



CAYMAN ISLANDS GOVERNMENT

ANNUAL HR REPORT 2012/13

EMPLOYEE INFORMATION AND HUMAN RESOURCES ACTIVITY FOR THE
CIVIL SERVICE



Produced by:

Strategic & Corporate HR Services

Portfolio of the Civil Service



ANNUAL HR REPORT 2012/13

Employee Information and Human Resources Activity for the Civil Service

August 2013

Table of Contents

REPORT SUMMARY	2
1. DEMOGRAPHICS OF THE PUBLIC SERVICE (30TH JUNE 2013)	
- SIZE OF THE PUBLIC SERVICE BY STATUTORY AUTHORITY/GOVERNMENT OWNED COMPANY INCLUDING PERCENTAGE OF CAYMANIAN EMPLOYEES	3
2. DEMOGRAPHICS OF THE CIVIL SERVICE (30TH JUNE 2013)	
- SIZE OF THE CIVIL SERVICE AND PERCENTAGE OF CAYMANIAN EMPLOYEES FROM JANUARY 2001 TO JUNE 2013	4
- CHANGE IN SIZE OF THE CIVIL SERVICE DURING 2012/13 BY MINISTRY/PORTFOLIO	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
3. HR ACTIVITY FOR THE CIVIL SERVICE (FOR FISCAL YEAR 2012/2013)	
- <u>REMUNERATION & REWARD</u> CIVIL SERVANTS REMUNERATION LEVELS AND ACTIVITY DURING 2012/13	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
GLOSSARY	20

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 30th June 2013. Section two (pages 4 – 13) provides information on the demographics of the core Civil Service at the 30th June 2013, addressing a range of issues including the size of the service and Caymanianisation of the work force at both Ministry, Portfolio and Departmental level. Section three (pages 14 – 19) provides information on a range of human resources activities such as recruitment and retention covering the fiscal year 2012/13.

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

The data within this report relating to the Civil Service has been taken from the Cayman Islands Government central HR database (HRIRIS). Statistics relating to the wider Public Service have been drawn from self-reported data provided by each respective Statutory Authority and Government Owned Company. Consequently, only limited data is available centrally on HR statistics and trends within Statutory Authorities and Government Owned Companies.

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 2007, 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 2013)

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

Statutory Authority/Government Owned Company	Number of Employees*			% of Employees	
	Caymanian	Non-Caymanian	Total	Caymanian	Non-Caymanian
Cayman Turtle Farm	80	6	86	93%	7%
Cayman Airways Ltd	348	17	365	95%	5%
Cayman Islands Airport Authority	165	6	171	96%	4%
Cayman Islands Civil Aviation Authority	15	5	20	75%	25%
Cayman Islands Development Bank	10	4	14	71%	29%
Cayman Islands Maritime Authority	27	4	31	87%	13%
Cayman Islands Monetary Authority	148	20	168	88%	12%
Cayman Islands National Insurance Company	7	3	10	70%	30%
Cayman Islands National Museum	10	0	10	100%	0%
Cayman Islands Stock Exchange	3	3	6	50%	50%
Cayman National Cultural Foundation	8	2	10	80%	20%
Children and Youth Services Foundation	10	20	30	33%	67%
Electricity Regulatory Authority	0	2	2	0%	100%
Health Services Authority	415	352	767	54%	46%
Information Communications Technology Authority	7	2	9	78%	22%
National Drug Advisory Council	4	0	4	100%	0%
National Gallery of the Cayman Islands	5	3	8	63%	38%
National Housing Development Trust	13	0	13	100%	0%
National Roads Authority	83	3	86	97%	3%
Cayman Islands Port Authority	154	2	156	99%	1%
Public Service Pensions Board	25	1	26	96%	4%
Tourism Attractions Board	31	7	38	82%	18%
University College of the Cayman Islands	38	72	110	35%	65%
Water Authority Company	107	11	118	91%	9%
Total for Statutory Authorities/Government Owned Company	1713	545	2258	75.9%	24.1%

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

Total for Core Government	2614	987	3601	72.6%	27.4%
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Total for the Public Service	4327	1532	5859	73.9%	26.1%
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% Employees employed in Statutory Authority/Government Owned Company	39%
% Employees employed in Core Government	61%

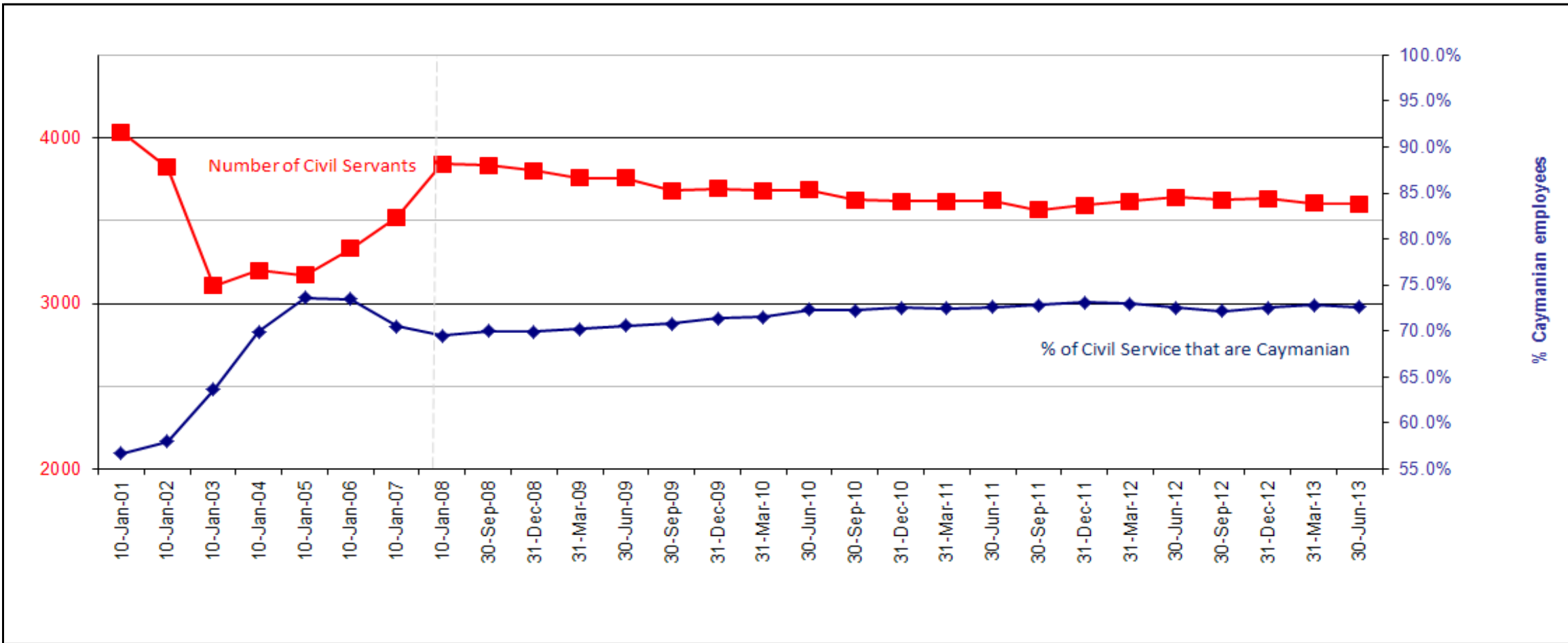
The Public Service of the Cayman Islands comprises of employees from Statutory Authorities, Government Owned Companies and the Civil Service. At the end of the 2012/13 fiscal year, the number of employees in the Public Service was 5859. This was a decrease of 42 employees over the prior fiscal year, with 90% of this decrease coming from Core Government (38 employees) and 10% coming from Statutory Authorities and Government Owned Companies (4 employees). As shown in the table above, at the end of 2012/13 fiscal year, 61% of public servants were employed within Core Government (a decrease of 1% as compared to 2011/12), with 39% employed within Statutory Authorities and Government Owned Companies (and increase of 1% as compared to 2011/12).

The Statutory Authorities and Government Owned Companies ranged in size from the Electricity Regulatory Authority which each employed 2 staff members on 30th June 2013, to the Health Service Authority who employed some 767 staff members.

On the 30th June 2013, the number of Caymanians employed within the Public Service was 4327, representing 74% 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 Civil Service (30th June 2013)

Size of the Civil Service and Percentage of Caymanian Employees (10th January 2001 to 30th June 2013)



	Annual Data								Quarterly Data															
Date	10-Jan-01	10-Jan-02	10-Jan-03	10-Jan-04	10-Jan-05	10-Jan-06	10-Jan-07	10-Jan-08	30/Sep/08	31/Dec/09	31/Mar/10	30/Jun/10	30/Sep/10	31/Dec/10	31/Mar/11	30/Jun/11	30/Sep/11	31/Dec/11	31/Mar/12	30/Jun/12	30/Sep/12	31/Dec/12	31/Mar/13	30/Jun/13
Caymanian	2287	2214	1977	2238	2332	2449	2481	2672	2682	2636	2634	2666	2619	2625	2619	2628	2595	2627	2638	2640	2616	2636	2625	2614
Non-Caymanian	1747	1606	1130	961	837	883	1039	1171	1151	1058	1049	1021	1007	993	997	991	970	966	979	999	1009	998	981	987
Total	4034	3820	3107	3199	3169	3332	3520	3843	3833	3694	3683	3687	3626	3618	3616	3619	3565	3593	3617	3639	3625	3634	3606	3601
% Caymanian	56.7%	58.0%	63.6%	70.0%	73.6%	73.5%	70.5%	69.5%	70.0%	71.4%	71.5%	72.3%	72.2%	72.6%	72.4%	72.6%	72.8%	73.1%	72.9%	72.5%	72.2%	72.5%	72.8%	72.6%
% Non-Caymanian	43.3%	42.0%	36.4%	30.0%	26.4%	26.5%	29.5%	30.5%	30.0%	28.6%	28.5%	27.7%	27.8%	27.4%	27.6%	27.4%	27.2%	26.9%	27.1%	27.5%	27.8%	27.5%	27.2%	27.4%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

The size of the Civil Service has fluctuated over the last 13 years in response to changes in demand for service, public policy and the transformation of Departments into Statutory Authorities. The graph above provides a snap-shot of the size of the Civil Service in quarterly increments from September 2008 until June 2013, and annually for the preceding 8 years.

In January 2001 the Civil Service consisted of 4034 employees. The creation of the Health Services Authority in July 2002, contributed to the service contracting to its lowest level of 3097, in July 2003. The Civil Service changed in nature with the creation of additional Statutory Authorities including the National Roads and Airports Authorities in 2004 and the Maritime Authority of the Cayman Islands in 2005. Between 2003 and 2008 the service grew in size by over 700 employees.

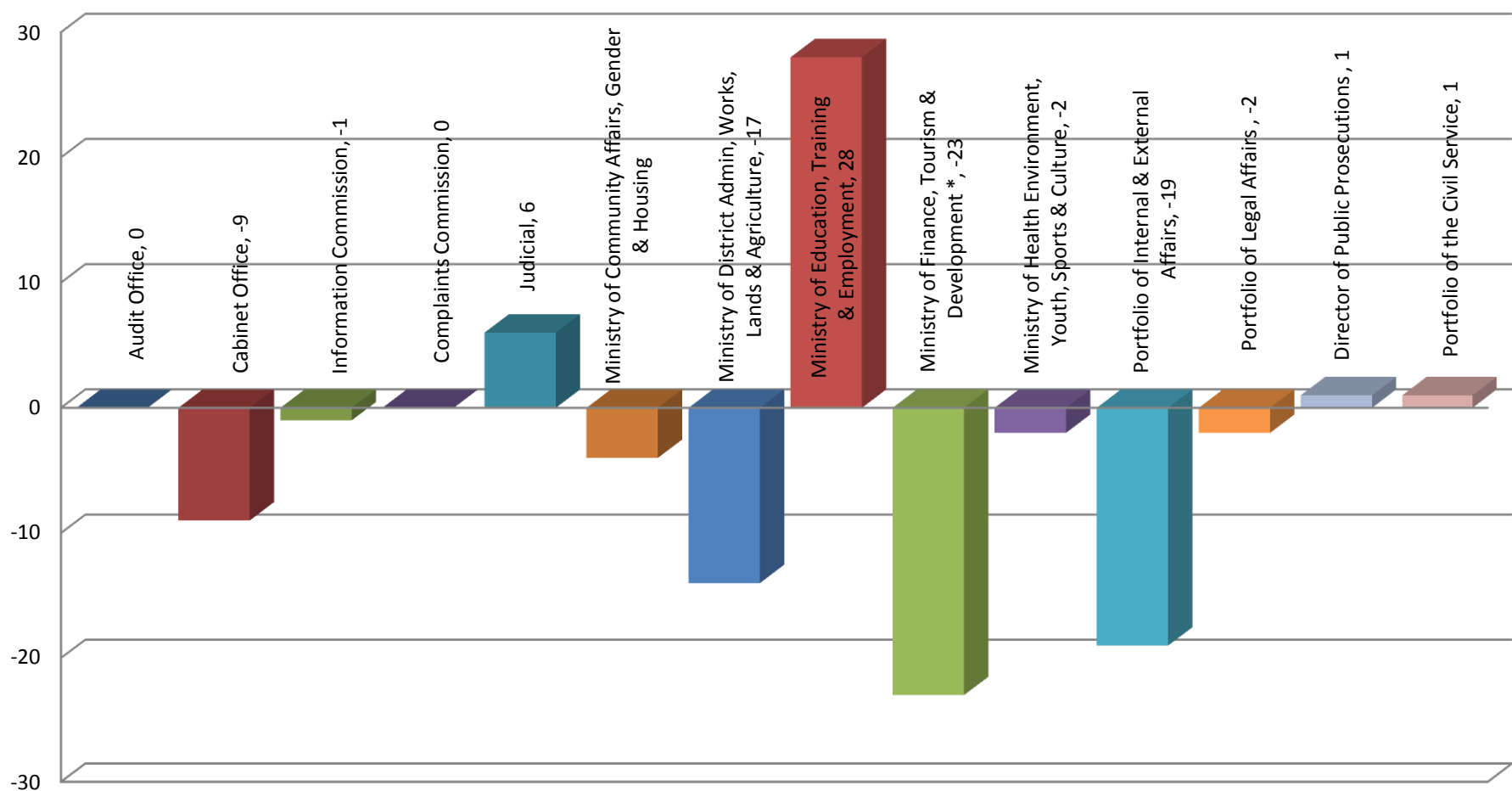
The 2008/09 fiscal year saw an overall decrease in numbers, particularly since October 2008 when Government implemented a restriction on recruitment activities. Considering the end of the last 5 financial years, there has been a steady decrease in the size of the Civil Service through natural attrition, other than from the financial year ending in 2012. There were 38 fewer Civil Servants employed at the end of financial year 2012/13 than at the end of 2011/12. Other than a slight decrease in December 2008, Caymanians have consistently represented over 70% of the Civil Service during the last 8 years. As at 30th June 2013, Caymanians represented 72.6% of the Service.

Demographics of the Civil Service (30th June 2013)

Change in Size of the Civil Service during 2012/13 by Ministry/Portfolio

Ministry/Portfolio	Civil Servants 30-Jun-12	Civil Servants 30-Jun-13	Change in Staff Numbers	% Change in Size of Min/Port	% Current Govt Figures (30-Jun-13)
Audit Office	19	19	0	0.0%	0.5%
Cabinet Office	101	92	-9	-8.9%	2.6%
Information Commission	5	4	-1	-20.0%	0.1%
Complaints Commission	5	5	0	0.0%	0.1%
Judicial	64	70	6	9.4%	1.9%
Ministry of Community Affairs, Gender and Housing	209	205	-4	-1.9%	5.7%
Ministry of District Admin, Works, Lands & Agriculture	792	778	-14	-1.8%	21.6%
Ministry of Education, Training & Employment	819	847	28	3.4%	23.5%
Ministry of Finance, Tourism & Development *	551	528	-23	-4.2%	14.7%
Ministry of Health Environment, Youth, Sports & Culture	94	92	-2	-2.1%	2.6%
Portfolio of Internal & External Affairs	895	876	-19	-2.1%	24.3%
Portfolio of Legal Affairs	48	46	-2	-4.2%	1.3%
Director of Public Prosecutions	19	20	1	5.3%	0.6%
Portfolio of the Civil Service	18	19	1	5.6%	0.5%
Civil Service Total	3639	3601	-38	-1.0%	100%

Employee Numbers - Increases and Decreases



* For comparative purposes, the 30th June 2013 figures for the Ministry of FT&D are a combination of the 3 areas of the Ministry (Public Finance, Tourism & Development & Financial Services).

Overall, there was a 1% net decrease in the size of the Civil Service during the fiscal year 2012/13. Numbers decreased from 3639 on the 30th June 2012 to 3601 in June 2013 - an decrease of 38 employees.

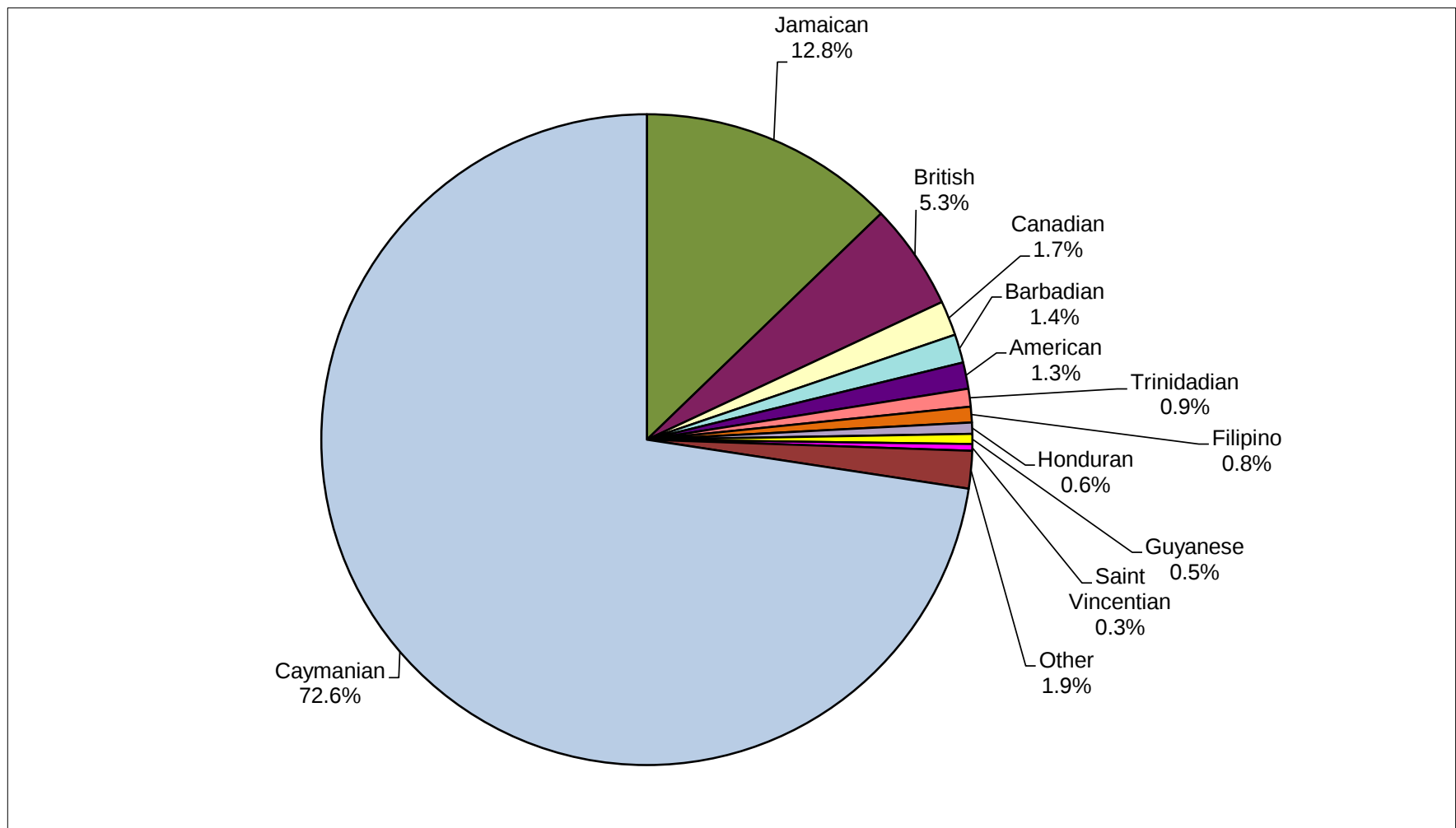
The 5th column of the [table](#) at the top of this page shows the percentage growth or reduction experienced by each Ministry/Portfolio within the 2012/13 fiscal year. This ranged from an increase of 9.4% within Judicial (primarily due to the appointment of short term summer interns), to a 20% decrease within the Information Commission (despite only reducing by a single employee).

The [bar chart](#) shows the numerical changes in employees broken down by Ministry/Portfolio level (a pictorial view of column 4 of the table above). The Ministry of Education, Training & Employment showed the largest increase as at 30th June 2013, with 28 employees.

It should be noted that the Ministries and Portfolios vary considerably in the number of civil servants they employ and consequently their ability to impact the overall picture.

Demographics of the Civil Service (30th June 2013)

The Civil Service by Nationality



Nationality	Number of Employees	% of the Civil Service
Caymanian	2614	72.6%
Jamaican	460	12.8%
British	190	5.3%
Canadian	62	1.7%
Barbadian	51	1.4%
American	47	1.3%
Trinidadian	32	0.9%
Filipino	28	0.8%
Honduran	20	0.6%
Guyanese	18	0.5%
Saint Vincentian	12	0.3%
Irish	9	0.2%
New Zealander	7	0.2%
Kenyan	6	0.2%
Dominican (Dominica)	4	0.1%
Australian	3	0.1%
Belizean	3	0.1%
Colombian	3	0.1%
Indian	3	0.1%
Saint Lucian	3	0.1%
Antiguan and Barbudan	2	0.1%
Bahamian	2	0.1%
Costa Rican	2	0.1%

Nationality	Number of Employees	% of the Civil Service
Cuban	2	0.1%
Dominican (Republic)	2	0.1%
Nicaraguan	2	0.1%
Panamanian	2	0.1%
Zimbabwean	2	0.1%
Belgian	1	0.0%
Botswana	1	0.0%
Brazilian	1	0.0%
Grenadian	1	0.0%
Jordanian	1	0.0%
Nigerian	1	0.0%
Peruvian	1	0.0%
Portuguese	1	0.0%
South African	1	0.0%
Zambian	1	0.0%
Total:	3601	

As at 30th June 2013, the Civil Service was comprised of employees from 38 different countries. Caymanians formed the majority of the work force at 72.6% of the service. The largest groups of expatriate Civil Servants were Jamaicans, (representing 12.8% of the service, a 0.3% increase from 2011/12), and British (representing 5.3% of the service, the same percentage as in 2011/12). Canadians, Barbadians and Americans each constituted less than 2% of the Civil Service. The Civil Service employed people from all 5 continents of the world in 2012/13.

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

Demographics of the Civil Service (30th June 2013)

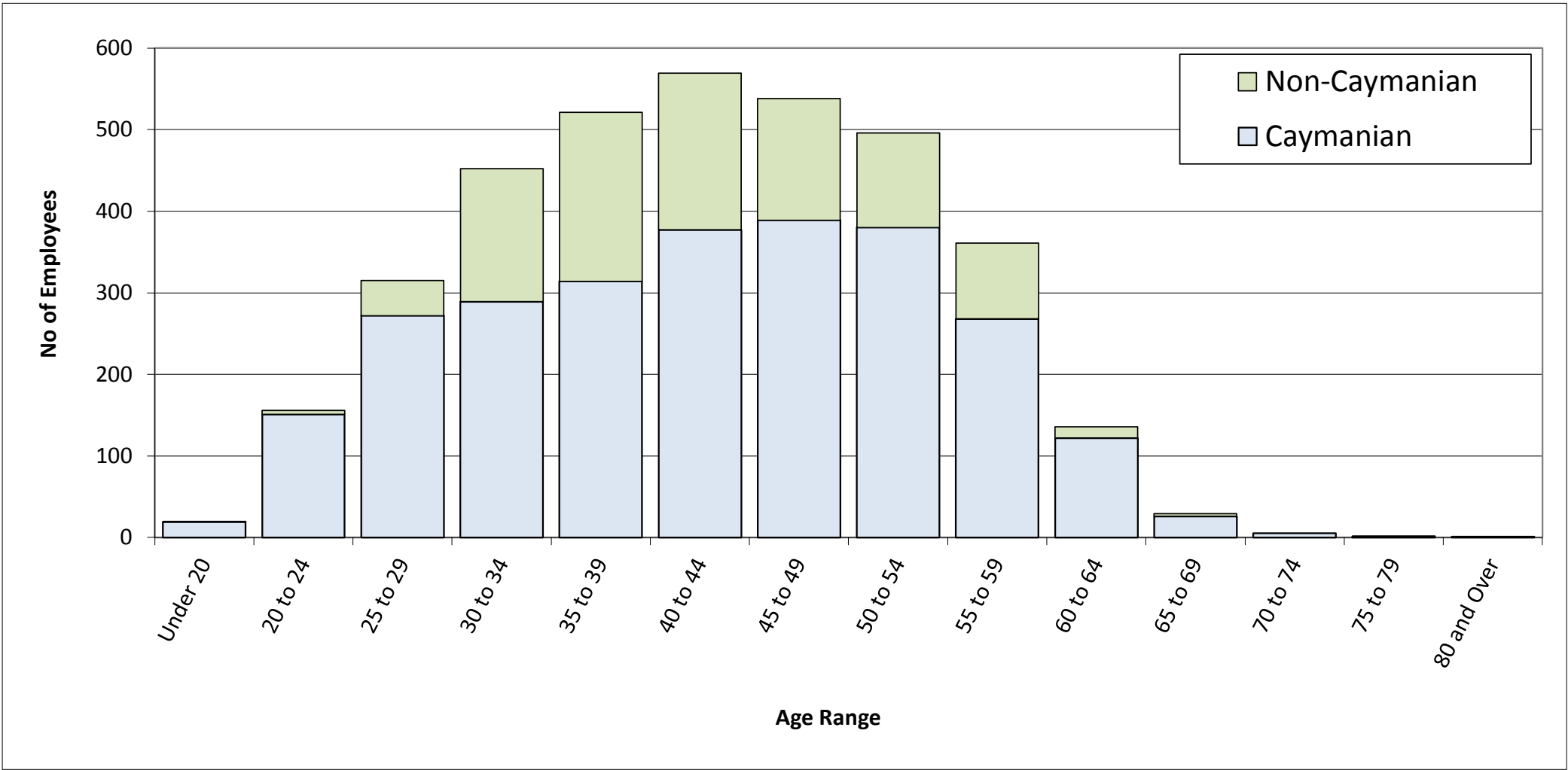
Department Breakdown and Level of Caymanianisation

Department	Caymanian	Non-Caymanian	Total	% Caymanian
911 Emergency Communications	13	11	24	54.2%
Agriculture	43	15	58	74.1%
Audit Office	4	15	19	21.1%
Cabinet Office	21	1	22	95.5%
Cadet Corps	1	2	3	33.3%
Children & Family Services	97	53	150	64.7%
Commissions Secretariat	4		4	100.0%
Complaints Commission	4	1	5	80.0%
Computer Services	34	20	54	63.0%
Counselling Services	20	19	39	51.3%
Customs Department	136		136	100.0%
Department of Commerce & Investment	7	1	8	87.5%
Department of Community Rehabilitation	15	14	29	51.7%
Department of Labour & Pension	22		22	100.0%
Department of Vehicle Licensing	36		36	100.0%
Director of Public Prosecutions	10	10	20	50.0%
District Administration	150	5	155	96.8%
Economics & Statistics Office	14	6	20	70.0%
Education	425	295	720	59.0%
Elections Office	6	1	7	85.7%
Environment	28	2	30	93.3%
Environmental Health	96	22	118	81.4%
Financial Services Admin	1	1	2	50.0%
Financial Services Secretariat	5	1	6	83.3%
Fire Department	129	1	130	99.2%
General Registry	37	6	43	86.0%
Government Information Services	13	3	16	81.3%
Hazard Management KY	5	1	6	83.3%
Health Regulatory Board	11	1	12	91.7%
His Excellency the Governor	1	4	5	20.0%
Immigration	163		163	100.0%
Information Commission	2	2	4	50.0%
Judicial Department	54	16	70	77.1%
Lands & Survey	40	18	58	69.0%
Legal Affairs	19	27	46	41.3%
Legislative	13		13	100.0%
Marketing & Communications Unit	3	1	4	75.0%
Ministry CAG&H	16		16	100.0%
Ministry DAWL&A	22	4	26	84.6%
Ministry ET&E	69	17	86	80.2%
Ministry FT&D (Public Finance)	22	10	32	68.8%
Ministry FT&D (Tourism & Development)	21		21	100.0%
Ministry HEYS&C	12	2	14	85.7%
MRCU	31	5	36	86.1%
National Archive	12	1	13	92.3%
National Weather Service	12		12	100.0%
National Workforce Development Agency	4	2	6	66.7%
Petroleum Inspectorate	1	1	2	50.0%
Planning	35	7	42	83.3%
Police	210	247	457	46.0%
Portfolio Int & Ext Affairs	19	1	20	95.0%
Portfolio of the Civil Service	11	8	19	57.9%
Postal	82	3	85	96.5%
Prison	81	67	148	54.7%
Public Works	92	16	108	85.2%
Radio Cayman	12	7	19	63.2%
Recreation, Parks & Cemeteries	24		24	100.0%
Tax Information Authority	2	1	3	66.7%
Telecommunications	3		3	100.0%
The Office of the Premier	3		3	100.0%
Tourism	46	3	49	93.9%
Treasury	27	2	29	93.1%
Vehicle & Equipment Services	32	6	38	84.2%
Youth and Sports	31	2	33	93.9%
Civil Service Total	2614	987	3601	72.6%

The table above shows the number of employees that worked within the 64 Government Departments as at 30th June 2013, split into Caymanian and non-Caymanian. The 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 heavier shading indicating a higher proportion of Caymanians. There were 5 departments where over 50% of employees were non-Caymanian - these were the Police, the Audit Office, the Cadet Corp, Legal Affairs and the Office of His Excellency the Governor. Forty one (41) departments had a higher percentage of Caymanian employees than the average for the Civil Service (72.6%). The highest areas with a 100% Caymanian workforce were the Commissions Secretariat, Customs, Department of Labour & Pension, Department of Vehicle Licensing, Immigration, Legislative, Ministry of CAG&H, Ministry of FT&D (Tourism & Development), National Weather Service, Recreation, Parks & Cemeteries, Telecommunications and the Office of the Premier.

Demographics of the Civil Service (30th June 2013)

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	19	151	272	289	314	377	389	380	268	122	26	5	1	1	2614
No. Non-Caymanian	1	5	43	163	207	192	149	116	93	14	3	0	1	0	987
Total	20	156	315	452	521	569	538	496	361	136	29	5	2	1	3601
% Caymanian	0.7%	5.8%	10.4%	11.1%	12.0%	14.4%	14.9%	14.5%	10.3%	4.7%	1.0%	0.2%	0.0%	0.0%	100%
% Non-Caymanian	0.1%	0.5%	4.4%	16.5%	21.0%	19.5%	15.1%	11.8%	9.4%	1.4%	0.3%	0.0%	0.1%	0.0%	100%
% Civil Servants	0.6%	4.3%	8.7%	12.6%	14.5%	15.8%	14.9%	13.8%	10.0%	3.8%	0.8%	0.1%	0.1%	0.0%	100%

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	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
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
Total Civil Servants	3199	3143	3169	3224	3332	3418	3520	3632	3843	3904	3801	3756	3694	3687	3618	3619	3593	3639	3634	3601
% 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%

* Age profiles for Civil Servants unavailable prior to 2004

The [bar chart](#) at the top of this page shows the number of employees within Government, as at 30th June 2013, 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 older and younger ranges. The average age of a Civil Servant within the Cayman Islands was 42 years, with the youngest employee being aged 15 and the oldest employee aged 82.

For the majority of roles within the Civil Service the mandatory retirement age is 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 2013, 173 employees, 4.8% of the Civil Service, were over the age of 60. The percentage of employees over the mandatory employment age has remained similar over the last 9 years, varying only slightly between 4.4% and 5.0% of the work-force. More detailed information regarding the age distribution of employees can be found on the following page where the data is broken down to departmental level.

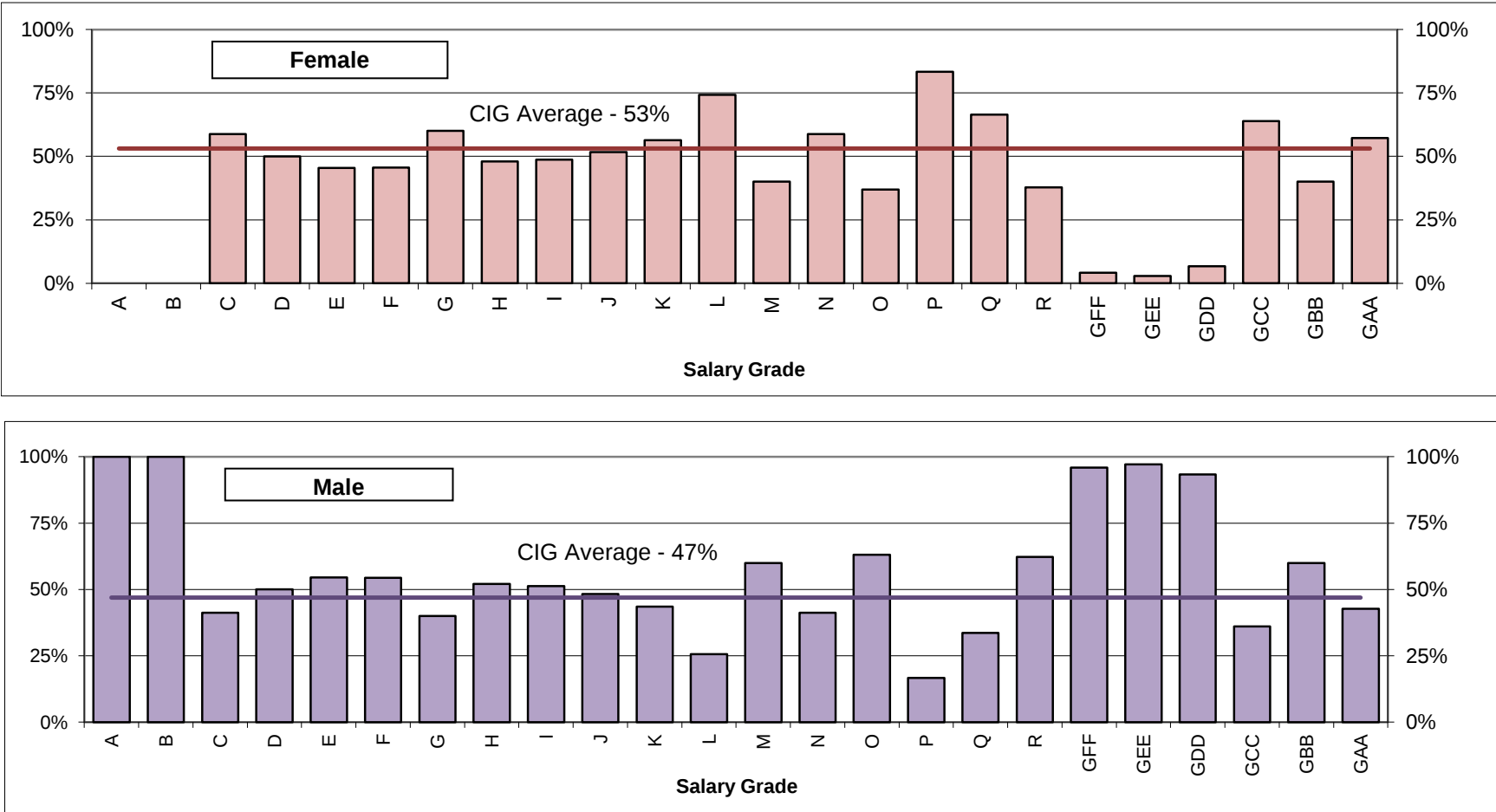
Demographics of the Civil Service (30th June 2013)

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
911 Emergency Communications	0	5	9	6	3	1	0	24	4%
Agriculture	0	6	12	13	22	5	0	58	9%
Audit Office	0	1	10	6	2	0	0	19	0%
Cabinet Office	0	4	7	6	3	2	0	22	9%
Cadet Corps	0	0	3	0	0	0	0	3	0%
Children & Family Services	0	4	23	47	63	12	1	150	9%
Commissions Secretariat	0	1	2	0	0	1	0	4	25%
Complaints Commission	0	0	2	2	1	0	0	5	0%
Computer Services	0	10	14	18	10	2	0	54	4%
Counselling Services	0	4	11	11	10	3	0	39	8%
Customs Department	0	33	41	47	15	0	0	136	0%
Department of Commerce & Investment	0	0	4	3	1	0	0	8	0%
Department of Community Rehabilitation	0	7	7	5	10	0	0	29	0%
Department of Labour & Pension	0	1	6	8	6	1	0	22	5%
Department of Vehicle Licensing	0	10	7	9	10	0	0	36	0%
Director of Public Prosecutions	0	2	10	6	2	0	0	20	0%
District Administration	5	38	28	32	45	6	1	155	5%
Economics & Statistics Office	0	2	5	7	5	1	0	20	5%
Education	1	72	189	190	216	52	0	720	7%
Elections Office	0	1	1	0	0	5	0	7	71%
Environment	0	5	8	8	7	2	0	30	7%
Environmental Health	1	13	33	43	26	2	0	118	2%
Financial Services Admin	0	0	2	0	0	0	0	2	0%
Financial Services Secretariat	0	2	2	1	1	0	0	6	0%
Fire Department	0	22	33	63	11	0	1	130	1%
General Registry	0	11	14	9	9	0	0	43	0%
Government Information Services	0	2	6	6	2	0	0	16	0%
Hazard Management KY	0	2	1	1	2	0	0	6	0%
Health Regulatory Board	0	1	3	3	4	1	0	12	8%
His Excellency the Governor	0	0	1	1	3	0	0	5	0%
Immigration	3	45	51	40	22	2	0	163	1%
Information Commission	0	0	1	1	2	0	0	4	0%
Judicial Department	6	8	12	20	16	8	0	70	11%
Lands & Survey	0	13	12	19	12	2	0	58	3%
Legal Affairs	0	5	13	16	7	4	1	46	11%
Legislative	0	1	1	1	8	2	0	13	15%
Marketing & Communications Unit	0	1	1	2	0	0	0	4	0%
Ministry CAG&H	0	2	11	0	3	0	0	16	0%
Ministry DAWL&A	0	2	7	5	10	2	0	26	8%
Ministry ET&E	0	13	28	26	16	3	0	86	3%
Ministry FT&D (Public Finance)	0	4	8	16	4	0	0	32	0%
Ministry FT&D (Tourism & Development)	0	1	5	5	9	1	0	21	5%
Ministry HEYS&C	0	1	4	4	5	0	0	14	0%
MRCU	0	6	8	10	8	4	0	36	11%
National Archive	0	1	2	7	1	2	0	13	15%
National Weather Service	0	1	6	4	0	1	0	12	8%
National Workforce Development Agency	0	0	3	2	1	0	0	6	0%
Petroleum Inspectorate	0	0	2	0	0	0	0	2	0%
Planning	3	7	14	9	5	4	0	42	10%
Police	0	49	145	178	80	5	0	457	1%
Portfolio Int & Ext Affairs	0	2	5	9	3	1	0	20	5%
Portfolio of the Civil Service	0	2	7	7	2	1	0	19	5%
Postal	1	8	14	25	26	9	2	85	13%
Prison	0	6	33	55	46	8	0	148	5%
Public Works	0	15	26	27	37	3	0	108	3%
Radio Cayman	0	0	5	12	2	0	0	19	0%
Recreation, Parks & Cemeteries	0	1	7	9	6	1	0	24	4%
Tax Information Authority	0	0	0	2	1	0	0	3	0%
Telecommunications	0	0	2	0	1	0	0	3	0%
The Office of the Premier	0	1	0	1	1	0	0	3	0%
Tourism	0	9	19	8	8	3	2	49	10%
Treasury	0	0	8	12	8	1	0	29	3%
Vehicle & Equipment Services	0	6	10	14	8	0	0	38	0%
Youth and Sports	0	2	9	10	10	2	0	33	6%
Grand Total	20	471	973	1107	857	165	8	3601	5%
%	0.6%	13.1%	27.0%	30.7%	23.8%	4.6%	0.2%	100.0%	

The table shows the number of Civil Servants within each department spread across the various age ranges, as at 30th June 2013. In most cases the departmental picture was reflective of the Civil Service as a whole, however, notable exceptions included Cadet Corps, Commissions Secretariat, Director of Public Prosecutions, Financial Services Admin, Financial Services Secretariat, Immigration, Ministry of CAG&H, Petroleum Inspectorate and Telecommunications - all of whom had a high proportion of their staff under the age of 40 (60%+). The shading on the right hand side of the table identifies the departments who had more than 5% of their employees aged over 60 years old as at 30th June 2013 (i.e. more than the average over 60 employment percentage 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 being the

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	0	0	10	4	10	21	30	47	59	107	180	385	160	111	205	155	170	17	1	1	4	108	64	63	1912
Male	6	2	7	4	12	25	20	51	62	100	139	133	239	78	350	31	86	28	23	33	56	61	96	47	1689
Total	6	2	17	8	22	46	50	98	121	207	319	518	399	189	555	186	256	45	24	34	60	169	160	110	3601

The two bar charts above show the proportion of salary grades held by female and male Civil Servants, as at the 30th June 2013. 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 **senior executive roles** within the service (falling within grades A & B) were male. Positions within grades A and B include the Deputy Governor, the Financial Secretary, the Attorney General, the Chief Justice and Puisine Judges.

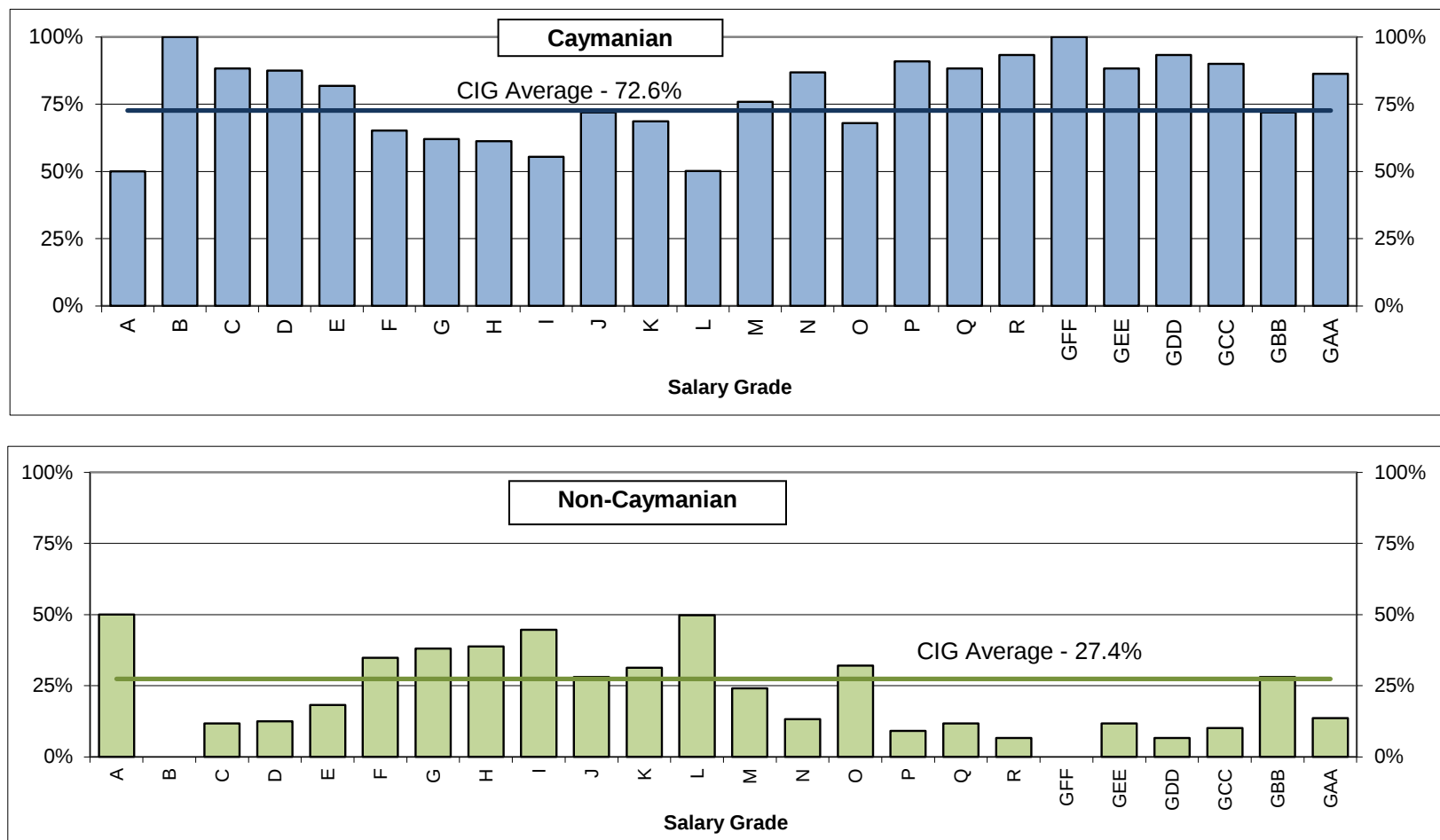
For other **organisation executives** (predominantly falling within grades C to G), the gender balance showed 48% of roles held by men and 52% held by women. Positions within grades C to G included Chief/Deputy Chief Officers and Heads/Deputy Heads of Departments.

Within the **middle/junior management** and specialist technical roles (predominantly found in grades H to K), the gender split was the same as the service as a whole - 53% female and 47% male.

Within the **top and middle level operational roles** (predominantly found in grades L to O), the gender split was 52% female and 48% male. However, women dominated the **lowest level support roles** (grades P to R) representing 70% of the workforce in that category.

Male employees dominated the **higher wage worker ranges**, where 95% of employees at grades GFF to GDD were male (which tended to relate to roles in the specialist trades). The lower wage worker ranges reflected a mover even spread, where 54% of employees at grades GCC - GAA were female and 46% male.

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	15	7	18	30	31	60	67	149	219	260	303	164	377	169	226	42	24	30	56	152	115	95	2614
Non-Caymanian	3	0	2	1	4	16	19	38	54	58	100	258	96	25	178	17	30	3	0	4	4	17	45	15	987
Total	6	2	17	8	22	46	50	98	121	207	319	518	399	189	555	186	256	45	24	34	60	169	160	110	3601

The two bar charts above show the percentage of salary grades that were occupied by Caymanian and non-Caymanian employees on 30th June 2013. When looking at the Civil Service as a whole, Caymanian employees made up 72.6% of the workforce.

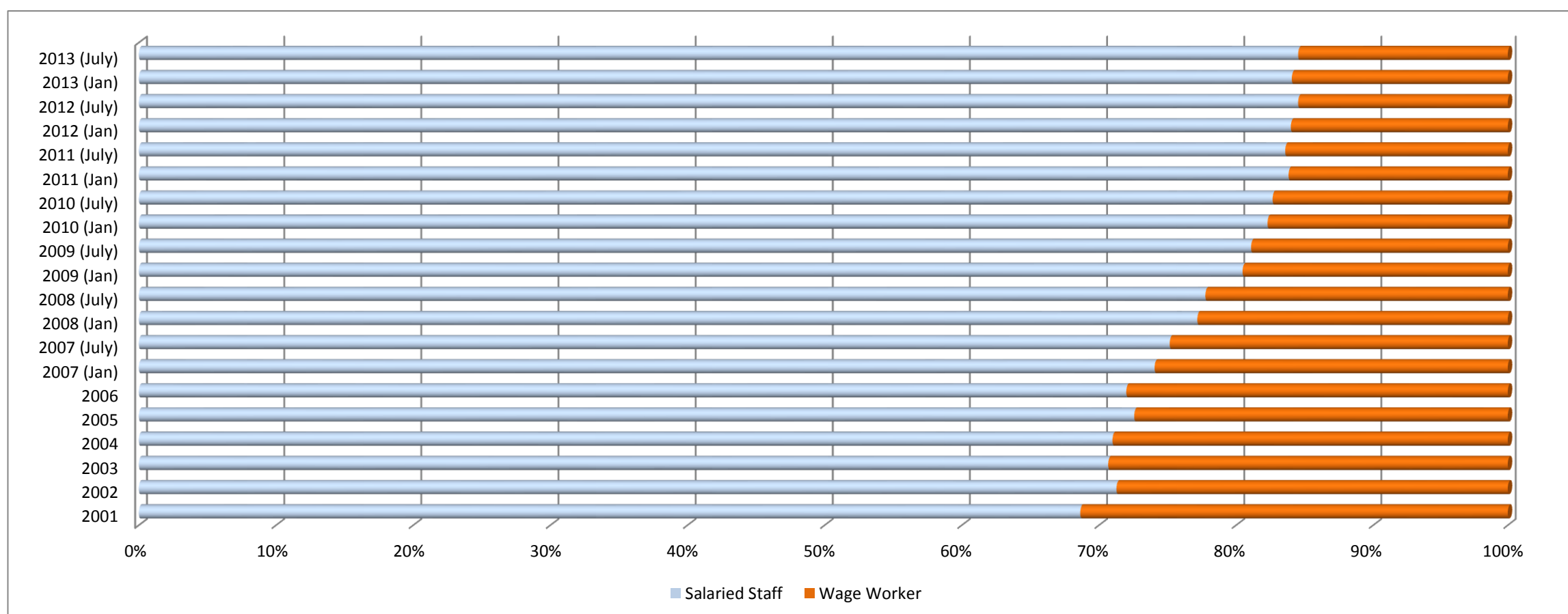
At the **most senior executive level**, grades B and above, 63% of employees within the service were Caymanians. Relevant positions here included Puisine Judges, the Deputy Governor, Attorney General, Chief Justice and the Financial Secretary.

For other **organisation executives** (predominantly falling within grades C to G), Caymanians constituted 71% of employees in these roles, slightly below the average of the service as a whole. Positions within grades C to G included Chief & Deputy Chief Officers, Heads & Deputy Heads of Departments,

Within the **middle/junior management and specialist technical** roles (predominantly found in grades H to K), Caymanians were slightly under-represented at 66%. Within the **top and middle level operational roles** (predominantly found in grades L to O), Caymanians also represented 66% and Caymanians were over-represented compared to the Civil Service average in the lower salary range (P-R) at 90%. The majority (85%) of the wage worker range (GAA-GFF) were Caymanian on 30th June 2013.

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 the specialist roles - where local talent may not have been available.

The Civil Service by Employment Type



Date	Annual Data						Bi-Annual Data (Since PSML)													
	10-Jan-01	10-Jan-02	10-Jan-03	10-Jan-04	10-Jan-05	10-Jan-06	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
Salaried Staff	2769	2723	2196	2271	2300	2399	2607	2730	2966	3036	3059	3046	3040	3048	3033	3025	3018	3076	3055	3044
Wage Worker	1265	1097	911	928	869	933	913	902	877	868	742	710	654	639	585	594	575	563	579	557
Total	4034	3820	3107	3199	3169	3332	3520	3632	3843	3904	3801	3756	3694	3687	3618	3619	3593	3639	3634	3601
Salaried Staff	68.6%	71.3%	70.7%	71.0%	72.6%	72.0%	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%
Wage Worker	31.4%	28.7%	29.3%	29.0%	27.4%	28.0%	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%
Total	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 2013)

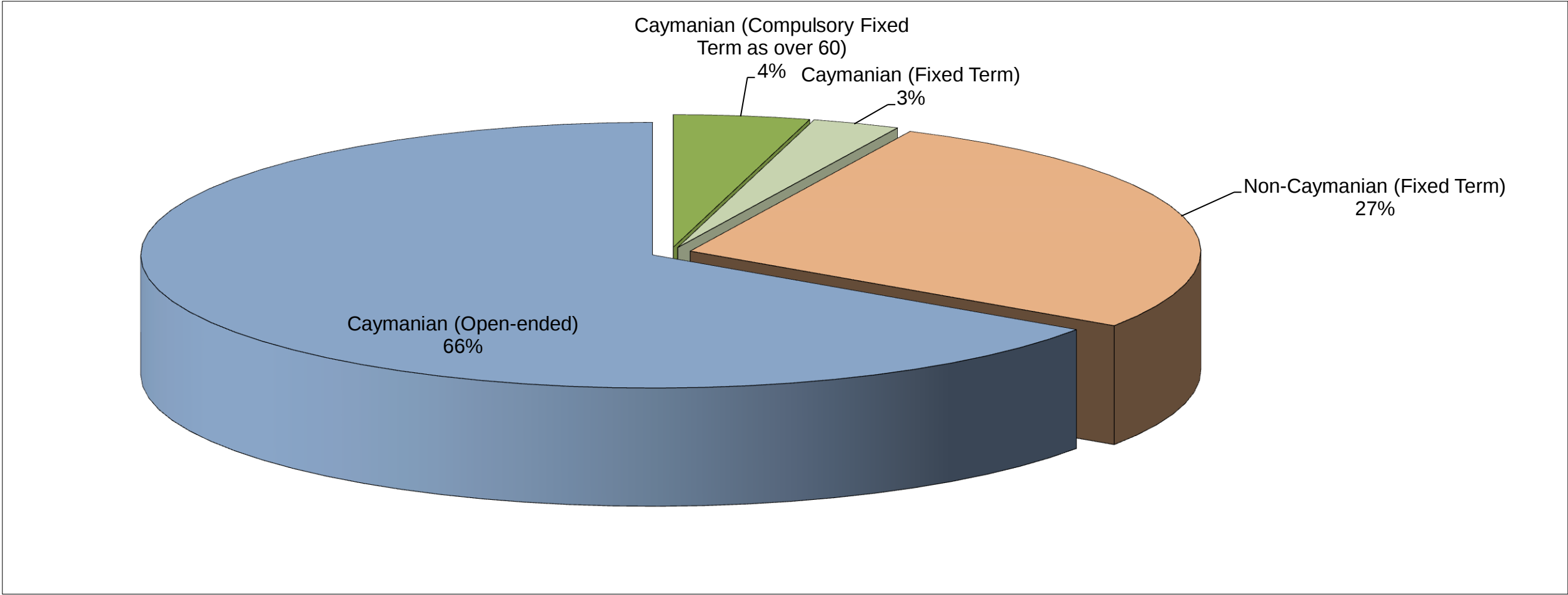
Department/Ministry/Portfolio	No. Wage Worker	No. Salaried Staff	Total Staff	% Wage workers
Environmental Health	85	33	118	72.0%
District Administration	100	55	155	64.5%
Public Works	69	39	108	63.9%
Children & Family Services	93	57	150	62.0%
MRCU	20	16	36	55.6%
Recreation, Parks & Cemeteries	12	12	24	50.0%
Agriculture	19	39	58	32.8%
Education	137	583	720	19.0%
Youth and Sports	3	30	33	9.1%
Tourism	4	45	49	8.2%
National Archive	1	12	13	7.7%
Ministry CAG&H	1	15	16	6.3%
Radio Cayman	1	18	19	5.3%
Postal	4	81	85	4.7%
Department of Vehicle Licensing	1	35	36	2.8%
Vehicle & Equipment Services	1	37	38	2.6%
Judicial Department	1	69	70	1.4%
Prison	2	146	148	1.4%
Ministry ET&E	1	85	86	1.2%
Police	2	455	457	0.4%
Total Wage Workers	557			

Personnel Regulations (2012 Revision) state that an employees' 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 20 Departments listed to the left, employed Civil Servants on wage worker terms and conditions as at 30th June 2013. Environmental Health, District Administration, Public Works, Children and Family Services, and the Mosquito Research Control Unit (MRCU) had over half of their staff on wage worker conditions.

During 2012/13, of the 363 new appointments to the Civil Service, 28% were appointed on wage worker contracts.

The Civil Service by Employment Agreement Type and Nationality



Date	Annual Data						Bi-Annual Data (Since PSML)													
	10-Jan-01	10-Jan-02	10-Jan-03	10-Jan-04	10-Jan-05	10-Jan-06	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
Fixed Term - Caymanian	758	677	614	701	683	756	463	469	520	470	282	284	253	308	264	272	276	282	266	255
Fixed Term - Non-Caymanian	1747	1606	1130	961	837	883	1039	1037	1171	1169	1143	1105	1058	1021	993	991	966	999	998	987
Open-Ended - Caymanian	1529	1537	1363	1537	1649	1693	2018	2126	2152	2265	2376	2367	2383	2358	2361	2356	2351	2358	2370	2359
Total	4034	3820	3107	3199	3169	3332	3520	3632	3843	3904	3801	3756	3694	3687	3618	3619	3593	3639	3634	3601
Fixed Term - Caymanian	18.8%	17.7%	19.8%	21.9%	21.6%	22.7%	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%
Fixed Term - Non-Caymanian	43.3%	42.0%	36.4%	30.0%	26.4%	26.5%	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%
Open-Ended - Caymanian	37.9%	40.2%	43.9%	48.0%	52.0%	50.8%	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%
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%

Personnel Regulations (2012 Revision) outline the terms of employment for employees and determines that the tenure for Caymanians should be "open-ended" up to their 60th birthday - unless the position/post undertaken has a finite life, or the individual is over retirement age, or in other "exceptional circumstances". Non-Caymanian employees should have a fixed-term employment agreement of no longer than 3 years, whilst any staff member over retirement age should have an employment agreement that is of a fixed-term of no longer than 2 years.

The [pie chart above](#) shows the proportion of employees that held open-ended or fixed-term employment agreements as at 30th June 2013. Sixty-six per cent (66%) of the Civil Service were Caymanian employees on open-ended employment agreements; 27% were non-Caymanians on fixed-term employment agreements and 7% 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 60 and holding 'compulsory' fixed term employment agreements (4%), and those with standard fixed term employment agreements (3%).

During the last fiscal year there has been a very 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.

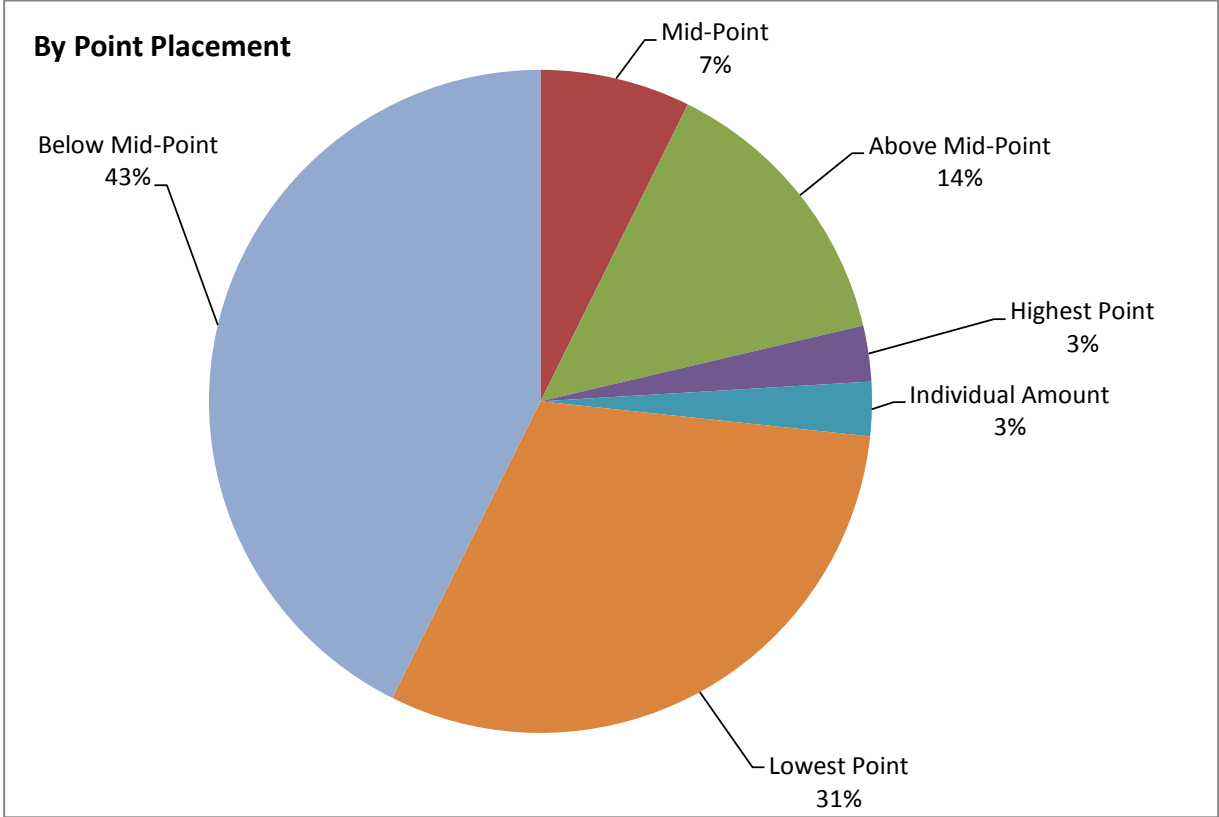
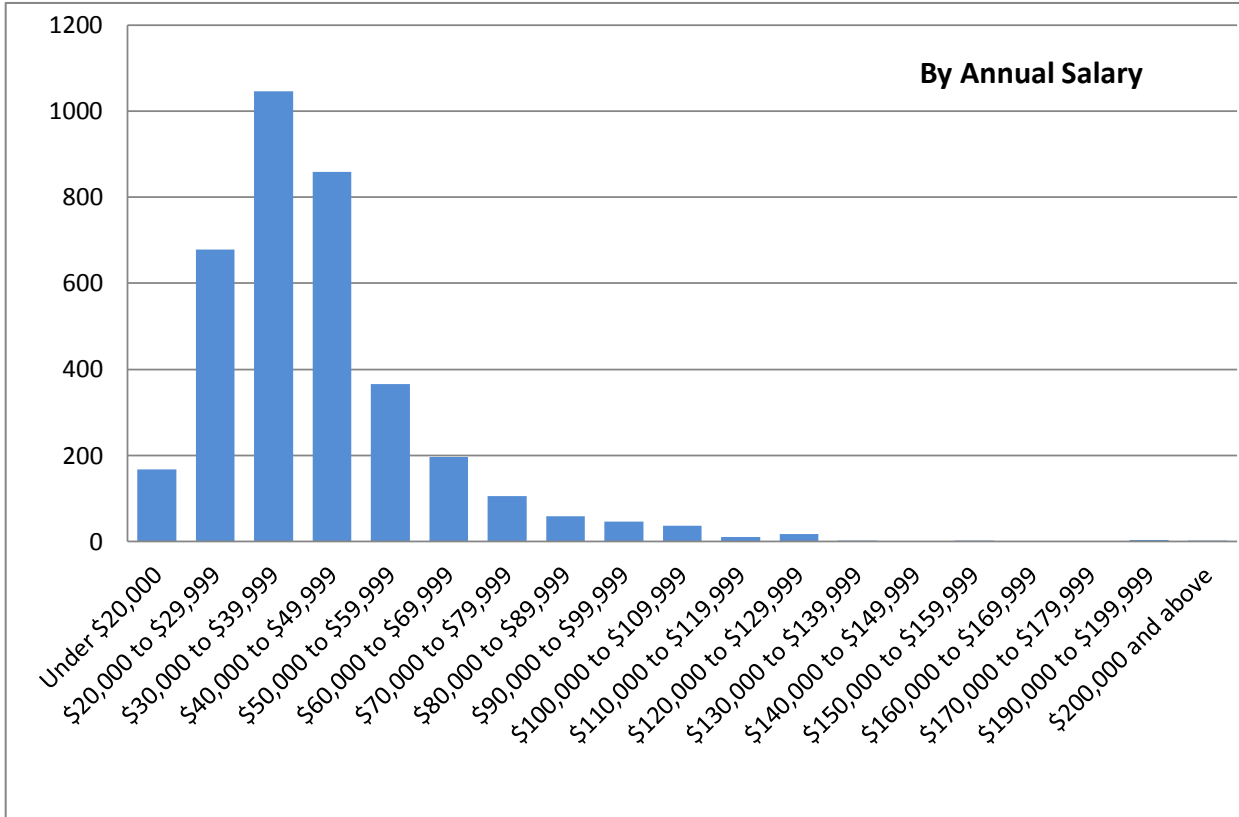
Civil Servants Remuneration Levels and Activity During 2012/13

Civil Servants Annual Salary Distribution

Annual Salary	No. of Civil Servants	% of Civil Servants	Cumulative %
Under \$20,000	168	5%	5%
\$20,000 to \$29,999	678	19%	23%
\$30,000 to \$39,999	1046	29%	53%
\$40,000 to \$49,999	859	24%	76%
\$50,000 to \$59,999	366	10%	87%
\$60,000 to \$69,999	197	5%	92%
\$70,000 to \$79,999	106	3%	95%
\$80,000 to \$89,999	59	2%	97%
\$90,000 to \$99,999	47	1%	98%
\$100,000 to \$109,999	37	1%	99%
\$110,000 to \$119,999	10	0%	99%
\$120,000 to \$129,999	18	0%	100%
\$130,000 to \$139,999	2	0%	100%
\$140,000 to \$149,999	0	0%	100%
\$150,000 to \$159,999	2	0%	100%
\$160,000 to \$169,999	1	0%	100%
\$170,000 to \$179,999	0	0%	100%
\$190,000 to \$199,999	3	0%	100%
\$200,000 and above	2	0%	100%
Total	3601	100%	

Civil Servants Distribution Across the Salary Points

Point Placement	No. of Civil Servants	%	Cumulative %
Lowest Point	1105	31%	31%
Below Mid-Point	1535	43%	73%
Mid-Point	264	7%	81%
Above Mid-Point	504	14%	95%
Highest Point	98	3%	97%
Individual Amount	95	3%	100%
Total	3601	100%	



The full-time annual remuneration levels for the Civil Service on the 30th June 2013 ranged from \$17,394 to \$160,020 (excluding the Chief Justice, His Excellency the Governor and Puisne Judges). The graph shows that the majority of the Civil Service were paid at the lower end of this salary range. The largest group (29%) of Civil Servants earned in the \$30,000 to \$39,999 salary range, with 76% of the Service earning under \$50,000 per year.

The provision of medical benefits and pension, without employee contribution, should be noted when making comparisons on overall remuneration packages for Civil Servants with external 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 since 2002.

The current Public Service Management Law (2011 Revision) and Personnel Regulations (2012 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 graph above summarise the position of employees within the point scales for the Civil Service as at 30th June 2013. 73% of the Service were on a point placement that was less than the mid-point of the range, with 31% of Civil Servants on the lowest point on their grade. Some 3% of the service were on the highest point of the grade, and a further 3% had an individual salary that was outside of the grade structure (the same percentages as 30th June 2012).

Of the new appointments to the Service during 2012/13, 170 of all appointments (47%) were made to point 1 of the salary grade, while 80 % of all appointments were made to points 4 and below of the salary grade.

HR Activity for the Civil Service for 2012/13 - Recruitment/Appointments

Appointments On/Off Island and by Employment Type

Appointments from On/Off Island*

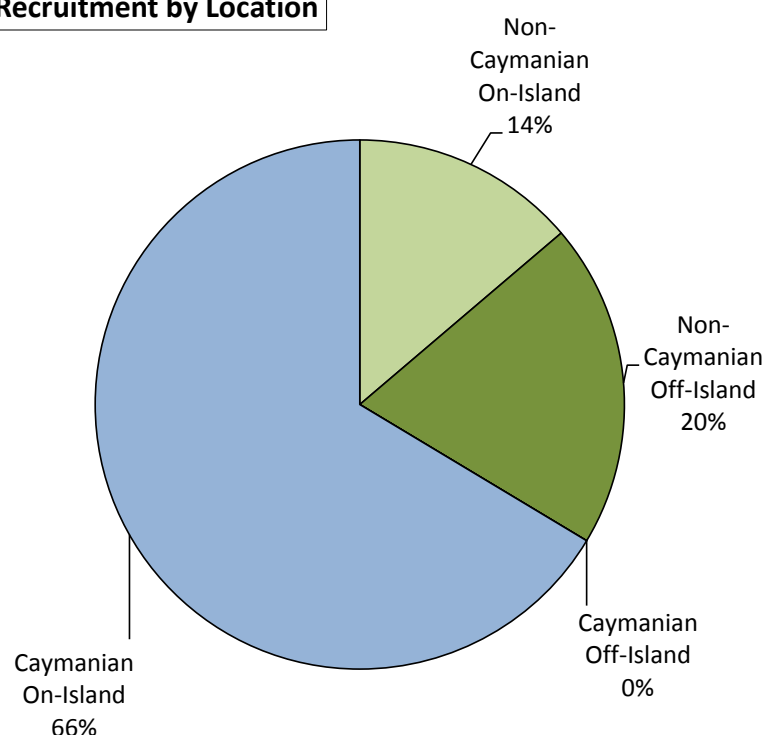
Recruitment Location	Caymanian	Non-Caymanian	Total	% by Recruitment Location
Off-Island	0	72	72	20%
On-Island	241	50	291	80%
Total	241	122	363	100%
% by Nationality	66%	34%	100%	

Appointments by Employment Type*

Employment Type	Caymanian	Non-Caymanian	Total	% by Employment Type
Salaried Staff	142	118	260	72%
Wage Worker	99	4	103	28%
Total	241	122	363	100%
% by Nationality	66%	34%	100%	

* Please note that the number of recruitments/appointments do not include the employment agreement /contract renewals of existing employees.

Recruitment by Location

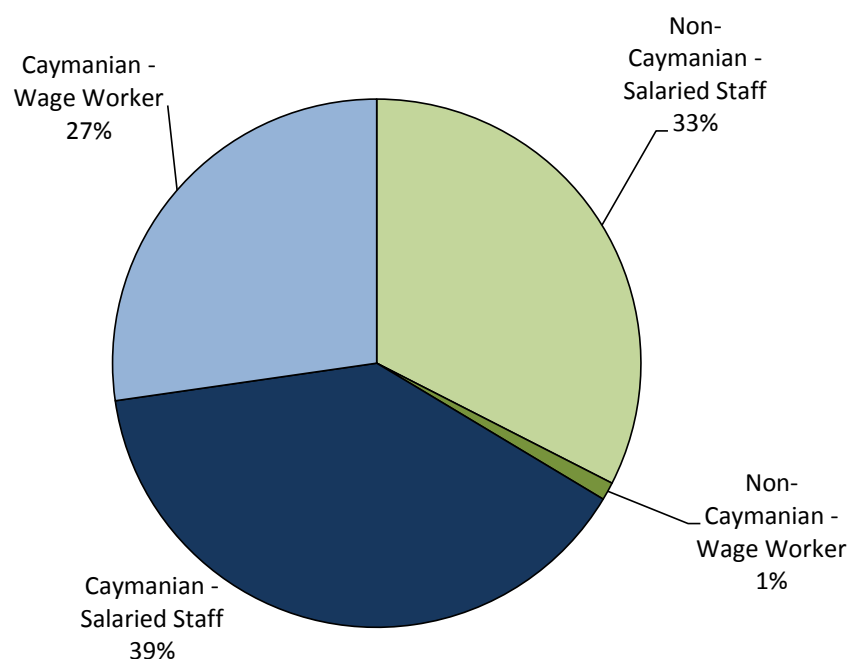


This information shows the location of the recruitment /appointment activity undertaken in 2012/13 - whether employees were recruited /appointed on island, or relocated from overseas.

During 2012/13, 80% of all appointments were made to applicants from on-island, with Caymanians constituting the largest group. This is a 6% increase of on-island recruitment compared to the previous fiscal year.

Of the appointment of non-Caymanian employees (122 in total), 41% were recruited on-island.

Recruitment by Employment Type



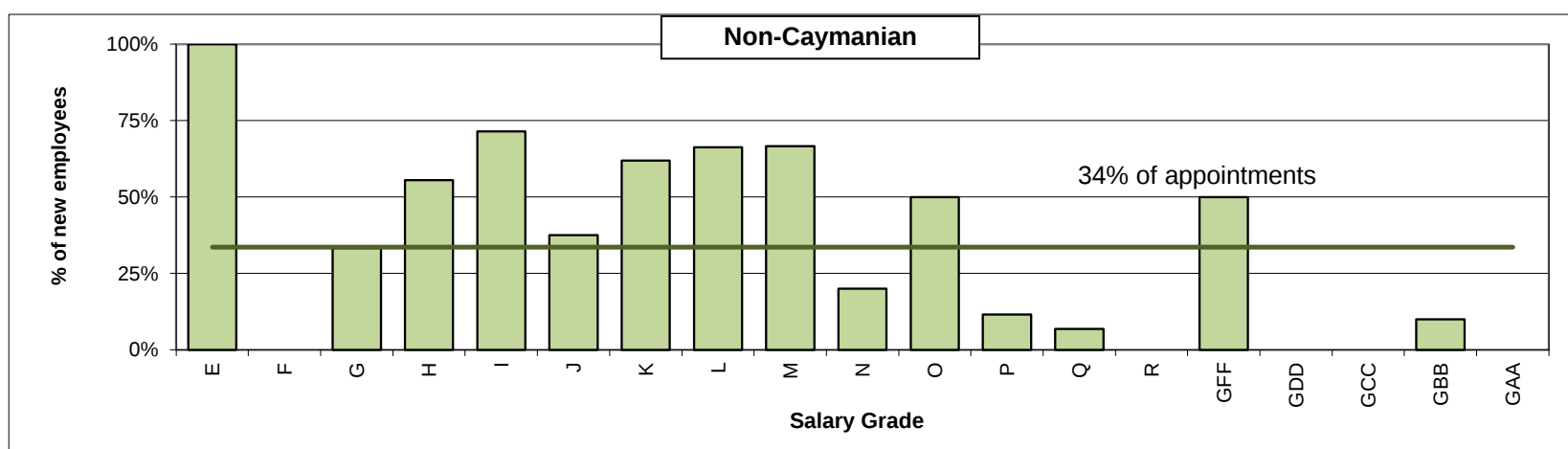
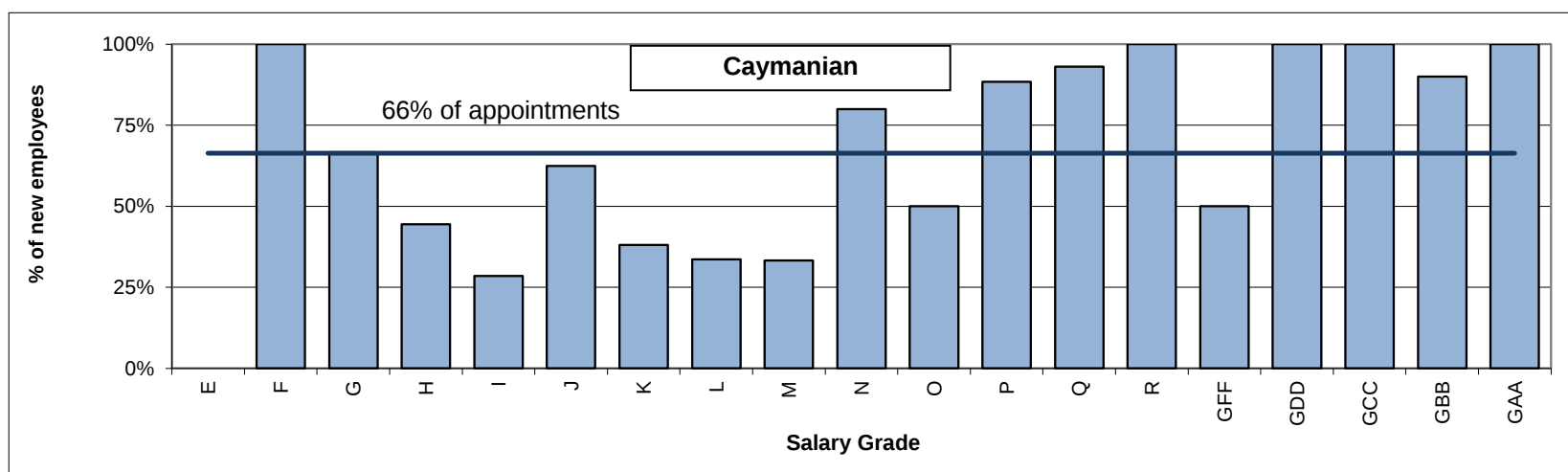
Of the total number of recruitments/appointments for 2012/13, 28% were appointed as wage workers (paid an hourly rate and a GAA - GFF wages grade). 72% were appointed as salaried staff. This was a high percentage of wage worker appointments given that wage workers constituted only 15.5% of the Civil Service workforce as at 30th June 2013.

District Administration (68%), the Department of Education (20%) and the Elections Office (8%) 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 Solid Waste Labourers.

This section provides an over-view of recruitment /appointment activities during the fiscal year 2012/13. During this period there were 363 appointments to the Civil Service, of which 66% were Caymanian and 34% were Non-Caymanian.

HR Activity for the Civil Service for 2012/13 - Recruitment/Appointments

Appointments by Grade and Nationality



	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	GFF	GDD	GCC	GBB	GAA	Total	%
Caymanian		1	2	4	2	10	8	33	5	4	6	23	27	17	1	5	24	27	42	241	66%
Non-Caymanian	1		1	5	5	6	13	65	10	1	6	3	2		1			3		122	34%
Total	1	1	3	9	7	16	21	98	15	5	12	26	29	17	2	5	24	30	42	363	100%

Caymanians constituted 66% of all new recruitments/appointments to the Civil Service during the fiscal year 2012/13 across a wide range of roles and grades.

During 2012/13, the highest number of new recruitments/appointments to the Civil Service of non-Caymanians were to salaried positions in grades L and K. These were primarily in the areas of teaching and police roles. The temporary appointment of approximately 43 Caymanian student interns formally employed during the vacation periods of 2012/13 to gain vital work experience, contributed to the above average appointment of Caymanians to the lower salary ranges.

It should be noted however, 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.

Please note that the number of recruitments/appointments do not include the employment agreement /contract renewals of existing employees.

HR Activity for the Civil Service for 2012/13 - Retention

Leavers by Department, Nationality and Employment Category

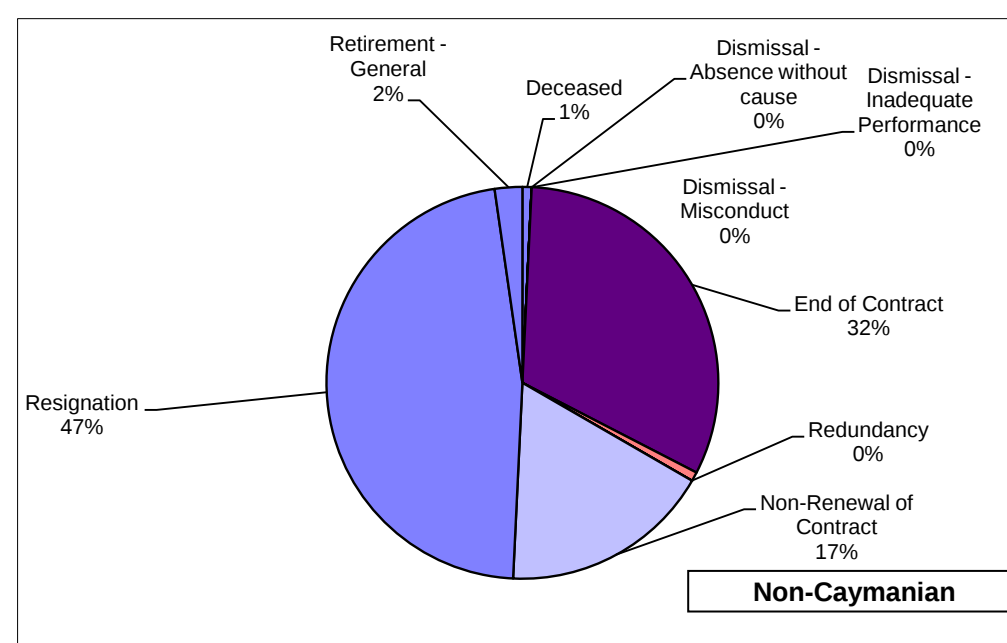
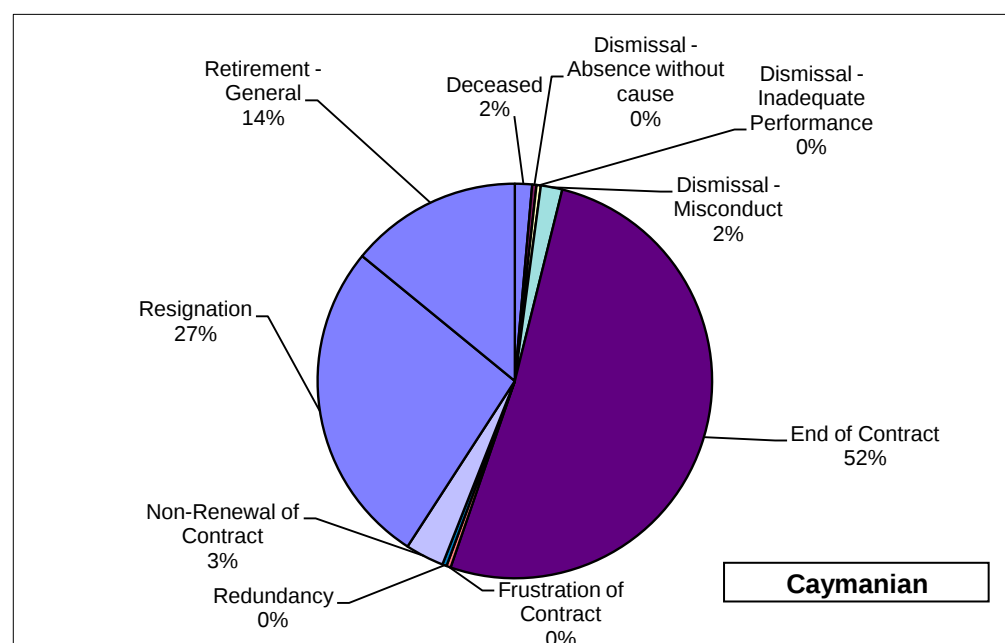
Department	Caymanian	Non-Caymanian	Salaried	Waged	Total	% Turnover*
911 Emergency Communications	0	0	0	0	0	0.0%
Agriculture	0	0	0	0	0	0.0%
Audit Office	0	0	0	0	0	0.0%
Cabinet Office	7	0	7	0	7	27.7%
Cadet Corps	0	0	0	0	0	0.0%
Children & Family Services	7	3	5	5	10	6.5%
Commissions Secretariat	1	0	1	0	1	22.2%
Complaints Commission	1	0	1	0	1	20.0%
Computer Services	1	0	1	0	1	1.9%
Counselling Services	3	3	6	0	6	16.2%
Customs Department	6	0	6	0	6	4.4%
Department of Commerce & Investment	2	0	2	0	2	20.5%
Department of Community Rehabilitation	3	0	3	0	3	10.2%
Department of Labour & Pension	5	0	5	0	5	25.3%
Department of Vehicle Licensing	0	0	0	0	0	0.0%
Director of Public Prosecutions	0	2	2	0	2	9.9%
District Administration	67	1	2	66	68	44.4%
Economics & Statistics Office	1	3	4	0	4	19.5%
Education	42	66	96	12	108	15.1%
Elections Office	10	2	2	10	12	126.3%
Environment	2	1	3	0	3	9.7%
Environmental Health	6	0	2	4	6	5.1%
Financial Services Admin	0	0	0	0	0	0.0%
Financial Services Secretariat	1	0	1	0	1	23.5%
Fire Department	7	0	7	0	7	5.3%
General Registry	1	0	1	0	1	2.3%
Government Information Services	0	2	2	0	2	12.9%
Hazard Management KY	3	0	3	0	3	48.0%
Health Regulatory Board	0	0	0	0	0	0.0%
His Excellency the Governor	0	1	1	0	1	19.0%
Human Capital Development Agency	0	0	0	0	0	0.0%
Immigration	14	0	14	0	14	8.5%
Information Commission	0	0	0	0	0	0.0%
Judicial Department	3	0	3	0	3	4.7%
Lands & Survey	2	2	4	0	4	6.9%
Legal Affairs	2	3	5	0	5	11.0%
Legislative	1	0	1	0	1	7.8%
Marketing & Communications Unit	1	0	1	0	1	21.1%
Ministry CAG&H	0	0	0	0	0	0.0%
Ministry DAWL&A	1	1	2	0	2	7.8%
Ministry ET&E	12	7	18	1	19	21.8%
Ministry FT&D (Public Finance)	1	1	2	0	2	6.1%
Ministry FT&D (Tourism & Development)	4	0	2	2	4	19.0%
Ministry HEYS&C	1	0	1	0	1	7.1%
MRCU	4	1	3	2	5	13.4%
National Archive	0	1	1	0	1	7.4%
National Weather Service	0	0	0	0	0	0.0%
National Workforce Development Agency	2	0	2	0	2	61.5%
Petroleum Inspectorate	1	0	1	0	1	50.0%
Planning	10	4	14	0	14	35.2%
Police	18	14	32	0	32	6.9%
Portfolio Int & Ext Affairs	3	0	3	0	3	14.6%
Portfolio of the Civil Service	1	1	2	0	2	11.0%
Postal	10	2	11	1	12	14.3%
Prison	2	7	9	0	9	6.2%
Public Works	7	1	0	8	8	7.2%
Radio Cayman	0	1	1	0	1	5.3%
Recreation, Parks & Cemeteries	1	0	1	0	1	4.1%
Tax Information Authority	0	0	0	0	0	0.0%
Telecommunications	0	0	0	0	0	0.0%
The Office of the Premier	6	1	7	0	7	147.4%
Tourism	2	1	2	1	3	6.0%
Treasury	3	0	3	0	3	10.4%
Vehicle & Equipment Services	1	0	1	0	1	2.6%
Youth and Sports	0	0	0	0	0	0.0%
Total	289	132	309	112	421	11.6%
%	68.6%	31.4%	73.4%	26.6%		
Turnover Rate by Caymanian/Non-Caymanian	11.0%	13.3%				

*Based on the average number of employees at the end of each quarter for 2012/13

During 2012/13, the overall turnover rate for the Civil Service was 11.6%. This was calculated by the number of Civil Service leavers in 2012/13 (421) divided by the average number of employees during that fiscal year (3616.5), multiplied by 100. This represents a small increase in turnover when compared to last year's turnover of 11.1%. The turnover rate was lower for Caymanian (11%) than non-Caymanians (13.3%) employees. The turnover figures by Department are displayed in the table above. Those Departments experiencing more than double the average turnover rate within the Civil Service are identified above in **red text**. Where turnover exceeded 100% (the Office of the Premier and the Elections Office), this demonstrates that there were more leavers throughout the year, than the average number of people employed. Recognizably low turnovers are identified by **blue text**.

HR Activity for the Civil Service for 2012/13 - Retention

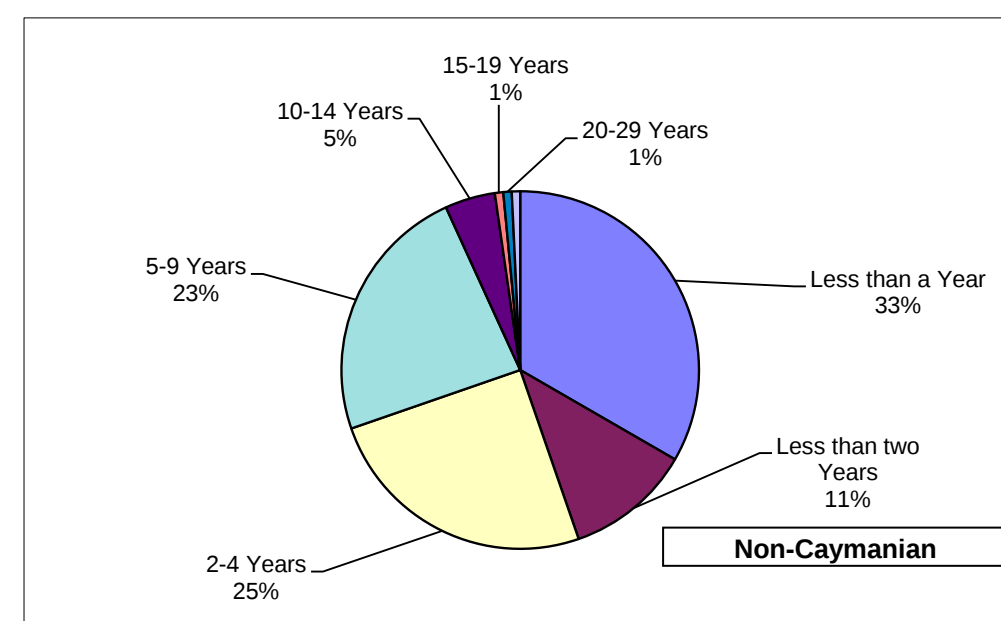
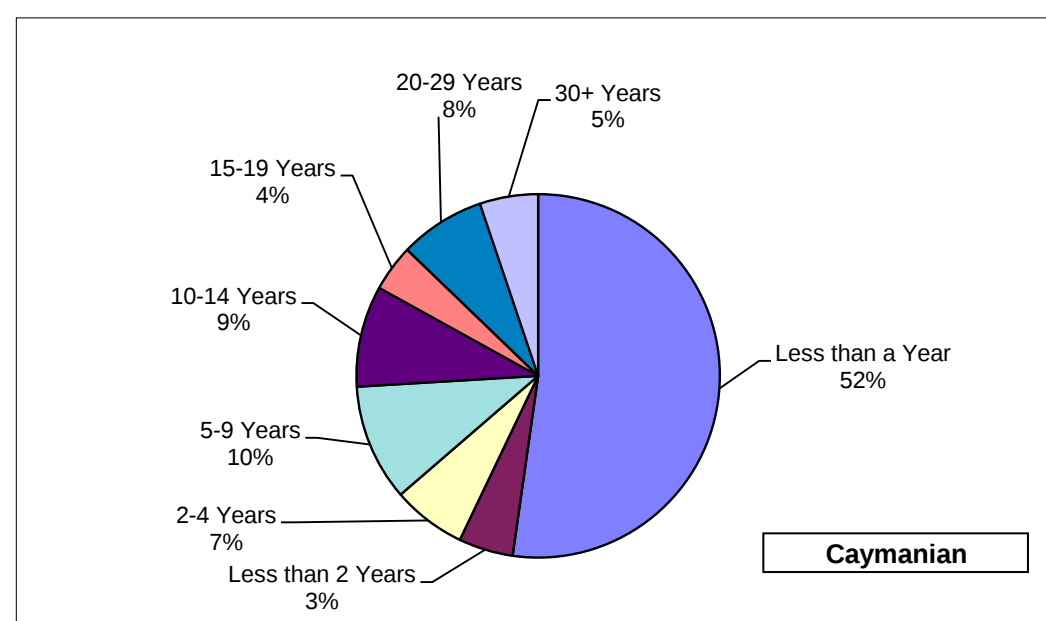
Leavers by Reason, Nationality and Length of Service



Reason for Leaving	Caymanian	% Caymanian	Non-Caymanian	% Non-Caymanian	Total	% Total
Deceased	4	1%	1	1%	5	1%
Dismissal - Absence without cause	1	0%	0	0%	1	0%
Dismissal - Inadequate Performance	1	0%	0	0%	1	0%
Dismissal - Misconduct	5	2%	0	0%	5	1%
End of Contract	146	51%	42	32%	188	45%
Frustration of Contract	1	0%	1	1%	2	0%
Redundancy	1	0%	0	0%	1	0%
Non-Renewal of Contract	9	3%	23	17%	32	8%
Resignation	76	26%	62	47%	138	33%
Retirement - General	40	14%	3	2%	43	10%
Retirement - Medical	5	2%	0	0%	5	1%
Total	289	100%	132	100%	421	100%

Length of Service	Caymanian	% Caymanian	Non-Caymanian	% Non-Caymanian	Total	% Total	Cumulative %
Less than a Year	151	52%	44	33%	195	46%	46%
Less than two Years	14	5%	15	11%	29	7%	53%
2-4 Years	19	7%	33	25%	52	12%	66%
5-9 Years	30	10%	31	23%	61	14%	80%
10-14 Years	26	9%	6	5%	32	8%	88%
15-19 Years	12	4%	1	1%	13	3%	91%
20-29 Years	22	8%	1	1%	23	5%	96%
30+ Years	15	5%	1	1%	16	4%	100%
Total	289	100%	132	100%	421	100%	

Leavers by Length of Service

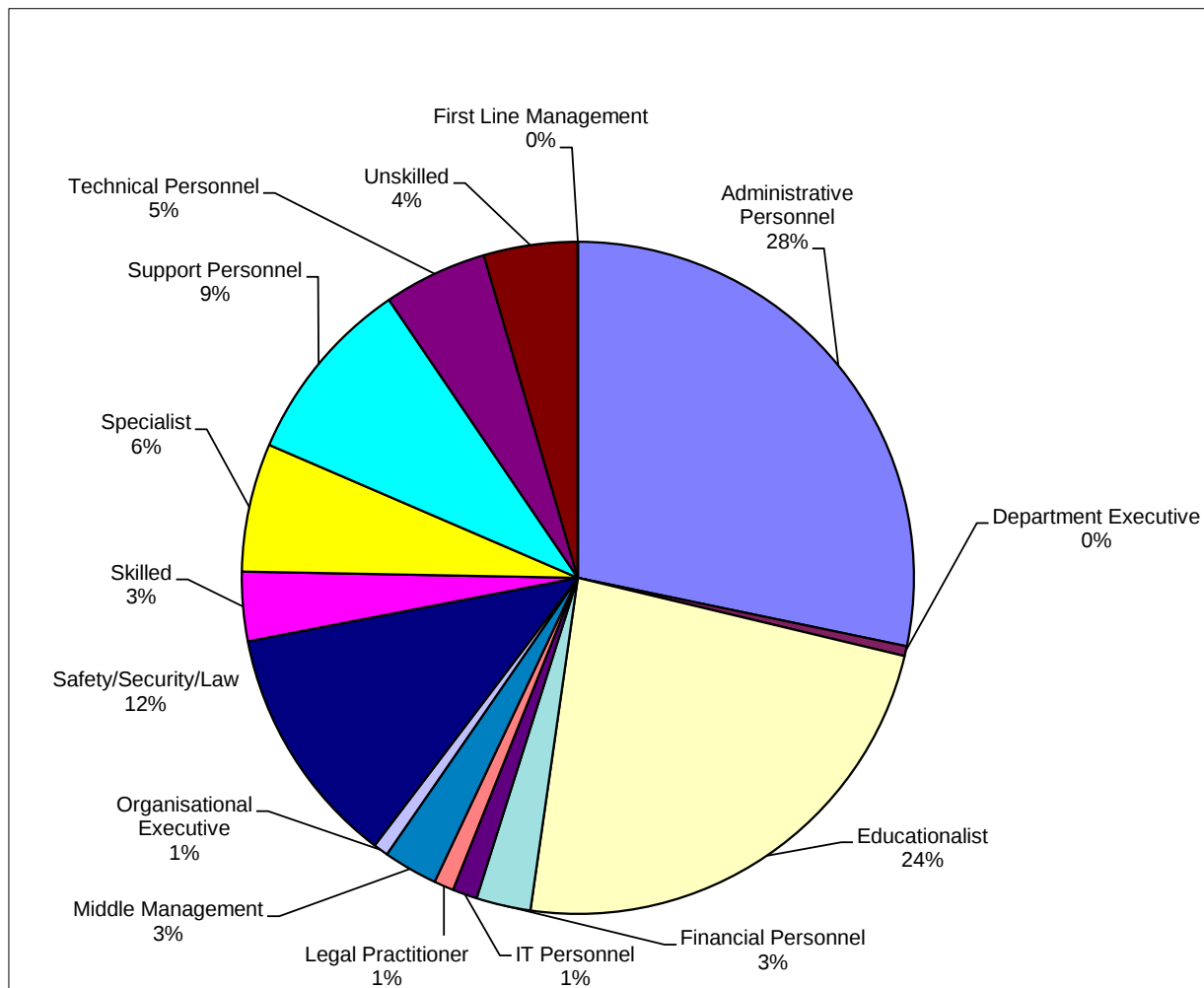


The most common reason employees left the Civil Service during the fiscal year 2012/13 was a result of reaching the end of their employment agreement - this accounted for 45% of total leavers. This was a lower percentage than in 2011/12, where 53% of leavers were the result of reaching the end of their employment agreements. Caymanians accounted for the highest percentage of leavers through end of contract (51% as compared to 32% of non-Caymanians), however this included (contracted) student intern leavers throughout the year, and those 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 8% of total leavers (as compared to 6% in 2011/12). Resignations represented a further 33% of leavers from the service in 2012/13, with a total of 76 Caymanians and 62 non-Caymanians resigning. The number of retirements from the service was slightly higher in 2012/13 than in 2011/12, with 48 employees retiring from the service, as opposed to 42 the previous year.

The majority of leavers in 2012/13 had served less than 1 years service with Government (46%), followed by those with 5-9 years service (14%). The proportion of Caymanians leaving during their first year was 52%, as compared to 33% of non-Caymanians. It should be noted however, that a number of young Caymanian student interns (estimated 41 in total) left short term contracted vacation period jobs in 2012/13, and these accounted for 27% of the Caymanian leavers with less than a years' service.

Leavers by Job Classification, including Uniform Branch and Teaching Staff



Leavers from within the Uniform Service

Uniform Branch	Total Leavers	Avg No of Staff	% Turnover*
Customs	5	96	5.2%
Fire	6	126	4.8%
Immigration	5	65	7.7%
Police	22	405	5.4%
Prison	5	110	4.5%
District Admin	1	14	7.1%
Total	43	802	5.4%

Leavers from within the Teaching Profession

	Total Leavers	Avg No of Staff	% Turnover*
Teachers	80	439	18.2%

Job Classification	Leavers during 2012/13				Turnover rate by Classification*
	Caymanian	Non-Caymanian	Total	% of total category	
Administrative Personnel	115	4	119	28.3%	21.5%
Department Executive	2	0	2	0.5%	4.4%
Educationalist	33	66	99	23.5%	19.2%
Financial Personnel	7	4	11	2.6%	5.5%
IT Personnel	5	0	5	1.2%	9.3%
Legal Practitioner	0	4	4	1.0%	10.9%
Middle Management	6	5	11	2.6%	9.5%
Organisational Executive	3	0	3	0.7%	9.8%
Safety/Security/Law	33	16	49	11.6%	5.4%
Skilled	12	2	14	3.3%	5.9%
Specialist	6	20	26	6.2%	12.7%
Support Personnel	36	2	38	9.0%	20.5%
Technical Personnel	14	7	21	5.0%	13.9%
Unskilled	17	2	19	4.5%	5.5%
First Line Management	0	0	0	0.0%	0.0%
Total	289	132	421	100.0%	11.6%

*Based on the average number of employees at the end of each quarter for 2012/13

During 2012/13, the highest categories of staff turnover were from Administrative Personnel roles (21.5%), followed by roles classified as Support Personnel (20.5%). The lowest category of staff turnover was First Line Management (zero turnover).

The turnover rate for the combined Uniform Divisions was 5.4% - which was below the overall 11.6% 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 Divisions show that the Prison service experienced the lowest turnover with only 5 uniformed leavers in the 2012/13 fiscal year (4.5%).

The turnover rate for teaching staff was well over the rate for the Civil Service as a whole, at a rate of 18.2%. However, it should be noted that out of the 80 leavers from teaching roles, 27 were Supply Teachers employed on one of more short term employment agreements during 2012/13.

Glossary

Public Service	The Civil Service and employees of Statutory Authorities and Government Owned Companies.
Civil Servant	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. For clarification, this report: (i) Includes: The Chief Justice and Judges, His Excellency the Governor; (ii) Excludes: FCO staff within the Governor's Office and staff working overseas contracted under terms & conditions of the resident country (Department of Tourism, London Office).
Employee Type	This describes the terms and conditions that an employee is retained on. Under the Public Service Management Law (2012 Revision) and Personnel Regulations (2011 revision) employees can be employed either as Salaried Staff who are paid monthly or Wage Worker 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	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. Employees remunerated hourly, are paid on grades GAA through GFF where GFF is the highest grade and GAA the lowest.
Nationality	Describe whether an employee is Caymanian or non-Caymanian.
Country of Recruitment	Describes whether an employee was recruited on-island or from overseas.