

# CAYMAN ISLANDS GOVERNMENT



## *Personnel Department*

### *Employment Information and Personnel Activity Report*

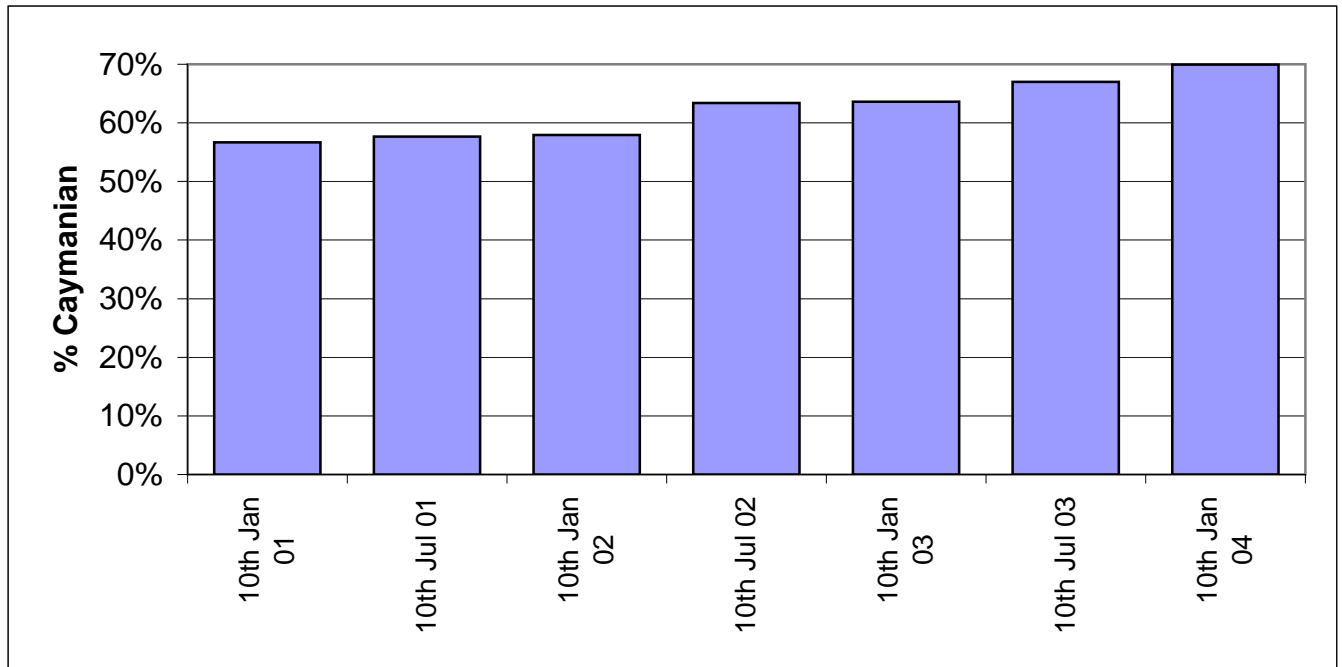
*Historical Data and Personnel Activity 01-Jan-03 to 31-Dec-03*

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Employee Information 10-Jan-01 to 10-Jan-04

Percentage of total employees who are Caymanian



Date	10th Jan 01	10th Jul 01	10th Jan 02	10th Jul 02	10th Jan 03	10th Jul 03	10th Jan 04
Caymanian	2287	2267	2214	2007	1977	2075	2238
Non-Caymanian	1747	1666	1606	1160	1130	1022	961
<b>Total</b>	<b>4034</b>	<b>3933</b>	<b>3820</b>	<b>3167</b>	<b>3107</b>	<b>3097</b>	<b>3199</b>
% Caymanian	56.7%	57.6%	58.0%	63.4%	63.6%	67.0%	70.0%

There has continued to be an increase in Caymanian employees during 2003, the large scale granting of Caymanian Status during the Quincentennial year has been a contributory factor. The growth in Caymanians employed by the civil service is well over 10% during the last three years.

At the beginning of January 2004 there were 3199 employees, of those 70% were Caymanian. A breakdown of employees by nationality and employee category is shown on page 2.

There are currently 18 people on long-term unpaid leave both for personal and educational reasons.

**Employee Information 10-Jan-01 to 10-Jan-04**

**Number and Percentage of Employees by Employment Category and Nationality**

<b>10-Jan-04</b>	Caymanian	Non-Caymanian	Total
Group	643	285	928
Local	51	298	349
Overseas		364	364
Permanent	1537		1537
Temporary	7	14	21
All Employees	2238	961	3199
Excluding Group	1595	676	2271

<b>10-Jan-04</b>	Caymanian	Non-Caymanian
Group	69.3%	30.7%
Local	14.6%	85.4%
Overseas	0.0%	100.0%
Permanent	100.0%	0.0%
Temporary	33.3%	66.7%
All Employees	70.0%	30.0%
Excluding Group	70.2%	29.8%

<b>10-Jul-03</b>	Caymanian	Non-Caymanian	Total
Group	569	311	880
Local	54	341	395
Overseas		355	355
Permanent	1441		1441
Temporary	11	15	26
All Employees*	2075	1022	3097
Excluding Group*	1506	711	2217

<b>10-Jul-03</b>	Caymanian	Non-Caymanian
Group	64.7%	35.3%
Local	13.7%	86.3%
Overseas	0.0%	100.0%
Permanent	100.0%	0.0%
Temporary	42.3%	57.7%
All Employees*	67.0%	33.0%
Excluding Group*	67.9%	32.1%

<b>10-Jan-03</b>	Caymanian	Non-Caymanian	Total
Group	567	344	911
Local	43	361	404
Overseas		401	401
Permanent	1363		1363
Temporary	4	24	28
All Employees	1977	1130	3107
Excluding Group	1410	786	2196

<b>10-Jan-03</b>	Caymanian	Non-Caymanian
Group	62.2%	37.8%
Local	10.6%	89.4%
Overseas	0.0%	100.0%
Permanent	100.0%	0.0%
Temporary	14.3%	85.7%
All Employees	63.6%	36.4%
Excluding Group	64.2%	35.8%

<b>10-Jul-02</b>	Caymanian	Non-Caymanian	Total
Group	595	366	961
Local	45	354	399
Overseas		400	400
Permanent	1362		1362
Temporary	5	40	45
All Employees*	2007	1160	3167
Excluding Group*	1412	794	2206

<b>10-Jul-02</b>	Caymanian	Non-Caymanian
Group	61.9%	38.1%
Local	11.3%	88.7%
Overseas	0.0%	100.0%
Permanent	100.0%	0.0%
Temporary	11.1%	88.9%
All Employees*	63.4%	36.6%
Excluding Group*	64.0%	36.0%

<b>10-Jan-02</b>	Caymanian	Non-Caymanian	Total
Group	608	489	1097
Local	53	439	492
Overseas		596	596
Permanent	1537		1537
Temporary	16	82	98
All Employees	2214	1606	3820
Excluding Group	1606	1117	2723

<b>10-Jan-02</b>	Caymanian	Non-Caymanian
Group	55.4%	44.6%
Local	10.8%	89.2%
Overseas	0.0%	100.0%
Permanent	100.0%	0.0%
Temporary	16.3%	83.7%
All Employees	58.0%	42.0%
Excluding Group	59.0%	41.0%

<b>10-Jul-01</b>	Caymanian	Non-Caymanian	Total
Group	690	540	1230
Local	56	441	497
Overseas		596	596
Permanent	1504		1504
Temporary	17	89	106
All Employees	2267	1666	3933

<b>10-Jul-01</b>	Caymanian	Non-Caymanian
Group	56.1%	43.9%
Local	11.3%	88.7%
Overseas	0.0%	100.0%
Permanent	100.0%	0.0%
Temporary	16.0%	84.0%
All Employees	57.6%	42.4%

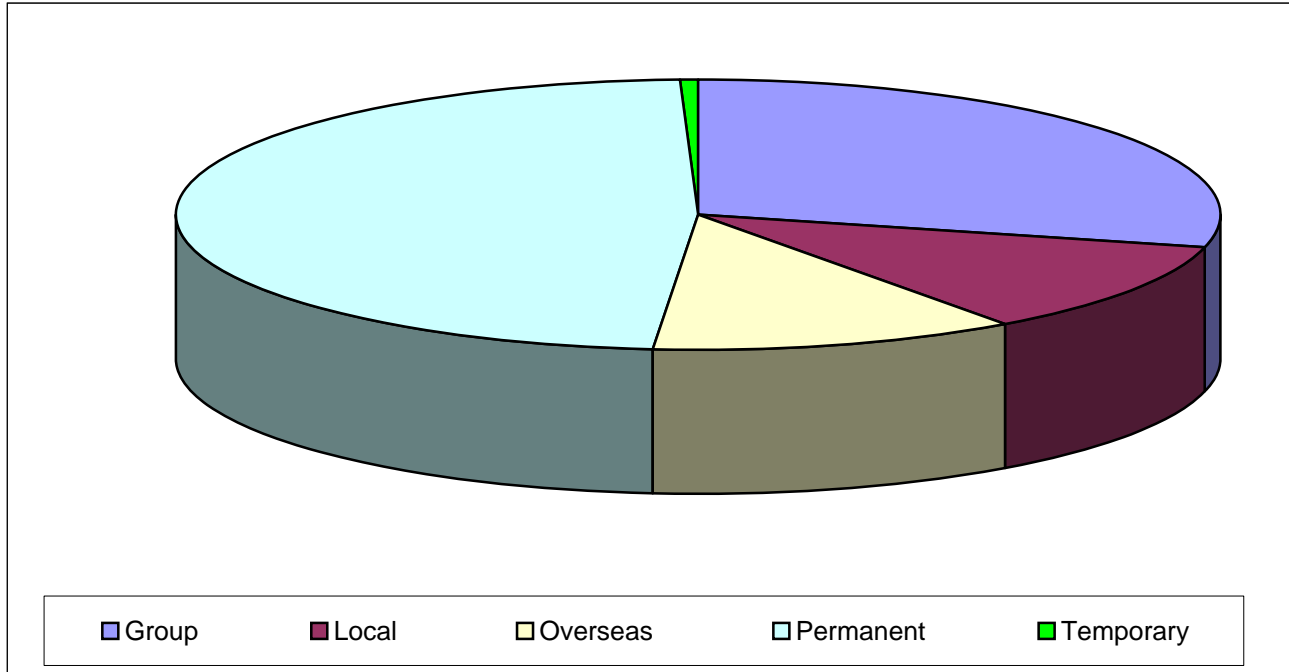
<b>10-Jan-01</b>	Caymanian	Non-Caymanian	Total
Group	684	581	1265
Local	61	449	510
Overseas		621	621
Permanent	1529		1529
Temporary	13	96	109
All Employees	2287	1747	4034
Excluding Group	1603	1166	2769

<b>10-Jan-01</b>	Caymanian	Non-Caymanian
Group	54.1%	45.9%
Local	12.0%	88.0%
Overseas	0.0%	100.0%
Permanent	100.0%	0.0%
Temporary	11.9%	88.1%
All Employees	56.7%	43.3%
Excluding Group	57.9%	42.1%

This information shows the number and percentage of Caymanian and Non-Caymanian employees split by employment category. As expected 100% of permanent employees are Caymanian, while 100% of employees on overseas contract are Non-Caymanian. The percentage of employees who are Caymanian has now reached 70%, both including or excluding Group employees

\* Around 700 employees transferred to the new Health Services Authority on the 1st July 2002.

Percentage of Employees by Employment Category



Date	10th Jan 01	10th Jul 01	10th Jan 02	10th Jul 02	10th Jan 03	10th Jul 03	10th Jan 04
Group	31.4%	31.3%	28.7%	30.3%	29.3%	28.4%	29.0%
Local	12.6%	12.6%	12.9%	12.6%	13.0%	12.8%	10.9%
Overseas	15.4%	15.2%	15.6%	12.6%	12.9%	11.5%	11.4%
Permanent	37.9%	38.2%	40.2%	43.0%	43.9%	46.5%	48.0%
Temporary	2.7%	2.7%	2.6%	1.4%	0.9%	0.8%	0.7%
Grand Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

There continues to be an increase in the percentage of employees in permanent employment, with a corresponding decrease in employees on other employment terms.

**Employee Information as at 10-Jan-04**

**Department Breakdown by Employment Category**

<b>Department</b>	<b>Group</b>	<b>Local</b>	<b>Overseas</b>	<b>Permanent</b>	<b>Temporary</b>	<b>Total</b>
Agriculture	22	4	5	18	1	50
Audit Office		1	12	3		16
Cabinet Office				6		6
Children & Family Services	106	13	7	30		156
Computer Services	3	4	20	31		58
CS WA Y & S	7	3	2	17		29
Customs Department	22	1		100		123
District Administration	94	2		39		135
Drug & Substance Abuse	8	2	12	13		35
Economics & Statistics Office		1	3	10		14
Education	145	60	163	212	5	585
EHR&C	14	5	4	22		45
Employment Services	4		1	15		20
Environment		4		21	2	27
Environmental Health	117	2	5	19		143
Fire Department	4			135		139
General Registry	13	3	6	30	5	57
His Excellency the Governor	2	3	1			6
HS, DA & A		2		8		10
Immigration	15	2	2	89		108
Judicial Department	7	8	7	33		55
Lands & Survey	11	3	13	27	1	55
Legal Affairs	1	7	22	10	2	42
Legislative	1	3		8		12
MRCU	19		4	15		38
P,C,W & IT		7		23	2	32
Personnel		3	2	16		21
Planning		2	7	23		32
Police	8	117	26	196		347
Portfolio of Finance & Economics		3	6	30		39
Portfolio of Internal & External Affairs	2	9	3	19		33
Postal	10	1		77		88
Prison	9	53	16	84		162
Public Works Department	200	5	4	38		247
Radio Cayman	9	4		11		24
T, E, D & C	10	2		32	3	47
Tourism Department	13	5	3	24		45
Treasury	1	1	1	24		27
Vehicle & Equipment Services	29	1		5		35
Youth and Sports	22	3	7	24		56
<b>Total</b>	<b>928</b>	<b>349</b>	<b>364</b>	<b>1537</b>	<b>21</b>	<b>3199</b>

This table shows the total number of government employees by employment type, further split by Department. The Cabinet Office and the Fire Department operate with the highest percentage of permanent employees. In addition Customs, the Administration for the Ministry of HS, DA & A, Immigration, Postal and Treasury Departments all employ over 80% of staff on permanent employment terms.

The Audit Department functions with the highest level of employees on overseas contracts (75%), whilst Environmental Health, Public Works and Vehicle & Equipment Services function with over 80% of their workforce on Group employment terms.

Employee Information as at 10-Jan-04

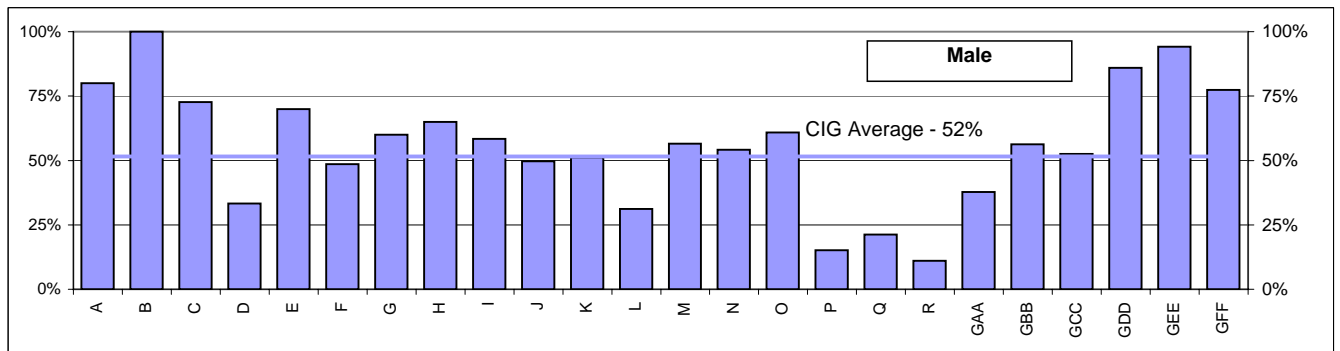
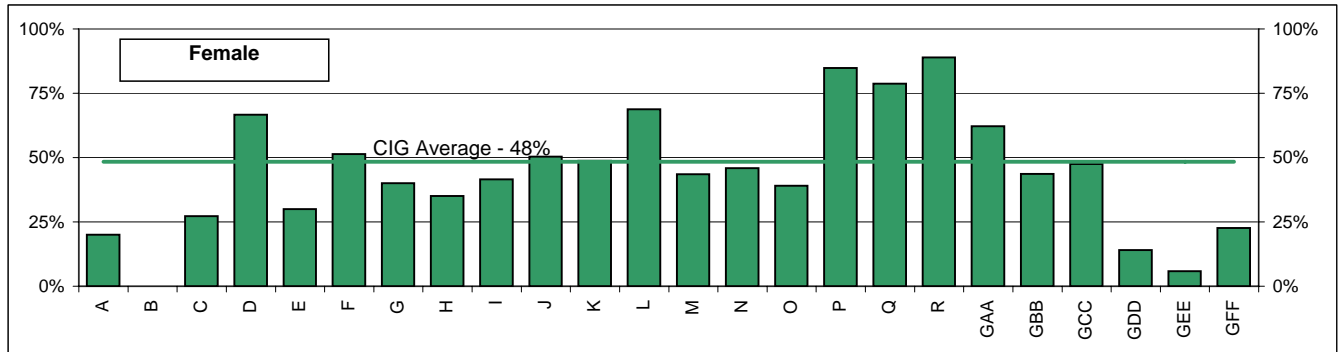
Department Breakdown by Nationality

Department	Caymanian	Non-Caymanian	Total	% Caymanian	% Non-Caymanian
Agriculture	24	26	50	48.0%	52.0%
Audit Office	3	13	16	18.8%	81.3%
Cabinet Office	6		6	100.0%	0.0%
Children & Family Services	78	78	156	50.0%	50.0%
Computer Services	32	26	58	55.2%	44.8%
CS WA Y & S	22	7	29	75.9%	24.1%
Customs Department	122	1	123	99.2%	0.8%
District Administration	125	10	135	92.6%	7.4%
Drug & Substance Abuse	16	19	35	45.7%	54.3%
Economics & Statistics Office	10	4	14	71.4%	28.6%
Education	334	251	585	57.1%	42.9%
EHR&C	35	10	45	77.8%	22.2%
Employment Services	17	3	20	85.0%	15.0%
Environment	22	5	27	81.5%	18.5%
Environmental Health	95	48	143	66.4%	33.6%
Fire Department	138	1	139	99.3%	0.7%
General Registry	37	20	57	64.9%	35.1%
His Excellency the Governor	1	5	6	16.7%	83.3%
HS, DA & A	8	2	10	80.0%	20.0%
Immigration	105	3	108	97.2%	2.8%
Judicial Department	43	12	55	78.2%	21.8%
Lands & Survey	34	21	55	61.8%	38.2%
Legal Affairs	15	27	42	35.7%	64.3%
Legislative	10	2	12	83.3%	16.7%
MRCU	23	15	38	60.5%	39.5%
P,C,W & IT	24	8	32	75.0%	25.0%
Personnel	17	4	21	81.0%	19.0%
Planning	24	8	32	75.0%	25.0%
Police	215	132	347	62.0%	38.0%
Portfolio of Finance & Economics	30	9	39	76.9%	23.1%
Portfolio of Internal & External Affairs	21	12	33	63.6%	36.4%
Postal	85	3	88	96.6%	3.4%
Prison	92	70	162	56.8%	43.2%
Public Works Department	197	50	247	79.8%	20.2%
Radio Cayman	15	9	24	62.5%	37.5%
T, E, D & C	44	3	47	93.6%	6.4%
Tourism Department	36	9	45	80.0%	20.0%
Treasury	25	2	27	92.6%	7.4%
Vehicle & Equipment Services	17	18	35	48.6%	51.4%
Youth and Sports	41	15	56	73.2%	26.8%
<b>Total</b>	<b>2238</b>	<b>961</b>	<b>3199</b>	<b>70.0%</b>	<b>30.0%</b>

There are six departments where over 50% of employees (highlighted in green) are Non-Caymanian. They are Agriculture, Audit, Drug and Substance Abuse, the Governor's Office, Legal Affairs and Vehicle and Equipment Services.

Departments with a particularly high proportion of Caymanian employees (over 90% highlighted in blue) include the Cabinet Office, Customs, District Administration, Fire, Immigration, Postal, Administration for the Ministry of T, E, D & C and Treasury.

Percentage of employees by Gender and Grade



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	GAA	GBB	GCC	GDD	GEE	GFF	Total
Female	1		3	4	6	18	10	20	42	72	140	225	110	89	201	56	163	16	135	97	105	17	5	14	1549
Male	4	2	8	2	14	17	15	37	59	71	147	102	143	105	313	10	44	2	82	125	116	104	80	48	1650
<b>Total</b>	<b>5</b>	<b>2</b>	<b>11</b>	<b>6</b>	<b>20</b>	<b>35</b>	<b>25</b>	<b>57</b>	<b>101</b>	<b>143</b>	<b>287</b>	<b>327</b>	<b>253</b>	<b>194</b>	<b>514</b>	<b>66</b>	<b>207</b>	<b>18</b>	<b>217</b>	<b>222</b>	<b>221</b>	<b>121</b>	<b>85</b>	<b>62</b>	<b>3199</b>

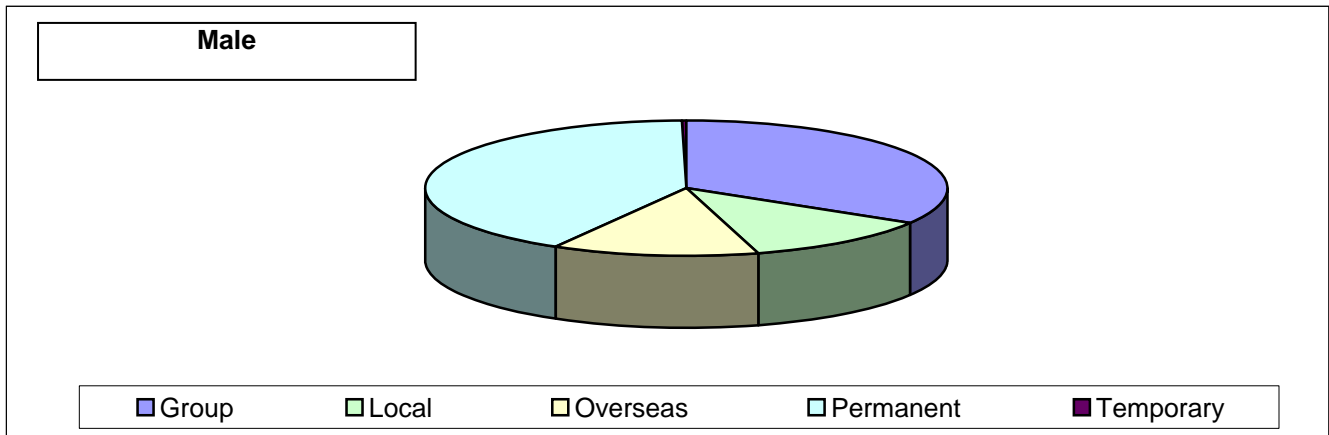
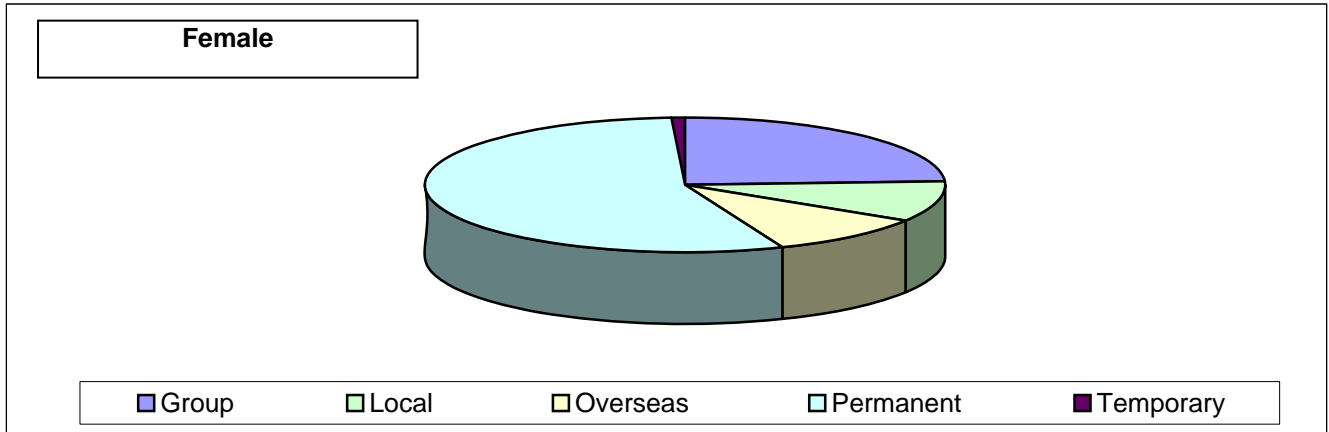
The graphs above shows the proportion of grades held by female and male staff, the solid line showing the percentage expected if the grades were uniformly distributed.

Employees within the Cayman Islands Government continue to be quite evenly split by gender, the workforce comprising 48% female and 52% males. There has been little change in gender bias during the last 12 months. For salaried staff, male employees constitute 70% or more of employees at grades A , B, C and E, while female employees constitute 79% or more of employees in the lower salary ranges R to P.

For group employees, male employees dominate the higher wage ranges where 77% or more of employees at grades GDD to GFF are male.



Percentage of Employees by Gender and Employment Category



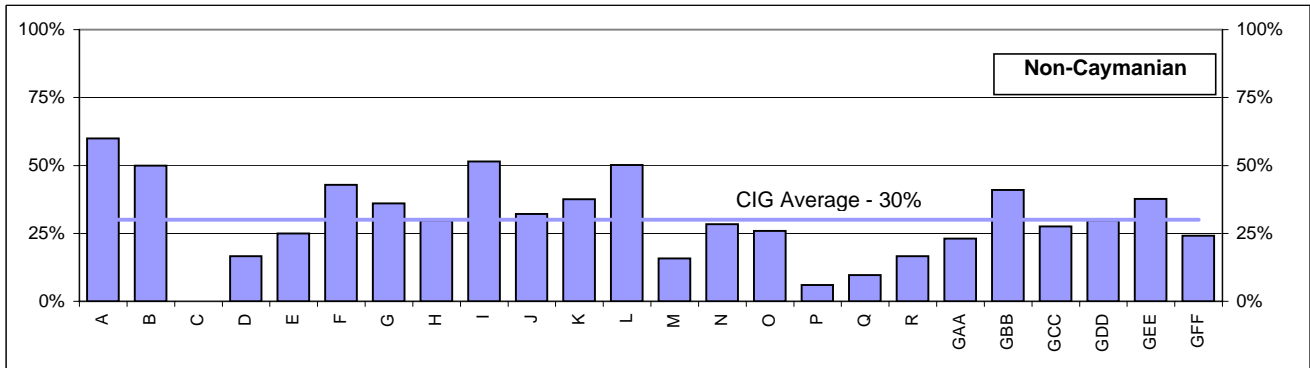
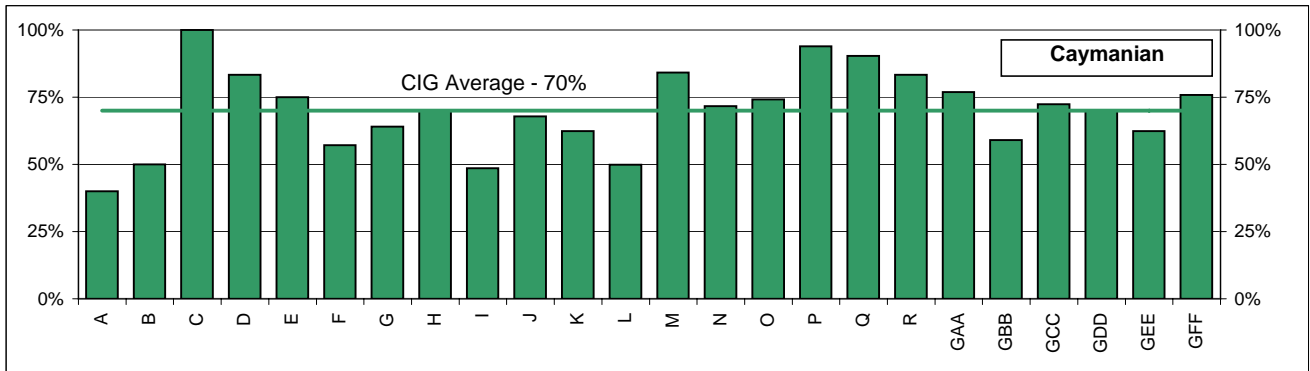
	Female	Male	Total	Female	Male
Group	373	555	<b>928</b>	24.1%	33.6%
Local	151	198	<b>349</b>	9.7%	12.0%
Overseas	155	209	<b>364</b>	10.0%	12.7%
Permanent	855	682	<b>1537</b>	55.2%	41.3%
Temporary	15	6	<b>21</b>	1.0%	0.4%
<b>Total</b>	<b>1549</b>	<b>1650</b>	<b>3199</b>	<b>100.0%</b>	<b>100.0%</b>

The graphs above show the proportion of employment status held by male and female employees.

Over half of all female employees (55%) are employed as permanent staff, with just under a further quarter employed as group employees. A higher proportion of men are employed on group employment terms (34%) with 41% being employed as permanent staff.

**Employee Information as at 10-Jan-04**

**Percentage of employees by Nationality and Grade**



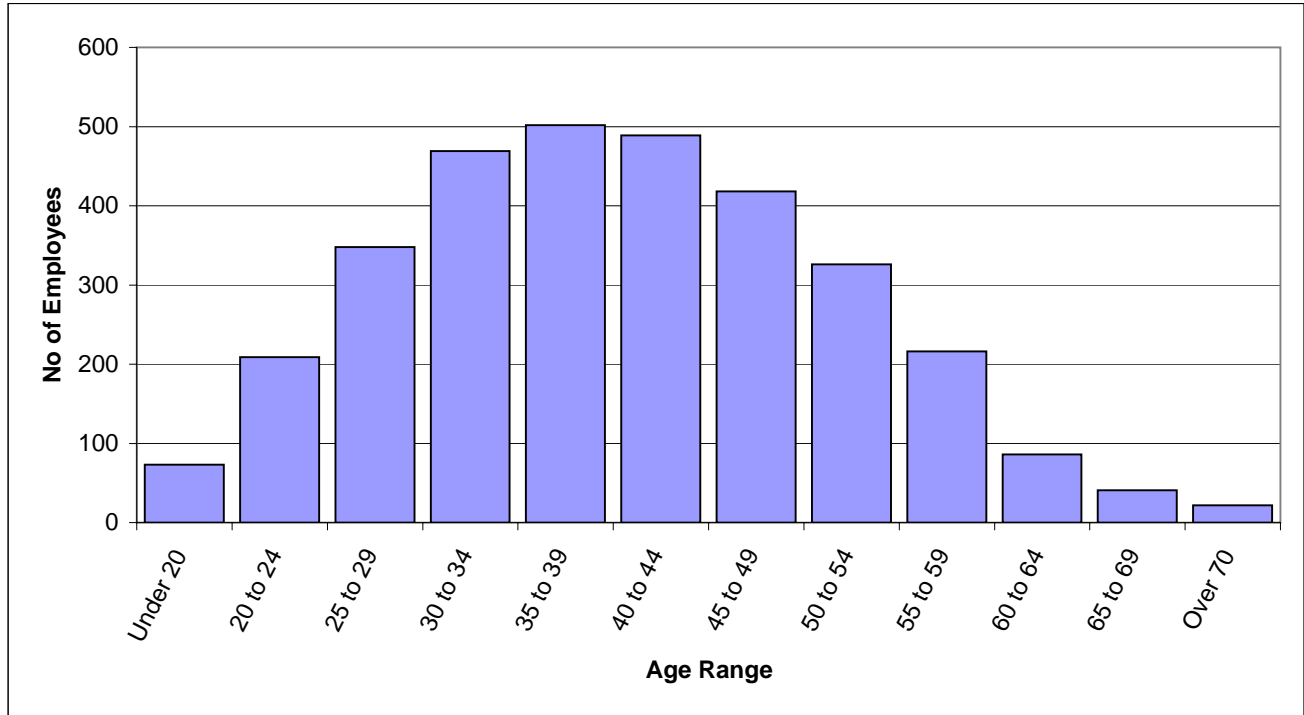
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	GAA	GBB	GCC	GDD	GEE	GFF	Total
Caymanian	2	1	11	5	15	20	16	40	49	97	179	163	213	139	381	62	187	15	167	131	160	85	53	47	2238
Non-Caymanian	3	1		1	5	15	9	17	52	46	108	164	40	55	133	4	20	3	50	91	61	36	32	15	961
<b>Total</b>	<b>5</b>	<b>2</b>	<b>11</b>	<b>6</b>	<b>20</b>	<b>35</b>	<b>25</b>	<b>57</b>	<b>101</b>	<b>143</b>	<b>287</b>	<b>327</b>	<b>253</b>	<b>194</b>	<b>514</b>	<b>66</b>	<b>207</b>	<b>18</b>	<b>217</b>	<b>222</b>	<b>221</b>	<b>121</b>	<b>85</b>	<b>62</b>	<b>3199</b>

The graphs show the percentage of grades that are occupied by Caymanian and Non-Caymanian employees. As at the 10th January 2004 70% of all employees were Caymanian and the remaining 30% Non-Caymanian.

There is a higher percentage of Non-Caymanians in grades A and B compared to the average across the Government (although this constitutes a small number of roles within the organisation). Caymanian employees hold a higher proportion of jobs in both the upper (Grades C to E) and the lower salary range (Grades P to R), whilst Non-Caymanians hold a higher proportion of posts in the mid salary range.

This pattern is not reflective of group employees where the spread of Caymanian and Non-Caymanian employees is more even.

Breakdown by Age



	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	Over 70	Total
Caymanian	67	186	258	320	329	301	268	235	153	68	34	19	<b>2238</b>
Non-Caymanian	6	23	90	149	173	188	150	91	63	18	7	3	<b>961</b>
<b>Total</b>	<b>73</b>	<b>209</b>	<b>348</b>	<b>469</b>	<b>502</b>	<b>489</b>	<b>418</b>	<b>326</b>	<b>216</b>	<b>86</b>	<b>41</b>	<b>22</b>	<b>3199</b>
Caymanian	3%	8%	12%	14%	15%	13%	12%	11%	7%	3%	2%	1%	100%
Non-Caymanian	1%	2%	9%	16%	18%	20%	16%	9%	7%	2%	1%	0%	100%
<b>%</b>	<b>2%</b>	<b>7%</b>	<b>11%</b>	<b>15%</b>	<b>16%</b>	<b>15%</b>	<b>13%</b>	<b>10%</b>	<b>7%</b>	<b>3%</b>	<b>1%</b>	<b>1%</b>	<b>100%</b>

The graph shows the number of employees within Government across the various age ranges. The graph is a typical shape for the distribution of ages to be found in a large organisation, with the concentration of employees being in the middle age bands (30 through to 50) with reducing numbers in the older and younger ranges. The Government's youngest employee is seventeen, its oldest employee is eighty-two and the average age of an employee is forty.

Whilst there is a higher proportion of young Caymanians compared to Non-Caymanians, there is overall little difference between the age distribution of Caymanian and Non-Caymanian employees.

**Employee Information as at 10-Jan-04**

**Department Breakdown by Age**

<b>Department</b>	<b>Under 20</b>	<b>20 to 29</b>	<b>30 to 39</b>	<b>40 to 49</b>	<b>50 to 59</b>	<b>60 to 69</b>	<b>Over 70</b>	<b>Total</b>
Agriculture	1	8	8	20	10	3		<b>50</b>
Audit Office		3	11	1	1			<b>16</b>
Cabinet Office		1	2		3			<b>6</b>
Children & Family Services	2	14	45	62	29	3	1	<b>156</b>
Computer Services		10	30	12	6			<b>58</b>
CS WA Y & S		5	5	11	8			<b>29</b>
Customs Department		35	51	24	10	3		<b>123</b>
District Administration	10	22	22	40	23	13	5	<b>135</b>
Drug & Substance Abuse		6	15	11	3			<b>35</b>
Economics & Statistics Office		6	3	3	2			<b>14</b>
Education	8	60	115	215	151	31	5	<b>585</b>
EHR&C	1	3	16	7	14	3	1	<b>45</b>
Employment Services		6	4	8	2			<b>20</b>
Environment		6	11	7	3			<b>27</b>
Environmental Health	3	25	48	45	15	5	2	<b>143</b>
Fire Department	3	27	75	25	7	1	1	<b>139</b>
General Registry	6	16	13	16	4	2		<b>57</b>
His Excellency the Governor			2	3	1			<b>6</b>
HS, DA & A		2		6	2			<b>10</b>
Immigration	5	36	20	23	18	5	1	<b>108</b>
Judicial Department		8	13	17	16	1		<b>55</b>
Lands & Survey	1	8	20	15	9	2		<b>55</b>
Legal Affairs		8	16	10	5	2	1	<b>42</b>
Legislative		1	3	3	4	1		<b>12</b>
MRCU		7	11	7	10	3		<b>38</b>
P,C,W & IT	1	10	9	7	4	1		<b>32</b>
Personnel		3	5	5	8			<b>21</b>
Planning	1	9	11	5	4	2		<b>32</b>
Police	6	61	161	82	32	5		<b>347</b>
Portfolio of Finance & Economics		9	22	5	3			<b>39</b>
Portfolio of Internal & External Affairs		9	10	6	8			<b>33</b>
Postal	2	9	21	29	21	5	1	<b>88</b>
Prison	1	17	56	58	23	7		<b>162</b>
Public Works Department	16	54	54	54	51	16	2	<b>247</b>
Radio Cayman		4	12	6	1	1		<b>24</b>
T, E, D & C	2	13	12	11	7	2		<b>47</b>
Tourism Department	1	14	12	9	4	4	1	<b>45</b>
Treasury		5	8	12	2			<b>27</b>
Vehicle & Equipment Services	2	5	4	11	9	3	1	<b>35</b>
Youth and Sports	1	12	15	16	9	3		<b>56</b>
<b>Total</b>	<b>73</b>	<b>557</b>	<b>971</b>	<b>907</b>	<b>542</b>	<b>127</b>	<b>22</b>	<b>3199</b>

The table shows the number of employees within each Department spread across the various age ranges.

Four departments have over 30% of their staff in the 20 to 29 age range; they are the Economics and Statistics Office, Immigration, Administration for the Ministry of P,C,W & IT and Tourism. Three departments have over 10% of their workforce in the over 60 age range; they are District Administration, Tourism and Vehicle& Equipment Services.

**Employee Information as at 10-Jan-04**

**Breakdown by Grade & Age**

Grade	Age Range							Total
	Under 20	20 to 29	30 to 39	40 to 49	50 to 59	60 to 69	Over 70	
A					100%			100%
B				50%	50%			100%
C			9%	27%	55%	9%		100%
D				50%	50%			100%
E			15%	30%	45%	10%		100%
F			26%	46%	26%	3%		100%
G		8%	24%	52%	12%	4%		100%
H		2%	26%	40%	25%	5%	2%	100%
I		6%	36%	24%	29%	5%	1%	100%
J		6%	28%	27%	36%	3%		100%
K		11%	31%	36%	20%	2%		100%
L		17%	28%	32%	20%	2%		100%
M		9%	45%	33%	11%	2%	0%	100%
N		14%	42%	27%	14%	2%		100%
O	2%	27%	40%	20%	9%	2%	0%	100%
P	2%	38%	23%	20%	15%	3%		100%
Q	4%	29%	28%	20%	15%	3%		100%
R		28%	28%	28%	11%	6%		100%
GAA	10%	15%	23%	25%	14%	10%	2%	100%
GBB	11%	24%	20%	31%	8%	5%	2%	100%
GCC	3%	22%	22%	26%	15%	10%	3%	100%
GDD		16%	28%	33%	14%	8%	1%	100%
GEE		7%	18%	33%	36%	5%	1%	100%
GFF		13%	18%	37%	24%	8%		100%

With salaried staff there is a greater proportion of employees in the higher age ranges in the higher grades. Over 40% of employees in grades A through E are in the 50 to 59 age range (The yellow shading highlights where over 40% of the grade are of the identified age range). Over 40% of employees in grades M and N are in the 30 to 39 age range.

For hourly paid staff the spread over the age ranges is more even.

**Appointment Information 01-Jan-03 to 31-Dec-03**

**Department Breakdown by Employment Category**

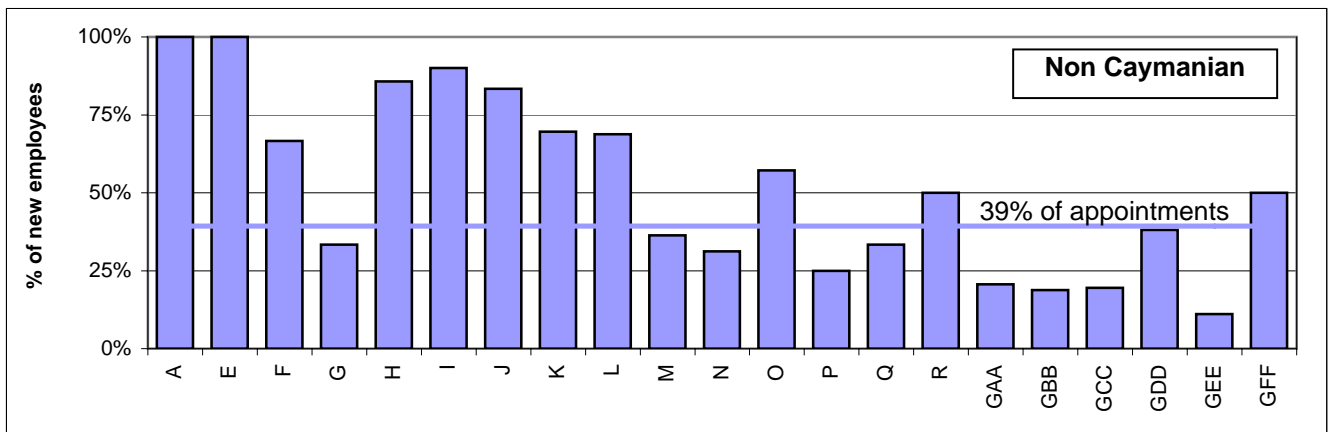
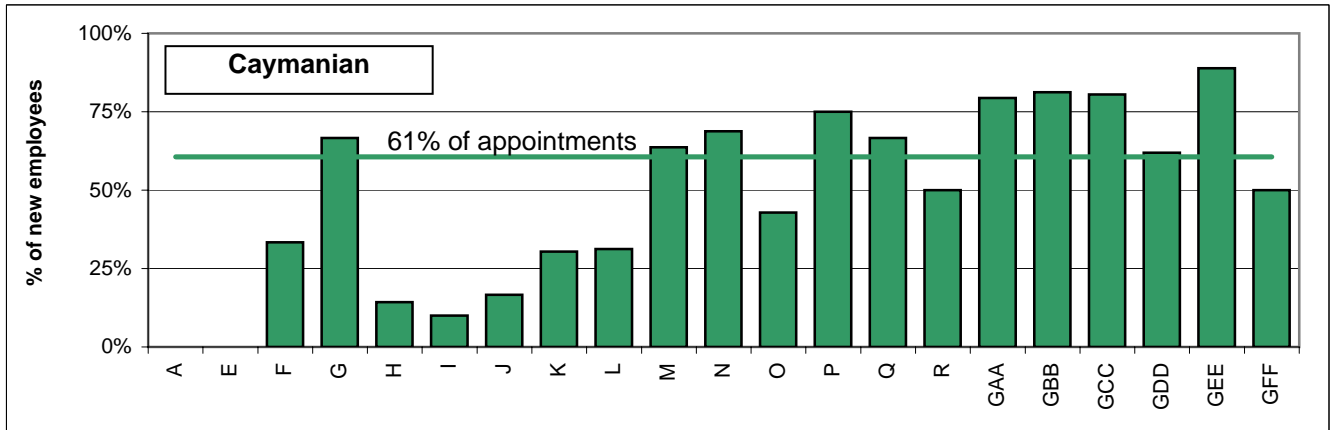
<b>Department</b>	<b>Group</b>	<b>Local</b>	<b>Overseas</b>	<b>Permanent</b>	<b>Temporary</b>	<b>Total</b>
Agriculture	2			1	1	4
AIDB	3		1			4
Audit Office			1	1		2
Children & Family Services	29		1			30
Computer Services		1	4	1		6
CS WA Y & S	2					2
Customs Department	2			1		3
District Administration	29					29
Drug & Substance Abuse	4	1	10	1		16
Economics & Statistics Office			2		1	3
Education	44	5	21	13	2	85
EHR&C	1			3		4
Employment Services	5			1		6
Environment		1		1	2	4
Environmental Health	11	1		3		15
Fire Department	1					1
General Registry	3		2	5		10
His Excellency the Governor			2			2
HS, DA & A	1	1		3		5
Immigration	8		1	1	1	11
Judicial Department	3	3	4	2		12
Lands & Survey	1		1			2
Legal Affairs	1	5	3	2	2	13
Legislative	3	2		1		6
MRCU			1			1
P,C,W & IT		1		5	4	10
Planning			1	1		2
Police	5	17	11	8		41
Portfolio of Finance & Economics	1		5	1		7
Portfolio of Internal & External Affairs	3	1		1		5
Postal	5			4		9
Prison	3	15	2	12		32
Public Works Department	39	2				41
Radio Cayman	1	1				2
T, E, D & C	2			3	3	8
Tourism Department	13	3	1	1		18
Treasury				2	1	3
Vehicle & Equipment Services	6					6
Youth and Sports	20		2	1		23
<b>Total</b>	<b>251</b>	<b>60</b>	<b>76</b>	<b>79</b>	<b>17</b>	<b>483</b>
<b>% of Total Appointments</b>	<b>52.0%</b>	<b>12.4%</b>	<b>15.7%</b>	<b>16.4%</b>	<b>3.5%</b>	<b>100%</b>
% of Non-Group Appointments		25.9%	32.8%	34.1%	7.3%	100%

There were over 480 new appointments to the Civil Service during 2003, slightly over half were of Group employees.

Of the non-group appointments the largest proportion was of Permanent Pensionable Employees (34%).

**Appointment Information 01-Jan-03 to 31-Dec-03**

**Percentage of new appointments by nationality and Grade**



	A	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	GAA	GBB	GCC	GDD	GEE	GFF	Total
Caymanian			1	2	1	1	2	7	15	7	11	24	6	20	1	50	52	66	13	8	6	<b>293</b>
Non-Caymanian	2	1	2	1	6	9	10	16	33	4	5	32	2	10	1	13	12	16	8	1	6	<b>190</b>
<b>Total</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>7</b>	<b>10</b>	<b>12</b>	<b>23</b>	<b>48</b>	<b>11</b>	<b>16</b>	<b>56</b>	<b>8</b>	<b>30</b>	<b>2</b>	<b>63</b>	<b>64</b>	<b>82</b>	<b>21</b>	<b>9</b>	<b>12</b>	<b>483</b>

It is still more prevalent for new appointments to the Civil Service in the higher salary ranges (grades A to L excluding grade G) to be Non-Caymanian. Appointments to Grade A were of Puisne Judges.

During 2003, as for the previous year, over half the total appointments for grades M and below were Caymanian. Caymanians also comprised over half the appointments in grade G.

This data should be considered in conjunction with the information on internal promotions shown on page 14.

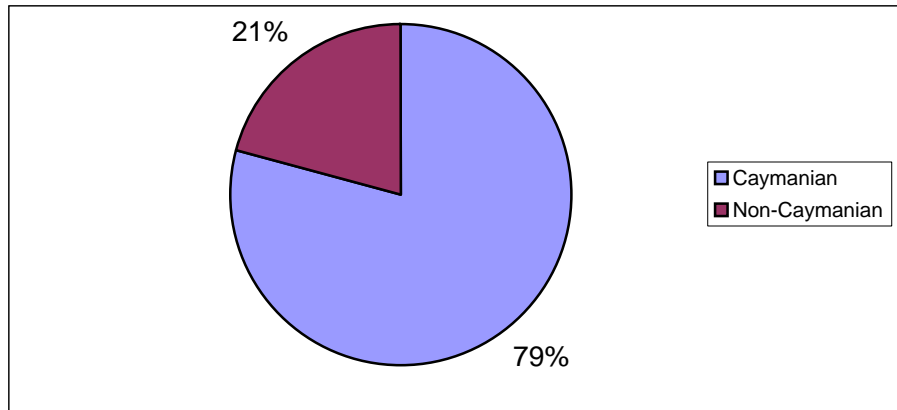
**Promotion Information 01-Jan-03 to 31-Dec-03**

**Number of Promotions between Grades**

		New Grade										Total	
		E	G	H	I	J	K	L	M	N	O		P
Old Grade	I	1											1
	J	1	1	2	3								7
	K				4	10							14
	L					4	15						19
	M						1	2					3
	N							2	6				8
	O							2	3	3			8
	P							1			2		3
	Q										2	1	3
	R										1		1
Total		2	1	2	7	14	16	7	9	3	5	1	67

The shading indicates the number of grades increased during promotion and the figures show how many people moved that number of grades	Number of grades promoted				
	5	4	3	2	1

**Number & Percentage of Promotions by Nationality**



	Grade Promoted To										Total	
	E	G	H	I	J	K	L	M	N	O		P
Caymanian	1	1	1	5	9	13	6	9	3	5		53
Non-Caymanian	1		1	2	5	3	1				1	14
Total	2	1	2	7	14	16	7	9	3	5	1	67
% Caymanian	50%	100%	50%	71%	64%	81%	86%	100%	100%	100%	0%	79%

There were 67 employees promoted through PSC during 2003.

The top table shows the grade changes awarded during promotion. 42 employees (63% of promotions) were promoted 1 grade, 18 employees (27%) were promoted 2 grades, 4 employees were promoted 3 grades (6%), 2 employees were promoted 4 grades (3%) and one individual was promoted 5 grades.

The lower table shows the number of employees promoted split by nationality and grade. Caymanians formed the majority of employees being promoted, 79% of all promotions.



**Resignation Information 01-Jan-03 to 31-Dec-03**

**Leavers by Department and Employment Category**

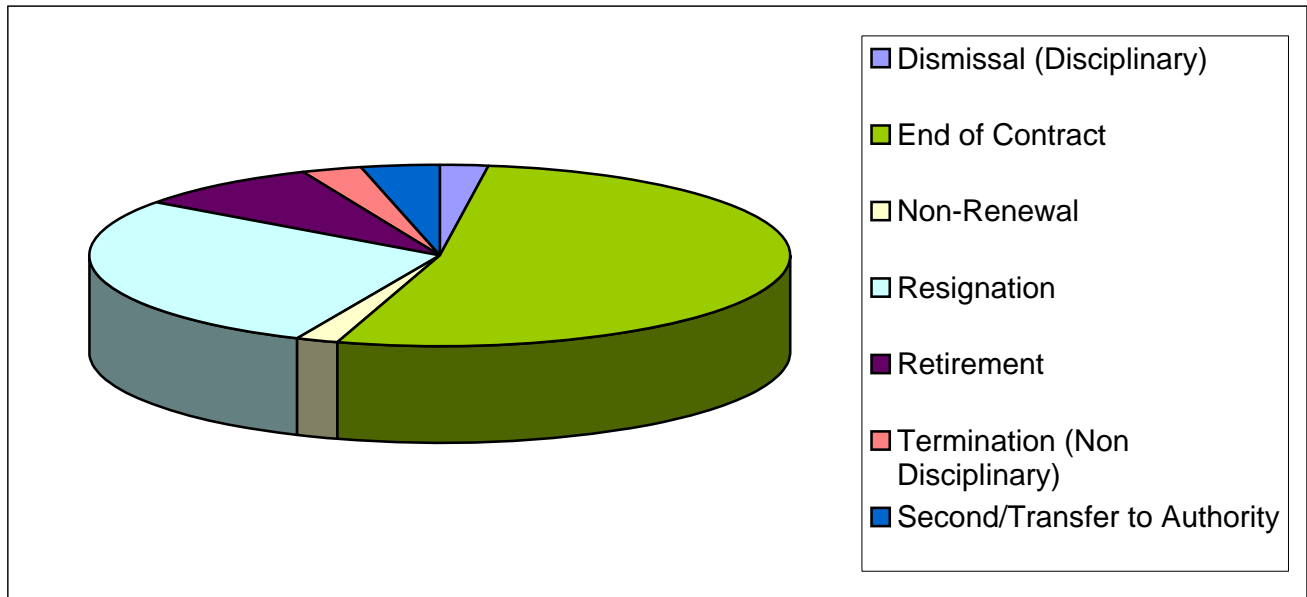
<b>Department</b>	<b>Group</b>	<b>Local</b>	<b>Overseas</b>	<b>Permanent</b>	<b>Temporary</b>	<b>Total</b>
Agriculture	1		1	1		3
CIDB	2	1	3	5		11
Audit Office			1			1
Children & Family Services	16	9	5	5		35
Computer Services	1	2	4			7
CS WA Y & S		1	1	1		3
Customs Department	2			1		3
District Administration	18			1		19
Drug & Substance Abuse	1		4	1		6
Economics & Statistics Office			1		1	2
Education	35	5	17	5	1	63
EHR&C	2	1	1		1	5
Employment Services	4					4
Environment		1		1		2
Environmental Health	8		1	1		10
Fire Department				2		2
General Registry	4			3		7
His Excellency the Governor			2			2
HS, DA & A	1			2		3
Immigration				6	1	7
Judicial Department	1		1	1	1	4
Legal Affairs			4		2	6
Legislative	3					3
MRCU			1			1
P,C,W & IT		1		4	2	7
Personnel		1				1
Planning		1		1		2
Police	5	8	10	14		37
Portfolio of Finance & Economics	1	1	1	1		4
Portfolio of Internal & External Affairs		1		2		3
Postal	2			4		6
Prison		5	2	2	2	11
Public Works Department	24					24
Radio Cayman	3					3
T, E, D & C	2			1	1	4
Tourism Department	6		3	1		10
Treasury				2		2
Vehicle & Equipment Services	2					2
Youth and Sports	7	3				10
<b>Total</b>	<b>151</b>	<b>41</b>	<b>63</b>	<b>68</b>	<b>12</b>	<b>335</b>
<b>%</b>	<b>45.1%</b>	<b>12.2%</b>	<b>18.8%</b>	<b>20.3%</b>	<b>3.6%</b>	<b>100.0%</b>

335 employees left Government employment during 2003, including staff that were seconded to CIDB. Group employees make up 45% of all leavers, with permanent pensionable employees constituting the next largest group.

Child and Family Services, the Governor's Office, Administration for the Ministry of HS, DA & A and Tourism departments all experienced turnover rates double that of the Government average. (Based on the number of employees as at 10th January 2004). 15 staff transferred from the children's homes to the CAY foundation, contributing to Child and Family Services Department's turnover rate.

End of contract was the biggest cause of leavers from Child & Family Services (49% of the people leaving the department), the Governor's Office (100%) and Tourism (60%), whilst resignation was the main reason for leavers from the Administration for the Ministry of HS, DA & A (67%).

Leavers by Employment Category and Reason

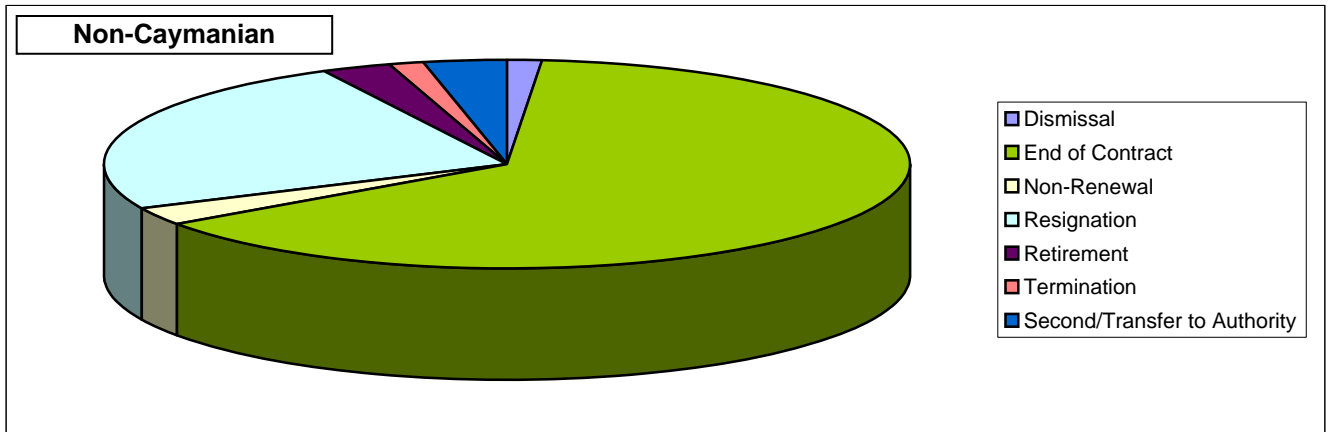
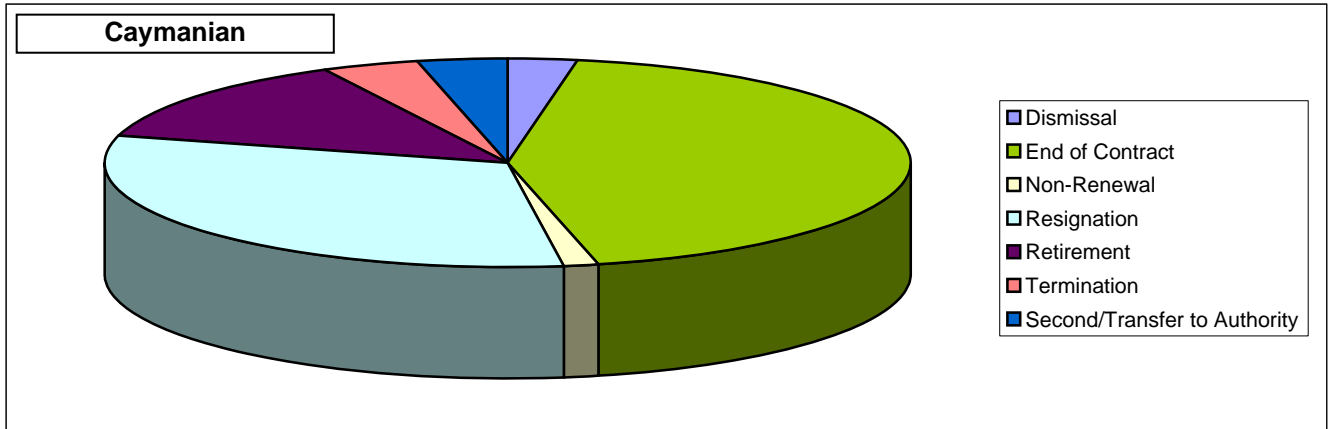


Reason	Group	Local	Overseas	Permanent	Temporary	Total	%
Dismissal (Disciplinary)	2	1		4		7	2.1%
End of Contract	100	21	43	2	10	176	52.5%
Non-Renewal	4		2		1	7	2.1%
Resignation	21	17	15	41	1	95	28.4%
Retirement	15	1		13		29	8.7%
Termination (Non Disciplinary)	8			1		9	2.7%
Second/Transfer to Authority	1	1	3	7		12	3.6%
<b>Total</b>	<b>151</b>	<b>41</b>	<b>63</b>	<b>68</b>	<b>12</b>	<b>335</b>	<b>100.0%</b>

The greatest proportion of employees leave government employment as a result of their contract expiring, which during 2003 accounted for over 50% of all leavers, whilst 28% of all leavers resigned.

Staff turnover for the Civil Service (based on the average employee figures for January & July 2003 & January 2004) was 11%, Group turnover was 17% and Non-Group turnover 8%. This is consistent with the rate experienced during 2002.

Leavers by Nationality and Reason



Reason	Caymanian	Non-Caymanian	Total
Dismissal	5	2	7
End of Contract	82	94	176
Non-Renewal	3	4	7
Resignation	59	36	95
Retirement	25	4	29
Termination	7	2	9
Second/Transfer to Authority	7	5	12
<b>Total</b>	<b>188</b>	<b>147</b>	<b>335</b>

The graphs show the reasons given for ending employment, split by nationality. The high percentage of Caymanian leavers at end of contract were group employees (73 people).

**Position Information 01-Jan-03 to 31-Dec-03**

**Number of Positions Regraded by Grade**

		New Grade											Total		
		F	G	H	I	J	K	L	M	N	O	P		Q	
Old Grade	G	1													1
	H	1	1												2
	I			3											3
	J				1										1
	K			1		4									5
	L				1	10	6								17
	M							4							4
	N								6						6
	O						1	2	7	1					11
	P							1	1	1	2				5
	Q							1		1	3	6			11
	R												1		1
	Total		2	1	4	2	14	7	8	14	3	5	6	1	67

The shading indicates the number of grades increased during the regrading process and the figures show how many posts moved that number of grades	Number of grades post regraded				
	5	4	3	2	1

**Number of New Positions Created by Grade**

Grade														Total
C	D	F	G	G	H	I	J	K	L	M	N	O	Q	
1	1	1	2	1	5	4	6	7	4	3	5	6	2	48
2%	2%	2%	4%	2%	10%	8%	13%	15%	8%	6%	10%	13%	4%	100%

There were 67 positions regraded during 2003. Of those over half were regraded by one grade (54%), 33% increased by two grades, 9% increased by three grades, 3% increased by four grades and 1% was regraded by five grades. No posts were down-graded during 2003.

There were 48 new positions approved for creation during 2003. Of those, seven positions were created at grade K, 6 were created at grades J and O, and a further 5 each at grades H and N.

**Position Information 01-Jan-03 to 31-Dec-03**

**Number of Positions Regraded by Department**

	New Grade												Total	%
	F	G	H	I	J	K	L	M	N	O	P	Q		
Agriculture							1				1	1	3	4%
Archives						1							1	1%
CIDB			1										1	1%
DOSAS							1	1					2	3%
DVES							1	1	1	1			4	6%
Eco & Statistics								1					1	1%
Education						1		1					2	3%
Env Health							1		1				2	3%
Finance	2				1								3	4%
Fire					1	1							2	3%
General Registry										1			1	1%
Immigration								1					1	1%
Judicial					3				1				4	6%
Lands & Survey					2		1						3	4%
Legal							1						1	1%
Legislative								1					1	1%
Licensing Dept								3		1			4	6%
Min Community										1	1		2	3%
MRCU								1					1	1%
Personnel								1					1	1%
Planning					1								1	1%
Police								1			3		4	6%
Prison					1					1			2	3%
PWD				1	3	1							5	7%
Shipping Registry			1					1			1		3	4%
Sunrise Centre						1							1	1%
Tourism					2	1	1						4	6%
Treasury			2			1							3	4%
Youth & Sports		1		1			1	1					4	6%
<b>Total</b>	<b>2</b>	<b>1</b>	<b>4</b>	<b>2</b>	<b>14</b>	<b>7</b>	<b>8</b>	<b>14</b>	<b>3</b>	<b>5</b>	<b>6</b>	<b>1</b>	<b>67</b>	<b>100%</b>

The regrades were spread between 29 different departments, the most being undertaken for the Public Works Department which had 5 positions regraded.

**Position Information 01-Jan-03 to 31-Dec-03**

**Number of Positions Created by Department**

	Grade															Total	%
	C	D	F	G	G	H	I	J	K	L	M	N	O	Q			
Agriculture												1			1	2%	
Archives								1							1	2%	
BMU				1											1	2%	
Cabinet Office	1	1				1									3	6%	
DOSAS									1	1					2	4%	
FS Office							1								1	2%	
GIS										1					1	2%	
Immigration								1							1	2%	
Judicial												1			1	2%	
Lands & Survey						1			1						2	4%	
Legal			1							1					2	4%	
Min CSGAYS									1		1	1			3	6%	
Min E HR & C							1								1	2%	
Min Health					1	1	1	2			1			1	7	15%	
Min PCW&IT						1			2			1			4	8%	
Min Tourism								1	1						2	4%	
MRCU						1									1	2%	
Prison										1	1	1	1		4	8%	
PWD													1		1	2%	
Sports													1		1	2%	
Sunrise Centre									1						1	2%	
Tourism							1	1						1	3	6%	
Treasury				1											1	2%	
Youth, Sports Com													3		3	6%	
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>5</b>	<b>4</b>	<b>6</b>	<b>7</b>	<b>4</b>	<b>3</b>	<b>5</b>	<b>6</b>	<b>2</b>	<b>48</b>	<b>100%</b>	

The new positions were created in 24 different departments, the most being created for the Ministry of Health which had 7 new positions created.

Civil Service Filled Posts

	1994	1995	1996	1997	1998	1999	2000	2001	2002 <sup>2</sup>	2003
<b>MINISTRIES<sup>1</sup></b>										
Tourism, Commerce & Transport*	210	186	201	168	168	227	293	207	215	224
Community Affairs, Sports, Women, Youth & Culture	74	95	99	116	55	96	102	270	263	276
Health, Social Welfare, Drug Abuse Prevention & Rehabilitation	...	302	318	394	522	566	568	637	89	99
Agriculture, Environment, Communication & Works	152	235	235	262	279	230	246	294	322	331
Education, Aviation & Planning	356	374	386	411	430	421	460	482	473	489
Total	792	1,192	1,239	1,351	1,454	1,540	1,669	1,890	1,362	1,419
<b>PORTFOLIOS</b>										
Finance & Economics	162	177	186	181	186	180	201	211	210	216
Internal & External Affairs	606	569	617	648	635	639	616	497	506	512
Legal Affairs	24	25	28	30	31	31	31	30	32	37
Office of the Governor	4	4	4	4	4	4	4	4	6	6
<b>OTHER EXTERNAL DEPARTMENTS</b>										
Cayman Islands Audit Office	10	13	11	12	11	15	13	14	16	16
Judicial Department	35	36	37	38	40	34	44	45	41	47
Cabinet Office										6
<b>TOTAL FILLED POSTS</b>	<b>1,633</b>	<b>2,016</b>	<b>2,122</b>	<b>2,264</b>	<b>2,361</b>	<b>2,443</b>	<b>2,578</b>	<b>2,691</b>	<b>2,173</b>	<b>2,259</b>

Notes

<sup>1</sup> Ministry totals includes all Departments, Offices and Units under the Ministry's responsibility.

<sup>2</sup> The Health Services Authority was created in July 2002.

\* Tourism totals includes 39 overseas posts which are always filled. (Excluding 2002/2003)

## Glossary of Terms

Term	Explanation
Employee Information	<p>This relates to the number of employees that are managed locally on the HR/Payroll system.</p> <p>Including</p> <ul style="list-style-type: none"> <li>- Civil Servants</li> <li>- Judges</li> <li>- The UK Representative and Deputy Representative (by exception)</li> </ul> <p>Excluding</p> <ul style="list-style-type: none"> <li>- Politicians</li> <li>- Governors Office support staff whose contracts are held by the Home Office</li> <li>- Employees who are on an unpaid career break</li> <li>-Overseas employees (Non Caymanian) of the Tourism Department</li> </ul>
Employee Category	Describes the type of terms and conditions that an employee is retained on. The various categories of employment terms are permanent and pensionable staff, employees on overseas contracts, local contracts, temporary contracts and on group employment terms.
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	<p>The information presented at Department Level relates to the various cost centers that constitute a department.</p> <p>Where a Ministry or Portfolio appears listed as a department this does not mean the whole Ministry/Portfolio. It relates to those cost centers that fall under the Ministry/Portfolio administration.</p>
Grades	<p>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 and the Governor lie outside the regular grading structure. These positions have been included under grade A for ease of classification.</p> <p>Hourly paid staff are paid on grades GAA through GFF where GAA is the highest grade and GFF the lowest.</p>
Nationality	Nationality is used to describe whether an employee is Caymanian or Non-Caymanian.