



Cayman Islands
Government

HUMAN RESOURCES 2019 ANNUAL REPORT

JANUARY - DECEMBER 2019

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2019

Welcome!

Employee Information and Human Resources Activity for the Civil Service

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

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

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



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Report Description

This report covers the calendar year 1st January to 31st December 2019.

Section One provides information on the demographics of the Public Service, which includes the 24 Government Owned Companies and Statutory Authorities (SAGC), as of 31st December 2019, and as compared to previous reporting periods.

Section Two provides information on the demographics of the core Civil Service as of 31st December 2019, addressing a range of HR matters, including the size of the Service and Caymanianisation of the workforce at both Ministry/Portfolio and Departmental levels.

Section Three provides information on a range of human resources activities such as recruitment, retention and employee engagement during 2019.

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

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

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

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

Foreword

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



Gloria McField-Nixon

Chief Officer, Portfolio of the Civil Service

In 2019, the Civil Service entered the second year of our 5-Year Strategic Plan to become a World-Class Civil Service. As this corporate strategy is heavily people-focused, the analysis of HR trends carries even greater importance to how the Cayman Islands Government (CIG) works. This year's data demonstrates how foundational work done in 2018 is allowing the CIG to achieve relatively high employee engagement and to restructure existing programmes to better deliver against the Government's policy priorities.

The 2019 Annual HR Report provides an opportunity to reflect upon areas of our people management strategy and workforce planning activities. It also provides the public an overview of the human resources that are deployed across the Civil Service and Public Service.

During 2019, key changes included the following:

- The establishment of Workforce Opportunities Residency Cayman (WORC) and Customs and Border Control, following the restructuring of the former Immigration department, Customs department and National Workforce Development Agency. The reconstituted bodies will allow the Cayman Islands to adopt modern strategies for maximizing Caymanian employment and safeguarding our borders.
- The creation of the Ministry of International Trade, Investment, Aviation and Maritime Affairs, to enhance the Government's promotions and representations across the globe.
- Continued take up of the offer of work up to and beyond age 65, following the adoption of an

increased retirement age in September 2016, as witnessed by the fact that 9.2% of the workforce is aged 60 and older, compared to 6.4% in June 2016.

- The turnover rate for the Civil Service was 7%, marginally lower than the prior year.
- Average annual salary went up only modestly by \$540 to a sum of \$50,193.
- Growth across the Civil Service and wider Public Service, with increases in staff complement of 4.2% and 3.7% respectively. Within the Civil Service, increases are largely attributed to the Department of Education Services, Royal Cayman Islands Police Service and the Prison Service, which jointly represent 45% of all increases, and all of which are priority policy areas in delivering the Government's strategic outcomes.

With the drive to deliver new and existing services with pace and agility, the Civil Service will continue to see a growing emphasis on the development and management of our human capital to ensure that our organization is equipped to deliver on our purpose, **“To Make the Lives of Those We Serve Better”**.

Section One: Demographics of the Public Service (31st December 2019)

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

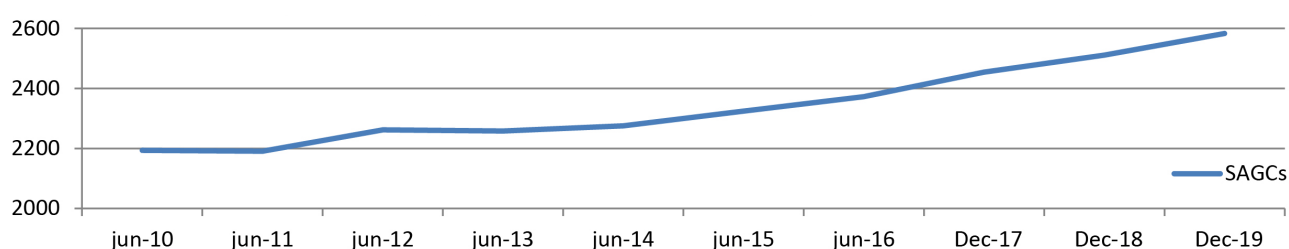
Statutory Authority/Government Owned Company	Number of Employees Dec 2019 *1	Number of Employees Dec 2018 *1	Total Variation	% Change
Auditors Oversight Authority *2	1	0	-	-
Cayman Airways Ltd	406	393	13	3.3%
Cayman Islands Airports Authority	201	195	6	3.1%
Cayman Islands Civil Aviation Authority	23	22	1	4.5%
Cayman Islands Development Bank	13	13	0	-
Cayman Islands Monetary Authority	221	217	4	1.8%
Cayman Islands National Insurance Company	34	33	1	3.0%
Cayman Islands National Museum	9	9	0	-
Cayman Islands Port Authority	153	152	1	0.7%
Cayman Islands Stock Exchange	8	7	1	14.3%
Cayman National Cultural Foundation	6	7	-1	-14.3%
Cayman Turtle Farm	109	102	7	6.9%
Children and Youth Services Foundation	47	46	1	2.2%
Health Services Authority	896	885	11	1.2%
Maritime Authority of the Cayman Islands	25	28	-3	-10.7%
National Drug Advisory Council	5	8	-3	-37.5%
National Gallery of the Cayman Islands	9	7	2	28.6%
National Housing Development Trust	9	9	0	-
National Roads Authority	109	91	18	19.8%
Public Service Pensions Board	27	27	0	-
Tourism Attractions Board	39	39	0	-
University College of the Cayman Islands	73	68	5	7.4%
Utility Regulation and Competition Office (OfReg)	24	24	0	-
Water Authority Company	137	129	8	6.2%
Total for SAGC	2584	2511	73	2.9%

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

*2 Commenced reporting in 2019.

	Dec 2019	Dec 2018	Total Variation	% Change
Total for Core Government	4084	3918	166	4.2%
Total for the Public Service	6668	6429	239	3.7%
% Employees employed in SAGCs	39%			
% Employees employed in Core Government	61%			

Statutory Authorities/Government Owned Companies Total Employees



The Cayman Islands Public Service comprises employees from SAGCs and the Civil Service. At the end of 2019, the number of employees in the Public Service was 6,668. **This was an increase of 239 employees (3.7%) over the prior reporting period.**

There has been steady growth in employees within SAGCs over the past eight years, reporting 2,584 employees in December 2019. The SAGCs ranged in size from the Auditors Oversight Authority, which employed 1 staff member as of 31st December 2019, to the Health Services Authority which employed some 896 staff members.

The National Gallery of the Cayman Islands reported the largest percentage increase over the 12 month period (29%). Conversely, the Cayman National Cultural Foundation, Maritime Authority of the Cayman Islands and National Drug Advisory Council all reported decreases, decreasing by 1%, 3% and 3% respectively.

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

Statutory Authority/Government Owned Company	Employees - Dec 2019 *1			
	Caymanian	Non-Caymanian	% Caymanian	% Non-Caymanian
Auditors Oversight Authority *2	1	0	100.0%	0.0%
Cayman Airways Ltd	316	90	77.8%	22.2%
Cayman Islands Airports Authority	191	10	95.0%	5.0%
Cayman Islands Civil Aviation Authority	17	6	73.9%	26.1%
Cayman Islands Development Bank	12	1	92.3%	7.7%
Cayman Islands Monetary Authority	179	42	81.0%	19.0%
Cayman Islands National Insurance Company	28	6	82.4%	17.6%
Cayman Islands National Museum	9	0	100.0%	0.0%
Cayman Islands Port Authority	153	0	100.0%	0.0%
Cayman Islands Stock Exchange	5	3	62.5%	37.5%
Cayman National Cultural Foundation	6	0	100.0%	0.0%
Cayman Turtle Farm	105	4	96.3%	3.7%
Children and Youth Services Foundation	18	29	38.3%	61.7%
Health Services Authority	513	383	57.3%	42.7%
Maritime Authority of the Cayman Islands	24	1	96.0%	4.0%
National Drug Advisory Council	5	0	100.0%	0.0%
National Gallery of the Cayman Islands	5	4	55.6%	44.4%
National Housing Development Trust	9	0	100.0%	0.0%
National Roads Authority *3	108	1	99.1%	0.9%
Public Service Pensions Board	24	3	88.9%	11.1%
Tourism Attractions Board	30	9	76.9%	23.1%
University College of the Cayman Islands	29	44	39.7%	60.3%
Utility Regulation and Competition Office (OfReg)	22	2	91.7%	8.3%
Water Authority Company	132	5	96.4%	3.6%
Total for SAGCs	1941	643	75.1%	24.9%

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

*2 Commenced reporting 2019

*3 Full breakdown for 2019 unavailable (Dec 2018 data used for Non-Caymanian breakdown)

Employees - Dec 2018 *1				Total Variation	% Change
Caymanian	Non- Caymanian	% Caymanian	% Non- Caymanian		
-	-	-	-	-	-
301	92	76.6%	23.4%	15	1.2%
182	13	93.3%	6.7%	9	1.7%
16	6	72.7%	27.3%	1	1.2%
12	1	92.3%	7.7%	0	0.0%
175	42	80.6%	19.4%	4	0.4%
26	7	78.8%	21.2%	2	3.6%
9	0	100.0%	0.0%	0	0.0%
152	0	100.0%	0.0%	1	0.0%
6	1	85.7%	14.3%	-1	-23.2%
7	0	100.0%	0.0%	-1	0.0%
99	3	97.1%	2.9%	6	-0.7%
17	29	37.0%	63.0%	1	1.3%
508	377	57.4%	42.6%	5	-0.1%
26	2	92.9%	7.1%	-2	3.1%
8	0	100.0%	0.0%	-3	0.0%
6	1	85.7%	14.3%	-1	-30.2%
9	0	100.0%	0.0%	0	0.0%
90	1	98.9%	1.1%	18	0.2%
24	3	88.9%	11.1%	0	0.0%
33	6	84.6%	15.4%	-3	-7.7%
28	40	41.2%	58.8%	1	-1.5%
23	1	95.8%	4.2%	-1	-4.2%
126	3	97.7%	2.3%	6	-1.3%
1883	628	75.0%	25.0%	58	0.1%

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

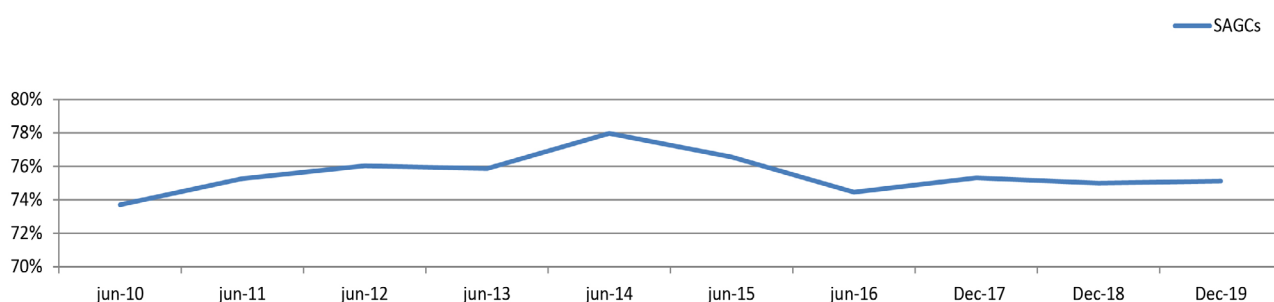
*2 Commenced reporting 2019

*3 Full breakdown for 2019 unavailable (Dec 2018 data used for Non-Caymanian breakdown)

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

	DEC 2018			
	Total Caymanian	Total Non-Caymanian	% Caymanian	% Non-Caymanian
Total for Core Government	2822	1096	72.0%	28.0%
Total for Public Service	4705	1724	73.2%	26.8%

Percentage of Caymanian Employees in Statutory Authorities/Government Owned Companies



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



At the end of 2019, the number of Caymanians employed within the Public Service was 4,837 which represented 72.5% of the Public Service.

Individual Statutory Authorities and Government Owned Companies vary in the proportion of Caymanians they employ and levels change in response to recruitment and retention activities. The tables on pages 8, 9 and 10 show the employment level of Caymanians within each business. Over the last ten years, the representation of Caymanians within SAGCs has varied between 74% and 78%, with the highest percentage (78%) being reported in June 2014. As at 31st December 2019, SAGCs reported representation of Caymanians at 75.1%. Whilst increases from the previous year were reported across eight of the SAGCs, the CI Stock Exchange, National Gallery and Tourism Attractions Board saw decreases of over 7% in the representation of Caymanians in their individual businesses during 2019.

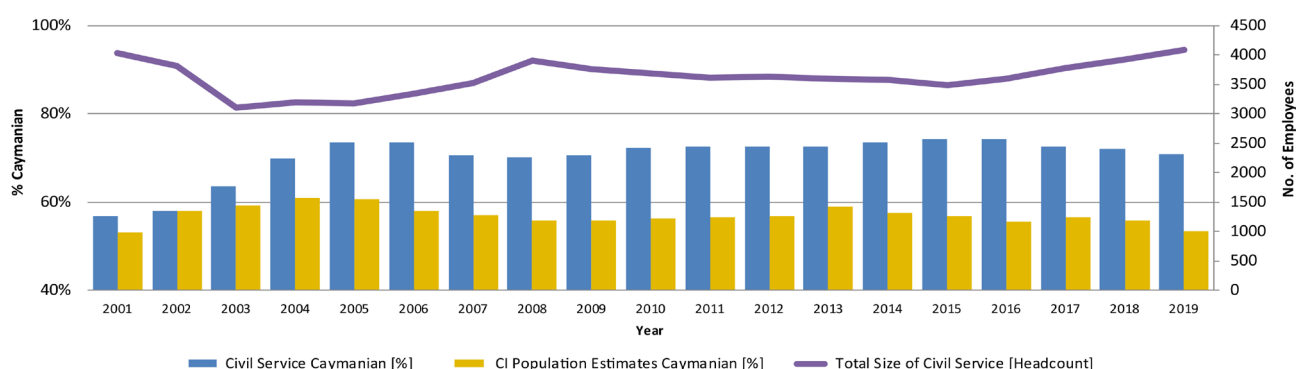
The Children and Youth Services Foundation and University College of the Cayman Islands had the lowest proportion of Caymanian employees (38.3% and 39.7% respectively), while six organisations reported a 100% Caymanian workforce as at the 31st December 2019. During the same period, 18 of the 24 SAGCs had a workforce comprising 75% or more Caymanian employees as indicated by the yellow shading on pages 8 and 9.

Section Two: Demographics of the Civil Service (31st December 2019)

Size of the Civil Service and Percentage Caymanian Employees
from January 2001 to December 2019

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

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



Note: Demographics for the Civil Service contain a number of exclusions which are outlined in the Glossary on page 52. Notably, students employed on paid internships during vacation periods are excluded as are members of the Judiciary, Members of the Legislative Assembly, political appointments, the London Office and His Excellency the Governor.

The size of the Civil Service has fluctuated over the last twenty years in response to changes in demand for services, public policy and the transformation of departments into Statutory Authorities. The table above provides a snapshot of the size of the Civil Service from January 2001 until December 2019 (represented on the graph by the trend line and right hand axis information).

In 2008, in response to the global recession, a recruitment moratorium was adopted. Between 2008 and 2015 there was a decrease in the size of the Civil Service. However, over the last four years, there has been a reversal of this trend. During 2019, the Civil Service increased in size by 166 or 4.2%. A more detailed breakdown of the departments contributing to this change is provided on page 17.

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

Since 2004 the percentage of Caymanian employees has remained over 70% (represented on the graph by the bars) with the highest representation, at 74.3%, being reported in June 2016. Increased hiring within the Department of Education, to professions where Caymanians represent less than half the workforce, has contributed to the decreases reported over the last few years.

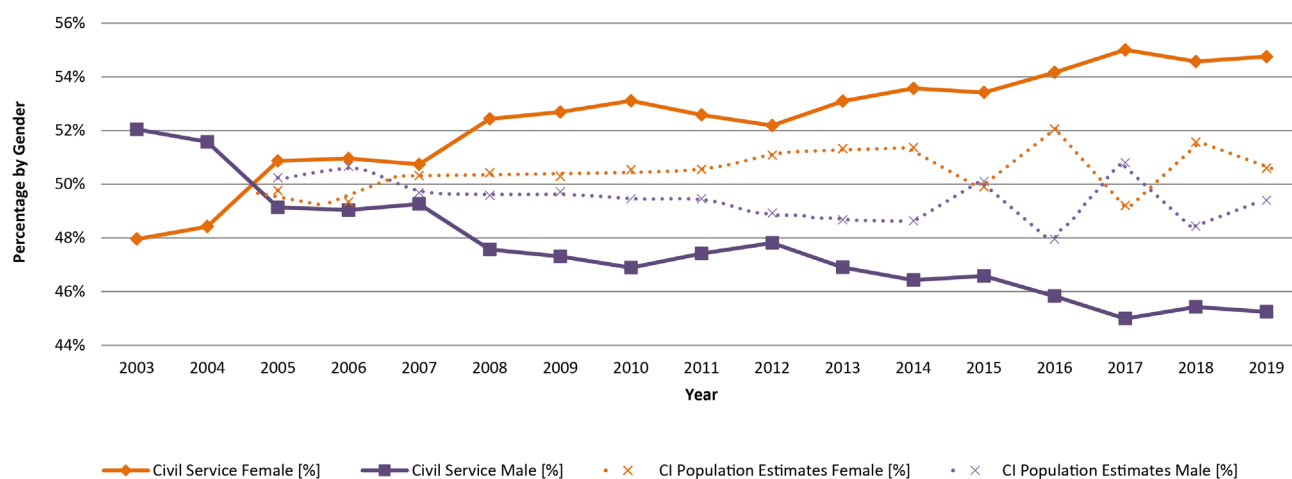
The Cayman Islands population estimates from the Economics & Statistics Office Compendium of Statistics (2019) are shown in yellow, providing a comparison against which the Service can be benchmarked. It shows that since 2002, the proportion of Caymanians within the Civil Service remains higher than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

	2019			
	Caymanian		Non-Caymanian	
Chief Officers [including Acting]	69%	11	31%	5
Heads of Department	81%	54	19%	13
2019 Promotions [As flagged for payroll salary change reasons]	84%	122	16%	24

As of the 31st December 2019, Caymanians represented 69% of Chief Officers and 81% of Heads of Departments. For Chief Officers this is generally in line with, and in the case of Heads of Department higher than, Caymanian representation within the Civil Service as a whole.

During 2019, 84% of promotions within the Service were to Caymanians, 13% above the representation of Caymanians across the Service.

Civil Service and Cayman Islands Population Estimates - Gender Profile



Size of the Civil Service and Percentage by Gender from January 2003 to December 2019

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

As the size of the Civil Service has changed over the last fifteen years, so has the proportion of women within the Civil Service. The table below provides a snapshot of the gender balance within the Civil Service from January 2003 until December 2019. Since 2005, the representation of females in the service has been higher than their male counterparts. The accompanying graph shows how the balance has moved from women forming 48% of the Civil Service in 2003 to its present level of 55%. This represents an increase of 746 women from the 1,490 employed in 2003.

The Cayman Islands population estimates from the Economics & Statistics Office Compendium of Statistics (2019) are shown as dotted lines, giving a comparison against which gender parity can be benchmarked.



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

In 2019, women represented 44% of Chief Officers, 40% of Heads of Departments and 56% of promotions. This is a decrease in representation compared to 2018 (53% and 49% respectively) when representation in senior level roles was more closely aligned to representation across the Civil Service as a whole.

Whilst women represent over half of the employees in grades F, H and J, grade I is the highest grade at

which the representation in the grade is higher than the representation of women in the Civil Service as a whole (59% at grade I compared to 55% for ClG as a whole).

Further information relating to the gender split of the Civil Service by grade is located on page 29.

	Dec 2019			
	Female		Male	
Total Civil Servants	55%	2236	45%	1848
Average Annual Salary [FTE]	\$50,433		\$49,903	
Chief Officers [including Acting]	44%	7	56%	9
Heads of Department	40%	27	60%	40
2019 Promotions [As flagged for payroll salary change reasons]	56%	82	44%	64

Change in Size of the Civil Service by Department (2019)

The table on page 17 shows the number of employees within each department as at December 2018 and 2019. At the end of 2019, there were 70 departments across government. Most departments (47 of the 54 where there was a headcount change) experienced a small change (i.e. 5 employees or less) in employee figures during the year.

Six departments saw increases in staffing of more than five employees; these were Education Services (38 employees), the RCIPS (33 employees), the Fire Service (14 employees), Facilities Management (10 employees), Cabinet

Office (9 employees) and Computer Services (6 employees). Conversely, District Administration saw a decrease of 8 employees.

Note: Year-on-Year comparisons for the following have not been included;

*1 Customs & Border Control and Workforce Opportunities Residency Cayman, which were established on 1st February 2019 (replacing the Immigration Department, Customs Department and the National Workforce Development Agency).

*2 The Ministry of International Trade, Investment, Aviation and Maritime Affairs which also came into effect in 2019.

Department	31-Dec-19	31-Dec-18	Variance	%
Agriculture	61	58	3	5.2%
Audit Office	19	21	-2	-9.5%
Cabinet Office	34	25	9	36.0%
Cadet Corps (CICC)	5	5	0	0.0%
Central Procurement Office	2	2	0	0.0%
Children & Family Services	156	155	1	0.6%
Commerce & Investment	21	20	1	5.0%
Commissions Secretariat	10	11	-1	-9.1%
Community Rehabilitation	40	45	-5	-11.1%
Computer Services	56	50	6	12.0%
Counselling Services	33	35	-2	-5.7%
Customs *1	0	157	-	-
Customs & Border Control *1	236	0	-	-
Deputy Governor's Office	24	20	4	20.0%
District Administration	164	172	-8	-4.7%
Economics & Statistics Office	22	23	-1	-4.3%
Education	836	798	38	4.8%
E-Government Unit	7	6	1	16.7%
Elections Office	3	3	0	0.0%
Environment	41	37	4	10.8%
Environmental Health	131	131	0	0.0%
Facilities Management	12	2	10	500.0%
Financial Services Policy and Legislation	9	6	3	50.0%
Fire	142	128	14	10.9%
General Registry	45	42	3	7.1%
Government Information Services	18	16	2	12.5%
H E The Governor	6	5	1	20.0%
Hazard Management	5	7	-2	-28.6%
Health Regulatory Service	15	13	2	15.4%

Department	31-Dec-19	31-Dec-18	Variance	%
Immigration *1	0	173	-	-
International Tax Cooperation	9	6	3	50.0%
Judicial	74	70	4	5.7%
Labour & Pension	24	22	2	9.1%
Lands & Survey	59	57	2	3.5%
Legislative	18	15	3	20.0%
Marketing & Communications Unit	2	2	0	0.0%
Ministry of CA (Core)	15	14	1	7.1%
Ministry of CP&I (Core)	27	28	-1	-3.6%
Ministry of DAT&T (Core)	25	25	0	0.0%
Ministry of E&BC (Core)	30	27	3	11.1%
Ministry of EYSA&L (Core)	71	66	5	7.6%
Ministry of F&ED (Core)	15	15	0	0.0%
Ministry of FS&HA (Core)	11	9	2	22.2%
Ministry of HEC&H (Core)	17	16	1	6.3%
Ministry of ITIAMA(Core) *2	6	0	-	-
Mosquito Research and Control Unit	38	33	5	15.2%
National Archive (CINA)	10	11	-1	-9.1%
National Weather Service	16	15	1	6.7%
National Workforce Development *1	0	13	-	-
Needs Assessment Unit (NAU)	30	30	0	0.0%
Office of Education Standards	3	3	0	0.0%
Office of the Director of Public Prosecutions	27	24	3	12.5%
Office of the Ombudsman	13	13	0	0.0%
Passport Office	8	9	-1	-11.1%
Planning	42	42	0	0.0%
Police Service	488	455	33	7.3%
Portfolio of Legal Affairs	58	56	2	3.6%
Portfolio of the Civil Service	25	24	1	4.2%

Department	31-Dec-19	31-Dec-18	Variance	%
Postal Service	83	78	5	6.4%
Prison Service	171	167	4	2.4%
Public Library Service	18	21	-3	-14.3%
Public Safety Communications	27	25	2	8.0%
Public Works	127	126	1	0.8%
Radio Cayman	21	20	1	5.0%
Sister Island Sports	3	3	0	0.0%
Sports	26	27	-1	-3.7%
Sunrise Centre	19	22	-3	-13.6%
Tourism	51	47	4	8.5%
Treasury	38	40	-2	-5.0%
Vehicle & Drivers' Licensing	37	36	1	2.8%
Vehicle & Equipment Services	34	35	-1	-2.9%
WORC *1	110	0	-	-
Youth Services Unit	5	5	0	0.0%
TOTAL	4084	3918	166	4.2%

Note: Year-on-Year comparisons for the following have not been included;

*1 Customs & Border Control and Workforce Opportunities Residency Cayman, which were established on 1st February 2019 (replacing the Immigration Department, Customs Department and the National Workforce Development Agency).

*2 The Ministry of International Trade, Investment, Aviation and Maritime Affairs which also came into effect in 2019.

The Civil Service by Nationality

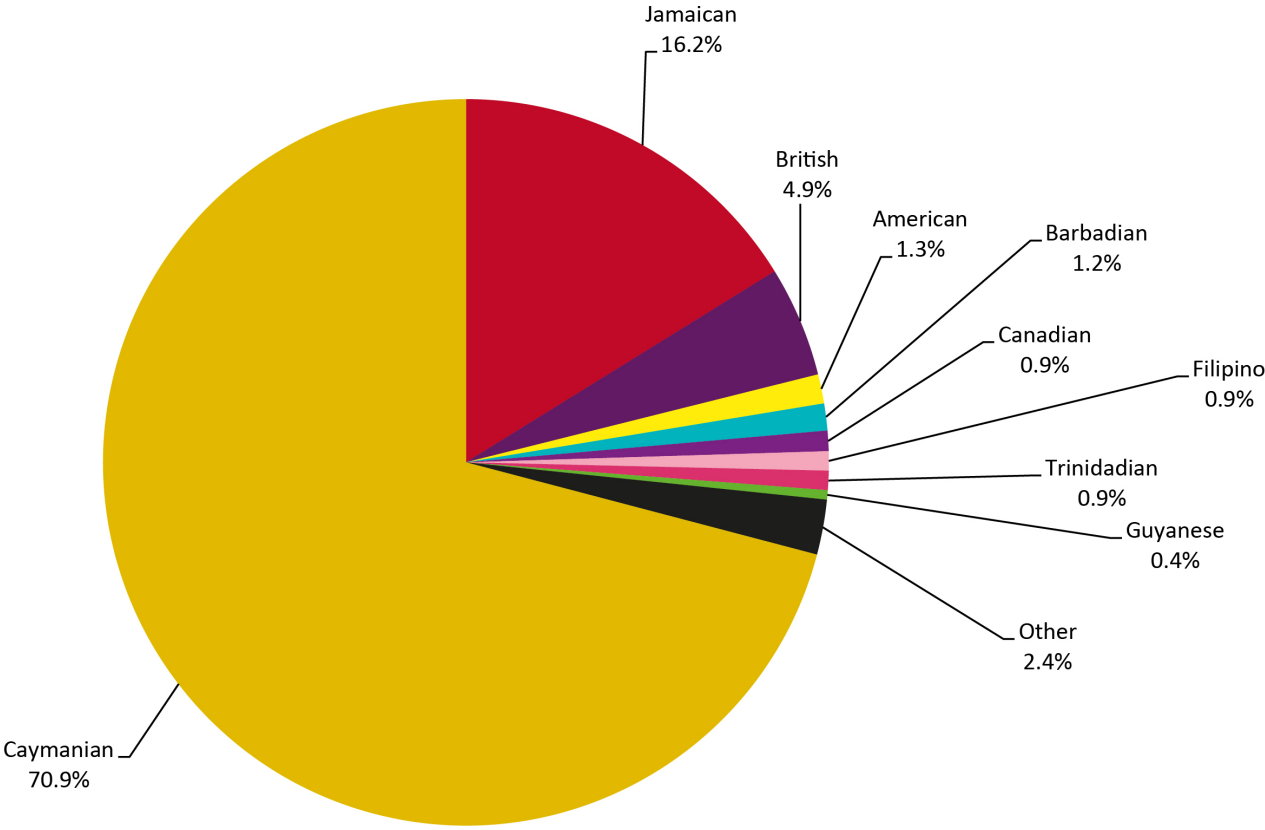
As at 31st December 2019, the Civil Service was comprised of employees from 45 different nationalities **with Caymanians forming the majority of the workforce, representing 70.9% of the Service.**

The largest groups of expatriate Civil Servants were Jamaican (representing 16.2% of the Service) and British (representing 4.9% of the Service).

American and Barbadian Civil Servants constitute 1.3% and 1.2% of the Service respectively, while the other 40 nationalities represent 5.5% cumulatively, or less than 1% each.

Nationality	Number of Employees	% of the Civil Service
Caymanian	2896	70.9%
Jamaican	661	16.2%
British	201	4.9%
American	53	1.3%
Barbadian	49	1.2%
Canadian	37	0.9%
Filipino	35	0.9%
Trinidadian	35	0.9%
Guyanese	17	0.4%
Saint Vincentian	13	0.3%
Irish	10	0.2%
Belizean	7	0.2%
Honduran	7	0.2%
Saint Lucian	6	0.1%
South African	6	0.1%
Dominican (Dominica)	5	0.1%
Indian	4	0.1%
Cuban	3	0.1%
Kenyan	3	0.1%
Spaniard	3	0.1%
Australian	2	0.0%
Belgian	2	0.0%
Brazilian	2	0.0%
Costa Rican	2	0.0%
Dutch	2	0.0%
New Zealander	2	0.0%
Nigerian	2	0.0%
Zimbabwean	2	0.0%
Antiguan and Barbudan	1	0.0%
Bahamian	1	0.0%
Colombian	1	0.0%
Danish	1	0.0%
Dominican (Republic)	1	0.0%
French	1	0.0%
German	1	0.0%
Ghanaian	1	0.0%
Grenadian	1	0.0%
Indonesian	1	0.0%
Pakistani	1	0.0%
Panamanian	1	0.0%
Polish	1	0.0%
Senegalese	1	0.0%
Swedish	1	0.0%
Turkish	1	0.0%
Ugandan	1	0.0%
Total	4084	100.0%

The Civil Service by
Nationality



—

The table on page 20 shows the number and percentage of employees with the Civil Service by nationality. The pie chart shows the same data with nationalities constituting less than one percent of the Service amalgamated, for ease of comparison.

The table below shows the number of employees who worked within the 70 government departments as at 31st December 2019. The employees are broadly grouped by nationality (Caymanian and non-Caymanian), with the percentage Caymanian column of the table providing an indication of how effective each Department has been at attracting and retaining Caymanians.

Department	Caymanian	Non-Caymanian	Total	% Caymanian
Agriculture Department	42	19	61	68.9%
Audit Office	6	13	19	31.6%
Cabinet Office	30	4	34	88.2%
Cadet Corps (CICC)	1	4	5	20.0%
Central Procurement Office	1	1	2	50.0%
Commissions Secretariat	5	5	10	50.0%
Computer Services Department	39	17	56	69.6%
Customs and Border Control (CBC)	232	4	236	98.3%
Department for International Tax Cooperation	6	3	9	66.7%
Department of Children & Family Services	95	61	156	60.9%
Department of Commerce & Investment	19	2	21	90.5%
Department of Community Rehabilitation	23	17	40	57.5%
Department of Counselling Services	18	15	33	54.5%
Department of Environment	32	9	41	78.0%
Department of Environmental Health	118	13	131	90.1%
Department of Financial Services Policy and Legislation	4	5	9	44.4%
Department of Labour & Pension	24	0	24	100.0%
Department of Planning	34	8	42	81.0%
Department of Public Safety Communications	20	7	27	74.1%
Department of Sports	25	1	26	96.2%
Department of Vehicle and Drivers Licensing	36	1	37	97.3%
Deputy Governor's Office	17	7	24	70.8%
District Administration	158	6	164	96.3%
Economics & Statistics Office	13	9	22	59.1%
Education Department	408	428	836	48.8%
E-Government Unit	4	3	7	57.1%
Elections Office	2	1	3	66.7%

Department	Caymanian	Non-Caymanian	Total	% Caymanian
Facilities Management	10	2	12	83.3%
Fire Department	140	2	142	98.6%
General Registry	40	5	45	88.9%
Government Information Services	14	4	18	77.8%
H E The Governor	1	5	6	16.7%
Hazard Management Department	4	1	5	80.0%
Health Regulatory Service	14	1	15	93.3%
Judicial Department	67	7	74	90.5%
Lands & Survey Department	44	15	59	74.6%
Legislative Department	17	1	18	94.4%
Marketing & Communications Unit	2	0	2	100.0%
Ministry of CP&I (Core)	22	5	27	81.5%
Ministry of CA (Core)	15	0	15	100.0%
Ministry of DAT&T (Core)	24	1	25	96.0%
Ministry of E&BC (Core)	28	2	30	93.3%
Ministry of EYSA&L (Core)	60	11	71	84.5%
Ministry of F&ED (Core)	14	1	15	93.3%
Ministry of FS&HA (Core)	10	1	11	90.9%
Ministry of HEC&H (Core)	14	3	17	82.4%
Ministry of ITIAMA (Core)	6	0	6	100.0%
Mosquito Research and Control Unit (MRCU)	35	3	38	92.1%
National Archive (CINA)	10	0	10	100.0%
National Weather Service	15	1	16	93.8%
Needs Assessment Unit (NAU)	30	0	30	100.0%
Office of Education Standards	1	2	3	33.3%
Office of the Director of Public Prosecutions	10	17	27	37.0%
Office of the Ombudsman	7	6	13	53.8%
Passport Office (PCO)	8	0	8	100.0%

Department	Caymanian	Non-Caymanian	Total	% Caymanian
Police Service	232	256	488	47.5%
Portfolio of Legal Affairs	26	32	58	44.8%
Portfolio of the Civil Service	21	4	25	84.0%
Postal Department	77	6	83	92.8%
Prison Service	80	91	171	46.8%
Public Library Service	17	1	18	94.4%
Public Works Department	110	17	127	86.6%
Radio Cayman	16	5	21	76.2%
Sister Island Sports	2	1	3	66.7%
Sunrise Centre	17	2	19	89.5%
Tourism Department	48	3	51	94.1%
Treasury Department	34	4	38	89.5%
Vehicle & Equipment Services	31	3	34	91.2%
WORC	106	4	110	96.4%
Youth Services Unit	5	0	5	100.0%
Civil Service Total	2896	1188	4084	Civil Service Average = 70.9%

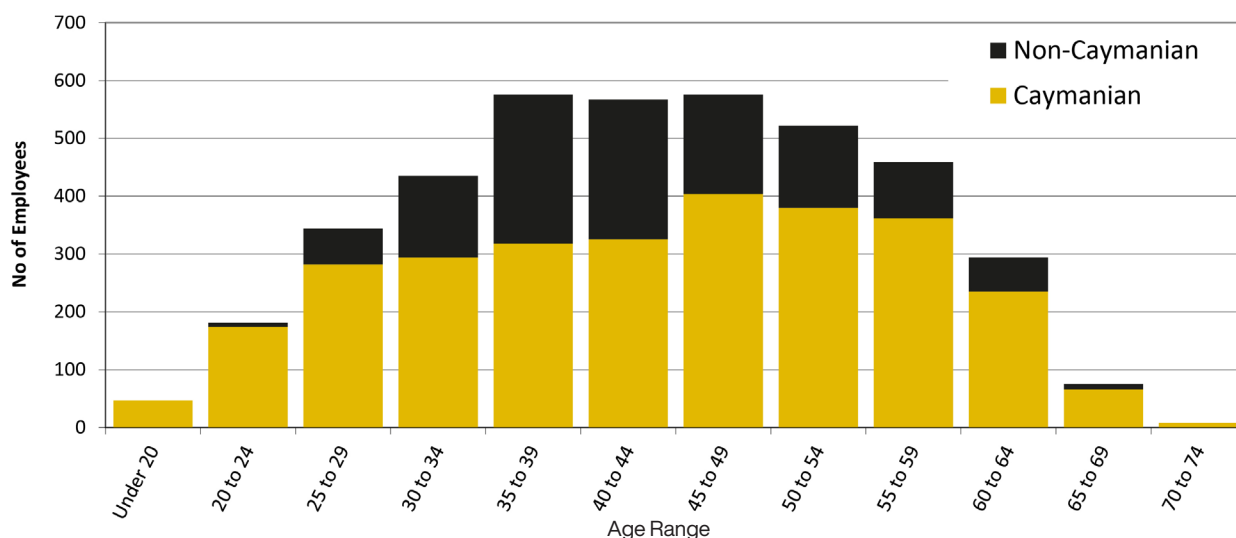
The Civil Service by Nationality and Age Range

	Under 20	20 to 24	25 to 29	30 to 34	35 to 39	40 to 44
Caymanian	47	174	282	294	318	326
Non-Caymanian	0	7	62	141	258	241
Total	47	181	344	435	576	567
% Caymanian	1.6%	6.0%	9.7%	10.2%	11.0%	11.3%
% Non-Caymanian	0.0%	0.6%	5.2%	11.9%	21.7%	20.3%
% Civil Servants	1.2%	4.4%	8.4%	10.7%	14.1%	13.9%

There were 12 departments where 50% or more of employees were non-Caymanian; forty-six departments had a higher percentage of Caymanian employees than the average for the Civil Service (70.9%). There were eight entities with a 100% Caymanian workforce; Department of Labour and

Pensions, Marketing and Communications Unit, Ministry of Community Affairs (Core), Ministry of International Trade, Investment, Aviation and Maritime Affairs (Core), National Archive, Needs Assessment Unit, Passport Office and the Youth Services Unit.

The Civil Service by Nationality and Age Range



The chart shows the number of employees within core Government as at 31st December 2019, across the various age ranges. The highest concentration of Civil Servants appears in the 35 to 39, 40 to 44 and 45 to 49 age ranges (each of which constitutes around 14% of the Service) with a similar pattern of employee distribution in the high and lower age ranges.

The average age of a Civil Servant within the Cayman Islands was 43 years, with the youngest employee being aged 16 and the oldest employee being aged 74.

45 to 49	50 to 54	55 to 59	60 to 64	65 to 69	70 to 74	Total
404	380	362	235	66	8	2896
172	142	97	59	9	0	1188
576	522	459	294	75	8	4084
14.0%	13.1%	12.5%	8.1%	2.3%	0.3%	100%
14.5%	12.0%	8.2%	5.0%	0.8%	0.0%	100%
14.1%	12.8%	11.2%	7.2%	1.8%	0.2%	100%
Percentage aged 60 and above for comparison purposes			9.2%			

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

The normal retirement age for the Civil Service increased in September 2016 from age 60 to age 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 normal retirement age) had varied between 4.4% and 6.4% during the preceding 13

years. As of 31st December 2019, there were 83 employees (2.0% of the Service) over age 65, the new retirement age.

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

Percentage of Civil Servants over Normal Retirement Age - Historic Information

Date *1	10-Jul-04	10-Jul-05	10-Jul-06	10-Jul-07	30-Jun-08	30-Jun-09	30-Jun-10	30-Jun-11	30-Jun-12	30-Jun-13	30-Jun-14	30-Jun-15	30-Jun-16	30-Jun-17	31-Dec-17	31-Dec-18	31-Dec-19
No. Of Civil Servants over mandatory retirement	153	161	173	169	194	187	181	161	161	173	166	175	229	50	47	62	83
Total Civil Servants	3143	3224	3418	3632	3904	3756	3687	3619	3639	3601	3571	3484	3600	3705	3778	3918	4084
% Civil Servants over mandatory retirement age	4.9%	5.0%	5.1%	4.7%	5.0%	5.0%	4.9%	4.4%	4.4%	4.8%	4.6%	5.1%	6.4%	1.3%	1.2%	1.6%	2.0%

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

*1 Age profiles for Civil Servants unavailable prior to July 2004

The Civil Service by Department and Age Range

The table overleaf shows the number of Civil Servants across various age ranges within each department. The largest group of employees is in the 40-49 age range (28.0% of the Service) with the 30-39 and 50-59 age-ranges each constituting approximately one quarter of the Service's population.

The shading on the right side of the table identifies the departments which had an above average representation of Civil Servants over the normal retirement age. The darker shading represents higher percentages of employees over 65 years old. Whilst 39 departments did not have employees over the normal retirement age, the Legislative Department, Passport Office, Portfolio of the Civil Service and Public Library each have more than five times the average percentage of employees aged 65 or above.

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

Department and Age Ranges (as at 31st December 2019)

Department	Under 20	20 to 29	30 to 39	40 to 49	50 to 59	60 to 64	65 to 69	Over 70	Total	% Over Retirement Age
Agriculture Department		7	16	11	18	5	4		61	6.6%
Audit Office (OAG)		2	6	8	3				19	0.0%
Cabinet Office		5	12	10	6			1	34	2.9%
Cadet Corps (CICC)		1	1	2	1				5	0.0%
Central Procurement Office		1			1				2	0.0%
Children & Family Services		10	26	35	50	28	7		156	4.5%
Commerce & Investment	1	4	6	4	6				21	0.0%
Commissions Secretariat		1	3	1	4	1			10	0.0%
Community Rehabilitation		7	13	10	6	4			40	0.0%
Computer Services Department	3	9	18	12	10	2	2		56	3.6%
Counselling Services		3	12	8	8	1	1		33	3.0%
Customs and Border Control (CBC)	1	41	65	67	50	10	2		236	0.8%
Deputy Governor's Office		3	5	9	7				24	0.0%
District Administration	21	35	28	29	36	12	2	1	164	1.8%
Economics & Statistics Office		6	7	4	5				22	0.0%
Education Department		75	232	225	210	71	23		836	2.8%
E-Government Unit			1	4	2				7	0.0%
Elections Office			1	1	1				3	0.0%
Environment		6	6	14	9	4	2		41	4.9%
Environmental Health		8	32	36	37	15	3		131	2.3%
Facilities Management		3	2	3	2	2			12	0.0%
Financial Services Policy and Legislation		1	3	5					9	0.0%
Fire Department	4	35	29	39	33	2			142	0.0%
General Registry		2	15	17	7	4			45	0.0%
Government Information Services		2	5	7	3	1			18	0.0%

Department	Under 20	20 to 29	30 to 39	40 to 49	50 to 59	60 to 64	65 to 69	Over 70	Total	% Over Retirement Age
H E The Governor				2	3	1			6	0.0%
Hazard Management Department			2	2	1				5	0.0%
Health Regulatory Services		3	3	4	3	1	1		15	6.7%
International Tax Cooperation		2	5		2				9	0.0%
Judicial Department	1	16	14	15	19	7	1	1	74	2.7%
Labour & Pension		1	8	7	6	1	1		24	4.2%
Lands & Survey Department		8	19	7	16	7	2		59	3.4%
Legislative Department		4	3	2	5	2	2		18	11.1%
Marketing & Communications Unit			1		1				2	0.0%
Ministry of CP&I (Core)	1	2	9	11	3		1		27	3.7%
Ministry of CA (Core)		1	4	6	1	3			15	0.0%
Ministry of DAT&T (Core)		3	6	4	9	2	1		25	4.0%
Ministry of E&BC (Core)		1	6	13	8	2			30	0.0%
Ministry of EYSA&L (Core)		11	19	15	22	4			71	0.0%
Ministry of F&ED (Core)			4	6	4	1			15	0.0%
Ministry of FS&HA (Core)	1	1	5	4					11	0.0%
Ministry of HEC&H (Core)		4	1	4	6	2			17	0.0%
Ministry of ITIAMA (Core)		1	1	3	1				6	0.0%
Mosquito Research and Control Unit (MRCU)		5	7	13	6	4	2	1	38	7.9%
National Archive (CINA)		1	1	4	3		1		10	10.0%
National Weather Service		3	3	7	3				16	0.0%
Needs Assessment Unit (NAU)		6	12	8	2	2			30	0.0%
Office of Education Standards		1		1	1				3	0.0%
Office of the Director of Public Prosecutions		3	7	9	6	1	1		27	3.7%
Office of the Ombudsman		3	2	3	4	1			13	0.0%
Passport Office (PCO)			2	4	1		1		8	12.5%
Planning	2	5	14	10	5	3	2	1	42	7.1%
Police Service	2	70	125	157	113	20	1		488	0.2%

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
Portfolio of Legal Affairs		4	20	18	12	4			58	0.0%
Portfolio of the Civil Service		3	5	8	5	1	2	1	25	12.0%
Postal Department		8	14	17	30	11	1	2	83	3.6%
Prison Service		20	36	60	43	10	2		171	1.2%
Public Library Service		4	5	3	3	1	2		18	11.1%
Public Safety Communications		1	9	14	2	1			27	0.0%
Public Works Department	1	13	21	33	44	14	1		127	0.8%
Radio Cayman		2	5	6	8				21	0.0%
Sister Island Sports				2		1			3	0.0%
Sports		1	4	6	9	4	2		26	7.7%
Sunrise Centre		5	3	6	4	1			19	0.0%
Tourism Department		10	16	14	8	3			51	0.0%
Treasury Department	1	3	5	18	8	2	1		38	2.6%
Vehicle & Drivers' Licensing	1	7	6	9	9	4	1		37	2.7%
Vehicle & Equipment Services		2	9	14	4	5			34	0.0%
WORC	7	18	25	32	23	5			110	0.0%
Youth Services Unit		2	1	1		1			5	0.0%
Total	47	525	1011	1143	981	294	75	8	4084	2.0%
%	1.2%	12.9%	24.8%	28.0%	24.0%	7.2%	1.8%	0.2%	100%	

The Civil Service by Gender and Salary Grade

The charts overleaf show the proportion of female and male Civil Servants paid on each salary grade as at 31st December 2019. The solid lines show the expected percentage if the grades were uniformly distributed. There continues to be a larger proportion of Civil Service roles held by females, which is as a result of the composition of the Service (55% Female, 45% Male).

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

For other organisational executives (predominantly falling within grades C to G), 46% of the roles were held by females and 54% were held by males.

Positions within grades C to G include Chief Officer, Deputy Chief Officer, Head of Department and Deputy Head of Department, among others.

Within the middle/junior management and specialist technical roles (predominantly found in grades H to K), the gender split was 64% female and 36% male, remaining unchanged from 2018.

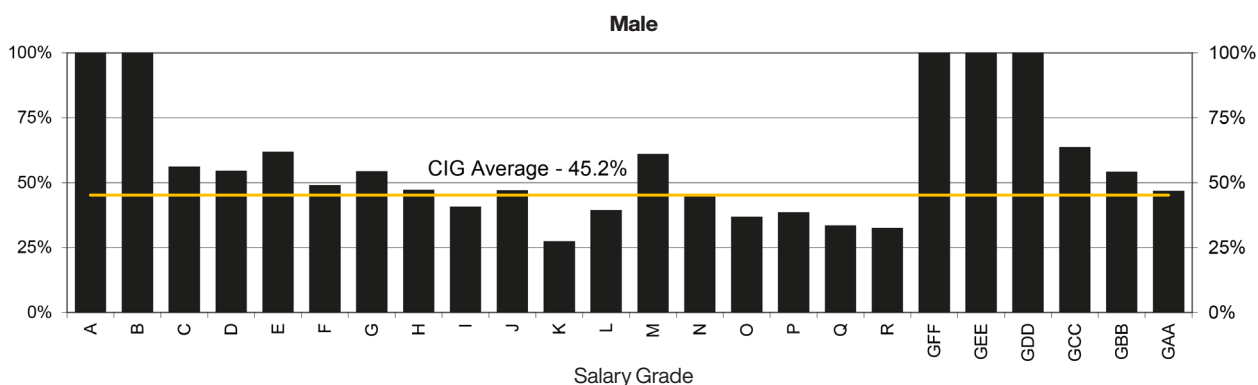
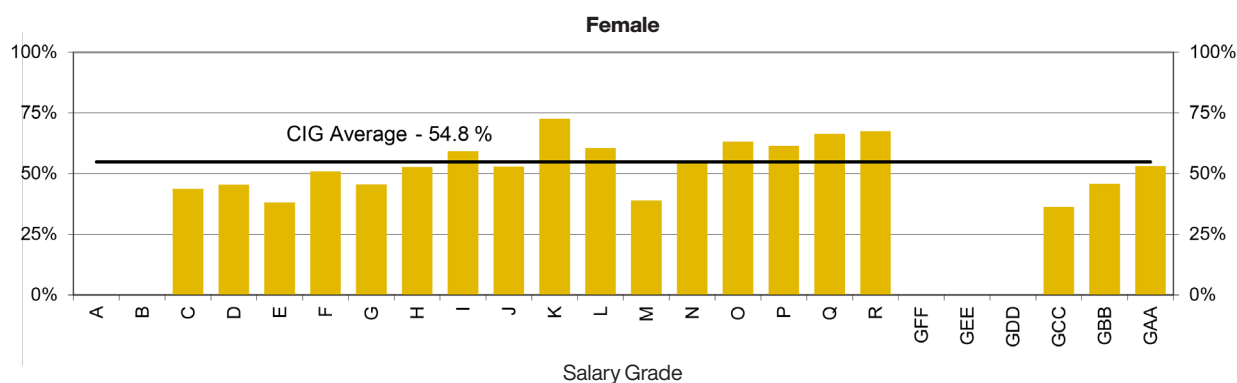
Classroom teachers, the majority of whom hold roles at grade K, have an impact at this level as the profession has high female representation.

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

Females dominated the lowest level support roles (grades P to R) representing 65% of the workforce in that category.

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

Wage workers employed on the lower grades reflected a more even spread, where 47% of employees at grades GCC to GAA were female and 53% were male.



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	GFF	GEE	GDD	GCC	GBB	GAA	Total
Female	-	-	7	5	8	30	36	77	106	137	495	204	300	105	246	129	180	31	-	-	-	21	60	59	2236
Male	1	2	9	6	13	29	43	69	73	122	187	133	472	85	144	81	91	15	25	28	60	37	71	52	1848
Total	1	2	16	11	21	59	79	146	179	259	682	337	772	190	390	210	271	46	25	28	60	58	131	111	4084

The Civil Service by Nationality and Salary Grade

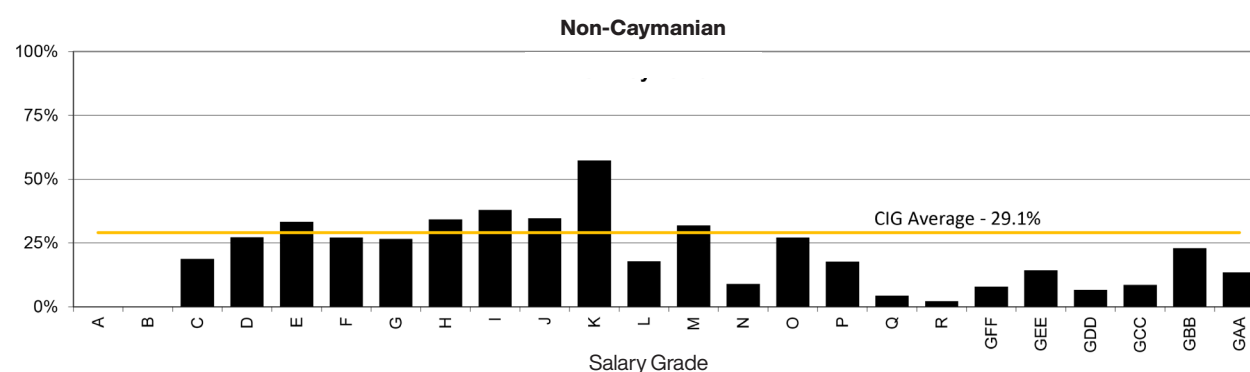
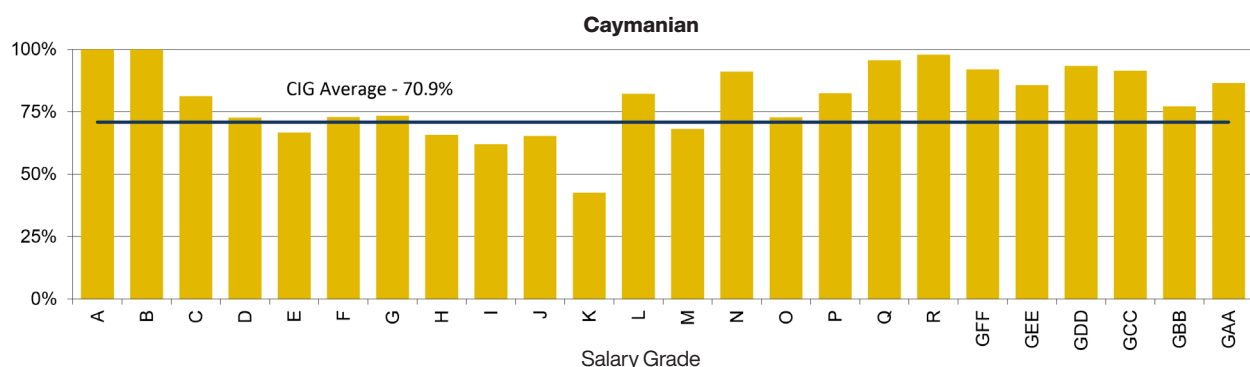
The charts below show the percentage of Caymanian and non-Caymanian employees per salary grades. When looking at the Civil Service as a whole, Caymanian employees made up 70.9% of the workforce.

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

For other organisational executives (predominantly falling within grades C to G), Caymanians represented 73% of employees in these roles, slightly above the average of the Civil Service as a whole, and 2% higher than 2018. Positions within grades C to G include; Chief Officer, Deputy Chief Officer, Head of Department, Deputy Head of Department, among others.

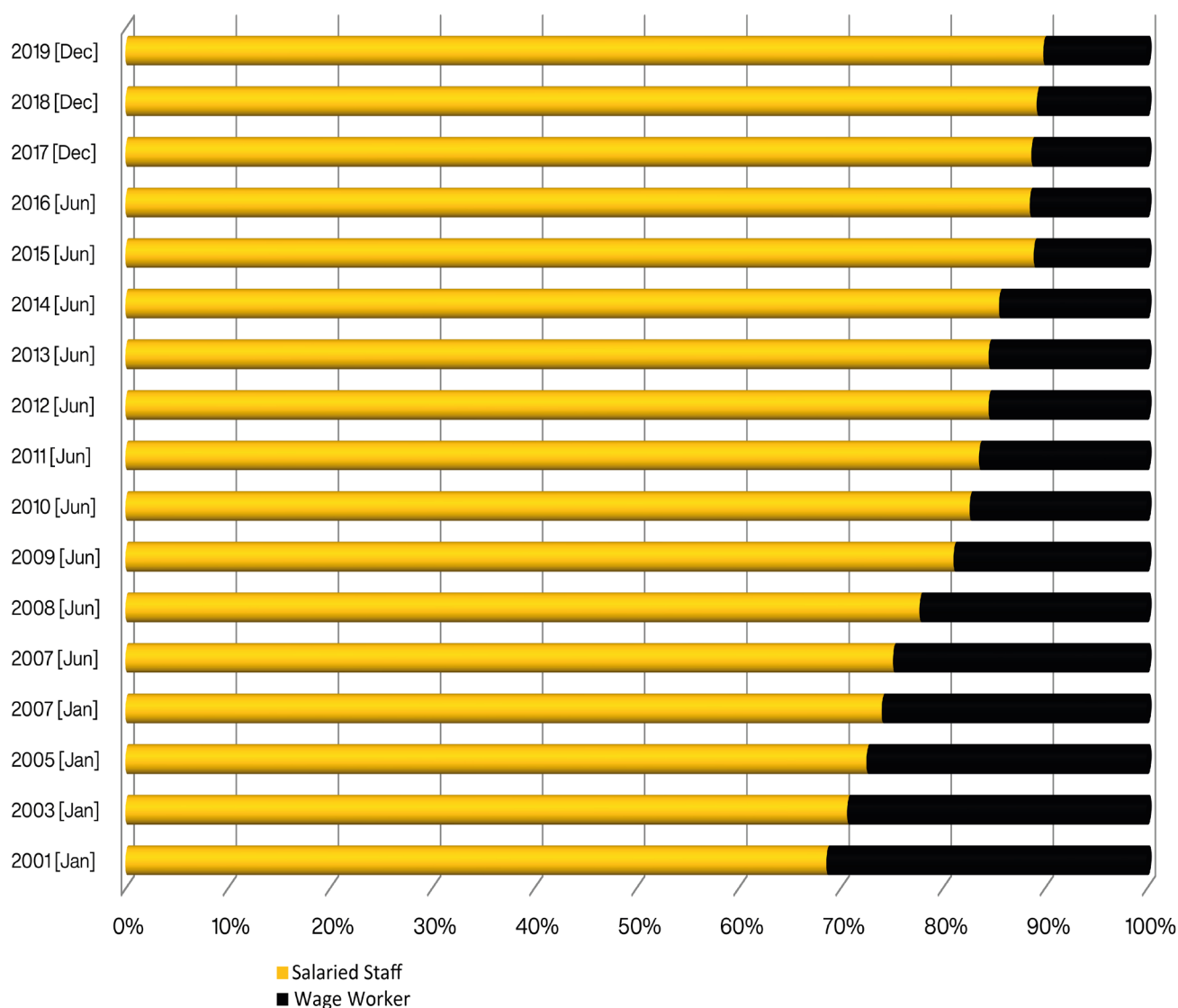
Within the middle/junior management and specialist technical roles (predominantly found in grades H to K) Caymanian representation was 53%. Classroom teachers, the majority of whom hold roles at grade K, have an impact at this level as the profession has high non-Caymanian representation.

In the lower salary grades (P-R), Caymanian representation was at 91%. Caymanians also represented the majority (85%) of employees across all the wage worker pay grades (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.



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	GFF	GEE	GDD	GCC	GBB	GAA	Total
Caymanian	1	2	13	8	14	43	58	96	111	169	291	277	526	173	284	173	259	45	23	24	56	53	101	96	2896
Non-Caymanian	-	-	3	3	7	16	21	50	68	90	391	60	246	17	106	37	12	1	2	4	4	5	30	15	1188
Total	1	2	16	11	21	59	79	146	179	259	682	337	772	190	390	210	271	46	25	28	60	58	131	111	4084

The Civil Service by Employment Type



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

Civil Servants on salaried terms and conditions make up the majority of the Civil Service (90%).

Civil Servants on Wage Worker Terms and Conditions (31st December 2019)

The 9 departments listed in the table below employed Civil Servants on wage worker terms and conditions. Over half of the staff of The Department of Children and Family Services, District Administration, Environmental Health and Public Works were wage workers.

During 2019, of the 462 new appointments to the Civil Service, 15% were appointed on wage worker contracts. Further information relating to recruitment and appointments can be found on page 38.

Department/Ministry/Portfolio	No. Wage Workers	No. Salaried Staff	Total Staff	% Wage Workers
Agriculture Department	18	43	61	29.5%
Department of Children & Family Services	90	66	156	57.7%
Department of Environmental Health	88	43	131	67.2%
Department of Sports	3	23	26	11.5%
District Administration	114	50	164	69.5%
Education Department	18	818	836	2.2%
Ministry of Community Affairs Admin	1	14	15	6.7%
Public Works Department	78	49	127	61.4%
Tourism Department	3	48	51	5.9%
Total	413			

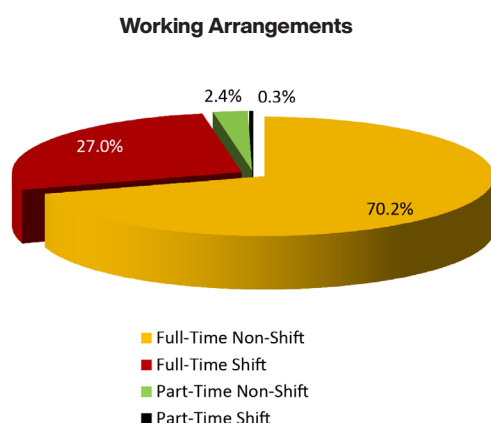
The Personnel Regulations state that an employee's wages or salary should be paid on a monthly basis or, in exceptional circumstances, on a bi-weekly basis. When the Public Service Management Law and associated Personnel Regulations came into effect in January 2007, the majority of contractual differences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

The Civil Service by Employee Arrangements

Working Arrangements

As of 31st December 2019, the majority of Civil Servants worked full-time, with less than 3% of the Service being employed on part-time working arrangements. Part-time employees were employed across 12 different departments, with the largest representation within District Administration and the Department of Education Services.

Shift workers represented 27% of the Service by the end of 2019, with 27 departments reporting that they employed Civil Servants on shifts. The Police Service (35%), Customs and Border Control (15%), Prison Service (12%), and Fire Service (11%) collectively employed the majority of shift workers (74% of the 1,116 employees working shifts).



Working Arrangements	Number of Employees	% of the Civil Service
Full-Time Non-Shift	2868	70.2%
Full-Time Shift	1104	27.0%
Part-Time Non-Shift	100	2.5%
Part-Time Shift	12	0.3%
Total	4084	100%

Employment Agreement Type

The Personnel Regulations outline the following tenure arrangements for employees:

- Caymanians should be placed on an “open-ended” tenure until their 65th birthday unless: the position/post undertaken has a finite life, the individual is over the compulsory retirement age (in which case it should be fixed-term for no more than 2 years) or when there are other good reasons not to do so.
- Non-Caymanian employees should have a fixed-term employment agreement of no longer than 3 years.

A number of roles have terms and conditions outlined in other Laws or Regulations, such as the Police Commissioner who may be awarded a fixed-

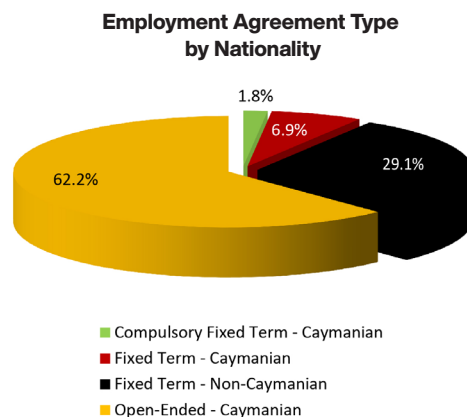
term contract of up to 5 years per contract or the Ombudsman who may be awarded a one-time fixed-term contract of 7 years.

The pie chart overleaf shows the proportion of employees who held open-ended or fixed-term employment agreements as at 31st December 2019. 62% of the Civil Service were Caymanian employees on open-ended employment agreements, 29% were non-Caymanians on fixed-term employment agreements and 9% were Caymanians on fixed-term employment agreements.

In the pie chart, the latter category has been split to show those Caymanian employees who were over 65 years old and holding ‘compulsory’ fixed term employment agreements (2%), and those with

standard fixed term employment agreements (7%). The raise in retirement age (to age 65 in September 2016) and the subsequent requirement for individuals to re-join the pension scheme if under the new mandatory retirement age, either prior to

or at the end of their current contract, impacted the proportion of Caymanians moving from fixed-term contracts over this and the last three reporting periods.



Employment Agreement	Number of Employees	% of the Civil Service
Compulsory Fixed Term - Caymanian	74	1.8%
Fixed Term - Caymanian	283	6.9%
Fixed Term - Non-Caymanian	1188	29.1%
Open-Ended - Caymanian	2539	62.2%
Total	4084	100%

Section Three: HR Activity for the Civil Service

Annual Salary Distribution of Civil Servants

The Cayman Islands Government salary grades are split into salary points. Each grade contains between 5 and 13 individual points. Automatic annual increments have been frozen within the Civil Service since 2002. The salary scale in effect on the 31st December 2019 ranged between \$19,428 (R point 1) and \$207,720 (A point 8) per annum for salaried staff and between \$9.75 (GAA point 1) and \$21.40 (GFF point 5) per hour for Wage Workers.

The table on page 36 shows that the majority of the Civil Service were paid towards the lower end of the Government salary range, with 58% of the Civil Service earning under \$50,000 per annum. This represented an 11% decrease from December 2017, where it was reported that 69% of the Service earned less than \$50,000 per annum. The largest group of Civil Servants (28%) earned salaries in the \$40,000 to \$49,999 range, with the \$50,000 to \$59,000 and \$30,000 to \$39,000 ranges being the

next largest groups (21% and 18% of Civil Servants respectively).

The average full-time equivalent annual salary for the Civil Service was \$50,193; an increase of \$540 compared to the December 2018 average. This is the fifth consecutive year that an increase in average salary has been reported following decreases in the preceding two fiscal years. Extensions to grades A through F were implemented effective the 1st June 2019.

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; these provisions represent significant employee benefits.

Annual Salary (Based on FTE)	No. of Civil Servants	% of Civil Servants	Cumulative %
Under \$20,000	66	1.6%	1.6%
\$20,000 to \$29,999	430	10.5%	12.1%
\$30,000 to \$39,999	747	18.3%	30.4%
\$40,000 to \$49,999	1128	27.6%	58.1%
\$50,000 to \$59,999	841	20.6%	78.6%
\$60,000 to \$69,999	351	8.6%	87.2%
\$70,000 to \$79,999	211	5.2%	92.4%
\$80,000 to \$89,999	99	2.4%	94.8%
\$90,000 to \$99,999	78	1.9%	96.7%
\$100,000 to \$109,999	50	1.2%	98.0%
\$110,000 to \$119,999	38	0.9%	98.9%
\$120,000 to \$129,999	20	0.5%	99.4%
\$130,000 to \$139,999	14	0.3%	99.7%
\$140,000 to \$149,999	6	0.1%	99.9%
\$150,000 to \$159,999	1	0.0%	99.9%
\$160,000 to \$169,999	1	0.0%	99.9%
\$170,000 and Above	3	0.1%	100%
Total	4084	100%	

Distribution of Civil Servants Across Salary Points

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.

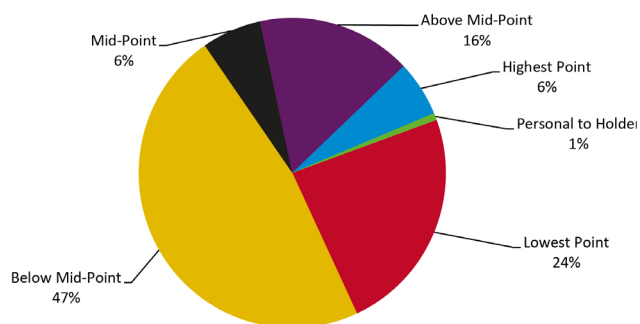
The table and pie chart summarise the position of employees within the salary scales for the Civil Service. Some 77% of the Civil Service had a point placement that was less than or equal to the mid-point of the range. 24% of Civil Servants are on the lowest point (point 1) of their salary grade, an increase from the 21% reported in 2018.

Within the Civil Service, 6% of employees were on the highest point of their range and a further 1% had an individual salary that was either outside of the salary scale or unaligned to a point within the salary scale.

Of the new appointments to the Civil Service during 2019, 187 of 462 (40%) were made to point 1 of the salary grade (compared with the 49% reported for 2018); whilst 353 out of 462 appointments (76%) were made to point placements that were below the mid-point of the scale.

Point Placement	No. of Civil Servants	% of the Civil Service	Cumulative %
Lowest Point	965	23.6%	23.6%
Below Mid-Point	1931	47.3%	70.9%
Mid-Point	256	6.3%	77.2%
Above Mid-Point	665	16.3%	93.5%
Highest Point	237	5.8%	99.3%
Personal to Holder	30	0.7%	100%
Total	4084	100%	

By Point Placement



Employee Remuneration Changes (2019)

The chart below shows the change in Civil Service remuneration during 2019 (based on a comparison of employee salaries as at 31st December 2018 and 31st December 2019).

13% of the Civil Service received an increase during 2019 as a result of promotions, roles being re-evaluated or receiving within grade adjustments. This represented 539 employees across 57 departments.

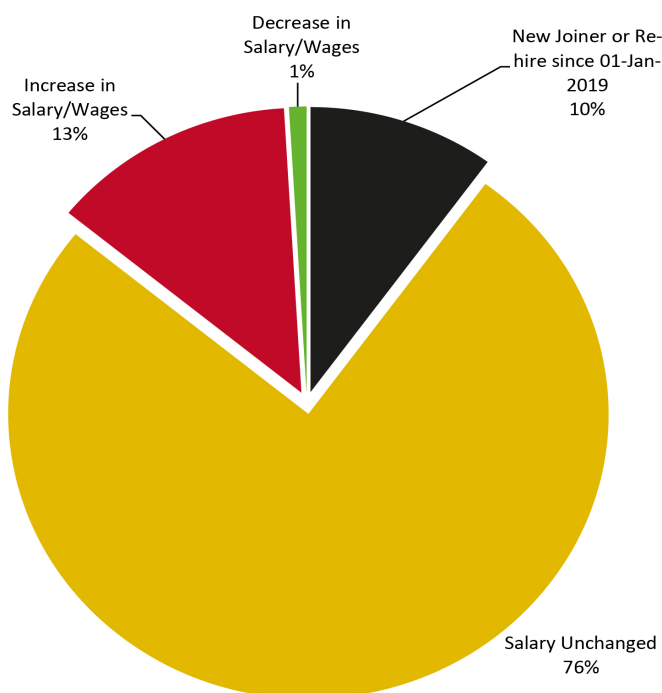
Of those employees receiving a salary increase, 31% related to employees within the Department of Customs and Border Control who were largely impacted as a result of the reorganisation of Customs and Immigration. 17% of increases related to employees in the Fire Department. Of the remaining

departments where staff had increases, each of them accounted for 6% or less of all employee increases.

0.9% of the Civil Service received a salary decrease during 2019, largely associated with employees moving into roles on a lower grade. This may be in response to the introduction of phased retirement provisions, which provides additional flexibility for employees to remain with the Service on a part-time basis or in a lower graded role, while also receiving their monthly pension.

A further 10% of employees were new joiners to the Civil Service for whom there was no prior years data for comparison purposes.

Employee Remuneration Changes during 2019



375 employees gained roles on a higher grade, representing internal advancement within the Civil Service (through promotions or job enlargement). Of those, 90% were Caymanian.

2019 HR Activity for the Civil Service - Recruitment/Appointments

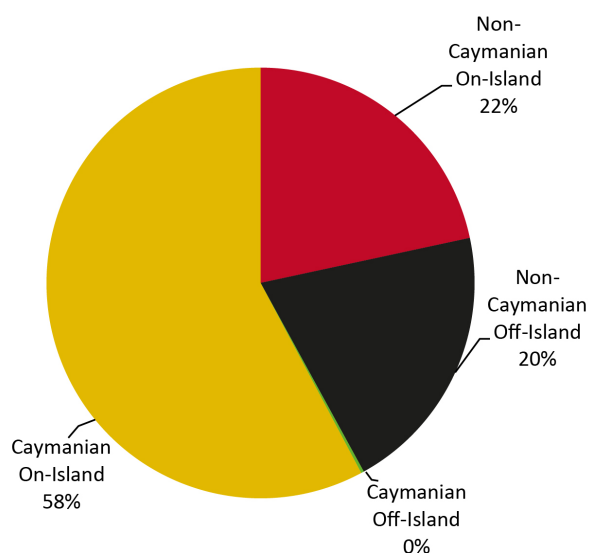
This section provides an overview of recruitment/appointment activities during 2019. During the year, there were 657 appointments to the Civil Service; however, 158 of these were to student interns, 23 were part of the apprenticeship scheme offered through the Public Works Department and 14 were supply teachers. These are all groups that have been excluded from the more detailed analysis below.

Appointments Made On and Off Island by Employment Type

Recruitment Location	Caymanian	Non-Caymanian	Total	% by Recruitment Location
Off-Island	1	94	95	20.6%
On-Island	267	100	367	79.4%
Total	268	194	462	100.0%
% by Nationality	58.0%	42.0%	100.0%	

Appointments by Employment Type

Employment Type	Caymanian	Non-Caymanian	Total	% by Employment Type
Salaried Staff	205	188	393	85.1%
Wage Worker	63	6	69	14.9%
Total	268	194	462	100.0%
% by Nationality	58.0%	42.0%	100.0%	



Recruitment by Location

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

During 2019, 79% of all appointments were made for applicants who were on-island, with Caymanians constituting the largest group. Of the appointments for non-Caymanian employees (194 in total), 52% were recruited on-island.

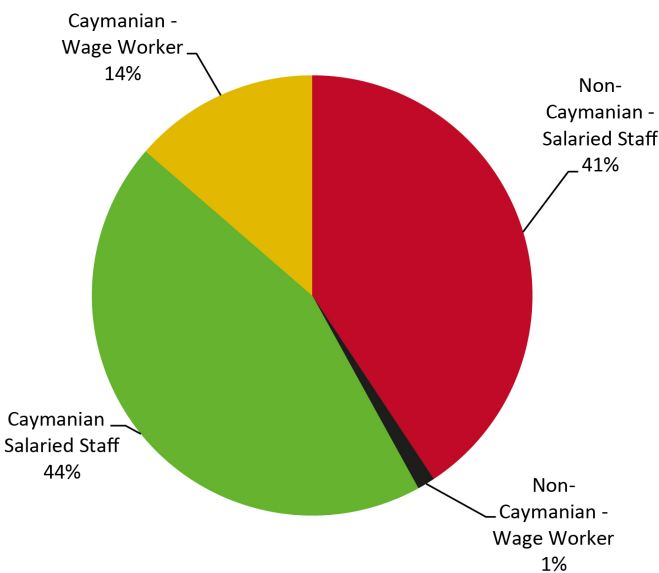
Note: The information excludes 158 student interns, 99% of whom were Caymanian, who were employed for short-term work experience during 2019.

Recruitment by Employment Type

Information in the table on page 38 and the adjacent pie chart shows that during 2019, 85% of new hires were salaried staff. The remaining 15% were wage workers (paid an hourly rate within the GAA-GFF pay grades). The appointment of wage workers appears relatively high given that wage workers represented 10% of the Civil Service as at 31st December 2019 (see page 32).

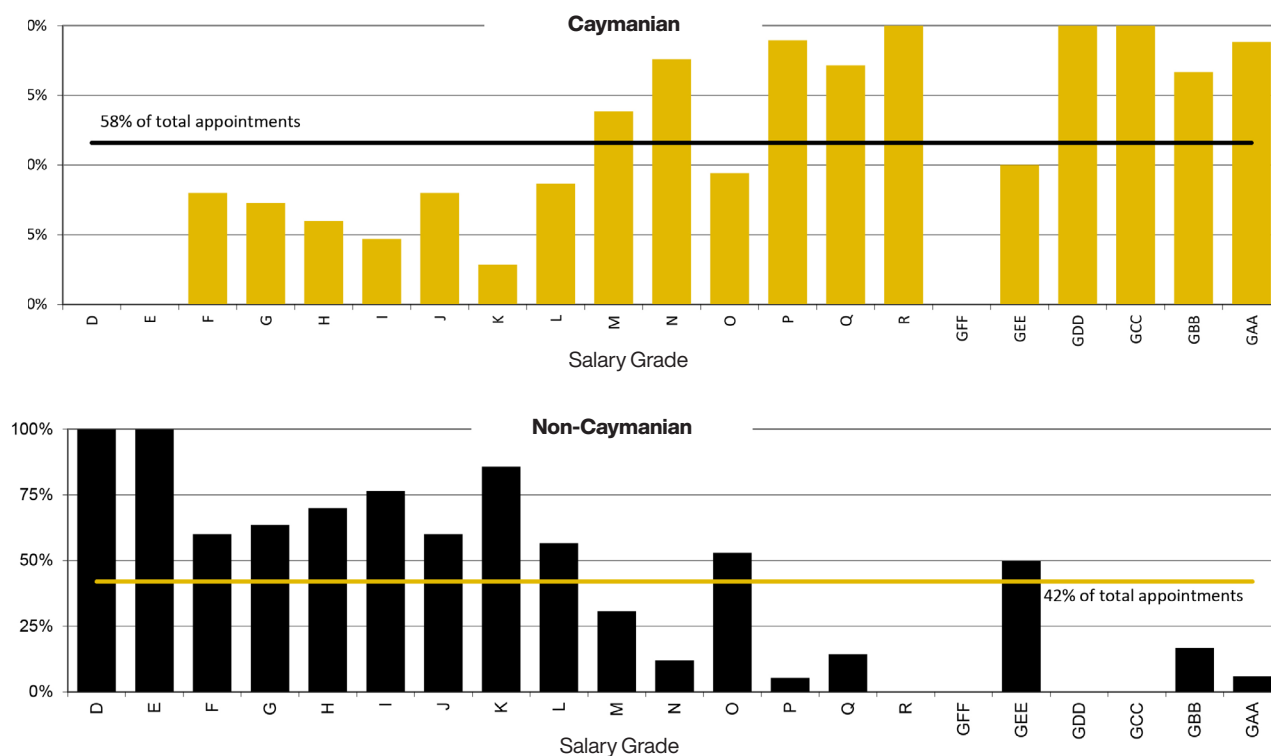
New wage worker appointments were predominantly made by District Administration, accounting for 70% of all wage worker appointments. District Administration appointments included 44 Office Attendant IIIs on short-term contracts. It should be noted that District Administration operates an extended Internship Program to assist students during their “gap” year before continuing their education or permanently entering the workforce.

Other appointments to wage workers were within the Department of Agriculture, Department of Children and Family Services, Department of Environmental Health, the Elections Office and the Public Works Department.



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

Appointments by Grade and Nationality



Grade	A-C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	GFF	GEE	GDD	GCC	GBB	GAA	Total	%
Caymanian	-	-	-	2	4	3	4	14	9	13	18	22	40	18	36	22	-	1	1	3	10	48	268	58%
Non-Caymanian	-	1	2	3	7	7	13	21	54	17	8	3	45	1	6	0	-	1	-	-	2	3	194	42%
Total	0	1	2	5	11	10	17	35	63	30	26	25	85	19	42	22	0	2	1	3	12	51	462	100.0%

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

During 2019, 39 departments made non-Caymanian appointments. 54% of all non-Caymanians recruited to the Civil Service were within three departments; the Department of Education Services (63 appointments), the Police Service (33 appointments) and the Prison Service (9 appointments).

Over half (37) of the 64 departments recruiting new Civil Servants during 2019 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 17 departments were all female, whilst new hires for 8 departments were all male. The Department of Education, where 63 of the 82 new hires were female (77%), represented the highest number of female appointments during the year.

It should be noted that:-

(i) The above details do not form the full picture of attraction, retention and promotion of Caymanians within the Civil Service, as these figures do not take into account existing civil servants who have been appointed to new roles within Government. See pages 13 and 16 for related information on promotions during 2019.

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

Leavers by Department, Nationality and Employment Category

Department	Caymanian	Non-Caymanian	Salaried	Waged	Total	% Turnover*
Agriculture Department	3	2	3	2	5	8.9%
Audit Office (OAG)	0	1	1	0	1	5.0%
Cabinet Office	2	0	2	0	2	6.3%
Cadet Corps (CICC)	1	0	1	0	1	20.0%
Central Procurement Office	0	1	1	0	1	50.0%
Children & Family Services	10	2	2	10	12	7.6%
Commerce & Investment	1	3	4	0	4	19.0%
Commissions Secretariat	0	1	1	0	1	10.0%
Community Rehabilitation	2	1	3	0	3	7.0%
Computer Services Department	4	1	5	0	5	9.1%
Counselling Services	2	0	2	0	2	6.1%
Customs & Border Control	11	0	11	0	11	4.6%
Deputy Governor's Office	0	1	1	0	1	4.3%
District Administration	20	0	1	19	20	12.3%
Economics & Statistics Office	2	2	4	0	4	18.2%
Education Department	19	24	42	1	43	5.3%
E-Government Unit	0	0	0	0	0	0.0%
Elections Office	2	0	1	1	2	66.7%
Environment	1	0	1	0	1	2.6%
Environmental Health	12	0	0	12	12	9.1%
Facilities Management	1	0	1	0	1	8.3%
Financial Services Policy and Legislation	0	0	0	0	0	0.0%
Fire Department	10	1	11	0	11	8.2%
General Registry	1	0	1	0	1	2.3%
Government Information Services	1	1	2	0	2	11.1%
H E The Governor	0	1	1	0	1	16.7%
Hazard Management Department	0	0	0	0	0	0.0%
Health Regulatory Service	0	0	0	0	0	0.0%
International Tax Cooperation	1	0	1	0	1	12.5%
Judicial Department	5	2	7	0	7	9.9%
Labour & Pension	0	0	0	0	0	0.0%

Department	Caymanian	Non-Caymanian	Salaried	Waged	Total	% Turnover*
Lands & Survey Department	1	0	1	0	1	1.7%
Legislative Department	0	0	0	0	0	0.0%
Marketing & Communications Unit	0	0	0	0	0	0.0%
Ministry of CP&I (Core)	1	0	1	0	1	4.5%
Ministry of CA (Core)	0	0	0	0	0	0.0%
Ministry of DAT&T (Core)	0	0	0	0	0	0.0%
Ministry of E&BC (Core)	1	2	3	0	3	9.4%
Ministry of EYSA&L (Core)	11	1	12	0	12	16.9%
Ministry of F&ED (Core)	0	0	0	0	0	0.0%
Ministry of FS&HA (Core)	0	0	0	0	0	0.0%
Ministry of HEC&H (Core)	1	0	1	0	1	5.9%
Ministry of ITIAMA (Core)	0	0	0	0	0	0.0%
Mosquito Research and Control Unit (MRCU)	1	1	2	0	2	5.4%
National Archive (CINA)	1	0	1	0	1	9.1%
National Weather Service	0	0	0	0	0	0.0%
Needs Assessment Unit (NAU)	5	0	5	0	5	17.2%
Office of Education Standards	0	0	0	0	0	0.0%
Office of the Director of Public Prosecutions	3	2	5	0	5	18.5%
Office of the Ombudsman	1	2	3	0	3	25.0%
Passport Office	2	0	2	0	2	22.2%
Planning	1	2	3	0	3	6.7%
Police Service	13	13	26	0	26	5.4%
Portfolio of Legal Affairs	2	4	6	0	6	10.7%
Portfolio of the Civil Service	1	0	1	0	1	4.2%
Postal Department	9	0	9	0	9	11.1%
Prison Service	5	2	7	0	7	4.2%
Public Library Service	1	0	1	0	1	5.3%
Public Safety Communications	1	2	3	0	3	11.5%
Public Works Department	8	1	4	5	9	6.9%
Radio Cayman	1	0	1	0	1	5.0%
Sister Island Sports	0	0	0	0	0	0.0%
Sports	3	0	3	0	3	11.5%

Department	Caymanian	Non-Caymanian	Salaried	Waged	Total	% Turnover*
Sunrise Centre	0	3	3	0	3	15.0%
Tourism Department	5	0	4	1	5	10.4%
Treasury Department	2	0	2	0	2	5.1%
Vehicle & Drivers' Licensing	2	0	2	0	2	5.3%
Vehicle & Equipment Services	1	2	3	0	3	8.8%
Workforce Opportunities Residency Cayman	7	0	7	0	7	6.7%
Youth Services Unit	1	0	1	0	1	25.0%
Total	202	81	232	51	283	7.0%
%	71.4%	28.6%	82.0%	18.0%		
Turnover Rate* by Caymanian/ Non-Caymanian	7.0%	7.0%	* Based on leaver information for the 12 month period 01-Jan-19 to 31-Dec-19 and the average number of employees at the end of each quarter			

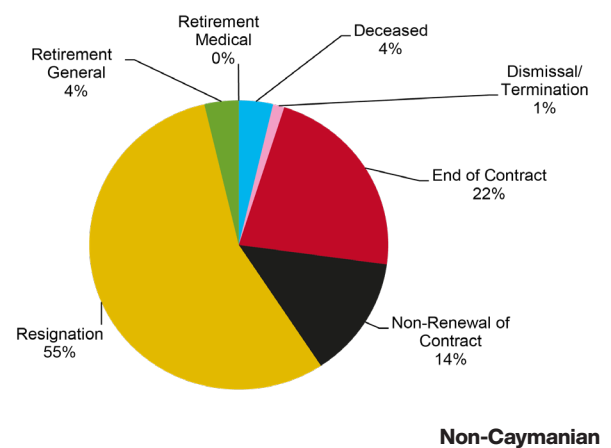
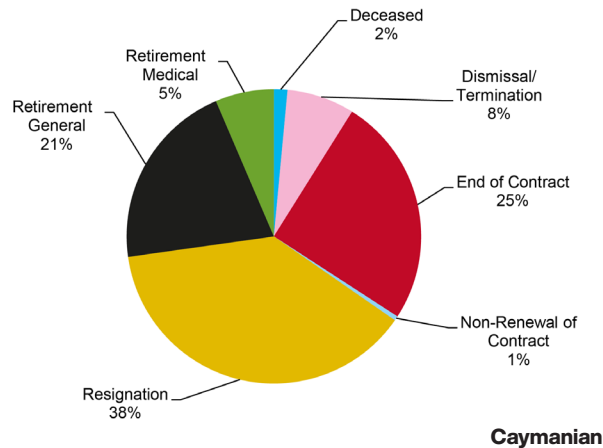
The annual turnover rate for the Civil Service for 2019 (excluding student interns, PWD apprentices and supply teachers) was 7.0%, continuing the low turnover trend initially reported in 2018 (reports for 2018, 2016/17, 2015/16, 2014/15 and 2013/14 show the Government turnover rates at 7.5%, 9.6%, 8.7%,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

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

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

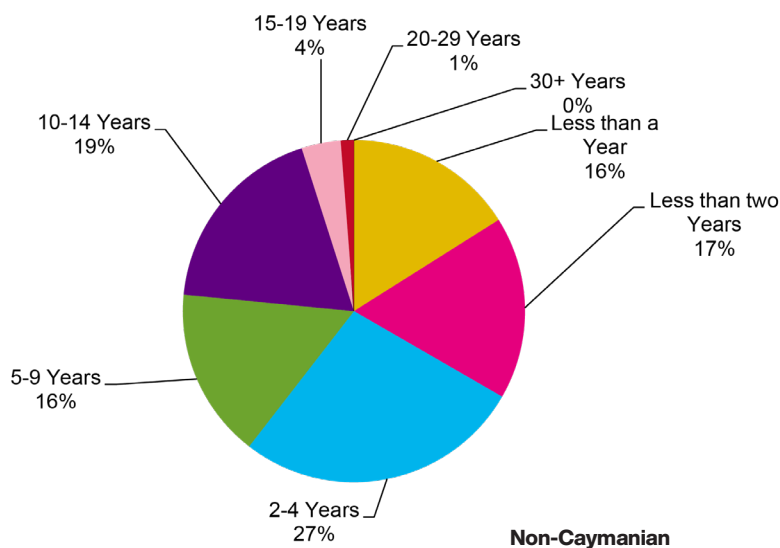
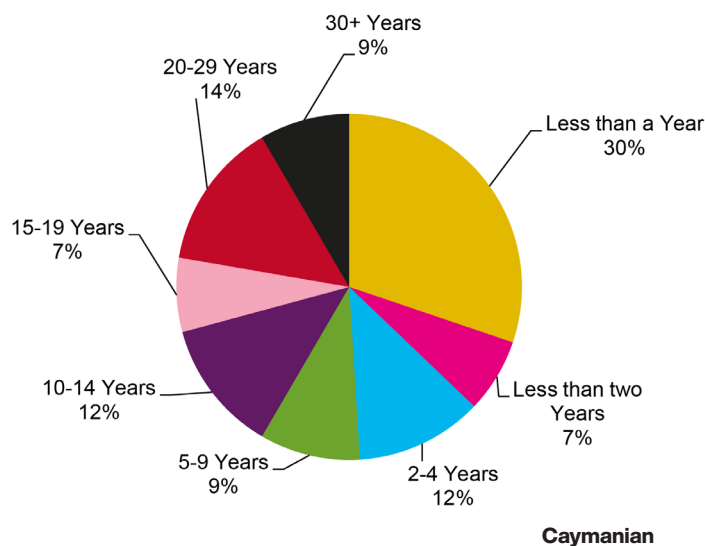
2019 HR Activity for the Civil Service - Retention

Leavers by Reason, Nationality and Length of Service



Reason for Leaving	Caymanian	% Caymanian	Non-Caymanian	% Non-Caymanian	Total	% Total
Deceased	3	1.5%	3	3.7%	6	2.1%
Dismissal/Termination	15	7.4%	1	1.2%	16	5.7%
End of Contract	51	25.2%	18	22.2%	69	24.4%
Non-Renewal of Contract	1	0.5%	11	13.6%	12	4.2%
Resignation	77	38.1%	45	55.6%	122	43.1%
Retirement - General	42	20.8%	3	3.7%	45	15.9%
Retirement - Medical	13	6.4%	0	0.0%	13	4.6%
Transfer to Authority	0	0.0%	0	0.0%	0	0.0%
Total	202	100.0%	81	100.0%	283	100.0%

Length of Service	Caymanian	% Caymanian	Non-Caymanian	% Non-Caymanian	Total	% Total	Cumulative %
Less than a Year	61	30.2%	13	16.0%	74	26.1%	26.1%
Less than two Years	14	6.9%	14	17.3%	28	9.9%	36.0%
2-4 Years	24	11.9%	22	27.2%	46	16.3%	52.3%
5-9 Years	19	9.4%	13	16.0%	32	11.3%	63.6%
10-14 Years	25	12.4%	15	18.5%	40	14.1%	77.7%
15-19 Years	14	6.9%	3	3.7%	17	6.0%	83.7%
20-29 Years	28	13.9%	1	1.2%	29	10.2%	94.0%
+30 Years	17	8.4%	0	0.0%	17	6.0%	100.0%
Total	202	100%	81	100%	283	100%	



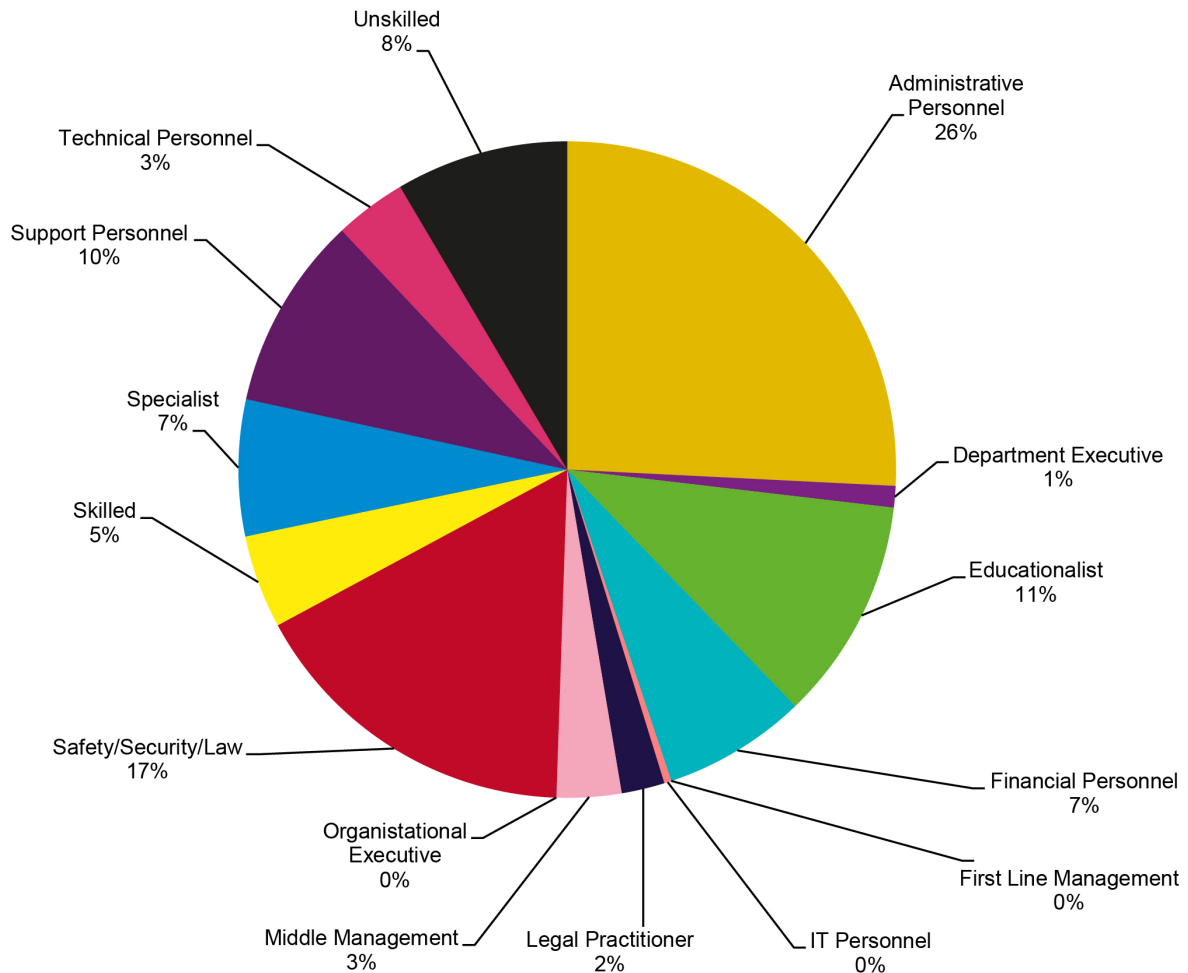
Leavers by Length of Service

Resignations (43%) was the main reason why Civil Servants left the organisation, followed by employment agreements coming to an end (24%). Over half of non-Caymanians (56%) who left the Civil Service in 2019 did so as a result of resignations with a further 22% leaving as they reached the end of their contract. Resignations and contracts reaching an end were also the primary reasons why Caymanians left employment (38% and 25% respectively). In 2019, 14% of non-Caymanian leavers did so as a result of their contracts not being renewed, while 7% of Caymanians were dismissed from the Service.

Some 30% of Caymanian leavers had less than one year service when leaving the Civil Service; this is largely related to the opportunities offered for Caymanians on Cayman Brac in short-term Office Attendant III roles. Excluding these groups of employees from the information reduces the percentage of Caymanians leaving within one year to 26%, which is still more than that experienced by non-Caymanians.

Cumulative figures show that 36% of all leavers from the Cayman Islands Government have less than two years of service, down from 45% in the previous reporting period.

Leavers by Job Classification, including Uniformed and Teaching Staff



Leavers from within the Uniformed Service

Uniformed Department	Total Uniformed Leavers	Avg No. of Uniformed Staff	% Turnover*
Customs & Border Control	6	183	3.3%
Fire	11	126	8.8%
Police	21	408	5.1%
Prison	3	145	2.1%
District Admin	0	5	0.0%
Total	41	867	4.7%

Leavers from within the Teaching Profession

	Total Teaching Leavers	Avg No. of Teaching Staff	% Turnover*
Teachers	41	476	8.6%
Teachers Excluding Supply	28	465	6.0%

Job Classification	Leavers during 2019				Turnover rate* by Classification
	Caymanian	Non-Caymanian	Total	% of total category	
Administrative Personnel	65	8	73	25.8%	10.3%
Department Executive	1	2	3	1.1%	4.9%
Educationalist	11	20	31	11.0%	5.4%
Financial Personnel	16	4	20	7.1%	9.2%
First Line Management			0	0.0%	0.0%
IT Personnel	1		1	0.4%	1.4%
Legal Practitioner	2	4	6	2.1%	15.8%
Middle Management	4	5	9	3.2%	6.3%
Organisational Executive			0	0.0%	0.0%
Safety/Security/Law	33	14	47	16.6%	5.0%
Skilled	12	1	13	4.6%	6.3%
Specialist	7	12	19	6.7%	6.3%
Support Personnel	23	4	27	9.5%	9.2%
Technical Personnel	4	6	10	3.5%	6.6%
Unskilled	23	1	24	8.5%	10.3%
Total	202	81	283	100.0%	7.0%

*Based on leaver information for 2019 and the average number of employees at the end of each quarter.

The table above shows the turnover rate by broad job classification. Those percentages, noted in blue, represent categories where turnover is less than half of the Government average, whilst those in red have a turnover rate of more than twice the Government average. During 2019, the highest categories of staff turnover were Legal Practitioners (with annual turnover rates of 16%). 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 4.7%. This is in line with that experienced by the uniform divisions over the last few years, where the variation within turnover year on year has been very low. 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 (6.0%)** is also below that of the Government average (when excluding the impact of Supply Teachers who are appointed to cover short-term vacancies/ absences).

2019 HR Activity for the Civil Service

- Engagement

2019 Employee Engagement Survey Results

Conducted on an annual basis, the annual Employee Engagement Survey acts as a barometer to indicate the health of the organisation in a number of critical areas, in terms of the employee/employer relationship. The 2019 survey was the third annual survey conducted for the Civil Service and took place in October and November 2019. It provided an opportunity for all Civil Servants to have input on a range of areas that impact their everyday working lives.

Returns were received from 2,976 Civil Servants representing a 74% response rate, an increase of

13% in the participation rate compared to the first survey in 2017. The survey was conducted on behalf of the Civil Service, by ORC International, to ensure it is independent and confidential to participants, and can be benchmarked internationally.

The headline results for the Civil Service are summarised below and, overall, show a fairly stable position with all but one of the key areas moving by plus or minus 1%. The overall engagement index compared with last year remains steady at 70%.



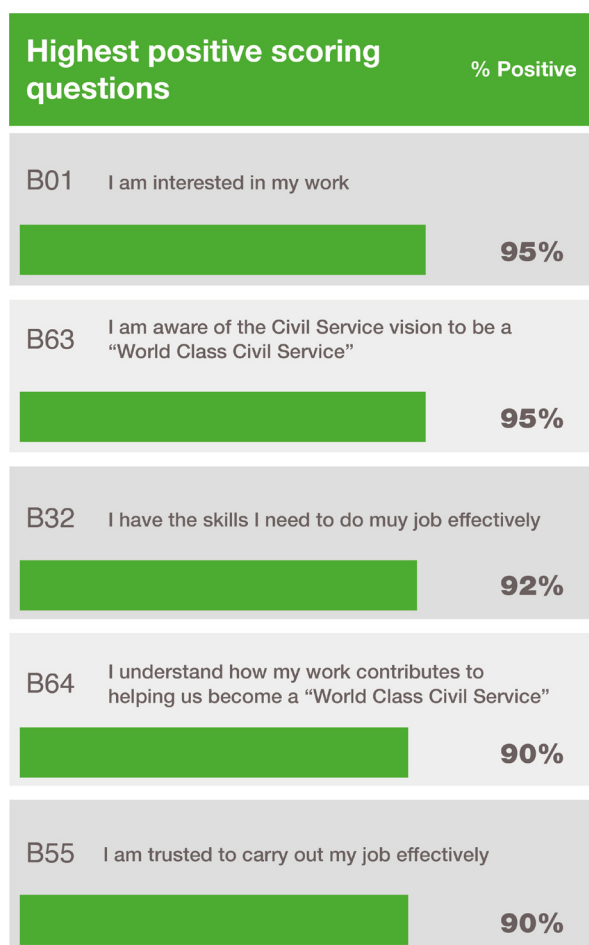
**Cayman Islands
Government**

Returns: 2,976
Response rate: 74%
Civil Service Engagement Survey 2019

✦ Statistically significant difference from comparison

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





The survey represented numerous areas of strength, identified by a 90% or higher positive rating. This included 95% of respondents confirming their awareness of our vision to be a "World-Class Civil Service" and 90% confirming they understand how their work contributes to helping us achieve this vision.

This was an increase of 17% and 10% respectively on the 2017 survey results, and is reflective of the work that has been undertaken to familiarise employees with the Government's Broad Outcomes and the Civil Service Five-Year Strategic Plan.

Pay and benefits continued to feature heavily in the highest negative scoring areas, as did some areas of leadership and managing change.

Management and Leadership Development was, again, one of the priority goals for 2019 with heavy investment in developing leaders at all levels across the service. During 2019, the Civil Service continued its ongoing review of its reward offering.

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

The drivers of engagement, which are those areas found to have the strongest impact for our most engaged employees, were:

- 1st**, the sense of personal accomplishment an employee gets from their work (84% positive);
 - 2nd**, the overall level of confidence they have in the decisions their senior managers make (55% positive);
- For the 2019 survey the positive ratings among these drivers ranged from a high of 84% to a low of 48%.
- 3rd**, the level of confidence they have that their senior managers will take action on the results of the survey (48% positive);
 - 4th**, the extent to which the learning and development activities they have done are helping them develop their career (62% positive), and
 - 5th**, how valued they feel for the work they do (62% positive).

EMPLOYEE INFORMATION - SUMMARY

[December 2019]

ALL Employees [Headcount]

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

Caymanian Employees [Headcount]

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

Salary Grades by Nationality [CIG Dec-19]

	A-B	C-G	H-K	L-O	P-R	GFF-GAA
Caymanian	3 (100%)	136 (73.1%)	667 (52.7%)	1260 (74.6%)	477 (90.5%)	353 (85.5%)
Non-Caymanian	0 (0%)	50 (26.9%)	599 (47.3%)	429 (25.4%)	50 (9.5%)	60 (14.5%)
CIG Total	3	186	1266	1689	527	413

Notes:

- *1 - Excludes 52 student interns & 3 employees of the London Office based in the UK
- *2 - Excludes 41 student interns & 2 employees of the London Office based in the UK
- *3 - Excludes 7 student interns & 2 employees of the London Office based in the UK
- *4 - Excludes 18 student interns & 2 employees of the London Office based in the UK
- *5 - Excludes 18 student interns & 1 employee of the London Office based in the UK

Gender [CIG]

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

Salary Grades by Gender [CIG Dec-19]

	A-B	C-G	H-K	L-O	P-R	GFF-GAA
Female	0 (0%)	86 (46.2%)	815 (64.4%)	855 (50.6%)	340 (64.5%)	140 (33.9%)
Male	3 (100%)	100 (53.8%)	451 (35.6%)	834 (49.4%)	187 (35.5%)	273 (66.1%)
CIG Total	3	186	1266	1689	527	413

Age [CIG]

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

Salary/Wages [CIG]

[Full-Time Equivalent]

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

Glossary

Public Service:

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

For clarification, this report excludes:

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

Civil Servant:

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

For clarification, this report excludes:

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

Data on Student Interns excluded under this category:

Jun 2016 - 52

Jun 2017 - 41

Dec 2017 - 7

Dec 2018 - 18

Dec 2019 - 18

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

Employee Type:

Describes the terms and conditions that an employee is retained on. Under the Public Service Management Law (2018 Revision) and Personnel Regulations (2019 Revision), employees can be employed either as salaried staff, who are paid monthly, or wage workers defined as “a staff member whose remuneration is calculated at an hourly rate”.

Number of Employees or Headcount:

The number of individuals. Where an employee holds two distinct jobs they are included in the totals twice, as they may be working in two different departments and should appear in both sub-totals.

Department:

The information presented at the departmental level relates to the various cost centres that constitute a department. Where a Ministry or Portfolio appears listed as a department this does not mean the whole Ministry/Portfolio; rather, it relates to those cost centres that fall under the Ministry/Portfolio administration.

Pay Grade:

Describes the remuneration band an employee is assigned to. Salaried staff are paid on grades A to R, where A is the highest grade and R is the lowest. Where a high-ranking position lies outside the regular grading structure, the positions have been categorised under grade A for ease of classification.

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

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