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ANNUAL HR REPORT 2016/17

Employee Information and Human Resources Activity for the Civil Service As at December 2017

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**Chief Officer
Portfolio of the Civil Service**

Foreword

The Civil Service is constantly changing and developing in response to globalisation, economic and social developments within the Cayman Islands, priorities set by our elected Government, customer needs and public sector reform initiatives such as the 5 year Strategic Plan for a World-Class Civil Service.

What remains constant, however, is the essential role that our people play in the ability of the Civil Service to respond to these challenges. The 2016/17 Annual HR Report provides an opportunity to reflect on areas of our people management strategy and workforce planning activities and share information about the Civil Service with a wider audience.

The 2016/17 fiscal period has seen several important changes, including:

- ~ Both the Civil Service and wider Public Services have increased in size. For a second year in a row, the greatest growth was seen in the Department of Education which is a priority policy area and increased by 54 employees. The benefit of this growth is improved capability to deliver Government policies.
- ~ The implementation of a pay stagnation remedy for Civil Servants whose salaries had been frozen for 3 or more years as a result of austerity measures adopted by the Government in 2008. Approximately half of the 1,516 employees who were eligible for increases under the second phase of the stagnation remedy (implemented in December 2016) had seen their salaries frozen for 7 or more years. The benefit of this is favourable impacts on employee engagement and retention and remediating perceived inequalities that emerged during that period. Changes to civil service remuneration levels during the budget period has led to an increase in the average salary for a Civil Servant, rising to \$46,575 per annum with the largest percentage (28% of the service) earning between \$40,000 to \$49,999 in annual salary.
- ~ In September 2016, the public service raised the normal retirement age for the Civil Service, to age 65, aligned with the increase that was adopted for the Private Sector. As a result of the changes in the Public Service Management Law and Public Service Pensions Law, employment opportunities for those aged 60 and older increased, resulting in the highest reported levels of employment of staff aged 60 and above (7.5% of the Civil Service). The benefits included allowing persons aged 60 to 64, to contribute longer to their pension saving provisions, it reduced the demand on the public service pension fund, and also enabled the Government to retain valuable experience and extend the period for succession planning in response to retirement projections.

With the drive to become a World Class Civil Service and deliver new and existing services with pace and agility, 2018 will continue to see a growing emphasis on our human capital to ensure that the Civil Service is equipped to deliver on our purpose of ***making the lives of those we serve better.***

Gloria McField-Nixon
Chief Officer
Portfolio of the Civil Service

Report Description

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

Section one (page 2-3) provides information on the demographics of the Public Service, (which includes the 23 Government Owned Companies and Statutory Authorities) at the 31st December 2017 compared to previous reporting periods.

Section two (pages 4–13) provides information on the demographics of the core Civil Service at the 31st December 2017, addressing a range of issues including the size of the service and Caymanianisation of the work force at both Ministry/Portfolio and Departmental levels.

Section three (pages 14–19) provides information on a range of human resources activities such as recruitment and retention covering the fiscal period 2016/17.

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

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

This report is presented to Cabinet and tabled in the Legislative Assembly 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 on a calendar year between 2002 and 2007. From 2007/08 through 2015/16 the HR reporting period changed to reflected the fiscal year which ran from 1st July to 30th June.

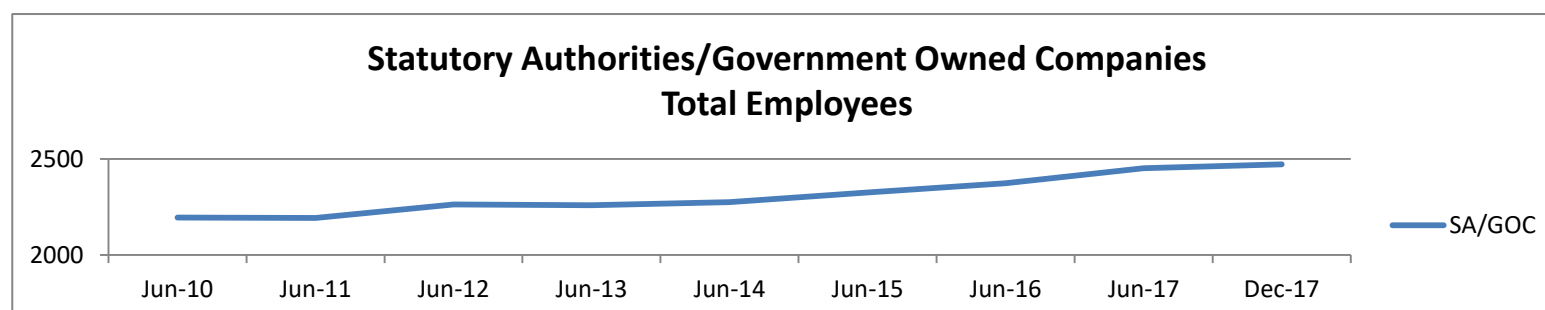
The 2016/17 budget covered an eighteen month period from 1st July 2016 to 31st December 2017, to facilitate aligning the financial year with the calendar year from 1st January 2018. Consequently the HR reporting period for 2016/17 covers the period 1st July 2016 through 31st December 2017. In some instances, to allow for a year on year comparison, HR information relating to the 2017 calendar year has also been referenced.

Demographics of the Public Service (31st December 2017)

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

Statutory Authority/Government Owned Company	Number of Employees - Dec 2017 ^{*1}			Number of Employees - June 2016 ^{*1}		
	Caymanian	Non-Caymanian	Total	Caymanian	Non-Caymanian	Total
Cayman Airways Ltd ^{*2}	337	56	393	361	32	393
Cayman Islands Airports Authority	176	7	183	166	8	174
Cayman Islands Civil Aviation Authority	14	6	20	14	7	21
Cayman Islands Development Bank	10	1	11	10	2	12
Cayman Islands Monetary Authority	165	43	208	154	31	185
Cayman Islands National Insurance Company	31	5	36	21	3	24
Cayman Islands National Museum	9	0	9	10	0	10
Cayman Islands Port Authority	158	1	159	147	1	148
Cayman Islands Stock Exchange	4	1	5	3	3	6
Cayman National Cultural Foundation	6	1	7	8	0	8
Cayman Turtle Farm	97	4	101	88	3	91
Children and Youth Services Foundation	11	39	50	16	28	44
Electricity Regulatory Authority [OfReg - 2017]				2	2	4
Health Services Authority	480	371	851	487	364	851
Information Communications Technology Authority [OfReg - 2017]				11	0	11
Maritime Authority of the Cayman Islands	34	15	49	29	3	32
National Drug Advisory Council	6	0	6	4	0	4
National Gallery of the Cayman Islands	8	0	8	8	0	8
National Housing Development Trust	10	0	10	11	0	11
National Roads Authority	89	1	90	89	1	90
Public Service Pensions Board	22	2	24	23	1	24
Tourism Attractions Board	29	6	35	24	8	32
University College of the Cayman Islands ^{*2}	10	52	62	10	54	64
Utility Regulation and Competition Office (OfReg)	18	4	22			
Water Authority Company	128	5	133	115	11	126
Total for Statutory Authorities/Government Owned Company	1852	620	2472	1811	562	2373
^{*1} Employee numbers (Headcount not FTE) based in the Cayman Islands ^{*2} Revised June-16 data submitted by CAL & UCCI following publication of the 2015/16 report						
Total for Core Government	2743	1035	3778	2673	927	3600
Total for the Public Service	4595	1655	6250	4484	1489	5973

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



The Public Service of the Cayman Islands comprises employees from Statutory Authorities, Government Owned Companies and the Civil Service. At the end of the 2016/17 fiscal year, the number of employees in the Public Service was 6250. **This was an increase of 277 employees over the prior financial reporting period, a 4.6% increase in the Public Service.**

As shown in graph above, there has been a **steady growth in employees within Statutory Authorities and Government Owned Companies** over the past 5 years. The Statutory Authorities and Government Owned Companies ranged in size from the Cayman Islands Stock Exchange who employed 5 staff members on 31st December 2017, to the Health Service Authority who employed some 851 staff members.

On the 31st December 2017, the number of Caymanians employed within the Public Service was 4595, representing 73.5% of the Public Service. Individual Statutory Authorities and Government Owned Companies varied in the proportion of Caymanians they employed. Additional information on Caymanian representation within the SAGCs can be found on page three.

Demographics of the Public Service (31st December 2017)

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

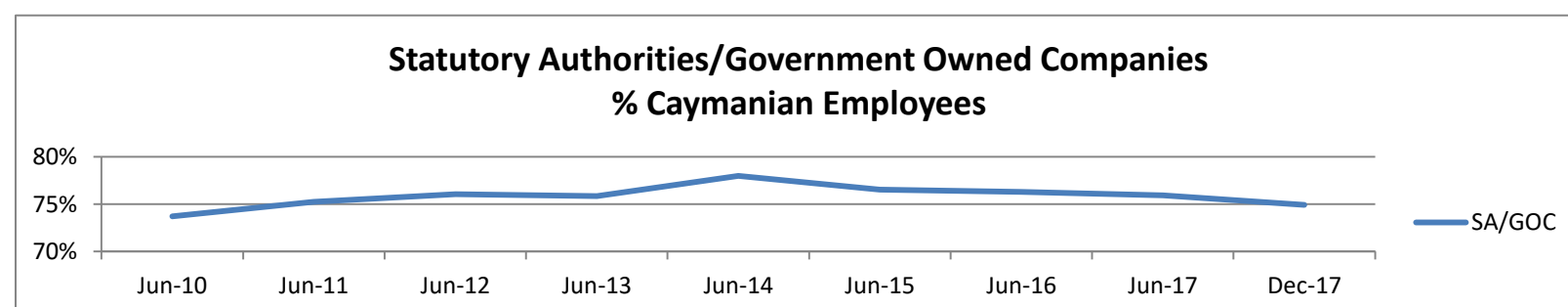
Statutory Authority/Government Owned Company	% of Employees - Dec 2017 ^{*1}			% of Employees - June 2016 ^{*1}		
	Caymanian	Non-Caymanian	Total	Caymanian	Non-Caymanian	Total
Cayman Airways Ltd *2	85.8%	14.2%	100.0%	91.9%	8.1%	100.0%
Cayman Islands Airports Authority	96.2%	3.8%	100.0%	95.4%	4.6%	100.0%
Cayman Islands Civil Aviation Authority	70.0%	30.0%	100.0%	66.7%	33.3%	100.0%
Cayman Islands Development Bank	90.9%	9.1%	100.0%	83.3%	16.7%	100.0%
Cayman Islands Monetary Authority	79.3%	20.7%	100.0%	83.2%	16.8%	100.0%
Cayman Islands National Insurance Company	86.1%	13.9%	100.0%	87.5%	12.5%	100.0%
Cayman Islands National Museum	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%
Cayman Islands Port Authority	99.4%	0.6%	100.0%	99.3%	0.7%	100.0%
Cayman Islands Stock Exchange	80.0%	20.0%	100.0%	50.0%	50.0%	100.0%
Cayman National Cultural Foundation	85.7%	14.3%	100.0%	100.0%	0.0%	100.0%
Cayman Turtle Farm	96.0%	4.0%	100.0%	96.7%	3.3%	100.0%
Children and Youth Services Foundation	22.0%	78.0%	100.0%	36.4%	63.6%	100.0%
Electricity Regulatory Authority [OfReg - 2017]				50.0%	50.0%	100.0%
Health Services Authority	56.4%	43.6%	100.0%	57.2%	42.8%	100.0%
Information Communications Technology Authority [OfReg - 2017]				100.0%	0.0%	100.0%
Maritime Authority of the Cayman Islands	69.4%	30.6%	100.0%	90.6%	9.4%	100.0%
National Drug Advisory Council	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%
National Gallery of the Cayman Islands	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%
National Housing Development Trust	100.0%	0.0%	100.0%	100.0%	0.0%	100.0%
National Roads Authority	98.9%	1.1%	100.0%	98.9%	1.1%	100.0%
Public Service Pensions Board	91.7%	8.3%	100.0%	95.8%	4.2%	100.0%
Tourism Attractions Board	82.9%	17.1%	100.0%	75.0%	25.0%	100.0%
University College of the Cayman Islands *2	16.1%	83.9%	100.0%	15.6%	84.4%	100.0%
Utility Regulation and Competition Office (OfReg)	81.8%	18.2%	100.0%			
Water Authority Company	96.2%	3.8%	100.0%	91.3%	8.7%	100.0%
Total for Statutory Authorities/Government Owned Company	74.9%	25.1%	100.0%	76.3%	23.7%	100.0%

^{*1} Employee numbers are reported as headcount (rather than FTEs)

^{*2} Revised June-16 data submitted by CAL & UCCI following publication of the 2015/16 report

Total for Core Government	72.6%	27.4%	100%	74.3%	25.8%	100%
Total for the Public Service	73.5%	26.5%	100%	75.1%	24.9%	100%

No. Employees employed in Statutory Authority/Government Owned Company	2472	6250
No. Employees employed in Core Government	3778	



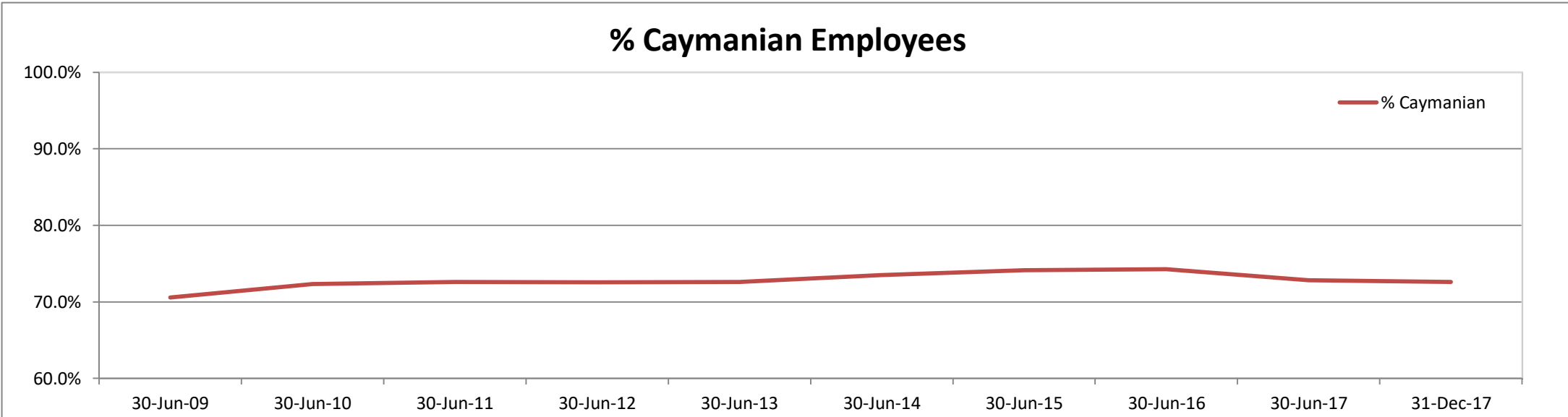
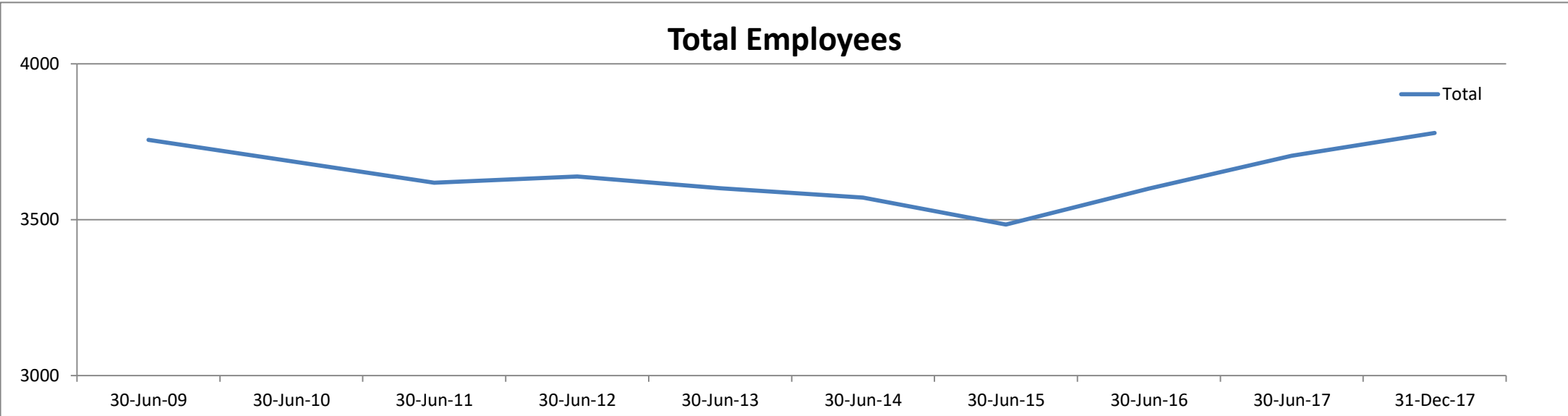
The Public Service of the Cayman Islands comprises of employees from Statutory Authorities, Government Owned Companies and the Civil Service. At the end of the 2016/17 fiscal year, the number of Caymanians employed within the Public Service was 4595, representing 73.5% of the Public Service.

As shown in the graph above, the representation of Caymanians within Statutory Authorities and Government Owned Companies which had remained consistently over 75% over the preceding six years dipped slightly below (74.9%) in December 2017. Changes can be attributed mainly to decreases at the Maritime Authority, Child and Youth Services Foundation, National Cultural Foundation and Cayman Airways and increases at the CI Stock Exchange, Tourism Attractions Board, and CI Development Bank (all seeing changes of over 5%, either positive or negative). Individual Statutory Authorities and Government Owned Companies do vary in the proportion of Caymanians they employ and the table above shows the employment level of Caymanians within each business.

The Children and Youth Services Foundation and the University College of the Cayman Islands have the lowest proportion of Caymanian employees, (22% and 16.1% respectively) while four organisations had a completely Caymanian work-force as at the 31st December 2017. Of the 23 Statutory Authorities or Government Owned Companies, there were 18 with three-quarters or more of their workforce comprising Caymanian employees as indicated by the green shading in the table above.

Demographics of the Civil Service (31st December 2017)

Size of the Civil Service and Percentage of Caymanian Employees from June 2009 to December 2017



Date	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
Caymanian	2735	2651	2666	2628	2640	2614	2624	2583	2673	2698	2743
Non Caymanian	1169	1105	1021	991	999	987	947	901	927	1007	1035
Total	3904	3756	3687	3619	3639	3601	3571	3484	3600	3705	3778
% Caymanian	70.1%	70.6%	72.3%	72.6%	72.5%	72.6%	73.5%	74.1%	74.3%	72.8%	72.6%
% Non-Caymanian	29.9%	29.4%	27.7%	27.4%	27.5%	27.4%	26.5%	25.9%	25.8%	27.2%	27.4%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

The size of the Civil Service has fluctuated over the last ten years in response to changes in demand for services, public policy and the transformation of Departments into Statutory Authorities. The table above provides a snapshot of the size of the Civil Service from June 2008 until December 2017.

For a number of years there was a progressive decrease in the size of the Civil Service in response to austerity measures which restricted recruitment activity. In October 2008, a centralised recruitment moratorium process was implemented. However, over the last two years there has been a reversal of this trend. During the eighteen month financial period July 2016 to December 2017, the Civil Service increased in size by 178 or 4.9%. A more detailed breakdown of the Departments contributing to this change is provided on page 5.

Throughout the last ten years the percentage of Caymanian employees has remained over 70%, with the highest representation at 74.3% being reported in June 2016. December 2017 has seen a decrease to the 2013 level of 72.6%, mainly driven by increased hiring within the Department of Education.

Note: Demographics for the Civil Service contain a number of exclusions which are outlined in the Glossary on page 20. Notably, the 2015/16 report excludes 52 students and the 2016/17 report excludes 7 students employed on paid internships during vacation periods. Also excluded are members of the Judiciary, MLAs, political appointments and HE the Governor.

Demographics of the Civil Service (31st December 2017)

Change in Size of the Civil Service during 2016/17 by Department

Department	30-Jun-16	1-Jan-17	30-Jun-17	31-Dec-17	2017 Change	18 Month Budget Period Change
Agriculture	53	55	55	56	1	3
Audit Office	17	19	19	19	0	2
Cabinet Office	22	23	24	24	1	2
Cadet Corps (CICC)	3	3	4	4	1	1
Children & Family Services	138	137	139	145	8	7
Commerce & Investment	15	15	18	18	3	3
Commissions Secretariat	6	7	7	10	3	4
Community Rehabilitation	34	36	38	40	4	6
Computer Services	50	49	48	49	0	-1
Counselling Services	35	36	35	36	0	1
Customs	142	150	145	145	-5	3
Deputy Governor's Office	15	14	16	19	5	4
District Administration	167	176	160	184	8	17
Economics & Statistics Office	20	19	20	21	2	1
Education	719	746	752	773	27	54
Education Standards Assessment Unit ^{*1}				1	1	1
E-Government Unit ^{*1}				3	3	3
Elections Office	5	6	8	2	-4	-3
Environment	34	33	36	36	3	2
Environmental Health	119	120	126	127	7	8
Financial Services Policy and Legislation	5	6	6	5	-1	0
Fire	130	129	142	133	4	3
General Registry	44	44	44	44	0	0
Government Information Services	16	17	17	15	-2	-1
H E The Governor	5	5	5	5	0	0
Hazard Management	10	9	10	10	1	0
Health Regulatory Services	11	12	12	13	1	2
Immigration	168	166	161	172	6	4
International Tax Cooperation	5	6	7	8	2	3
Judicial	61	63	65	71	8	10
Labour & Pension	22	21	23	22	1	0
Lands & Survey	54	61	60	58	-3	4
Legislative	11	12	12	13	1	2
Marketing & Communications Unit	2	2	2	2	0	0
Ministry of CA (formerly Min CAY&S) ^{*2}	15	14	13	12	-2	-3
Ministry of DAT&T Admin	22	23	24	27	4	5

Department	30-Jun-16	1-Jan-17	30-Jun-17	31-Dec-17	2017 Change	18 Month Budget Period Change
Ministry of EYSA&L (formerly Min EE&GA) ^{*2}	59	61	61	66	5	7
Ministry of Finance & Economic Dev	15	17	17	18	1	3
Ministry of FS&HA (formerly Min FSC&E) ^{*2}	11	11	11	7	-4	-4
Ministry of HEC&H (formerly Min H&C) ^{*2}	12	15	16	16	1	4
Ministry of HR&I (formerly Min HAH&C) ^{*2}	16	15	15	18	3	2
Ministry of CP&I (formerly Min PLAI&H) ^{*2}	27	25	25	25	0	-2
Mosquito Research and Control Unit (MRCU)	36	36	37	34	-2	-2
National Archive (CINA)	13	12	13	12	0	-1
National Weather Service	13	13	14	14	1	1
National Workforce Development Agency	17	20	16	12	-8	-5
Needs Assessment Unit (NAU)	24	25	25	27	2	3
Office of the Director of Public Prosecutions	23	22	24	23	1	0
Office of the Ombudsman ^{*3}				8	8	8
Complaints Commission ^{*3}	4	4	5		-4	-4
Information Commissioner's Office ^{*3}	5	5	4		-5	-5
Petroleum Inspectorate ^{*4}	3	4			-4	-3
Planning	34	30	33	36	6	2
Police Service	433	416	449	435	19	2
Portfolio of Legal Affairs	50	51	50	54	3	4
Portfolio of the Civil Service	19	22	24	23	1	4
Postal Service	81	79	78	78	-1	-3
Prison Service	145	142	149	149	7	4
Public Library Service	18	19	21	21	2	3
Public Safety Communications	23	22	23	28	6	5
Public Works	123	119	115	124	5	1
Radio Cayman	18	19	20	19	0	1
Sister Island Sports ^{*1}				3	3	3
Sports	28	27	27	27	0	-1
Sunrise Centre	19	19	19	19	0	0
Tourism	48	48	49	49	1	1
Treasury	36	39	39	39	0	3
Vehicle & Drivers' Licensing	32	33	33	32	-1	0
Vehicle & Equipment Services	35	36	35	36	0	1
Youth Services Unit	5	5	5	4	-1	-1
TOTAL	3600	3645	3705	3778	133	178

^{*1} Not identified as independent Dept in either 2016 or 2017 reports

^{*4} Transferred to Statutory Authority

^{*2} Post election reorganisation impacted core Ministries [July 2017]

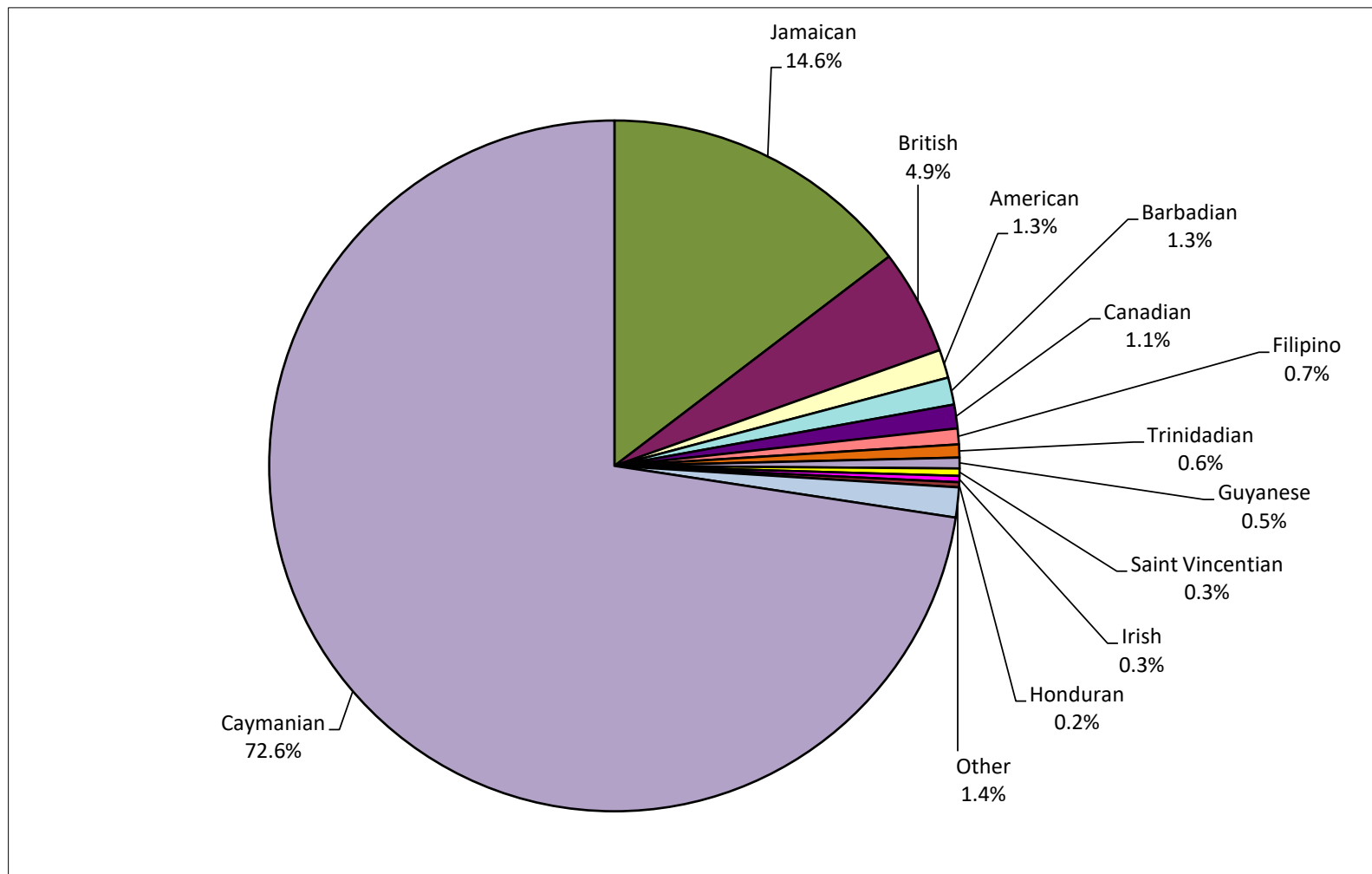
^{*3} Complaints Commission & Information Commissioner's Office amalgamated to form Ombudsman Office [Sept 2017]

The table above shows the number of employees within each Department at four intervals throughout the 18-month budget period, to allow comparisons in employee numbers aligned to both the budget cycle and annual intervals.

Most Departments (53 of the 61 where there was a headcount change) experienced a small change in employee figures during the 18-month budget period (5 employees or less). However, eight departments saw increases in staffing of more than five employees; Education Services (54 employees), District Administration (17 employees), Judicial (10 employees), Environmental Health (8 employees), Children & Family Services (7 employees), Ministry of EYSA&L Core (7 employees), Community Rehabilitation (6 employees) and the Office of the Ombudsman created from the amalgamation of the ICO and Complaints Commission in 2017.

Demographics of the Civil Service (31st December 2017)

The Civil Service by Nationality



Nationality	Number of Employees	% of the Civil Service
Caymanian	2743	72.6%
Jamaican	553	14.6%
British	186	4.9%
American	50	1.3%
Barbadian	48	1.3%
Canadian	42	1.1%
Filipino	28	0.7%
Trinidadian	23	0.6%
Guyanese	19	0.5%
Saint Vincentian	13	0.3%
Irish	11	0.3%
Honduran	9	0.2%
New Zealander	5	0.1%
Belgian	3	0.1%
Belizean	3	0.1%
Dominican (Dominica)	3	0.1%
Grenadian	3	0.1%
Indian	3	0.1%
Kenyan	3	0.1%
South African	3	0.1%

Nationality	Number of Employees	% of the Civil Service
Spaniard	3	0.1%
Australian	2	0.1%
Brazilian	2	0.1%
Costa Rican	2	0.1%
Dominican (Republic)	2	0.1%
Nigerian	2	0.1%
Saint Lucian	2	0.1%
Antiguan and Barbudan	1	0.0%
Colombian	1	0.0%
Cuban	1	0.0%
Dane	1	0.0%
German	1	0.0%
Ghanaian	1	0.0%
Indonesian	1	0.0%
Panamanian	1	0.0%
Pole	1	0.0%
Turk	1	0.0%
Ugandan	1	0.0%
Zimbabwean	1	0.0%
Total	3778	100.0%

As at 31st December 2017, the Civil Service was comprised of employees from 39 different nationalities with **Caymanians forming the majority of the work force, representing 72.6% of the service.**

The largest groups of expatriate Civil Servants were Jamaican (representing 14.6% of the service) and British (representing 4.9% of the service). American, Barbadian and Canadian civil servants constitute between 1% and 2% of the service, while the other 33 nationalities represent less than 1% each and 4.1% cumulatively.

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

Demographics of the Civil Service (31st December 2017)

Department Breakdown and Level of Caymanianisation

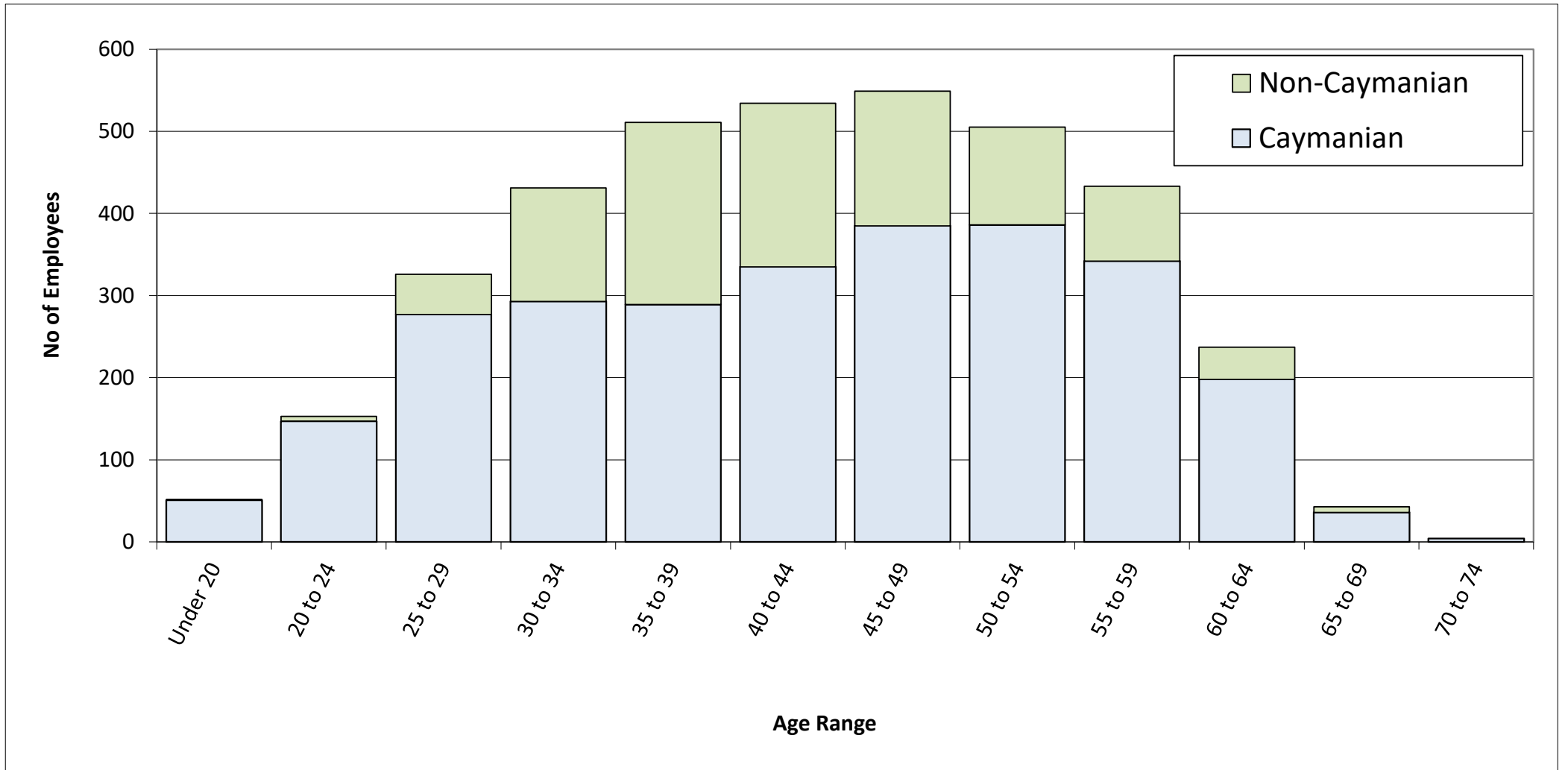
Department	Caymanian	Non-Caymanian	Total	% Caymanian
Agriculture	44	12	56	78.6%
Audit Office	3	16	19	15.8%
Cabinet Office	23	1	24	95.8%
Cadet Corps (CICC)	1	3	4	25.0%
Children & Family Services	87	58	145	60.0%
Commerce & Investment	14	4	18	77.8%
Commissions Secretariat	4	6	10	40.0%
Community Rehabilitation	25	15	40	62.5%
Computer Services	37	12	49	75.5%
Counselling Services	22	14	36	61.1%
Customs	144	1	145	99.3%
Deputy Governor's Office	12	7	19	63.2%
District Administration	180	4	184	97.8%
Economics & Statistics Office	11	10	21	52.4%
Education	398	375	773	51.5%
Office of Education Standards	0	1	1	0.0%
E-Government Unit	2	1	3	66.7%
Elections Office	1	1	2	50.0%
Environment	30	6	36	83.3%
Environmental Health	113	14	127	89.0%
Financial Services Policy and Legislation	5	0	5	100.0%
Fire	131	2	133	98.5%
General Registry	40	4	44	90.9%
Government Information Services	12	3	15	80.0%
H E The Governor	0	5	5	0.0%
Hazard Management	10	0	10	100.0%
Health Regulatory Services	12	1	13	92.3%
Immigration	171	1	172	99.4%
International Tax Cooperation	6	2	8	75.0%
Judicial	63	8	71	88.7%
Labour & Pension	21	1	22	95.5%
Lands & Survey	47	11	58	81.0%
Legislative	12	1	13	92.3%
Marketing & Communications Unit	2	0	2	100.0%
Ministry of CA (Core)	12	0	12	100.0%
Ministry of CP&I (Core)	21	4	25	84.0%
Ministry of DAT&T (Core)	26	1	27	96.3%
Ministry of EYSA&L (Core)	53	13	66	80.3%
Ministry of F&ED (Core)	15	3	18	83.3%
Ministry of FS&HA (Core)	6	1	7	85.7%
Ministry of HEC&H (Core)	12	4	16	75.0%
Ministry of HR&I (Core)	17	1	18	94.4%
Mosquito Research and Control Unit (MRCU)	32	2	34	94.1%
National Archive (CINA)	12	0	12	100.0%
National Weather Service	13	1	14	92.9%
National Workforce Development Agency	10	2	12	83.3%
Needs Assessment Unit (NAU)	26	1	27	96.3%
Office of the Director of Public Prosecutions	11	12	23	47.8%
Office of the Ombudsman	6	2	8	75.0%
Planning	30	6	36	83.3%
Police Service	207	228	435	47.6%
Portfolio of Legal Affairs	25	29	54	46.3%
Portfolio of the Civil Service (Core)	20	3	23	87.0%
Postal	75	3	78	96.2%
Prison Service	76	73	149	51.0%
Public Library Service	19	2	21	90.5%
Public Safety Communications	18	10	28	64.3%
Public Works	112	12	124	90.3%
Radio Cayman	14	5	19	73.7%
Sister Island Sports	3	0	3	100.0%
Sports	26	1	27	96.3%
Sunrise Centre	16	3	19	84.2%
Tourism	46	3	49	93.9%
Treasury	35	4	39	89.7%
Vehicle & Drivers' Licensing	31	1	32	96.9%
Vehicle & Equipment Services	31	5	36	86.1%
Youth Services Unit	4	0	4	100.0%
Civil Service Total	2743	1035	3778	Civil Service = 72.6%

The table above shows the number of employees that worked within the 67 Government Departments as at 31st December 2017, grouped by Caymanian and non-Caymanian. The bright shading in the % Caymanian column of the table provides an indication of how effective the department has been in attracting and retaining Caymanians, with the grey shading indicating the proportion of non-Caymanians.

There were nine (9) departments where 50% or more of employees were non-Caymanian; Forty-nine departments had a higher percentage of Caymanian employees than the average for the Civil Service (72.6%), an increase on the forty-six reported in June 2016. There were 7 entities with a 100% Caymanian workforce, down from the 11 reported in 2015/16 including; Financial Services Policy and Legislation, Hazard Management, Marketing and Communications Unit, Ministry of CA (Core), National Archive, Sister Islands Sports and the Youth Services Unit.

Demographics of the Civil Service (31st December 2017)

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	Total
No. Caymanian	51	147	277	293	289	335	385	386	342	198	36	4	2743
No. Non-Caymanian	1	6	49	138	222	199	164	119	91	39	7		1035
Total	52	153	326	431	511	534	549	505	433	237	43	4	3778
% Caymanian	1.9%	5.4%	10.1%	10.7%	10.5%	12.2%	14.0%	14.1%	12.5%	7.2%	1.3%	0.1%	100%
% Non-Caymanian	0.1%	0.6%	4.7%	13.3%	21.4%	19.2%	15.8%	11.5%	8.8%	3.8%	0.7%	0.0%	100%
% Civil Servants	1.4%	4.0%	8.6%	11.4%	13.5%	14.1%	14.5%	13.4%	11.5%	6.3%	1.1%	0.1%	100%

Percentage of Civil Servants over Mandatory Retirement Age - Historic Information [Note: Sept 2016 - Retirement Age change from 60 to 65]

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
No. Of Civil Servants over mandatory retirement	153	161	173	169	194	187	181	161	161	173	166	175	229	50	47
Total Civil Servants	3143	3224	3418	3632	3904	3756	3687	3619	3639	3601	3571	3484	3600	3705	3778
% Civil Servants over mandatory retirement	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%

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

* Age profiles for Civil Servants unavailable prior to 2004

The bar chart shows the number of employees within core Government as at 31st December 2017, across the various age ranges. The highest concentrations of Civil Servants were in the 45-49 and 40-44 age ranges (14.5% and 14.1% respectively), with similar reducing percentage numbers in the immediately older and younger ranges. The average age of a Civil Servant within the Cayman Islands was 43 years, with the youngest employee being aged 17 and the oldest employee aged 72.

At the end of the 2016/17 fiscal year the mandatory retirement age for the Civil Service was aged 65. Civil Servants reaching retirement age may be re-employed subject to provisions defined in the Public Service Management Law and Personnel Regulations. The percentage of employees over age 60 (the former mandatory retirement age) had varied between 4.4% and 5.1% during the preceding 13 years. The percentage of employees over age 60 rose to 7.5% in December 2017; in response to the anticipated raising of the retirement age which took effect in September 2016. As of 31st December 2017 there were 47 employees (1.2% of the Service) over, age 65, the new mandatory retirement age.

More detailed information regarding the age distribution of employees can be found on page 9, where the data is broken down by Department.

Demographics of the Civil Service (31st December 2017)

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 64	65 to 69	Over 70	Total	% Over Retirement Age
Agriculture	1	10	7	12	18	8			56	0.0%
Audit Office		1	8	6	4				19	0.0%
Cabinet Office		2	11	6	4			1	24	4.2%
Cadet Corps (CICC)			1	3					4	0.0%
Children & Family Services		7	22	32	56	26	2		145	1.4%
Commerce & Investment		2	5	8	3				18	0.0%
Commissions Secretariat			5		4	1			10	0.0%
Community Rehabilitation	1	12	9	9	6	3			40	0.0%
Computer Services		9	15	13	8	3	1		49	2.0%
Counselling Services		8	9	6	10	3			36	0.0%
Customs		24	37	59	25				145	0.0%
Deputy Governor's Office		3	4	6	6				19	0.0%
District Administration	25	44	29	31	45	8	2		184	1.1%
Economics & Statistics Office		3	5	5	7		1		21	4.8%
Education	1	80	228	193	200	58	13		773	1.7%
Education Standards Assessment Unit					1				1	0.0%
E-Government Unit				2	1				3	0.0%
Elections Office			1	1					2	0.0%
Environment		6	6	10	8	5	1		36	2.8%
Environmental Health		8	33	37	36	12	1		127	0.8%
Financial Services Policy and Legislation			3	2					5	0.0%
Fire	1	25	25	47	32	3			133	0.0%
General Registry		4	16	13	9	2			44	0.0%
Government Information Services		3	3	5	3	1			15	0.0%
H E The Governor			1	2	1	1			5	0.0%
Hazard Management		2	2	4	2				10	0.0%
Health Regulatory Services		2	3	3	3	1	1		13	7.7%
Immigration	5	41	44	45	29	6	2		172	1.2%
International Tax Cooperation		1	2	2	3				8	0.0%
Judicial	2	13	12	19	21	2	2		71	2.8%
Labour & Pension		1	9	4	7	1			22	0.0%
Lands & Survey	3	9	14	9	16	6	1		58	1.7%
Legislative		2	2	2	4	3			13	0.0%
Marketing & Communications Unit			1		1				2	0.0%
Ministry of CP&I (Core)		2	8	9	4	1	1		25	4.0%
Ministry of CA (Core)		3	4	3	1	1			12	0.0%
Ministry of DAT&T (Core)	2	5	5	6	7	1	1		27	3.7%
Ministry of EYSA&L (Core)		6	16	22	18	3	1		66	1.5%
Ministry of F&ED (Core)			6	6	5	1			18	0.0%
Ministry of FS&HA (Core)			2	4	1				7	0.0%
Ministry of HEC&H (Core)		3	2	5	5	1			16	0.0%
Ministry of HR&I (Core)		1	5	8	3	1			18	0.0%
Mosquito Research and Control Unit (MRCU)		3	7	12	5	4	2	1	34	8.8%
National Archive (CINA)	1		1	5	3	1		1	12	8.3%
National Weather Service		2	3	6	3				14	0.0%
National Workforce Development Agency		1	2	5	3	1			12	0.0%
Needs Assessment Unit (NAU)		6	8	8	3	2			27	0.0%
Office of the Director of Public Prosecutions	1	3	5	8	5	1			23	0.0%
Office of the Ombudsman		1		4	3				8	0.0%
Planning	1	7	8	11	3	3	3		36	8.3%
Police Service	2	41	115	157	103	17			435	0.0%
Portfolio of Legal Affairs		3	19	17	12	2	1		54	1.9%
Portfolio of the Civil Service		3	6	5	7	1	1		23	4.3%
Postal	1	9	16	14	30	6	1	1	78	2.6%
Prison Service	1	11	32	56	41	8			149	0.0%
Public Library Service		4	7	4	2	3	1		21	4.8%
Public Safety Communications	1	3	11	10	3				28	0.0%
Public Works	3	10	26	31	41	12	1		124	0.8%
Radio Cayman		2	5	6	6				19	0.0%
Sister Island Sports		1		1		1			3	0.0%
Sports		1	7	4	11	2	2		27	7.4%
Sunrise Centre		5	3	5	6				19	0.0%
Tourism		10	17	12	6	3	1		49	2.0%
Treasury		3	6	20	7	3			39	0.0%
Vehicle & Drivers' Licensing		4	9	7	10	2			32	0.0%
Vehicle & Equipment Services		3	9	14	8	2			36	0.0%
Youth Services Unit		1		2		1			4	0.0%
Grand Total	52	479	942	1083	938	237	43	4	3778	1.2%
%	1.4%	12.7%	24.9%	28.7%	24.8%	6.3%	1.1%	0.1%	100.0%	

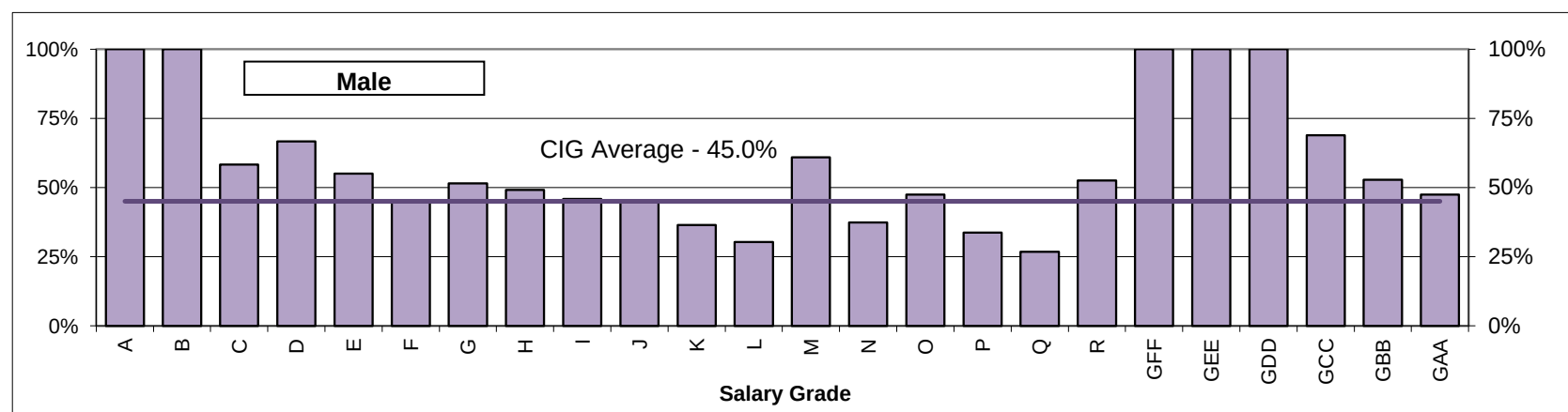
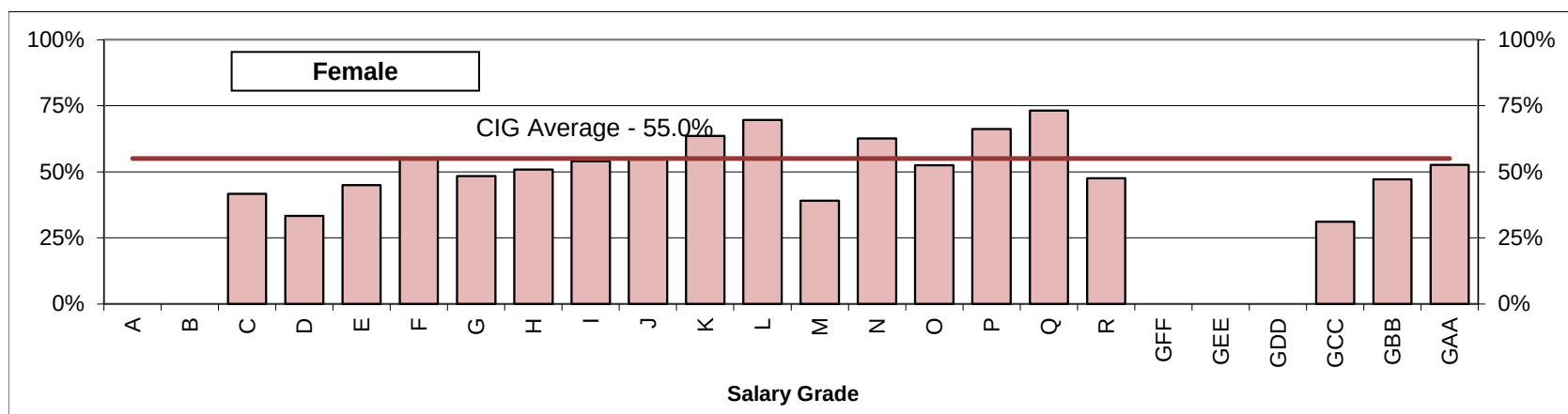
The table above shows the number of Civil Servants within each Department spread across various age ranges. The largest group of employees is in the 40-49 age range (29% of the Service) with the 30-39 and 50-59 age-ranges each constituting almost another quarter of the Service.

The shading on the right hand side of the table identifies the departments who had an above average representation (1%) of Civil Servants over the mandatory retirement age as at 31st December 2017, with the darker shading representing higher percentages of employees over 65 years old. Whilst 42 Departments did not have employees over the mandatory retirement age, the Department of Planning, Department of Sports, Health Regulatory Services, Mosquito Research & Control Unit (MRCU) and the National Archive each have more than five times the average number of employees aged 65 or above.

In September 2016 the mandatory retirement age for the Civil Service was raised to age 65 from age 60, aligned with the retirement age applicable to employees managed under the provisions of the CI Labour Law (applicable to the private sector).

Demographics of the Civil Service (31st December 2017)

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			5	3	9	28	31	58	80	136	176	473	250	134	168	163	197	19				19	58	71	2078
Male	1	2	7	6	11	23	33	56	68	110	101	206	390	80	152	83	72	21	22	28	57	42	65	64	1700
Total	1	2	12	9	20	51	64	114	148	246	277	679	640	214	320	246	269	40	22	28	57	61	123	135	3778

The two bar charts above show the proportion of each salary grade that female and male Civil Servants were paid on as at 31st December 2017. The solid lines show the percentage expected if the grades were uniformly distributed. There continues to be a gradual increase in the proportion of Civil Service roles held by females, with the proportion of the Service now split **55% female and 45% male**.

The table above shows that the 3 senior executive roles within the service (falling within grades A & B) were held exclusively by men, these positions are the Deputy Governor, Financial Secretary and Attorney General.

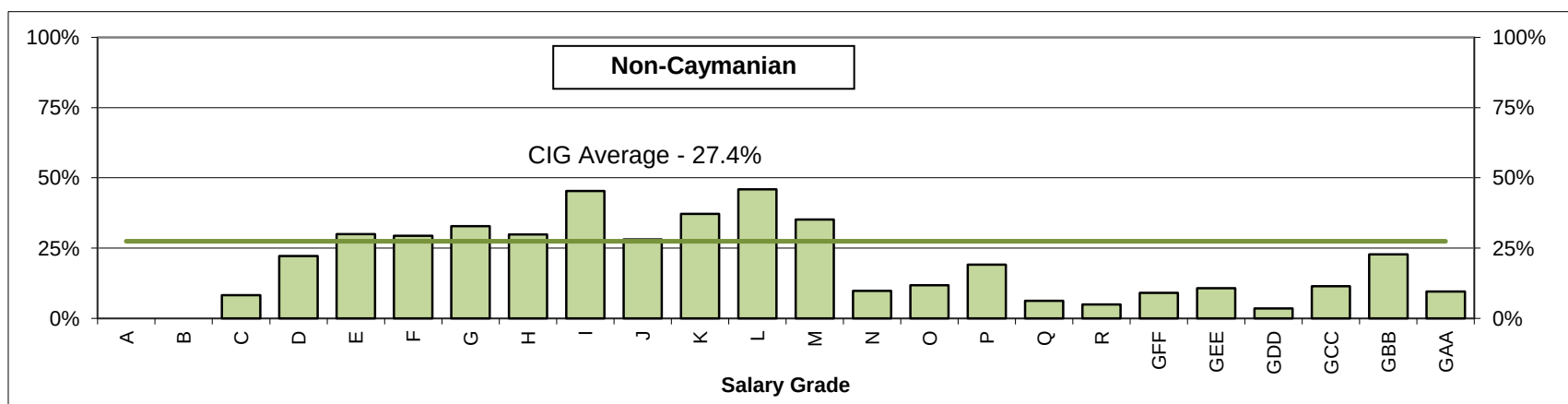
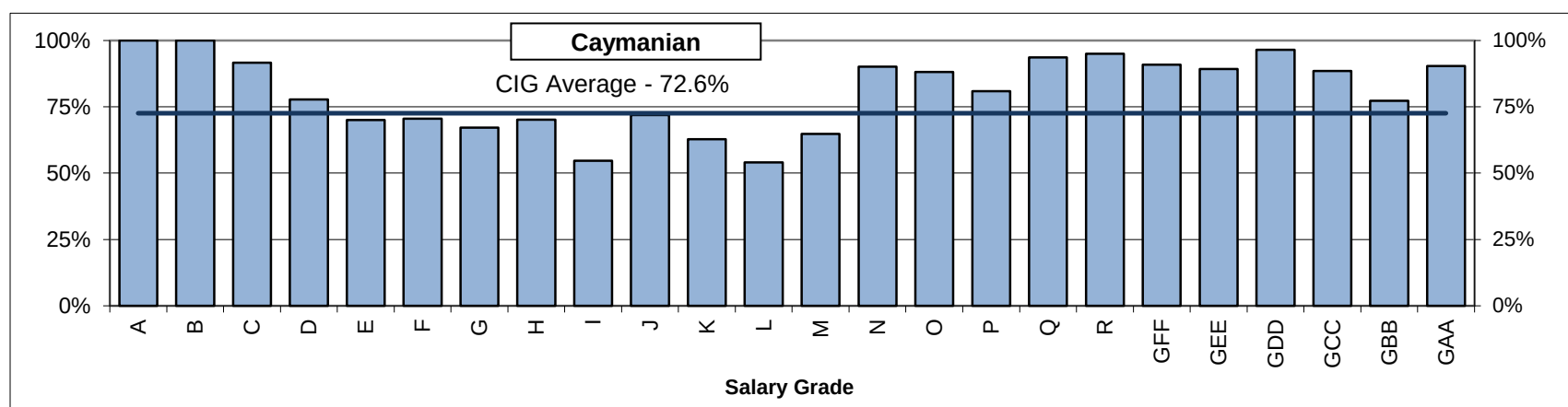
For other organisational executives (predominantly falling within grades C to G), 49% of the roles were held by females and 51% were held by male employees. Positions within grades C to G include Chief Officers, Deputy Chief Officers, Heads of Departments and Deputy Heads of Departments.

Within the middle/junior management and specialist technical roles (predominantly found in grades H to K), the gender split was 57% female and 43% male.

Within the top and middle level operational roles (predominantly found in grades L to O), the gender split was 55% female and 45% male. Females dominated the lowest level support roles (grades P to R) representing 68% of the workforce in that category.

Male employees dominated the higher level wage worker grades; where all employees at grades GFF to GDD were male (largely associated with roles in the specialist trades). The lower level wage worker grades reflected a more even spread; where 46% of employees at grades GCC to GAA were female and 54% were 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	1	2	11	7	14	36	43	80	81	177	174	367	415	193	282	199	252	38	20	25	55	54	95	122	2743
Non-Caymanian			1	2	6	15	21	34	67	69	103	312	225	21	38	47	17	2	2	3	2	7	28	13	1035
Total	1	2	12	9	20	51	64	114	148	246	277	679	640	214	320	246	269	40	22	28	57	61	123	135	3778

The two bar charts above show the percentage of salary grades that Caymanian and non-Caymanian employees were paid on as at 31st December 2017. When looking at the Civil Service as a whole, **Caymanian employees made up 72.6% of the workforce.**

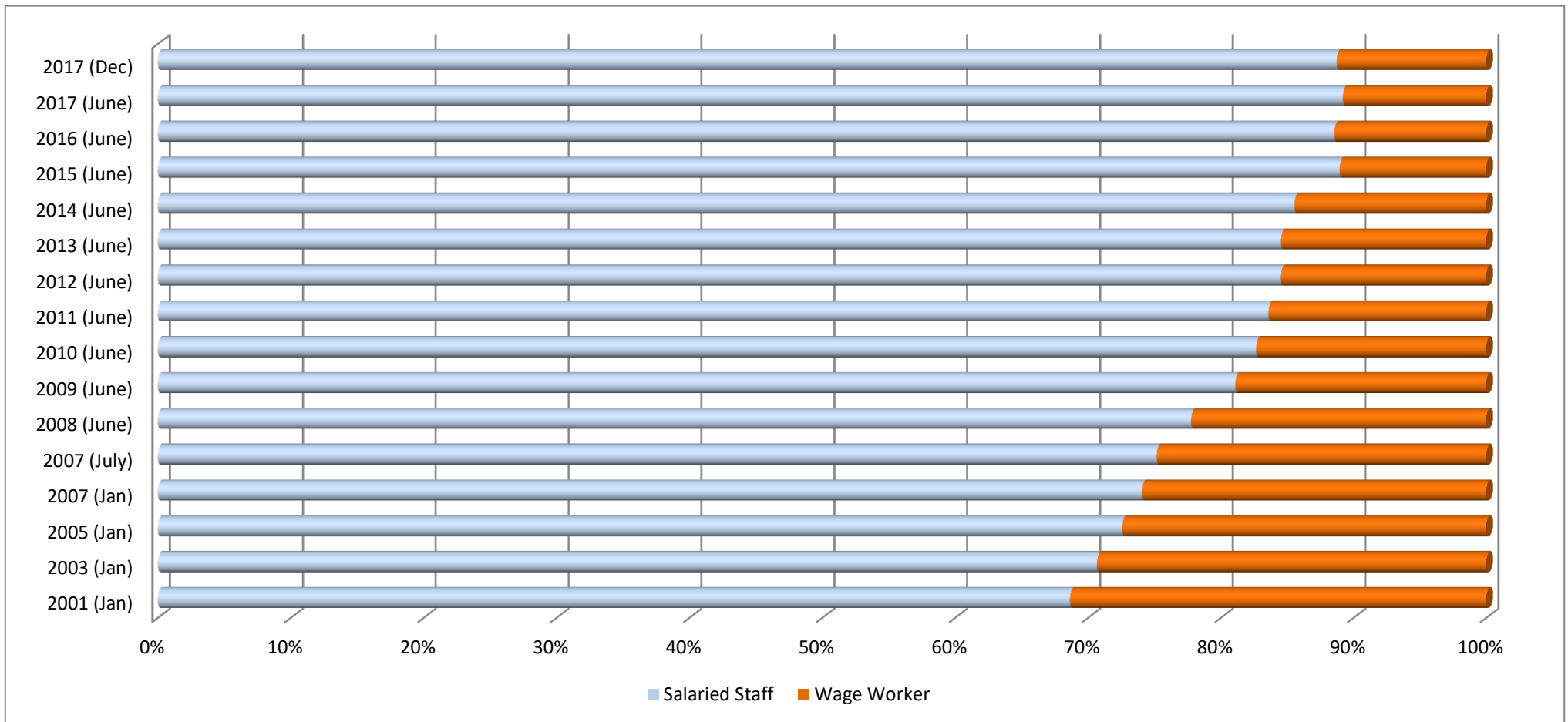
The table above shows that the 3 senior executive roles within the service (falling within grades A & B) were held solely by Caymanians, these positions are the Deputy Governor, Financial Secretary and Attorney General.

For other organisational executives (predominantly falling within grades C to G) Caymanians constituted 71% of employees in these roles, slightly below the average of the civil service as a whole. Positions within grades C to G include Chief Officer, Deputy Chief Officer, Heads of Department and Deputy Heads of Departments.

Within the middle/junior management and specialist technical roles (predominantly found in grades H to K), Caymanian representation was 65%. In the lower salary grades (P-R) Caymanian representation was at 88%, and Caymanians also represented the majority, 87% of employees, in the wage worker ranges (GAA-GFF).

This pattern may be explained in part by Ministries and Portfolios being less likely to recruit overseas for more junior roles within the Civil Service. Non-Caymanians tend to hold a higher proportion of posts in the mid-salary range, which are more likely to be specialist roles.

The Civil Service by Employment Type



Date	2 Yearly Data			Annual Data (Since PSML)												
	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	30-Jun-17	31-Dec-17
Salaried Staff	2769	2196	2300	2607	2730	3036	3046	3048	3025	3076	3044	3055	3099	3188	3305	3352
Wage Worker	1265	911	869	913	902	868	710	639	594	563	557	516	385	412	400	426
Total	4034	3107	3169	3520	3632	3904	3756	3687	3619	3639	3601	3571	3484	3600	3705	3778
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%	89.2%	88.7%
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%	10.8%	11.3%
Total	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 (31st December 2017)

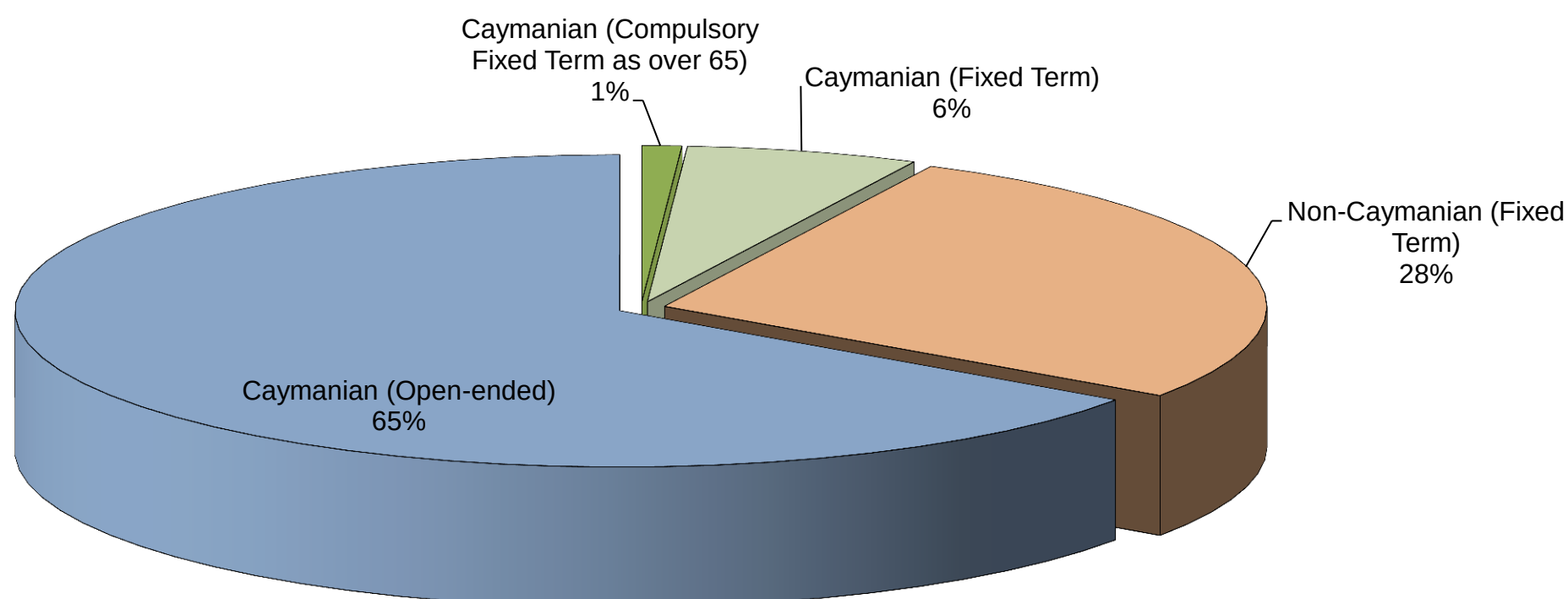
Department/Ministry/Portfolio	No. Wage Worker	No. Salaried Staff	Total Staff	% Wage Workers
Agriculture Department	15	41	56	26.8%
Department of Children & Family Services	89	56	145	61.4%
Department of Environmental Health	89	38	127	70.1%
Department of Sports	3	24	27	11.1%
District Administration	120	64	184	65.2%
Education Department	28	745	773	3.6%
Ministry of Community Affairs Admin	1	11	12	8.3%
Public Works Department	77	47	124	62.1%
Tourism Department	4	45	49	8.2%
Total	426			

The 9 Departments listed on the table to the left employed Civil Servants on wage worker terms and conditions as at 31st December 2017. This is a reduction from the 15 departments running bi-weekly pay-roles in June 2016. Children and Family Services, District Administration, Environmental Health and Public Works had over half of their staff contracted on wage worker terms and conditions.

During the 18 month budget cycle 2016/17, of the 704 new appointments to the Civil Service, 22.4% were appointed on wage worker contracts. Further information relating to recruitment and appointments can be found on page 15.

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

The Civil Service by Employment Agreement Type and Nationality



Date	2 Yearly Data			Annual Data (Since PSML)												
	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	30-Jun-17	31-Dec-17
Fixed Term - Caymanian	758	614	683	463	469	470	284	308	272	282	255	297	257	323	256	275
Fixed Term - Non-Caymanian	1747	1130	837	1039	1037	1169	1105	1021	991	999	987	947	901	927	1007	1035
Open-Ended - Caymanian	1529	1363	1649	2018	2126	2265	2367	2358	2356	2358	2359	2327	2326	2350	2442	2468
Total	4034	3107	3169	3520	3632	3904	3756	3687	3619	3639	3601	3571	3484	3600	3705	3778
Fixed Term - Caymanian	18.8%	19.8%	21.6%	13.2%	12.9%	12.0%	7.6%	8.4%	7.5%	7.7%	7.1%	8.3%	7.4%	9.0%	6.9%	7.3%
Fixed Term - Non-Caymanian	43.3%	36.4%	26.4%	29.5%	28.6%	29.9%	29.4%	27.7%	27.4%	27.5%	27.4%	26.5%	25.9%	25.8%	27.2%	27.4%
Open-Ended - Caymanian	37.9%	43.9%	52.0%	57.3%	58.5%	58.0%	63.0%	64.0%	65.1%	64.8%	65.5%	65.2%	66.8%	65.3%	65.9%	65.3%
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%

Personnel Regulations outline the following tenure arrangements for employees;

- Caymanians should be placed on an "open-ended" tenure to 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

[Note: A number of roles have terms and conditions outlined in other Laws or Regulations, such as the Police Commissioner 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 above shows the proportion of employees that held open-ended or fixed-term employment agreements as at 31st December 2017. Sixty-five per cent (65%) of the Civil Service were Caymanian employees on open-ended employment agreements; 7% were Caymanians on fixed-term employment agreements and 27% were non-Caymanians on fixed-term employment agreements.

In the pie-chart, the latter category has been split to show those Caymanian employees who were over 65 years old and holding 'compulsory' fixed term employment agreements (1%), and those with standard fixed term employment agreements (6%). 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, will have impacted the proportion of Caymanians moving from fixed-term contracts over the last two reporting periods.

Civil Servants Remuneration Levels and Activity During 2016/17

Civil Servants Annual Salary Distribution

Annual Salary (Based on FTE)	No. of Civil Servants	% of Civil Servants	Cumulative %
Under \$20,000	115	3.0%	3.0%
\$20,000 to \$29,999	505	13.4%	16.4%
\$30,000 to \$39,999	915	24.2%	40.6%
\$40,000 to \$49,999	1053	27.9%	68.5%
\$50,000 to \$59,999	584	15.5%	84.0%
\$60,000 to \$69,999	226	6.0%	89.9%
\$70,000 to \$79,999	147	3.9%	93.8%
\$80,000 to \$89,999	81	2.1%	96.0%
\$90,000 to \$99,999	58	1.5%	97.5%
\$100,000 to \$109,999	42	1.1%	98.6%
\$110,000 to \$119,999	27	0.7%	99.3%
\$120,000 to \$129,999	11	0.3%	99.6%
\$130,000 to \$139,999	8	0.2%	99.8%
\$140,000 to \$149,999	3	0.1%	99.9%
\$170,000 and Above	3	0.1%	100.0%
Total	3778	100%	

The Cayman Islands Government salary grades are split into salary points. Each grade contains between 5 and 13 individual points, although automatic annual increments have been frozen within the Civil Service since 2002. The salary scale in effect on the 31st December 2017 ranged between **\$18,492** (R point 1) and **\$183,696** (A point 5) per annum for salaried staff and between **\$9.28** (GAA point 1) and **\$20.38** (GFF point 5) per hour for Wage Workers.

The table above shows that the majority of the Civil Service were paid towards the lower end of the Government salary range **with 69% of the Civil Service earning under \$50,000 per annum** (a slight decrease from the 70% reported for 2015/16).

The largest group of Civil Servants (28%) earned salaries in the \$40,000 to \$49,999 range, with the \$30,000 to \$39,000 range being the second largest group (24% of Civil Servants).

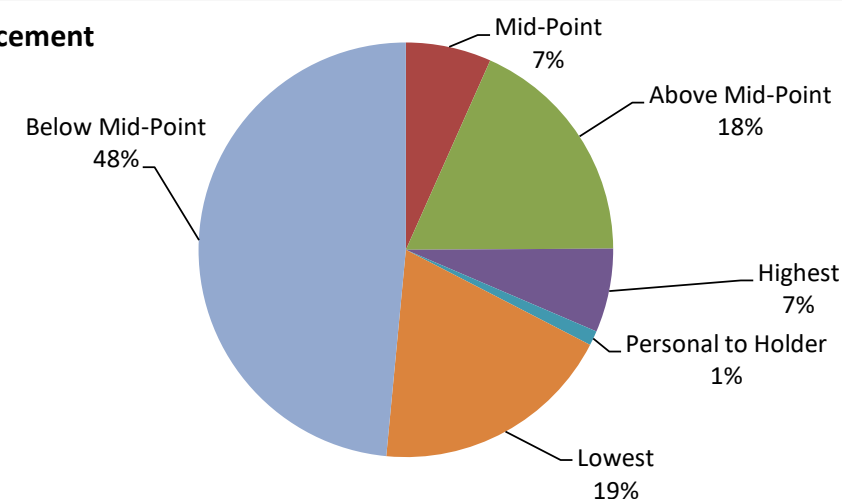
The average full-time equivalent annual salary for the Civil Service as at the 31st December 2017 was \$46,575; an increase of \$846 compared to the June 2016 average. This is the third year that an increase in average salary has been reported following decreases in the preceding two fiscal years.

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

Civil Servants Distribution Across the Salary Points

Point Placement	No. of Civil Servants	%	Cumulative %
Lowest Point	715	18.9%	18.9%
Below Mid-Point	1832	48.5%	67.4%
Mid-Point	252	6.7%	74.1%
Above Mid-Point	689	18.2%	92.3%
Highest Point	247	6.5%	98.9%
Personal to Holder Amount	43	1.1%	100.0%
Total	3778	100%	

By Point Placement



The Public Service Management Law 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.

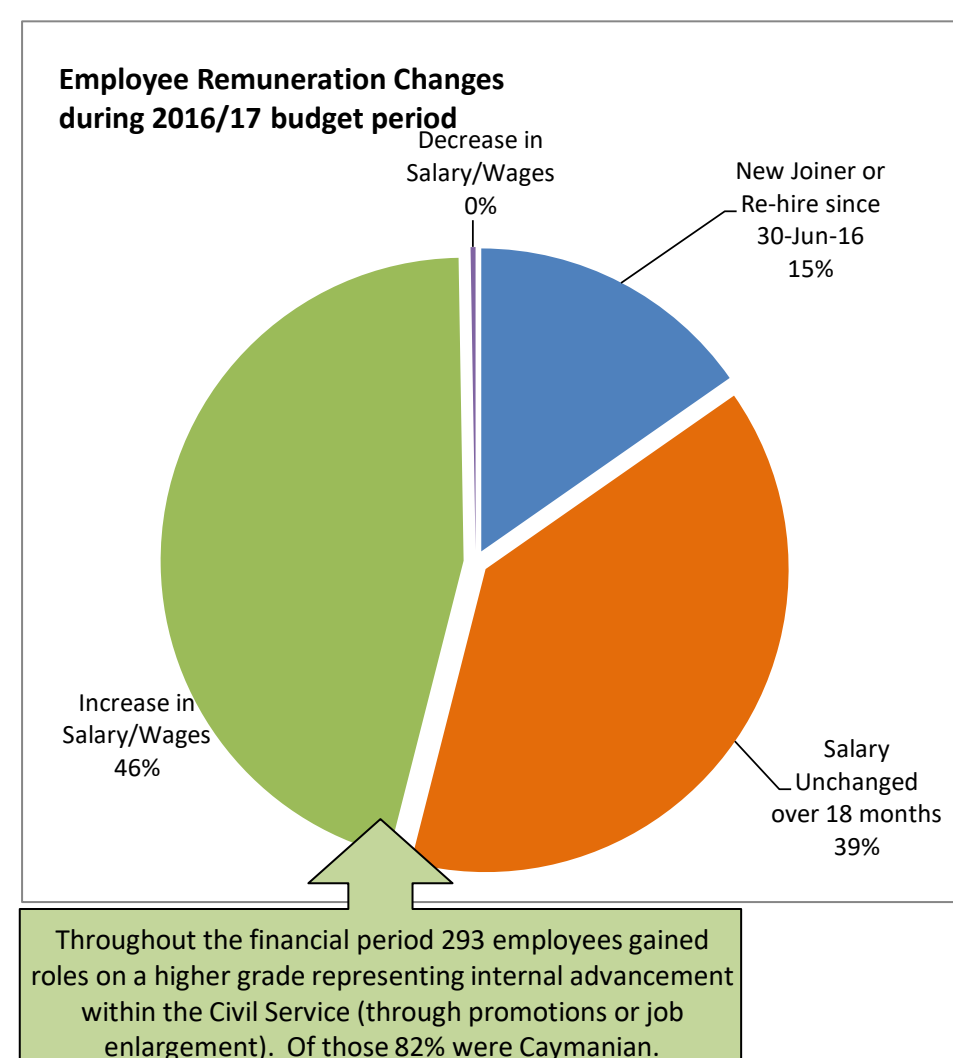
The table and pie-chart above summarise the position of employees within the salary scales for the Civil Service as at 31st December 2017. 74% of the Service had a point placement that was less than or equal to the mid-point of the range; this is a 10% decrease from the 2015/16 reporting period. 19% of Civil Servants are on the lowest point in their range, a reduction from the 32% reported in 2015/16.

7% of the Civil Service were on the highest point of their range, an increase from the 2% reported in 2015/16. A further 1% had an individual salary that was either outside of the salary scale or unaligned to a point within the salary scale.

The implementation of the "pay stagnation remedies" effective in December 2015 for teachers and police and in December 2016 for the remainder of the Service, will have been a contributing factor on the changes to Civil Service remuneration reporting.

Of the new hire appointments to the Service during 2016/17, 341 of the 704 appointments (48%) were made to point 1 of the salary grade (compared to 51% reported for 2015/16). Three quarters (75%) of all new hiring appointments were made between points 1 and 4 of the salary grade (compared to the 79% reported for 2015/16).

Civil Servants Annual Salary Changes



The adjacent graph shows the change in Civil Service remuneration during 2016/17 [based on a comparison of employee salaries as at 31st December 2017 and 30th June 2016].

46% of the Service received an increase during 2016/17, resulting from promotions, roles being re-evaluated or receiving within grade adjustments. This represented 1,729 employees across 66 departments.

This number will have been significantly impacted by the second phase of the pay stagnation remedy, implemented in December 2016 for employees whose salaries had been frozen for over three years as a result of austerity measures adopted by CIG. Of those employees receiving a salary increase, 81% related to "incremental increase" where employees moved up salary points within their existing grade and role.

39% of the Service (1,461 employees) had salaries that remained static during 2016/17; of whom 60% were from the Education Department, Police Service, Customs and Immigration who had been impacted by either a significant job evaluation exercise or phase one of the pay stagnation remedy in the preceding budget year.

0.3% of the Civil Service received a salary decrease during 2016/17, a reduction in the numbers from previous years. This reduction was primarily due to the policy which reverted employees to point one of the salary-scale on reaching the mandatory retirement age being revoked in June 2017. This post-retirement employment policy was suspended on 1st June 2017.

A further 15% were new joiners to the Civil Service after the 30th June 2016 who consequently did not have data for comparison purposes.

HR Activity for the Civil Service for 2016/17 - Recruitment/Appointments

Appointments Made On and Off Island by Employment Type

Appointments from On/Off Island*

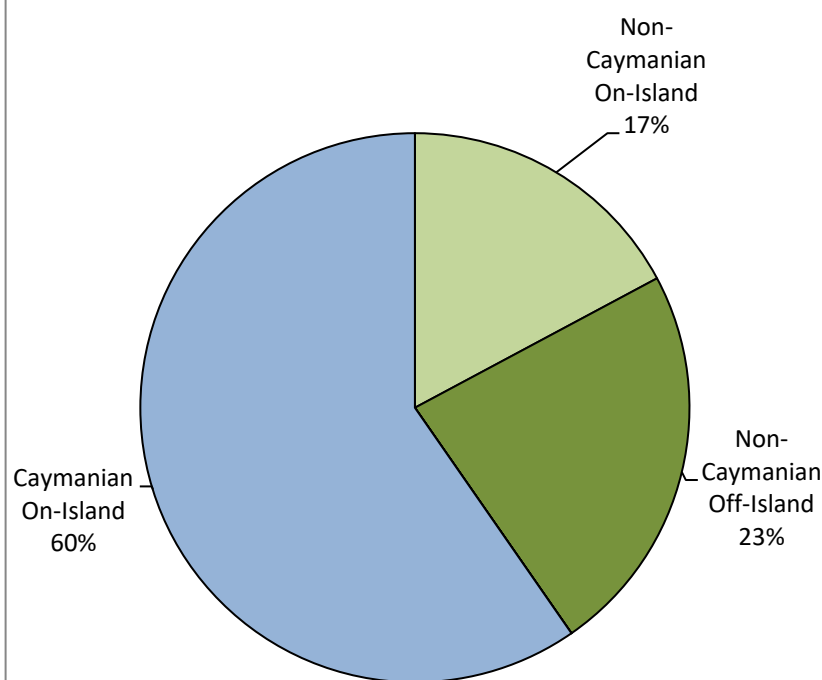
Recruitment Location	Caymanian	Non-Caymanian	Total	% by Recruitment Location
Off-Island		163	163	23.2%
On-Island	420	121	541	76.8%
Total	420	284	704	100.0%
% by Nationality	59.7%	40.3%	100.0%	

Appointments by Employment Type*

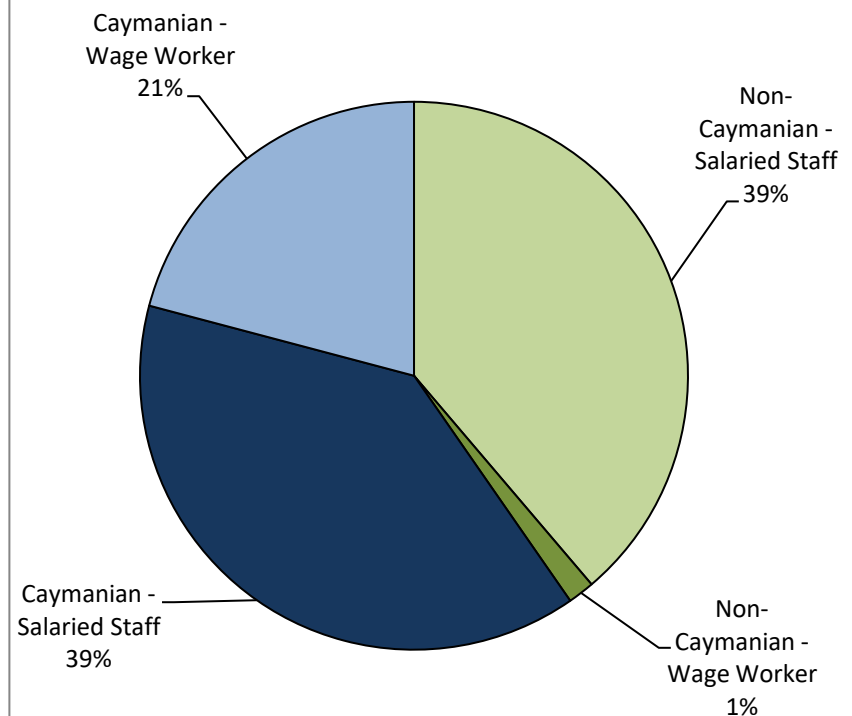
Employment Type	Caymanian	Non-Caymanian	Total	% by Employment Type
Salaried Staff	273	273	546	77.6%
Wage Worker	147	11	158	22.4%
Total	420	284	704	100.0%
% by Nationality	59.7%	40.3%	100.0%	

* 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 and supply teachers appointed to cover interim appointments are excluded from the data. The same employee can be recruited/appointed more than once in a given year and each appointment is counted as a separate activity.

Recruitment by Location



Recruitment by Employment Type



Information in the table and pie-chart above show whether recruitment/appointment activity undertaken in the 18 month period (from 1st July 2016 to 31st December 2017) was for individuals relocating from overseas or for existing residents.

During 2016/17, 77% of all appointments were made for applicants who were **on-island**; with Caymanians constituting the largest group. On-Island appointments for the preceding four years constituted over 80% of appointments.

Of the appointments for non-Caymanian employees (284 in total), **43% were recruited on-island**.

Note: The information excludes 191 student interns that were employed for short-term work experience during the 2016/17 fiscal period, 97% of whom were Caymanian.

Information in the table and pie-chart above shows that during the 2016/17 fiscal period, 78% of new hires were Salaried Staff with the remaining 22% being Wage Worker (paid an hourly rate within the GAA-GFF wage grades). The appointment of Wage Workers appears relatively high given that Wage Workers represented 11% of the Civil Service as at 31st December 2017 (see page 12).

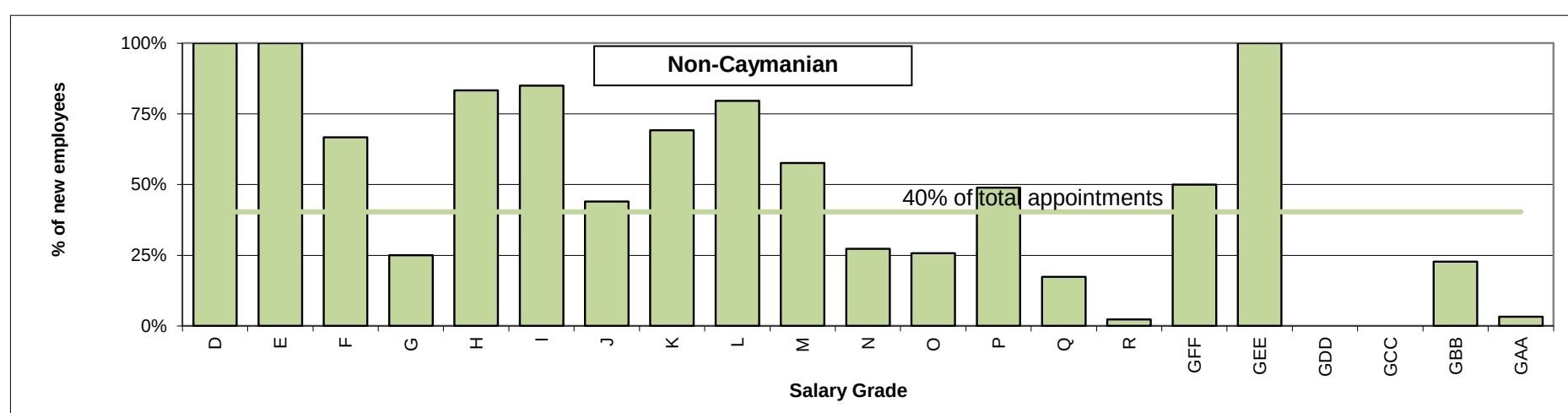
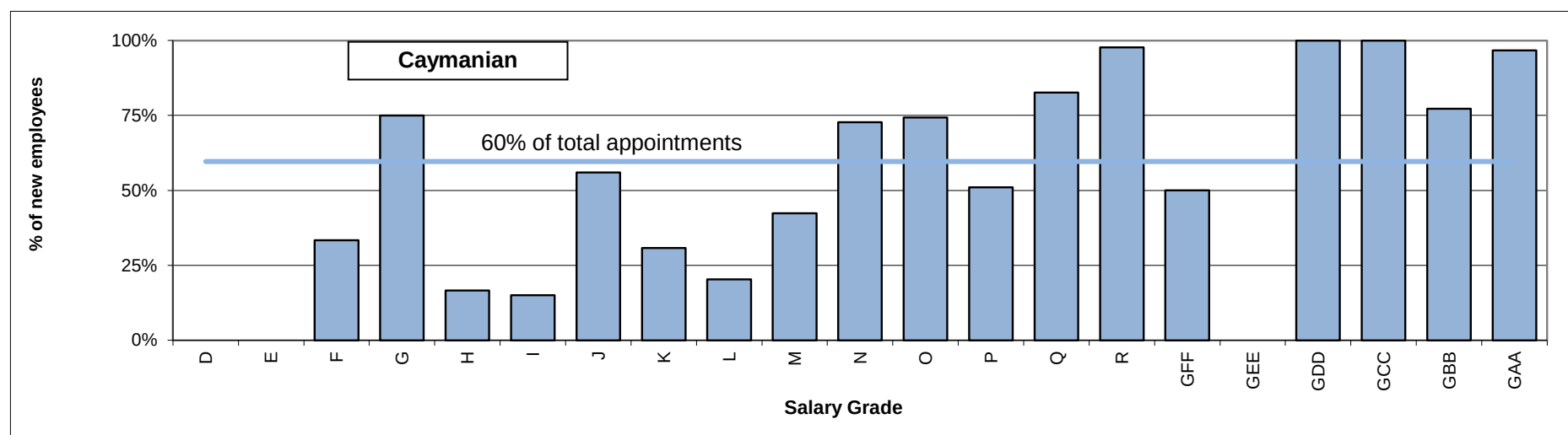
New Wage Worker appointments were predominantly made by District Administration, accounting for almost three quarters (74%) of all Wage Worker appointments. District Administration appointments included 112 Office Attendant IIIs on short-term contracts. It should be noted that District Administration operates an extended internship program to assist students during their "gap" year before continuing their education or permanently entering the work force.

The majority of appointments to wage workers were within the Department of Environmental Health (9%) with appointments to roles such as Recycling Waste Processor and the Department of Children & Family Services (8%) with appointments to the various levels of Community Care Worker.

This section provides an overview of recruitment/appointment activities during the 18 month fiscal period 2016/17. During this period there were 910 appointments to the Civil Service, however 191 of these were to student interns employed on short term contracts and 15 were supply teachers who have been excluded from the more detailed analysis.

HR Activity for the Civil Service for 2016/17 - Recruitment/Appointments

Appointments by Grade and Nationality



Grade	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	3	3	3	14	12	22	25	16	26	48	57	43	1		2	8	17	119	420	59.7%
Non-Caymanian	1	2	3	2	1	15	17	11	27	86	34	6	9	46	12	1	1	1			5	4	284	40.3%
Total	1	2	3	3	4	18	20	25	39	108	59	22	35	94	69	44	2	1	2	8	22	123	704	100.0%

Caymanians constituted 60% of all new recruits/appointments to the Civil Service during the fiscal period 2016/17, across a wide range of roles and grades. This represents the third consecutive year that the percentage of appointments of Caymanians has reduced.

During 2016/17, over 70% of the appointments of non-Caymanian recruits to the Civil Service were to four departments; the Department of Education Services accounted for 48% (136 appointments), the Police Service accounted for 16% (45 appointments), the Prison Service and the Department of Children & Family Services both of whom accounted for 4% (10 appointments each).

Over half (34) of the 61 departments who recruited new Civil Servants during 2016/17, 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 13 departments were all female, whilst new hires for 10 departments were all male. The Department of Education, where 139 of the 174 new hires were female (80%), made the highest number of female appointments.

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 page 15 for related information on promotions.

(ii) Appointment data does not include information relating to the contract renewal process for existing employees.

HR Activity for the Civil Service for 2016/17 - Retention

Leavers by Department, Nationality and Employment Category

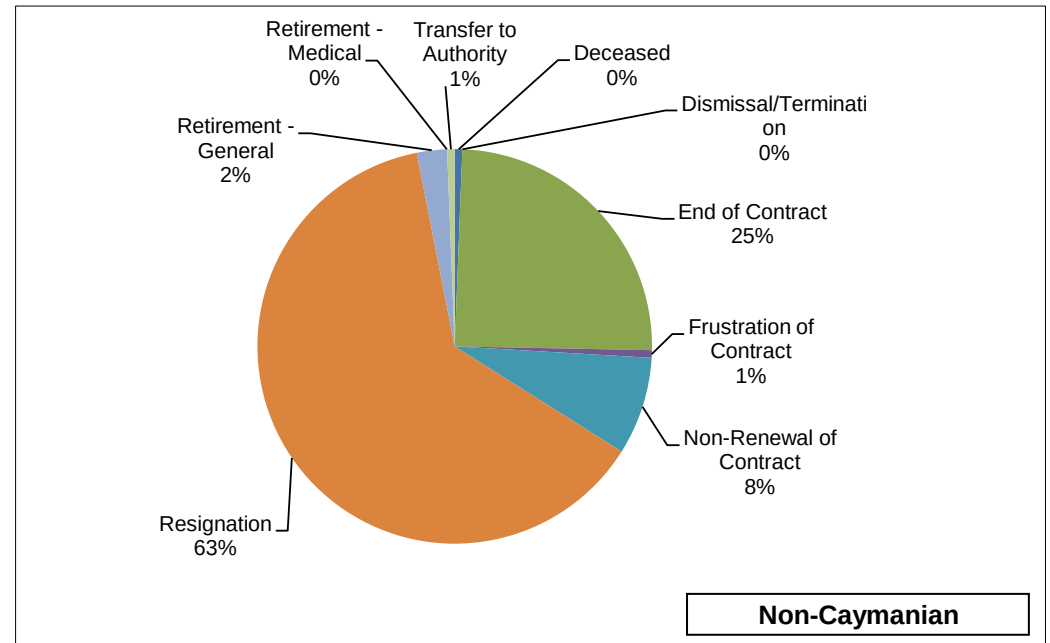
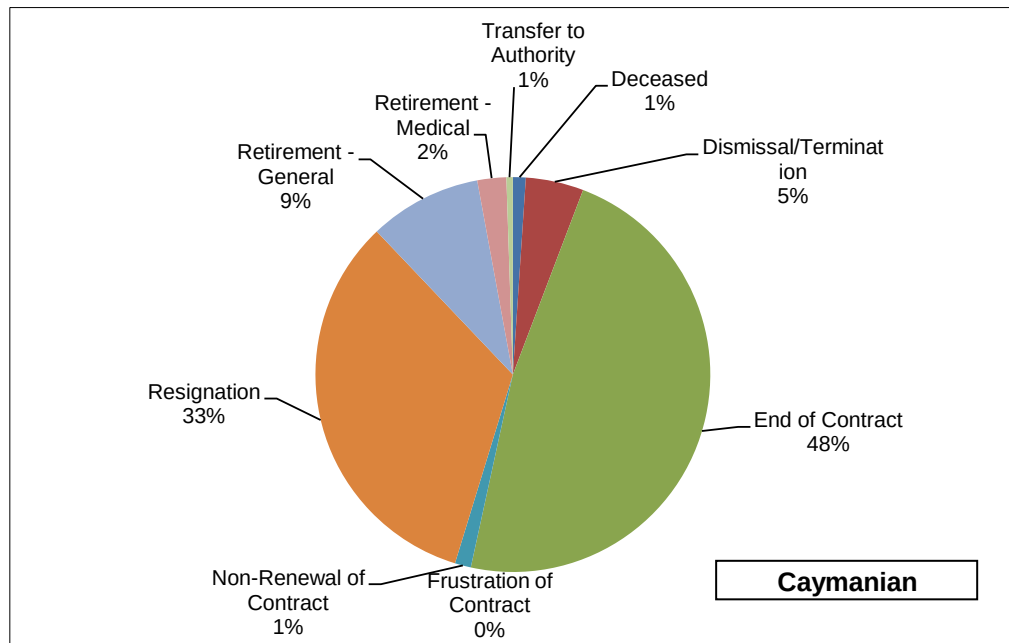
Department	Caymanian	Non-Caymanian	Salaried	Waged	Total [18 Months]	Annual Leavers [2017]	Annual Turnover [2017] ^{*1}
Agriculture	4	1	2	3	5	4	7.3%
Audit Office	0	4	4	0	4	3	15.8%
Cabinet Office	3	0	3	0	3	2	8.7%
Cadet Corps (CICC)	0	0	0	0	0	0	0.0%
Children & Family Services	9	3	2	10	12	8	5.7%
Commerce & Investment	2	0	2	0	2	1	5.9%
Commissions Secretariat	0	1	1	0	1	1	12.5%
Community Rehabilitation	1	0	1	0	1	1	2.7%
Computer Services	3	2	5	0	5	2	4.1%
Counselling Services	1	3	4	0	4	3	8.3%
Customs	9	0	9	0	9	5	3.4%
Deputy Governor's Office	1	0	1	0	1	1	6.3%
District Administration	97	2	5	94	99	68	39.5%
Economics & Statistics Office	1	1	2	0	2	0	0.0%
Education	48	69	115	2	117	65	8.7%
Education Standards Assessment Unit	0	0	0	0	0	0	0.0%
E-Government Unit	1	0	1	0	1	1	33.3%
Elections Office [* ² Based on staffing as at Jun17, and reflective of an election year]	6	0	2	4	6	6	75% ^{*2}
Environment	5	0	5	0	5	2	5.7%
Environmental Health	14	2	3	13	16	13	10.6%
Financial Services Policy and Legislation	0	0	0	0	0	0	0.0%
Fire	8	0	8	0	8	7	5.2%
General Registry	2	0	2	0	2	1	2.3%
Government Information Services	4	1	5	0	5	3	18.8%
H E The Governor	1	1	2	0	2	2	40.0%
Hazard Management	2	1	3	0	3	1	10.0%
Health Regulatory Services	3	0	3	0	3	3	25.0%
Immigration	24	0	24	0	24	19	11.4%
International Tax Cooperation	0	1	1	0	1	0	0.0%
Judicial	5	1	6	0	6	3	4.6%
Labour & Pension	4	0	4	0	4	1	4.5%
Lands & Survey	7	4	11	0	11	10	17.2%
Legislative	2	0	2	0	2	2	16.7%
Marketing & Communications Unit	0	0	0	0	0	0	0.0%
Ministry of CA (formerly Min CAY&S)	5	0	5	0	5	3	21.4%
Ministry of DAT&T Admin	5	1	6	0	6	3	12.5%
Ministry of EYSA&L (formerly Min EE&GA)	6	2	8	0	8	7	11.3%
Ministry of Finance & Economic Dev	1	1	2	0	2	2	11.8%
Ministry of FS&HA (formerly Min FSC&E)	1	0	1	0	1	1	10.0%
Ministry of HEC&H (formerly Min H&C)	1	0	1	0	1	1	6.7%
Ministry of HR&I (formerly Min HAH&C)	0	0	0	0	0	0	0.0%
Ministry of CP&I (formerly Min PLA&H)	2	1	3	0	3	1	3.8%
Mosquito Research and Control Unit (MRCU)	1	1	2	0	2	2	5.6%
National Archive (CINA)	3	0	3	0	3	2	15.4%
National Weather Service	0	0	0	0	0	0	0.0%
National Workforce Development Agency	2	0	2	0	2	1	6.3%
Needs Assessment Unit (NAU)	2	0	2	0	2	2	8.0%
Office of the Director of Public Prosecutions	2	5	7	0	7	4	17.4%
Office of the Ombudsman	2	1	3	0	3	3	37.5%
Complaints Commission	1	0	1	0	1	0	0.0%
Information Commissioner's Office	1	0	1	0	1	1	20.0%
Petroleum Inspectorate [* ³ Whole department transferred to Statutory Authority, OFREG]	2	1	3	0	3	3	100% ^{*3}
Planning	3	3	6	0	6	2	6.1%
Police Service	15	29	44	0	44	27	6.2%
Portfolio of Legal Affairs	6	7	13	0	13	10	19.6%
Portfolio of the Civil Service	2	2	4	0	4	2	9.1%
Postal Service	9	0	9	0	9	5	6.3%
Prison Service	7	4	11	0	11	6	4.1%
Public Library Service	3	0	3	0	3	1	5.0%
Public Safety Communications	0	1	1	0	1	0	0.0%
Public Works	15	2	10	7	17	12	10.0%
Radio Cayman	3	0	3	0	3	2	10.5%
Sister Island Sports	0	0	0	0	0	0	0.0%
Sports	1	0	1	0	1	0	0.0%
Sunrise Centre	0	3	3	0	3	3	15.8%
Tourism	5	0	5	0	5	3	6.1%
Treasury	3	1	4	0	4	4	10.5%
Vehicle & Drivers' Licensing	2	0	2	0	2	2	6.1%
Vehicle & Equipment Services	1	0	1	0	1	1	2.8%
Youth Services Unit	1	0	1	0	1	1	20.0%
Total	380	162	409	133	542	355	9.6%
% of leavers [18 month period]	70.1%	29.9%	* ¹ Based on leaver information for the 12 month period 01-Jan-17 to 31-Dec-17 and the average number of employees at the end of June16, Dec16, June17 and Dec17				

The annual turnover rate for the Civil Service for 2017 [1st January to 31st December] excluding student interns was **9.6%**. The annual rate has been used to allow comparison with comparable periods reported in preceding Annual Reports; Reports for 2015/16, 2014/15 and 2013/14 show the Government turnover rates at 8.7%, 11.8% and 12.6% respectively [excluding student interns and supply staff].

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.

HR Activity for the Civil Service for 2016/17 - Retention

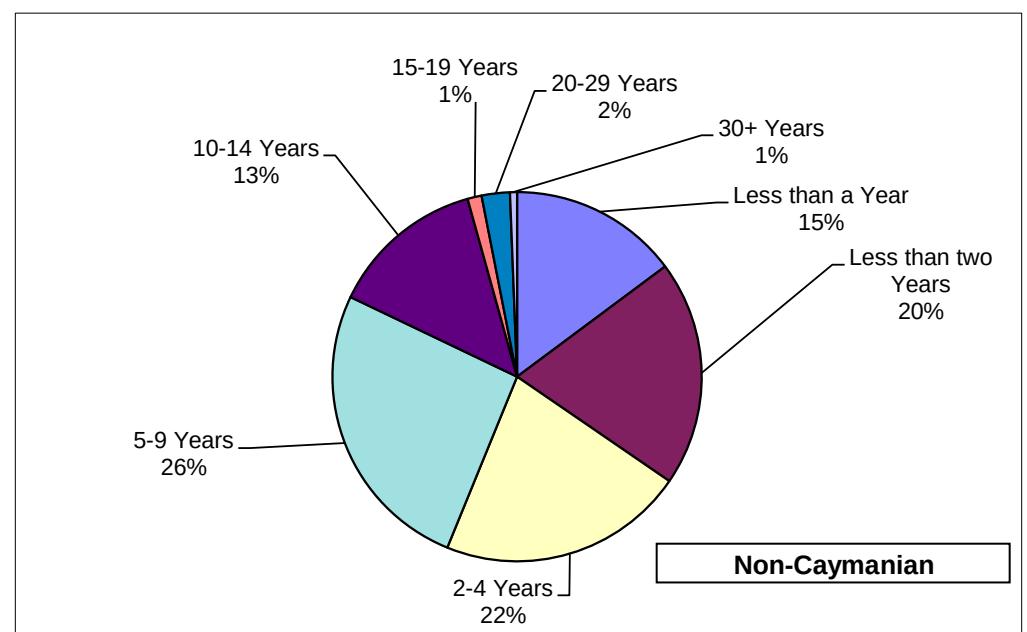
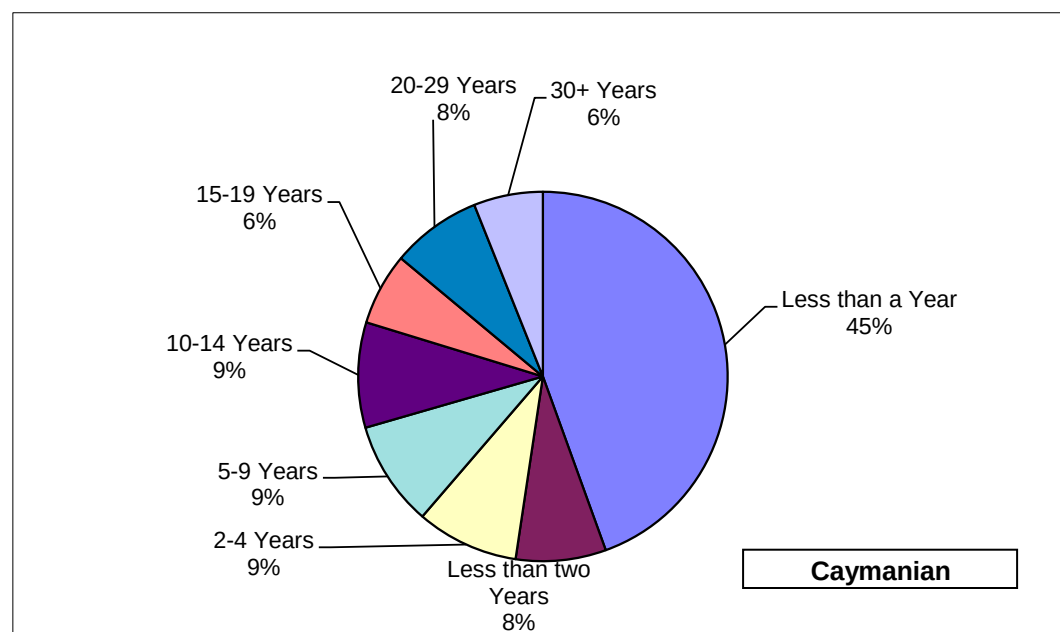
Leavers by Reason, Nationality and Length of Service



Reason for Leaving	Caymanian	% Caymanian	Non-Caymanian	% Non-Caymanian	Total	% Total
Deceased	4	1.1%	1	0.6%	5	0.9%
Dismissal/Termination	18	4.7%	0	0.0%	18	3.3%
End of Contract	181	47.6%	40	24.7%	221	40.8%
Frustration of Contract	0	0.0%	1	0.6%	1	0.2%
Non-Renewal of Contract	5	1.3%	13	8.0%	18	3.3%
Resignation	126	33.2%	102	63.0%	228	42.1%
Retirement - General	35	9.2%	4	2.5%	39	7.2%
Retirement - Medical	9	2.4%	0	0.0%	9	1.7%
Transfer to Authority	2	0.5%	1	0.6%	3	0.6%
Total	380	100%	162	100%	542	100%

Length of Service	Caymanian	% Caymanian	Non-Caymanian	% Non-Caymanian	Total	% Total	Cumulative %
Less than a Year	169	44.5%	24	14.8%	193	35.6%	35.6%
Less than two Years	30	7.9%	32	19.8%	62	11.4%	47.0%
2-4 Years	34	8.9%	35	21.6%	69	12.7%	59.8%
5-9 Years	35	9.2%	42	25.9%	77	14.2%	74.0%
10-14 Years	35	9.2%	22	13.6%	57	10.5%	84.5%
15-19 Years	24	6.3%	2	1.2%	26	4.8%	89.3%
20-29 Years	30	7.9%	4	2.5%	34	6.3%	95.6%
30+ Years	23	6.1%	1	0.6%	24	4.4%	100.0%
Total	380	100%	162	100%	542	100%	

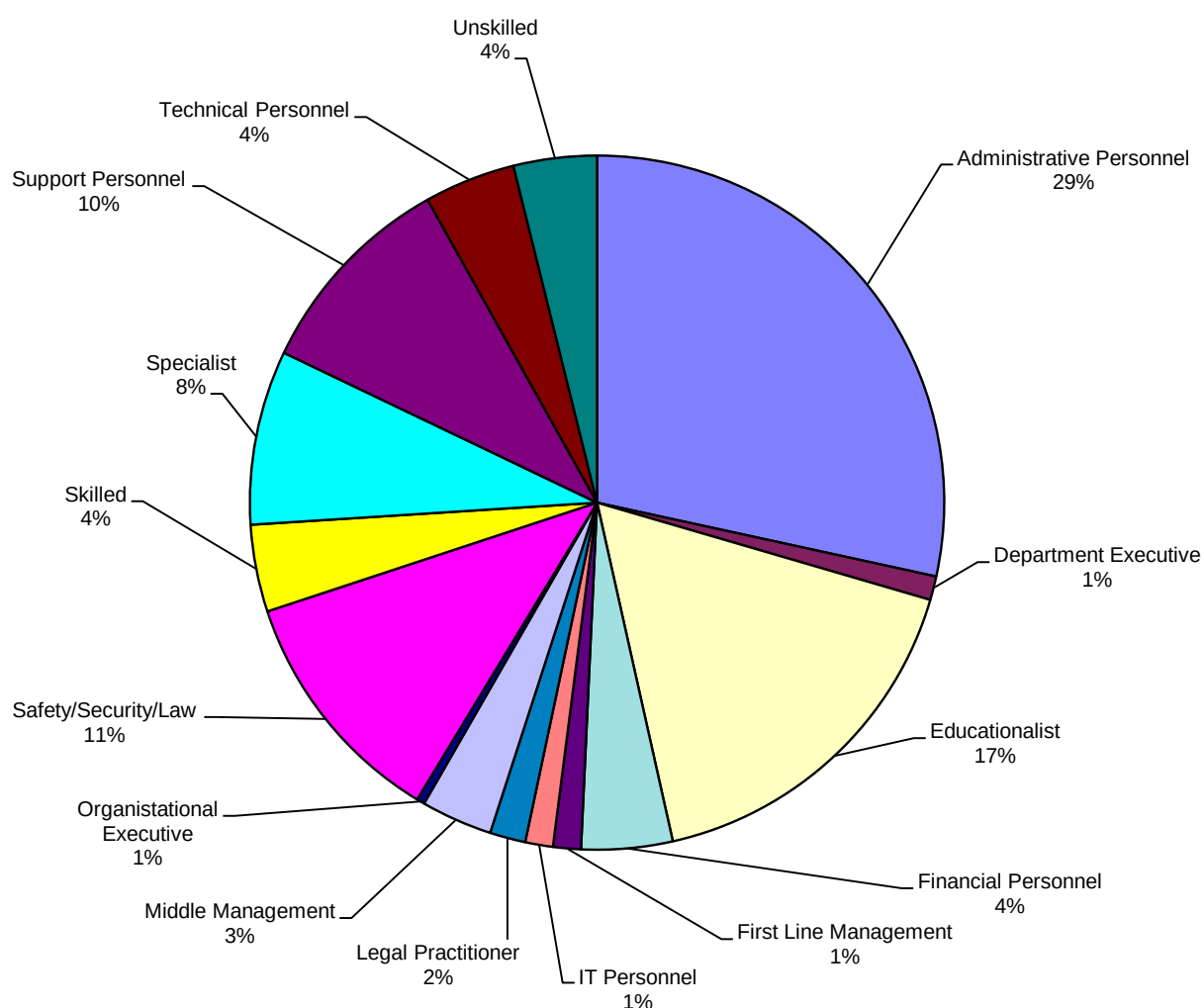
Leavers by Length of Service



The main reasons that employees leave the organisation are as a result of resignations (42%) and when employment agreements come to an end (41%). Almost two thirds of non-Caymanians (63%) who left the Service in 2016/17 did so as a result of resignations with a further 25% leaving as they reached the end of their contract. Resignations and contracts reaching an end also form the majority of reasons why Caymanians leave employment (33%) and (48%) respectively. In 2016/17 8% of non-Caymanian leavers did so as a result of their contracts not being renewed, while 12% of Caymanians who left the CI Government, retired from the Service.

45% of Caymanian leavers had less than one year service on 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 23% which is more in line, but still more than that experienced by non-Caymanians. The cumulative figures show that almost 47% of all leavers from the Cayman Islands Government have less than two years of service.

Leavers by Job Classification, including Uniform and Teaching Staff



Leavers from within the Uniform Service

Uniform Department	Total Uniformed Leavers [18 months]	Annual Uniformed Leavers [2017]	Avg No of Uniformed Staff [2017]	Annual Turnover Rate*
Customs	6	3	101	3.0%
Fire	7	6	123	4.9%
Immigration	6	5	66	7.6%
Police	30	17	366	4.6%
Prison	9	4	126	3.2%
District Admin	0	0	19	0.0%
Total	58	35	801	4.4%

Leavers from within the Teaching Profession

	Total Teaching Leavers [18 months]	Annual Teaching Leavers [2017]	Avg No of Teaching Staff	Annual Turnover Rate*
Teachers	96	50	454	11.0%
Teachers Excluding Supply	80	45	445	10.1%

Job Classification	Leavers during 18 month period 2016/17				Annual Leavers [2017]	Annual Turnover rate*
	Caymanian	Non-Caymanian	Total	% of total category		
Administrative Personnel	151	3	154	28.4%	114	18.4%
Department Executive	4	2	6	1.1%	4	7.7%
Educationalist	28	64	92	17.0%	53	10.3%
Financial Personnel	19	4	23	4.2%	17	8.5%
First Line Management	4	3	7	1.3%	3	8.1%
IT Personnel	5	2	7	1.3%	3	4.9%
Legal Practitioner	3	6	9	1.7%	6	16.7%
Middle Management	8	10	18	3.3%	14	10.5%
Organisational Executive	1	1	2	0.4%	2	8.7%
Safety/Security/Law	35	26	61	11.3%	35	4.0%
Skilled	19	3	22	4.1%	17	8.9%
Specialist	17	27	44	8.1%	29	10.3%
Support Personnel	53		53	9.8%	31	11.8%
Technical Personnel	14	9	23	4.2%	11	7.3%
Unskilled	19	2	21	3.9%	16	6.5%
Total	380	162	542	100.0%	355	9.6%

*Based on leaver information for the 12 month period 01-Jan-17 to 31-Dec-17 and the average number of employees at the end of June16, Dec16, June17 and Dec17

The annual turnover rate for the Civil Service for 2017 [1st January to 31st December] has been used to allow year on year comparisons. During 2017, the highest categories of staff turnover were for Administrative Personnel and Legal Practitioners (with annual turnover rates of 18.4% and 16.7%) respectively. The lowest category of staff turnover was for employees in Safety/Security/Law (with an annual turnover rate of 4.0%), highlighted in blue in the table above as the only category where turnover is below half the Government average. 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 **4.4%**. This is the lowest experienced by the uniform divisions over the last few years (although the variation within turnover for uniformed roles has year on year been very small), the specialism within uniform roles together with the difficulty of finding comparable employment within the private sector may have contributed to this low turnover rate.

The turnover rate for **teaching staff** is close to that of the Government average at **10.1%** [when excluding the impact of Supply Teachers who are appointed to cover short-term vacancies/absences]. This is higher than the percentage reported for 2015/16 however comparisons should not be made between these two years as the end of an academic year did not fall within the 2015/16 reporting period.

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) Excludes: The Chief Justice, Judges, Magistrates, Her 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 and London Office). (iii) Excludes: Student Interns (classified under the designation "Office Support Assistant") who are appointed on short-term contracts during school/university non-term periods For Example: June 2016 - Excludes 52 student interns June 2017 - Excludes 41 student interns December 2017 - Excludes 7 student interns
Employee Type	Describes the terms and conditions that an employee is retained on. Under the Public Service Management Law (2018 Revision) and Personnel Regulations (2017 Revision), employees can be employed either as Salaried Staff who are paid monthly or Wage Workers defined as "a staff member whose remuneration is calculated at an hourly rate".
Number of Employees or Headcount	The number of individuals. Where an employee holds two distinct jobs they are included in the totals twice, as they may be working in two different departments and should appear in both sub totals.
Department	The information presented at department level relates to the various cost centres that constitute a department. Where a Ministry or Portfolio appears listed as a department this does not mean the whole Ministry/Portfolio. It relates to those cost centres that fall under the Ministry/Portfolio administration.
Grade	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. 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 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.