



CAYMAN ISLANDS GOVERNMENT

ANNUAL HR REPORT 2013/14

EMPLOYEE INFORMATION AND HUMAN RESOURCES ACTIVITY FOR THE
CIVIL SERVICE



Produced by:

Strategic & Corporate HR Services

Portfolio of the Civil Service



Report Summary

This report is written for the Deputy Governor and Head of the Civil Service for tabling in the Legislative Assembly. It contains information about key statistics and trends impacting human resources within the Civil Service and wider Public Service. Section one (page 3) provides information on the demographics of the Public Service at the 30th June 2014. Section two (pages 4 – 13) provides information on the demographics of the core Civil Service at the 30th June 2014, addressing a range of issues including the size of the service and Caymanianisation of the work force at both Ministry, Portfolio and Departmental level. Section three (pages 14 – 19) provides information on a range of human resources activities such as recruitment and retention covering the fiscal year 2013/14.

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

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

Once presented to Cabinet, the report and its contents will be tabled in the Legislative Assembly and in accordance with the Freedom of Information Law 2007, will be published electronically on the website for the Portfolio of the Civil Service at <http://www.pocs.gov.ky>

Demographics of the Public Service (30th June 2014)

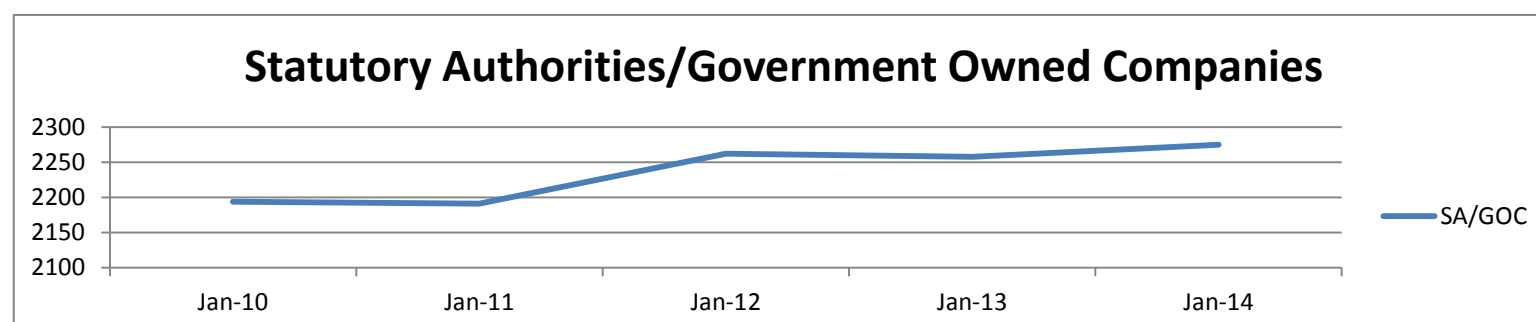
Size of the Public Service by Statutory Authority/ Government Owned Company including Percentage of Caymanian Employees

Statutory Authority/Government Owned Company	Number of Employees*			% of Employees	
	Caymanian	Non-Caymanian	Total	Caymanian	Non-Caymanian
Cayman Turtle Farm	80	4	84	95%	5%
Cayman Airways Ltd	344	21	365	94%	6%
Cayman Islands Airport Authority	171	6	177	97%	3%
Cayman Islands Civil Aviation Authority	16	4	20	80%	20%
Cayman Islands Development Bank	9	4	13	69%	31%
Cayman Islands Maritime Authority	30	3	33	91%	9%
Cayman Islands Monetary Authority	151	19	170	89%	11%
Cayman Islands National Insurance Company	9	3	12	75%	25%
Cayman Islands National Museum	9	0	9	100%	0%
Cayman Islands Stock Exchange	2	3	5	40%	60%
Cayman National Cultural Foundation	10	2	12	83%	17%
Children and Youth Services Foundation	6	21	27	22%	78%
Electricity Regulatory Authority	1	2	3	33%	67%
Health Services Authority	467	341	808	58%	42%
Information Communications Technology Authority	7	2	9	78%	22%
National Drug Advisory Council	5	0	5	100%	0%
National Gallery of the Cayman Islands	6	2	8	75%	25%
National Housing Development Trust	10	0	10	100%	0%
National Roads Authority	83	2	85	98%	2%
Cayman Islands Port Authority	151	2	153	99%	1%
Public Service Pensions Board	27	1	28	96%	4%
Tourism Attractions Board	27	7	34	79%	21%
University College of the Cayman Islands	41	42	83	49%	51%
Water Authority Company	112	10	122	92%	8%
Total for Statutory Authorities/Government Owned Company	1774	501	2275	78.0%	22.0%

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

Total for Core Government	2624	947	3571	73.5%	26.5%
Total for the Public Service	4398	1448	5846	75.2%	24.8%

% Employees employed in Statutory Authority/Government Owned Company	39%
% Employees employed in Core Government	61%



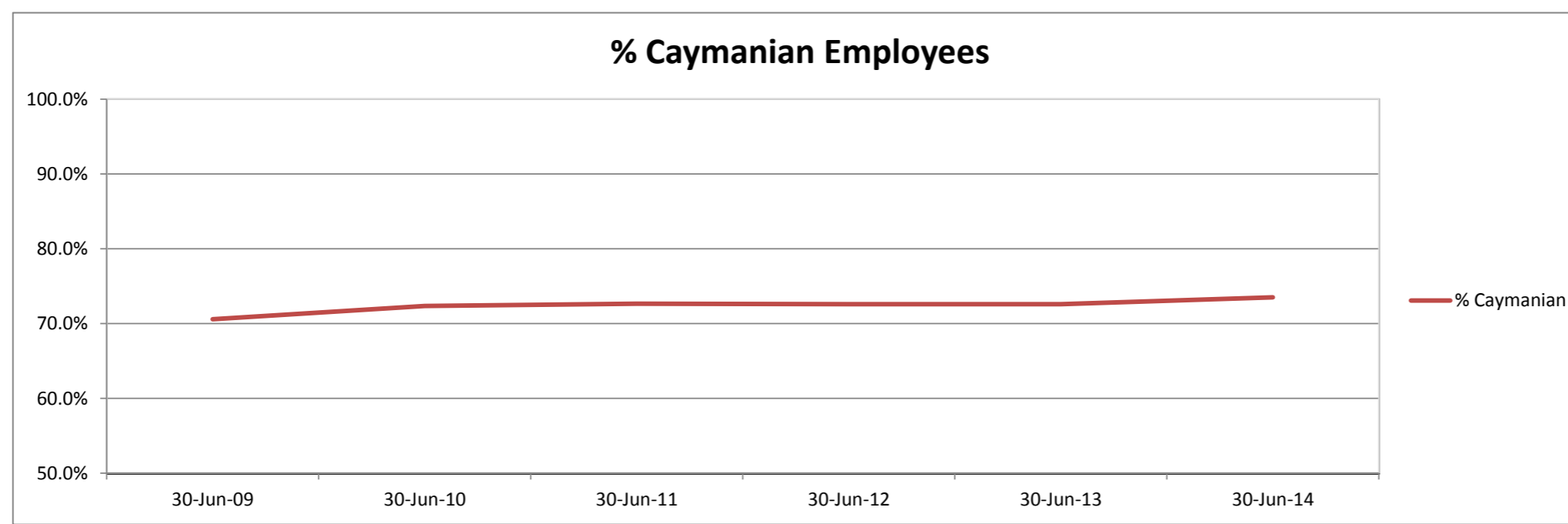
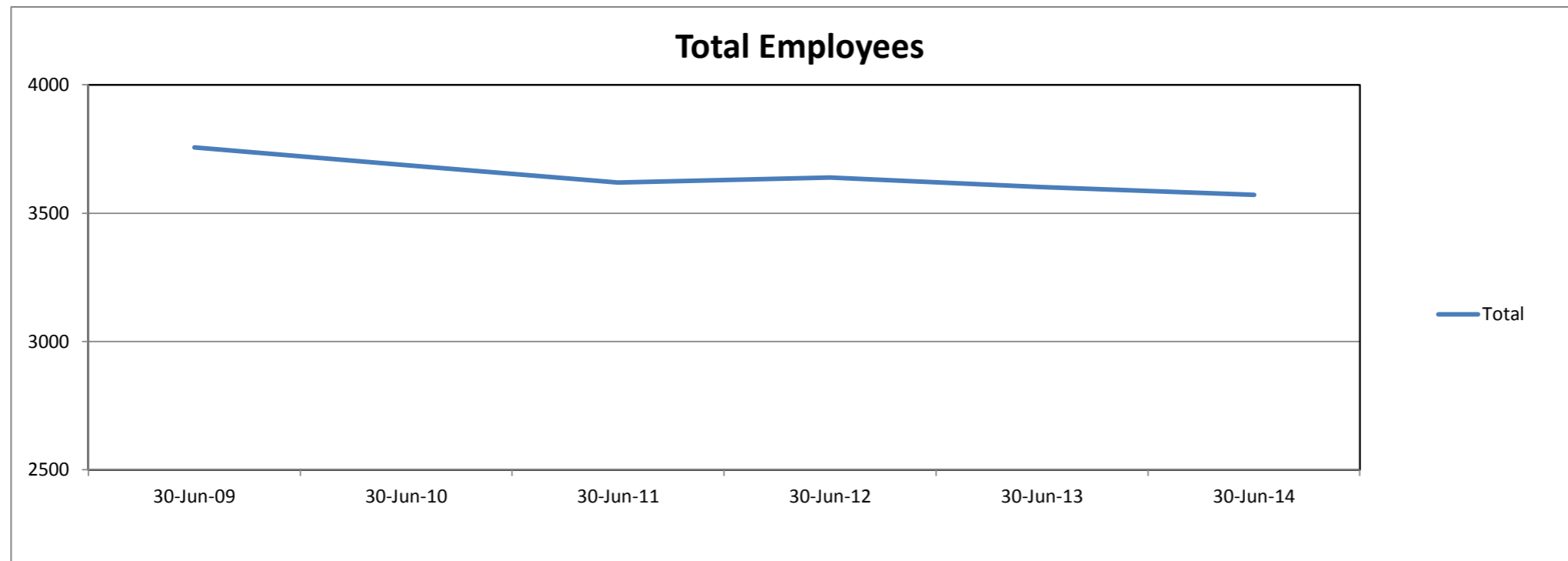
The Public Service of the Cayman Islands comprises of employees from Statutory Authorities, Government Owned Companies and the Civil Service. At the end of the 2013/14 fiscal year, the number of employees in the Public Service was 5846. **This was a decrease of 13 employees over the prior fiscal year**, despite there being an increase of 17 employees within Statutory Authorities and Government Owned Companies. **Core Government decreased by 30 employees as compared to 2012/2013(0.83%).**

As shown in graph above, there has been a **steady growth in employees within Statutory Authorities and Government Owned Companies** over the past 5 years. The Statutory Authorities and Government Owned Companies ranged in size from the Electricity Regulatory Authority which each employed 3 staff members on 30th June 2014, to the Health Service Authority who employed some 808 staff members.

On the 30th June 2014, the number of Caymanians employed within the Public Service was 4398, representing 75% of the Public Service. Individual Statutory Authorities and Government Owned Companies varied in the proportion of Caymanians they employed, the green shading in the table above identifying those entities with the highest levels of Caymanian employees (over three-quarters of those employed in such entities).

Demographics of the Civil Service (30th June 2014)

Size of the Civil Service and Percentage of Caymanian Employees from June 2009 to June 2014



Date	30-Jun-09	30-Jun-10	30-Jun-11	30-Jun-12	30-Jun-13	30-Jun-14
Caymanian	2651	2666	2628	2640	2614	2624
Non Caymanian	1105	1021	991	999	987	947
Total	3756	3687	3619	3639	3601	3571
% Caymanian	70.6%	72.3%	72.6%	72.5%	72.6%	73.5%
% Non-Caymanian	29.4%	27.7%	27.4%	27.5%	27.4%	26.5%
Total	100%	100%	100%	100%	100%	100%

The size of the Civil Service has fluctuated over the last 14 years in response to changes in demand for service, public policy and the transformation of Departments into Statutory Authorities. The table above provides a snapshot of the size of the Civil Service from June 2009 until June 2014.

The 2008/9 fiscal year saw an overall decrease in numbers, particularly since October 2008 when Government implemented a restriction on recruitment activities. The table above shows that at the end of the last 5 financial years, there has been a steady decrease in the size of the Civil Service through natural attrition (apart from financial year ending in 2012). **There were 30 fewer Civil Servants employed at the end of the financial year 2013/14 than at the end of 2012/13.**

Other than a slight decrease in December 2008, Caymanians have consistently represented over 70% of the Civil Service during the last 9 years. **As at 30th June 2014, Caymanians represented 73.5% of the service, an increase of 0.9% since June 30th 2013 - and the highest percentage of Caymanians since January 2006.**

Change in Size of the Civil Service during 2013/4 by Department

Department	30th June 2013	30th June 2014	Change
911 Emergency Communications	24	21	-3
Agriculture	58	57	-1
Audit Office	19	17	-2
Cabinet Office	22	25	3
Cadet Corps	3	3	0
Children & Family Services	150	141	-9
Commissions Secretariate	4	4	0
Complaints Commission	5	7	2
Computer Services	54	59	5
Counselling Services	39	36	-3
Customs Department	136	142	6
Department of Commerce & Investment	8	11	3
Department of Community Rehabilitation	29	32	3
Department of Labour & Pension	22	20	-2
Department of Vehicle Licensing	36	34	-2
Deputy Governors Office	0	15	15
Director of Public Prosecutions	20	22	2
District Administration	155	148	-7
Economics & Statistics Office	20	21	1
Education	720	676	-44
Elections Office	7	3	-4
Environment	30	32	2
Environmental Health	118	113	-5
Financial Services Admin	2	8	6
Financial Services Secretariat	6	4	-2
Fire Department	130	131	1
General Registry	43	42	-1
Government Information Services	16	17	1
Hazard Management KY	6	8	2
Health Regulatory Board	12	12	0
His Excellency the Governor	5	6	1
Immigration	163	180	17
Information Commission	4	6	2
Judicial Department	70	72	2
Lands & Survey	58	57	-1
Legal Affairs	46	51	5
Legislative	13	13	0
Marketing & Communications Unit	4	1	-3

Department	30th June 2013	30th June 2014	Change
Ministry DAT&T	0	18	18
Ministry EE&GA	0	61	61
Ministry Finance & Economic Dev	0	14	14
Ministry HCA(COMM)	0	11	11
Ministry HCA(HOME)	0	17	17
Ministry HSY&C Admin	0	14	14
Ministry PLAI&H	0	23	23
Ministry CAG&H	16	0	-16
Ministry DAWL&A	26	0	-26
Ministry ET&E	86	0	-86
Ministry FT&D (Public Finance)	32	0	-32
Ministry FT&D (Tourism & Development)	21	0	-21
Ministry HEYS&C	14	0	-14
MRCU	36	36	0
National Archive	13	12	-1
National Weather Service	12	11	-1
National Workforce Development Agency	6	9	3
Needs Assessment Unit (NAU)	0	22	22
Petroleum Inspectorate	2	1	-1
Planning	42	39	-3
Police	457	449	-8
Portfolio Int & Ext Affairs	20	0	-20
Portfolio of the Civil Service	19	21	2
Postal	85	83	-2
Prison	148	155	7
Public Library	0	16	16
Public Works	108	127	19
Radio Cayman	19	17	-2
Sunrise Centre	0	19	19
Recreation, Parks & Cemeteries	24	0	-24
Tax Information Authority	3	3	0
Telecommunications	3	0	-3
The Office of the Premier	3	0	-3
Tourism	49	43	-6
Treasury	29	36	7
Vehicle & Equipment Services	38	34	-4
Youth and Sports	33	33	0
TOTAL	3601	3571	-30

The table above shows numbers of employees within each Department as at 30th June 2013, and 30th June 2014. The grey boxes showing a zero figure, highlight Departments which were not in existence at the particular time (e.g. the Public Libraries were not a specific Department at 30th June 2013, unlike at 30th June 2014).

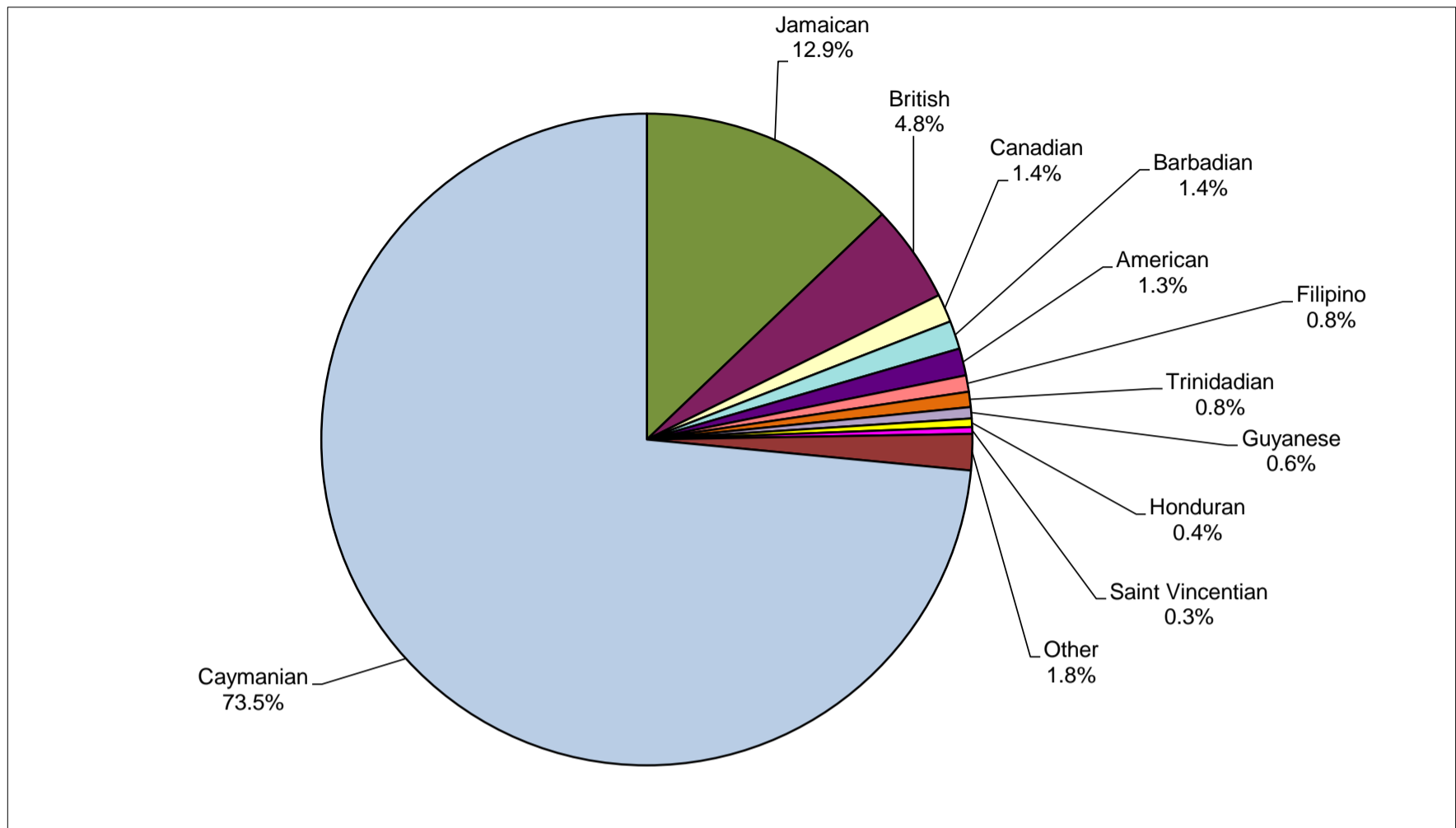
The total figures showed a reduction of 30 employees from 30th June 2013 to 30th June 2014 (a 0.8% decrease).

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

Grand Total	3601	3571	-30
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Demographics of the Civil Service (30th June 2014)

The Civil Service by Nationality



Nationality	Number of Employees	% of the Civil Service
Caymanian	2624	73.5%
Jamaican	459	12.9%
British	173	4.8%
Barbadian	50	1.4%
Canadian	50	1.4%
American	48	1.3%
Filipino	29	0.8%
Trinidadian	27	0.8%
Guyanese	20	0.6%
Honduran	15	0.4%
Saint Vincentian	12	0.3%
Irish	7	0.2%
Kenyan	5	0.1%
Belizean	4	0.1%
Dominican (Dominica)	4	0.1%
New Zealander	4	0.1%
Bahamian	3	0.1%
Dominican (Republic)	3	0.1%
Indian	3	0.1%
Saint Lucian	3	0.1%
Antiguan and Barbudan	2	0.1%
Australian	2	0.1%
Belgian	2	0.1%

Nationality	Number of Employees	% of the Civil Service
Colombian	2	0.1%
Costa Rican	2	0.1%
Nicaraguan	2	0.1%
Argentinian	1	0.0%
Botswana	1	0.0%
Brazilian	1	0.0%
Cuban	1	0.0%
Danish	1	0.0%
German	1	0.0%
Grenadian	1	0.0%
Indonesian	1	0.0%
Jordanian	1	0.0%
Nigerian	1	0.0%
Panamanian	1	0.0%
Peruvian	1	0.0%
Portuguese	1	0.0%
Venezuelan	1	0.0%
Zambian	1	0.0%
Zimbabwean	1	0.0%
Total:	3571	

As at 30th June 2014, the Civil Service was comprised of employees from 42 different countries. Caymanians formed the majority of the work force at 73.5% of the service. The largest groups of expatriate Civil Servants were Jamaicans (representing 12.9% of the service, a 0.1% increase from 2012/13), and British (representing 4.8% of the service, a 0.5% decrease from 2012/13). Barbadians, Canadians and Americans each constituted 1.4% of the Civil Service. The Civil Service employed people from all 5 continents of the world in 2013/14.

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

Demographics of the Civil Service (30th June 2014)

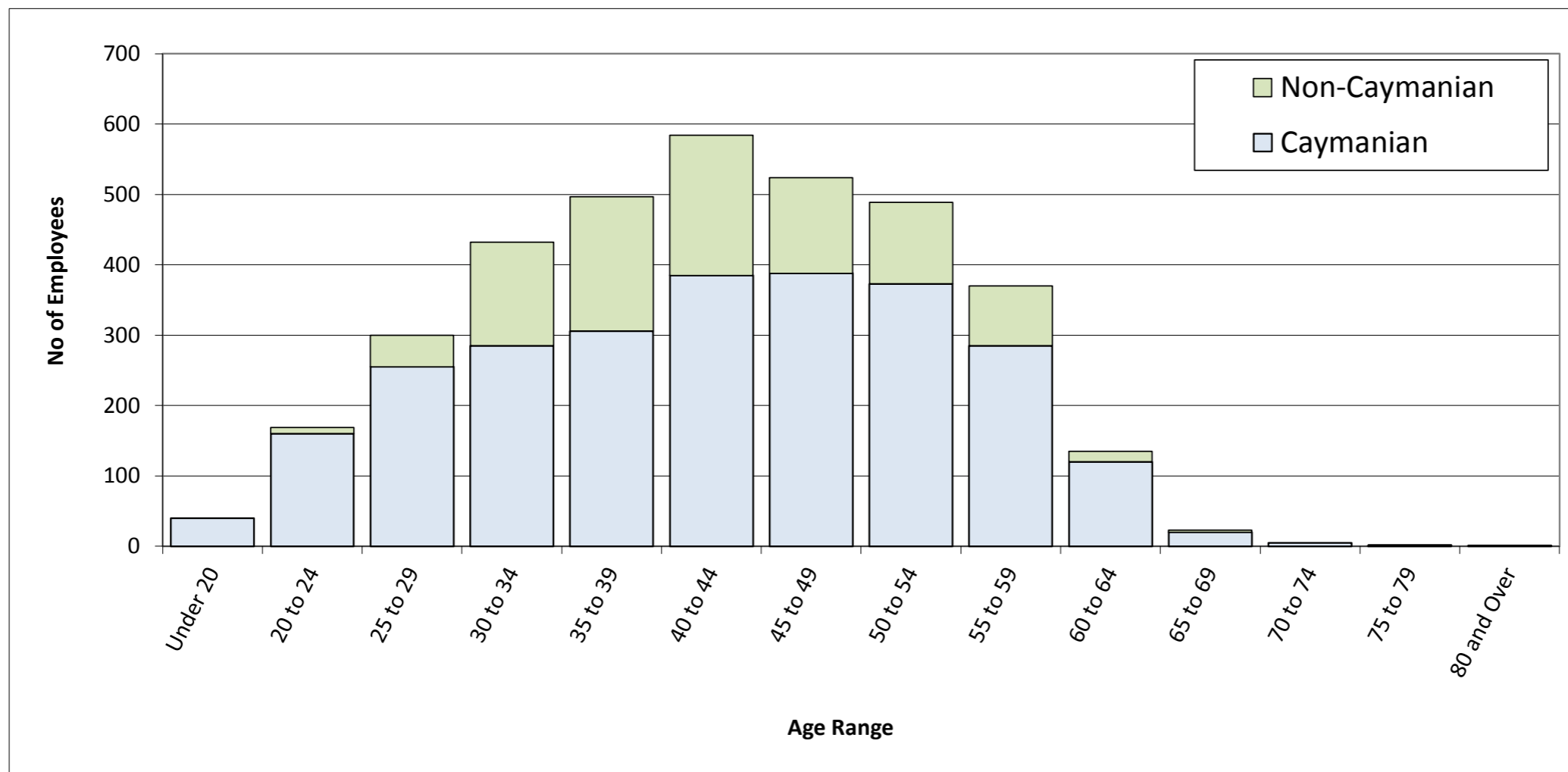
Department Breakdown and Level of Caymanianisation

Department	Caymanian	Non-Caymanian	Total	% Caymanian
Agriculture	42	15	57	73.7%
Audit Office	4	13	17	23.5%
Cabinet Office	24	1	25	96.0%
Cadet Corps	1	2	3	33.3%
Children & Family Services	86	55	141	61.0%
Commissions Secretariat	4	0	4	100.0%
Complaints Commission	6	1	7	85.7%
Computer Services	36	23	59	61.0%
Counselling Services	18	18	36	50.0%
Customs Department	139	3	142	97.9%
Department of Commerce & Investment	9	2	11	81.8%
Department of Community Rehabilitation	18	14	32	56.3%
Department of Labour & Pension	20	0	20	100.0%
Department of Vehicle Licensing	34	0	34	100.0%
Deputy Governor's Office	10	5	15	66.7%
Director of Public Prosecutions	11	11	22	50.0%
District Administration	142	6	148	95.9%
Economics & Statistics Office	14	7	21	66.7%
Education	411	265	676	60.8%
Elections Office	2	1	3	66.7%
Environment	28	4	32	87.5%
Environmental Health	96	17	113	85.0%
Financial Services Admin	7	1	8	87.5%
Financial Services Secretariat	3	1	4	75.0%
Fire Department	130	1	131	99.2%
General Registry	36	6	42	85.7%
Government Information Services	16	1	17	94.1%
H E The Governor	1	5	6	16.7%
Hazard Management KY	7	1	8	87.5%
Health Regulatory Board	10	2	12	83.3%
Immigration	177	3	180	98.3%
Information Commission	3	3	6	50.0%
Judicial Department	55	17	72	76.4%
Lands & Survey	39	18	57	68.4%
Legal Affairs	23	28	51	45.1%
Legislative	13	0	13	100.0%
Marketing & Communications Unit	1	0	1	100.0%
Ministry DAT&T	16	2	18	88.9%
Ministry EE&GA	51	10	61	83.6%
Ministry Finance & Economic Dev	12	2	14	85.7%
Ministry HCA(COMM)	11	0	11	100.0%
Ministry HCA(HOME)	15	2	17	88.2%
Ministry HSY&C Admin	13	1	14	92.9%
Ministry PLAI&H	21	2	23	91.3%
MRCU	32	4	36	88.9%
National Archive	12	0	12	100.0%
National Weather Service	11	0	11	100.0%
National Workforce Development Agency	9	0	9	100.0%
Needs Assessment Unit (NAU)	22	0	22	100.0%
Petroleum Inspectorate	0	1	1	0.0%
Planning	34	5	39	87.2%
Police	217	232	449	48.3%
Portfolio of the Civil Service	16	5	21	76.2%
Postal	78	5	83	94.0%
Prison	76	79	155	49.0%
Public Library	14	2	16	87.5%
Public Safety Communications	9	12	21	42.9%
Public Works	114	13	127	89.8%
Radio Cayman	13	4	17	76.5%
Sunrise Centre	14	5	19	73.7%
Tax Information Authority	2	1	3	66.7%
Tourism	43	0	43	100.0%
Treasury	33	3	36	91.7%
Vehicle & Equipment Services	29	5	34	85.3%
Youth and Sports	31	2	33	93.9%
Civil Service Total	2624	947	3571	73.5%

The table above shows the number of employees that worked within the 65 Government Departments as at 30th June 2014, split into Caymanian and non-Caymanian. The red shading in the % Caymanian column of the table provides an indication of how effective the department has been in attracting and retaining Caymanians - with the heavier shading indicating a higher proportion of Caymanians. There were eight (8) departments where over 50% of employees were non-Caymanian - these were the Police, the Audit Office, Public Safety Communications, the Petroleum Inspectorate, the Prison Service, the Cadet Corp, Legal Affairs and the Office of Her Excellency the Governor. **Forty five (45) departments had a higher percentage of Caymanian employees than the average for the Civil Service (73.5%).** The highest areas with a 100% Caymanian workforce were the Commissions Secretariat, Department of Labour & Pension, Department of Vehicle Licensing, Legislative, Marketing and Communications, Ministry of HCA (COMM), National Archive, National Weather Service, National Workforce Development Agency, Needs Assessment Unit & Tourism.

Demographics of the Civil Service (30th June 2014)

The Civil Service by Nationality and Age Range



	Under 20	20 to 24	25 to 29	30 to 34	35 to 39	40 to 44	45 to 49	50 to 54	55 to 59	60 to 64	65 to 69	70 to 74	75 to 79	80 and Over	Total
No. Caymanian	40	160	255	285	306	385	388	373	285	120	20	5	1	1	2624
No. Non-Caymanian	0	9	45	147	191	199	136	116	85	15	3	0	1	0	947
Total	40	169	300	432	497	584	524	489	370	135	23	5	2	1	3571
% Caymanian	1.5%	6.1%	9.7%	10.9%	11.7%	14.7%	14.8%	14.2%	10.9%	4.6%	0.8%	0.2%	0.0%	0.0%	100%
% Non-Caymanian	0.0%	1.0%	4.8%	15.5%	20.2%	21.0%	14.4%	12.2%	9.0%	1.6%	0.3%	0.0%	0.1%	0.0%	100%
% Civil Servants	1.1%	4.7%	8.4%	12.1%	13.9%	16.4%	14.7%	13.7%	10.4%	3.8%	0.6%	0.1%	0.1%	0.0%	100%

Percentage of Civil Servants over age 60 - Historic Information

Date *	10-Jan-04	10-Jul-04	10-Jan-05	10-Jul-05	10-Jan-06	10-Jul-06	10-Jan-07	01-Jul-07	10-Jan-08	30-Jun-08	31-Dec-08	30-Jun-09	31-Dec-09	30-Jun-10	31-Dec-10	30-Jun-11	31-Dec-11	30-Jun-12	31-Dec-12	30-Jun-13	31-Dec-13	30-Jun-14
No. of Civil Servants over age 60	157	153	156	161	167	173	169	169	182	194	177	187	178	181	166	161	157	161	167	173	160	166
Total Civil Servants	3199	3143	3169	3224	3332	3418	3520	3632	3843	3904	3801	3756	3694	3687	3618	3619	3593	3639	3634	3601	3579	3571
% Civil Servants over age 60	4.9%	4.9%	4.9%	5.0%	5.0%	5.1%	4.8%	4.7%	4.7%	5.0%	4.7%	5.0%	4.8%	4.9%	4.6%	4.4%	4.4%	4.4%	4.6%	4.8%	4.5%	4.6%

* Age profiles for Civil Servants unavailable prior to 2004

The [bar chart](#) at the top of this page shows the number of employees within Government, as at 30th June 2014, across the various age ranges. The highest concentration of Civil Servants was in the 40-44 year old age range, with reducing numbers in the older and younger ranges. The average age of a Civil Servant within the Cayman Islands was 42 years, with the youngest employee being aged 15 (a temporary Summer Intern) and the oldest employee aged 83 (a Postal Agent).

For the majority of roles within the Civil Service the mandatory retirement age is 60. Civil Servants reaching retirement age may be re-employed subject to provisions defined in the Public Service Management Law and Personnel Regulations. On 30th June 2014, 166 employees, 4.6% of the Civil Service, were over the age of 60. The percentage of employees over the mandatory employment age has remained similar over the last 10 years, varying only slightly between 4.4% and 5.1% of the work-force. More detailed information regarding the age distribution of employees can be found on the following page where the data is broken down on a Departmental level.

Demographics of the Civil Service (30th June 2014)

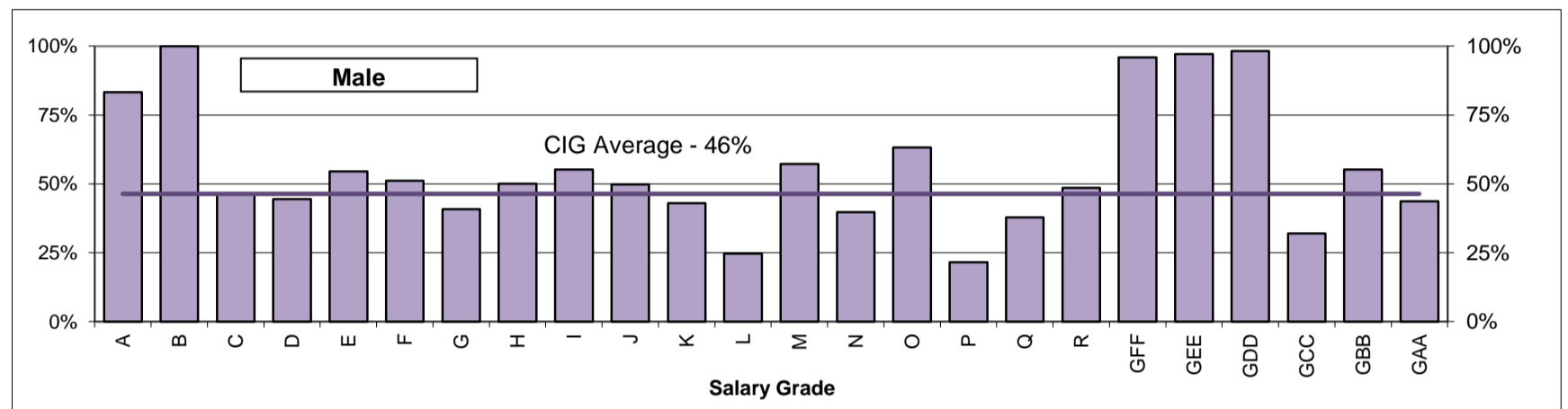
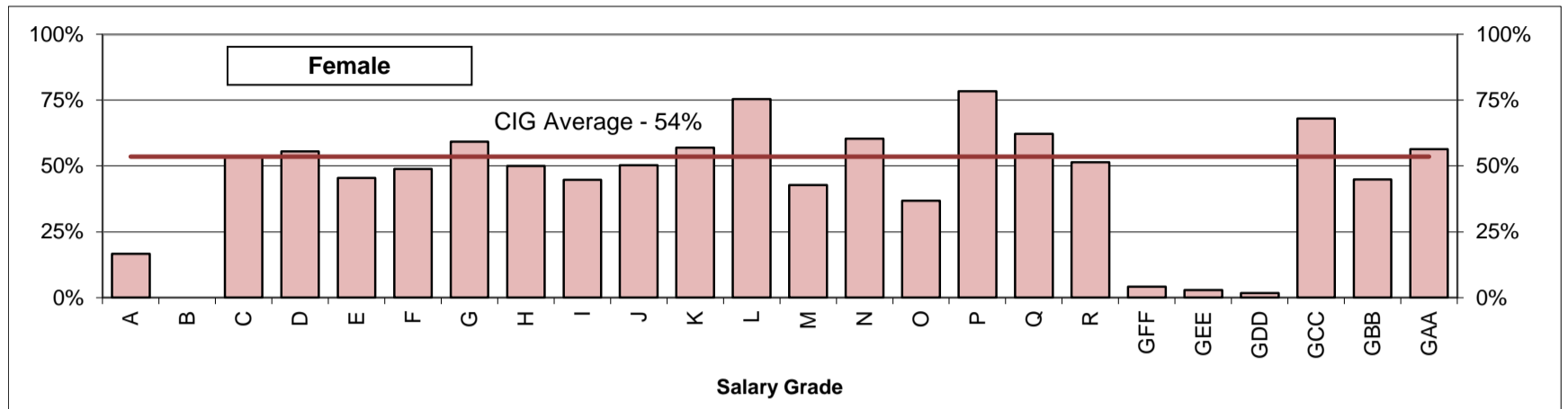
The Civil Service by Department and Age Range

Department	Under 20	20 to 29	30 to 39	40 to 49	50 to 59	60 to 69	Over 70	Total	% Over Retirement Age
Agriculture	0	8	11	13	20	5	0	57	9%
Audit Office	0	0	9	6	2	0	0	17	0%
Cabinet Office	1	6	8	4	4	2	0	25	8%
Cadet Corps	0	0	3	0	0	0	0	3	0%
Children & Family Services	0	5	18	40	63	13	2	141	11%
Commissions Secretariat	0	1	2	0	0	1	0	4	25%
Complaints Commission	1	0	2	3	1	0	0	7	0%
Computer Services	1	10	18	18	9	3	0	59	5%
Counselling Services	0	3	12	11	5	5	0	36	14%
Customs Department	2	33	44	47	16	0	0	142	0%
Department of Commerce & Investment	0	1	4	4	1	1	0	11	9%
Department of Community Rehabilitation	1	10	6	5	10	0	0	32	0%
Department of Labour & Pension	1	0	4	6	6	3	0	20	15%
Department of Vehicle Licensing	0	6	9	8	10	1	0	34	3%
Deputy Governor's Office	0	4	2	7	1	1	0	15	7%
Director of Public Prosecutions	1	2	9	7	3	0	0	22	0%
District Administration	5	28	25	30	52	7	1	148	5%
Economics & Statistics Office	0	2	3	9	6	1	0	21	5%
Education	2	77	173	189	199	36	0	676	5%
Elections Office	0	1	1	0	0	1	0	3	33%
Environment	0	5	7	10	6	4	0	32	13%
Environmental Health	1	7	29	42	31	3	0	113	3%
Financial Services Admin	0	0	4	4	0	0	0	8	0%
Financial Services Secretariat	0	1	2	0	1	0	0	4	0%
Fire Department	0	16	30	63	17	5	0	131	4%
General Registry	0	9	13	11	9	0	0	42	0%
Government Information Services	0	2	7	6	2	0	0	17	0%
H E The Governor	0	0	0	1	5	0	0	6	0%
Hazard Management KY	0	0	5	1	2	0	0	8	0%
Health Regulatory Board	0	0	3	4	4	1	0	12	8%
Immigration	5	52	52	43	25	3	0	180	2%
Information Commission	0	0	3	1	2	0	0	6	0%
Judicial Department	7	9	9	20	21	6	0	72	8%
Lands & Survey	0	10	12	19	13	3	0	57	5%
Legal Affairs	2	5	13	17	11	2	1	51	6%
Legislative	0	1	1	1	6	4	0	13	31%
Marketing & Communications Unit	0	0	0	1	0	0	0	1	0%
Ministry DAT&T	0	0	6	4	7	1	0	18	6%
Ministry EE&GA	1	10	18	24	7	1	0	61	2%
Ministry Finance & Economic Dev	0	1	3	7	3	0	0	14	0%
Ministry HCA(COMM)	0	1	5	2	3	0	0	11	0%
Ministry HCA(HOME)	0	1	8	5	3	0	0	17	0%
Ministry HSY&C Admin	1	1	3	5	4	0	0	14	0%
Ministry PLA&H	0	2	6	6	7	2	0	23	9%
MRCU	0	5	8	11	6	6	0	36	17%
National Archive	0	1	1	7	1	2	0	12	17%
National Weather Service	0	0	7	3	1	0	0	11	0%
National Workforce Development Agency	0	0	4	4	1	0	0	9	0%
Needs Assessment Unit (NAU)	2	8	6	3	2	1	0	22	5%
Petroleum Inspectorate	0	0	1	0	0	0	0	1	0%
Planning	2	8	13	8	4	4	0	39	10%
Police	1	47	131	181	84	5	0	449	1%
Portfolio of the Civil Service	1	2	7	7	3	1	0	21	5%
Postal	0	8	16	22	27	8	2	83	12%
Prison	1	13	38	57	41	5	0	155	3%
Public Library	1	4	2	6	3	0	0	16	0%
Public Safety Communications	0	4	9	5	3	0	0	21	0%
Public Works	0	15	29	36	42	5	0	127	4%
Radio Cayman	0	1	4	9	3	0	0	17	0%
Sunrise Centre	0	3	6	4	6	0	0	19	0%
Tax Information Authority	0	0	0	2	1	0	0	3	0%
Tourism	0	8	18	6	6	3	2	43	12%
Treasury	0	2	10	14	9	1	0	36	3%
Vehicle & Equipment Services	0	7	8	11	8	0	0	34	0%
Youth and Sports	0	3	9	8	11	2	0	33	6%
Grand Total	40	469	929	1108	859	158	8	3571	4.6%
%	1.1%	13.1%	26.0%	31.0%	24.1%	4.4%	0.2%	100.0%	

The table shows the number of Civil Servants within each Department spread across the various age ranges, as at 30th June 2014. In most cases the departmental picture was reflective of the Civil Service as a whole, however, notable exceptions included Cadet Corps, Commissions Secretariat, Elections Office, Financial Services Secretariat, Hazard Management, Immigration, National Weather Service, Petroleum Inspectorate and Public Safety Communications - all of whom had a **high proportion of their staff under the age of 40 (over 60%)**. The shading on the right hand side of the table identifies the departments who had 5% or more of their employees aged over 60 years old as at 30th June 2014 (i.e. more than the 4.6% average over 60 employment percentage for the Civil Service as a whole). The darker the shading, the higher the percentage of employees who were over 60 years old, with the highest Department being the Elections Office with 33%.

Demographics of the Civil Service (30th June 2014)

The Civil Service by Gender and Salary Grade



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	GFF	GEE	GDD	GCC	GBB	GAA	Total
Female	1	0	8	5	10	21	29	50	56	102	175	392	168	111	205	160	151	37	1	1	1	106	61	62	1913
Male	5	2	7	4	12	22	20	50	69	101	132	128	225	73	353	44	92	35	23	33	55	50	75	48	1658
Total	6	2	15	9	22	43	49	100	125	203	307	520	393	184	558	204	243	72	24	34	56	156	136	110	3571

The two bar charts above show the proportion of salary grades held by female and male Civil Servants, as at the 30th June 2014. The solid lines show the percentage expected if the grades were uniformly distributed. Employees within the Civil Service continued to be relatively evenly distributed by gender, with the workforce comprising 54% female and 46% male.

The table above shows that for salaried staff (grades A-R), all but one **senior executive role** within the service (falling within grades A & B) was male. Positions within grades A and B include the Her Excellency the Governor, the Deputy Governor, the Financial Secretary, the Attorney General, the Puisne Judge, the Chief Justice and the Grand Court Judges.

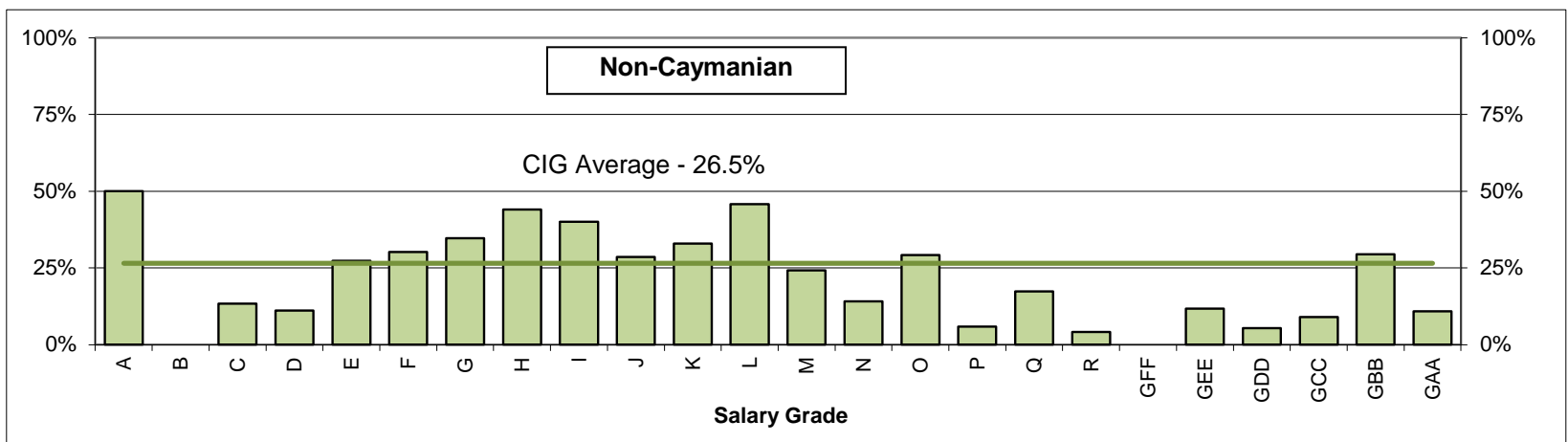
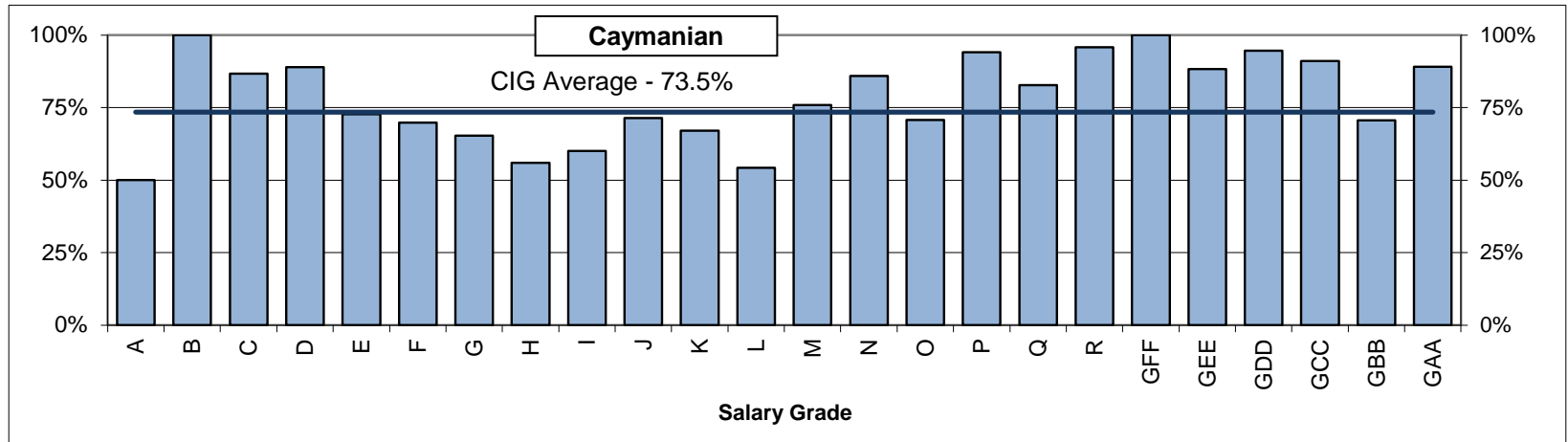
For other **organisation executives** (predominantly falling within grades C to G), 53% of roles were held by females with 47% held by male employees. Positions within grades C to G included Chief/Deputy Chief Officers and Heads/Deputy Heads of Departments.

Within the **middle/junior management** and specialist technical roles (predominantly found in grades H to K), the gender split was 52% female and 48% male.

Within the **top and middle level operational roles** (predominantly found in grades L to O), the gender split was 53% female and 47% male. However, women dominated the **lowest level support roles** (grades P to R) representing 67% of the workforce in that category.

Male employees dominated the **higher wage worker ranges**, where 97% of employees at grades GFF to GDD were male (which tended to relate to roles in the specialist trades). The lower wage worker ranges reflected a more even spread, where 57% of employees at grades GCC - GAA were female and 43% male.

The Civil Service by Nationality and Salary Grade



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	GFF	GEE	GDD	GCC	GBB	GAA	Total
Caymanian	3	2	13	8	16	30	32	56	75	145	206	282	298	158	395	192	201	69	24	30	53	142	96	98	2624
Non-Caymanian	3	0	2	1	6	13	17	44	50	58	101	238	95	26	163	12	42	3	0	4	3	14	40	12	947
Total	6	2	15	9	22	43	49	100	125	203	307	520	393	184	558	204	243	72	24	34	56	156	136	110	3571

The two bar charts above show the percentage of salary grades that were occupied by Caymanian and non-Caymanian employees on 30th June 2014. When looking at the Civil Service as a whole, **Caymanian employees made up 73.5% of the workforce.**

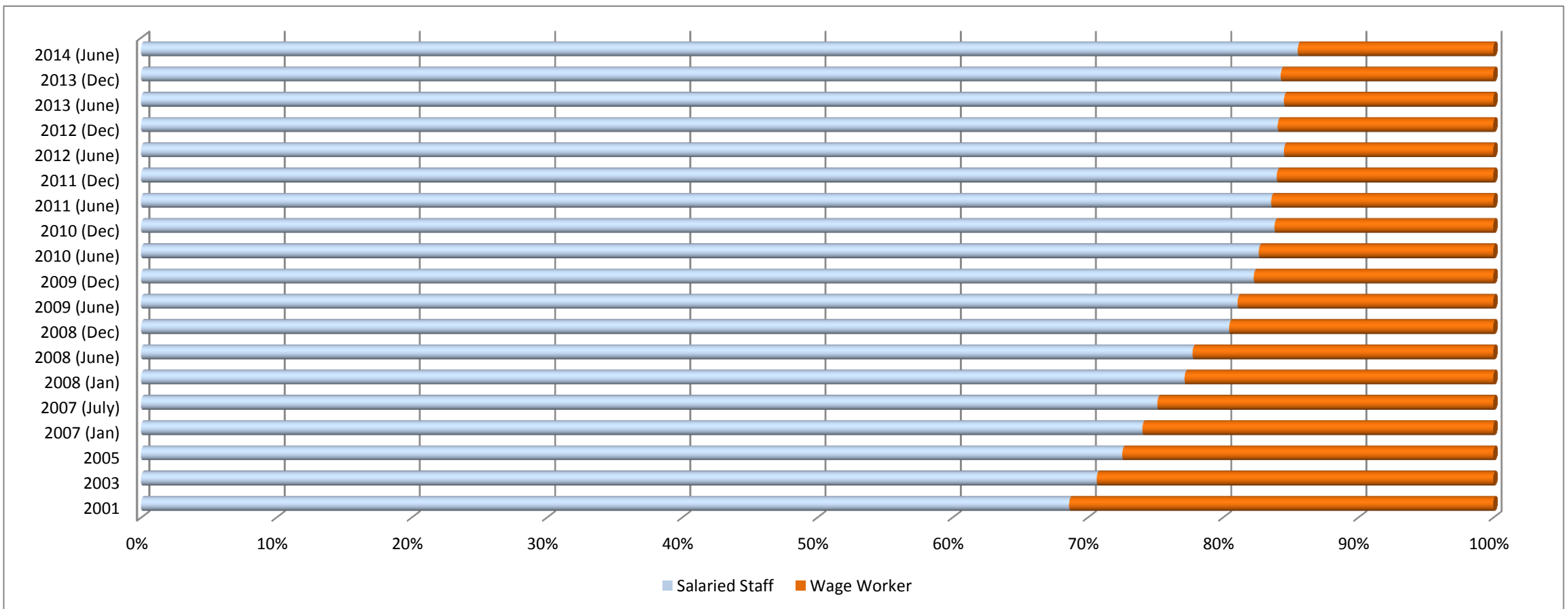
At the **most senior executive level**, grades B and above, **63% of employees within the service were Caymanians.** Positions within grades A and B include the Her Excellency the Governor, the Deputy Governor, the Financial Secretary, the Attorney General, the Puisne Judge, the Chief Justice and the Grand Court Judges.

For other **organisation executives** (predominantly falling within grades C to G), Caymanians constituted **72% of employees in these roles, slightly below the average of the service as a whole (although 1% higher than at the end of the 2012/3 financial year).** Positions within grades C to G included Chief/Deputy Chief Officers and Heads/Deputy Heads of Departments.

Within the **middle/junior management and specialist technical** roles (predominantly found in grades H to K), Caymanians were slightly under-represented at 66%. Caymanians were over-represented compared to the Civil Service average in the lower salary range (P-R) at 89%, and in the majority (85%) of the wage worker range (GAA-GFF).

This pattern may be explained, in part, by Ministries and Portfolios being less likely to recruit overseas for more junior roles within the Civil Service. Non-Caymanians tended to hold a higher proportion of posts in the mid-salary range, which tended to be the specialist roles - where local talent may not have been available.

The Civil Service by Employment Type



Date	2 Yearly Data				Bi-Annual Data (Since PSML)															
	10-Jan-01	10-Jan-03	10-Jan-05	10-Jan-07	01-Jul-07	10-Jan-08	30-Jun-08	31-Dec-08	30-Jun-09	31-Dec-09	30-Jun-10	31-Dec-10	30-Jun-11	31-Dec-11	30-Jun-12	31-Dec-12	30-Jun-13	31-Dec-13	30-Jun-14	
Salaried Staff	2769	2196	2300	2607	2730	2966	3036	3059	3046	3040	3048	3033	3025	3018	3076	3055	3044	3017	3055	
Wage Worker	1265	911	869	913	902	877	868	742	710	654	639	585	594	575	563	579	557	562	516	
Total	4034	3107	3169	3520	3632	3843	3904	3801	3756	3694	3687	3618	3619	3593	3639	3634	3601	3579	3571	
Salaried Staff	68.6%	70.7%	72.6%	74.1%	75.2%	77.2%	77.8%	80.5%	81.1%	82.3%	82.7%	83.8%	83.6%	84.0%	84.5%	84.1%	84.5%	84.3%	85.6%	
Wage Worker	31.4%	29.3%	27.4%	25.9%	24.8%	22.8%	22.2%	19.5%	18.9%	17.7%	17.3%	16.2%	16.4%	16.0%	15.5%	15.9%	15.5%	15.7%	14.4%	
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	

Departments with Civil Servants on Wage Worker Terms and Conditions (30th June 2014)

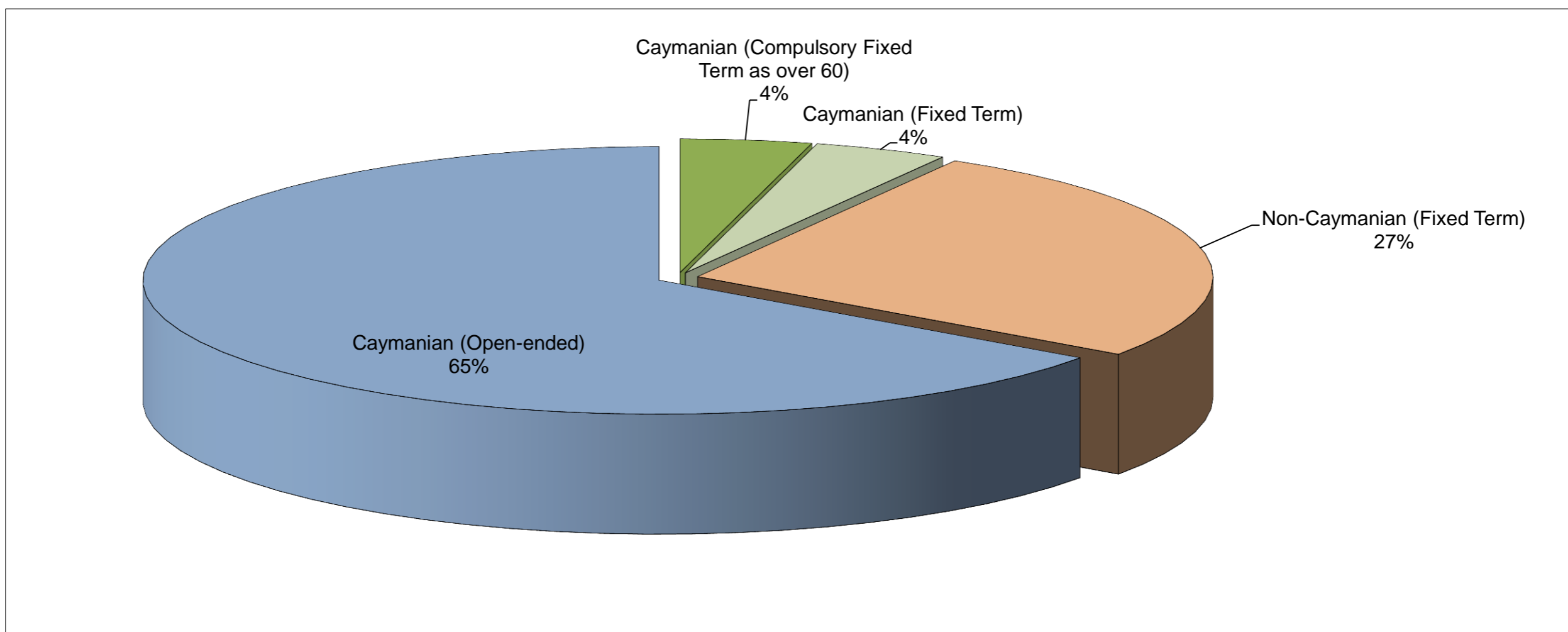
Department/Ministry/Portfolio	No. Wage Worker	No. Salaried Staff	Total Staff	% Wage workers
Environmental Health	81	32	113	71.7%
Children & Family Services	90	51	141	63.8%
Public Works	81	46	127	63.8%
District Administration	88	60	148	59.5%
Agriculture	19	38	57	33.3%
Education	132	544	676	19.5%
MRCU	4	32	36	11.1%
Tourism	4	39	43	9.3%
Youth and Sports	3	30	33	9.1%
Needs Assessment Unit (NAU)	2	20	22	9.1%
National Archive	1	11	12	8.3%
Public Library	1	15	16	6.3%
Ministry HCA(COMM)	1	17	18	5.6%
Ministry PLAI&H	1	22	23	4.3%
Postal	3	80	83	3.6%
Judicial Department	1	71	72	1.4%
Prison	2	153	155	1.3%
Police	2	447	449	0.4%
Total Wage Workers	516			

Personnel Regulations (2013 Revision) state that an employees' wages or salary should be paid on a monthly basis **or in exceptional circumstances** on a bi-weekly basis. When the Public Service Management Law and associated Regulations came into effect in January 2007, the majority of contractual differences between salaried staff and wage workers were resolved.

The 18 Departments listed on the table to the left, employed Civil Servants on wage worker terms and conditions as at 30th June 2014. Environmental Health, Children and Family Services, Public Works and District Administration had over half of their staff on wage worker conditions.

During 2013/14, of the 529 new appointments to the Civil Service, 20% were appointed on wage worker contracts.

The Civil Service by Employment Agreement Type and Nationality



Date	2 Yearly Data			Bi-Annual Data (Since PSML)															
	10-Jan-01	10-Jan-03	10-Jan-05	10-Jan-07	01-Jul-07	10-Jan-08	30-Jun-08	31-Dec-08	30-Jun-09	31-Dec-09	30-Jun-10	31-Dec-10	30-Jun-11	31-Dec-11	30-Jun-12	31-Dec-12	30-Jun-13	31-Dec-13	30-Jun-14
Fixed Term - Caymanian	758	614	683	463	469	520	470	282	284	253	308	264	272	276	282	266	255	279	297
Fixed Term - Non-Caymanian	1747	1130	837	1039	1037	1171	1169	1143	1105	1058	1021	993	991	966	999	998	987	955	947
Open-Ended - Caymanian	1529	1363	1649	2018	2126	2152	2265	2376	2367	2383	2358	2361	2356	2351	2358	2370	2359	2345	2327
Total	4034	3107	3169	3520	3632	3843	3904	3801	3756	3694	3687	3618	3619	3593	3639	3634	3601	3579	3571
Fixed Term - Caymanian	18.8%	19.8%	21.6%	13.2%	12.9%	13.5%	12.0%	7.4%	7.6%	6.8%	8.4%	7.3%	7.5%	7.7%	7.7%	7.3%	7.1%	7.8%	8.3%
Fixed Term - Non-Caymanian	43.3%	36.4%	26.4%	29.5%	28.6%	30.5%	29.9%	30.1%	29.4%	28.6%	27.7%	27.4%	27.4%	26.9%	27.5%	27.5%	27.4%	26.7%	26.5%
Open-Ended - Caymanian	37.9%	43.9%	52.0%	57.3%	58.5%	56.0%	58.0%	62.5%	63.0%	64.5%	64.0%	65.3%	65.1%	65.4%	64.8%	65.2%	65.5%	65.5%	65.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Personnel Regulations (2013 Revision) outline the terms of employment for employees, and it determines that the tenure for Caymanians should be "open-ended" up until their 60th birthday - unless the position/post undertaken has a finite life, or the individual is over the compulsory retirement age, or when there are other good reasons to do so. Non-Caymanian employees should have a fixed-term employment agreement of no longer than 3 years, whilst any staff member over retirement age should have an employment agreement that is of a fixed-term of no longer than 2 years. It is possible to award fixed term contracts for 5 year periods in relation to the Police Commissioner, Complaints Commissioner and Information Commissioner.

The pie chart above shows the proportion of employees that held open-ended or fixed-term employment agreements as at 30th June 2014. Sixty-five per cent (65%) of the Civil Service were Caymanian employees on open-ended employment agreements; 27% were non-Caymanians on fixed-term employment agreements and 8% were Caymanians on fixed-term employment agreements. In the pie-chart, the latter category has been split to show those Caymanian employees who were over 60 years old and holding 'compulsory' fixed term employment agreements (4%), and those with standard fixed term employment agreements (4%).

During the last fiscal year there has been a slight increase in both the number/percentage of Caymanians placed on fixed term contracts, with the numbers of Caymanians employed on open-ended contracts very slightly decreasing.

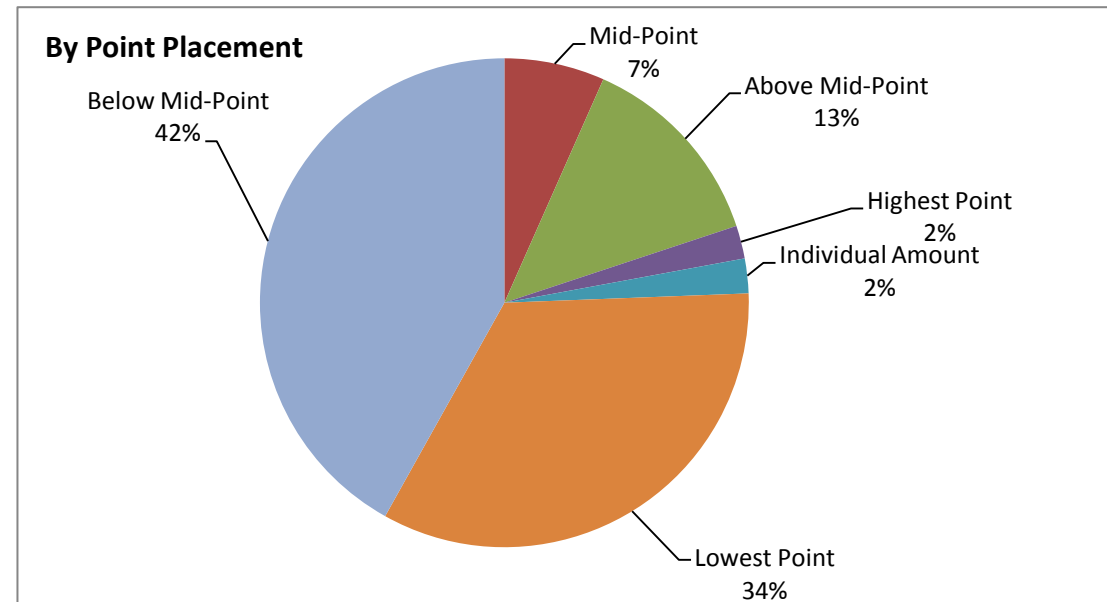
Civil Servants Remuneration Levels and Activity During 2013/14

Civil Servants Annual Salary Distribution

Annual Salary	No. of Civil Servants	% of Civil Servants	Cumulative %
Under \$20,000	170	5%	5%
\$20,000 to \$29,999	670	19%	23%
\$30,000 to \$39,999	1042	29%	53%
\$40,000 to \$49,999	863	24%	76%
\$50,000 to \$59,999	349	10%	87%
\$60,000 to \$69,999	193	5%	92%
\$70,000 to \$79,999	115	3%	95%
\$80,000 to \$89,999	56	2%	97%
\$90,000 to \$99,999	42	1%	98%
\$100,000 to \$109,999	35	1%	99%
\$110,000 to \$119,999	10	0%	99%
\$120,000 to \$129,999	16	0%	100%
\$130,000 to \$139,999	2	0%	100%
\$140,000 to \$149,999	0	0%	100%
\$150,000 to \$159,999	2	0%	100%
\$160,000 to \$169,999	1	0%	100%
\$170,000 to \$179,999	0	0%	100%
\$190,000 to \$199,999	1	0%	100%
\$200,000 and above	4	0%	100%
Total	3571	100%	

Civil Servants Distribution Across the Salary Points

Point Placement	No. of Civil Servants	%	Cumulative %
Lowest Point	1204	34%	34%
Below Mid-Point	1496	42%	76%
Mid-Point	237	7%	82%
Above Mid-Point	474	13%	96%
Highest Point	78	2%	98%
Individual Amount	82	2%	100%
Total	3571	100%	



The full-time annual remuneration levels for the Civil Service on the 30th June 2014 ranged from \$17,394 to \$160,020 (excluding the Chief Justice, Her Excellency the Governor, Grand Court Judges and a Puisne Judge).

This is the same salary range as at 30th June 2013. The graph shows that the majority of the Civil Service were paid at the lower end of this salary range. The largest group (29%) of Civil Servants earned in the \$30,000 to \$39,999 salary range, with 76% of the Service earning under \$50,000 per year. **These are the same percentage figures as at 30th June 2013 (no change).**

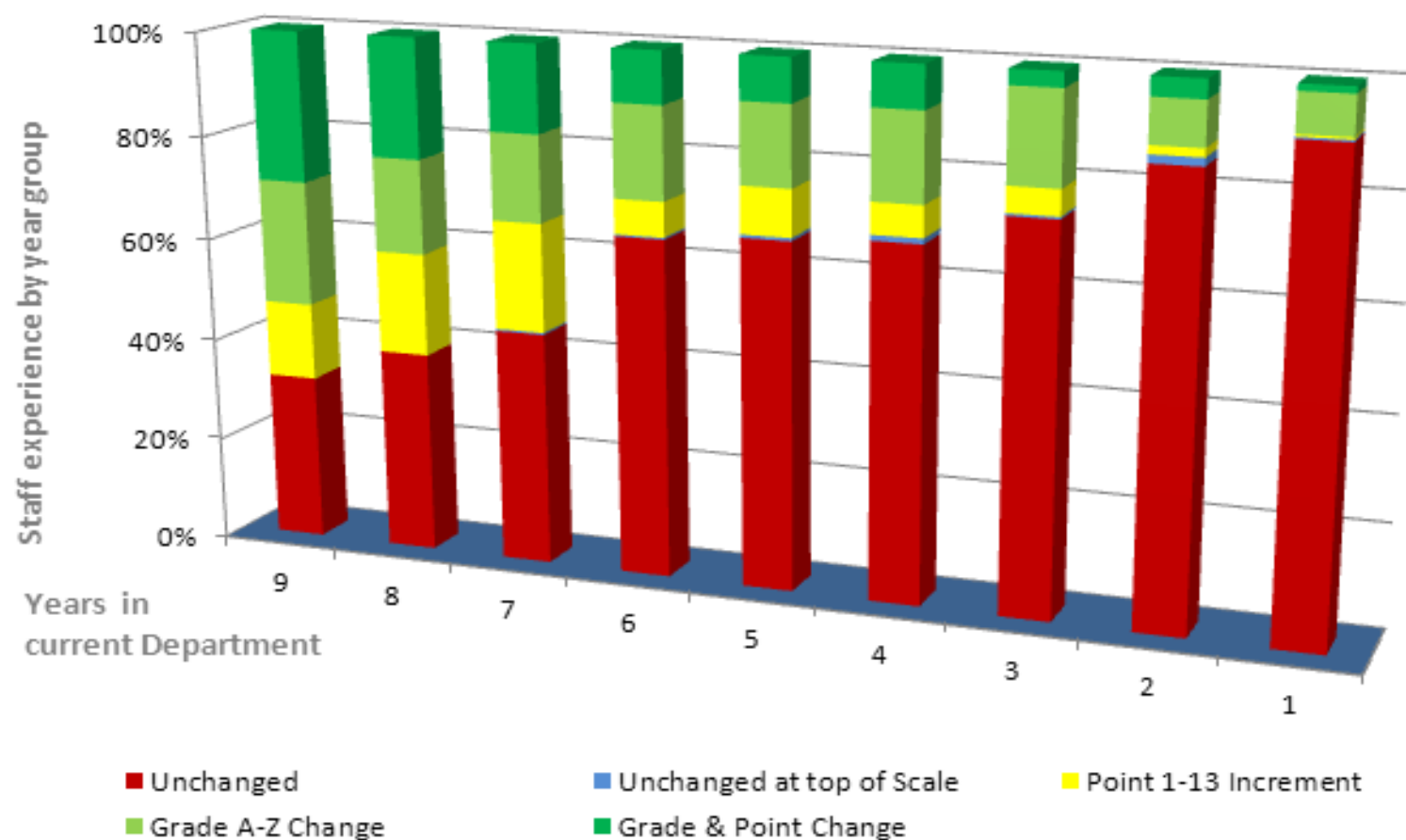
The provision of medical benefits and pension (without employee contribution), should be noted when making comparisons on overall remuneration packages for Civil Servants with external organisations.

The Cayman Islands Government salary grades are split into salary points. Each grade contains between 5 and 13 individual points, however automatic annual increments have been frozen within the Civil Service since 2002.

The current Public Service Management Law (2013 Revision) and Personnel Regulations (2013 Revision) delegate authority to Appointing Officers to determine the point placement of individuals within a grade. A range of factors are considered, including experience and qualifications.

The table and pie-chart above summarise the position of employees within the point scales for the Civil Service as at 30th June 2014. **76% of the Service were on a point placement that was less than the mid-point of the range, with 34% of Civil Servants on the lowest point on their grade (as compared to 73% and 31% on 30th June 2013). Some 2% of the service were on the highest point of the grade, and a further 2% had an individual salary that was outside of the grade structure (as compared to 3% and 3% on 30th June 2013).**

Pay Increase History for CIG Staff



The bar chart on the left, is taken from the 2013/4 HR Audit Annual Report. It follows a review of employee salary points over a 9 year period. It shows for example, **6 out of every 10 employees who have been within the same Department for 5 years, have remained on the same salary point** (shown as the red area).

Of the new appointments to the Service during 2013/14, **289 of all appointments (55%) were made to point 1 of the salary grade (as compared to 47% in 2013/4), while 80 % of all appointments were made to points 4 and below of the salary grade (which is the same percentage as 2013/4).**

HR Activity for the Civil Service for 2013/14 - Recruitment/Appointments

Appointments On/Off Island and by Employment Type

Appointments from On/Off Island*

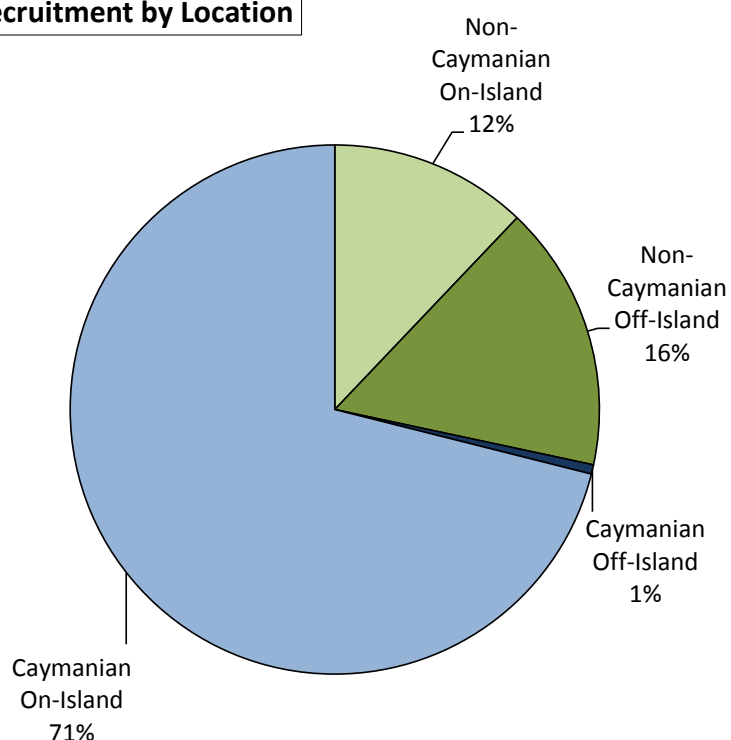
Recruitment Location	Caymanian	Non-Caymanian	Total	% by Recruitment Location
Off-Island	3	86	89	17%
On-Island	376	64	440	83%
Total	379	150	529	100%
% by Nationality	72%	28%	100%	

Appointments by Employment Type*

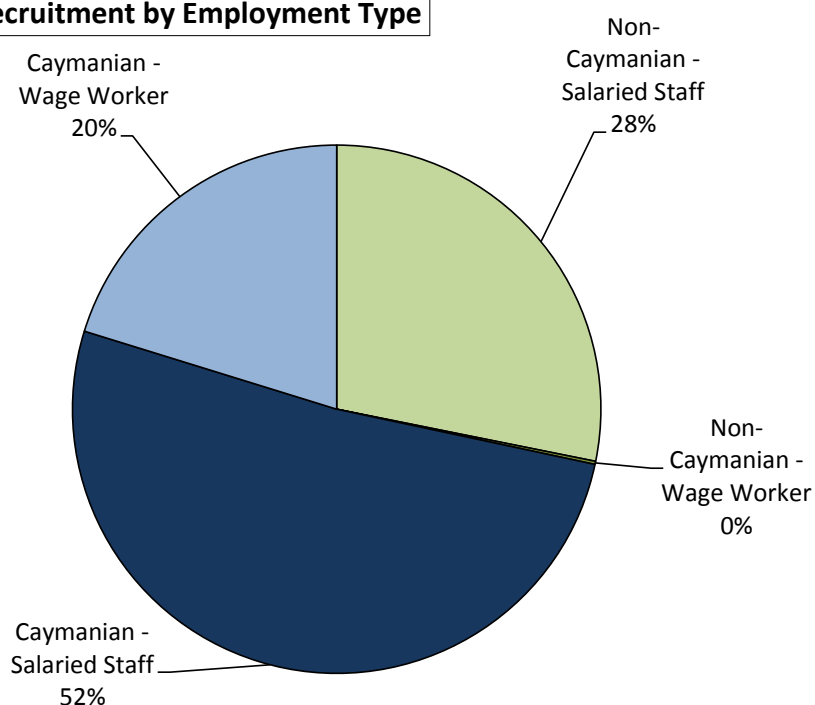
Employment Type	Caymanian	Non-Caymanian	Total	% by Employment Type
Salaried Staff	272	149	421	80%
Wage Worker	107	1	108	20%
Total	379	150	529	100%
% by Nationality	72%	28%	100%	

* It should be noted that the number of recruitments do not include the employment agreement /contract renewals of existing employees. The same employee can also be recruited/appointed more than once in a given year through multiple broken contracts.

Recruitment by Location



Recruitment by Employment Type



The information within the table and pie-chart above, shows the locations of the recruitment /appointment activity undertaken in 2013/14 - whether employees were recruited /appointed on island, or relocated from overseas.

During 2013/14, 83% of all appointments were made to applicants who were **on-island**, with Caymanians constituting the largest group. This is a **3% increase of on-island recruitment compared to the previous fiscal year**.

Of the appointment of non-Caymanian employees (150 in total), **42.6% were recruited on-island** (an increase of 1.6% from 2012/3).

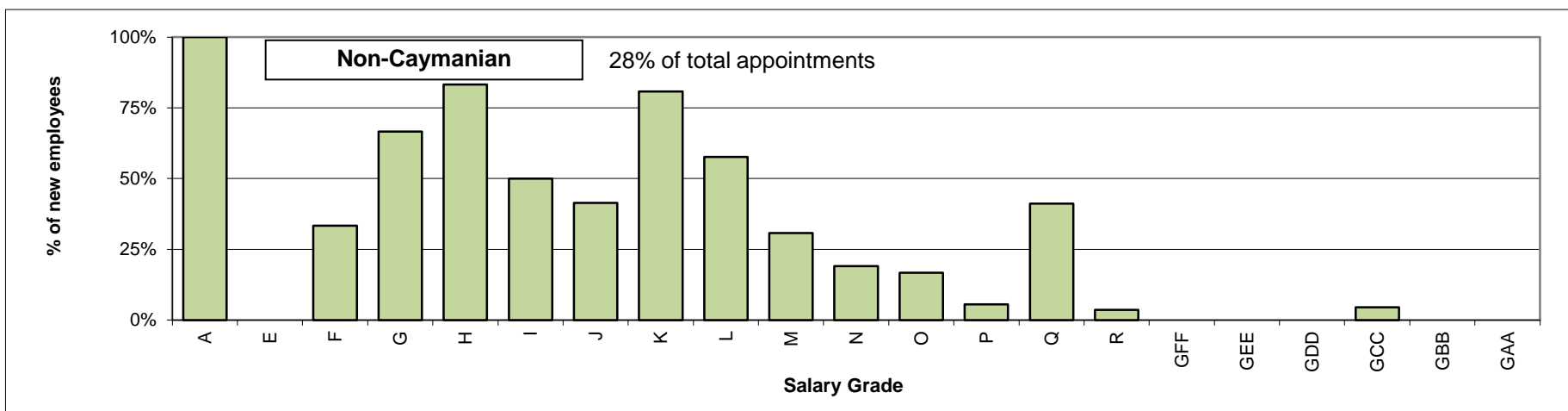
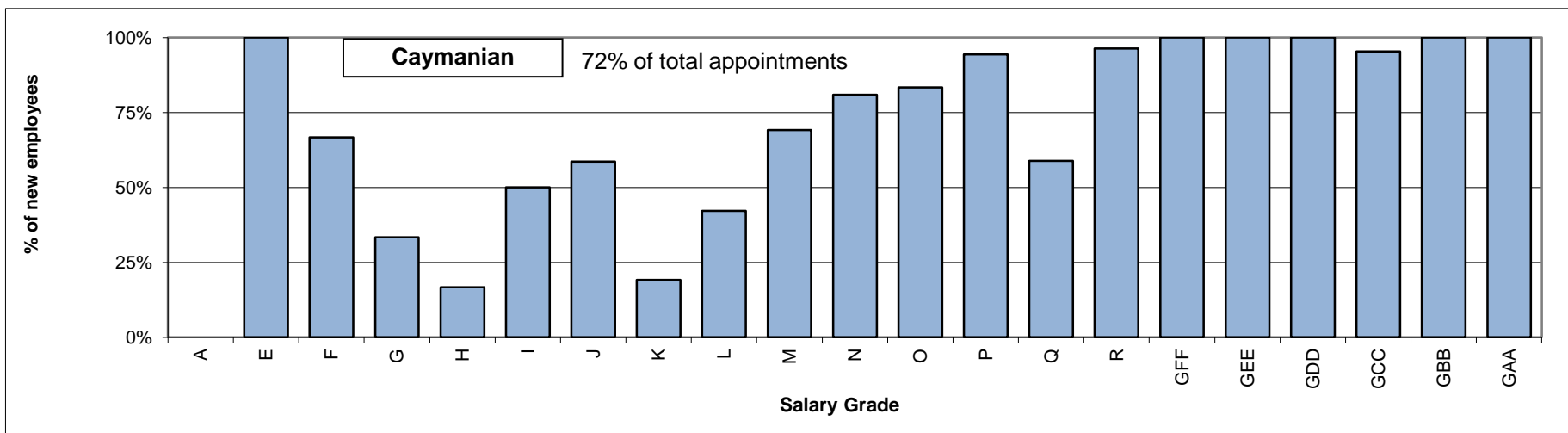
The information within the table and pie-chart above, shows that of the total number of recruitments /appointments for 2013/14, 20% were appointed as Wage Workers (paid an hourly rate and a GAA - GFF wages grade), and 80% were appointed as salaried staff. Although this represented a decrease of 8% in Wage Worker recruitment (as compared to 2012/3), this remained a high percentage given that Wage Workers constituted only 14.4% of the Civil Service workforce as at 30th June 2014.

District Administration (67%), the Department of Education (25%) and the Public Works Department (5%) represented the majority of appointments to Wage Worker terms and conditions during the fiscal year. Examples of wage worker roles include Special Support Aides, Teachers Aides, Office

This section provides an over-view of recruitment /appointment activities during the fiscal year 2013/14. During this period there were 529 appointments to the Civil Service, of which **72% were Caymanian (an increase of 6% from 2012/3)** and 28% were Non-Caymanian (a decrease of 6% from 2012/3). It should be noted, that during the 2013/4 financial year, 97 of the Caymanian appointments were summer intern students employed on a short term contract (2-3 months).

HR Activity for the Civil Service for 2013/14 - Recruitment/Appointments

Appointments by Grade and Nationality



Grade:	A	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	GFF	GEE	GDD	GCC	GBB	GAA	Total	%
Caymanian		1	2	1	3	7	17	5	41	9	17	35	34	20	80	1	2	1	21	9	73	379	72%
Non-Caymanian	1		1	2	15	7	12	21	56	4	4	7	2	14	3				1			150	28%
Total	1	1	3	3	18	14	29	26	97	13	21	42	36	34	83	1	2	1	22	9	73	529	100%

Caymanians constituted 72% of all new recruitments/appointments to the Civil Service during the fiscal year 2013/14 across a wide range of roles and grades. **This is a 6% increase from 2012/3, where the percentage was 66% of total recruitment.**

During 2013/14, the highest number of new recruitments/appointments to the Civil Service of non-Caymanians were to salaried positions in grades L and K. These recruitments were primarily in the areas of teaching/education and social work. **The temporary appointment of approximately 97 Caymanian student interns formally employed during the vacation periods of late summer 2013 & early summer 2014 to gain vital work experience, contributed to the above average appointment of Caymanians to the lower salary ranges.**

It should be noted that the above details do not form the full picture of attraction, retention and promotion of Caymanians within the Civil Service, as these figures do not take into account existing civil servants who have been appointed to new roles within Government.

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

HR Activity for the Civil Service for 2013/14 - Retention

Leavers by Department, Nationality and Employment Category

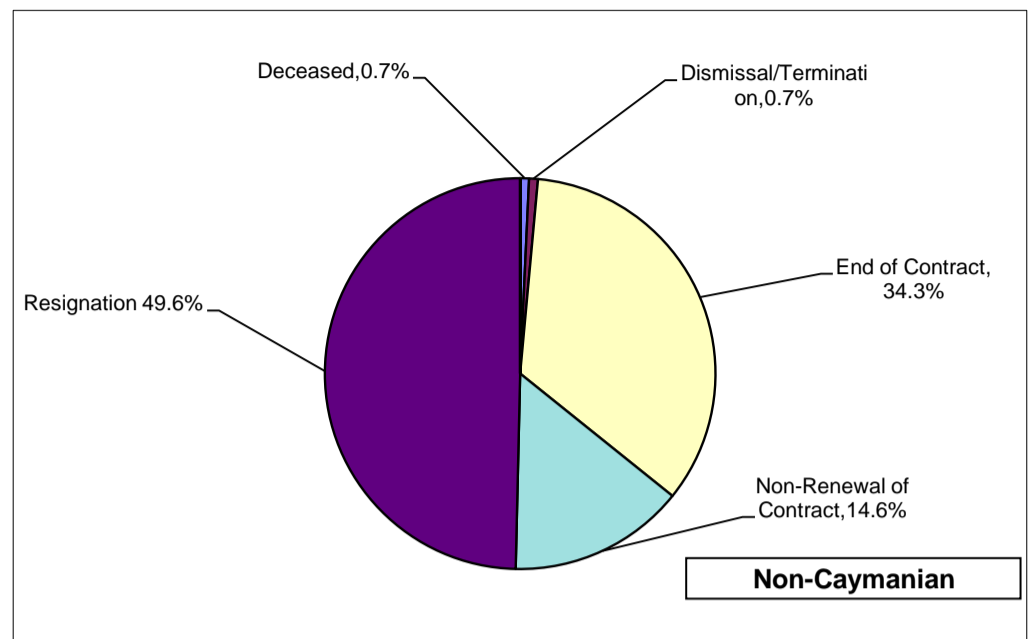
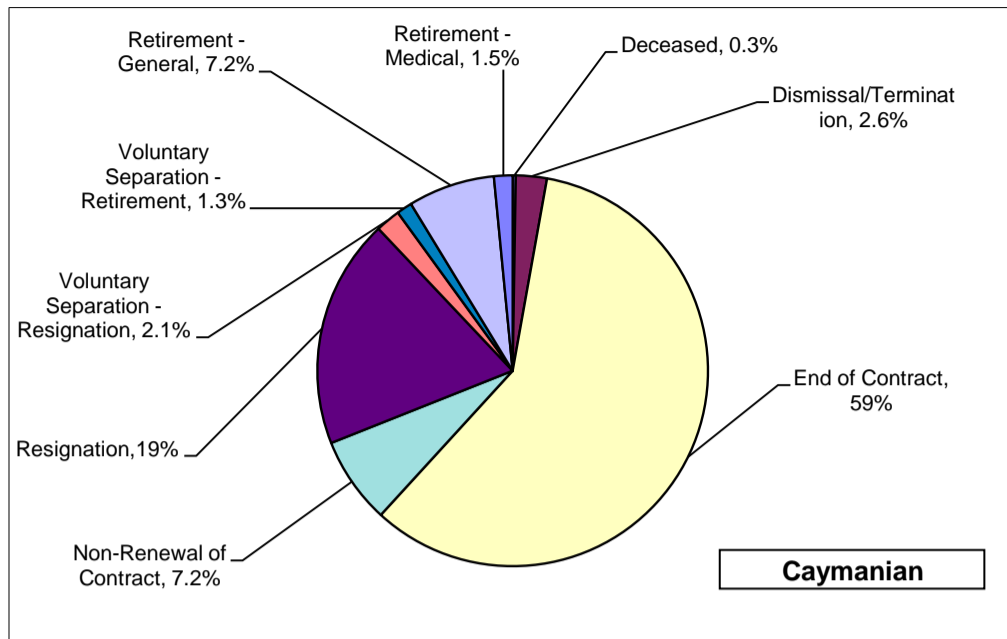
Department	Caymanian	Non-Caymanian	Salaried	Waged	Total	% Turnover*
Agriculture	4	0	2	2	4	7.1%
Audit Office	0	2	2	0	2	11.1%
Cabinet Office	1	0	1	0	1	4.3%
Cadet Corps	0	0	0	0	0	0.0%
Children & Family Services	3	3	4	2	6	4.2%
Commissions Secretariat	0	0	0	0	0	0.0%
Complaints Commission	1	0	1	0	1	20.0%
Computer Services	2	3	5	0	5	9.2%
Counselling Services	4	5	9	0	9	25.4%
Customs Department	9	0	9	0	9	6.6%
Department of Commerce & Investment	3	0	3	0	3	27.9%
Department of Community Rehabilitation	4	1	5	0	5	16.4%
Department of Labour & Pension	16	0	16	0	16	83.1%
Department of Vehicle Licensing	0	0	0	0	0	0.0%
Deputy Governors Office	3	1	4	0	4	25.4%
Director of Public Prosecutions	1	4	5	0	5	23.3%
District Administration	88	0	3	85	88	54.3%
Economics & Statistics Office	0	0	0	0	0	0.0%
Education	75	52	106	21	127	18.2%
Elections Office	1	0	1	0	1	33.3%
Environment	3	0	3	0	3	9.6%
Environmental Health	0	5	0	5	5	4.4%
Financial Services Admin	0	0	0	0	0	0.0%
Financial Services Secretariat	2	0	2	0	2	44.4%
Fire Department	4	0	4	0	4	3.1%
General Registry	5	0	5	0	5	11.6%
Government Information Services	0	2	2	0	2	11.6%
Hazard Management KY	1	0	1	0	1	12.5%
Health Regulatory Board	1	0	1	0	1	8.5%
Her Excellency the Governor	0	1	1	0	1	16.7%
Immigration	18	0	18	0	18	10.5%
Information Commission	0	0	0	0	0	0.0%
Judicial Department	13	1	14	0	14	21.5%
Lands & Survey	2	2	4	0	4	7.0%
Legal Affairs	5	5	10	0	10	21.3%
Legislative	2	0	2	0	2	15.7%
Marketing & Communications Unit	1	1	2	0	2	100.0%
Ministry DAT&T	8	2	10	0	10	59.7%
Ministry EE&GA	16	4	20	0	20	34.5%
Ministry Finance & Economic Dev	1	0	1	0	1	6.5%
Ministry HCA(COMM)	0	0	0	0	0	0.0%
Ministry HCA(HOME)	0	0	0	0	0	0.0%
Ministry HSY&C Admin	1	1	2	0	2	13.6%
Ministry PLAI&H	2	2	4	0	4	17.6%
MRCU	0	1	1	0	1	2.8%
National Archive	0	0	0	0	0	0.0%
National Weather Service	1	0	1	0	1	8.5%
National Workforce Development Agency	4	1	5	0	5	69.0%
Needs Assessment Unit (NAU)	2	0	2	0	2	15.7%
Petroleum Inspectorate	1	0	1	0	1	66.7%
Planning	12	1	13	0	13	32.9%
Police	12	18	30	0	30	6.6%
Portfolio of the Civil Service	1	1	2	0	2	10.8%
Postal	9	2	10	1	11	13.2%
Prison	11	4	15	0	15	10.3%
Public Library	0	1	1	0	1	6.8%
Public Safety Communications	5	1	6	0	6	28.2%
Public Works	15	4	14	5	19	14.7%
Radio Cayman	1	2	3	0	3	16.7%
Sunrise Centre	4	0	4	0	4	21.9%
Tax Information Authority	1	1	2	0	2	61.5%
Tourism	4	1	5	0	5	11.2%
Treasury	1	0	1	0	1	2.8%
Vehicle & Equipment Services	5	1	5	1	6	17.3%
Youth and Sports	1	1	2	0	2	6.2%
Total	390	137	405	122	527	14.8%
%	74.0%	26.0%	76.9%	23.1%		
Turnover Rate by Caymanian/Non-Caymanian*	15.0%	14.3%				

*Using the average Caymanians/Non Caymanians employed at the end of each 13/4 quarter.

During 2013/14, the overall turnover rate for the Civil Service was 14.8%. This was calculated by the number of Civil Service leavers in 2013/14 (527) divided by the average number of employees during that fiscal year (3561.25), multiplied by 100. This represents an increase in turnover when compared to last year's turnover of 11.4%. The turnover rate was higher for Caymanian (15%) than non-Caymanians (14.3%) employees. Those Departments experiencing more than double the average turnover rate within the Civil Service are identified above in **red text** above. Where turnover exceeded 100%, this demonstrates that there were more leavers throughout the year, than the average number of people employed. Low turnovers are identified by **blue text**. It should be noted, that 80 leavers during 2013/4, were summer interns students (employed on short term contracts). If the turnover calculation was to ignore such student leavers (with total leavers reducing to 447), total CIG turnover would be **12.6%** (of a revised 3546 average total employee number).

HR Activity for the Civil Service for 2013/14 - Retention

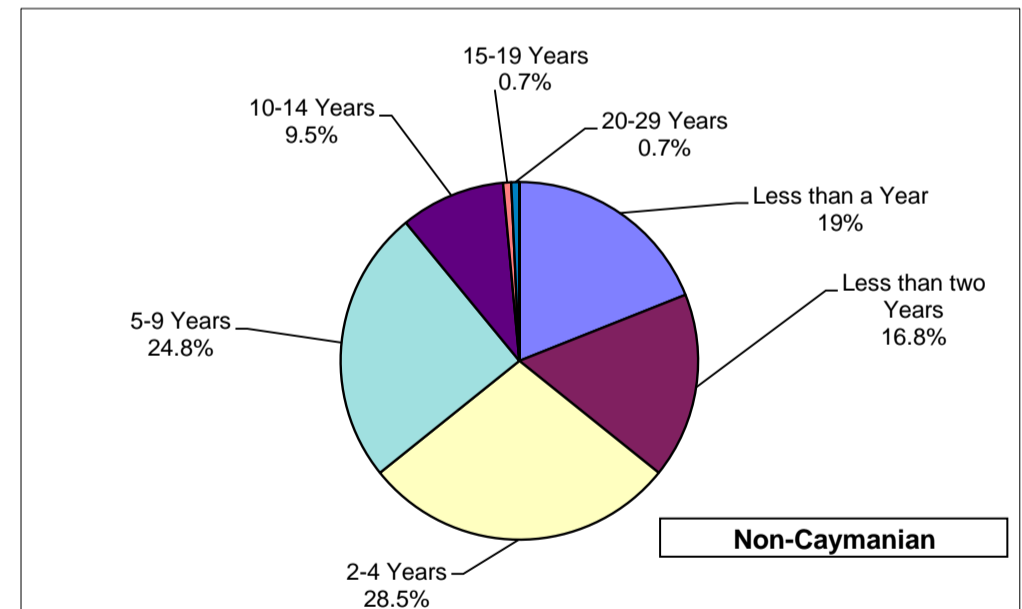
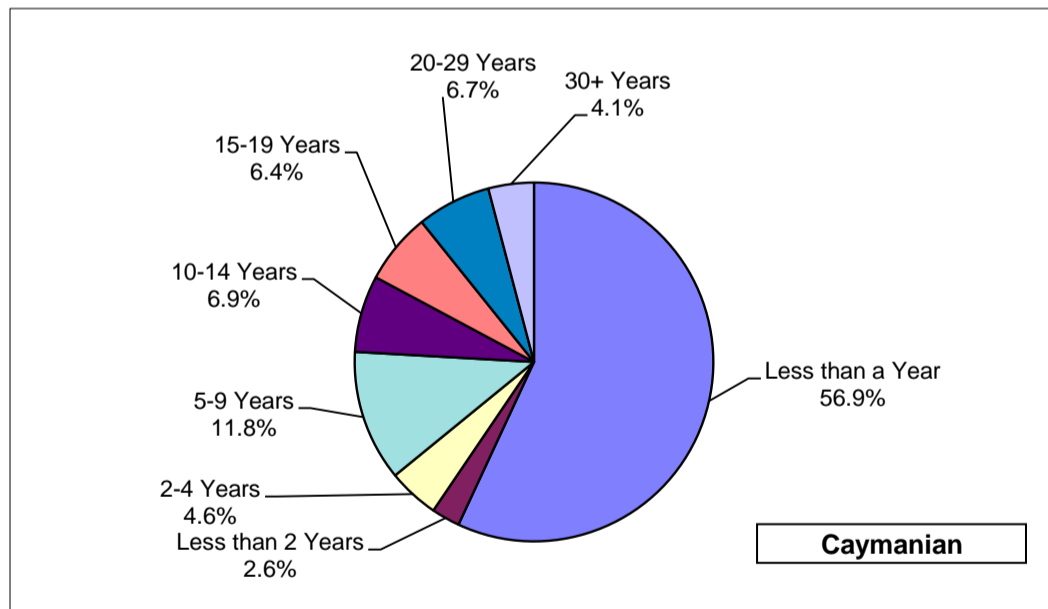
Leavers by Reason, Nationality and Length of Service



Reason for Leaving	Caymanian	% Caymanian	Non-Caymanian	% Non-Caymanian	Total	% Total
Deceased	1	0.3%	1	0.7%	2	0.4%
Dismissal/Termination	10	2.6%	1	0.7%	11	2.1%
End of Contract	230	59.0%	47	34.3%	277	52.6%
Non-Renewal of Contract	28	7.2%	20	14.6%	48	9.1%
Resignation	74	19.0%	68	49.6%	142	26.9%
Voluntary Separation - Resignation	8	2.1%	0	0.0%	8	1.5%
Voluntary Separation - Retirement	5	1.3%	0	0.0%	5	0.9%
Retirement - General	28	7.2%	0	0.0%	28	5.3%
Retirement - Medical	6	1.5%	0	0.0%	6	1.1%
Total	390	100%	137	100%	527	100%

Length of Service	Caymanian	% Caymanian	Non-Caymanian	% Non-Caymanian	Total	% Total	Cumulative %
Less than a Year	222	56.9%	26	19.0%	248	47.1%	47.1%
Less than two Years	10	2.6%	23	16.8%	33	6.3%	53.3%
2-4 Years	18	4.6%	39	28.5%	57	10.8%	64.1%
5-9 Years	46	11.8%	34	24.8%	80	15.2%	79.3%
10-14 Years	27	6.9%	13	9.5%	40	7.6%	86.9%
15-19 Years	25	6.4%	1	0.7%	26	4.9%	91.8%
20-29 Years	26	6.7%	1	0.7%	27	5.1%	97.0%
30+ Years	16	4.1%	0	0.0%	16	3.0%	100.0%
Total	390	100%	137	100%	527	100%	

Leavers by Length of Service

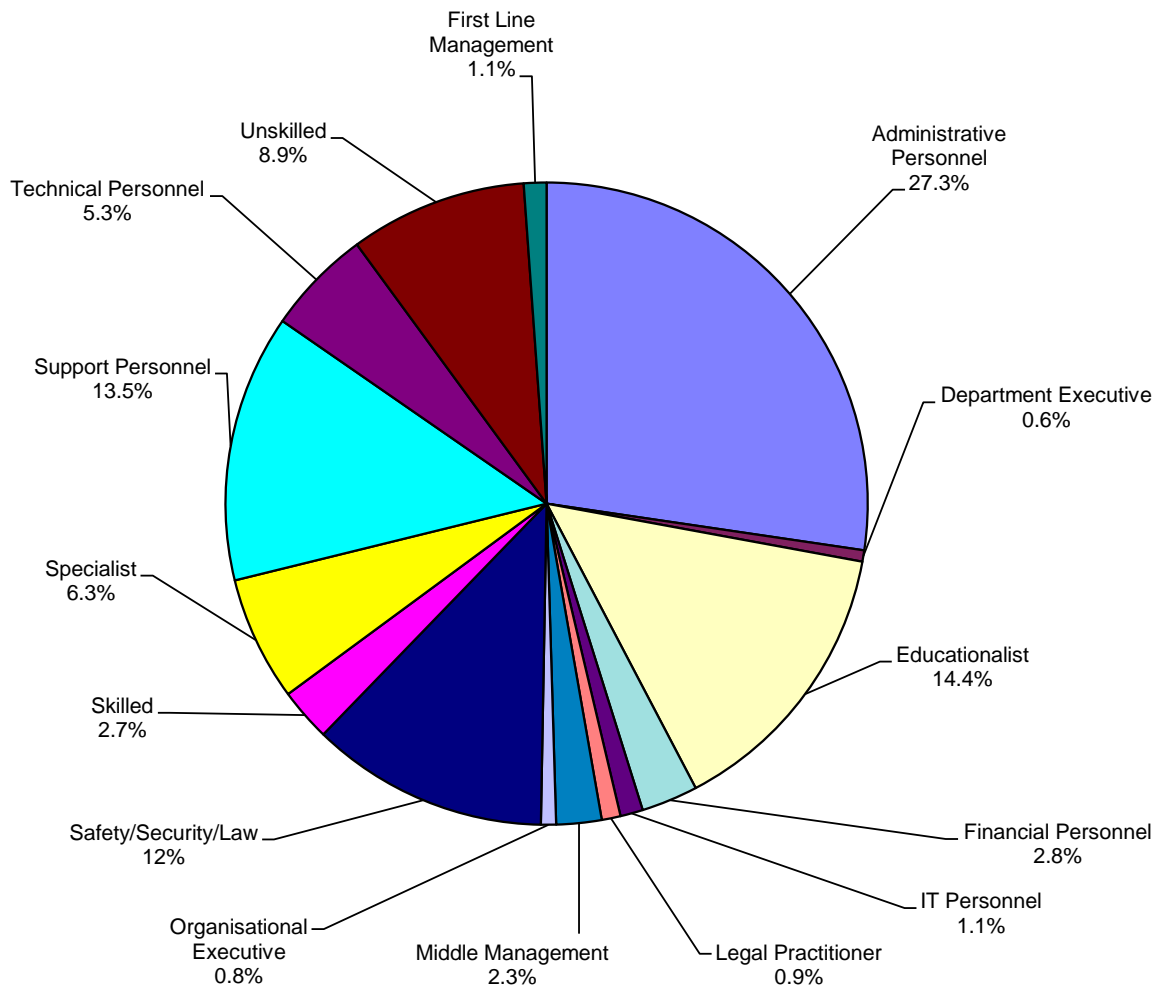


The most common reason employees left the Civil Service during the fiscal year 2013/14 was a result of reaching the end of their employment agreement - this accounted for 52.6% of total leavers. This is a lower percentage than in 2012/13, where 45% of leavers left as a result of reaching the end of their employment agreements. Caymanians accounted for the highest percentage of leavers through end of contract (59% as compared to 34.3% of non-Caymanians), however this included (contracted) student intern leavers throughout the year, and those employed on fixed-term employment agreements.

Where the reason provided for leaving was an employee decision not to renew an employment agreement (Non-Renewal of Contract), this accounted for 9.1% of total leavers (as compared to 8% in 2013/14). Resignations represented a further 26.9% of leavers from the service in 2013/14, with a total of 74 Caymanians and 68 non-Caymanians resigning. The number of retirements from the service was lower in 2013/14 than in 2012/13, with 39 employees retiring from the service, as opposed to 48 the previous year. It should be noted that the Voluntary Separation Policy was applied in 2013/4, and this accounted for 13 Caymanians leaving the service.

The majority of leavers in 2013/14 had served less than 1 years service with Government (47%), followed by those with 5-9 years service (15%). The proportion of Caymanians leaving during their first year was 56.9%, as compared to 19% of non-Caymanians. It should be noted that a number of young Caymanian student interns (estimated 80 in total) left short term contracted vacation period jobs during 2013/14, and these accounted for 36% of the Caymanian leavers with less than a years' service.

Leavers by Job Classification, including Uniform Branch and Teaching Staff



Leavers from within the Uniform Service

Uniform Branch	Total Uniformed Leavers	Avg No of Uniformed Staff	% Turnover*
Customs	4	98	4.1%
Fire	3	120	2.5%
Immigration	5	65	7.7%
Police	20	394	5.1%
Prison	14	101	13.9%
District Admin	0	15	0.0%
Total	46	793	5.8%

Leavers from within the Teaching Profession

	Total Teaching Leavers	Avg No of Teaching Staff	% Turnover*
Teachers	70	433	16.2%

Job Classification	Leavers during 2013/14				Turnover rate by Classification*
	Caymanian	Non-Caymanian	Total	% of total category	
Administrative Personnel	135	9	144	27.3%	26.1%
Department Executive	1	2	3	0.6%	6.6%
Educationalist	34	42	76	14.4%	15.7%
Financial Personnel	10	5	15	2.8%	7.7%
IT Personnel	3	3	6	1.1%	10.7%
Legal Practitioner	0	5	5	0.9%	12.4%
Middle Management	7	5	12	2.3%	9.6%
Organisational Executive	3	1	4	0.8%	14.2%
Safety/Security/Law	43	20	63	12.0%	7.1%
Skilled	11	3	14	2.7%	6.2%
Specialist	9	24	33	6.3%	13.6%
Support Personnel	66	5	71	13.5%	37.2%
Technical Personnel	25	3	28	5.3%	19.6%
Unskilled	41	6	47	8.9%	15.0%
First Line Management	2	4	6	1.1%	17.0%
Total	390	137	527	100.0%	14.8%

*Based on the average number of employees at the end of each quarter for 2013/14

During 2013/14, the highest categories of staff turnover were from Support Personnel roles (37.2%), followed by roles classified as Administrative Personnel (26.1%). The lowest category of staff turnover was Skilled at 6.2% turnover. 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 Divisions was 5.8% - which was considerably below the overall 14.8% (or 12.5% excluding students interns) turnover rate for the Civil Service as a whole.** The specialism within uniformed roles, together with the difficulty of finding comparable employment within the private sector, may have contributed to this low turnover rate. Comparisons within the Uniform Divisions show that within District Administration, no uniformed leavers were recorded for 2013/4.

The turnover rate for teaching staff was above the rate for the Civil Service as a whole, at a rate of 16.2%. However, it should be noted that out of the 70 leavers from teaching roles, 22 were Supply Teachers employed on one or more short term employment agreements during 2013/14. Excluding Supply Teacher leavers would have reduced Teaching turnover to 11.1%.

Glossary

Public Service	The Civil Service and employees of Statutory Authorities and Government Owned Companies.
Civil Servant	A person employed by the government but does not include a Member of the Legislative Assembly other than an Official Member and is a public officer for the purposes of the Constitution. For clarification, this report: (i) Includes: The Chief Justice and Judges, Her Excellency the Governor; (ii) Excludes: FCO staff within the Governor's Office and staff working overseas contracted under terms & conditions of the resident country (Department of Tourism, London Office).
Employee Type	This describes the terms and conditions that an employee is retained on. Under the Public Service Management Law (2013 Revision) and Personnel Regulations (2013 Revision) employees can be employed either as Salaried Staff who are paid monthly or Wage Worker defined as "a staff member whose remuneration is calculated at an hourly rate".
Number of Employees or Headcount	The number of individuals. Where an employee holds two distinct jobs they are included in the totals twice, as they may be working in two different departments and should appear in both sub totals.
Department	The information presented at department level relates to the various cost centres that constitute a department. Where a Ministry or Portfolio appears listed as a department this does not mean the whole Ministry/Portfolio. It relates to those cost centres that fall under the Ministry/Portfolio administration.
Grade	Describes the remuneration band an employee is assigned to. Salaried staff are paid on grades A to R, where A is the highest grade and R the lowest. Some positions such as the Judges lie outside the regular grading structure. These positions have been included under grade A for ease of classification. Employees remunerated hourly, are paid on grades GAA through GFF where GFF is the highest grade and GAA the lowest.
Nationality	Describe whether an employee is Caymanian or non-Caymanian.
Country of Recruitment	Describes whether an employee was recruited on-island or from overseas.