environmental Health	97	13	110	88.2%
Financial Services Admin	8	1	9	88.9%
Fire Department	131	1	132	99.2%
General Registry	36	5	41	87.8%
Government Information Services	14	0	14	100.0%
H E The Governor	1	5	6	16.7%
Hazard Management KY	9	1	10	90.0%
Health Regulatory Board	11	2	13	84.6%
Immigration	170	1	171	99.4%
Information Commission	2	3	5	40.0%
Judicial Department	50	15	65	76.9%
Lands & Survey	40	12	52	76.9%
Legal Affairs	22	24	46	47.8%
Legislative	12	0	12	100.0%
Marketing & Communications Unit	2	0	2	100.0%
Ministry DAT&T	21	1	22	95.5%
Ministry EE&GA	46	11	57	80.7%
Ministry Finance & Economic Dev	13	3	16	81.3%
Ministry CAY&S	12	0	12	100.0%
Ministry HAH&C (HOME)	16	1	17	94.1%
Ministry HSY&C Admin	11	3	14	78.6%
Ministry PLA&H	21	4	25	84.0%
MRCU	33	3	36	91.7%
National Archive	12	0	12	100.0%
National Weather Service	12	0	12	100.0%
National Workforce Development Agency	14	2	16	87.5%
Needs Assessment Unit (NAU)	22	0	22	100.0%
Petroleum Inspectorate	1	1	2	50.0%
Planning	29	6	35	82.9%
Police	219	229	448	48.9%
Portfolio of the Civil Service	14	5	19	73.7%
Postal	78	3	81	96.3%
Prison	72	72	144	50.0%
Public Library	15	1	16	93.8%
Public Safety Communications	11	11	22	50.0%
Public Works	111	10	121	91.7%
Radio Cayman	13	4	17	76.5%
Sunrise Centre	15	3	18	83.3%
Tourism	44	2	46	95.7%
Treasury	32	5	37	86.5%
Vehicle & Equipment Services	29	5	34	85.3%
Youth Services Unit	4	0	4	100.0%
<b>Civil Service Total</b>	<b>2583</b>	<b>901</b>	<b>3484</b>	<b>74.1%</b>

The table above shows the number of employees that worked within the 66 Government Departments as at 30th June 2015, grouped by Caymanian and non-Caymanian. The red shading in the % Caymanian column of the table provides an indication of how effective the department has been in attracting and retaining Caymanians - with the grey shading indicating proportion of non-Caymanians. There were ten (10) departments where over 50% of employees were non-Caymanian; Cadet Corps, Petroleum Inspectorate, Prison Service, Public Safety Communications, Police, Legal Affairs, Public Prosecutions, Counselling Services, Information Commission and the Office of Her Excellency the Governor. Forty four (44) departments had a higher percentage of Caymanian employees than the average for the Civil Service (74.1%). There were 13 entities with a 100% Caymanian workforce: the Cabinet Office, Commissions Secretariat, Complaints Commission, Department of Vehicle Licensing, Financial Services Policy and Legislation, Government Information Services, Legislative, Marketing and Communications Unit, Ministry of CAYS, National Archive, National Weather Service, and Needs Assessment Unit. Note: The 2014/15 headcount excludes 94 students employed on paid summer internships.

## Demographics of the Civil Service (30th June 2015)

### The Civil Service by Nationality and Age Range



	Under 20	20 to 24	25 to 29	30 to 34	35 to 39	40 to 44	45 to 49	50 to 54	55 to 59	60 to 64	65 to 69	70 to 74	75 to 79	80 and Over	Total
No. Caymanian	14	114	255	306	298	379	376	387	302	122	27	3	0	0	2583
No. Non-Caymanian	0	3	41	134	183	187	142	110	78	19	4	0	0	0	901
<b>Total</b>	<b>14</b>	<b>117</b>	<b>296</b>	<b>440</b>	<b>481</b>	<b>566</b>	<b>518</b>	<b>497</b>	<b>380</b>	<b>141</b>	<b>31</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3484</b>
% Caymanian	0.5%	4.4%	9.9%	11.8%	11.5%	14.7%	14.6%	15.0%	11.7%	4.7%	1.0%	0.1%	0.0%	0.0%	100%
% Non-Caymanian	0.0%	0.3%	4.6%	14.9%	20.3%	20.8%	15.8%	12.2%	8.7%	2.1%	0.4%	0.0%	0.0%	0.0%	100%
% Civil Servants	<b>0.4%</b>	<b>3.4%</b>	<b>8.5%</b>	<b>12.6%</b>	<b>13.8%</b>	<b>16.2%</b>	<b>14.9%</b>	<b>14.3%</b>	<b>10.9%</b>	<b>4.0%</b>	<b>0.9%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>100%</b>

Percentage of Civil Servants over age 60 - Historic Information

Date*	10-Jan-04	10-Jul-04	10-Jan-05	10-Jul-05	10-Jan-06	10-Jul-06	10-Jan-07	10-Jul-07	10-Jan-08	30-Jun-08	31-Dec-08	30-Jun-09	31-Dec-09	30-Jun-10	31-Dec-10	30-Jun-11	31-Dec-11	30-Jun-12	31-Dec-12	30-Jun-13	31-Dec-13	30-Jun-14	31-Dec-14	30-Jun-15
No. Of Civil Servants over age 60	157	153	156	161	167	173	169	169	182	194	177	187	178	181	166	161	157	161	167	173	160	166	160	175
Total Civil Servants	3199	3143	3169	3224	3332	3418	3520	3632	3843	3904	3801	3756	3694	3687	3618	3619	3593	3639	3634	3601	3579	3571	3553	3484
% Civil Servants over age 60	4.9%	4.9%	4.9%	5.0%	5.0%	5.1%	4.8%	4.7%	4.7%	5.0%	4.7%	5.0%	4.8%	4.9%	4.6%	4.4%	4.4%	4.4%	4.6%	4.8%	4.5%	4.6%	4.5%	5.1%

\* Age profiles for Civil Servants unavailable prior to 2004

The bar chart at the top of this page shows the number of employees within core Government as at 30th June 2015, across the various age ranges. The highest concentration of Civil Servants was in the 40-44 year old age range, with reducing numbers in the immediately older and younger ranges. The average age of a Civil Servant within the Cayman Islands was 43 years, with the youngest employee being aged 17 and the oldest employee aged 74.

The mandatory retirement for the Civil Service is age 60. Civil Servants reaching retirement age may be re-employed subject to provisions defined in the Public Service Management Law and Personnel Regulations. On 30th June 2015, 175 employees (5% of the Civil Service) were over the age of 60. The percentage of employees over the mandatory retirement age has varied slightly between 4.4% and 5.1% over the last 10 years. More detailed information regarding the age distribution of employees can be found on page 9, where the data is broken down by Departmental.



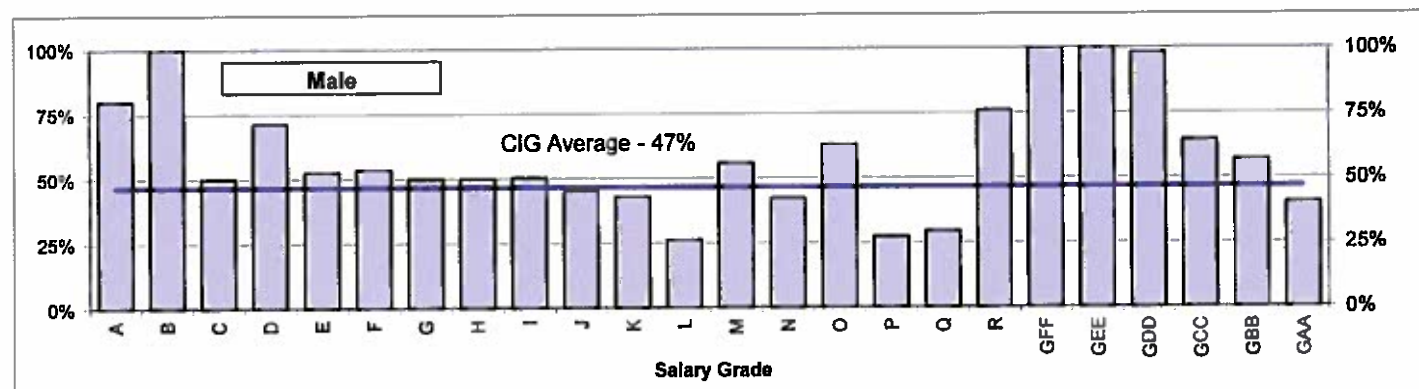
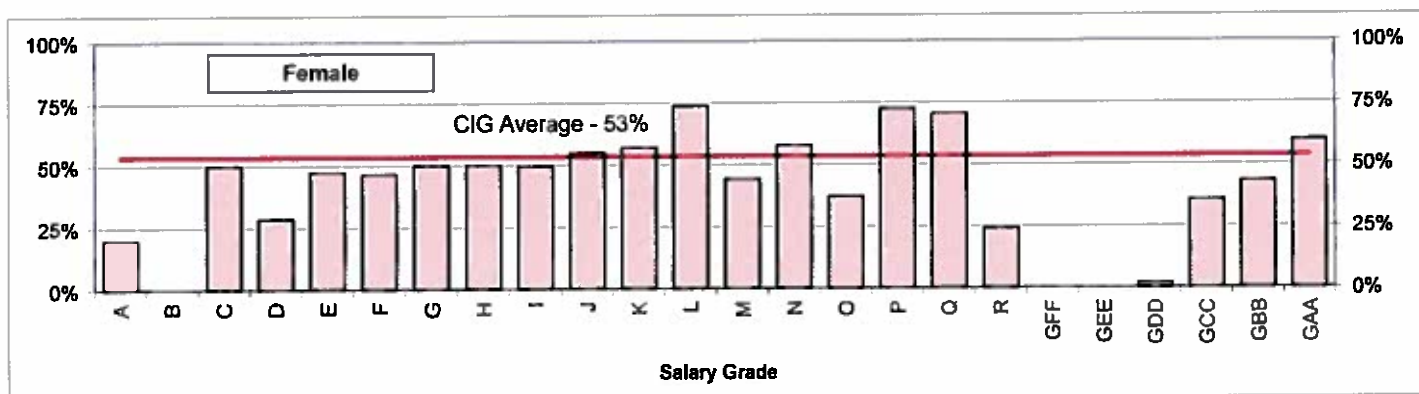
**Demographics of the Civil Service (30th June 2015)**

**The Civil Service by Department and Age Range**

Department	Under 20	20 to 29	30 to 39	40 to 49	50 to 59	60 to 69	Over 70	Total	% Over Retirement Age
Agriculture	0	7	12	10	18	7	0	57	12%
Audit Office	0	1	9	6	1	1	0	17	6%
Cabinet Office	0	4	8	5	3	2	0	25	8%
Cadet Corps	0	0	2	0	0	0	0	3	0%
Children & Family Services	0	4	17	40	58	14	1	141	11%
Commissions Secretariat	0	0	1	0	0	1	0	4	25%
Complaints Commission	0	0	1	4	0	0	0	7	0%
Computer Services	0	8	16	15	7	2	0	59	3%
Counselling Services	0	4	11	15	5	3	0	36	8%
Customs Department	1	29	44	48	18	0	0	142	0%
Department of Commerce & Investment	0	2	4	4	1	0	0	11	0%
Department of Community Rehabilitation	0	10	6	5	10	0	0	32	0%
Department of Labour & Pension	0	0	6	5	7	2	0	20	10%
Department of Vehicle Licensing	0	6	9	7	10	1	0	34	3%
Deputy Governor's Office	0	2	4	6	3	1	0	15	7%
Director of Public Prosecutions	1	3	8	7	4	1	0	22	5%
District Administration	3	19	22	33	50	6	0	148	4%
Economics & Statistics Office	0	2	4	7	6	1	0	21	5%
Education	2	67	176	184	197	38	0	676	6%
Elections Office	0	0	2	0	0	1	0	3	33%
Environment	0	5	7	11	6	5	0	32	16%
Environmental Health	0	8	28	39	29	6	0	113	5%
Financial Services Admin	0	0	5	3	1	0	0	8	0%
Department of Financial Services Policy and U	0	0	4	0	1	0	0	4	0%
Fire Department	3	17	32	62	16	2	0	131	2%
General Registry	0	7	14	9	10	1	0	42	2%
Government Information Services	0	2	5	5	1	1	0	17	6%
H E The Governor	0	0	0	1	5	0	0	6	0%
Hazard Management KY	0	2	4	2	2	0	0	8	0%
Health Regulatory Board	0	2	3	4	3	1	0	12	8%
Immigration	0	48	50	44	26	3	0	180	2%
Information Commission	0	0	3	1	1	0	0	6	0%
Judicial Department	0	7	11	17	23	7	0	72	10%
Lands & Survey	0	10	12	12	15	3	0	57	5%
Legal Affairs	0	3	14	14	12	3	0	51	6%
Legislative	0	1	1	1	5	4	0	13	31%
Marketing & Communications Unit	0	1	0	0	1	0	0	1	0%
Ministry DAT&T	0	1	6	6	8	1	0	18	6%
Ministry EE&GA	0	6	18	21	9	3	0	61	5%
Ministry Finance & Economic Dev	0	2	4	6	4	0	0	14	0%
Ministry CAY&S	0	1	4	4	3	0	0	11	0%
Ministry HAH&C (HOME)	0	1	7	5	4	0	0	17	0%
Ministry HSY&C Admin	0	1	3	5	5	0	0	14	0%
Ministry PLA&H	0	2	5	8	7	3	0	23	13%
MRCU	0	4	8	12	7	4	1	36	14%
National Archive	0	0	1	6	2	3	0	12	25%
National Weather Service	1	0	6	4	1	0	0	11	0%
National Workforce Development Agency	0	0	3	11	2	0	0	9	0%
Needs Assessment Unit (NAU)	0	6	7	4	4	1	0	22	5%
Petroleum Inspectorate	0	1	0	1	0	0	0	1	0%
Planning	0	6	11	7	3	7	1	39	21%
Police	2	39	133	174	97	3	0	449	1%
Portfolio of the Civil Service	0	1	6	8	3	1	0	21	5%
Postal	0	8	14	22	27	9	1	83	12%
Prison	0	11	34	52	42	5	0	155	3%
Public Library	1	4	3	5	2	1	0	16	6%
Public Safety Communications	0	1	10	8	3	0	0	21	0%
Public Works	0	14	24	32	44	7	0	127	6%
Radio Cayman	0	1	4	8	4	0	0	17	0%
Sunrise Centre	0	4	6	4	4	0	0	19	0%
Department of International Tax Cooperation	0	1	1	1	2	0	0	3	0%
Tourism	0	11	16	10	6	3	0	43	7%
Treasury	0	0	12	16	8	1	0	36	3%
Vehicle & Equipment Services	0	4	9	12	9	0	0	34	0%
Youth and Sports	0	2	10	6	12	3	0	33	9%
<b>Grand Total</b>	<b>14</b>	<b>413</b>	<b>920</b>	<b>1084</b>	<b>877</b>	<b>172</b>	<b>4</b>	<b>3484</b>	<b>5.1%</b>
<b>%</b>	<b>0.4%</b>	<b>11.9%</b>	<b>26.4%</b>	<b>31.1%</b>	<b>25.2%</b>	<b>4.9%</b>	<b>0.1%</b>	<b>100.0%</b>	

The table above shows the number of Civil Servants within each Department spread across various age ranges as at 30th June 2015. In most cases the departmental picture was reflective of the Civil Service as a whole, however notable exceptions included Cadet Corps, Department of Financial Services Policy and Legislation, Hazard Management, Marketing & Communications Unit, National Weather Service, Petroleum Inspectorate, Department of International Tax Cooperation and Department of Tourism - all of whom had a high proportion of their staff under the age of 40 (over 60%). The shading on the right hand side of the table identifies the departments who had 5% or more of their employees aged over 60 years old as at 30th June 2015 (compared to the 5.1% average over 60 for employees for the Civil Service as a whole). The darker the shading, the higher the percentage of employees who were over 60 years old, with the highest Department or percentage is the Elections Office (33%). Note: The 2014/15 headcount excludes 94 students

### The Civil Service by Gender and Salary Grade



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	GFF	GEE	GDD	GCC	GBB	GAA	Total
Female	1	0	7	2	9	20	32	54	66	105	179	392	168	123	195	151	221	7	0	0	1	22	53	53	1861
Male	4	2	7	5	10	23	32	54	67	86	134	139	212	90	331	57	92	22	23	31	56	40	70	36	1623
Total	5	2	14	7	19	43	64	108	133	191	313	531	380	213	526	208	313	29	23	31	57	62	123	89	3484

The two bar charts above show the proportion of each salary grade that female and male Civil Servants are paid on as at the 30th June 2015. The solid lines show the percentage expected if the grades were uniformly distributed. Employees within the Civil Service continued to be relatively evenly distributed by gender, with the workforce comprising 53% female and 47% male.

The table above shows that for salaried staff (grades A-R), all but two senior executive roles within the service (falling within grades A & B) was male. Positions within grades A and B include the Her Excellency the Governor, the Deputy Governor, the Financial Secretary, the Attorney General, Puisne Judges, the Chief Justice and the Grand Court Judges.

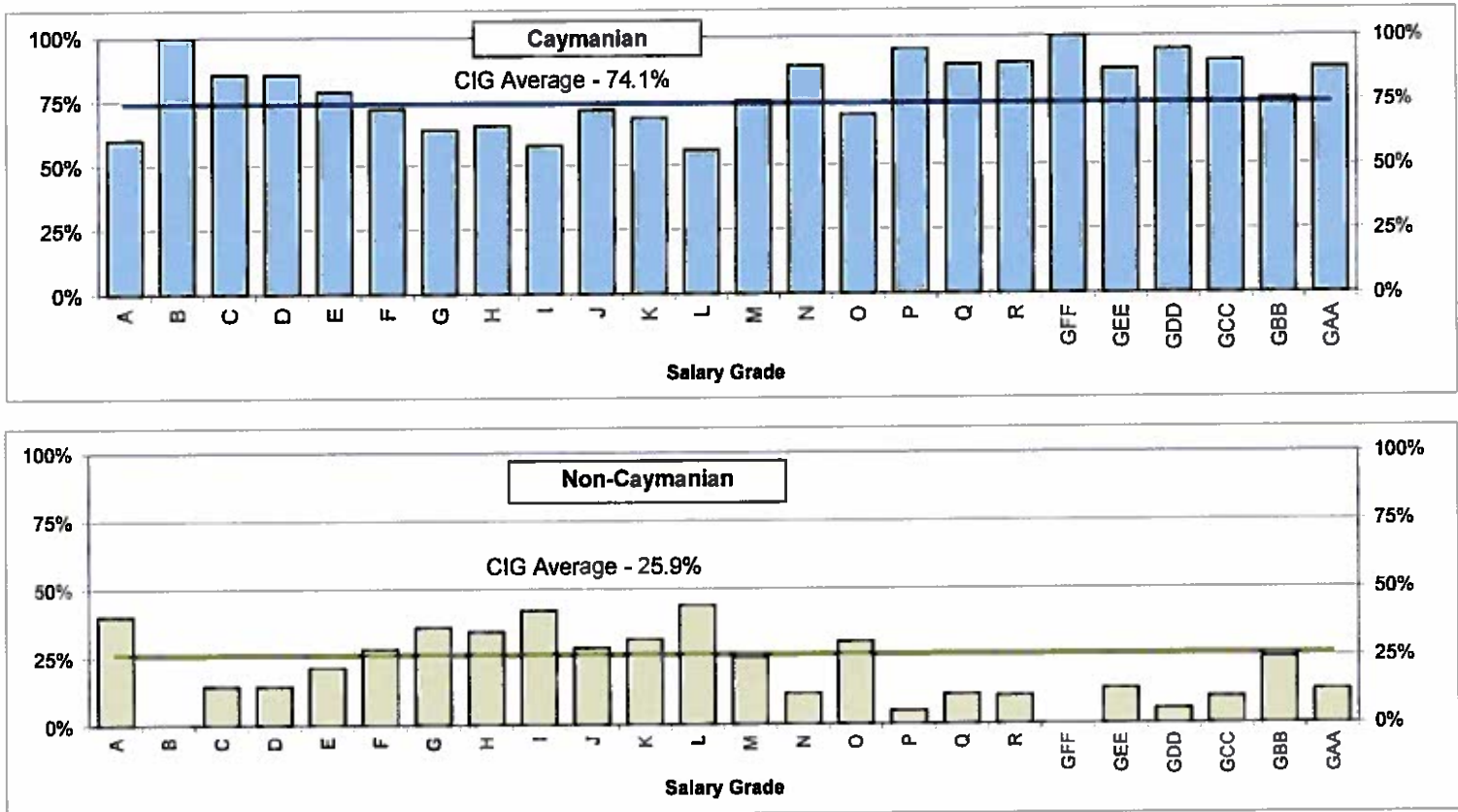
For other organisational executives (predominantly falling within grades C to G), 48% of the roles were held by females and 52% were held by male employees. Positions within grades C to G included Chief Officers, Deputy Chief Officers, Heads of Departments and Deputy Heads of Departments.

Within the middle/junior management and specialist technical roles (predominantly found in grades H to K), the gender split was 54% female and 46% male.

Within the top and middle level operational roles (predominantly found in grades L to O), the gender split was 53% female and 47% male. Females dominated the lowest level support roles (grades P to R) representing 69% of the workforce in that category.

Male employees dominated the higher level wage worker grades; where 99% of employees at grades GFF to GDD were male (relating to roles in the specialist trades). The lower level wage worker grades reflected a more even spread; where 47% of employees at grades GCC - GAA were female and 53% were male. Note: The data above excludes members of the Judiciary and Legislative Assembly as they do not form part of the Civil Service.

## The Civil Service by Nationality and Salary Grade



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	GFF	GEE	GDD	GCC	GBB	GAA	Total
Caymanian	3	2	12	6	15	31	41	71	77	137	215	298	286	189	366	198	279	26	23	27	54	56	93	78	2583
Non-Caymanian	2	0	2	1	4	12	23	37	56	54	98	233	94	24	160	10	34	3	0	4	3	6	30	11	901
Total	5	2	14	7	19	43	64	108	133	191	313	531	380	213	526	208	313	29	23	31	57	62	123	89	3484

The two bar charts above show the percentage of salary grades that Caymanian and non-Caymanian employees were paid on as at 30th June 2015. When looking at the Civil Service as a whole, **Caymanian employees made up 74.1% of the workforce.**

At the most senior executive level (grades B and above), **63% of employees were Caymanians.** Positions within grades A and B include the Governor, Deputy Governor, Financial Secretary, Attorney General, Puisne Judge, Chief Justice and Grand Court Judge.

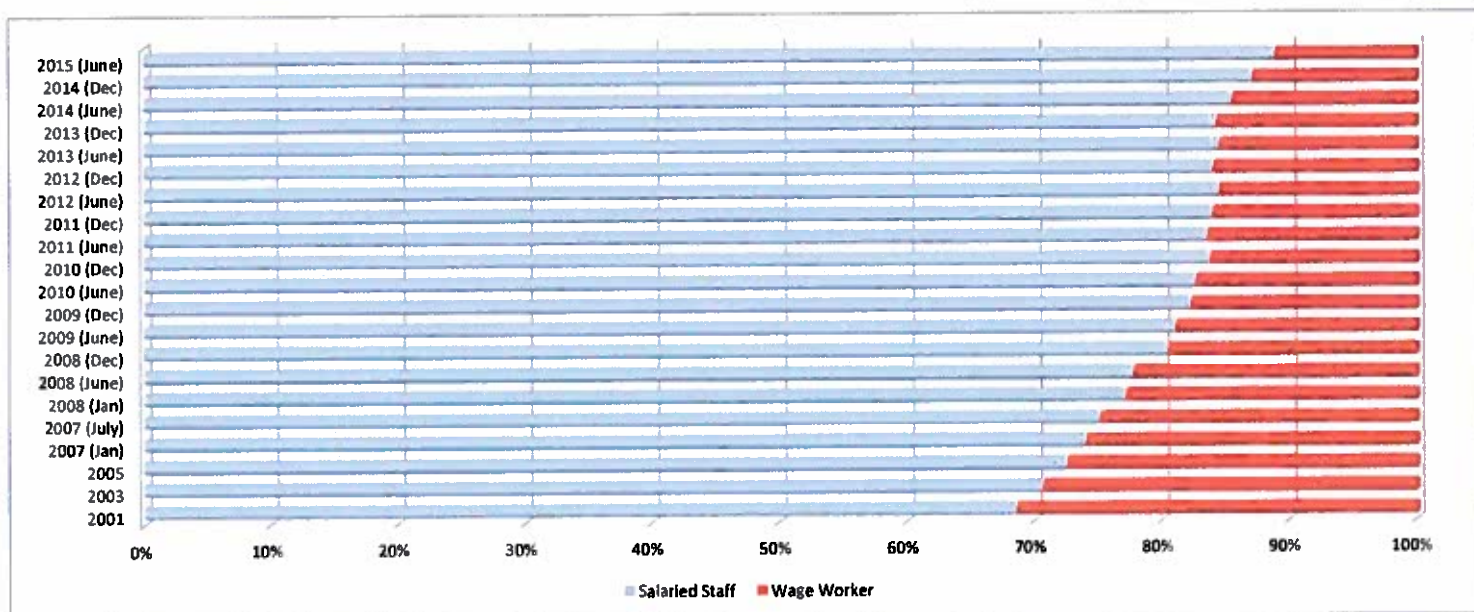
For other organisational executives (predominantly falling within grades C to G), Caymanians constituted **71% of employees in these roles, slightly below the average of the civil service on a whole (and 1% lower than the percentage at the end of the 2013/4 financial year).** Positions within grades C to G included Chief Officer, Deputy Chief Officer, Heads of Department and Deputy Heads of Departments.

Within the middle/junior management and specialist technical roles (predominantly found in grades H to K), Caymanians represented **67%.** Caymanians represented, compared to the Civil Service average, in the lower salary range (P-R) at **92%**, and in the majority (**86%**) of the wage worker range (GAA-GFF).

This pattern may be explained, in part, by Ministries and Portfolios being less likely to recruit overseas for more junior roles within the Civil Service. Non-Caymanians tended to hold a higher proportion of posts in the mid-salary range, which tended to be specialist roles.  
Note: The data above excludes members of the Judiciary and Legislative Assembly as they do not form part of the Civil Service.



## The Civil Service by Employment Type



Date	2 Yearly Data		Bi-Annual Data (Since PSML)																		
	10-Jan-01	10-Jan-03	10-Jan-05	10-Jan-07	01-Jul-07	10-Jan-08	30-Jun-08	31-Dec-08	30-Jun-09	31-Dec-09	30-Jun-10	31-Dec-10	30-Jun-11	31-Dec-11	30-Jun-12	31-Dec-12	30-Jun-13	31-Dec-13	30-Jun-14	31-Dec-14	30-Jun-15
Salaried Staff	2769	2196	2300	2607	2730	2966	3036	3059	3046	3040	3048	3033	3025	3018	3076	3055	3044	3017	3055	3096	3099
Wage Worker	1265	911	869	913	902	877	868	742	710	654	639	585	594	575	563	579	557	562	516	456	385
Total	4034	3107	3169	3520	3632	3843	3904	3801	3756	3694	3687	3618	3619	3593	3639	3634	3601	3579	3571	3552	3484
Salaried Staff	68.6%	70.7%	72.6%	74.1%	75.2%	77.2%	77.8%	80.5%	81.1%	82.3%	82.7%	83.8%	83.6%	84.0%	84.5%	84.1%	84.5%	84.3%	85.6%	87.2%	88.9%
Wage Worker	31.4%	29.3%	27.4%	25.9%	24.8%	22.8%	22.2%	19.5%	18.9%	17.7%	17.3%	16.2%	16.4%	16.0%	15.5%	15.9%	15.5%	15.7%	14.4%	12.8%	11.1%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

## Departments with Civil Servants on Wage Worker Terms and Conditions (30th June 2015)

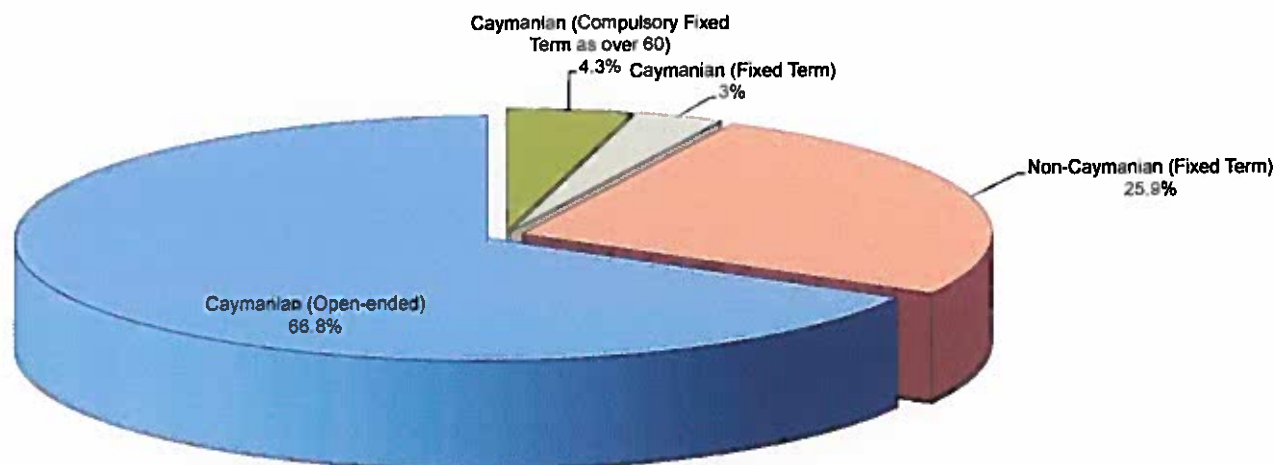
Department/Ministry/Portfolio	No. Wage Worker	No. Salaried Staff	Total Staff	% Wage workers
Children & Family Services	86	48	134	64.2%
Environmental Health	81	29	110	73.6%
Public Works	77	44	121	63.6%
District Administration	74	59	133	55.6%
Education	33	631	664	5.0%
Agriculture	16	38	54	29.6%
Tourism	4	42	46	8.7%
MRCU	4	32	36	11.1%
Department of Sports	3	26	29	10.3%
Prison	1	143	144	0.7%
Postal	1	80	81	1.2%
Public Library	1	15	16	6.3%
Judicial Department	1	64	65	1.5%
Needs Assessment Unit (N)	1	21	22	4.5%
Police	1	447	448	0.2%
Ministry CAY&S	1	11	12	8.3%
Total Wage Workers	385			

The Personnel Regulations (2013 Revision) state that an employee's wages or salary should be paid on a monthly basis or in exceptional circumstances on a bi-weekly basis. When the Public Service Management Law and associated Regulations came into effect in January 2007, the majority of contractual differences between salaried staff and wage workers were resolved.

The 16 Departments listed on the table to the left, employed Civil Servants on wage worker terms and conditions as at 30th June 2015. Children and Family Services, Environmental Health, Public Works and District Administration had over half of their staff contracted on wage worker terms and conditions.

During 2014/15, of the 509 new appointments to the Civil Service, 22% were appointed on wage worker contracts.

## The Civil Service by Employment Agreement Type and Nationality



	2 Yearly Data			Bi-Annual Data (Since PSML)																		
Date	10-Jan-01	10-Jan-03	10-Jan-05	10-Jan-07	01-Jul-07	10-Jan-08	30-Jun-08	31-Dec-08	30-Jun-09	31-Dec-09	30-Jun-10	31-Dec-10	30-Jun-11	31-Dec-11	30-Jun-12	31-Dec-12	30-Jun-13	31-Dec-13	30-Jun-14	31-Dec-14	30-Jun-15	
Fixed Term - Caymanian	758	614	683	463	469	520	470	282	284	253	308	264	272	276	282	266	255	279	297	279	257	
Fixed Term - Non-Caymanian	1747	1130	837	1039	1037	1171	1169	1143	1105	1058	1021	993	991	966	999	998	987	955	947	942	901	
Open-Ended - Caymanian	1529	1363	1649	2018	2126	2152	2265	2376	2367	2383	2358	2361	2356	2351	2358	2370	2359	2345	2327	2331	2326	
Total	4034	3107	3169	3520	3632	3843	3904	3801	3756	3694	3687	3618	3619	3593	3639	3634	3601	3579	3571	3552	3484	
Fixed Term - Caymanian	18.8%	19.8%	21.6%	13.2%	12.9%	13.5%	12.0%	7.4%	7.6%	6.8%	8.4%	7.3%	7.5%	7.7%	7.7%	7.3%	7.1%	7.8%	8.3%	7.9%	7.4%	
Fixed Term - Non-Caymanian	43.3%	36.4%	26.4%	29.5%	28.6%	30.5%	29.9%	30.1%	29.4%	28.6%	27.7%	27.4%	27.4%	26.9%	27.5%	27.5%	27.4%	26.7%	26.5%	26.5%	25.9%	
Open-Ended - Caymanian	37.9%	43.9%	52.0%	57.3%	58.5%	56.0%	58.0%	62.5%	63.0%	64.5%	64.0%	65.3%	65.1%	65.4%	64.8%	65.2%	65.5%	65.5%	65.2%	65.6%	66.8%	
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

The Personnel Regulations (2013 Revision) outline the terms of employment for employees, and determine that the tenure for Caymanians should be "open-ended" up until their 60th birthday; - unless the position/post undertaken has a finite life, the individual is over the compulsory retirement age, or when there are other good reasons not to do so. Non-Caymanian employees should have a fixed-term employment agreement of no longer than 3 years, whilst any staff member over the mandatory retirement age should have a fixed term employment agreement for no longer than 2 years. It is possible to award fixed term contracts for 5 year periods in relation to the Police Commissioner, Complaints Commissioner and Information Commissioner.

The pie chart above shows the proportion of employees that held open-ended or fixed-term employment agreements as at 30th June 2015. Sixty-seven per cent (67%) of the Civil Service were Caymanian employees on open-ended employment agreements; 7.4% were Caymanians on fixed-term employment agreements and 26% were non-Caymanians on fixed-term employment agreements. In the pie-chart, the latter category has been split to show those Caymanian employees who were over 60 years old and holding 'compulsory' fixed term employment agreements (4.3%), and those with standard fixed term employment agreements (3%).

Compared to the last fiscal year, there has been a slight decrease in both the number/percentage of Caymanians placed on fixed term contracts, with the numbers of Caymanians employed on open-ended contracts slightly increasing.

## Civil Servants Remuneration Levels and Activity During 2014/15

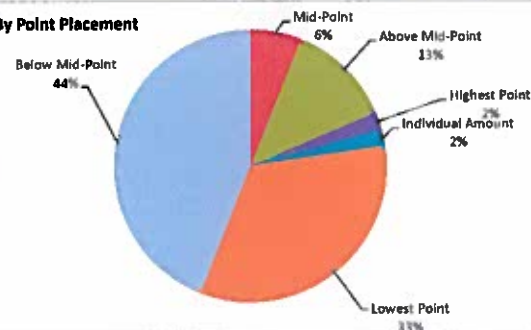
Civil Servants Annual Salary Distribution

Annual Salary	No. of Civil Servants	% of Civil Servants	Cumulative %
Under \$20,000	98	3%	3%
\$20,000 to \$29,999	568	16%	19%
\$30,000 to \$39,999	1052	30%	49%
\$40,000 to \$49,999	795	23%	72%
\$50,000 to \$59,999	429	12%	84%
\$60,000 to \$69,999	202	6%	90%
\$70,000 to \$79,999	137	4%	94%
\$80,000 to \$89,999	67	2%	96%
\$90,000 to \$99,999	48	1%	97%
\$100,000 to \$109,999	46	1%	99%
\$110,000 to \$119,999	16	0%	99%
\$120,000 to \$129,999	14	0%	100%
\$130,000 to \$139,999	4	0%	100%
\$140,000 to \$149,999	0	0%	100%
\$150,000 to \$159,999	1	0%	100%
\$160,000 to \$169,999	2	0%	100%
\$170,000 to \$179,999	0	0%	100%
\$190,000 to \$199,999	1	0%	100%
\$200,000 and above	4	0%	100%
<b>Total</b>	<b>3484</b>	<b>100%</b>	

Civil Servants Distribution Across the Salary Points

Point Placement	No. of Civil Servants	%	Cumulative %
Lowest Point	1160	33%	33%
Below Mid-Point	1533	44%	77%
Mid-Point	210	6%	83%
Above Mid-Point	440	13%	96%
Highest Point	71	2%	98%
Individual Amount	70	2%	100%
<b>Total</b>	<b>3484</b>	<b>100%</b>	

By Point Placement



The full-time annual remuneration levels for the Civil Service on the 30th June 2015 ranged from \$17,394 to \$160,020 (excluding the Chief Justice, Her Excellency the Governor, Grand Court Judges and a Puisne Judge). This is the same salary range as at 30th June 2014. The table above shows that the majority of the Civil Service was paid at the lower end of this salary range. The largest group (30%) of Civil Servants earned salaries in the \$30,000 to \$39,999 range, with 72% of the Civil Service earning under \$50,000 per year. Compared to the last fiscal year, the largest group remains constant and the percentage earning under \$50,000 decreased by 3%.

The provision of medical benefits and pension (without employee contribution), should be noted when making comparisons for overall remuneration packages for Civil Servants against other organisations.

The Cayman Islands Government salary grades are split into salary points. Each grade contains between 5 and 13 individual points, however automatic annual increments have been frozen within the Civil Service.

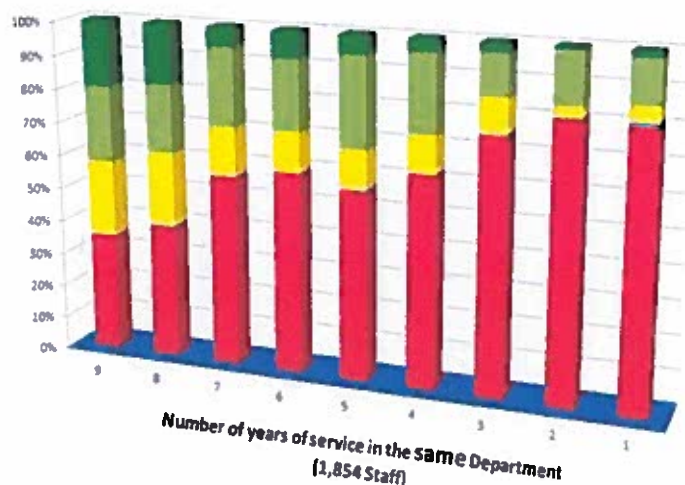
The current Public Service Management Law (2013 Revision) and Personnel Regulations (2013 Revision) delegate authority to Appointing Officers to determine the point placement of individuals within a grade. A range of factors are considered, including experience and qualifications.

The table and pie-chart above summarise the position of employees within the salary scales for the Civil Service as at 30th June 2015. 77% of the Service were on a point placement that was less than the mid-point of the range, with 33% of Civil Servants on the lowest point on their range (as compared to 76% and 34% respectively on 30th June 2014). 2% of Civil Servants were on the highest point of their range, and a further 2% had an individual salary that was outside of the scale (when compared to 30th June 2014 these percentages remained the same).

## Pay Stagnation?

as at July 1st 2015

- Unchanged
- Unchanged at top of Scale
- Point 1-13 Increment
- Grade A-Z Change
- Grade & Point Change



The 2014/5 bar chart on the left was contributed by the HR Audit Unit. It follows a review of employee salary movements over a 9 year period. It shows for example, that 5 out of every 10 employees who have been within the same Department for 7 years, have remained on the same salary point (shown in red). This is an increase of 40% when compared to fiscal year ending 2013/4.

Of the new appointments to the Service during 2014/15, 284 of all appointments (56%) were made to point 1 of the salary grade (as compared to 55% in 2013/4). 83% of all appointments were made between points 1 and 4 of the salary grade (an increase of 3% as compared to 80% in 2013/4). The number of promotions/job evaluations resulting in a higher grade during 2014/15 was 343 (9.8%).



## HR Activity for the Civil Service for 2014/15 - Recruitment/Appointments

### Appointments Made On and Off Island by Employment Type

**Appointments from On/Off Island\***

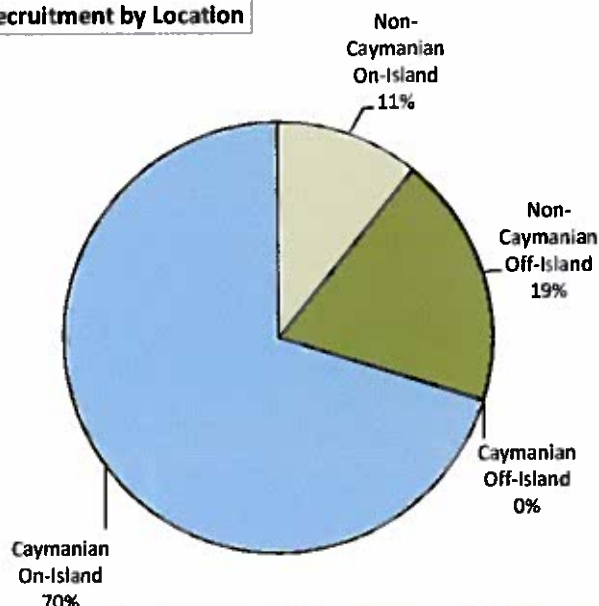
Recruitment Location	Caymanian	Non-Caymanian	Total	% by Recruitment Location
Off-Island	1	96	97	19%
On-Island	357	55	412	81%
<b>Total</b>	<b>358</b>	<b>151</b>	<b>509</b>	<b>100%</b>
<b>% by Nationality</b>	<b>70%</b>	<b>30%</b>	<b>100%</b>	

**Appointments by Employment Type\***

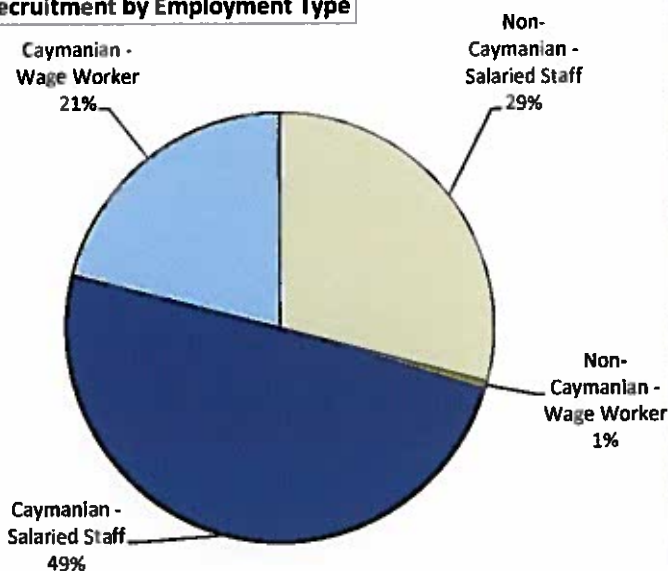
Employment Type	Caymanian	Non-Caymanian	Total	% by Employment Type
Salaried Staff	251	148	399	78%
Wage Worker	107	3	110	22%
<b>Total</b>	<b>358</b>	<b>151</b>	<b>509</b>	<b>100%</b>
<b>% by Nationality</b>	<b>70%</b>	<b>30%</b>	<b>100%</b>	

\* It should be noted that the number of appointments do not include the contract renewals of existing employees. The same employee can also be recruited/appointed more than once in a given year.

**Recruitment by Location**



**Recruitment by Employment Type**



The information within the table and pie-chart above show the locations of the recruitment /appointment activity undertaken in 2014/15 - whether employees were recruited /appointed on island, or relocated from overseas.

During 2014/15, 81% of all appointments were made for applicants who were on-island; with Caymanians constituting the largest group. This is a 2% decrease in on-island recruitment compared to the previous fiscal year.

Of the appointment for non-Caymanian employees (151 in total), 36.4% were recruited on-island (a decrease of 6.2% from 2013/4).

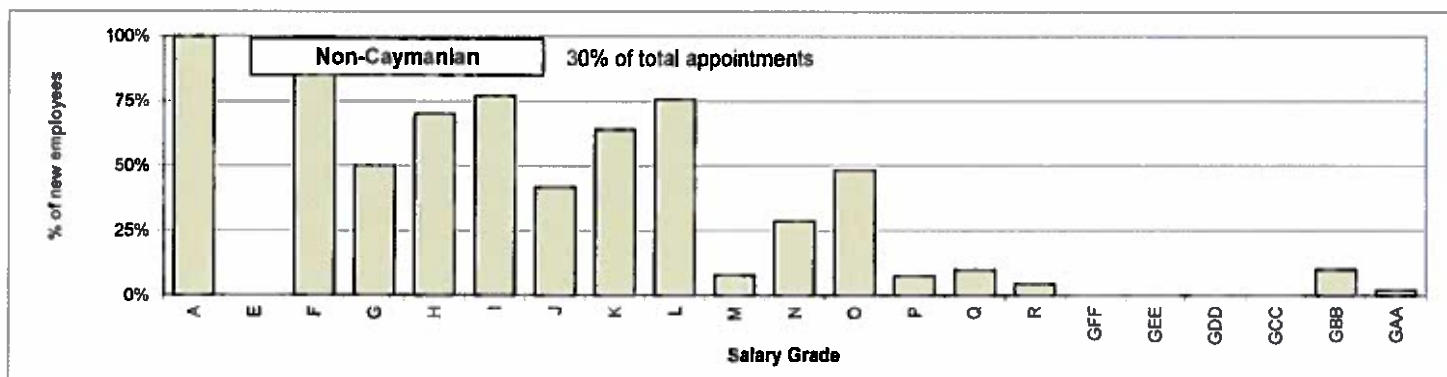
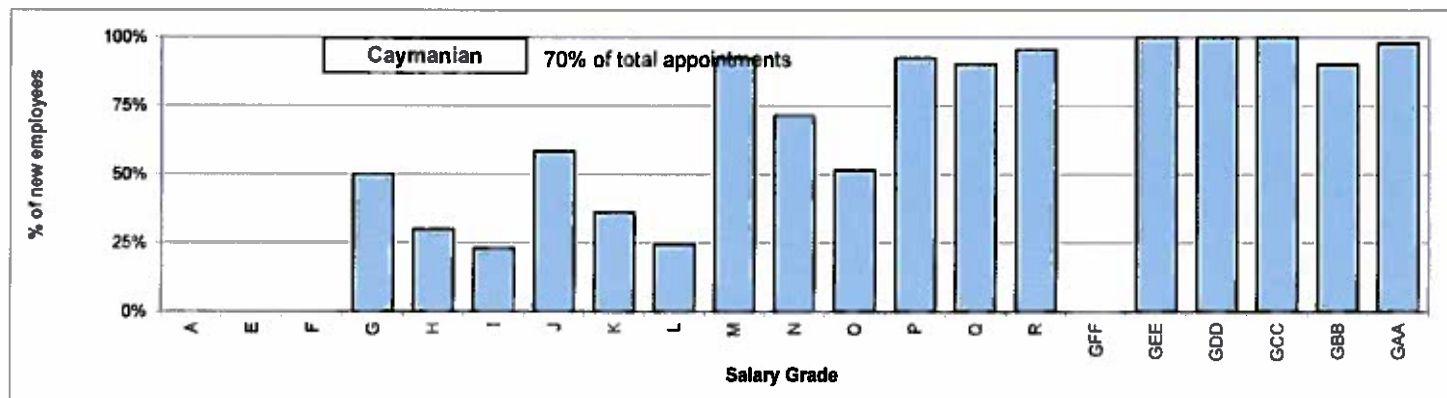
The information within the table and pie-chart above shows that of the total number of appointments for 2014/15, 22% were Wage Worker appointments (paid an hourly rate within the GAA - GFF wage grades). 78% of appointments made were for salaried staff. Although this represented an increase of 2% in Wage Worker appointments (as compared to 2013/14), this remained a relatively high percentage given that Wage Workers constituted only 11.1% of the Civil Service workforce as at 30th June 2015.

District Administration (75%), the Department of Education (6%) and the Public Works Department (10%) represented the majority of appointments to Wage Worker terms and conditions during the fiscal year. Examples of wage worker roles include Special Support Aides, Teachers Aides, Office Attendants and

This section provides an over-view of recruitment /appointment activities during the fiscal year 2014/15. During this period there were 509 appointments to the Civil Service, of which 70% were Caymanian (a decrease of 2% from 2013/4) and 30% were Non-Caymanian (an increase of 2% from 2013/4). It should be noted that during the 2014/5 financial year, 94 of the Caymanian appointments were summer intern students employed on a short term contract (2-3 months).

## HR Activity for the Civil Service for 2014/15 - Recruitment/Appointments

### Appointments by Grade and Nationality



Grade:	A	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	GFF	GEE	GDD	GCC	GBB	GAA	Total	%
Caymanian				3	3	3	7	13	21	12	10	16	49	28	86		2	1	2	9	93	358	70%
Non-Caymanian	1		3	3	7	10	5	23	65	1	4	15	4	3	4					1	2	151	30%
Total	1		3	6	10	13	12	36	86	13	14	31	53	31	90		2	1	2	10	95	509	100%

Caymanians constituted 70% of all new recruits/appointments to the Civil Service during the fiscal year 2014/15, across a wide range of roles and grades. This is a 2% decrease from 2013/4, where the percentage was 72% of total appointments.

During 2014/15, the highest number of new non-Caymanian recruits/appointments to the Civil Service were to salaried positions in grades L and K. These appointments were primarily in the areas of education and social work. The temporary appointment of approximately 94 Caymanian student interns formally employed during the periods of late summer 2014 and early summer 2015 contributed to the above average appointments of Caymanians to the lower salary ranges.

It should be noted that the above details do not form the full picture of attraction, retention and promotion of Caymanians within the Civil Service, as these figures do not take into account existing civil servants who have been appointed to new roles within Government.

It should also be noted that the number of appointments does not include contract renewals of existing employees.



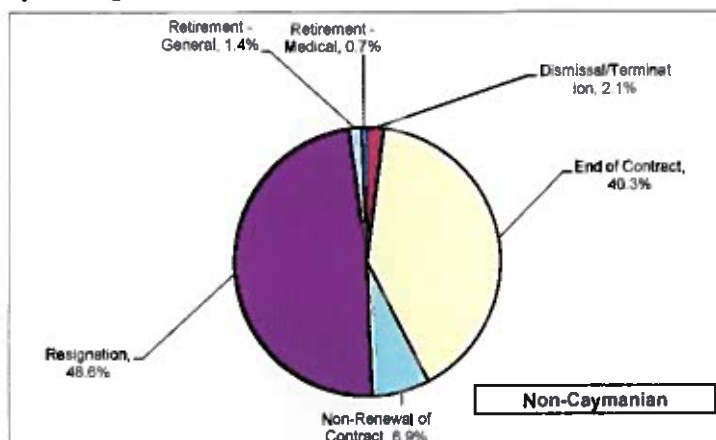
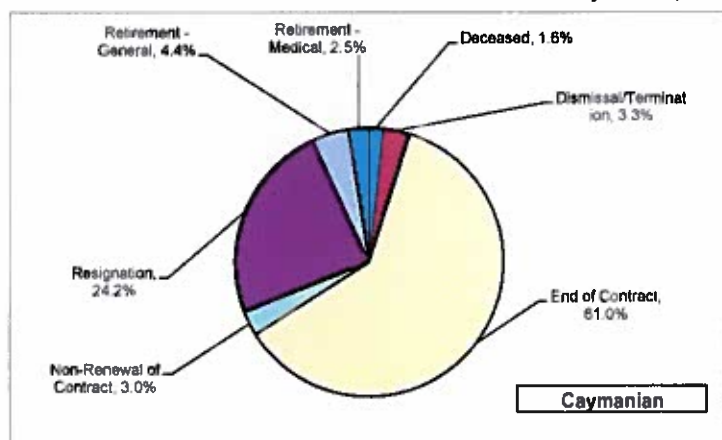
## Leavers by Department, Nationality and Employment Category

Department	Caymanian	Non-Caymanian	Salaried	Waged	Total	% Turnover*
Agriculture	2	2	2	2	4	7.1%
Audit Office	0	1	1	0	1	5.6%
Cabinet Office	5	1	6	0	6	26.1%
Cadet Corps	0	1	1	0	1	33.3%
Children & Family Services	6	4	4	6	10	6.9%
Commissions Secretariat	1	0	1	0	1	25.0%
Complaints Commission	2	1	3	0	3	60.0%
Computer Services	3	5	8	0	8	14.7%
Counselling Services	2	3	5	0	5	14.1%
Customs Department	13	0	13	0	13	9.5%
Department of Commerce & Investment	1	0	1	0	1	9.3%
Department of Community Rehabilitation	1	1	2	0	2	6.6%
Department of Labour & Pension	2	0	2	0	2	10.4%
Department of Vehicle Licensing	2	0	2	0	2	5.6%
Deputy Governor's Office	2	2	4	0	4	25.4%
Director of Public Prosecutions	3	3	6	0	6	27.9%
District Administration	72	2	1	73	74	45.7%
Economics & Statistics Office	0	1	1	0	1	4.8%
Education	63	62	108	17	125	17.9%
Elections Office	0	0	0	0	0	0.0%
Environment	0	0	0	0	0	0.0%
Environmental Health	4	6	5	5	10	8.7%
Financial Services Admin	0	0	0	0	0	0.0%
Department of Financial Services Policy and Le	1	0	1	0	1	22.2%
Fire Department	10	0	10	0	10	7.8%
General Registry	5	0	5	0	5	11.6%
Government Information Services	4	2	6	0	6	34.8%
Hazard Management KY	0	0	0	0	0	0.0%
Health Regulatory Board	1	0	1	0	1	8.5%
Her Excellency the Governor	0	0	0	0	0	0.0%
Immigration	22	0	22	0	22	12.8%
Information Commission	0	0	0	0	0	0.0%
Judicial Department	10	3	13	0	13	20.0%
Lands & Survey	5	5	10	0	10	17.4%
Legal Affairs	5	6	11	0	11	23.4%
Legislative	0	0	0	0	0	0.0%
Marketing & Communications Unit	0	0	0	0	0	0.0%
Ministry DAT&T	2	1	3	0	3	17.9%
Ministry EE&GA	14	1	15	0	15	25.9%
Ministry Finance & Economic Dev	3	0	3	0	3	19.4%
Ministry CAYS	0	0	0	0	0	0.0%
Ministry HAH&C (HOME)	4	2	6	0	6	38.7%
Ministry HSY&C Admin	3	1	4	0	4	27.1%
Ministry PLA&H	2	0	2	0	2	8.8%
MRCU	2	0	2	0	2	5.5%
National Archive	0	0	0	0	0	0.0%
National Weather Service	0	0	0	0	0	0.0%
National Workforce Development Agency	0	0	0	0	0	0.0%
Needs Assessment Unit (NAU)	8	0	8	0	8	62.7%
Petroleum Inspectorate	0	0	0	0	0	0.0%
Planning	13	1	14	0	14	35.4%
Police	8	14	22	0	22	4.8%
Portfolio of the Civil Service	2	0	2	0	2	10.8%
Postal	8	0	6	2	8	9.6%
Prison	13	4	17	0	17	11.7%
Public Library	0	1	1	0	1	6.8%
Public Safety Communications	0	2	2	0	2	9.4%
Public Works	10	3	7	6	13	10.1%
Radio Cayman	0	1	1	0	1	5.6%
Sunrise Centre	11	0	11	0	11	60.3%
Department of International Tax Cooperation	0	1	1	0	1	30.8%
Tourism	8	0	6	2	8	17.9%
Treasury	3	0	3	0	3	8.5%
Vehicle & Equipment Services	1	1	2	0	2	5.8%
Youth and Sports	2	0	2	0	2	6.2%
<b>Total</b>	<b>364</b>	<b>144</b>	<b>395</b>	<b>113</b>	<b>508</b>	<b>14.3%</b>
<b>%</b>	<b>71.7%</b>	<b>28.3%</b>	<b>77.8%</b>	<b>22.2%</b>		
<b>Turnover Rate by Caymanian/Non-Caymanian*</b>						
	<b>14.0%</b>	<b>15.0%</b>	*Using the average number of Caymanians/Non-Caymanians employed at the end of each 14			

During 2014/15, the overall turnover rate for the Civil Service was 14.3%. This was calculated by the number of employees leaving the Civil Service in 2014/15 (508) divided by the average number of employees during that fiscal year (3535.25), multiplied by 100. This represents a slight decrease in turnover when compared to turnover in 2013/14 (14.8%). The turnover rate was lower for Caymanians (14%) than non-Caymanians (15%). Those Departments experiencing more than double the average turnover rate within the Civil Service are identified above in red text. Where turnover exceeded 100%, this indicates that there were more leavers throughout the year, than the average number of persons employed. There were no departments with turnover exceeding 100% during 2014/15, as compared to having 1 in 2013/14. Low turn rates are identified in blue text. It should be noted that 93 leavers during 2014/5 were summer interns (employed on short term contracts). If the turnover calculation was to exclude such student intern leavers (with total leavers being reduced to 416), the total CIG turnover would be 11.8%

## HR Activity for the Civil Service for 2014/15 - Retention

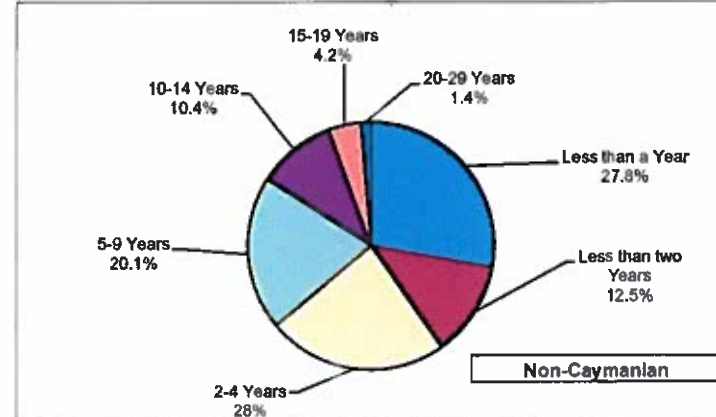
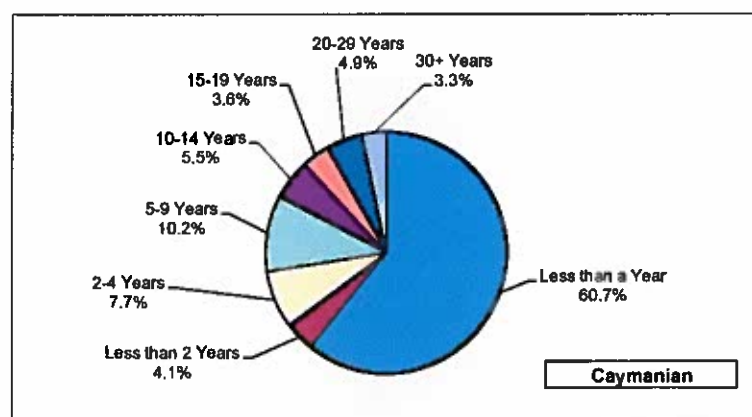
### Leavers by Reason, Nationality and Length of Service



Reason for Leaving	Caymanian	% Caymanian	Non-Caymanian	% Non-Caymanian	Total	% Total
Deceased	6	1.6%	0	0.0%	6	1.2%
Dismissal/Termination	12	3.3%	3	2.1%	15	3.0%
End of Contract	222	61.0%	58	40.3%	280	55.1%
Non-Renewal of Contract	11	3.0%	10	6.9%	21	4.1%
Resignation	88	24.2%	70	48.6%	158	31.1%
Voluntary Separation - Resignation	0	0.0%	0	0.0%	0	0.0%
Voluntary Separation - Retirement	0	0.0%	0	0.0%	0	0.0%
Retirement - General	16	4.4%	2	1.4%	18	3.5%
Retirement - Medical	9	2.5%	1	0.7%	10	2.0%
<b>Total</b>	<b>364</b>	<b>100%</b>	<b>144</b>	<b>100%</b>	<b>508</b>	<b>100%</b>

Length of Service	Caymanian	% Caymanian	Non-Caymanian	% Non-Caymanian	Total	% Total	Cumulative %
Less than a Year	221	60.7%	40	27.8%	261	51.4%	51.4%
Less than two Years	15	4.1%	18	12.5%	33	6.5%	57.9%
2-4 Years	28	7.7%	34	23.6%	62	12.2%	70.1%
5-9 Years	37	10.2%	29	20.1%	66	13.0%	83.1%
10-14 Years	20	5.5%	15	10.4%	35	6.9%	90.0%
15-19 Years	13	3.6%	6	4.2%	19	3.7%	93.7%
20-29 Years	18	4.9%	2	1.4%	20	3.9%	97.6%
30+ Years	12	3.3%	0	0.0%	12	2.4%	100.0%
<b>Total</b>	<b>364</b>	<b>100%</b>	<b>144</b>	<b>100%</b>	<b>508</b>	<b>100%</b>	

### Leavers by Length of Service



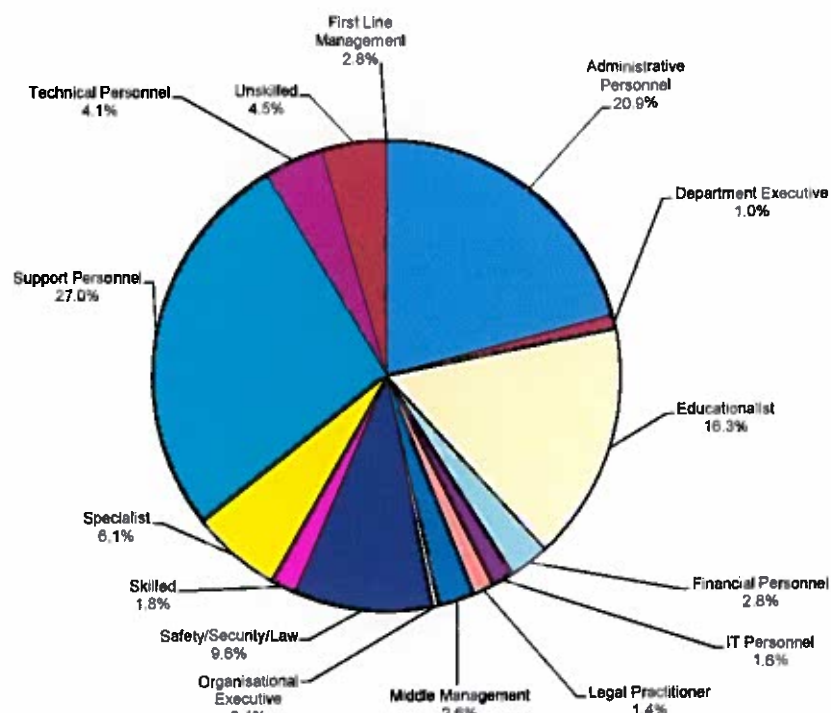
The most common reason employees left the Civil Service during the fiscal year 2014/15 was as a result of reaching the end of their employment agreement - this accounted for 55.1% of total leavers. This is a higher percentage than in 2013/14, where 52.6% of leavers left as a result of reaching the end of their employment agreements. Caymanians accounted for the highest percentage of leavers due to end of contract (61% as compared to 40.3% of non-Caymanians), however this included (contracted) student intern leavers throughout the year, and those Caymanians employed on fixed-term employment agreements.

Where the reason provided for leaving was an employee decision not to renew an employment agreement (Non-Renewal of Contract), this accounted for 4.1% of total leavers (as compared to 9.1% in 2013/14). 31.1% of leavers were those employees who resigned from the service in 2014/15 (88 Caymanians and 70 non-Caymanians). The number of retirements from the Civil Service was lower in 2014/15 (28 employees) than in 2013/14 (39 employees). It should be noted that the Voluntary Separation Policy was not applied in 2014/5, and this accounted for 13 Caymanians leaving the service in 2013/4.

The majority of leavers in 2014/15 had served less than 1 year in the Civil Service (51.4%), followed by those with 5-9 years service (10.2%). The proportion of Caymanians leaving during their first year was 60.7%, as compared to 27.8% of non-Caymanians. It should be noted that a number of Caymanian student interns (estimated 93 in total) left short term contract jobs during 2014/15, and these accounted for 42.1% of the Caymanian leavers with less than a year of service.



## Leavers by Job Classification, including Uniform and Teaching Staff



## Leavers from within the Uniform Service

Uniform Department	Total Uniformed Leavers	Avg No of Uniformed Staff	% Turnover*
Customs	3	95	3.2%
Fire	4	118	3.4%
Immigration	3	62	4.8%
Police	21	388	5.4%
Prison	12	97	12.4%
District Admin	0	17	0.0%
<b>Total</b>	<b>43</b>	<b>777</b>	<b>5.5%</b>

## Leavers from within the Teaching Profession

Teachers	Total Teaching Leavers	Avg No of Teaching Staff	% Turnover*
	85	433	19.6%

Job Classification	Leavers during 2014/15				Turnover rate by Classification*
	Caymanian	Non-Caymanian	Total	% of total category	
Administrative Personnel	101	5	106	20.9%	19.2%
Department Executive	4	1	5	1.0%	10.9%
Educationalist	34	49	83	16.3%	17.1%
Financial Personnel	9	5	14	2.8%	7.2%
IT Personnel	4	4	8	1.6%	14.2%
Legal Practitioner	0	7	7	1.4%	17.4%
Middle Management	5	8	13	2.6%	10.4%
Organisational Executive	1	1	2	0.4%	7.1%
Safety/Security/Law	27	22	49	9.6%	5.6%
Skilled	4	5	9	1.8%	4.0%
Specialist	12	19	31	6.1%	12.7%
Support Personnel	130	7	137	27.0%	71.8%
Technical Personnel	15	6	21	4.1%	14.7%
Unskilled	18	5	23	4.5%	7.3%
First Line Management	0	0	0	0.0%	0.0%
<b>Total</b>	<b>364</b>	<b>144</b>	<b>508</b>	<b>100.0%</b>	<b>14.3%</b>

\*Based on the average number of employees at the end of each quarter for 2014/15

During 2014/15, the highest categories of staff turnover were from Support Personnel roles (71.8%), followed by roles classified as Legal Practitioner (17.4%). The lowest category of staff turnover was Skilled at 4.0%, and First Line Management at 0%. It should be noted that roles can fall into a number of the above categories and therefore the above figures should be used as a guide only.

The turnover rate for the combined Uniform Departments was 5.5% - which was considerably below the overall 14.3% (or 11.8% excluding students interns) turnover rate for the Civil Service as a whole. The specialism within uniformed roles, together with the difficulty of finding comparable employment within the private sector may have contributed to this low turnover rate. Comparisons within the Uniform Departments show that within District Administration, no uniformed leavers were recorded for 2014/5.

The turnover rate for teaching staff was above the rate for the Civil Service as a whole, at a rate of 19.6%. However, it should be noted that out of the 85 leavers from teaching roles, 32 were Supply Teachers employed on one or more short contracts during 2014/15. Excluding Supply Teacher leavers would have reduced teaching turnover to 12.2%, showing a 1.1% increase when compared to the 2013/14 turnover rate of 11.1%.

## Glossary

Public Service	The Civil Service and employees of Statutory Authorities and Government Owned Companies.
Civil Servant	<p>A person employed by the government, but does not include a Member of the Legislative Assembly other than an Official Member, and is a public officer for the purposes of the Constitution.</p> <p>For clarification, this report:</p> <p>(i) Excludes: The Chief Justice, Judges, Magistrates, Her Excellency the Governor;</p> <p>(ii) Excludes: FCO staff within the Governor's Office and staff working overseas contracted under terms &amp; conditions of the resident country (Department of Tourism and London Office).</p>
Employee Type	This describes the terms and conditions that an employee is retained on. Under the Public Service Management Law (2013 Revision) and Personnel Regulations (2013 Revision) employees can be employed either as Salaried Staff who are paid monthly or Wage Workers defined as "a staff member whose remuneration is calculated at an hourly rate".
Number of Employees or Headcount	The number of individuals. Where an employee holds two distinct jobs they are included in the totals twice, as they may be working in two different departments and should appear in both sub totals.
Department	The information presented at department level relates to the various cost centres that constitute a department. Where a Ministry or Portfolio appears listed as a department this does not mean the whole Ministry/Portfolio. It relates to those cost centres that fall under the Ministry/Portfolio administration.
Grade	<p>Describes the remuneration band an employee is assigned to. Salaried staff are paid on grades A to R, where A is the highest grade and R the lowest. Some positions such as the Judges lie outside the regular grading structure. These positions have been included under grade A for ease of classification.</p> <p>Employees remunerated hourly, are paid on grades GAA through GFF where GFF is the highest grade and GAA the lowest.</p>
Nationality	Describe whether an employee is Caymanian or non-Caymanian.
Country of Recruitment	Describes whether an employee was recruited on-island or from overseas.