

CAYMAN ISLANDS GOVERNMENT



Portfolio of the Civil Service

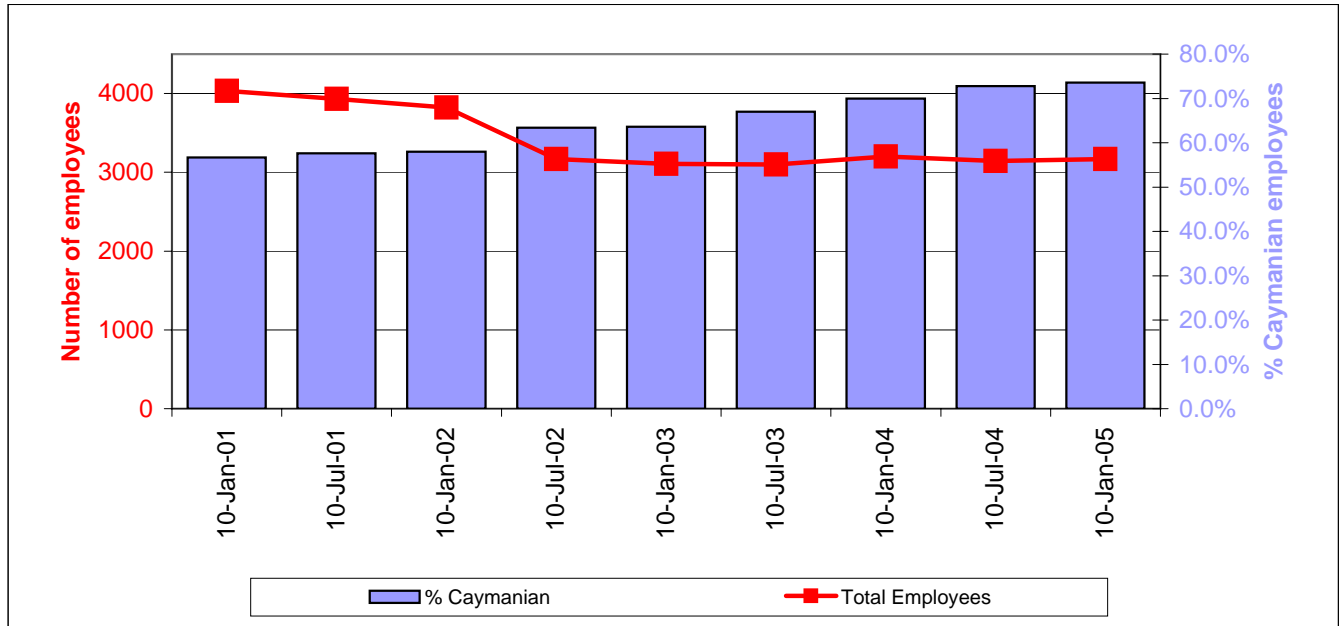
Employment Information and Personnel Activity Report

Historical Data and Personnel Activity 01-Jan-04 to 31-Dec-04

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Number of Civil Servants and Percentage who are Caymanian



Date	10-Jan-01	10-Jul-01	10-Jan-02	10-Jul-02	10-Jan-03	10-Jul-03	10-Jan-04	10-Jul-04	10-Jan-05
Caymanian	2287	2267	2214	2007	1977	2075	2238	2288	2332
Non-Caymanian	1747	1666	1606	1160	1130	1022	961	855	837
Total	4034	3933	3820	3167	3107	3097	3199	3143	3169
% Caymanian	56.7%	57.6%	58.0%	63.4%	63.6%	67.0%	70.0%	72.8%	73.6%

Over the last four years the size of the Civil Service has decreased by over a fifth from 4034 employees in January 2001 to its current level of 3169 (as shown by the red line on the chart above). The creation of Statutory Authorities has been a major contributing factor in this reduction, including that of the HSA in July 2002 and the National Roads Authority in 2004.

During the same time period there has been a steady increase in the proportion of Caymanian employees who constitute the workforce, from 57% in January 2001 to 74% in January 2005 (as shown by the bars on the chart above). This growth has been influenced by the large scale granting of Caymanian Status by Cabinet during the Quincentennial year, however not all grants were notified in 2003 for employment change.

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

There are currently ten employees interdicted on either half or no pay as a result of either internal disciplinary procedures or pending the outcome of criminal proceedings.

Employee Information as at 10-Jan-05

Number and Percentage of Employees by Employment Category and Nationality

10-Jan-05	Caymanian	Non-Caymanian	Total
Group	625	244	869
Local	47	245	292
Overseas		333	333
Permanent	1649		1649
Temporary	11	15	26
All Employees	2332	837	3169
Excluding Group	1707	593	2300

10-Jan-05	Caymanian	Non-Caymanian
Group	71.9%	28.1%
Local	16.1%	83.9%
Overseas	0.0%	100.0%
Permanent	100.0%	0.0%
Temporary	42.3%	57.7%
All Employees	73.6%	26.4%
Excluding Group	74.2%	25.8%

10-Jul-04	Caymanian	Non-Caymanian	Total
Group	598	258	856
Local	45	255	300
Overseas		327	327
Permanent	1632		1632
Temporary	13	15	28
All Employees	2288	855	3143
Excluding Group	1690	597	2287

10-Jul-04	Caymanian	Non-Caymanian
Group	69.9%	30.1%
Local	15.0%	85.0%
Overseas	0.0%	100.0%
Permanent	100.0%	0.0%
Temporary	46.4%	53.6%
All Employees	72.8%	27.2%
Excluding Group	73.9%	26.1%

10-Jan-04	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

10-Jan-04	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%

10-Jan-03	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

10-Jan-03	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%

10-Jan-02	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

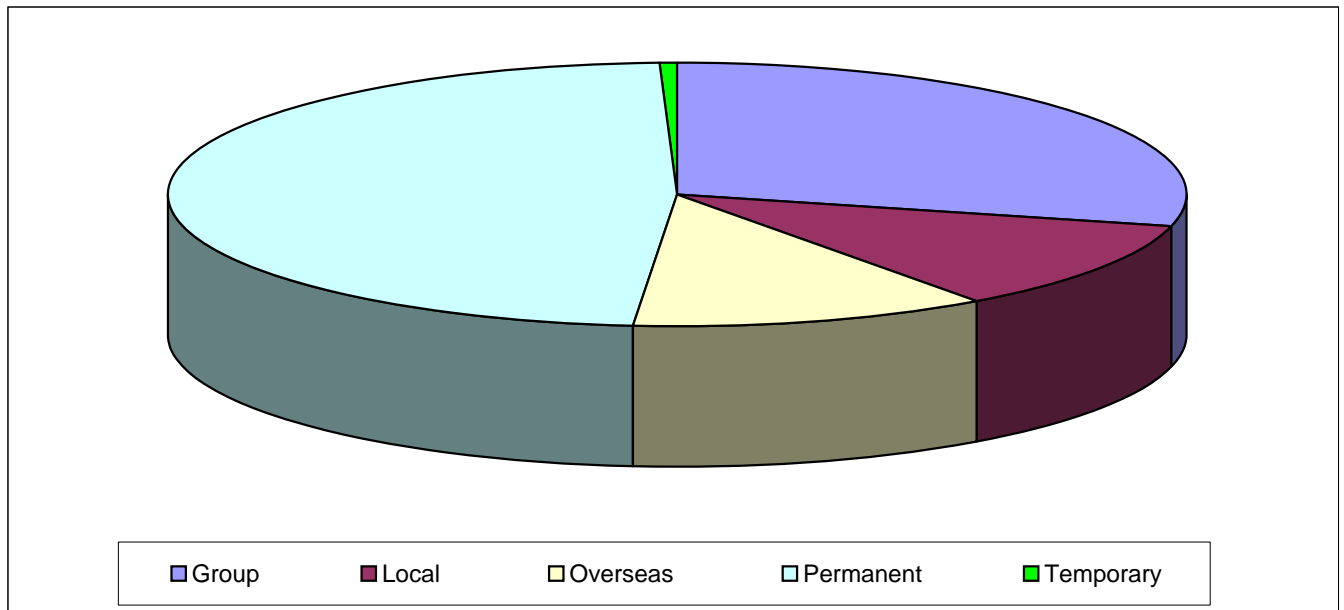
10-Jan-02	Caymanian	Non-Caymanian
Group	55.4%	44.6%
Local	10.8%	89.2%
Overseas	0.0%	100.0%
Permanent	100.0%	0.0%
Temporary	16.3%	83.7%
All Employees	58.0%	42.0%
Excluding Group	59.0%	41.0%

10-Jan-01	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

10-Jan-01	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 is over 70%, both including or excluding group employees.

Percentage of Employees by Employment Category



Date	10-Jan-01	10-Jul-01	10-Jan-02	10-Jul-02	10-Jan-03	10-Jul-03	10-Jan-04	10-Jul-04	10-Jan-05
Group	31.4%	31.3%	28.7%	30.3%	29.3%	28.4%	29.0%	27.2%	27.4%
Local	12.6%	12.6%	12.9%	12.6%	13.0%	12.8%	10.9%	9.5%	9.2%
Overseas	15.4%	15.2%	15.6%	12.6%	12.9%	11.5%	11.4%	10.4%	10.5%
Permanent	37.9%	38.2%	40.2%	43.0%	43.9%	46.5%	48.0%	51.9%	52.0%
Temporary	2.7%	2.7%	2.6%	1.4%	0.9%	0.8%	0.7%	0.9%	0.8%
Grand Total	100.0%	100.0%	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, this year seeing the level reach over half of all employees, with a corresponding decrease in employees on other employment terms. The converting of employment terms to permanent for employees being granted Caymanian status by Cabinet in December 2003 will have impacted throughout 2004.

During 2004 permanent employment terms were issued to 62 people who received Caymanian Status.

Employee Information as at 10-Jan-05

Department Breakdown by Employment Category

Ministry/Portfolio/Department	Group	Local		Overseas	Permanent	Temporary	Total
		Cay	Non-Cay				
Agriculture	21		1	3	24		49
Audit Office				10	4	1	15
Cabinet Office					8		8
Children & Family Services	106	2	9	8	32	2	159
Complaints Commissioner					3		3
Computer Services	4		2	17	32	1	56
CS WA Y & S	7		3	3	22		35
Customs Department	30	1			96		127
District Administration	81	1			42		124
Drug & Substance Abuse	6		2	7	14		29
Economics & Statistics Office				1	9	1	11
Education	153	5	50	146	254	4	612
EHR&C	14	2	4	6	26		52
Employment Services	9			1	13		23
Environment		1	2		19	3	25
Environmental Health	119		1	4	20		144
Fire Department	2	1			137	2	142
General Registry	18		3	8	33	5	67
Health Insurance Commission			1	1	5		7
His Excellency the Governor	2	1	2	1			6
HS, DA & A			2		10		12
Immigration	27	1		2	98		128
Judicial Department	6	3	3	7	32		51
Lands & Survey	9			13	30		52
Legal Affairs	1	3	4	21	15		44
Legislative	2	2			8		12
MRCU	19		1	4	13		37
P,C,W & IT	1	1	5		21	2	30
Personnel		1	1	2	15		19
Planning		1		4	25		30
Police	7	12	87	32	212	1	351
Portfolio of Finance & Economics	2		1	7	32		42
Portfolio of Internal & External Affairs	1	1	6	2	24	1	35
Postal	19		1		83		103
Prison	10	3	42	12	86		153
Public Works Department	112	1		1	27		141
Radio Cayman	9		4		11		24
T, E, D & C	11	1	1		37	1	51
Tourism Department	8	1	4	2	26		41
Treasury	1		1	1	22	2	27
Vehicle & Equipment Services	29	1			5		35
Youth and Sports	23	1	2	7	24		57
Total	869	47	245	333	1649	26	3169

This table shows the total number of government employees by employment type, further split by Ministry, Portfolio or Department. The Cabinet Office, the Complaints Commissioner's office and the Fire Department operate with the highest percentage of permanent employees. In addition Economics and Statistics, the Administration for the Ministry of HS, DA & A, Planning, 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 (67%), whilst Environmental Health, Public Works and Vehicle & Equipment Services function with over 75% of their workforce on group employment terms.

Employee Information as at 10-Jan-05

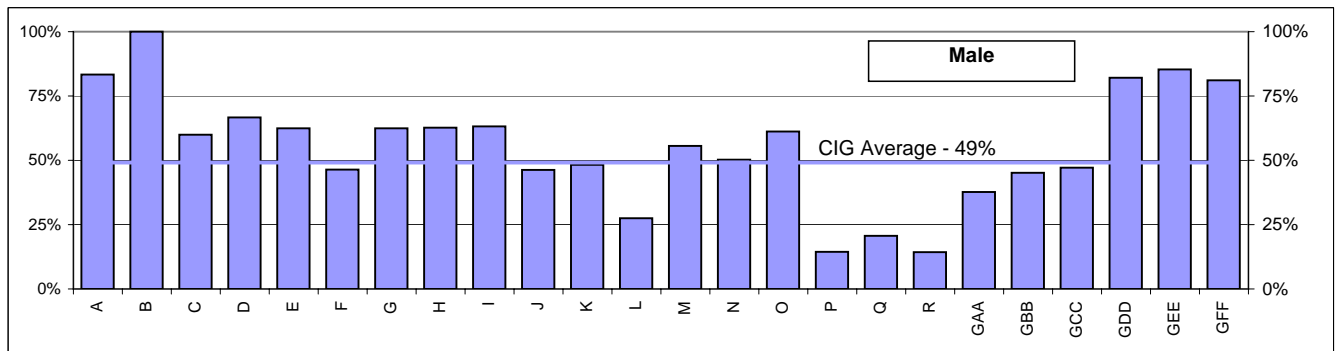
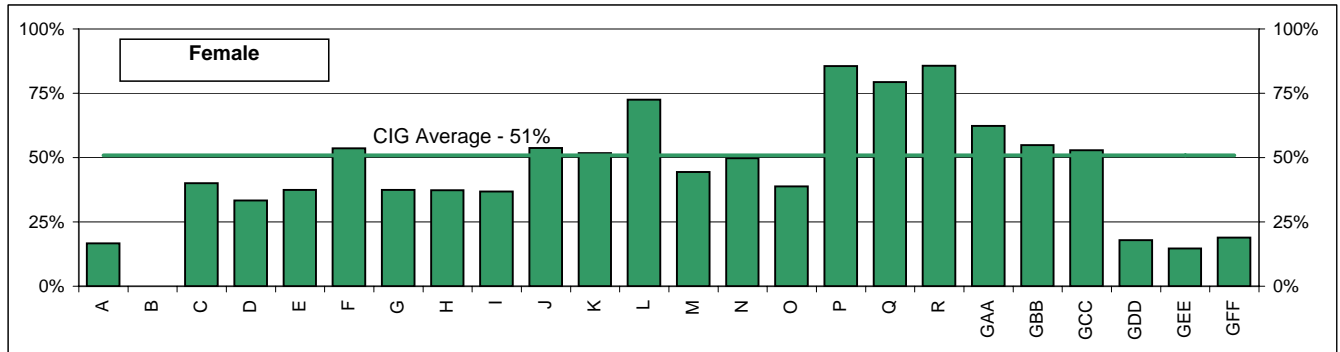
Department Breakdown by Nationality

Ministry/Portfolio/Department	Caymanian	Non-Caymanian	Total	% Caymanian	% Non-Caymanian
Agriculture	32	17	49	65.3%	34.7%
Audit Office	4	11	15	26.7%	73.3%
Cabinet Office	8		8	100.0%	0.0%
Children & Family Services	89	70	159	56.0%	44.0%
Complaints Commissioner	3		3	100.0%	0.0%
Computer Services	35	21	56	62.5%	37.5%
CS WA Y & S	28	7	35	80.0%	20.0%
Customs Department	126	1	127	99.2%	0.8%
District Administration	115	9	124	92.7%	7.3%
Drug & Substance Abuse	15	14	29	51.7%	48.3%
Economics & Statistics Office	9	2	11	81.8%	18.2%
Education	381	231	612	62.3%	37.7%
EHR&C	40	12	52	76.9%	23.1%
Employment Services	19	4	23	82.6%	17.4%
Environment	21	4	25	84.0%	16.0%
Environmental Health	103	41	144	71.5%	28.5%
Fire Department	141	1	142	99.3%	0.7%
General Registry	46	21	67	68.7%	31.3%
Health Insurance Commission	5	2	7	71.4%	28.6%
His Excellency the Governor	1	5	6	16.7%	83.3%
HS, DA & A	10	2	12	83.3%	16.7%
Immigration	125	3	128	97.7%	2.3%
Judicial Department	41	10	51	80.4%	19.6%
Lands & Survey	34	18	52	65.4%	34.6%
Legal Affairs	19	25	44	43.2%	56.8%
Legislative	10	2	12	83.3%	16.7%
MRCU	24	13	37	64.9%	35.1%
P,C,W & IT	25	5	30	83.3%	16.7%
Personnel	16	3	19	84.2%	15.8%
Planning	26	4	30	86.7%	13.3%
Police	231	120	351	65.8%	34.2%
Portfolio of Finance & Economics	33	9	42	78.6%	21.4%
Portfolio of Internal & External Affairs	26	9	35	74.3%	25.7%
Postal	99	4	103	96.1%	3.9%
Prison	95	58	153	62.1%	37.9%
Public Works Department	117	24	141	83.0%	17.0%
Radio Cayman	16	8	24	66.7%	33.3%
T, E, D & C	49	2	51	96.1%	3.9%
Tourism Department	33	8	41	80.5%	19.5%
Treasury	25	2	27	92.6%	7.4%
Vehicle & Equipment Services	15	20	35	42.9%	57.1%
Youth and Sports	42	15	57	73.7%	26.3%
Total	2332	837	3169	73.6%	26.4%

There are four departments where over 50% of employees (highlighted in green) are Non-Caymanian. They are Audit, the Governor's Office, Legal Affairs and Vehicle and Equipment Services. The Agriculture Department has seen the largest decrease in Non-Caymanian employees during the last year (17%) while the Vehicle and Equipment Services has seen the largest increase (6%).

Departments with a particularly high proportion of Caymanian employees (over 90% - highlighted in blue) include the Cabinet Office, Complaints Commissioner's 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		6	1	9	15	12	25	39	79	151	248	112	98	198	71	142	12	109	129	113	20	11	11	1612
Male	5	2	9	2	15	13	20	42	67	68	141	94	140	99	313	12	37	2	66	106	101	92	64	47	1557
Total	6	2	15	3	24	28	32	67	106	147	292	342	252	197	511	83	179	14	175	235	214	112	75	58	3169

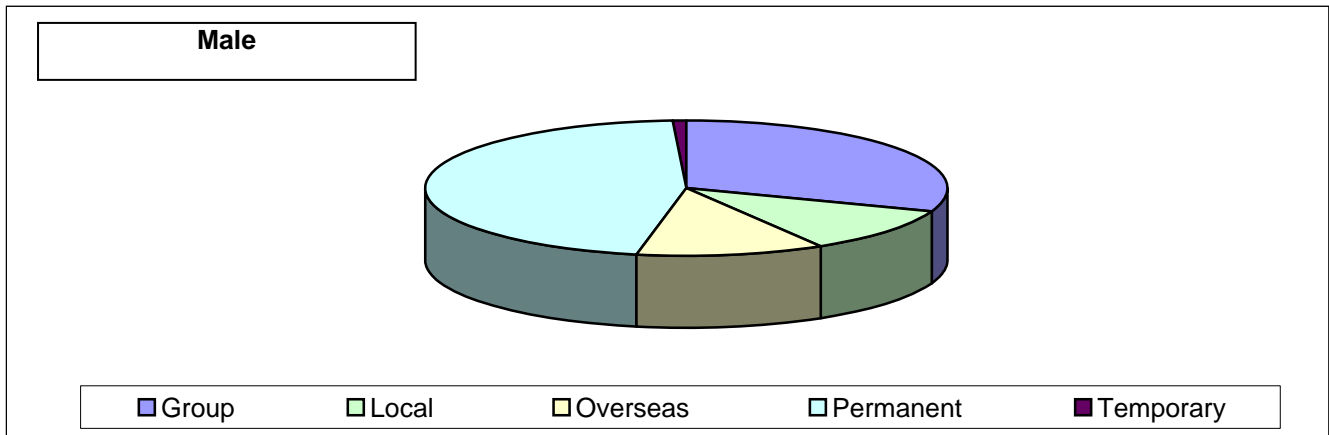
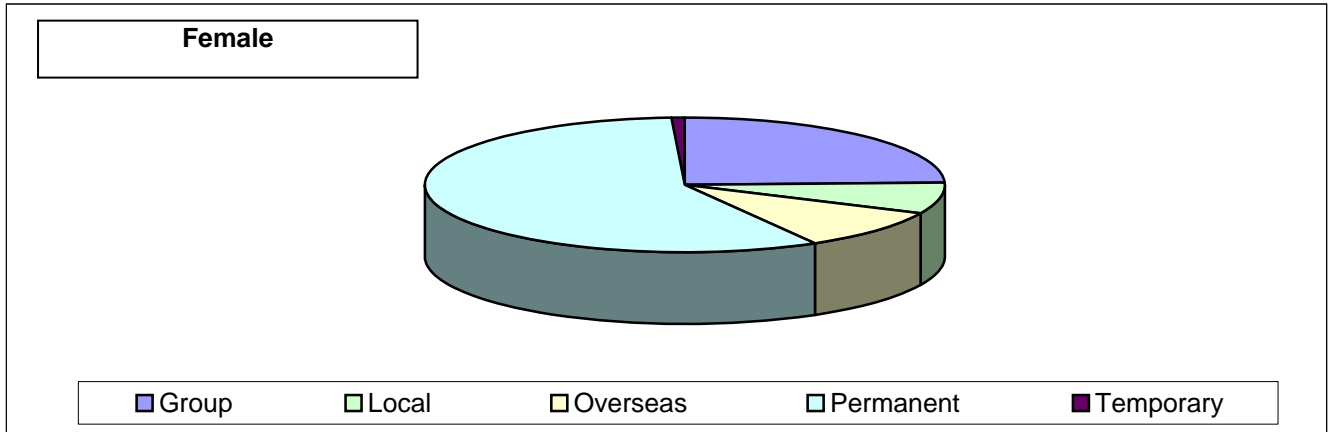
The graphs above show the proportion of grades held by female and male staff, the solid line showing the percentage expected if the grades were uniformly distributed.

Employees within the Cayman Islands Government continue to be quite evenly split by gender, the workforce comprising 51% female and 49% males. This is the first time that female employees have exceeded male employees since the establishment of the Health Service Authority in 2002.

An unequal distribution of gender is still apparent. For salaried staff, male employees constitute 60% or more of employees at the highest grades A through E, while female employees constitute 79% or more of employees in the lowest salary ranges P to R.

For group employees, male employees dominate the higher wage ranges where 80% or more of employees at grades GDD to GFF are male.

Percentage of Employees by Gender and Employment Category



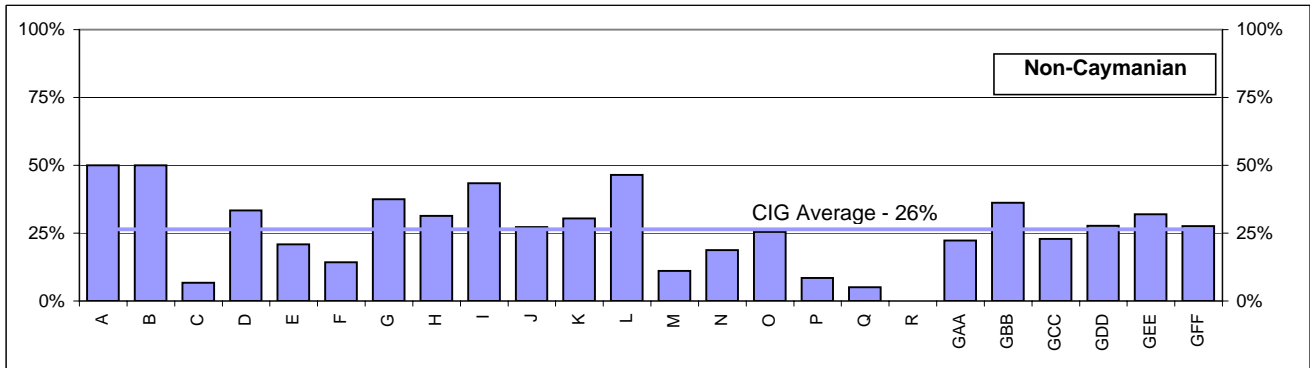
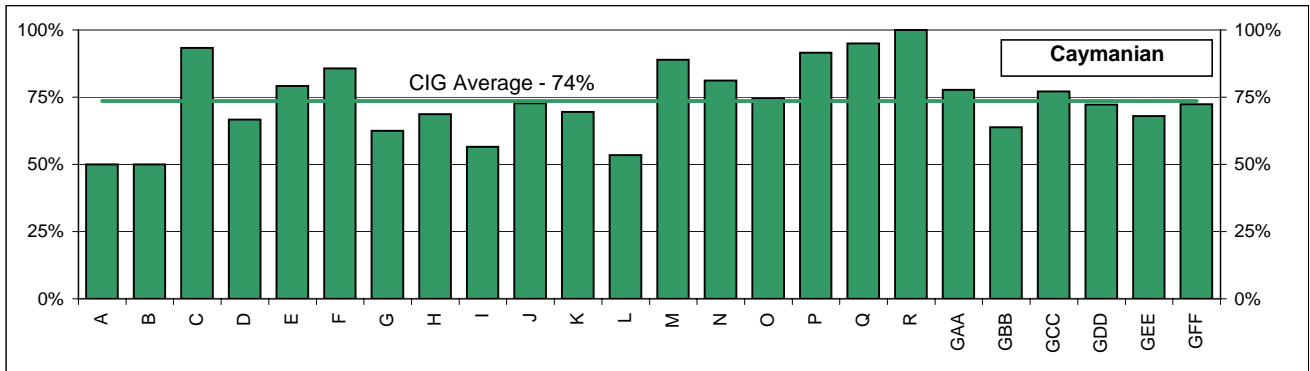
	Female	Male	Total	Female	Male
Group	393	476	869	24.4%	30.6%
Local	124	168	292	7.7%	10.8%
Overseas	153	180	333	9.5%	11.6%
Permanent	928	721	1649	57.6%	46.3%
Temporary	14	12	26	0.9%	0.8%
Total	1612	1557	3169	100.0%	100.0%

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

Over half of all female employees (58%) 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 (31%) with 46% being employed as permanent staff.

Employee Information as at 10-Jan-05

Percentage of employees by Nationality and Grade



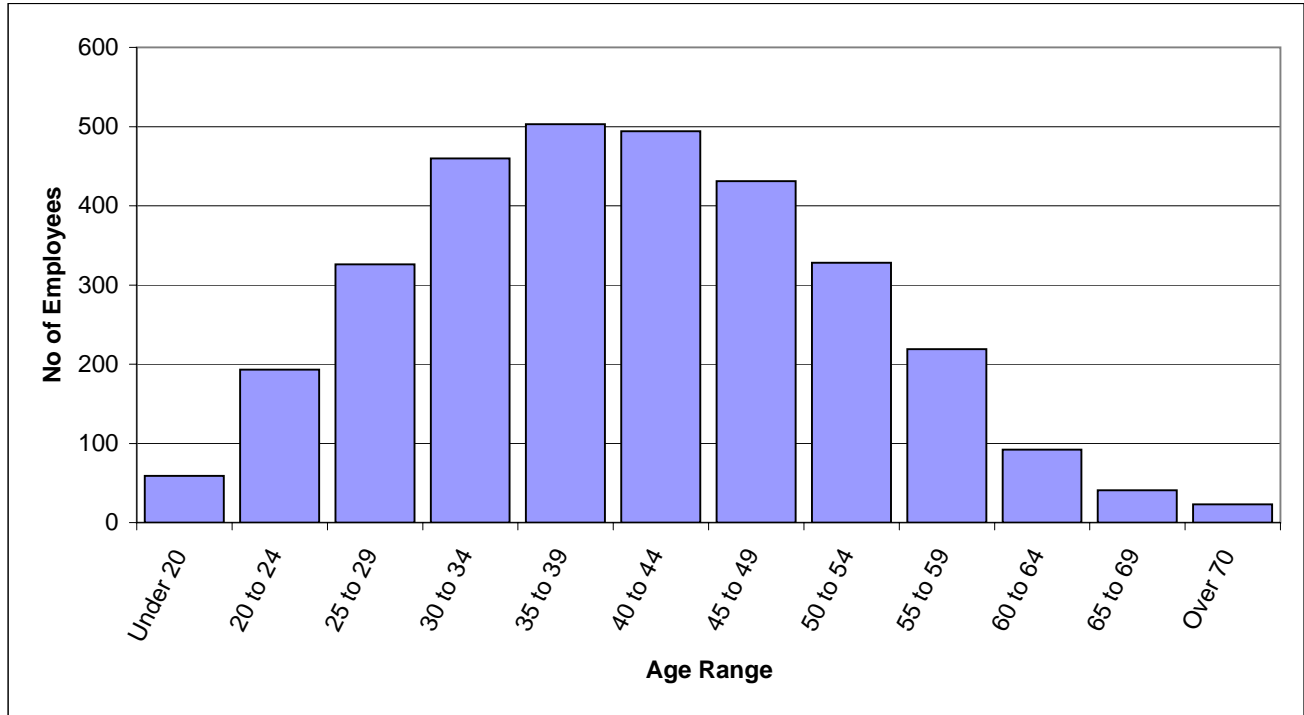
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	GAA	GBB	GCC	GDD	GEE	GFF	Total
Caymanian	3	1	14	2	19	24	20	46	60	107	203	183	224	160	381	76	170	14	136	150	165	81	51	42	2332
Non-Caymanian	3	1	1	1	5	4	12	21	46	40	89	159	28	37	130	7	9		39	85	49	31	24	16	837
Total	6	2	15	3	24	28	32	67	106	147	292	342	252	197	511	83	179	14	175	235	214	112	75	58	3169

The graphs show the percentage of grades that are occupied by Caymanian and Non-Caymanian employees. As at the 10th January 2005 74% of all employees were Caymanian, a 4% increase during the previous twelve months.

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 F) 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	54	183	259	310	346	340	293	254	160	77	36	20	2332
Non-Caymanian	5	10	67	150	157	154	138	74	59	15	5	3	837
Total	59	193	326	460	503	494	431	328	219	92	41	23	3169
Caymanian	2%	8%	11%	13%	15%	15%	13%	11%	7%	3%	2%	1%	100%
Non-Caymanian	1%	1%	8%	18%	19%	18%	16%	9%	7%	2%	1%	0%	100%
%	2%	6%	10%	15%	16%	16%	14%	10%	7%	3%	1%	1%	100%

The graph shows the number of employees within Government across the various age ranges. The graph shows a near perfect normal distribution and 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 seventy seven and the average age of an employee is forty.

Employee Information as at 10-Jan-05

Department Breakdown by Age

Ministry/Portfolio/Department	Under 20	20 to 29	30 to 39	40 to 49	50 to 59	60 to 69	Over 70	Total
Agriculture		8	7	18	13	3		49
Audit Office		2	9	3	1			15
Cabinet Office		4	1		3			8
Children & Family Services		14	48	61	29	6	1	159
Complaints Commissioner			2	1				3
Computer Services		7	31	10	7	1		56
CS WA Y & S		6	6	14	6	3		35
Customs Department		39	51	23	10	4		127
District Administration	1	28	23	37	20	9	6	124
Drug & Substance Abuse		7	9	9	4			29
Economics & Statistics Office		3	4	4				11
Education	3	71	127	216	156	34	5	612
EHR&C		4	19	6	18	4	1	52
Employment Services		8	4	9	2			23
Environment		3	11	7	4			25
Environmental Health		30	43	49	13	8	1	144
Fire Department		32	68	31	7	3	1	142
General Registry		23	19	18	6	1		67
Health Insurance Commission		3	1	1	2			7
His Excellency the Governor			2	2	2			6
HS, DA & A		3	1	5	3			12
Immigration	1	44	34	24	18	6	1	128
Judicial Department		6	11	18	13	3		51
Lands & Survey		7	24	14	7			52
Legal Affairs		7	18	8	8	2	1	44
Legislative		1	2	4	4	1		12
MRCU		5	14	8	6	4		37
P,C,W & IT		12	5	8	4	1		30
Personnel		2	4	5	8			19
Planning		6	11	8	4	1		30
Police		63	150	95	38	5		351
Portfolio of Finance & Economics		12	21	4	5			42
Portfolio of Internal & External Affairs		6	12	7	9	1		35
Postal	1	12	22	33	25	8	2	103
Prison		13	50	62	24	3	1	153
Public Works Department	1	24	34	41	30	9	2	141
Radio Cayman		3	11	8	1	1		24
T, E, D & C		14	14	12	9	2		51
Tourism Department		14	13	7	3	4		41
Treasury		5	8	9	5			27
Vehicle & Equipment Services		6	5	11	10	3		35
Youth and Sports	1	13	14	15	10	3	1	57
Total	8	570	963	925	547	133	23	3169

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

Eight departments have over 30% of their staff in the 20 to 29 age range; they are the Cabinet Office, Customs, Employment Services, General Registry, Health Insurance Commission, Immigration, Administration for the Ministry of P,C,W & IT and Tourism. Two departments have over 10% of their workforce in the over 60 age range; they are District Administration and MRCU.

Employee Information as at 10-Jan-05

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					67%	33%		100%
B				100%				100%
C				33%	60%	7%		100%
D					100%			100%
E			17%	38%	38%	8%		100%
F			29%	50%	18%	4%		100%
G		9%	28%	41%	19%	3%		100%
H		4%	27%	36%	25%	6%	1%	100%
I		9%	34%	25%	30%	2%		100%
J		5%	33%	24%	31%	7%		100%
K		10%	30%	38%	20%	2%		100%
L		16%	30%	34%	19%	2%		100%
M		10%	44%	29%	14%	2%	0%	100%
N		15%	37%	32%	13%	3%		100%
O		29%	38%	21%	10%	2%	0%	100%
P		35%	23%	20%	16%	6%		100%
Q		28%	30%	24%	16%	3%		100%
R		29%	21%	36%	14%			100%
GAA	2%	22%	25%	26%	11%	11%	3%	100%
GBB	1%	25%	20%	30%	15%	7%	2%	100%
GCC	1%	24%	22%	28%	14%	9%	2%	100%
GDD		17%	28%	32%	13%	9%	2%	100%
GEE		15%	16%	29%	36%	3%	1%	100%
GFF		2%	21%	47%	24%	3%	3%	100%

The chart shows the proportion of employees in each grade by age range. The yellow shading highlights where over 40% of the grade are of the identified age range. Nearly two-thirds of the highest ranking officers within Government (grades A to D) are in the fifty plus age ranges.

Across Government as a whole there does not appear to be an uneven distribution of ages such as would result in risks to the organisation of large numbers of persons retiring at one time.

Appointment Information 01-Jan-04 to 31-Dec-04

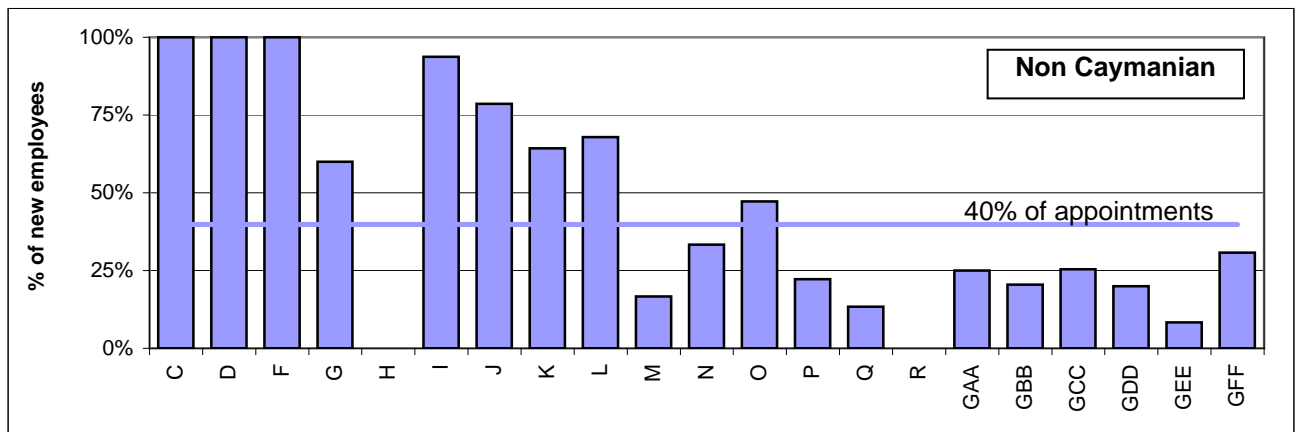
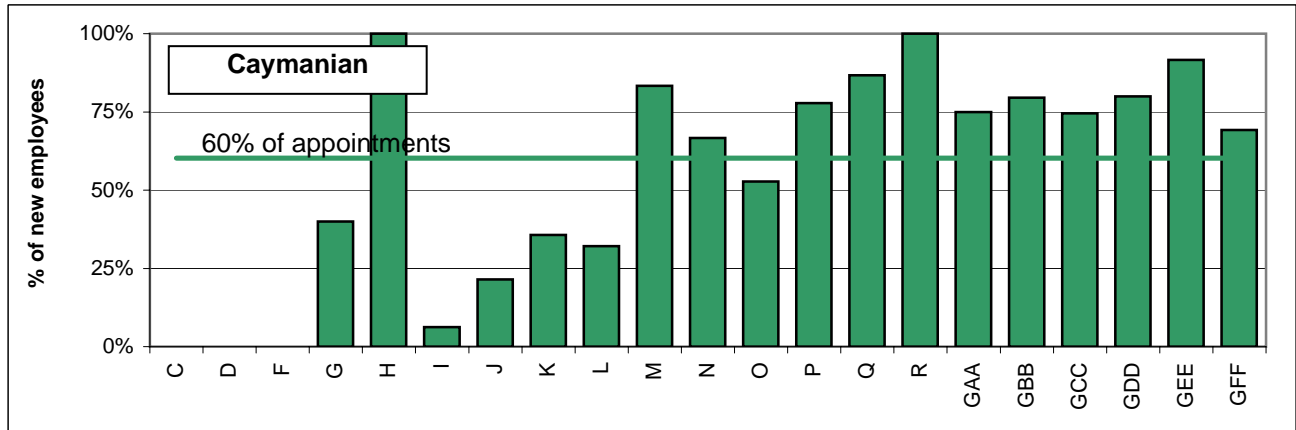
Department Breakdown by Employment Category

Ministry/Portfolio/Department	Group	Local	Overseas	Permanent	Temporary	Total
Agriculture	1		1	2		4
Audit Office			2	1		3
Cabinet Office				2		2
Children & Family Services	20		2	3	3	28
Complaints Commissioner				2		2
Computer Services	3		2	1	1	7
CS WA Y & S	2		1	2		5
Customs Department	9			3		12
District Administration	22			1		23
Drug & Substance Abuse	1	1	1	2		5
Economics & Statistics Office					1	1
Education	21	10	27	16	1	75
EHR&C	2	1	3	1		7
Employment Services	5					5
Environment					2	2
Environmental Health	17			2		19
Fire Department		1		6	2	9
General Registry	8	1	3	2	2	16
Health Insurance Commission				1		1
HS, DA & A			1	2	2	5
Immigration	21			8		29
Judicial Department	1					1
Lands & Survey	1		5	1		7
Legal Affairs		2	4		1	7
Legislative	4					4
MRCU	1	1	1			3
P,C,W & IT	1			3	6	10
Personnel				2		2
Planning				2		2
Police	5	11	17	4	1	38
Portfolio of Finance & Economics	2	1	2	4		9
Portfolio of Internal & External Affairs		4			1	5
Postal	3			4		7
Prison	4	3	3	3		13
Public Works Department	24					24
Radio Cayman	2					2
T, E, D & C	2	1		4	1	8
Tourism Department		1	1	3		5
Treasury	1		1	1	3	6
Vehicle & Equipment Services	6					6
Youth and Sports	3					3
Total	192	38	77	88	27	422
% of Total Appointments	45.5%	9.0%	18.2%	20.9%	6.4%	100%
% of Non-Group Appointments	-	16.5%	33.5%	38.3%	11.7%	100%

There were 422 new appointments to the Civil Service during 2004. The largest number of appointments were given to group employees (46% of appointments), 21% of appointments were permanent, 18% on overseas contracts, 9% on local contract and the remaining 6% on temporary contracts.

Appointment Information 01-Jan-04 to 31-Dec-04

Percentage of new appointments by nationality and Grade



	C	D	F	G	H	I	J	K	L	M	N	O	P	Q	R	GAA	GBB	GCC	GDD	GEE	GFF	Total
Caymanian				2	4	1	3	10	18	10	8	29	7	13	1	36	35	41	16	11	9	254
Non-Caymanian	1	1	1	3		15	11	18	38	2	4	26	2	2		12	9	14	4	1	4	168
Total	1	1	1	5	4	16	14	28	56	12	12	55	9	15	1	48	44	55	20	12	13	422

It is still more prevalent for new appointments to the Civil Service in the higher salary ranges (grades A to L) to be Non-Caymanian. During 2004, almost two-thirds of the appointments for grades M and below were Caymanian.

Caymanians also comprised the bulk of employees appointed on group contracts (77% of all group appointments).

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

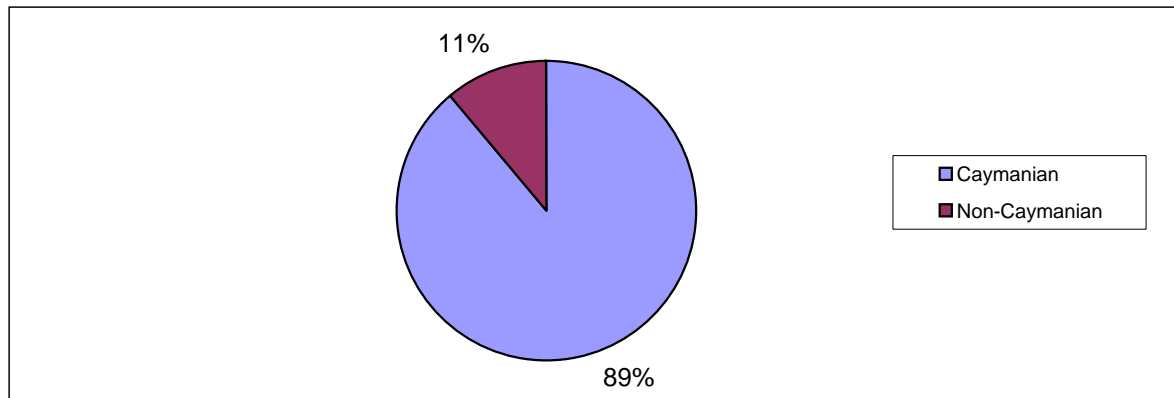
Promotion Information 01-Jan-04 to 31-Dec-04

Number of Promotions between Grades

		New Grade										Total
		G	H	I	J	K	L	M	N	O	P	
Old Grade	I	1										1
	J	1		4	1							6
	K		1	4	4							9
	L			1		7						8
	M					2	3					5
	N							5				5
	O						3	1	6			10
	P								2		1	3
	Q									2	4	6
	R									1		1
Total		2	1	9	5	9	6	6	9	2	5	54

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				
	4	3	2	1	Same

Number & Percentage of Promotions by Nationality



	Grade Promoted To										Total
	G	H	I	J	K	L	M	N	O	P	
Caymanian	2		6	4	9	6	5	9	2	5	48
Non-Caymanian		1	3	1			1				6
Total	2	1	9	5	9	6	6	9	2	5	54

% Caymanian	100%	0%	67%	80%	100%	100%	83%	100%	100%	100%	89%
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There were 54 employees promoted through the Public Service Commission during 2004. The top table shows the grade changes awarded during these promotions. The majority of people promoted were moved one grade (33 employees, 61% of promotions), 12 employees (22%) were promoted two grades, 6 employees were promoted three grades (11%), 1 employee was promoted four grades (2%) and 2 individuals were promoted to positions within the same grade as their previous role (4%).

The lower table shows the number of employees promoted split by nationality and grade. Caymanians formed the majority of employees being promoted, 89% of all promotions, an increase of 10% over 2003.

A further 7 senior Caymanians were promoted by the Governor during 2004, this included appointments to the Complaints Commissioner, Permanent Secretary (Designate) Education, Chief Secretary, Financial Secretary and Deputy Financial Secretaries.

Resignation Information 01-Jan-04 to 31-Dec-04

Leavers by Department and Employment Category

Ministry/Portfolio/Department	Group	Local	Overseas	Permanent	Temporary	Total
Agriculture	2		1	2		5
Audit Office			2	1		3
Children & Family Services	18		1	4	1	24
Computer Services	2	1	4	3		10
CS WA Y & S	1					1
Customs Department	1			6		7
District Administration	24					24
Drug & Substance Abuse	1	1	6	2		10
Economics & Statistics Office		1	2			3
Education	14	7	19	8	1	49
EHR&C	2	1	1	1		5
Environment		1		2	1	4
Environmental Health	11			2		13
Fire Department				4		4
General Registry	2	1		1	1	5
HS, DA & A					2	2
Immigration	8			3		11
Judicial Department	2			3		5
Lands & Survey	1		4	2	2	9
Legal Affairs		1	3		2	6
Legislative	2	1		1		4
MRCU			1			1
P,C,W & IT		1		4	5	10
Personnel				2		2
Planning		1	1	1		3
Police	3	4	9	13		29
Portfolio of Finance & Economics		2	1	1		4
Portfolio of Internal & External Affairs	1	3				4
Postal	1			4		5
Prison	1	2	6	9		18
Public Works Department	23	4	1	3		31
Radio Cayman	2					2
T, E, D & C	1			1	2	4
Tourism Department	2	2	2	1		7
Treasury	1		1	1		3
Vehicle & Equipment Services	5					5
Youth and Sports	4		1			5
Total	135	34	66	85	17	337
%	40.1%	10.1%	19.6%	25.2%	5.0%	100.0%

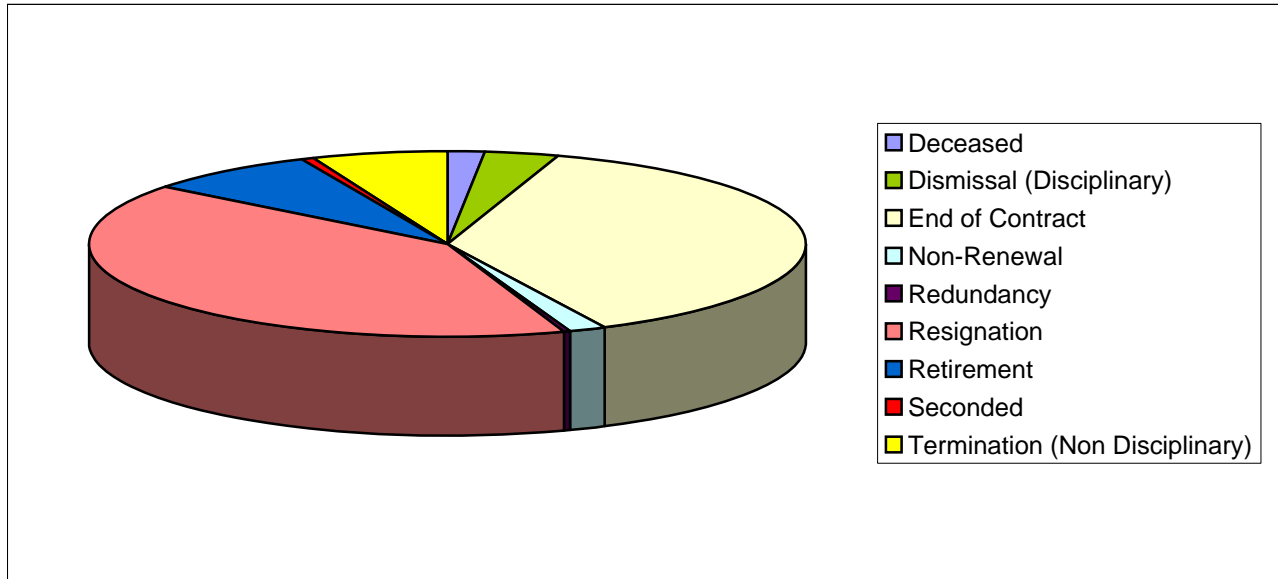
337 employees left Government employment during 2004 this does not include staff seconded to the National Roads Authority (of which there were a further 105). Group employees make up 40% of all leavers, with permanent pensionable employees constituting the next largest group.

Drugs & Substance Abuse, Legislative and administration for the Ministry of P,C,W & IT all experienced turnover rates triple that of the Government average. While Economics & Statistics and the Public Works Departments experienced turnover rates of double the average rate (Based on the number of employees as at 10th January 2005).

A number of departments did not experience any loss of staff during 2004, namely Cabinet Office, Complaints Commissioner's Office (established in July 04), Employment Services, Health Insurance Commission and the Governor's Office. While the administration for the Ministry of CS, WA, Y & S, Fire, MRCU and Postal all experienced turnover rates less than half the organisational average.

Resignation Information 01-Jan-04 to 31-Dec-04

Leavers by Employment Category and Reason



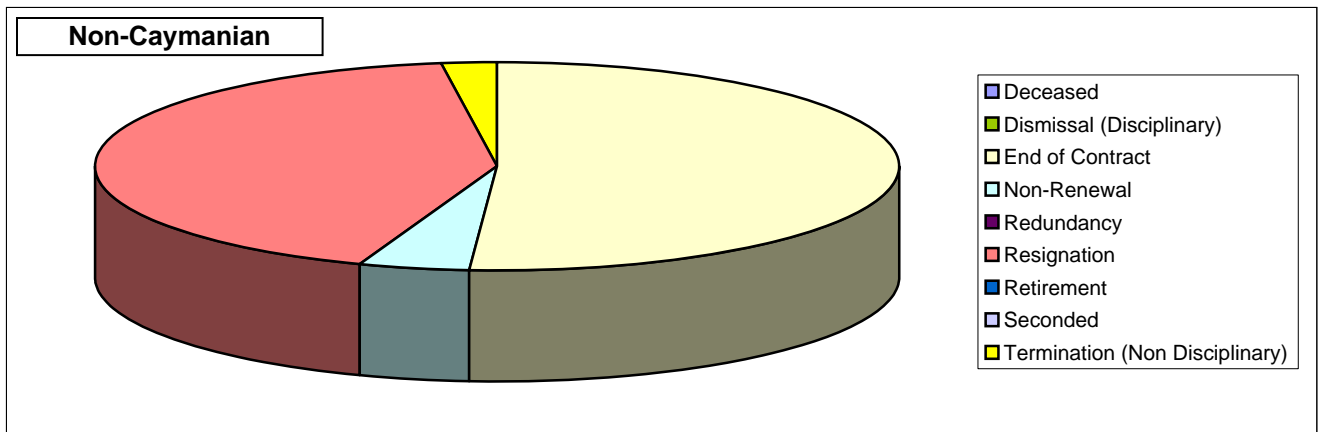
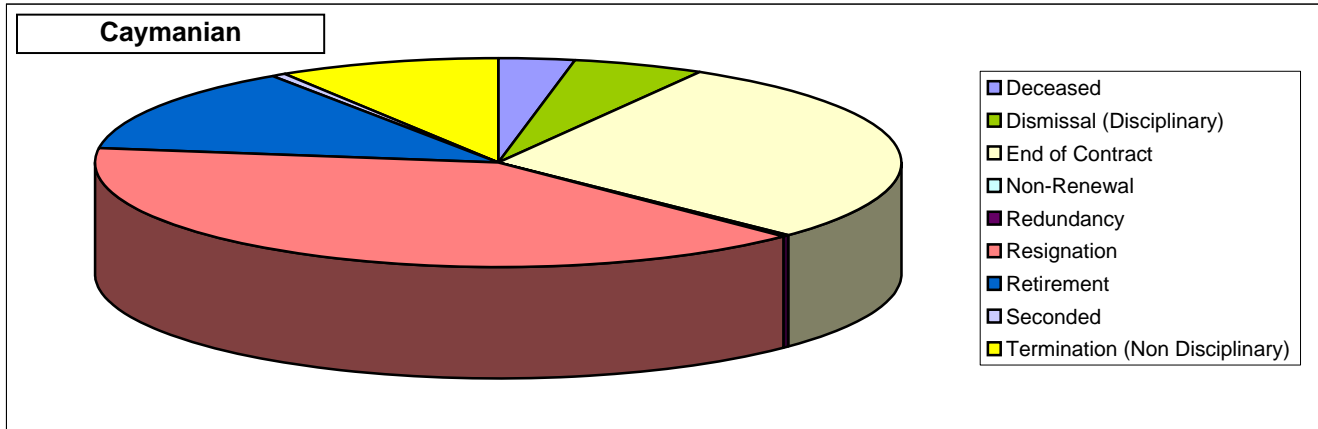
Reason	Group	Local	Overseas	Permanent	Temporary	Total	%
Deceased	1			5		6	1.8%
Dismissal (Disciplinary)	8			3		11	3.3%
End of Contract	66	11	34	1	15	127	37.7%
Non-Renewal	3	2	1			6	1.8%
Redundancy	1					1	0.3%
Resignation	32	19	31	54	1	137	40.7%
Retirement	7			20		27	8.0%
Seconded		1				1	0.3%
Termination (Non Disciplinary)	17	1		2	1	21	6.2%
Total*	135	34	66	85	17	337	100.0%

* There were an additional 105 employees transferred to the National Roads Authority in July 2004

During 2004 resignations accounted for over 40% of leavers, an increase on the 28% who left during 2003 for the same reason. Contract expirations accounted for the loss of a further 38% of leavers.

Staff turnover for the Civil Service (based on the average employee figures for January & July 2004 & January 2005) was 11%, Group turnover was 15% and Non-Group turnover 9%. This is consistent with the rates experienced during 2002 and 2003.

Leavers by Nationality and Reason



Reason	Caymanian		Non-Caymanian		Total
	Number	%	Number	%	
Deceased	6	3%			6
Dismissal (Disciplinary)	11	5%			11
End of Contract	58	29%	69	51%	127
Non-Renewal			6	4%	6
Redundancy	1	0%			1
Resignation	80	40%	57	42%	137
Retirement	27	13%			27
Seconded	1	0%			1
Termination (Non Disciplinary)	18	9%	3	2%	21
Total	202	100%	135	100%	337

The graphs show the reasons given for ending employment, split by nationality. Completion of contract and resignations account for the majority of Non-Caymanian employees leaving the Civil Service.

Position Information 01-Jan-04 to 31-Dec-04

Number of Positions Regraded by Grade

		New Grade										Total		
		G	H	I	J	K	L	M	N	O	P			
Old Grade	I	1	4											5
	J		1	12										13
	K			3	7		1							11
	L			1	2	4								7
	M					4	6	1						11
	N					1		1	4					6
	O						1	1	8	7				17
	P										2			2
	Q										4	3	8	15
Total		1	5	16	10	9	9	13	13	3	8		87	

The shading indicates the number of grades increased/decreased during the regrading process and the figures show how many posts moved that number of grades

Number of grades post regraded

4	3	2	1	-1
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Number of New Positions Created by Grade

Grade														Total
C	E	F	G	H	I	J	K	L	M	N	O	P	Q	
2	1	2	1	2	10	5	7	7	3	2	3	4	2	51
4%	2%	4%	2%	4%	20%	10%	14%	14%	6%	4%	6%	8%	4%	100%

There were 87 positions regraded during 2004. Over 90% of the positions regraded increased by no more than two grades 7% increased by three grades, 2% increased by four grades. The post of GIS production supervisor was created as a result of a down-grade.

The total annual salary increase as a result of these regrades is estimated at \$439,968.00 (based on vacant positions being appointed at spinal point 1 in the salary grade). Although this may be offset elsewhere in the Ministry or Portfolio budget.

There were 51 new positions approved for creation during 2004. The majority of positions were created in the middle salary range, 20% created were of grade I and a further 14% each were created in K and L.

The total annual salary increase as a result of these positions being created is estimated at \$2,372,460.00 (based on vacant positions being appointed at spinal point 1 in the salary grade)

Position Information 01-Jan-04 to 31-Dec-04

Number of Positions Regraded by Department

	New Grade										Total	%
	G	H	I	J	K	L	M	N	O	P		
Agriculture								1			1	1%
Archives					1						1	1%
Audit			9	1							10	11%
BMU	1				3						4	5%
Chief Sec Office								1			1	1%
Computer Serv				3							3	3%
Dist Admin					1						1	1%
Education			1				1				2	2%
Employment Relations			1				1				2	2%
Employment Serv						1					1	1%
Env Health						1		1			2	2%
Environment				1				1			2	2%
Fire			1	1							2	2%
GIS				1					1		2	2%
Immigration			1		3	2	3	3	1	4	17	20%
Int & External Aff								1			1	1%
Judicial						1					1	1%
Lands & Survey		1				1	1	3		1	7	8%
Legal Affairs						1					1	1%
Min Community							1				1	1%
Min Education										1	1	1%
Min Planning		1	1				1				3	3%
Min Tourism			1				1				2	2%
Personnel		2		1							3	3%
Police							1				1	1%
Port Legal Affairs									1		1	1%
Postal				1						2	3	3%
School Inspectorate							1				1	1%
Tourism					1	2	1	2			6	7%
Treasury		1	1								2	2%
Youth & Sports				1			1				2	2%
Total	1	5	16	10	9	9	13	13	3	8	87	100%

The regrades were spread between 31 different departments, the most being undertaken for the Immigration Department which had 17 positions regraded.

The high proportion of regrades undertaken for the Audit Department predominantly related to a single job description, that of Senior Auditor.

Position Information 01-Jan-04 to 31-Dec-04

Number of Positions Created by Department

	Grade														Total	%	
	C	E	F	G	H	I	J	K	L	M	N	O	P	Q			
Archives								1	1							2	4%
Audit						1										1	2%
BMU						2										2	4%
Children & Family													1			1	2%
District Admin								1				1				2	4%
DOSAS									1							1	2%
Fin Reporting Auth					1		2		1							4	8%
Finance & Economics	2			1												3	6%
FS Office									1							1	2%
Immigration						1										1	2%
Int & External														1		1	2%
Investment Bureau									1							1	2%
Judicial												1	1			2	4%
Lands & Survey									1	2						3	6%
Law School						2							1			3	6%
Licensing													1			1	2%
Min Comm						1										1	2%
Min Edu							1			1						2	4%
Min Education						1		1								2	4%
Min Health			1			1				1						3	6%
Min TEDC			1													1	2%
Min Tourism												1				1	2%
Ministry TEDC									1							1	2%
MRCU						1										1	2%
911							1						2			3	6%
Planning										1						1	2%
Port Finance		1														1	2%
Prison									1	1						2	4%
School Inspectorate														1		1	2%
Tourism										1						1	2%
Treasury					1											1	2%
Total	2	1	2	1	2	10	5	7	7	3	2	3	4	2	51	100%	

The new positions were created in 31 different departments throughout Government.

Civil Service Filled Posts

	1994	1995	1996	1997	1998	1999	2000	2001	2002 ²	2003	2004
MINISTRIES¹											
Tourism, Commerce & Transport*	210	186	201	168	168	227	293	207	215	224	235
Community Affairs, Sports, Women, Youth & Culture	74	95	99	116	55	96	102	270	263	276	279
Health, Social Welfare, Drug Abuse Prevention & Rehabilitation	...	302	318	394	522	566	568	637	89	99	135
Agriculture, Environment, Communication & Works	152	235	235	262	279	230	246	294	322	331	286
Education, Aviation & Planning	356	374	386	411	430	421	460	482	473	489	509
Total	792	1,192	1,239	1,351	1,454	1,540	1,669	1,890	1,362	1,419	1,444
PORTFOLIOS											
Finance & Economics	162	177	186	181	186	180	201	211	210	216	215
Internal & External Affairs	606	569	617	648	635	639	616	497	506	512	521
Legal Affairs	24	25	28	30	31	31	31	30	32	37	43
Office of the Governor	4	4	4	4	4	4	4	4	6	6	6
OTHER EXTERNAL DEPARTMENTS											
Cayman Islands Audit Office	10	13	11	12	11	15	13	14	16	16	15
Judicial Department	35	36	37	38	40	34	44	45	41	47	46
Cabinet Office										6	8
Complaints Commissioner											3
TOTAL FILLED POSTS	1,633	2,016	2,122	2,264	2,361	2,443	2,578	2,691	2,173	2,259	2,301

Notes

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

² The Health Services Authority was created in July 2002.

* Tourism totals includes 39 overseas posts which are always filled.

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"> - Civil Servants - Judges - The UK Representative and Deputy Representative (by exception) <p>Excluding</p> <ul style="list-style-type: none"> - Politicians - Governors Office support staff whose contracts are held by the Home Office - Employees who are on an unpaid career break -Overseas employees (Non Caymanian) of the Tourism Department
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.