



**PARLIAMENT**  
OF THE CAYMAN ISLANDS



**PARLIAMENTARY QUESTION NO. 98**

**(WRITTEN ANSWER)**

**Fourth Meeting 2025-2026 Session**

**PARLIAMENTARY QUESTION  
ASKED BY**

**MR. CHRISTOPHER S. SAUNDERS  
ELECTED MEMBER FOR THE  
CONSTITUENCY OF BODDEN TOWN WEST**

**TO**

**THE DEPUTY GOVERNOR, HON. FRANZ I. MANDERSON  
RESPONSIBLE FOR THE PORTFOLIO OF THE CIVIL SERVICE**

**QUESTION:**

Can the Honourable Deputy Governor say:

- a. how many vacation days were employees entitled to broken down by Department for the years 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, and 2025; and
- b. how many vacation days were used by employees broken down by Department for the years 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, and 2025?

**ANSWER:**

The Honourable Deputy Governor thanks the Elected Member for Bodden Town West, Mr. Christopher Saunders, JP, MP, for his question regarding Civil Servants leave entitlements and claim leave days for the decade between 2016 to 2025.

During the period in question, the Government suspended use of standalone systems to track leave within individual departments, in favour of an integrated HR management information system. The Civil Service's current human resources system retains comprehensive and readily accessible leave data dating back to 2024. Retrieval of verified data for the prior period dating back 2016, would require access to archived legacy systems and undertaking a process of manual validation to consolidate leave and ensure accuracy and completeness. This exercise would necessitate a significant investment of time and administrative resources to be diverted from operational delivery.

Accordingly, the response provides verified data available within the current system, together with contextual information to assist the Honourable Member in interpreting the figures. A full departmental breakdown of vacation leave entitlement and utilisation for the period 2024 to 2025, is provided in Appendix 1A and 1B. Some uniform departments record their leave in hours, which has been translated in days for ease of reference.

For the years where verified data is readily available, the total vacation leave entitlement and utilisation are as follows:

Year	Total Leave Entitlement (days)	Total Leave Taken (days)	Average Days Taken per Employee (days)
2024	87,991	74,180	19
2025	90,737	85,005	21

Vacation leave is governed by the Personnel Regulations and forms an essential part of the Civil Service employment framework. Leave entitlements under schedule 1 section 5 are determined based on length of service and the seniority of the role, with employees accruing greater leave benefits as they progress in their careers.

(a) for full-time employees, other than staff whose attendance is shift-based, police officers and teachers	< 7 years	7 years and above
— Band		
A, B, C, D, E, F, G, H, I, J, K	25 work days	28 work days
L, M, N, O, P, Q, R, GAA, GBB, GCC, GDD, GEE, GFF	18 work days	23 work days
(Personnel Regulations (2022 revision))		

The provision and utilisation of vacation leave serve several important purposes. It supports employee health and wellbeing by ensuring adequate rest and recovery from work-related demands, particularly in operational environments that require extended hours or continuous service delivery. It also enhances productivity, as employees who take regular leave are generally more engaged and effective upon their return to work. Additionally, proper utilisation of vacation leave contributes to organisational resilience by encouraging workforce planning, cross-training, and continuity of operations during periods of absence.

There is also a relationship between vacation leave and overall attendance patterns. The Civil Service has observed that average sick leave utilisation is approximately 4.5 days per employee, which is 50 percent below the entitlement of 10 days provided under the Personnel Regulations. This suggests that employees are generally maintaining good attendance levels, and the appropriate use of vacation leave likely contributes to this outcome by reducing fatigue and supporting overall health.

The data for 2024 and 2025 indicate that employees are making reasonable use of their leave entitlements, with average utilisation of 19 days and 21 days respectively. This reflects a balanced approach between meeting operational demands and maintaining employee wellbeing.

## Conclusion

While detailed departmental data for the full ten-year period is not readily accessible without significant resource deployment, the summary provided, together with Appendix 1, offers a clear view of current trends in leave entitlement and utilisation within the Civil Service.

The Civil Service remains committed to ensuring that leave policies are applied in a manner that supports both effective service delivery and the wellbeing of its employees.

Department	2024 Entitlement (# of Days)	2025 Entitlement (# of Days)				APPENDIX 1A
Agriculture Department	1433	1516				
Business Development Center	164	196				
Cabinet Office	679	687				
Cayman Islands Cadet Corps	79	107				
Cayman Islands Coast Guard	689	813				
Cayman Islands Intellectual Property Office	91	114				
Cayman Islands National Archive	275	290				
Central Procurement Office	114	128				
CI Government Office - Asia (Old)	25	0				
CI Government Office - North America (Old)	28	0				
CI Government Office - UK	28	28				
Commissions Secretariat	255	298				
Computer Services Department	1598	1810				
Core Ministry BCL (Old)	587	587				
Core Ministry DAL (Old)	436	562				
Core Ministry EDU	1472	1627				
Core Ministry FED	467	488				
Core Ministry FSC	1131	1179				
Core Ministry H&W (Old)	526	712				
Core Ministry HA (Old)	320	274				
Core Ministry IISD (Old)	546	606				
Core Ministry PAHI (Old)	732	730				
Core Ministry SCR (Old)	361	414				
Core Ministry T&T (Old)	371	371				
Core Ministry YSH (Old)	436	0				
Core Ministry YSCH	0	513				
Core PoCS	1244	1247				
Customs and Border Control	5826	5944				
Cyber Security Unit	186	172				
Department for International Tax Cooperation	415	440				
Department of Children & Family Services	3607	3704				
Department of Commerce & Investment	610	653				
Department of Communications	781	881				
Department of Community Rehabilitation	1061	994				
Department of Counselling Services	998	1051				
Department of Education Services	3266	2926				
Department of Environment	1045	1020				
Department of Environmental Health	3365	3509				
Department of Financial Assistance	0	1060				
Department of Labour & Pension	591	601				
Department of Planning	1283	1386				
Department of Public Safety Communications	567	609				
Department of Sports	616	581				
Department of Transport	233	251				
Department of Vehicle and Drivers Licensing	1049	1033				
District Administration	3421	3548				
Economics & Statistics Office	508	534				
E-Government Unit	353	566				
Elections Office	64	82				
Facilities Management	314	379				
Fire Department	3611	3501				
General Registry	1306	1247				
H E The Governor	107	107				
Hazard Management Department	247	152				
Health Regulatory Services	434	419				
Internal Audit Services	233	311				
Invest Cayman (Old)	25	0				
Judicial Department	2107	2078				
Lands & Survey Department	1689	1689				
Marketing & Communications Unit (Old)	28	28				
Mosquito Research and Control Unit	847	1081				
National Weather Service	404	401				
Needs Assessment Unit (Old)	1085	0				
Office of Education Standards	99	96				
Office of the Auditor General	689	748				
Office of the Deputy Governor	386	389				
Office of the Director of Public Prosecutions	805	768				
Office of the Ombudsman	340	337				
Office of the Premier	64	64				
Passport Office	266	243				
Poinciana Rehabilitation Centre	0	890				
Police Service	11035	11020				
Portfolio of Legal Affairs	1668	1625				
Postal Department	1555	1606				
Prison Service	3868	4009				
Protocol Office	92	97				
Public Lands Inspectorate	141	128				
Public Library Service	486	435				
Public Works Department	2940	3023				
Radio Cayman	493	493				
Sister Island Sports	64	82				
Sunrise Adult Training Centre	515	399				
Tourism Department	1071	1028				
Treasury Department	1186	1161				
Vehicle & Equipment Services	739	769				
Workforce Opportunities Residency Cayman	2974	2910				
Youth Services Unit	146	182				
<b>Grand Total</b>	<b>87991</b>	<b>90737</b>				

**Additional Info:**

- Entitlement calculations are based on the employee data as at 31 Dec 2023 (for 2024 leave year) and 31 Dec 2024 (for 2025 leave year).
- # of Employees Eligible for Annual Leave (excludes employees on Teacher's Terms and Conditions)
- Police annual leave has been converted from hours to days
- Data Mapped to Current Depts. Old entities are shown with (Old) at the end of the name.

<b>Employees' Current Department</b>	<b># of Annual Leave Taken in 2024</b>	<b># of Annual Leave Taken in 2025</b>			
Agriculture Department	1321.6	1443.0			
Business Development Center	144.0	230.5			
Cabinet Office	575.0	653.0			
Cayman Islands Cadet Corps	91.0	100.5			
Cayman Islands Coast Guard	550.5	661.5			
Cayman Islands Intellectual Property Office	77.5	96.5			
Cayman Islands National Archive	174.0	254.0			
Central Procurement Office	131.5	160.5			
CI Government Office - UK	28.0	7.0			
Commissions Secretariat	256.6	261.0			
Computer Services Department	1667.5	1851.5			
Core Ministry CEI	493.0	509.0			
Core Ministry DAHA	695.0	792.0			
Core Ministry EDU	1456.0	1710.5			
Core Ministry FED	405.0	454.5			
Core Ministry FSC	1068.0	1385.0			
Core Ministry HES	883.5	988.0			
Core Ministry PLAHI	904.5	1001.0			
Core Ministry SDI	372.5	456.0			
Core Ministry TTD	346.0	360.5			
Core Ministry YSCH	568.5	557.5			
Core PoCS	1109.5	1316.0			
Customs and Border Control	4726.0	5069.5			
Cyber Security Unit	158.0	185.5			
Department for International Tax Cooperation	314.0	483.0			
Department of Children & Family Services	3239.0	3425.5			
Department of Commerce & Investment	513.7	560.5			
Department of Communications	583.0	758.0			
Department of Community Rehabilitation	783.0	906.0			
Department of Counselling Services	904.0	1023.5			
Department of Education Services	1821.5	2178.5			
Department of Environment	889.5	990.5			
Department of Environmental Health	3263.0	3805.0			
Department of Financial Assistance	911.5	992.0			
Department of Labour & Pension	539.5	583.5			
Department of Planning	1257.0	1425.5			
Department of Public Safety Communications	570.0	594.5			
Department of Sports	489.5	482.0			
Department of Transport	192.0	196.5			
Department of Vehicle and Drivers Licensing	856.0	1005.0			
District Administration	2073.5	3134.5			
Economics & Statistics Office	447.0	542.0			
E-Government Unit	318.0	407.0			
Elections Office	49.0	63.0			
Facilities Management	254.5	405.5			
Fire Department	3490.6	3508.7			
General Registry	1184.0	1354.0			
H E The Governor	60.5	80.5			
Hazard Management Department	128.5	185.5			
Health Regulatory Services	397.5	459.0			
Internal Audit Services	174.5	267.0			
Judicial Department	1227.5	1528.5			
Lands & Survey Department	1501.5	1564.5			
Mosquito Research and Control Unit	918.5	954.5			
National Weather Service	286.5	463.5			
Office of Education Standards	79.5	127.0			
Office of the Auditor General	520.5	110.5			
Office of the Deputy Governor	417.5	458.0			
Office of the Director of Public Prosecutions	597.0	652.5			
Office of the Ombudsman	276.5	339.5			
Office of the Premier	76.5	85.5			
Passport Office	245.5	256.0			
Poinciana Rehabilitation Centre	358.0	769.0			
Police Service	9308.5	9946.0			
Portfolio of Legal Affairs	1249.5	1546.5			
Postal Department	1300.5	1643.5			
Prison Service	2517.0	3765.0			
Protocol Office	28.0	68.5			
Public Lands Inspectorate	105.8	115.0			
Public Library Service	254.0	220.0			
Public Works Department	2736.0	3130.0			
Radio Cayman	398.0	507.0			
Sister Island Sports	78.0	97.5			
Sunrise Adult Training Centre	257.5	356.0			
Tourism Department	892.5	1003.0			
Treasury Department	1145.5	1165.5			
Vehicle & Equipment Services	724.5	765.0			
Workforce Opportunities Residency Cayman	2604.0	2866.0			
Youth Services Unit	170.0	182.0			
<b>Grand Total</b>	<b>74180.7</b>	<b>85005.7</b>			
<b>Additional Info:</b>					
1. # of Employees Recording Annual Leave in my-VISTA*	3507	3913			
2. Average Utilisation of Annual Leave	19	21			
3. # of Employees Eligible for Annual Leave (excludes employees on Teacher's Terms and Conditions)					
4. The numbers shown above are an accurate reflection of leave entries employees have entered in my-VISTA. The department reflected, shows the employees' current departments and not their historical department as the leave record moves with the employee across the organisation. This is an area where point-in-time reporting may be developed in my-VISTA.					