



Cayman Islands
Government

HUMAN RESOURCES 2020 ANNUAL REPORT

JANUARY - DECEMBER 2020

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Welcome!

Employee Information and Human Resources Activity for the Civil Service

This annual report contains information about key statistics and trends impacting human resources (HR) within the Civil Service and the wider Public Service. It serves to inform HR practices within the Civil Service and to educate the wider public on key trends.

This report is presented to Cabinet, tabled in Parliament and, in accordance with the Freedom of Information Law, published electronically on the website for the Portfolio of the Civil Service at <http://www.pocs.gov.ky>

Annual HR reports were produced each calendar year between 2002 and 2007. From 2007/08 through 2015/16 the HR reporting period changed to reflect the fiscal year, which ran from 1st July to 30th June. To facilitate alignment of the financial year with the calendar year, the 2016/17 budget covered an eighteen month period (1st July 2016 to 31st December 2017). Effective 1st January 2018, the annual report reverted to the calendar year to reflect this new fiscal reporting period.



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Report Description

This report covers the calendar year 1st January to 31st December 2020.

Section one provides information on the demographics of the Public Service, which includes the 24 Government Owned Companies and Statutory Authorities, as of 31st December 2020 and as compared to previous reporting periods.

Section two provides information on the demographics of the core Civil Service as of 31st December 2020, addressing a range of HR matters including the size of the Service and Caymanianisation of the workforce at both Ministry/Portfolio and Departmental levels.

Section three provides information on a range of human resources activities such as recruitment, retention, employee engagement and, new for 2020, information on the impact of COVID-19.

Full Year Summary provides a one page overview of the key statistics from the report for the Public and Civil Service.

Glossary provides a description of the main terms used in the report.

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

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

Foreword

The Cayman Islands Civil Service delivered exceptional results and continued its journey towards “world-class”.



Gloria McField-Nixon

Chief Officer, Portfolio of the Civil Service

In 2020, the Cayman Islands and its Civil Service were confronted with unprecedented challenges, beginning with an earthquake which was quickly followed by the enduring COVID-19 pandemic which caused significant disruption to the country's economy and way of life. Fortunately, the decisive policy decisions adopted by the Government and ably implemented by its Public Service avoided high fatalities and eradicated community-based COVID-19 transmissions within 100 days. This year's report heralds the high employee engagement and workforce agility that made these national outcomes possible.

The 2020 Annual HR Report provides an opportunity to reflect on highlights of our people management strategy and workforce planning activities. It also allows the public an overview of the talent that is deployed across the Civil Service and wider Public Service. In 2020, a number of significant changes have occurred, including:

- Both the Civil Service and wider Public Service have increased in size, by 3.0% and 2.3% respectively.
- The Civil Service implemented flexible and remote working practices, in response to COVID-19 shelter-in-place requirements, to ensure the continuity of public services. Civil Servants demonstrated agility and commitment as they were re-deployed across the service, adopted new working practices and delivered services in different ways.
- In the area of recognition and reward, on 1st January 2020 there was an award of a 5% Cost of Living Adjustment and, mid-year, the Civil Service introduced a one-off differentiated honorarium award, recognising COVID-19 responders and in particular the men and women who delivered

essential services whilst facing elevated risks associated with on-going face-to-face public contact.

- Employee engagement results soared, with a record survey participation rate of 83% (up from 74% in 2019). Additionally, our overall engagement score increased to 72%, a 2% increase over the prior year.

As the Cayman Islands confronted numerous crises, the talent across the Public Service rose to the challenge demonstrating, beyond a doubt, the critical importance of talent management. In the years ahead, the Public Service will continue to face daunting challenges as we strive to keep our people safe and to preserve the Cayman economy and way of life.

The Public Service remains resolute in its commitment to **“make the lives of those we serve better”**, particularly during a time of significant challenge. I am confident that our people will continue to rise to meet that challenge.

Section One: Demographics of the Public Service (31 December 2020)

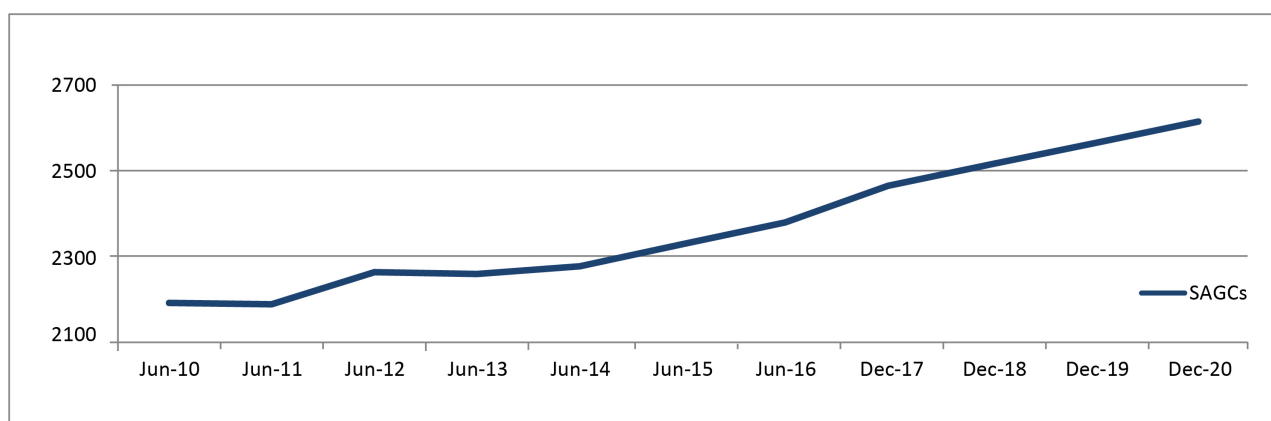
Size of the Public Service by Statutory Authority Government Owned Company [SAGC]

Statutory Authority/Government Owned Company	Number of Employees Dec 2020 *1	Number of Employees Dec 2019 *1	Total Variation	% Change
Auditors Oversight Authority	1	1	0	-
Cayman Airways Ltd	364	406	-42	-10.3%
Cayman Islands Airports Authority	197	201	-4	-2.0%
Cayman Islands Civil Aviation Authority	23	23	0	-
Cayman Islands Development Bank	15	13	2	15.4%
Cayman Islands Monetary Authority	255	221	34	15.4%
Cayman Islands National Insurance Company	34	34	0	-
Cayman Islands National Museum	9	9	0	-
Cayman Islands Port Authority	160	153	7	4.6%
Cayman Islands Stock Exchange	7	8	-1	-12.5%
Cayman National Cultural Foundation	7	6	1	16.7%
Cayman Turtle Farm	97	109	-12	-11.0%
Children and Youth Services Foundation	43	47	-4	-8.5%
Health Services Authority	953	896	57	6.4%
Maritime Authority of the Cayman Islands	26	25	1	4.0%
National Drug Advisory Council	6	5	1	20.0%
National Gallery of the Cayman Islands	7	9	-2	-22.2%
National Housing Development Trust	9	9	0	-
National Roads Authority	100	109	-9	-8.3%
Public Service Pensions Board	26	27	-1	-3.7%
Tourism Attractions Board	37	39	-2	-5.1%
University College of the Cayman Islands	77	73	4	5.5%
Utility Regulation and Competition Office (OfReg)	23	24	-1	-4.2%
Water Authority Company	135	137	-2	-1.5%
Total for SAGC	2611	2584	27	1.0%

*1 Number of Employees = Headcount (not FTE) based in the Cayman Islands

	Dec 2020	Dec 2019	Total Variation	% Change
Total for Core Government	4208	4084	124	3.0%
Total for the Public Service	6819	6668	151	2.3%
% Employees employed in SAGCs	38%			
% Employees employed in Core Government	62%			

Statutory Authorities/Government Owned Companies -Total Employees



The Cayman Islands Public Service comprises employees from SAGCs and the Civil Service. At the end of 2020, the number of employees in the Public Service was 6,819. **This was an increase of 151 employees, or 2.3%, over the prior year.**

There has been **steady growth in employees within SAGCs** over the past ten years, reporting 2,611 employees in December 2020. The SAGCs ranged in size from the Auditors Oversight Authority, which employed 1 staff member as of 31st December 2020, to the Health Services Authority which employed some 953 staff members.

Number and Percentage of Caymanian Employees by Statutory Authority/Government Owned Company

Statutory Authority/Government Owned Company	Employees - Dec 2020 *1			
	Caymanian	Non-Caymanian	% Caymanian	% Non-Caymanian
Auditors Oversight Authority	1	0	100.0%	0.0%
Cayman Airways Ltd	284	80	78.0%	22.0%
Cayman Islands Airports Authority	186	11	94.4%	5.6%
Cayman Islands Civil Aviation Authority	17	6	73.9%	26.1%
Cayman Islands Development Bank	14	1	93.3%	6.7%
Cayman Islands Monetary Authority	190	65	74.5%	25.5%
Cayman Islands National Insurance Company	29	5	85.3%	14.7%
Cayman Islands National Museum	9	0	100.0%	0.0%
Cayman Islands Port Authority	158	2	98.8%	1.3%
Cayman Islands Stock Exchange	5	2	71.4%	28.6%
Cayman National Cultural Foundation	7	0	100.0%	0.0%
Cayman Turtle Farm	93	4	95.9%	4.1%
Children and Youth Services Foundation	20	23	46.5%	53.5%
Health Services Authority	541	412	56.8%	43.2%
Maritime Authority of the Cayman Islands	25	1	96.2%	3.8%
National Drug Advisory Council	6	0	100.0%	0.0%
National Gallery of the Cayman Islands	5	2	71.4%	28.6%
National Housing Development Trust	9	0	100.0%	0.0%
National Roads Authority	99	1	99.0%	1.0%
Public Service Pensions Board	25	1	96.2%	3.8%
Tourism Attractions Board	31	6	83.8%	16.2%
University College of the Cayman Islands	24	53	31.2%	68.8%
Utility Regulation and Competition Office (OfReg)	21	2	91.3%	8.7%
Water Authority Company	130	5	96.3%	3.7%
Total for SAGC	1929	682	73.9%	26.1%

*1 Number of Employees = Headcount (not FTE) based in the Cayman Islands

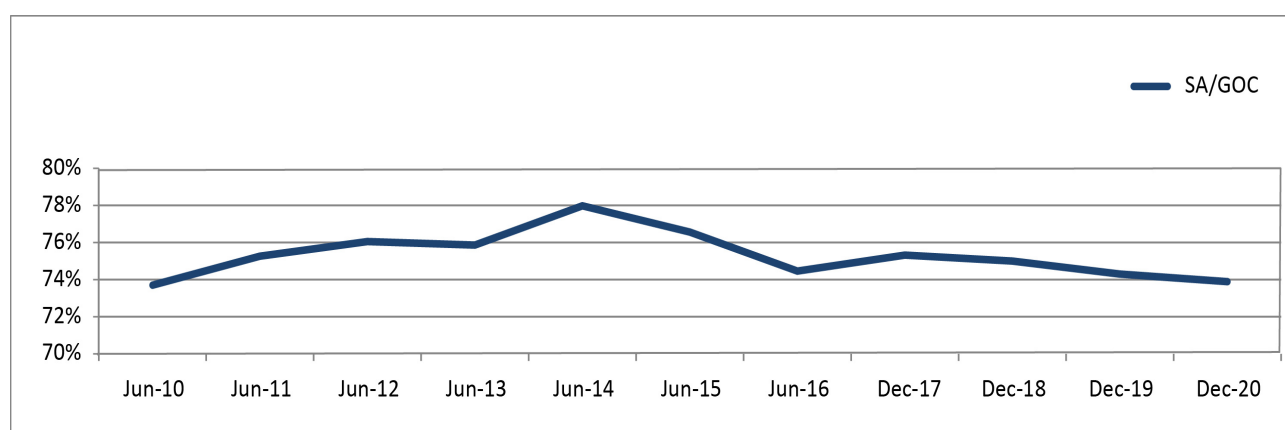
Employees - Dec 2019 *1				Total Variation	% Change
Caymanian	Non-Caymanian	% Caymanian	% Non-Caymanian		
1	0	100.0%	0.0%	0	0.0%
316	90	77.8%	22.2%	-32	0.2%
191	10	95.0%	5.0%	-5	-0.6%
17	6	73.9%	26.1%	0	0.0%
12	1	92.3%	7.7%	2	1.0%
179	42	81.0%	19.0%	11	-6.5%
28	6	82.4%	17.6%	1	2.9%
9	0	100.0%	0.0%	0	0.0%
153	0	100.0%	0.0%	5	-1.3%
5	3	62.5%	37.5%	0	8.9%
6	0	100.0%	0.0%	1	0.0%
105	4	96.3%	3.7%	-12	-0.5%
18	29	38.3%	61.7%	2	8.2%
513	383	57.3%	42.7%	28	-0.5%
24	1	96.0%	4.0%	1	0.2%
5	0	100.0%	0.0%	1	0.0%
5	4	55.6%	44.4%	0	15.9%
9	0	100.0%	0.0%	0	0.0%
108	1	99.1%	0.9%	-9	-0.1%
24	3	88.9%	11.1%	1	7.3%
30	9	76.9%	23.1%	1	6.9%
29	44	39.7%	60.3%	-5	-8.6%
22	2	91.7%	8.3%	-1	-0.4%
132	5	96.4%	3.6%	-2	-0.1%
1941	643	75.1%	24.9%	-12	-1.2%

*1 Number of Employees = Headcount (not FTE) based in the Cayman Islands

	DEC 2020			
	Total Caymanian	Total Non-Caymanian	% Caymanian	% Non-Caymanian
Total for Core Government	2981	1227	70.8%	29.2%
Total for the Public Service	4910	1909	72.0%	28.0%

	DEC 2019			
	Total Caymanian	Total Non-Caymanian	% Caymanian	% Non-Caymanian
Total for Core Government	2896	1188	70.9%	29.1%
Total for the Public Service	4837	1831	72.5%	27.5%

Percentage of Caymanian Employees in Statutory Authorities/Government Owned Companies



The Public Service of the Cayman Islands is comprised of employees from Statutory Authorities, Government Owned Companies and the Civil Service.



At the end of 2020, the number of Caymanians employed within the Public Service was 4,910 which represents 72% of the Public Service.

The representation of Caymanians within Statutory Authorities and Government Owned Companies has dropped slightly. **Representation of Caymanians in the SAGCs as at 31st December 2020 was 73.9%** (December 2019 75.1%). Changes can be attributed mainly to the Health Services Authority, the Monetary Authority, and University College of the Cayman Islands, which had the highest increase in non-Caymanian employees throughout 2020 (29, 23 and 9 respectively). Individual Statutory Authorities and Government Owned Companies do vary in the proportion of Caymanians they employ and the tables on pages 8, 9 and 10 show the employment level of Caymanians within each business.

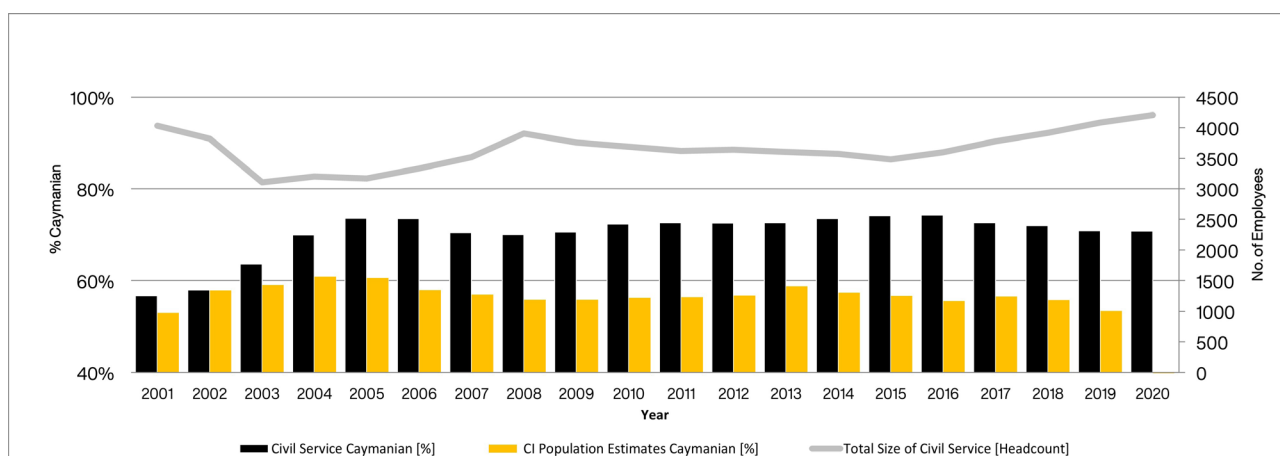
The University College of the Cayman Islands has the lowest proportion of Caymanian employees (31.2%), while 5 organisations had a completely Caymanian work force as at the 31st December 2020. Of the 24 Statutory Authorities or Government Owned Companies, there were 17 with three-quarters or more of their workforce comprising Caymanian employees as indicated by the yellow shading on pages 8 and 9.

Section Two: Demographics of the Civil Service (31 December 2020)

Size of the Civil Service and Percentage Caymanian Employees
from January 2001 to December 2020

Date	Jan-01	Jan-02	Jan-03	Jan-04	Jan-05	Jan-06	Jan-07	Jun-08	Jun-09	Jun-10
Caymanian	2287	2214	1977	2238	2332	2449	2481	2735	2651	2666
Non-Caymanian	1747	1606	1130	961	837	883	1039	1169	1105	1021
Total	4034	3820	3107	3199	3169	3332	3520	3904	3756	3687
% Caymanian	56.7%	58.0%	63.6%	70.0%	73.6%	73.5%	70.5%	70.1%	70.6%	72.3%
% Non-Caymanian	43.3%	42.0%	36.4%	30.0%	26.4%	26.5%	29.5%	29.9%	29.4%	27.7%

Size of the Civil Service and Cayman Islands Population Estimates - Caymanian Profile



Note

Demographics for the Civil Service contain a number of exclusions which are outlined in the Glossary on page 54. Notably, students employed on paid internships during vacation periods are excluded as are members of the Judiciary, Members of Parliament, political appointments, the London Office and His Excellency the Governor.

The size of the Civil Service has fluctuated over the last twenty 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 January 2001 until December 2020

(represented on the graph by the grey trend line and right hand axis information).

In 2008, in response to the global recession, a recruitment moratorium was adopted. Between 2008 and 2015 there was a decrease in the size of the

	Jun-11	Jun-12	Jun-13	Jun-14	Jun-15	Jun-16	Dec-17	Dec-18	Dec-19	Dec-20
	2628	2640	2614	2624	2583	2673	2743	2822	2896	2981
	991	999	987	947	901	927	1035	1096	1188	1227
	3619	3639	3601	3571	3484	3600	3778	3918	4084	4208
	72.6%	72.5%	72.6%	73.5%	74.1%	74.2%	72.6%	72.0%	70.9%	70.8%
	27.4%	27.5%	27.4%	26.5%	25.9%	25.8%	27.4%	28.0%	29.1%	29.2%

Civil Service. However, over the last five years there has been a reversal of this trend. During 2020, the Civil Service increased in size by 124 or 3.0%. A more detailed breakdown of the departments contributing to this change is provided on page 17.

Since 2004 the percentage of Caymanian employees has remained over 70% (represented on the graph by the black bars) with the highest representation (74.3%) being reported in June 2016. Increased hiring within the Department of Education and Police, to professions where Caymanians represent less than

half the workforce, has contributed to the decreases reported over the last five years.

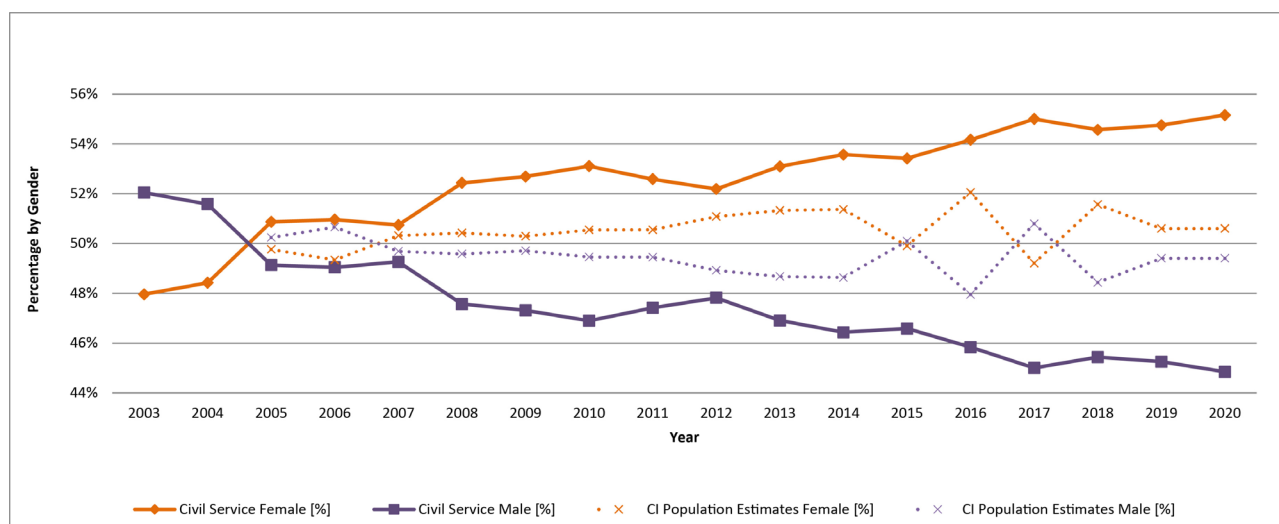
The Cayman Islands population estimates from the Economics & Statistics Office Compendium of Statistics (2019) are shown in yellow on the graph providing a comparison against which the Civil Service can be benchmarked. It shows that, since 2002, the proportion of Caymanians within the Civil Service remains higher than that of the estimated total population nationally.

	DEC 2020			
	Caymanian		Non-Caymanian	
Chief Officers (including Acting)	71%	12	29%	5
Heads of Department	79%	56	21%	15
2020 Promotions [As flagged for payroll salary change reasons]	72%	74	28%	29

As of the 31st December 2020, Caymanians represented 71% of Chief Officers and 79% of Heads of Department. For Chief Officers this is in line with, and for Heads of Department this is higher than, the Caymanian representation within the Civil Service as a whole.

During 2020, 72% of promotions within the Service were to Caymanians, slightly above the representation of Caymanians within the Service.

Civil Service and Cayman Islands Population Estimates - Gender Profile

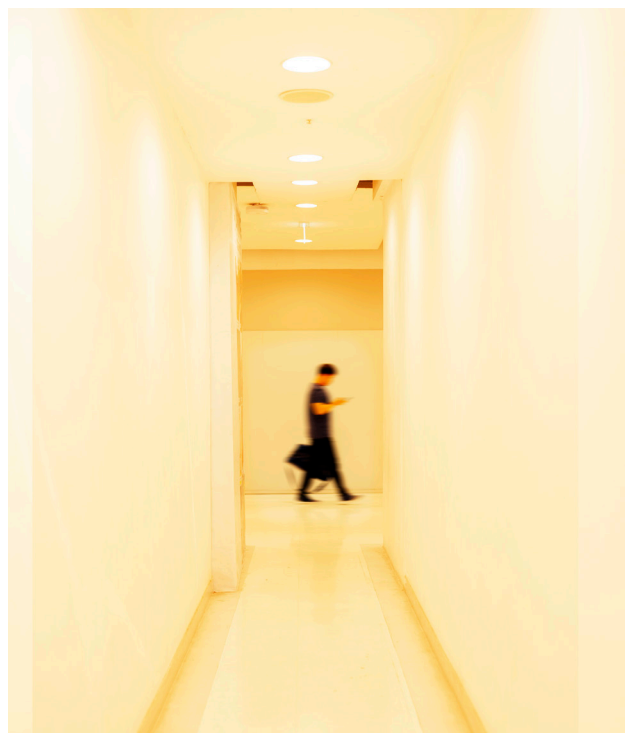


Size of the Civil Service and Percentage by Gender from January 2003 to December 2020

Date	Jan-03	Jan-04	Jan-05	Jan-06	Jan-07	Jun-08	Jun-09	Jun-10	Jun-11	Jun-12
Female	1490	1549	1612	1698	1786	2047	1979	1958	1903	1899
Male	1617	1650	1557	1634	1734	1857	1777	1729	1716	1740
Total	3107	3199	3169	3332	3520	3904	3756	3687	3619	3639
% Female	48.0%	48.4%	50.9%	51.0%	50.7%	52.4%	52.7%	53.1%	52.6%	52.2%
% Male	52.0%	51.6%	49.1%	49.0%	49.3%	47.6%	47.3%	46.9%	47.4%	47.8%

As the size of the Civil Service has changed over the last eighteen years, so has the proportion of women within the Civil Service. The table below provides a snapshot of the gender balance within the Civil Service from January 2003 until December 2020.

Since 2005, the representation of females in the service has been higher than their male counterparts. The accompanying graph shows how the balance has moved from women forming 48% of the Civil Service in 2003 to its present level of 55%. This represents an increase of 831 women from the 1,490 employed in 2003. The Cayman Islands population estimates from the Economics & Statistics Office Compendium of Statistics (2019) are shown as dotted lines, giving a comparison against which gender parity can be benchmarked.



	Jun-13	Jun-14	Jun-15	Jun-16	Dec-17	Dec-18	Dec-19	Dec-20
	1912	1913	1861	1950	2078	2138	2236	2321
	1689	1658	1623	1650	1700	1780	1848	1887
	3601	3571	3484	3600	3778	3918	4084	4208
	53.1%	53.6%	53.4%	54.2%	55.0%	54.6%	54.8%	55.2%
	46.9%	46.4%	46.6%	45.8%	45.0%	45.4%	45.2%	44.8%

In 2020, women represented 47% of Chief Officers and 45% of Heads of Department, which is below their representation in the Civil Service as a whole (55%). However, 65% of promotions in 2020 were received by women.

Whilst women represent over half of the employees

in grades F, H, I and J; grade I is the highest grade at which the representation in the grade is in line with the representation of women in the Civil Service as a whole (55%).

Further information relating to the gender split of the Civil Service by grade is located on page 30.

	DEC 2020			
	Female		Male	
Total Civil Servants	55%	2321	45%	1887
Average Annual Salary	\$53,658		\$52,479	
Chief Officers	47%	8	53%	9
Heads of Department	45%	32	55%	39
2020 Promotions (As flagged for payroll salary change reasons)	65%	67	35%	36

Change in Size of the Civil Service by Department (2020)

The table overleaf shows the number of employees within each department as at December 2019 and 2020. At the end of 2020, there were 72 departments across government. Most departments (43 of the 58 where there was a headcount change) experienced a small change in employee figures during the year (i.e. 5 employees or less).

Nine departments saw increases in staffing of five or more. These were District Administration (20 employees), Fire (16 employees), Environmental Health (13 employees), WORC

(12 employees), the Core Ministry of EYSAL (11 employees), the Portfolio of the Civil Service (10 employees), International Tax Cooperation (9 employees), the Core Ministry of CP&I (6 employees) and Public Safety Communications (5 employees).

Conversely, five departments saw decreases of 5 or more in staffing levels - the Education Department (17 employees), Postal Service (8 employees), EBC Core Ministry (7 employees), the Tourism Department (6 employees) and Customs and Border Control (5 employees).

Department	31-Dec-20	31-Dec-19	Variance	%
Agriculture	64	61	3	4.9%
Audit Office	21	19	2	10.5%
Cabinet Office	32	34	-2	-5.9%
Cadet Corps (CICC)	6	5	1	20.0%
Cayman Islands Coast Guard *1	15	0	15	100.0%
Central Procurement Office	2	2	0	0.0%
Children & Family Services	159	156	3	1.9%
Commerce & Investment	23	21	2	9.5%
Commissions Secretariat	13	10	3	30.0%
Community Rehabilitation	43	40	3	7.5%
Computer Services	59	56	3	5.4%
Counselling Services	36	33	3	9.1%
Customs & Border Control	231	236	-5	-2.1%
Deputy Governor's Office *2	15	13	2	15.4%
District Administration	184	164	20	12.2%
Economics & Statistics Office	21	22	-1	-4.5%
Education	819	836	-17	-2.0%
E-Government Unit	8	7	1	14.3%
Elections Office	6	3	3	100.0%
Environment	43	41	2	4.9%
Environmental Health	144	131	13	9.9%
Facilities Management	12	12	0	0.0%
Financial Services Policy and Legislation	11	9	2	22.2%
Fire	158	142	16	11.3%
General Registry	47	45	2	4.4%
Government Information Services	19	18	1	5.6%
H E The Governor	5	6	-1	-16.7%
Hazard Management	5	5	0	0.0%
Health Regulatory Service	15	15	0	0.0%

Department	31-Dec-20	31-Dec-19	Variance	%
Internal Audit Service *2	11	11	0	0.0%
International Tax Cooperation	18	9	9	100.0%
Judicial	77	74	3	4.1%
Labour & Pension	24	24	0	0.0%
Lands & Survey	61	59	2	3.4%
Legislative	18	18	0	0.0%
Marketing & Communications Unit	2	2	0	0.0%
Ministry of CA (Core)	18	15	3	20.0%
Ministry of CP&I (Core)	33	27	6	22.2%
Ministry of DAT&T (Core)	26	25	1	4.0%
Ministry of E&BC (Core)	23	30	-7	-23.3%
Ministry of EYSA&L (Core)	82	71	11	15.5%
Ministry of F&ED (Core)	13	15	-2	-13.3%
Ministry of FS&HA (Core)	13	11	2	18.2%
Ministry of HEC&H (Core)	18	17	1	5.9%
Ministry of ITIAMA	10	6	4	66.7%
Mosquito Research and Control Unit	37	38	-1	-2.6%
National Archive (CINA)	12	10	2	20.0%
National Weather Service	16	16	0	0.0%
Needs Assessment Unit (NAU)	34	30	4	13.3%
Office of Education Standards	4	3	1	33.3%
Office of the Director of Public Prosecutions	29	27	2	7.4%
Office of the Ombudsman	15	13	2	15.4%
Passport Office	8	8	0	0.0%
Planning	40	42	-2	-4.8%
Police Service	485	488	-3	-0.6%
Portfolio of Legal Affairs	59	58	1	1.7%
Portfolio of the Civil Service	35	25	10	40.0%
Postal Service	75	83	-8	-9.6%

Department	31-Dec-20	31-Dec-19	Variance	%
Prison Service	170	171	-1	-0.6%
Public Library Service	20	18	2	11.1%
Public Safety Communications	32	27	5	18.5%
Public Works	127	127	0	0.0%
Radio Cayman	20	21	-1	-4.8%
Sister Island Sports	3	3	0	0.0%
Sports	23	26	-3	-11.5%
Sunrise Centre	19	19	0	0.0%
Tourism	45	51	-6	-11.8%
Treasury	39	38	1	2.6%
Vehicle & Drivers' Licensing	37	37	0	0.0%
Vehicle & Equipment Services	35	34	1	2.9%
WORC	122	110	12	10.9%
Youth Services Unit	4	5	-1	-20.0%
TOTAL	4208	4084	124	3.0%

*1 The Cayman Islands Coast Guard was established in 2020; hence, has been excluded from year-on-year comparison data.

*2 The Internal Audit Service was reported as part of the Office of the Deputy Governor in the 2019 Annual HR Report. Figures for 2019 have been adjusted to reflect the employee split as at the 31st December 2019.

The Civil Service by Nationality

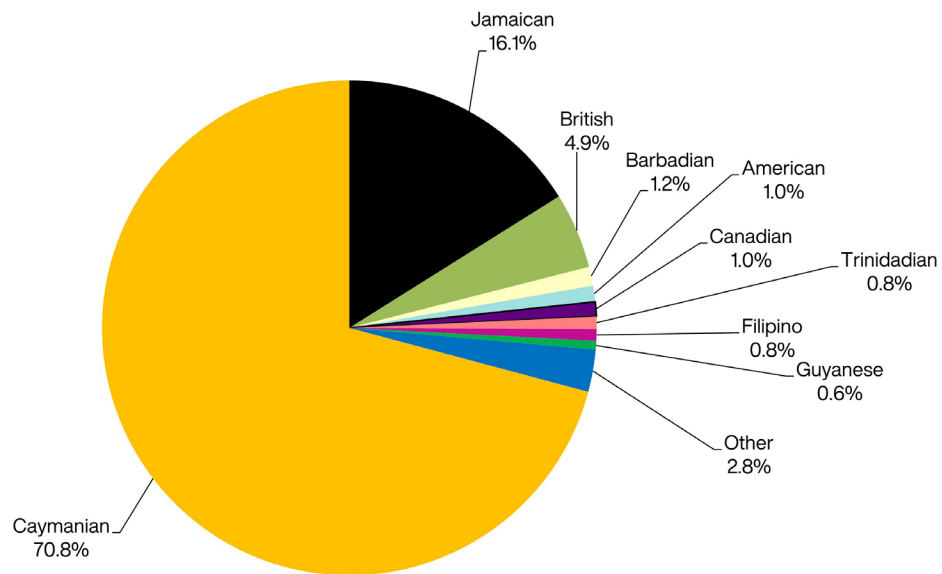
As at 31st December 2020, the Civil Service was comprised of employees from 44 different nationalities, with **Caymanians forming the majority of the workforce, representing 70.8% of the Service.**

The largest groups of expatriate Civil Servants were Jamaican (representing 16.1% of the service), British (representing 4.9% of the service), Barbadian (representing 1.2% of the Service) and American and Canadian Civil Servants each constituting a further 1.0% of the Service. The remaining 39 nationalities represent less than 1% each and 5.8% cumulatively.

The table shows the number and percentage of employees within the Civil Service by nationality.

Nationality	Number of Employees	% of the Civil Service
Caymanian	2981	70.8%
Jamaican	677	16.1%
British	208	4.9%
Barbadian	52	1.2%
American	44	1.0%
Canadian	40	1.0%
Trinidadian	34	0.8%
Filipino	32	0.8%
Guyanese	24	0.6%
Saint Vincentian	13	0.3%
Irish	11	0.3%
Indian	10	0.2%
South African	9	0.2%
Honduran	8	0.2%
Belizean	7	0.2%
Dominican (Dominica)	6	0.1%
Saint Lucian	6	0.1%
Kenyan	5	0.1%
Cuban	3	0.1%
Dutch	3	0.1%
Spaniard	3	0.1%
Zimbabwean	3	0.1%
Antiguan and Barbudan	2	0.0%
Australian	2	0.0%
Belgian	2	0.0%
Costa Rican	2	0.0%
German	2	0.0%
New Zealander	2	0.0%
Nigerian	2	0.0%
Bahamian	1	0.0%
Brazilian	1	0.0%
Colombian	1	0.0%
Czechoslovakian	1	0.0%
Danish	1	0.0%
Dominican (Republic)	1	0.0%
Ghanaian	1	0.0%
Grenadian	1	0.0%
Indonesian	1	0.0%
Panamanian	1	0.0%
Senegalese	1	0.0%
Swedish	1	0.0%
Tunisian	1	0.0%
Turkish	1	0.0%
Ugandan	1	0.0%
Total	4208	100.0%

The Civil Service by Nationality



The pie chart shows data about the nationality of Civil Servants, with nationalities constituting less than one percent of the Service amalgamated, for ease of comparison.

Department Breakdown and Level of Caymanianisation

The table overleaf shows the number of employees working within the 72 government departments as at 31st December 2020. The employees are broadly grouped by nationality (Caymanian and non-Caymanian), with the percentage Caymanian column of the table providing an indication of how effective each Department has been at attracting and retaining Caymanians.

There were 12 departments where 50% or more of employees were non-Caymanian; 49 departments had a higher percentage of Caymanian employees than the average for the Civil Service (70.8%). There were seven entities with a 100% Caymanian workforce; Department of Labour and Pensions, Marketing and Communications Unit, Ministry of CA (Core), National Archive, Needs Assessment Unit, Passport Office and the Youth Services Unit.



Department	Caymanian	Non-Caymanian	Total	% Caymanian
Agriculture Department	44	20	64	68.8%
Audit Office	6	15	21	28.6%
Cabinet Office	29	3	32	90.6%
Cadet Corps (CICC)	1	5	6	16.7%
Cayman Islands Coast Guard	9	6	15	60.0%
Central Procurement Office	1	1	2	50.0%
Commissions Secretariat	6	7	13	46.2%
Computer Services Department	37	22	59	62.7%
Customs and Border Control (CBC)	227	4	231	98.3%
Department for International Tax Cooperation	13	5	18	72.2%
Department of Children & Family Services	84	75	159	52.8%
Department of Commerce & Investment	19	4	23	82.6%
Department of Community Rehabilitation	25	18	43	58.1%
Department of Counselling Services	22	14	36	61.1%
Department of Environment	36	7	43	83.7%
Department of Environmental Health	130	14	144	90.3%
Department of Financial Services Policy and Legislation	4	7	11	36.4%
Department of Labour & Pension	24	0	24	100.0%
Department of Planning	32	8	40	80.0%
Department of Public Safety Communications	25	7	32	78.1%
Department of Sports	22	1	23	95.7%
Department of Vehicle and Drivers Licensing	36	1	37	97.3%
Deputy Governor's Office	13	2	15	86.7%
District Administration	177	7	184	96.2%
Economics & Statistics Office	13	8	21	61.9%
Education Department	398	421	819	48.6%
E-Government Unit	5	3	8	62.5%
Elections Office	5	1	6	83.3%
Facilities Management	11	1	12	91.7%
Fire Department	154	4	158	97.5%

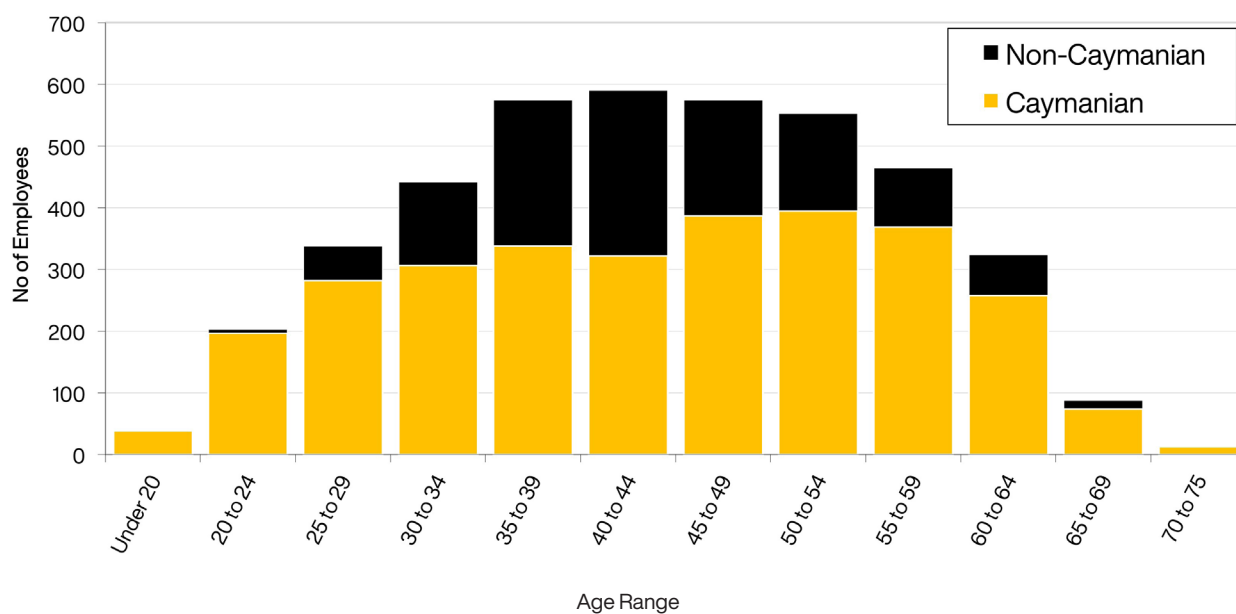
Department	Caymanian	Non-Caymanian	Total	% Caymanian
General Registry	41	6	47	87.2%
Government Information Services	15	4	19	78.9%
H E The Governor	0	5	5	0.0%
Hazard Management Department	4	1	5	80.0%
Health Regulatory Service	13	2	15	86.7%
Internal Audit Services	6	5	11	54.5%
Judicial Department	64	13	77	83.1%
Lands & Survey Department	44	17	61	72.1%
Legislative Department	17	1	18	94.4%
Marketing & Communications Unit	2	0	2	100.0%
Ministry of CPI (Core)	27	6	33	81.8%
Ministry of CA (Core)	18	0	18	100.0%
Ministry of DAT&T (Core)	25	1	26	96.2%
Ministry of EBC (Core)	22	1	23	95.7%
Ministry of EYSA&L (Core)	69	13	82	84.1%
Ministry of FED (Core)	12	1	13	92.3%
Ministry of FS&HA (Core)	12	1	13	92.3%
Ministry of HEC&H (Core)	14	4	18	77.8%
Ministry of ITIAMA	9	1	10	90.0%
Mosquito Research and Control Unit (MRCU)	35	2	37	94.6%
National Archive (CINA)	12	0	12	100.0%
National Weather Service	15	1	16	93.8%
Needs Assessment Unit (NAU)	34	0	34	100.0%
Office of Education Standards	1	3	4	25.0%
Office of the Director of Public Prosecutions	11	18	29	37.9%
Office of the Ombudsman	8	7	15	53.3%
Passport Office (PCO)	8	0	8	100.0%
Police Service	234	251	485	48.2%
Portfolio of Legal Affairs	29	30	59	49.2%
Portfolio of the Civil Service	28	7	35	80.0%

Department	Caymanian	Non-Caymanian	Total	% Caymanian
Postal Department	71	4	75	94.7%
Prison Service	82	88	170	48.2%
Public Library Service	19	1	20	95.0%
Public Works Department	109	18	127	85.8%
Radio Cayman	15	5	20	75.0%
Sister Island Sports	2	1	3	66.7%
Sunrise Centre	17	2	19	89.5%
Tourism Department	42	3	45	93.3%
Treasury Department	35	4	39	89.7%
Vehicle & Equipment Services	32	3	35	91.4%
Workforce Opportunities Residency Cayman (WORC)	116	6	122	95.1%
Youth Services Unit	4	0	4	100.0%
Civil Service Total	2981	1227	4208	Civil Service Average 70.8%

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
Caymanian	39	197	282	307	338	322
Non-Caymanian	1	6	56	135	237	269
Total	40	203	338	442	575	591
% Caymanian	1.3%	6.6%	9.5%	10.3%	11.3%	10.8%
% Non-Caymanian	0.1%	0.5%	4.6%	11.0%	19.3%	21.9%
% Civil Servants	1.0%	4.8%	8.0%	10.5%	13.7%	14.0%

The Civil Service by Nationality and Age Range



The chart shows the number of employees within Core Government as at 31st December 2020, across the various age ranges.

	45 to 49	50 to 54	55 to 59	60 to 64	65 to 69	70 to 75	Total
	387	395	369	258	74	13	2981
	188	158	96	66	14	1	1227
	575	553	465	324	88	14	4208
	13.0%	13.3%	12.4%	8.7%	2.5%	0.4%	100%
	15.3%	12.9%	7.8%	5.4%	1.1%	0.1%	100%
	13.7%	13.1%	11.1%	7.7%	2.1%	0.3%	100%
Percentage aged 60 and above for comparison purposes.	10.1%						

[against pre Sept 2016 data below, when normal retirement age increased from 60 to 65]

The highest concentration of Civil Servants was in the 40-44 age range (14.0%). The 35-39 and 45-49 age ranges were the next largest groups, both representing 13.7% of the Service. The average age of a Civil Servant within the Cayman Islands was 44 years, with the youngest employee being age 16 and the oldest employee being age 75.

In September 2016, the normal retirement age for the Civil Service increased, from age 60 to age 65. Civil Servants reaching retirement age may be re-employed subject to provisions defined in the

Public Service Management Act and Personnel Regulations. The percentage of employees over age 60 (the former normal retirement age) varied between 4.4% and 6.4% during the preceding 13 years. As of 31st December 2020, there were 102 employees (2.4% of the Service) over age 65, the new retirement age.

More detailed information regarding the age distribution of employees can be found on page 27, where the data is broken down by department.

Percentage of Civil Servants over Normal Retirement Age - Historic Information

Date*	10-Jul-04	10-Jul-05	10-Jul-06	10-Jul-07	30-Jun-08	30-Jun-09	30-Jun-10	30-Jun-11	30-Jun-12	30-Jun-13	30-Jun-14	30-Jun-15	30-Jun-16	30-Jun-17	31-Dec-17	31-Dec-18	31-Dec-19	31-Dec-20
No. Of Civil Servants over mandatory retirement	153	161	173	169	194	187	181	161	161	173	166	175	229	50	47	62	83	102
Total Civil Servants	3143	3224	3418	3632	3904	3756	3687	3619	3639	3601	3571	3484	3600	3705	3778	3918	4084	4208
% Civil Servants over mandatory retirement age	4.9%	5.0%	5.1%	4.7%	5.0%	5.0%	4.9%	4.4%	4.4%	4.8%	4.6%	5.1%	6.4%	1.3%	1.2%	1.6%	2.0%	2.4%

Effective 9th September 2016 the normal retirement age for the Civil Service increased from age 60 to age 65.

* Age profiles for Civil Servants unavailable prior to July 2004

The Civil Service by Department and Age Range

The following table shows the number of Civil Servants across various age ranges within each department. The largest group of employees is in the 40-49 age range (27.7% of the Service) with the 30-39 and 50-59 age ranges each constituting approximately one quarter of the Service's population. The shading on the right side of the table identifies the departments which had an above average representation of Civil Servants over the normal retirement age. The darker shading represents higher percentages of employees over 65 years old. Whilst 33 departments did not have employees over the normal retirement age, the Elections Office, Health Regulatory Services, National Archive, Passport Office, Public Library and Sister Island Sports each have more than five times the average percentage of employees aged 65 or above.

Note: In September 2016 the normal retirement age for the Civil Service was raised from age 60 to age 65.

Department and Age Ranges (as at 31st December 2020)

Department	Under 20	20 to 29	30 to 39	40 to 49	50 to 59	60 to 64	65 to 69	Over 70	Total	% Over Retirement Age
Agriculture Department		8	15	14	18	5	4		64	6.3%
Audit Office		2	8	8	3				21	0.0%
Cabinet Office		4	12	8	6	1		1	32	3.1%
Cadet Corps (CICC)		1	1	2	2				6	0.0%
Cayman Islands Coast Guard			4	6	3	2			15	0.0%
Central Procurement Office		1				1			2	0.0%
Commissions Secretariat		1	3	3	4	2			13	0.0%
Computer Services Department	2	11	22	10	10	2	2		59	3.4%
Customs and Border Control (CBC)	1	31	68	59	54	14	4		231	1.7%
Department for International Tax Cooperation		4	6	5	3				18	0.0%
Department of Children & Family Services		9	26	41	49	28	6		159	3.8%
Department of Commerce & Investment		3	8	6	6				23	0.0%
Department of Community Rehabilitation		7	14	11	4	7			43	0.0%
Department of Counselling Services	1	4	10	10	8	2	1		36	2.8%
Department of Environment		6	8	12	11	2	3	1	43	9.3%
Department of Environmental Health		15	34	36	40	12	7		144	4.9%
Department of Financial Services Policy and Legislation			3	7	1				11	0.0%
Department of Labour & Pension		1	7	7	7	1	1		24	4.2%
Department of Planning		6	12	11	4	3	3	1	40	10.0%
Department of Public Safety Communications		3	11	12	4	2			32	0.0%
Department of Sports			4	6	7	4	1	1	23	8.7%
Department of Vehicle and Drivers Licensing		8	6	8	8	6	1		37	2.7%
Deputy Governor's Office		2	6	1	6				15	0.0%
District Administration	28	48	31	25	35	14	2	1	184	1.6%
Economics & Statistics Office		6	5	5	4	1			21	0.0%

Department	Under 20	20 to 29	30 to 39	40 to 49	50 to 59	60 to 64	65 to 69	Over 70	Total	% Over Retirement Age
Education Department		61	225	237	200	79	16	1	819	2.1%
E-Government Unit			2	5	1				8	0.0%
Elections Office			1	1	1		1	2	6	50.0%
Facilities Management		3	1	4	3	1			12	0.0%
Fire Department	1	47	35	37	35	2	1		158	0.6%
General Registry		4	14	13	9	5	2		47	4.3%
Government Information Services		3	4	7	4		1		19	5.3%
HE The Governor				2	2	1			5	0.0%
Hazard Management Department			2	2	1				5	0.0%
Health Regulatory Services		1	4	5	3		1	1	15	13.3%
Internal Audit Services		3	4	2	2				11	0.0%
Judicial Department		17	13	18	21	6	1	1	77	2.6%
Lands & Survey Department		7	19	8	16	8	3		61	4.9%
Legislative Department		3	4	1	6	2	2		18	11.1%
Marketing & Communications Unit			1		1				2	0.0%
Ministry of CPI (Core)	1	2	7	16	5	1	1		33	3.0%
Ministry of CA (Core)			4	7	3	4			18	0.0%
Ministry of DAT&T (Core)		4	4	6	9	2		1	26	3.8%
Ministry of EBC (Core)	1	1	5	9	6	1			23	0.0%
Ministry of EYSA&L (Core)		12	23	20	23	3	1		82	1.2%
Ministry of FED (Core)			3	5	4	1			13	0.0%
Ministry of FS&HA (Core)		3	4	5			1		13	7.7%
Ministry of HEC&H (Core)		2	3	5	5	3			18	0.0%
Ministry of ITIAMA		3	2	4	1				10	0.0%
Mosquito Research and Control Unit (MRCU)		5	6	12	7	4	2	1	37	8.1%
National Archive (CINA)		1	1	3	4		2	1	12	25.0%
National Weather Service		3	2	7	4				16	0.0%
Needs Assessment Unit (NAU)		11	10	8	3	1	1		34	2.9%
Office of Education Standards		1		1	1	1			4	0.0%

Department	Under 20	20 to 29	30 to 39	40 to 49	50 to 59	60 to 64	65 to 69	Over 70	Total	% Over Retirement Age
Office of the Director of Public Prosecutions		3	8	9	6	2	1		29	3.4%
Office of the Ombudsman		2	3	5	3	2			15	0.0%
Passport Office (PCO)			2	2	3		1		8	12.5%
Police Service	1	73	106	154	126	23	2		485	0.4%
Portfolio of Legal Affairs		4	20	18	12	4	1		59	1.7%
Portfolio of the Civil Service		4	10	11	5	2	2	1	35	8.6%
Postal Department		8	13	15	28	11			75	0.0%
Prison Service		16	33	60	45	13	3		170	1.8%
Public Library Service		5	5	4	3		3		20	15.0%
Public Works Department		13	20	36	43	13	2		127	1.6%
Radio Cayman		1	3	5	11				20	0.0%
Sister Island Sports				2			1		3	33.3%
Sunrise Centre		2	7	4	4	2			19	0.0%
Tourism Department		5	17	11	10	2			45	0.0%
Treasury Department		3	4	19	10	2	1		39	2.6%
Vehicle & Equipment Services		1	10	13	6	5			35	0.0%
WORC	4	22	28	34	26	8			122	0.0%
Youth Services Unit		1	1	1		1			4	0.0%
Total	40	541	1017	1166	1018	324	88	14	4208	2.4%
%	1.0%	12.9%	24.2%	27.7%	24.2%	7.7%	2.1%	0.3%	100.0%	

The Civil Service by Gender and Salary Grade

The bar charts overleaf show the proportion of female and male Civil Servants paid on each salary grade as at 31st December 2020. The solid lines show the expected percentage if the grades were uniformly distributed. There continues to be a larger proportion of Civil Service roles held by females, which is as a result of the composition of the Service (55% female, 45% male).

Service, falling within grades A and B, were held by men. These are the Deputy Governor, Financial Secretary and Attorney General. For other organisational executives (predominantly falling within grades C to G), 48% of the roles were held by females and 52% were held by males. Positions within grades C to G include Chief Officer, Deputy Chief Officer, Head of Department and Deputy Head of Department, among others.

The three most senior executive roles in the Civil

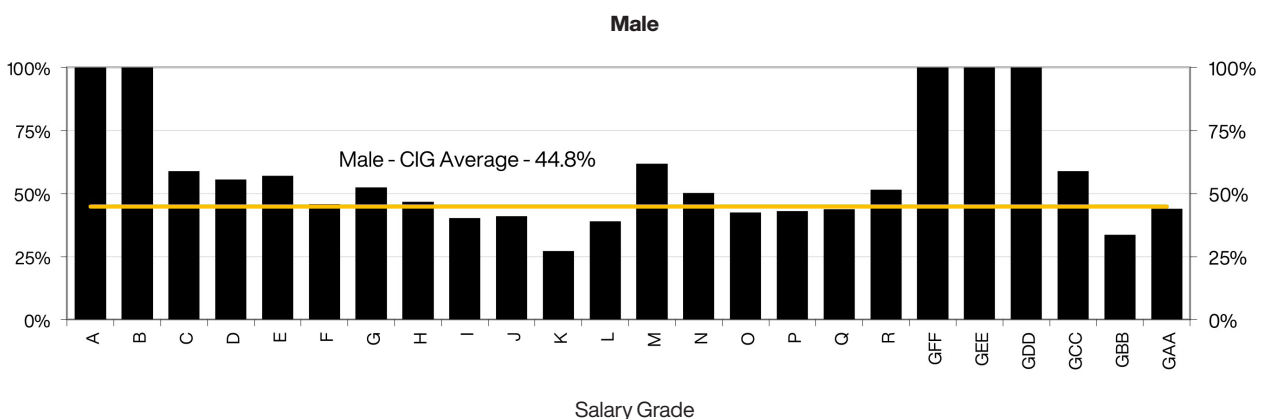
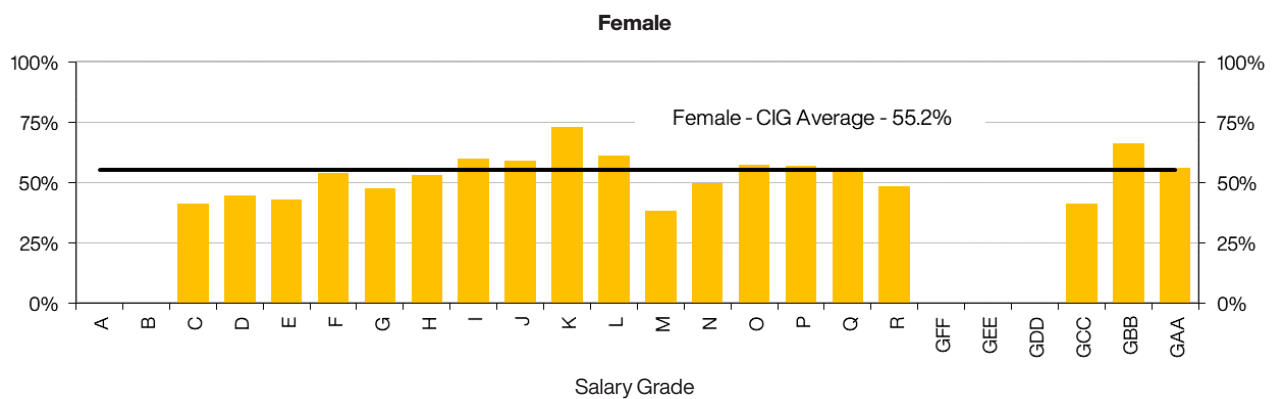
Within the middle/junior management and specialist technical roles (predominantly found in grades H to K), the gender split was 65% female and 35% male. Teaching as a profession has a disproportionately high female representation (77% of all teaching professionals within the Civil Service are female). As 88% of teaching staff (415 teachers) are on grade K, this impacts the gender split across this middle/junior-manager/specialist role.

Within the top and middle level operational roles (predominantly found in grades L to O), the gender split was broadly equal at 49% female, and 51% male.

Females dominated the lowest level support roles (grades P to R) representing 56% of the workforce in that category.

Male employees dominated the higher wage worker grades, where all employees at grades GFF to GDD were male (largely associated with roles in the specialist trades).

Wage workers employed on the lower grades reflected a more even spread, where 57% of employees at grades GCC to GAA were female and 43% were male.



	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	-	-	7	4	9	33	39	81	117	182	499	202	300	120	249	130	173	30	-	-	-	16	61	69	2321
Male	1	2	10	5	12	28	43	71	79	127	186	129	486	121	184	98	135	32	4	5	21	23	31	54	1987
Total	1	2	17	9	21	61	82	152	196	309	685	331	786	241	433	228	308	62	4	5	21	39	92	123	4208

The Civil Service by Nationality and Salary Grade

The two bar charts below show the percentage of Caymanian and non-Caymanian employees per salary grade. When looking at the Civil Service as a whole, **Caymanian employees made up 70.8% of the workforce.**

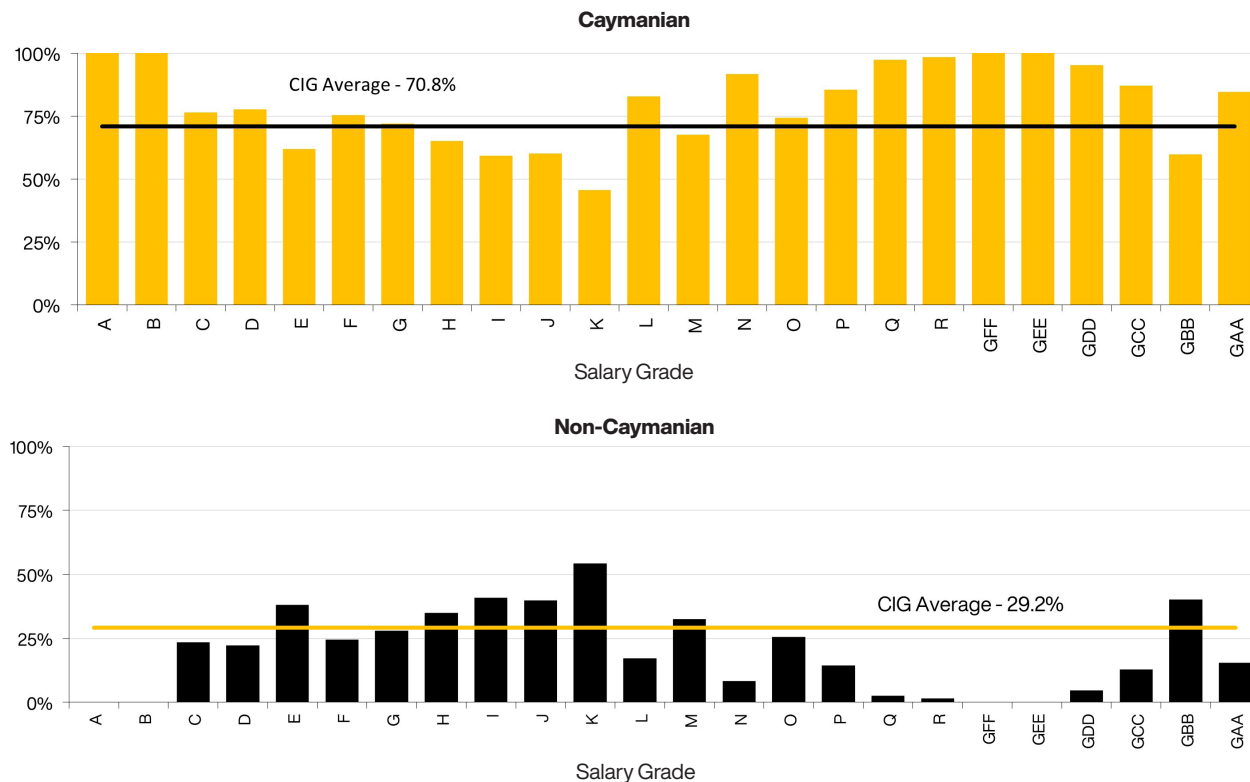
The three most senior executive roles in the Civil Service, falling within grades A and B, were held by Caymanians. These are the Deputy Governor, Financial Secretary and Attorney General.

For other organisational executives (predominantly falling within grades C to G), Caymanians represented 73% of employees in these roles, which is slightly above the average of the Civil Service as a whole. Positions within grades C to G include Chief Officer, Deputy Chief Officer, Head of Department, Deputy Head of Department, among others.

Within the middle/junior management and specialist technical roles (predominantly found in grades H to K), Caymanian representation was 53%. Teaching, as a profession, has a disproportionately high representation of non-Caymanian (66% of all teaching professionals), which impacts the overall Caymanian representation in this group of roles.

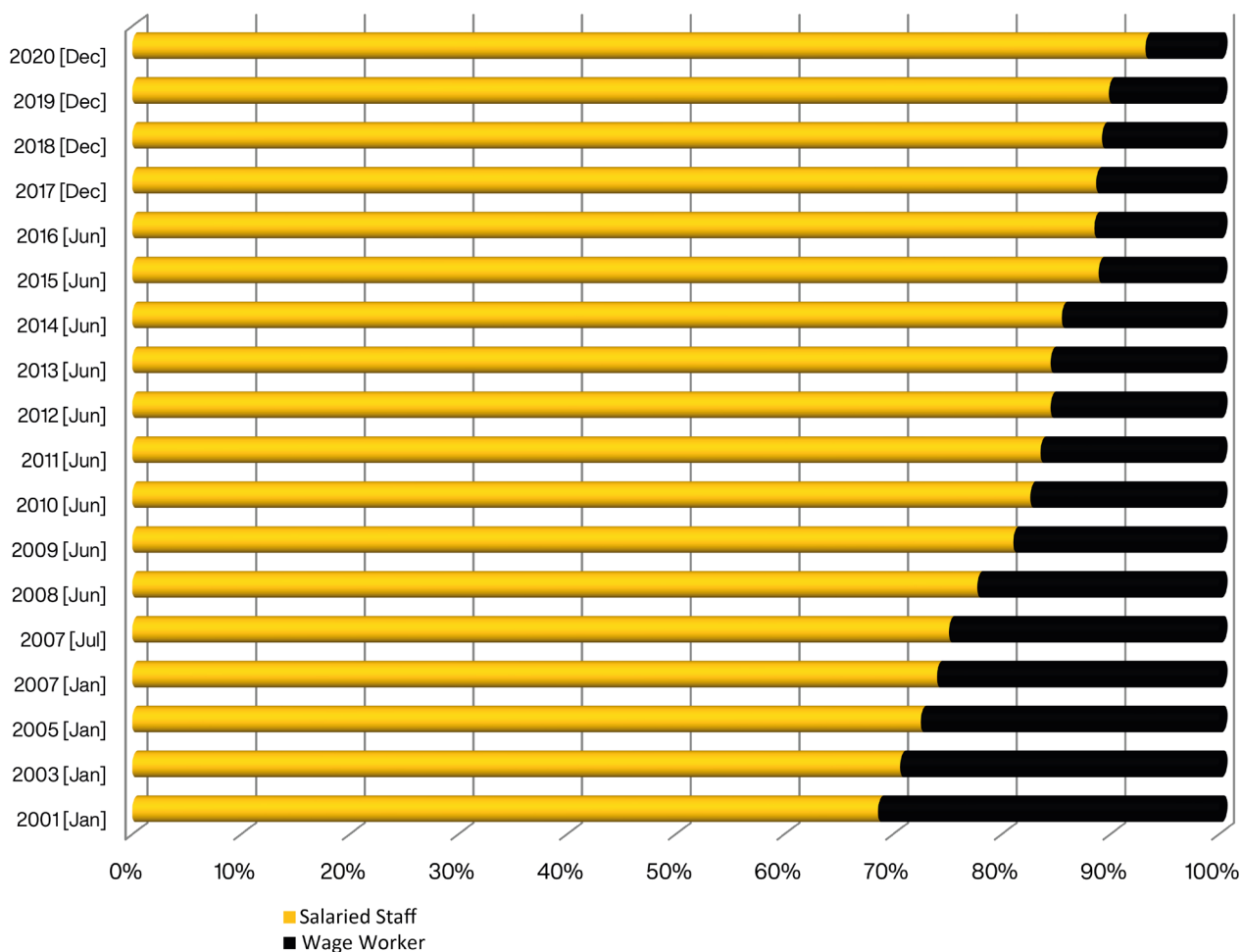
In the lower salary grades (P-R), Caymanian representation was at 93%. Caymanians also represented the majority (78%) of employees in the wage worker pay grades (GAA-GFF).

This pattern may be explained, in part, by Ministries and Portfolios being less likely to recruit from overseas for more junior roles within the Civil Service.



	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	1	2	13	7	13	46	59	99	116	186	313	274	531	221	322	195	300	61	4	5	20	34	55	104	2981
Non-Caymanian	-	-	4	2	8	15	23	53	80	123	372	57	255	20	111	33	8	1	-	-	1	5	37	19	1227
Total	1	2	17	9	21	61	82	152	196	309	685	331	786	241	433	228	308	62	4	5	21	39	92	123	4208

The Civil Service by Employment Type



	2 Yearly Data			Annual Data [Since PSML]															
Date	10-Jan-01	10-Jan-03	10-Jan-05	10-Jan-07	01-Jul-07	30-Jun-08	30-Jun-09	30-Jun-10	30-Jun-11	30-Jun-12	30-Jun-13	30-Jun-14	30-Jun-15	30-Jun-16	31-Dec-17	31-Dec-18	31-Dec-19	31-Dec-20	
Salaried Staff	2769	2196	2300	2607	2730	3036	3046	3048	3025	3076	3044	3055	3099	3188	3352	3497	3671	3924	
Wage Worker	1265	911	869	913	902	868	710	639	594	563	557	516	385	412	426	421	413	284	
Total	4034	3107	3169	3520	3632	3904	3756	3687	3619	3639	3601	3571	3484	3600	3778	3918	4084	4208	
Salaried Staff	68.6%	70.7%	72.6%	74.1%	75.2%	77.8%	81.1%	82.7%	83.6%	84.5%	84.5%	85.6%	88.9%	88.6%	88.7%	89.3%	89.9%	93.3%	
Wage Worker	31.4%	29.3%	27.4%	25.9%	24.8%	22.2%	18.9%	17.3%	16.4%	15.5%	15.5%	14.4%	11.1%	11.4%	11.3%	10.7%	10.1%	6.7%	

Civil Servants on salaried terms and conditions make up the majority of the Civil Service (93%).

Civil Servants on Wage Worker Terms and Conditions (31st December 2020)

The 8 departments listed in the table below employed Civil Servants on wage worker terms and conditions. Over half of the staff at the Department of Children and Family Services and District Administration were wage workers.

There has been a significant reduction in the proportion of wage workers in the Department of Environmental Health. Public Works transitioned its remaining wage worker employees to salaried terms and conditions in 2020.

During 2020, of the 359 new appointments to the Civil Service, 23% were appointed on wage worker contracts. Further information relating to

recruitment and appointments can be found on page 38.

The Personnel Regulations 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 Act and associated Personnel Regulations came into effect in January 2007, the majority of contractual differences between salaried staff and wage workers were resolved.

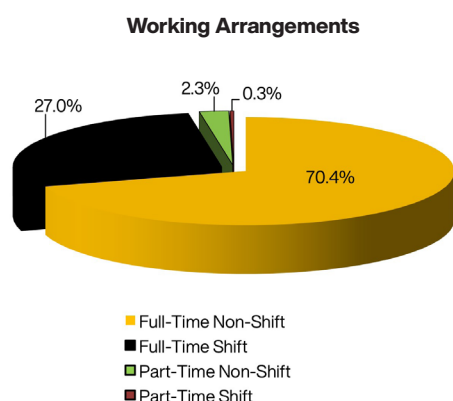
Department/Ministry/Portfolio	No. Wage Workers	No. Salaried Staff	Total Staff	% Wage Workers
Agriculture Department	18	46	64	28.1%
Department of Children & Family Services	98	61	159	61.6%
Department of Environmental Health	10	134	144	6.9%
Department of Sports	3	20	23	13.0%
District Administration	135	49	184	73.4%
Education Department	16	803	819	2.0%
Ministry of Community Affairs Admin	1	17	18	5.6%
Tourism Department	3	42	45	6.7%
TOTAL	284			

The Civil Service by Employment Arrangements

Working Arrangements

As of 31st December 2020, the majority of Civil Servants worked full-time, with less than 3% of the Service being employed on part-time working arrangements. Part-time employees were employed across 13 different departments with the largest representation being within District Administration and the Department of Education Services.

Shift workers represented just over 27% of the Civil Service by the end of 2020, with 27 departments reporting that they employed Civil Servants on shifts. The Police Service (34%), Customs and Border Control (15%), Prison Service (13%), and Fire Service (12%) collectively employed the majority of shift workers (74% of the 1,149 employees working shifts).



Working Arrangements	Number of Employees	% of the Civil Service
Full-Time Non-Shift	2964	70.4%
Full-Time Shift	1136	27.0%
Part-Time Non-Shift	95	2.3%
Part-Time Shift	13	0.3%
Total	4208	100%

Employment Agreement Type

The Personnel Regulations outline the following tenure arrangements for employees:

- Caymanians should be placed on an “open-ended” contract until their 65th birthday unless: the position/post undertaken has a finite life, the individual is over the compulsory retirement age (in which case it should be fixed-term for no more than 2 years) 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.

A number of roles have terms and conditions outlined in other Laws or Regulations, such as the

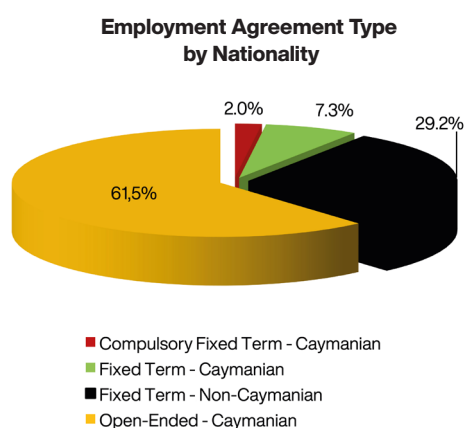
Commissioner of Police who may be awarded a fixed-term contract of up to 5 years per contract or the Ombudsman who may be awarded a one-time fixed-term contract of 7 years.

The pie chart overleaf shows the proportion of employees who held open-ended or fixed-term employment agreements as at 31st December 2020. 62% of the Civil Service were Caymanian employees on open-ended employment agreements, 29% were non-Caymanians on fixed-term employment agreements and 9% were Caymanians on fixed-term employment agreements.

In the pie chart, the latter category has been split to show those Caymanian employees who were

over 65 years old and holding 'compulsory' fixed term employment agreements (2%), and those with standard fixed term employment agreements (7%). The raise in retirement age (to age 65 in September 2016) and the subsequent requirement for individuals

to re-join the pension scheme if under the new mandatory retirement age, either prior to or at the end of their current contract, impacted the proportion of Caymanians moving from fixed-term contracts over the last three reporting periods.



Employment Agreement	Number of Employees	% of the Civil Service
Compulsory Fixed Term - Caymanian	87	2.0%
Fixed Term - Caymanian	306	7.3%
Fixed Term - Non-Caymanian	1227	29.2%
Open-Ended - Caymanian	2588	61.5%
Total	4208	100%

Section Three: HR Activity for the Civil Service

Annual Salary Distribution

The Cayman Islands Government salary grades are split into salary points. Each grade contains between 5 and 13 individual points. Automatic annual increments have been frozen within the Civil Service since 2002. The salary scale in effect on the 31st December 2020 ranged between **\$20,400** (R point 1) and **\$218,112** (A point 8) per annum for salaried staff and between **\$10.24** (GAA point 1) and **\$22.47** (GFF point 5) per hour for wage workers.

The table on page 36 shows that the majority of the Civil Service were paid towards the lower end of the Government salary range, **with 54% of the Civil Service earning under \$50,000 per annum**. This represented a 15% decrease from December 2017, where it was reported that 69% of the Service earned less than \$50,000 per annum.

The largest group of Civil Servants (27%) earned salaries in the \$40,000 to \$49,999 range, with

the \$60,000 to \$69,999 and \$30,000 to \$39,999 ranges being the next largest groups (19% and 17% of Civil Servants respectively).

The average full-time equivalent annual salary for the Civil Service as at the 31st December 2020 was \$53,129; an increase of **\$2,936** compared to the December 2019 average. This is the sixth consecutive year that an increase in average salary has been reported following decreases in the preceding two fiscal years. Contributing to the increase was a cost of living [COLA] award of 5%, which was awarded to all Civil Servants effective the 1st January 2020.

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

Annual Salary (Based on FTE)	No. of Civil Servants	% of Civil Servants	Cumulati- ve %
Under \$20,000	66	1.6%	1.6%
\$20,000 to \$29,999	371	8.8%	10.4%
\$30,000 to \$39,999	702	16.7%	27.1%
\$40,000 to \$49,999	1,130	26.9%	53.9%
\$50,000 to \$59,999	490	11.6%	65.6%
\$60,000 to \$69,999	790	18.8%	84.3%
\$70,000 to \$79,999	261	6.2%	90.5%
\$80,000 to \$89,999	140	3.3%	93.9%
\$90,000 to \$99,999	80	1.9%	95.8%
\$100,000 to \$109,999	68	1.6%	97.4%
\$110,000 to \$119,999	47	1.1%	98.5%
\$120,000 to \$129,999	27	0.6%	99.1%
\$130,000 to \$139,999	11	0.3%	99.4%
\$140,000 to \$149,999	15	0.4%	99.8%
\$150,000 to \$159,999	5	0.1%	99.9%
\$160,000 to \$169,999	1	0.0%	99.9%
\$170,000 and Above	4	0.1%	100%
Total	4208	100%	

Distribution of Civil Servants Across Salary Points

The Public Service Management Act and Personnel Regulations outline the authority of 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 summarise the position of employees within the salary scales for the Civil Service. Some 77% of the Civil Service had a point placement that was less than or equal to the mid-point of the range, the same as that reported for 2019. 23% of Civil Servants are on the lowest point (point 1)

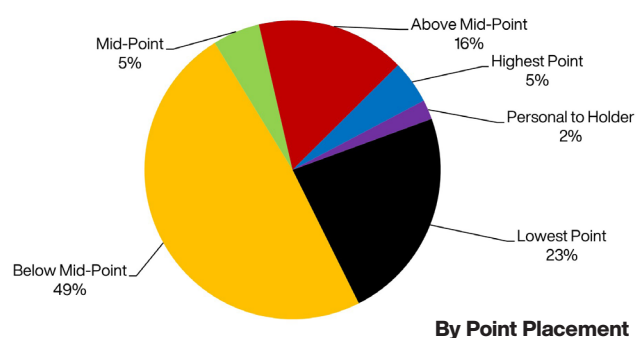
of their salary grade, an slight decrease from the 24% reported in 2019.

Within the Civil Service, 5% of employees were on the highest point of their range and a further 2% had an individual salary that was either outside of the salary scale or unaligned to a point within the salary scale.

Of the new appointments to the Civil Service during 2020, 161 of 359 (45%) were made to point 1 of the salary grade (compared with the 40% reported for 2019); whilst 287 out of 359 appointments (88%) were made to point placements that were below the mid-point of the scale.

In addition to the appointments discussed above, 109 Student Interns/Operational Support Assistants were appointed during 2020 to short fixed-term contracts. Of those 66% were appointed to R point 1.

Point Placement	No. of Civil Servants	% of the Civil Service	Cumulati- ve %
Lowest Point	975	23.2%	23.2%
Below Mid-Point	2044	48.6%	71.7%
Mid-Point	217	5.2%	76.9%
Above Mid-Point	685	16.3%	93.2%
Highest Point	198	4.7%	97.9%
Personal to Holder	89	2.1%	100%
Total	4208	100%	



Employee Remuneration Changes (2020)

The chart shows the change in Civil Service remuneration during 2020 (based on a comparison of employee salaries as at 31st December 2019 and 31st December 2020).

19% of the Civil Service received an increase during 2020. This was as a result of promotions, roles being re-evaluated or receiving within grade adjustments. This represented 798 employees across 58 Departments. Additionally, all employees received a 5% Cost of Living Award as at 1st January 2020.

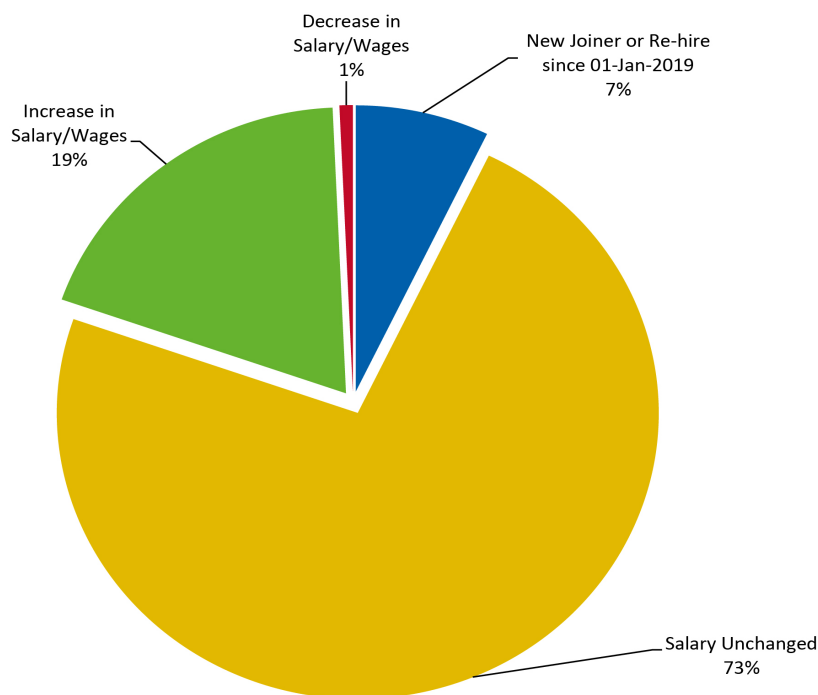
Of those employees receiving a salary increase, 40% related to employees within the Education Department and 11% related to employees in Public Works. Of the remaining departments where staff had

increases, each of them accounted for less than 10% of all employee increases.

0.7% of the Civil Service received a salary decrease during 2020, largely associated with employees moving into roles on a lower grade or transitioning to part-time working. This may be in response to the introduction of phased retirement provisions, which provides additional flexibility for employees to remain with the Service on a part-time basis or in a lower graded role, while also receiving their monthly pension.

A further 7% of employees were new joiners to the Civil Service for which there was no prior years data for comparison purposes.

Employee Remuneration Changes during 2020



382 employees gained roles on a higher grade, representing internal advancement within the Civil Service (through promotions or job enlargement). Of those, 80% were Caymanian.

2020 HR Activity for the Civil Service - Recruitment/Appointments (2020)

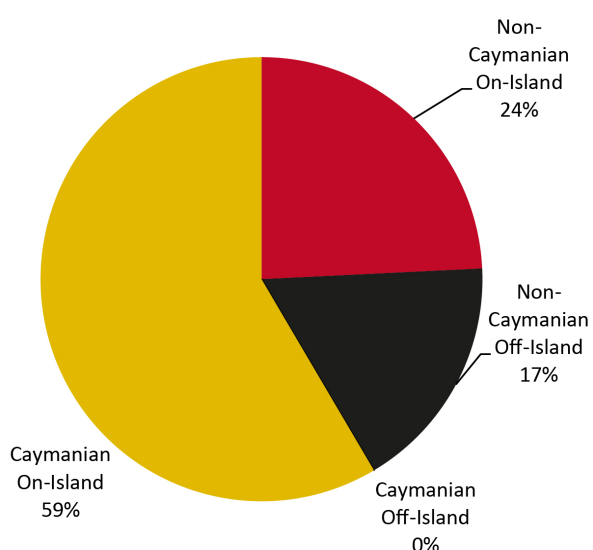
This section provides an overview of recruitment/appointment activities during 2020. During the year, there were 481 appointments to the Civil Service; however, 109 of these were to student interns/Office Support Assistants and 13 were supply teachers. These are groups that have been excluded from the more detailed analysis below.

Appointments Made On and Off Island by Employment Type

Recruitment Location	Caymanian	Non-Caymanian	Total	% by Recruitment Location
Off-Island	0	62	62	17.3%
On-Island	210	87	297	82.7%
Total	210	149	359	100%
% by Nationality	58.5%	41.5%	100.0%	

Appointments by Employment Type

Employment Type	Caymanian	Non-Caymanian	Total	% by Employment Type
Salaried Staff	149	128	277	77.2%
Wage Worker	61	21	82	22.8%
Total	210	149	359	100%
% by Nationality	58.5%	41.5%	100.0%	



Recruitment by Location

The information in the table and pie chart provides statistics on recruitment/appointment activity by location (i.e. on-island vs. off island).

During 2020, **83%** of all appointments were made for applicants who were **on-island**, with Caymanians constituting the largest group. Of the appointments for non-Caymanian employees (149 in total), 58% were recruited on-island.

Note: The information excludes 109 student interns/Office Support Assistants who were employed for short-term periods during 2020. Additional information relating to this group of employees can be found on page 51.

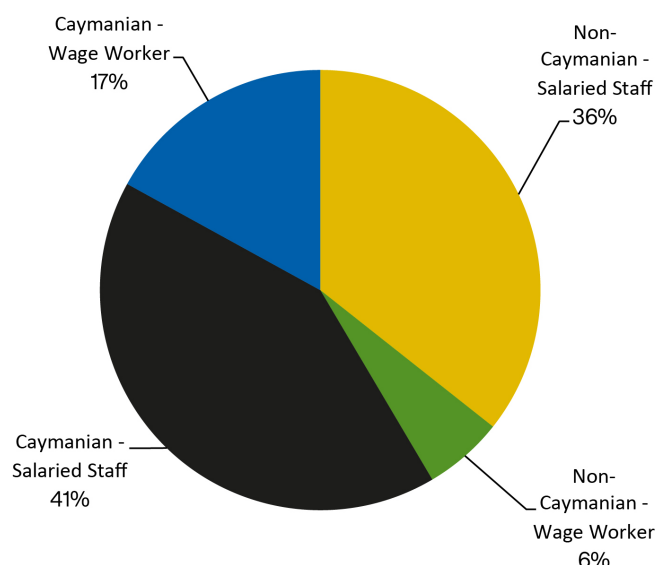
Recruitment by Employment Type

Information in the table on page 38 and the adjacent pie chart shows that during 2020, 77% of new hires were salaried staff. The remaining 23% were wage workers (paid an hourly rate within the GAA-GFF pay grades).

The appointment of wage workers appears relatively high given that wage workers represented 7% of the Civil Service as at 31st December 2020 (see page 32).

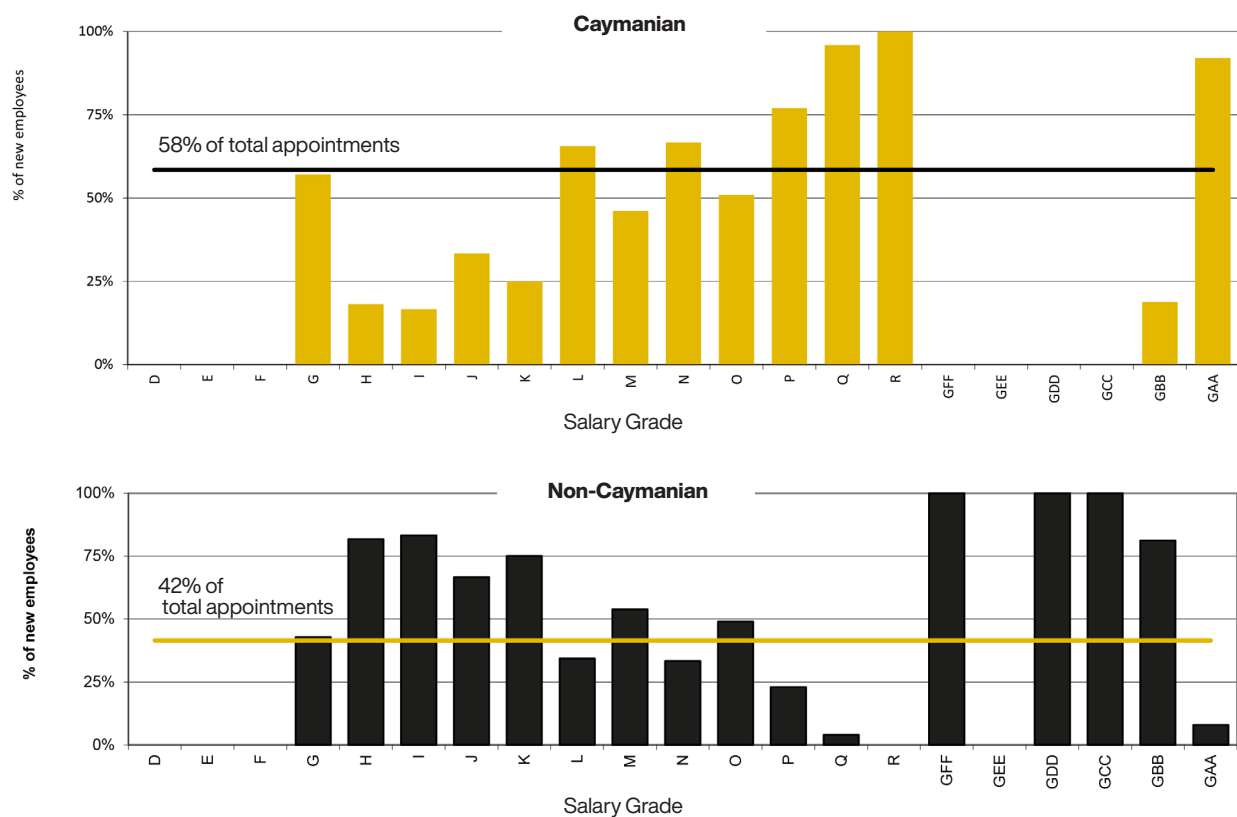
New wage worker appointments were predominantly made by District Administration, accounting for 76% of all wage worker appointments. District Administration appointments included 55 Office Attendant IIIs on short-term contracts. It should be noted that District Administration operates an extended Internship Program to assist students during their “gap” year before continuing their education or permanently entering the workforce.

Other appointments of wage workers were within the Department of Agriculture, Department of Children & Family Services, the Department of Environmental Health and the core Ministry of EBC.



* Appointment figures reflect new hires to the Civil Service and consequently do not include internal appointments to different entities or the contract renewal of existing employees. Student interns that were employed for short-term (1-3 month) work experience, PWD apprentices and supply teachers appointed to cover interim appointments are excluded from the data. The same employee can be recruited or appointed more than once in a given year and each appointment is counted as a separate activity.

Appointments by Grade and Nationality



Grade	A-C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	GFF	GEE	GDD	GCC	GBB	GAA	Total	%
Caymanian	-	-	-	-	4	2	4	7	8	21	12	8	25	10	47	1	-	-	-	-	3	58	210	58%
Non-Caymanian	-	-	-	-	3	9	20	14	24	11	14	4	24	3	2	-	1	-	1	1	13	5	149	42%
Total	0	0	0	0	7	11	24	21	32	32	26	12	49	13	49	1	1	0	1	1	16	63	359	100.0%

Caymanians constituted 58% of all new recruits/appointments to the Civil Service during 2020, being appointed to a wide range of roles and salary grades. This is a smaller percentage when compared to the percentage of Caymanians in the Civil Service (71%) but a larger percentage than the 50% reported as “Caymanians in the Working Age Population”, in the latest ESO Compendium of Statistics (2019).

During 2020, 34 departments made non-Caymanian appointments. 51% of all non-Caymanians recruited to the Civil Service were within three departments; the Department of Education Services (36 appointments), the Police Service (25 appointments) and the Department of Children and Family Services (15 appointments). 30 of the 49 departments recruiting new Civil Servants during 2020 made hiring decisions where

the ratio of female appointments was higher than the average percentage of female employees within the Civil Service (55%). New hires within 16 departments were all female, whilst new hires for 7 departments were all male. The Department of Education, where 42 of the 49 new hires were female (86%), represented the highest number of female appointments during the year.

It should be noted that:-

- (i) 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. See pages 13 and 16 for related information on promotions during 2020.
- (ii) Appointment data does not include information relating to the contract renewal process for existing employees.

Leavers by Department, Nationality and Employment Category

Department	Caymanian	Non-Caymanian	Salaried	Waged	Total	Turn-over*
Agriculture Department	4	3	1	6	7	10.9%
Audit Office (OAG)	0	0	0	0	0	0.0%
Cabinet Office	0	0	0	0	0	0.0%
Cadet Corps (CICC)	0	0	0	0	0	0.0%
Cayman Islands Coast Guard	0	0	0	0	0	0.0%
Central Procurement Office	0	0	0	0	0	0.0%
Children & Family Services	3	1	2	2	4	2.6%
Commerce & Investment	1	0	1	0	1	4.3%
Commissions Secretariat	0	0	0	0	0	0.0%
Community Rehabilitation	0	0	0	0	0	0.0%
Computer Services Department	5	2	7	0	7	12.1%
Counselling Services	1	2	3	0	3	8.3%
Customs & Border Control	2	0	2	0	2	0.9%
Deputy Governor's Office	2	0	2	0	2	13.3%
District Administration	34	2	1	35	36	21.7%
Economics & Statistics Office	1	1	2	0	2	9.1%
Education Department	28	28	54	2	56	6.8%
E-Government Unit	0	0	0	0	0	0.0%
Elections Office	0	0	0	0	0	0.0%
Environment	0	2	2	0	2	4.9%
Environmental Health	15	0	13	2	15	10.5%
Facilities Management	0	1	1	0	1	8.3%
Financial Services Policy and Legislation	0	0	0	0	0	0.0%
Fire Department	3	0	3	0	3	2.0%
General Registry	0	0	0	0	0	0.0%
Government Information Services	1	0	1	0	1	5.3%
H E The Governor	1	0	1	0	1	16.7%
Hazard Management Department	0	0	0	0	0	0.0%
Health Regulatory Service	1	0	1	0	1	6.7%
Internal Audit Services	0	4	4	0	4	36.4%
International Tax Cooperation	0	0	0	0	0	0.0%
Judicial Department	5	0	5	0	5	6.8%

Department	Caymanian	Non-Caymanian	Salaried	Waged	Total	Turn-over*
Labour & Pension	0	0	0	0	0	0.0%
Lands & Survey Department	2	0	2	0	2	3.4%
Legislative Department	2	0	2	0	2	11.8%
Marketing & Communications Unit	0	0	0	0	0	0.0%
Ministry of CP&I (Core)	0	0	0	0	0	0.0%
Ministry of CA (Core)	0	0	0	0	0	0.0%
Ministry of DAT&T (Core)	0	0	0	0	0	0.0%
Ministry of E&BC (Core)	5	1	6	0	6	24.0%
Ministry of EYSA&L (Core)	3	0	3	0	3	3.8%
Ministry of F&ED (Core)	1	0	1	0	1	7.1%
Ministry of FS&HA (Core)	0	0	0	0	0	0.0%
Ministry of HEC&H (Core)	0	1	1	0	1	5.6%
Ministry of ITIAMA	0	0	0	0	0	0.0%
Mosquito Research and Control Unit (MRCU)	0	1	1	0	1	2.7%
National Archive (CINA)	0	0	0	0	0	0.0%
National Weather Service	0	0	0	0	0	0.0%
Needs Assessment Unit (NAU)	0	0	0	0	0	0.0%
Office of Education Standards	0	0	0	0	0	0.0%
Office of the Director of Public Prosecutions	1	1	2	0	2	7.1%
Office of the Ombudsman	0	1	1	0	1	6.7%
Passport Office	1	0	1	0	1	12.5%
Planning	1	1	2	0	2	5.0%
Police Service	7	16	23	0	23	4.8%
Portfolio of Legal Affairs	1	1	2	0	2	3.4%
Portfolio of the Civil Service	0	1	1	0	1	2.9%
Postal Department	8	1	9	0	9	11.5%
Prison Service	2	1	3	0	3	1.8%
Public Library Service	0	0	0	0	0	0.0%
Public Safety Communications	0	2	2	0	2	6.3%
Public Works Department	5	1	6	0	6	4.7%
Radio Cayman	1	0	1	0	1	5.0%
Sister Island Sports	0	0	0	0	0	0.0%
Sports	2	0	2	0	2	8.3%

Department	Caymanian	Non-Caymanian	Salaried	Waged	Total	Turn-over*
Sunrise Centre	0	1	1	0	1	5.0%
Tourism Department	4	0	4	0	4	8.5%
Treasury Department	1	0	1	0	1	2.6%
Vehicle & Drivers' Licensing	1	0	1	0	1	2.7%
Vehicle & Equipment Services	0	0	0	0	0	0.0%
Workforce Opportunities Residency Cayman	1	1	2	0	2	1.7%
Youth Services Unit	0	0	0	0	0	0.0%
Total	156	77	186	47	233	5.6%
%	67.0%	33.0%	79.8%	20.2%		
Turnover Rate* by Caymanian /Non-Caymanian	5.3%	6.4%	* Based on leaver information for the 12 month period 01-Jan-20 to 31-Dec-20 and the average number of employees at the end of each quarter			

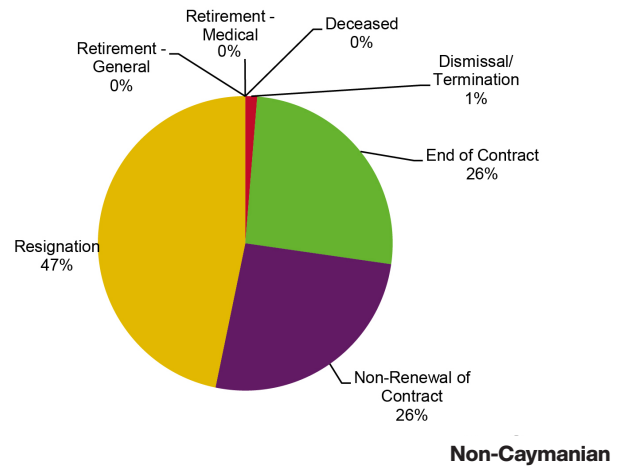
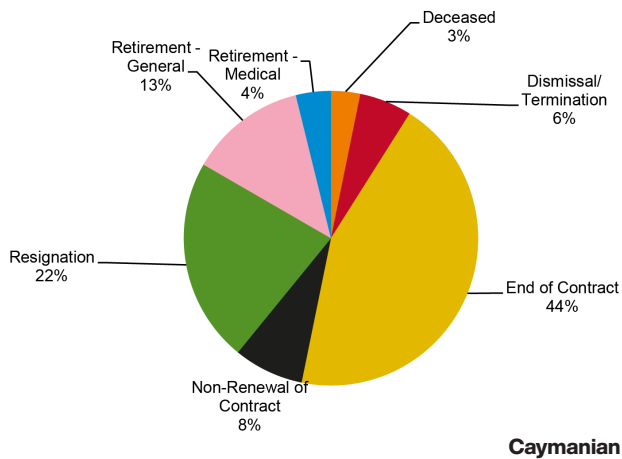
The annual turnover rate for the Civil Service for 2020 (excluding student interns, PWD apprentices and supply teachers) was **5.6%**, continuing the low turnover trend initially reported in 2018 (reports for 2019, 2018, 2016/17, 2015/16, 2014/15 and 2013/14 show the Government turnover rates at 7.0%, 7.5%, 9.6%, 8.7%, 11.8% and 12.6% respectively).

Those departments experiencing more than double the average turnover rate within the Civil Service are identified above in red text, whilst turnover rates that are below half the Government average are identified in blue text.

Note: Several departments showing a high percentage of turnover are departments with very small numbers of staff.

2020 HR Activity for the Civil Service - Retention

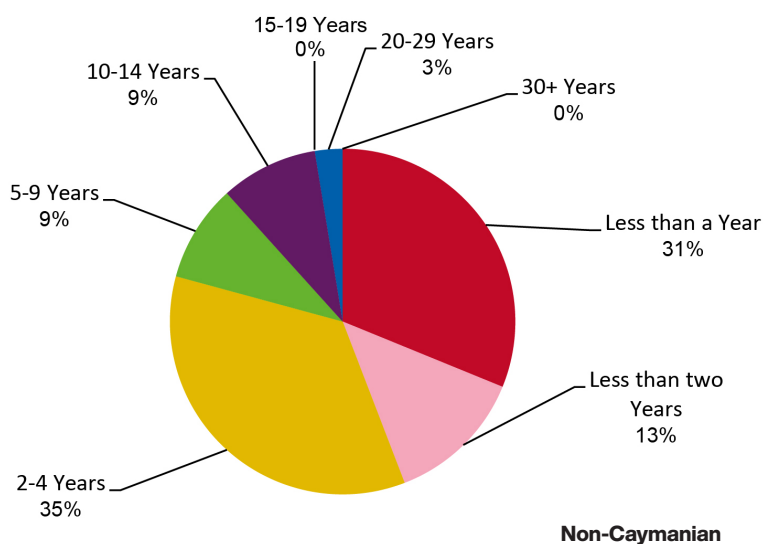
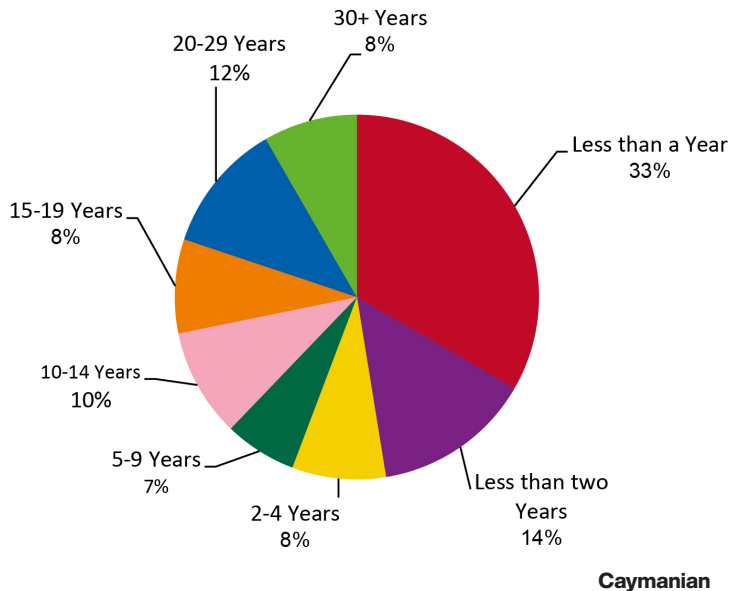
Leavers by Reason, Nationality and Length of Service



Reason for Leaving	Caymanian	% Caymanian	Non-Caymanian	% Non-Caymanian	Total	% Total
Deceased	5	3.2%	0	0.0%	5	2.1%
Dismissal/Termination	9	5.8%	1	1.3%	10	4.3%
End of Contract	69	44.2%	20	26.0%	89	38.2%
Non-Renewal of Contract	12	7.7%	20	26.0%	32	13.7%
Resignation	35	22.4%	36	46.8%	71	30.5%
Retirement - General	20	12.8%	0	0.0%	20	8.6%
Retirement - Medical	6	3.8%	0	0.0%	6	2.6%
Transfer to Authority	0	0.0%	0	0.0%	0	0.0%
Total	156	100.0%	77	100.0%	233	100.0%

Length of Service	Caymanian	% Caymanian	Non-Caymanian	% Non-Caymanian	Total	% Total	Cumulative %
Less than a Year	52	33.3%	24	31.2%	76	32.6%	32.6%
Less than two Years	22	14.1%	10	13.0%	32	13.7%	46.4%
2-4 Years	13	8.3%	27	35.1%	40	17.2%	63.5%
5-9 Years	10	6.4%	7	9.1%	17	7.3%	70.8%
10-14 Years	15	9.6%	7	9.1%	22	9.4%	80.3%
15-19 Years	13	8.3%	0	0.0%	13	5.6%	85.8%
20-29 Years	18	11.5%	2	2.6%	20	8.6%	94.4%
+30 Years	13	8.3%	0	0.0%	13	5.6%	100.0%
Total	156	100%	77	100%	233	100%	

Leavers by Length of Service

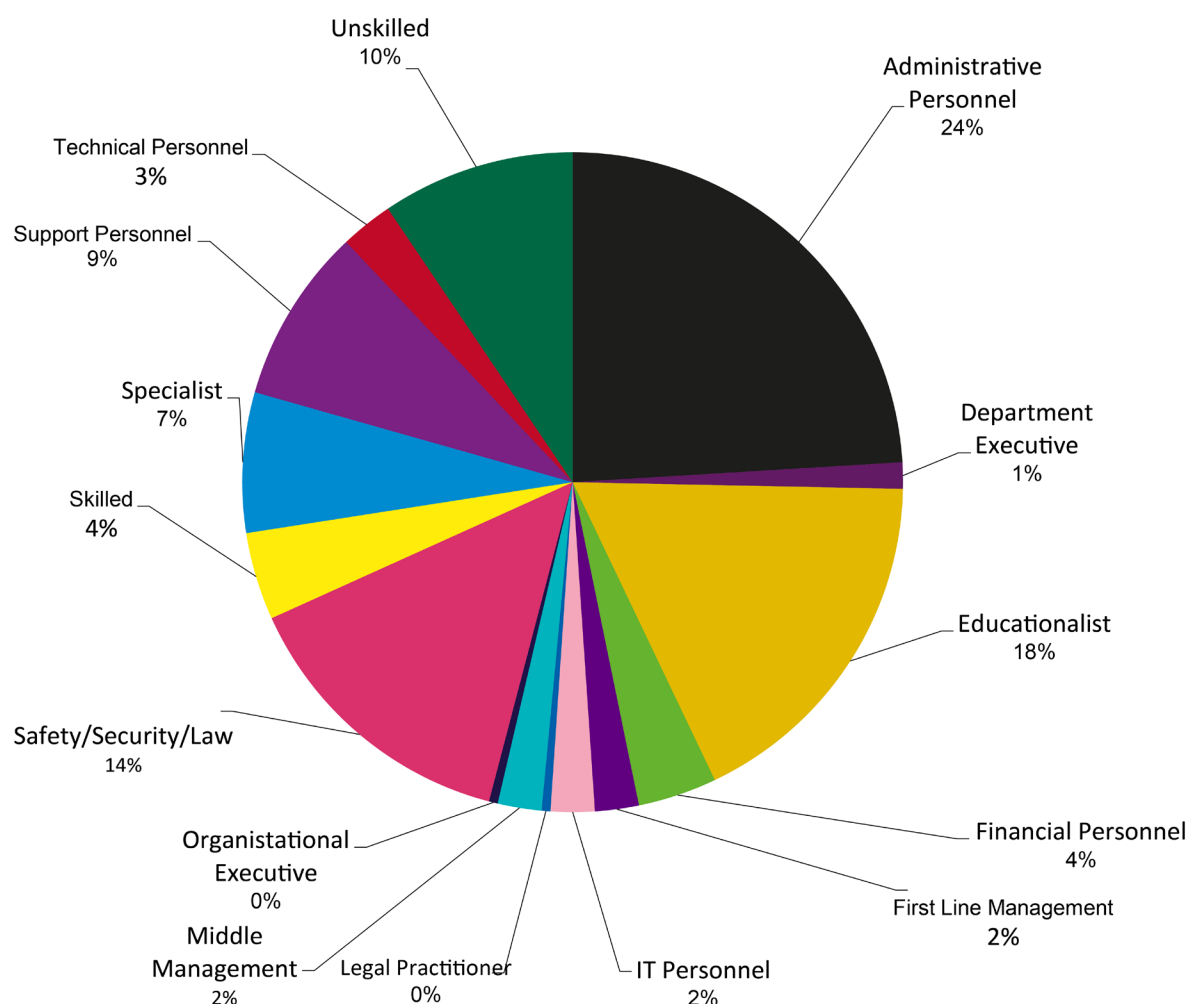


The main reasons why Civil Servants left the organisation in 2020 were as a result of employment agreements coming to an end (38%) and resignations (31%). Just less than half of non-Caymanians (47%) who left the Civil Service did so as a result of resignations. Reaching the end of a contract, and decisions to not renew contracts each explained a further 26% of non-Caymanians leaving the Service. Resignations and contracts reaching an end were also the primary reasons why Caymanians left employment (22% and 44% respectively). In 2020, 6% of leavers left as a result of dismissal.

A third of Caymanian leavers had less than one year of service when leaving the Civil Service; this is largely related to the opportunities offered for Caymanians on Cayman Brac in short-term Office Attendant III roles. Excluding these groups of employees from the information reduces the percentage of Caymanians leaving within one year to 16%, which is almost half that experienced by non-Caymanians.

The cumulative figures show that almost 46% of all leavers from the Cayman Islands Government have less than two years of service, up from 36% reported for 2019.

Leavers by Job Classification, including Uniformed and Teaching Staff



Leavers from within the Uniformed Service

Uniformed Department	Total Uniformed Leavers	Avg No. of Uniformed Staff	% Turnover*
CI Coast Guard	0	16	0.0%
Customs & Border Control	4	180	2.2%
Fire	3	139	2.2.8%
Police	18	387	4.7%
Prison	1	147	0.7%
Total	26	853	3.0%

Leavers from within the Teaching Profession

	Total Teaching Leavers	Avg No. of Teaching Staff	% Turnover
Teachers	45	480	9.4%
Teachers excluding Supply	25	470	5.3%

Job Classification	Leavers during 2020				
	Caymanian	Non-Caymanian	Total	% of total category	Turnover rate* by Classification
Administrative Personnel	52	4	56	24.0%	7.4%
Department Executive	1	2	3	1.3%	4.4%
Educationalist	16	25	41	17.6%	7.1%
Financial Personnel	4	5	9	3.9%	4.0%
First Line Management	1	4	5	2.1%	11.1%
IT Personnel	3	2	5	2.1%	6.0%
Legal Practitioner		1	1	0.4%	2.6%
Middle Management	4	1	5	2.1%	3.6%
Organisational Executive	1		1	0.4%	3.3%
Safety/Security/Law	15	18	33	14.2%	3.4%
Skilled	8	2	10	4.3%	4.8%
Specialist	10	6	16	6.9%	4.8%
Support Personnel	18	2	20	8.6%	7.1%
Technical Personnel	4	2	6	2.6%	3.9%
Unskilled	19	3	22	9.4%	9.3%
Total	156	77	233	100%	5.6%

*Based on leaver information for 2020 and the average number of employees at the end of each quarter.

The table above shows the turnover rate by broad job classification. Those percentages, noted in blue represent categories where turnover is less than half of the Government average. During 2020, the highest categories of staff turnover were First Line Managers, with an annual turnover rate of 11%. 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 3.0%**. This is lower than that experienced by the uniform divisions over the last

few years, although variation within turnover year on year has been historically low. The specialism within uniform roles together with the difficulty of finding comparable employment within the private sector may contribute to this low turnover rate.

The turnover rate for **teaching staff (5.3%)** is slightly below that of the Government average (when excluding the impact of Supply Teachers who are appointed to cover short-term vacancies/absences).

2020 HR Activity for the Civil Service

- Engagement

2020 Employee Engagement Survey Results

Conducted on an annual basis, the annual Employee Engagement Survey acts as a barometer to indicate the health of the organisation, in terms of the employee/employer relationship, in a number of critical areas. The 2020 survey was the fourth annual survey conducted for the Civil Service and took place in October 2020. It provided an opportunity for all Civil Servants to have input on a range of areas that impact their everyday working lives. Returns were received from 3,428 Civil Servants, representing an 83% response rate, an increase of 19% in the participation

rate compared to the previous year (74% in 2019). The survey is conducted by ORC International, on behalf of the Civil Service to ensure it is independent and confidential to participants and can be benchmarked internationally.

The headline results for the Civil Service are summarised below and show an improving situation, with all areas improving in the 2019 survey. The overall engagement index compared with last year has improved by 2%, from 70% to 72%.



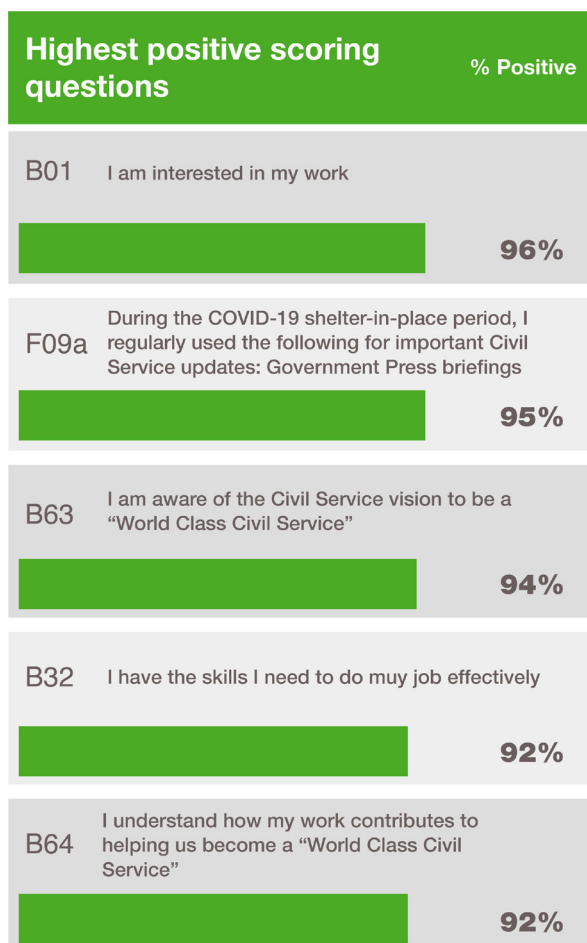
Cayman Islands
Government

Returns: 3,428
Response rate: 83%
Civil Service Engagement Survey 2020

✦ Statistically significant difference from comparison

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.





The survey identified numerous areas of strength, with a 90% or higher positive rating, including 94% of respondents confirming their awareness of our vision to be a World-Class Civil Service and 92% confirming they understand how their work contributes to helping us achieve our vision.

This is an increase of 14% and 12% respectively on the initial survey undertaken in 2017, and reflective of the work that has been undertaken to familiarise employees with the 5 Year Strategic Plan.

Pay and benefits was one area which continued to feature heavily in the highest negative scoring areas. However, overall, "Pay & Benefits" saw an increase in positive rating of 7% compared to the 2019 survey.

A number of actions took place in 2020 which addressed pay and benefits, including the award of a 5% Cost of Living Adjustment in January 2020, the introduction of a differentiated COVID-19 honorarium and the protection of Civil Servants salary and benefits during the Government's response to the pandemic. These potentially have contributed to a reduction in negative responses in this area.

Further details on the remuneration of Civil Servants can be found starting on page 35.

Some of the biggest influencers of engagement are leadership, the management of change and management's relationships with their direct reports. Management and leadership development has been a priority goal, since the launch of the 5 Year Strategic Plan, with heavy investment in developing leaders at all levels across the Service. This has manifested itself in continuing increases in the engagement scores for both "My Manager" and "Leadership and Managing Change", with "My Manager" reaching 64% in the 2020 survey and "Leadership and Managing Change" reaching 56%.

2020 HR Activity for the Civil Service - COVID-19 Impact on Human Resource Management

On the 24th March 2020, the Deputy Governor announced the closure of all non-essential government offices by the end of the business day. This decision was taken in response to the first report of a COVID-19 case without travel history which triggered the transition to “Level 4” of the CIG’s pandemic response. This situation remained in effect until the 19th June 2020, when the Deputy Governor called for the Civil Service to return to full service delivery.

The response to the COVID-19 pandemic saw the Civil Service deliver results in unprecedented ways. Essential Services staff were required to operate under heightened levels of risk, while adopting new

protocols and wearing protective equipment to maximise their own safety and the safety of the public they serve. Services that could be delivered remotely were transitioned on-line and staff embraced remote working as a way to minimise disruptions to services.

Extraordinary demands for service were placed on different departments, as “Stay Home Cayman” requirements became embedded and the consequences of the economic impact of the pandemic were experienced across the Islands. Civil Servants volunteered and were redeployed to different areas of responsibility in response to changing needs to deliver the Government’s priorities.

CIG Cares

CIG Cares, an initiative championed by the Deputy Governor, was launched in response to the growing needs of the community during the COVID-19 response. It promoted and enabled Civil Servants to make donations from their salary, on a one-time or ongoing basis, by way of monthly or bi-weekly payroll deductions. For the first four months of the initiative, which was launched in July 2020, the Needs Assessment Unit Food Voucher Programme was the recipient of the funds raised. Later, the scheme was expanded to include other designated charities, which were selected by Civil Servants who responded to a survey on the topic.



In the six months following the launch of CIG Cares, Civil Servant donations totaled **\$46,160**.

Short-Term Employment Opportunities

During 2020, the Civil Service employed a number of additional individuals on short fixed-term contracts as the Service adopted an agile approach to meeting the changing needs arising from the COVID-19 response. Whilst not included in the main body of the report in order to ensure that on-going annual trend comparisons are not impacted by unplanned/unbudgeted emergency short-term increases in staffing, it is important to recognise the contribution that these individuals made to the continuity of Government operations.

In 2020, the Civil Service appointed 109 Office Support Assistants, a role generally offered to provide employment opportunities and experience, on a

short-term basis, to returning graduates. Of those, 97% were Caymanian.

These short-term resources were recruited to provide, amongst other activities, additional support for the Needs Assessment Unit, garbage collection and processing, services at isolation facilities and coordination of “Bring Them Home” and “Travel Cayman”, which were activities for returning residents and long-term visitors.

Number of Employees receiving Honorariums by Ministry /Portfolio

Min/Port	Award Amount		Total
	\$ 1000.00	\$ 1500.00	
Cabinet	31	5	36
DPP	5		5
Judicial	19		19
Min CA	113	41	154
Min CPI	45	11	56
Min DATT	24	1	25
Min EBC	156	89	245
Min EYSAL	106	3	109
Min FED	10	11	21
Min FSHA	165	167	332
Min HECH	48	104	152
Min ITIAMA	6	2	8
OAG [Audit]		1	1
OCP [Police]	92	377	469
Ombudsman	1		1
PoCS	15	16	31
PoLA [Legal]	2		2
Total	838	828	1666

Public Servant COVID-19 Responders Honorarium Award

In 2020, in recognition of the contribution to the safety and security of the Cayman Islands, Cabinet approved a one-time honorarium to Public Servants who had continuously delivered essential services which informed and enforced the Government's policy decisions to combat the spread of COVID-19 (during the period that the National Emergency Operations Center was activated).

This represented the first major implementation of a differentiated approach to reward, with different levels of honorariums being awarded to staff based on their contributions. The two awards were an honorarium of \$1,000 or an enhanced honorarium of \$1,500, which recognised an elevated level of risk.

Nearly 40% of the Civil Service received the COVID-19 Responders Honorarium, of which there was a 50:50 split in individuals receiving the \$1,000 and the \$1,500 awards.

EMPLOYEE INFORMATION - SUMMARY

[December 2020]

ALL Employees [Headcount]

	Jun-13	Jun-14	Jun-15	Jun-16*1	Jun-17*2	Dec-17*3	Dec-18*4	Dec-19*5	Dec-20*6
SAG/GOC	2258	2275	2325	2373	2435	2455	2511	2584	2611
CIG	3601	3571	3484	3600	3705	3778	3918	4084	4208
Public Service	5859	5846	5809	5973	6140	6233	6429	6668	6819

Caymanian Employees [Headcount]

	Jun-13	Jun-14	Jun-15	Jun-16	Jun-17	Dec-17	Dec-18	Dec-19	Dec-20
SAG/GOC	1713 (75.9%)	1774 (78%)	1780 (76.6%)	1813 (76.4%)	1858 (76.3%)	1849 (75.3%)	1883 (75.0%)	1941 (75.1%)	1929 (73.9%)
CIG	2614 (72.6%)	2624 (73.5%)	2583 (74.1%)	2673 (74.3%)	2698 (72.8%)	2743 (72.6%)	2822 (72.0%)	2896 (70.9%)	2981 (70.8%)
Public Service	4327 (73.9%)	4398 (75.2%)	4363 (75.1%)	4486 (75.1%)	4556 (74.2%)	4592 (73.7%)	4705 (73.2%)	4837 (72.5%)	4910 (72.0%)

Salary Grades by Nationality [CIG Dec-20]

	A-B	C-G	H-K	L-O	P-R	GFF-GAA
Caymanian	3 (100.0%)	138 (72.6%)	714 (53.2%)	1348 (75.3%)	556 (93.0%)	222 (78.2%)
Non-Caymanian	0 (0.0%)	52 (27.4%)	628 (46.8%)	443 (24.7%)	42 (7.0%)	62 (21.8%)
CIG Total	3	190	1342	1791	598	284

Notes:

*1 - Excludes 52 student interns & 3 employees of the London Office based in the UK

*2 - Excludes 41 student interns & 2 employees of the London Office based in the UK

*3 - Excludes 7 student interns & 2 employees of the London Office based in the UK

*4 - Excludes 18 student interns & 2 employees of the London Office based in the UK

*5 - Excludes 18 student interns & 1 employee of the London Office based in the UK

*6 - Excludes 58 student interns & 1 employee of the London Office based in the UK

Gender [CIG]

	Jun-13	Jun-14	Jun-15	Jun-16*1	Jun-17	Dec-17	Dec-18	Dec-19	Dec-20
Female	1912 (53%)	1913 (54%)	1861 (53%)	1950 (54.2%)	2021 (54.5%)	2078 (55.0%)	2138 (54.6%)	2236 (54.8%)	2321 (55.2%)
Male	1689 (47%)	1658 (46%)	1623 (47%)	1650 (45.8%)	1684 (45.5%)	1700 (45.0%)	1780 (45.4%)	1848 (45.2%)	1887 (44.8%)
CIG Total	3601	3571	3484	3600	3705	3778	3918	4084	4208

Salary Grades by Gender [CIG Dec-20]

	A-B	C-G	H-K	L-O	P-R	GFF-GAA
Female	0 (0.0%)	92 (48.4%)	879 (65.5%)	871 (48.6%)	333 (55.7%)	146 (51.4%)
Male	3 (100.0%)	98 (51.6%)	463 (34.5%)	920 (51.4%)	265 (44.3%)	138 (48.6%)
CIG Total	3	190	1342	1791	598	284

Age [CIG]

	Jun-13	Jun-14	Jun-15	Jun-16	Jun-17	Dec-17	Dec-18	Dec-19	Dec-20
Average Age	42	42	43	43	43	43	43	43	44

Salary/Wages [CIG]

[Full-Time Equivalent]

	Jun-13	Jun-14	Jun-15	Jun-16	Jun-17	Dec-17	Dec-18	Dec-19	Dec-20
Average Salary	\$42,702	\$42,511	\$45,008	\$45,729	\$46,884	\$46,575	\$49,653	\$50,193	\$53,129

Glossary

Public Service:

The Civil Service and employees of Statutory Authorities and Government Owned Companies.

For clarification, this report excludes:

- (i) Employees from SAGCs who are working overseas contracted to terms and conditions of the resident country.
- (ii) Civil Servants identified for exclusion as outlined below.

Civil Servant:

A person employed by the government, but does not include a Member of Parliament other than an Official Member, and is a public officer for the purposes of the Constitution.

For clarification, this report excludes:

- (i) The Chief Justice, Judges, Magistrates, His Excellency the Governor;
- (ii) FCO staff within the Governor's Office and staff working overseas contracted under terms & conditions of the resident country (Department of Tourism and European Mission).
- (iii) Student Interns (classified under the designation "Office Support Assistant") who are appointed on short-term contracts (under 3 months) during school/university non-term periods.

Data on Student Interns excluded under this category:

Jun 2016 - 52

Jun 2017 - 41

Dec 2017 - 7

Dec 2018 - 18

Dec 2019 - 18

For 2020 the exclusion of Student Interns includes those Office Support Assistants that were appointed to short-term contracts which were extended for up to 9 months in response to COVID-19 (as additional short-term resources were needed outside of the traditional vacation periods). Additional information on this group of individuals has been included on page 51 of the report.

- (iv) PWD Apprentices (classified under the designation "Facilities Support Technician III") who are appointed on short-term contracts as part of the PWD commitment to developing Caymanians to enter the local construction industry.
- (v) Members of the Cayman Islands Regiment.

Employee Type:

Describes the terms and conditions that an employee is retained on. Under the Public Service Management Act (2018 Revision) and Personnel Regulations (2019 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 subtotals.

Department:

The information presented at the departmental 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; rather, relates to those cost centres that fall under the Ministry/Portfolio administration.

Pay Grade:

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 is the lowest. Where a high-ranking position lies outside the regular grading structure, the positions have been categorised under grade A for ease of classification.

Employees remunerated hourly, referred to as wage workers, are paid on grades GAA through GFF, where GFF is the highest grade and GAA is the lowest.

Nationality:

Describes whether an employee is Caymanian or non-Caymanian.

Country of Recruitment:

Describes whether an employee was recruited on-island or from overseas.

Detailed Content Description

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