



PARLIAMENT
OF THE CAYMAN ISLANDS



PARLIAMENTARY QUESTION NO. 99

(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 how many sick days were incurred by staff 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 sick leave utilisation within the Civil Service.

The Honourable Member has requested data covering the ten-year period from 2016 through 2025, with a breakdown by Department. At present, the Civil Service's current human resources system retains comprehensive and readily accessible sick leave data for the years 2024 and 2025. Retrieval of verified data for the period 2016 to 2023 would require accessing archived legacy systems and undertaking a process of manual validation to ensure accuracy and completeness. This exercise would necessitate a significant investment of time and administrative resources.

Accordingly, the response provides verified data available within the current system, together with contextual information to assist the Honourable Member in interpreting the figures.

As noted in the table below for the years 2024 and 2025, the average sick leave utilisation per employee remained consistent at approximately 4.5 days per person per annum.

Year	Sick Days Taken	Number of Employees (FTE)	Extended Sick Leave (Full & Half pay)	Average Utilisation Per Employee (sick leave)	Average Utilisation Per Employee (Extended Sick Leave)
2024	19,875	4,820	13,012	4.1	2.7
2025	23,801	4,984	15,018	4.8	3.0

Under the Personnel Regulations, public officers are entitled to ten (10) working days of sick leave annually. In addition, provision is made for extended sick leave, where medically required, of up to 125 working days on full pay and a further 135 working days on half pay in cases of serious illness or injury. The available data indicates that, on average, employees are utilising approximately 4.5 days of standard sick leave, together with an average of 2.8 days of extended sick leave. This demonstrates that, in general, employees are not exhausting their full entitlement and suggests a pattern of moderate and responsible utilisation across the workforce.

A detailed departmental report for the available period is provided in Appendix 1A and 1B for the Honourable Member’s review.

Sick leave is an essential component of the Civil Service employment framework. It ensures that officers who are medically unfit to perform their duties are able to recover without financial disadvantage. It also serves broader organisational and public interest objectives, including safeguarding employee health and wellbeing, reducing the risk of workplace transmission of infectious illnesses, maintaining safe working conditions particularly in operational environments and supporting long-term productivity through appropriate recovery periods.

It is important to recognise that sick leave utilisation may vary across departments due to the nature of their operational demands. Services such as law enforcement, fire and rescue, custodial services, border security, and environmental health operate in physically and mentally demanding environments, which may contribute to higher instances of illness-related absence. Additionally, periods of sustained operational pressure, including emergency response or staffing shortages, may lead to fatigue and an associated increase in short-term or stress-related absences.

As the Civil Service continues to expand in response to population growth and increasing service demands, the aggregate number of sick days may rise proportionately. However, the more meaningful indicator remains the average utilisation per employee, which has remained stable and below the maximum annual entitlement.

Sick leave usage is subject to established controls and oversight mechanisms, including medical certification requirements for extended absences, human resources monitoring and reporting, Employee Assistance Programmes, and broader wellness and preventative health initiatives. These measures are intended to support employee wellbeing while ensuring appropriate use of leave provisions.

Conclusion

While historical data for the period 2016 to 2023 is not immediately accessible without significant resource deployment, the available data for 2024 and 2025 indicates stable and moderate sick leave utilisation across the Civil Service. Employees are, on average, using fewer than the ten days of annual

sick leave provided under the Regulations, which reflects responsible use of entitlements and a workforce committed to maintaining service delivery.

The accompanying appendix provides the available departmental breakdown for the Honourable Member's review. It is anticipated that the information provided, together with the contextual explanation above, sufficiently addresses the question and supports a clear understanding of sick leave utilisation within the Civil Service.

2024 SICK LEAVE DATA				APPENDIX 1A	
Department	Full Pay Extended Sick Leave	Half Pay Extended Sick Leave	Sick as a Result of Workplace Injury	Regular Leave	Sick
Agriculture Department	176		21		347.5
Business Development Center	14				34
Cabinet Office	71				113
Cayman Islands Cadet Corps					24.5
Cayman Islands Coast Guard	64				91
Cayman Islands Intellectual Property Office	7				21
Cayman Islands National Archive					43
Central Procurement Office					35
CI Government Office - UK					1
Commissions Secretariat			2		21.5
Computer Services Department	149.5				306.5
Core Ministry CEI	260				75.5
Core Ministry DAHA	23				153.5
Core Ministry EDU	342	54			352.25
Core Ministry FED	80				98.5
Core Ministry FSC	56				204
Core Ministry HES	98				182.5
Core Ministry PLAH	16				105.5
Core Ministry SDI	36		5		86
Core Ministry TTD	76				82.5
Core Ministry YSCH					97
Core PoCS	199.5	20	6		209.5
Customs and Border Control	547				1402
Cyber Security Unit	22				30.9
Department for International Tax Cooperation	29				90
Department of Children & Family Services	451		5		767
Department of Commerce & Investment	85				147
Department of Communications	16				130
Department of Community Rehabilitation	240.5				187.75
Department of Counselling Services	55				207.5
Department of Education Services	2032.5	70			2093.8
Department of Environment					133.5
Department of Environmental Health	712	54	13		1074
Department of Financial Assistance	171				295
Department of Labour & Pension	44				136
Department of Planning	32				297
Department of Public Safety Communications	9				127.5
Department of Sports					86
Department of Transport					67.5
Department of Vehicle and Drivers Licensing	109.5		9		272
District Administration	748.5	12			510
Economics & Statistics Office					140.5
E-Government Unit	63				39
Elections Office					5
Facilities Management	124				87
Fire Department	341				1007.5
General Registry	219				297.75
Hazard Management Department	15				16
Health Regulatory Services	36				126.5
Internal Audit Services					39.5
Judicial Department	225				402
Lands & Survey Department	124		7		461.5
Mosquito Research and Control Unit	140.5		21		279
National Weather Service	33				59.5
Office of Education Standards					9
Office of the Auditor General	30				56.5
Office of the Deputy Governor	28				75.5
Office of the Director of Public Prosecutions	39				85
Office of the Ombudsman	106				60
Office of the Premier					23
Passport Office	10				89.5
Poinciana Rehabilitation Centre					137
Police Service	1086	44	204		1616.9
Portfolio of Legal Affairs	124				216.5
Postal Department	110		38.5		395
Prison Service	743		17		906
Protocol Office					24
Public Lands Inspectorate					38
Public Library Service	115				59
Public Works Department	283.5		5.5		653.5
Radio Cayman	134				83.5
Sister Island Sports			66		5
Sunrise Adult Training Centre	134				105.5
Tourism Department	176.5				227.5
Treasury Department	167	97			249
Vehicle & Equipment Services	13				241
Workforce Opportunities Residency Cayman	634	15			777.75
Youth Services Unit					41
Grand Total	12,225.5	366.0	420.0		19,874.6

2025 SICK LEAVE DATA	APPENDIX 1B			
	Full Pay Extended Sick Leave	Half Pay Extended Sick Leave	Sick as a Result of Workplace Injury	Regular Sick Leave
Department				
Agriculture Department	171		178.5	421
Business Development Center				55
Cabinet Office				162
Cayman Islands Cadet Corps				12
Cayman Islands Coast Guard	25			118
Cayman Islands Intellectual Property Office	39			41
Cayman Islands National Archive				75.5
Central Procurement Office				39
Commissions Secretariat	27			39.5
Computer Services Department	145.5			406.5
Core Ministry CEI	274			76.5
Core Ministry DAHA	160			163.5
Core Ministry EDU	320.5			401
Core Ministry FED	111			91
Core Ministry FSC	10			247.5
Core Ministry HES	90.5			202
Core Ministry PLAHI	73			120
Core Ministry SDI	73			101
Core Ministry TTD	89.5			107
Core Ministry YSCH	46			101.5
Core PoCS	213.5	39		204
Customs and Border Control	552			1451
Cyber Security Unit				29
Department for International Tax Cooperation	66			86
Department of Children & Family Services	460.5	31.5	27	839.5
Department of Commerce & Investment	113			189
Department of Communications	164			124.5
Department of Community Rehabilitation	110.5			184
Department of Counselling Services	60			264
Department of Education Services	2713	36	6	4031
Department of Environment	2			181.5
Department of Environmental Health	837	19	324	1214
Department of Financial Assistance	58			374.5
Department of Labour & Pension	59			168
Department of Planning	131			356.5
Department of Public Safety Communications	32			166.5
Department of Sports	78			79
Department of Transport	10			87.5
Department of Vehicle and Drivers Licensing	197	30		370
District Administration	506	13		795.5
Economics & Statistics Office	70			170.5
E-Government Unit	33			115
Elections Office				8.5
Facilities Management	32			105
Fire Department	856	1		977
General Registry	154	16		336
H E The Governor	22			4
Hazard Management Department	8			23.5
Health Regulatory Services				141.5
Internal Audit Services	2			65
Judicial Department	163		48	482
Lands & Survey Department	197.5			535
Mosquito Research and Control Unit	180			303
National Weather Service				48
Office of Education Standards				10.5
Office of the Auditor General				10
Office of the Deputy Governor	12			82.5
Office of the Director of Public Prosecutions	37.5			91.5
Office of the Ombudsman	50			98
Office of the Premier				15
Passport Office	126			93
Poinciana Rehabilitation Centre	20			193
Police Service	210		3	1631
Portfolio of Legal Affairs	22			259
Postal Department	304	109.5		440.5
Prison Service	772		68	624
Protocol Office				21.5
Public Lands Inspectorate	23			40.5
Public Library Service			110	69
Public Works Department	705	14		764
Radio Cayman	170	40.5		100
Sister Island Sports				3
Sunrise Adult Training Centre	84.5			133.5
Tourism Department	315	97		230
Treasury Department	46			237
Vehicle & Equipment Services	56		77	243
Workforce Opportunities Residency Cayman	983.5	40		866.5
Youth Services Unit	18			55.5
Grand Total	13,690	487	842	23,801