

# CAYMAN ISLANDS GOVERNMENT



## *Portfolio of the Civil Service*

## *Employment Information and Personnel Activity Report*

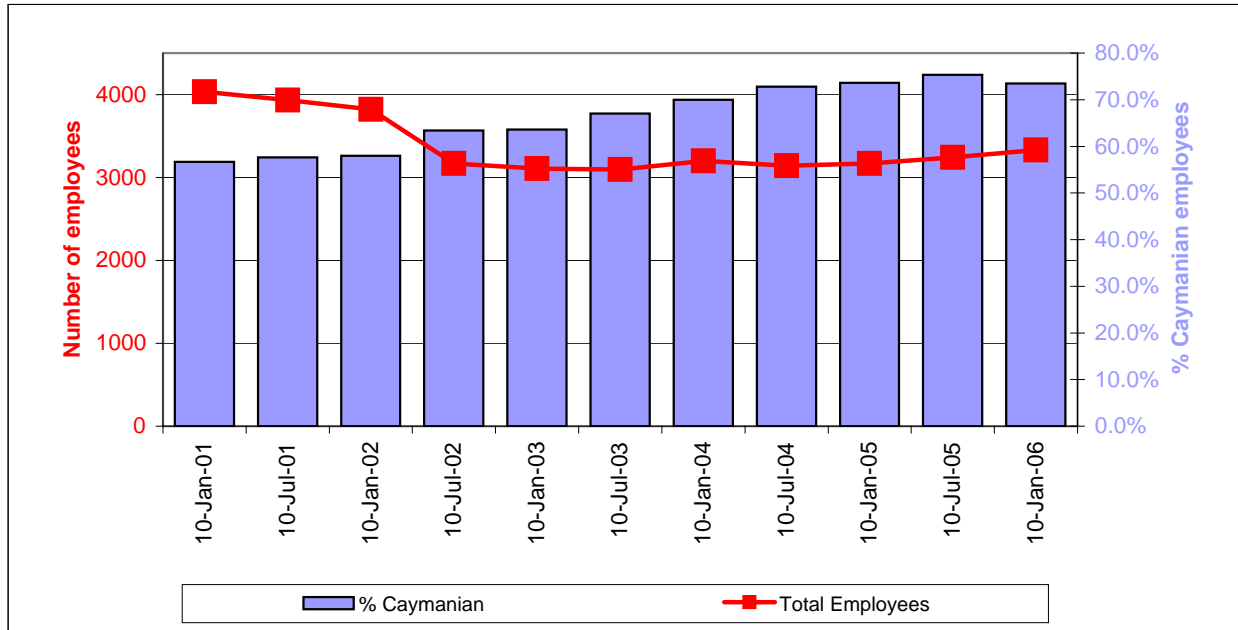
*Historical Data and Personnel Activity 01-Jan-05 to 31-Dec-05*

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**Employee Information as at 10-Jan-06**

**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	10-Jul-05	10-Jan-06
Caymanian	2287	2267	2214	2007	1977	2075	2238	2288	2332	2443	2449
Non-Caymanian	1747	1666	1606	1160	1130	1022	961	855	837	799	883
<b>Total</b>	<b>4034</b>	<b>3933</b>	<b>3820</b>	<b>3167</b>	<b>3107</b>	<b>3097</b>	<b>3199</b>	<b>3143</b>	<b>3169</b>	<b>3242</b>	<b>3332</b>
% Caymanian	56.7%	57.6%	58.0%	63.4%	63.6%	67.0%	70.0%	72.8%	73.6%	75.4%	73.5%

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 3332 (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.

Caymanian employees currently constitute 73.5% of the workforce, an increase of nearly 17% since January 2001 but a decrease of 2% since July 2005 (as shown by the bars on the chart above). This growth was influenced by the large scale granting of Caymanian Status by Cabinet during the Quincentennial year.

There are currently 7 people on long-term unpaid leave both for personal and educational reasons.

There are currently 11 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-06**

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

<b>10-Jan-06</b>	Caymanian	Non-Caymanian	Total
Group	675	258	933
Local	67	254	321
Overseas		363	363
Permanent	1693		1693
Temporary	14	8	22
All Employees	2449	883	3332
Excluding Group	1774	625	2399

<b>10-Jan-06</b>	Caymanian	Non-Caymanian
Group	72.3%	27.7%
Local	20.9%	79.1%
Overseas	0.0%	100.0%
Permanent	100.0%	0.0%
Temporary	63.6%	36.4%
All Employees	73.5%	26.5%
Excluding Group	73.9%	26.1%

<b>10-Jul-05</b>	Caymanian	Non-Caymanian	Total
Group	672	250	922
Local Contract	52	233	285
Overseas		298	298
Permanent	1700		1700
Temporary	19	18	37
All Employees	2443	799	3242
Excluding Group	1771	549	2320

<b>10-Jul-05</b>	Caymanian	Non-Caymanian
Group	72.9%	27.1%
Local Contract	18.2%	81.8%
Overseas	0.0%	100.0%
Permanent	100.0%	0.0%
Temporary	51.4%	48.6%
All Employees	75.4%	24.6%
Excluding Group	76.3%	23.7%

<b>10-Jan-05</b>	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

<b>10-Jan-05</b>	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%

<b>10-Jul-04</b>	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

<b>10-Jul-04</b>	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%

<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-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-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%

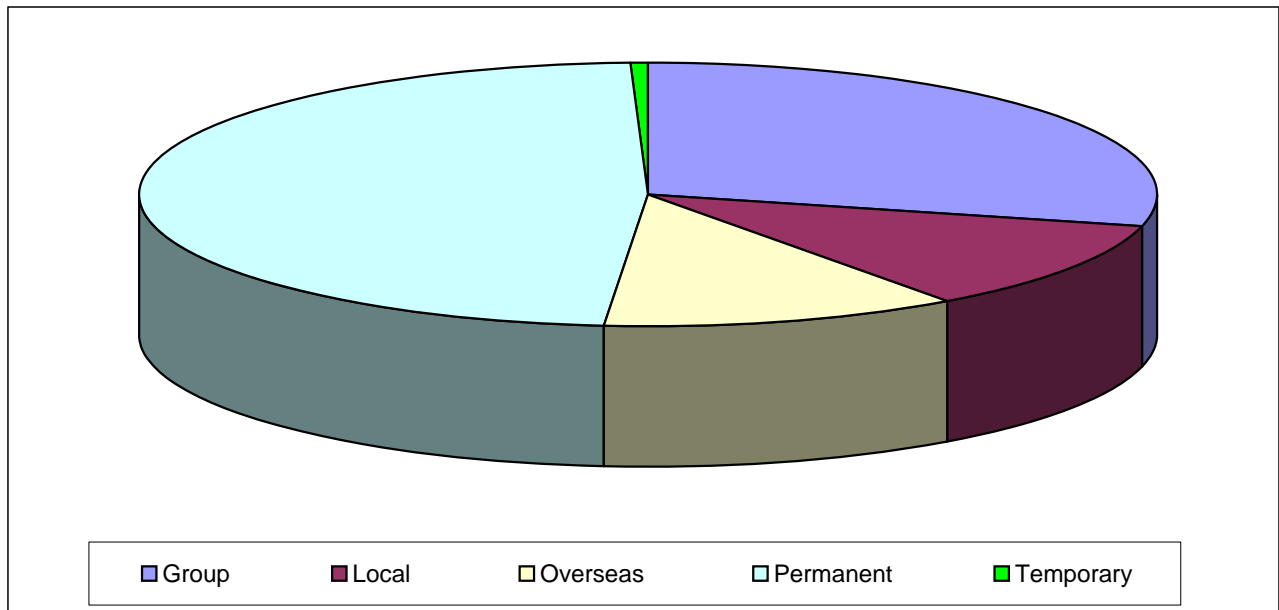
<b>10-Jan-01</b>	Caymanian	Non-Caymanian	Total
Group	684	581	1265
Local	61	449	510
Overseas		621	621
Permanent	1529		1529
Temporary	13	96	109
All Employees	2287	1747	4034
Excluding Group	1603	1166	2769

<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 is 73.5%.

**Employee Information as at 10-Jan-06**

**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	10-Jul-05	10-Jan-06
Group	31.4%	31.3%	28.7%	30.3%	29.3%	28.4%	29.0%	27.2%	27.4%	28.4%	28.0%
Local	12.6%	12.6%	12.9%	12.6%	13.0%	12.8%	10.9%	9.5%	9.2%	8.8%	9.6%
Overseas	15.4%	15.2%	15.6%	12.6%	12.9%	11.5%	11.4%	10.4%	10.5%	9.2%	10.9%
Permanent	37.9%	38.2%	40.2%	43.0%	43.9%	46.5%	48.0%	51.9%	52.0%	52.4%	50.8%
Temporary	2.7%	2.7%	2.6%	1.4%	0.9%	0.8%	0.7%	0.9%	0.8%	1.1%	0.7%
Grand Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Over the last five years the trend has been to see an increase in the percentage of employees appointed as permanent employees with decreasing percentages of overseas and local contracts being issued.

**Employee Information as at 10-Jan-06**

**Department Breakdown by Employment Category**

Ministry/Portfolio/Department	Group	Local		Overseas	Permanent	Temporary	Total
		Cay	Non-Cay				
911 Emergency Communications		1	8		9	1	19
Agriculture	32		1	3	23		59
Audit Office			1	12	3		16
Cabinet Office					9		9
Cadet Corps			2		2		4
Children & Family Services	114	2	7	8	38		169
Complaints Commissioner					4		4
Computer Services	3		4	17	31	1	56
Counselling Services	6		5	8	14		33
Customs Department	25	1			99		125
District Administration	88	2			43		133
Economics & Statistics Office					9		9
Education	155	7	46	158	268	4	638
Employment Services	8			1	13		22
Environment		1	4		20	2	27
Environmental Health	139		1	6	20		166
Fire Department	2	2	1		148		153
General Registry	15			1	23		39
Government Information Services	1		6		13		20
Health Insurance Commission	1	1			5		7
His Excellency the Governor	2	1	2	1			6
Immigration	35	1			106		142
Judicial Department	6	4	4	6	35	1	56
Lands & Survey	9		1	15	30		55
Legal Affairs	3	5	7	21	16	2	54
Legislative	1	1			10	1	13
Ministry C, W & I	6	3	4		33		46
Ministry DA, P, A & H		3			10	2	15
Ministry Ed, T, E, Y&S, C	33	1	9	9	47		99
Ministry H & HS	3		2	3	22	1	31
Ministry T, E, I & C	9				18		27
MRCU	24		1	4	16		45
National Archive	4	1	1	4	6		16
Planning		1	2	4	25		32
Police	14	17	73	59	206	2	371
Portfolio Civil Service	1			2	14		17
Portfolio Finance & Economics	2		1	5	33	1	42
Portfolio Int & Ext Affairs		1		1	17		19
Postal	16	2	1		77		96
Prison	10	4	51	9	87		161
Public Works	111	1		3	25	1	141
Radio Cayman	11		3		9		23
Tourism	10	3	4	2	25		44
Treasury	1		2	1	27	3	34
Vehicle & Equipment Services	33	1			5		39
<b>Total</b>	<b>933</b>	<b>67</b>	<b>254</b>	<b>363</b>	<b>1693</b>	<b>22</b>	<b>3332</b>

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 Economics and Statistics operate with the highest percentage of permanent employees (100%). In addition the Fire Department, the Portfolio of the Civil Service, the Administration for the Ministry of Internal & External Affairs and Postal Departments all employ over 80% of staff on permanent employment terms.

The Audit Office functions with the highest level of employees on overseas contracts (75%), 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-06**

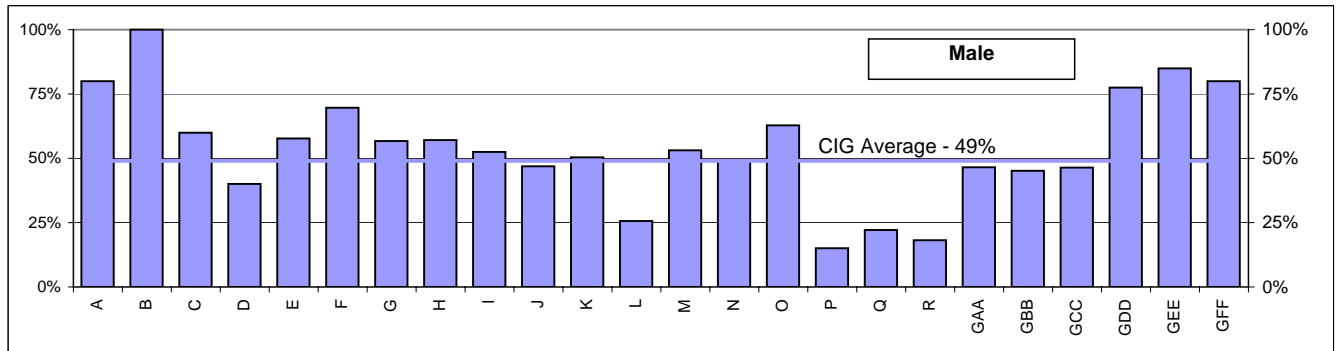
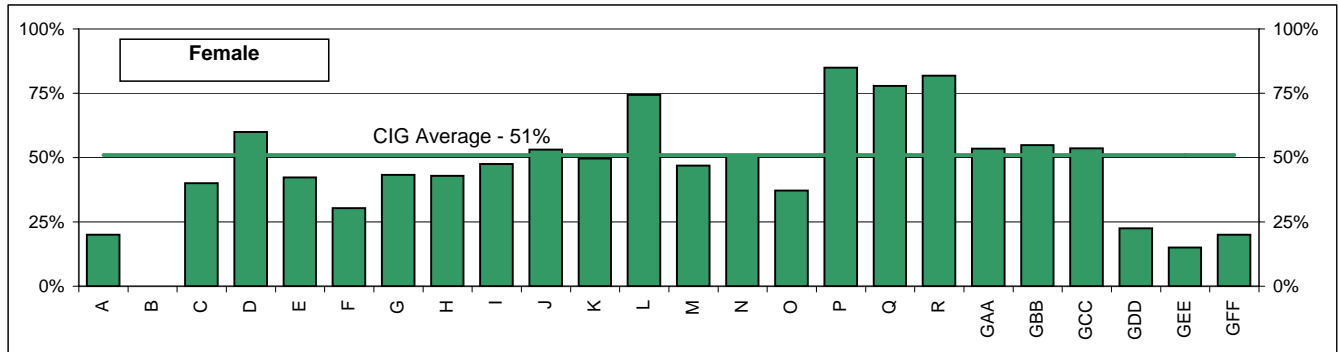
**Department Breakdown by Nationality**

<b>Ministry/Portfolio/Department</b>	<b>Caymanian</b>	<b>Non-Caymanian</b>	<b>Total</b>	<b>% Caymanian</b>	<b>% Non-Caymanian</b>
911 Emergency Communications	10	9	19	52.6%	47.4%
Agriculture	33	26	59	55.9%	44.1%
Audit Office	3	13	16	18.8%	81.3%
Cabinet Office	9		9	100.0%	0.0%
Cadet Corps	2	2	4	50.0%	50.0%
Children & Family Services	101	68	169	59.8%	40.2%
Complaints Commissioner	4		4	100.0%	0.0%
Computer Services	35	21	56	62.5%	37.5%
Counselling Services	16	17	33	48.5%	51.5%
Customs Department	125		125	100.0%	0.0%
District Administration	122	11	133	91.7%	8.3%
Economics & Statistics Office	9		9	100.0%	0.0%
Education	403	235	638	63.2%	36.8%
Employment Services	19	3	22	86.4%	13.6%
Environment	22	5	27	81.5%	18.5%
Environmental Health	119	47	166	71.7%	28.3%
Fire Department	151	2	153	98.7%	1.3%
General Registry	35	4	39	89.7%	10.3%
Government Information Services	13	7	20	65.0%	35.0%
Health Insurance Commission	7		7	100.0%	0.0%
His Excellency the Governor	1	5	6	16.7%	83.3%
Immigration	141	1	142	99.3%	0.7%
Judicial Department	46	10	56	82.1%	17.9%
Lands & Survey	36	19	55	65.5%	34.5%
Legal Affairs	26	28	54	48.1%	51.9%
Legislative	11	2	13	84.6%	15.4%
Ministry C, W & I	41	5	46	89.1%	10.9%
Ministry DA, P, A & H	15		15	100.0%	0.0%
Ministry Ed, T, E, Y&S, C	75	24	99	75.8%	24.2%
Ministry H & HS	26	5	31	83.9%	16.1%
Ministry T, E, I & C	27		27	100.0%	0.0%
MRCU	31	14	45	68.9%	31.1%
National Archive	11	5	16	68.8%	31.3%
Planning	26	6	32	81.3%	18.8%
Police	234	137	371	63.1%	36.9%
Portfolio Civil Service	15	2	17	88.2%	11.8%
Portfolio Finance & Economics	35	7	42	83.3%	16.7%
Portfolio Int & Ext Affairs	18	1	19	94.7%	5.3%
Postal	92	4	96	95.8%	4.2%
Prison	96	65	161	59.6%	40.4%
Public Works	109	32	141	77.3%	22.7%
Radio Cayman	16	7	23	69.6%	30.4%
Tourism	36	8	44	81.8%	18.2%
Treasury	30	4	34	88.2%	11.8%
Vehicle & Equipment Services	17	22	39	43.6%	56.4%
<b>Total</b>	<b>2449</b>	<b>883</b>	<b>3332</b>	<b>73.5%</b>	<b>26.5%</b>

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

Twelve Departments have a particularly high proportion of Caymanian employees (over 90% - highlighted in blue). In addition to the 3 departments who only employ PPE staff (page 4), the Customs Department, the Health Insurance Commission, the administration for the Ministries of DA,P,A&H and T,E,I&C also have a 100% Caymanian work force.

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	3	11	10	13	30	48	77	147	290	119	93	213	79	130	9	109	142	120	25	12	11	1698
Male	4	2	9	2	15	23	17	40	53	68	149	100	135	90	360	14	37	2	95	117	104	86	68	44	1634
<b>Total</b>	<b>5</b>	<b>2</b>	<b>15</b>	<b>5</b>	<b>26</b>	<b>33</b>	<b>30</b>	<b>70</b>	<b>101</b>	<b>145</b>	<b>296</b>	<b>390</b>	<b>254</b>	<b>183</b>	<b>573</b>	<b>93</b>	<b>167</b>	<b>11</b>	<b>204</b>	<b>259</b>	<b>224</b>	<b>111</b>	<b>80</b>	<b>55</b>	<b>3332</b>

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.

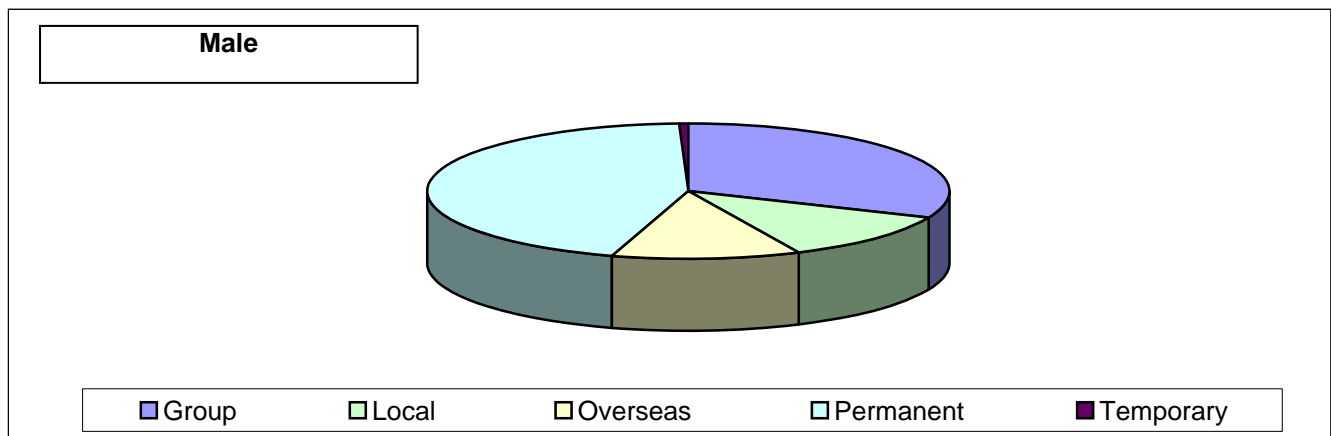
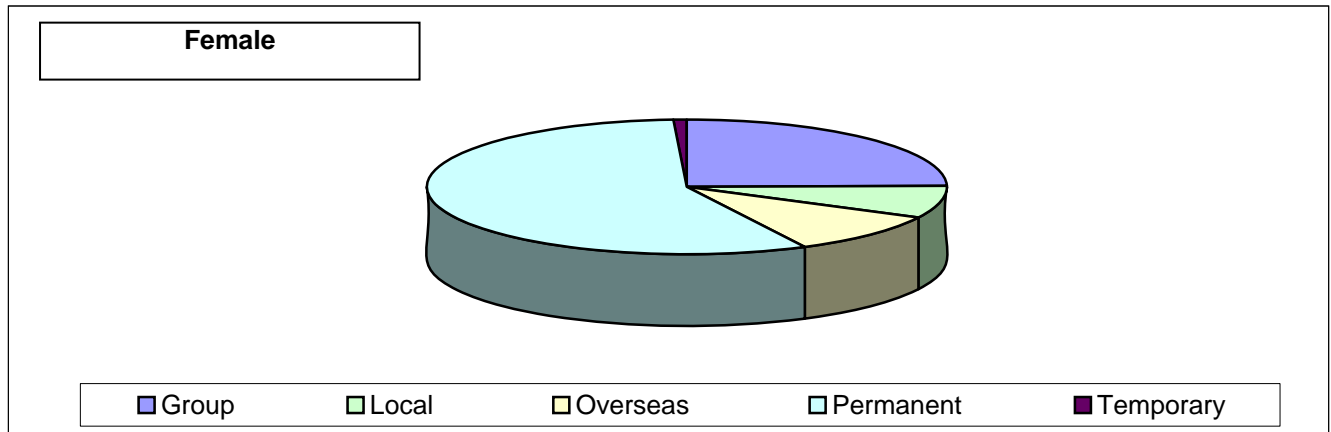
Employees within the Cayman Islands Government continue to be quite evenly split by gender, the workforce comprising 51% female and 49% males.

An unequal distribution of gender is still apparent. For salaried staff, male employees constitute 58% of employees at the highest grades A through I, while female employees constitute 80% of employees in the lowest salary ranges P to R.

For group employees in the lower grades GAA to GCC the split of male and female employees is quite close to the expected levels however male employees dominate the higher wage ranges where over 80% of employees at grades GDD to GFF are male.



Percentage of Employees by Gender and Employment Category

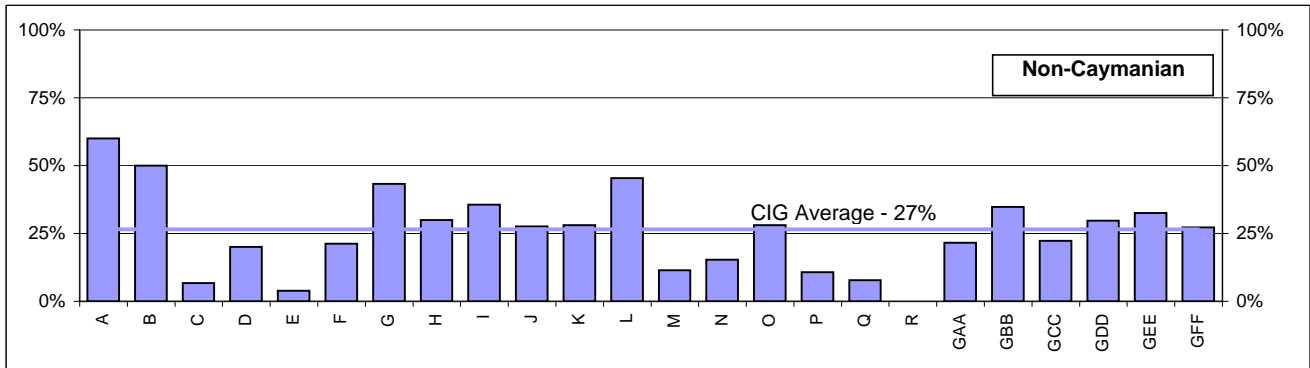
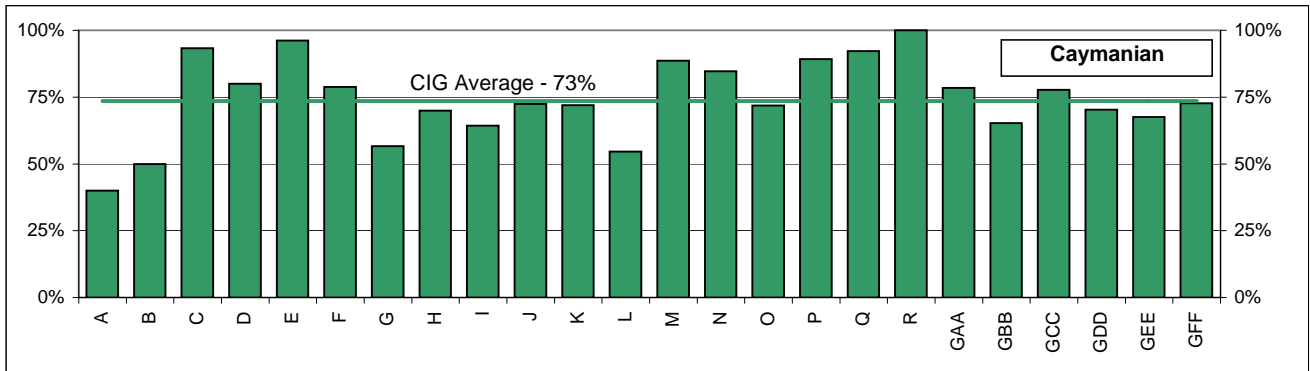


	Female	Male	Total	Female	Male
Group	419	514	<b>933</b>	24.7%	31.5%
Local	131	190	<b>321</b>	7.7%	11.6%
Overseas	171	192	<b>363</b>	10.1%	11.8%
Permanent	964	729	<b>1693</b>	56.8%	44.6%
Temporary	13	9	<b>22</b>	0.8%	0.6%
<b>Total</b>	<b>1698</b>	<b>1634</b>	<b>3332</b>	<b>100.0%</b>	<b>100.0%</b>

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

Over half of all female employees (57%) 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 (32%) with 45% being employed as permanent staff.

Percentage of employees by Nationality and Grade



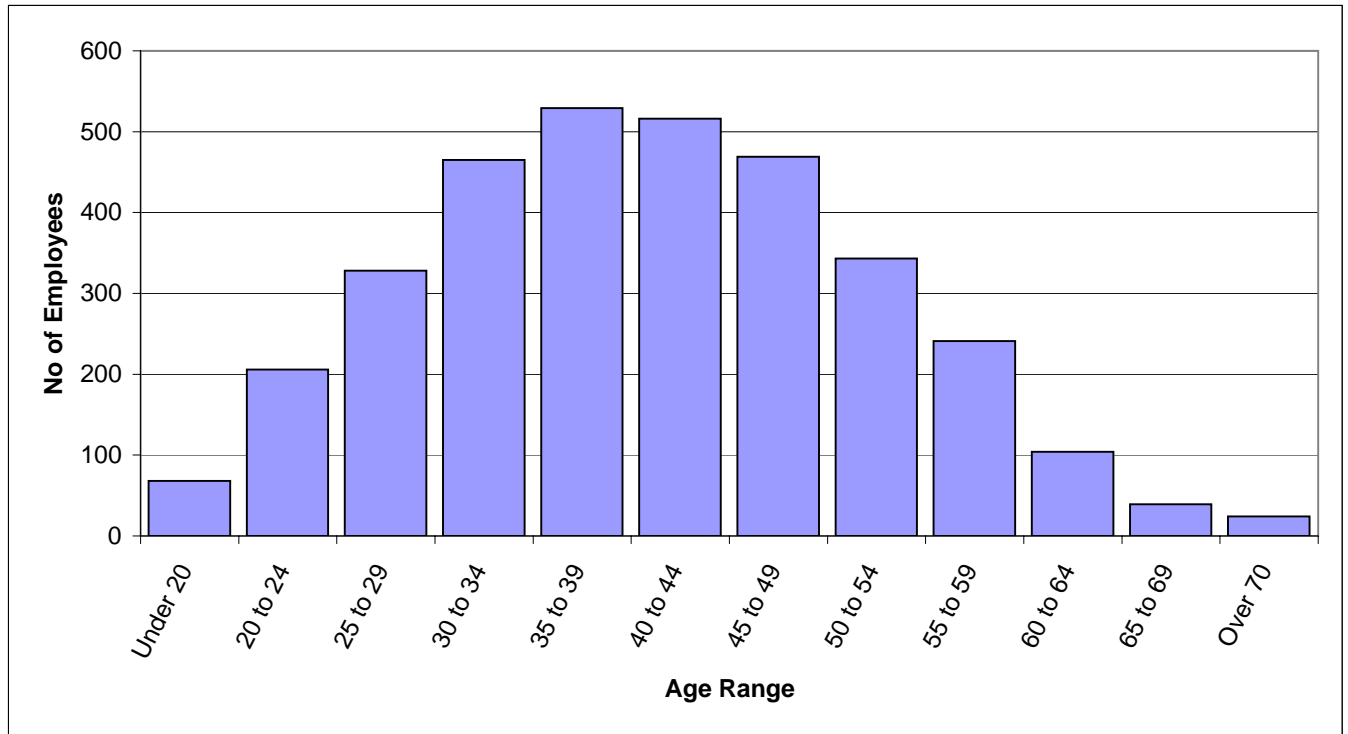
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	GAA	GBB	GCC	GDD	GEE	GFF	Total
Caymanian	2	1	14	4	25	26	17	49	65	105	213	213	225	155	412	83	154	11	160	169	174	78	54	40	2449
Non-Caymanian	3	1	1	1	1	7	13	21	36	40	83	177	29	28	161	10	13		44	90	50	33	26	15	883
<b>Total</b>	<b>5</b>	<b>2</b>	<b>15</b>	<b>5</b>	<b>26</b>	<b>33</b>	<b>30</b>	<b>70</b>	<b>101</b>	<b>145</b>	<b>296</b>	<b>390</b>	<b>254</b>	<b>183</b>	<b>573</b>	<b>93</b>	<b>167</b>	<b>11</b>	<b>204</b>	<b>259</b>	<b>224</b>	<b>111</b>	<b>80</b>	<b>55</b>	<b>3332</b>

The graphs show the percentage of grades that are occupied by Caymanian and Non-Caymanian employees.

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 M to R excluding O), 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	66	190	259	313	347	357	327	264	184	85	36	21	<b>2449</b>
Non-Caymanian	2	16	69	152	182	159	142	79	57	19	3	3	<b>883</b>
<b>Total</b>	<b>68</b>	<b>206</b>	<b>328</b>	<b>465</b>	<b>529</b>	<b>516</b>	<b>469</b>	<b>343</b>	<b>241</b>	<b>104</b>	<b>39</b>	<b>24</b>	<b>3332</b>
Caymanian	3%	8%	11%	13%	14%	15%	13%	11%	8%	3%	1%	1%	100%
Non-Caymanian	0%	2%	8%	17%	21%	18%	16%	9%	6%	2%	0%	0%	100%
<b>%</b>	<b>2%</b>	<b>6%</b>	<b>10%</b>	<b>14%</b>	<b>16%</b>	<b>15%</b>	<b>14%</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 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 sixteen, its oldest employee is eighty two and the average age of an employee is forty one.

**Employee Information as at 10-Jan-06**

**Department Breakdown by Age**

<b>Ministry/Portfolio/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>
911 Emergency Communications		6	8	3	2			<b>19</b>
Agriculture		9	9	24	13	4		<b>59</b>
Audit Office		1	10	4	1			<b>16</b>
Cabinet Office		5	1		3			<b>9</b>
Cadet Corps		2	1		1			<b>4</b>
Children & Family Services	1	17	48	59	36	7	1	<b>169</b>
Complaints Commissioner			3	1				<b>4</b>
Computer Services		8	29	11	7	1		<b>56</b>
Counselling Services		6	11	10	6			<b>33</b>
Customs Department	4	31	52	25	9	4		<b>125</b>
District Administration	10	25	26	37	19	10	6	<b>133</b>
Economics & Statistics Office		4	3	2				<b>9</b>
Education	10	63	134	226	156	45	4	<b>638</b>
Employment Services	2	4	4	9	3			<b>22</b>
Environment		4	11	7	5			<b>27</b>
Environmental Health	2	33	53	50	21	6	1	<b>166</b>
Fire Department	3	31	72	35	6	5	1	<b>153</b>
General Registry	2	10	12	9	6			<b>39</b>
Government Information Services	2	4	5	4	4	1		<b>20</b>
Health Insurance Commission		4		1	2			<b>7</b>
His Excellency the Governor		1		3	2			<b>6</b>
Immigration	6	42	41	29	18	5	1	<b>142</b>
Judicial Department		6	11	20	16	3		<b>56</b>
Lands & Survey	2	5	19	21	8			<b>55</b>
Legal Affairs	1	11	18	13	8	1	2	<b>54</b>
Legislative	1		3	5	3	1		<b>13</b>
Ministry C, W & I	1	12	9	14	8	2		<b>46</b>
Ministry DA, P, A & H	2	3	3	4	2	1		<b>15</b>
Ministry Ed, T, E, Y&S, C	1	11	30	29	20	8		<b>99</b>
Ministry H & HS		5	6	10	9	1		<b>31</b>
Ministry T, E, I & C	1	8	8	5	4	1		<b>27</b>
MRCU	1	8	15	8	9	4		<b>45</b>
National Archive		2	6	2	4	1	1	<b>16</b>
Planning		6	11	8	6	1		<b>32</b>
Police	3	58	154	111	40	5		<b>371</b>
Portfolio Civil Service	1	2	4	2	8			<b>17</b>
Portfolio Finance & Economics	1	14	17	6	4			<b>42</b>
Portfolio Int & Ext Affairs		3	5	5	6			<b>19</b>
Postal	2	9	21	32	24	6	2	<b>96</b>
Prison		12	54	65	26	3	1	<b>161</b>
Public Works	6	21	24	40	36	11	3	<b>141</b>
Radio Cayman	1	2	10	7	2	1		<b>23</b>
Tourism		14	15	8	4	3		<b>44</b>
Treasury	1	6	12	9	6			<b>34</b>
Vehicle & Equipment Services	1	6	6	12	11	2	1	<b>39</b>
<b>Total</b>	<b>68</b>	<b>534</b>	<b>994</b>	<b>985</b>	<b>584</b>	<b>143</b>	<b>24</b>	<b>3332</b>

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

Two departments have over 10% of their workforce in the over 60 age range; they are District Administration and National Archive.

**Employee Information as at 10-Jan-06**

**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					80%	20%		100%
B				100%				100%
C				33%	60%	7%		100%
D			20%	40%	40%			100%
E			15%	38%	35%	12%		100%
F		9%	24%	42%	21%		3%	100%
G		7%	30%	27%	33%	3%		100%
H		6%	27%	30%	31%	4%	1%	100%
I		10%	29%	29%	29%	4%		100%
J		8%	24%	31%	31%	6%		100%
K		7%	31%	37%	21%	3%		100%
L		16%	29%	34%	17%	3%		100%
M		9%	40%	34%	15%	1%	0%	100%
N	2%	11%	37%	35%	12%	3%		100%
O	1%	24%	41%	21%	10%	2%	0%	100%
P	3%	33%	20%	19%	15%	9%		100%
Q	2%	23%	29%	25%	19%	4%		100%
R			36%	45%	18%			100%
GAA	9%	18%	24%	25%	11%	10%	2%	100%
GBB	9%	20%	20%	29%	13%	7%	2%	100%
GCC	4%	19%	24%	29%	14%	8%	2%	100%
GDD	1%	21%	25%	30%	14%	6%	3%	100%
GEE	1%	11%	16%	29%	38%	4%	1%	100%
GFF		4%	16%	42%	31%	4%	4%	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. Over half 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-05 to 31-Dec-05**

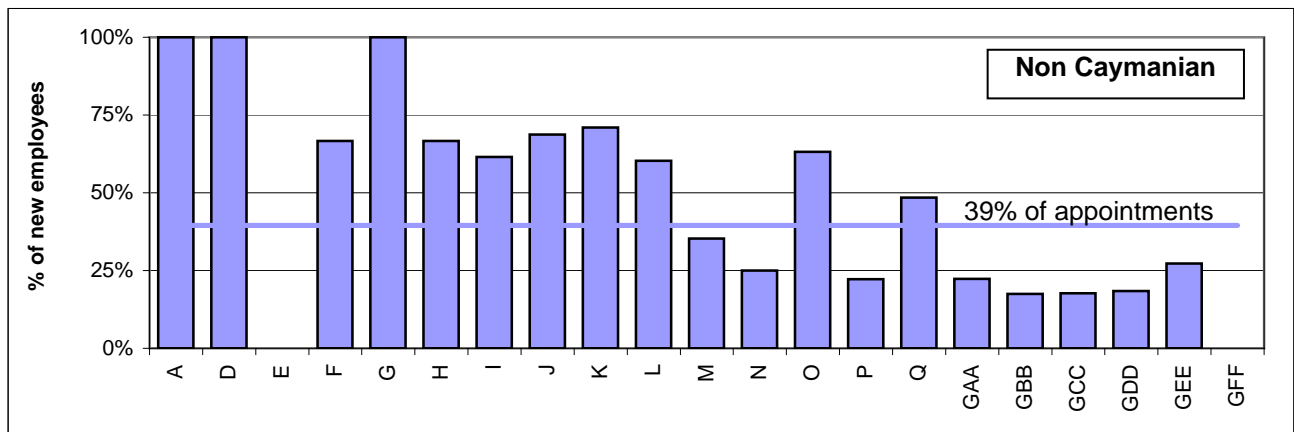
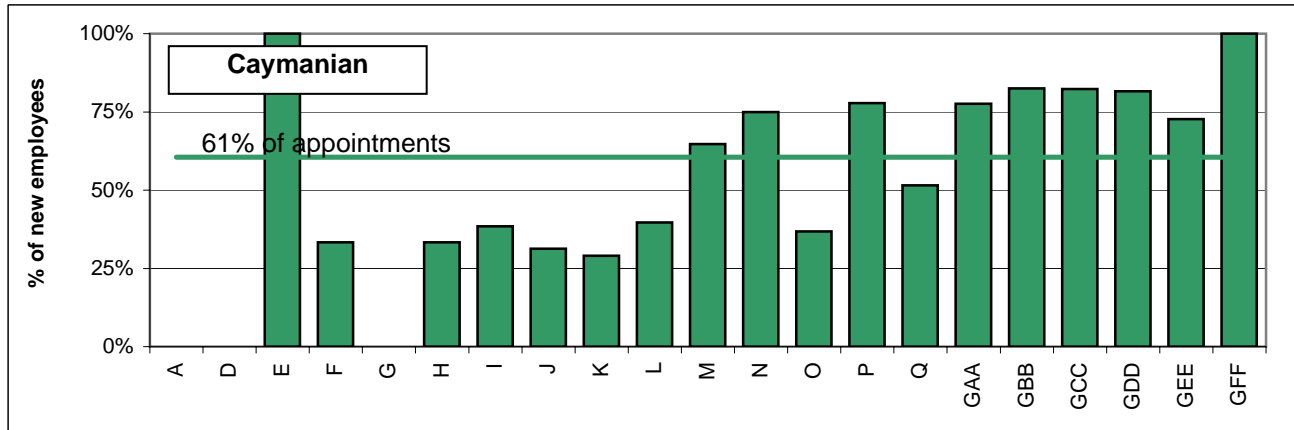
**Department Breakdown by Employment Category**

<b>Ministry/Portfolio/Department</b>	<b>Group</b>	<b>Local</b>	<b>Overseas</b>	<b>Permanent</b>	<b>Temporary</b>	<b>Total</b>
911 Emergency Communications		7			2	9
Agriculture	10				1	11
Audit Office			2			2
Cabinet Office					1	1
Cadet Corps		1				1
Children & Family Services	11	2		3		16
Complaints Commissioner				1		1
Computer Services	2	1	5	1	2	11
Counselling Services	3	1	3	1		8
Customs Department	8			9		17
District Administration	28			1		29
Economics & Statistics Office				2		2
Education	48	6	34	12	4	104
Employment Services	4			1		5
Environment		1		1	2	4
Environmental Health	37		2			39
Fire Department				14		14
General Registry	2	2	1			5
Government Information Services	1	2		3		6
Health Insurance Commission	1	1				2
His Excellency the Governor		1	1			2
Immigration	25			5		30
Judicial Department		1		3		4
Lands & Survey	3	1	2			6
Legal Affairs	2	4	5	2	2	15
Legislative	1			2	1	4
Ministry C, W & I	1	3		5		9
Ministry DA, P, A & H		2			2	4
Ministry Ed, T, E, Y&S, C	6	3	3	2		14
Ministry H & HS	1		1		1	3
Ministry T, E, I & C	5				1	6
MRCU	6		2			8
National Archive			1			1
Planning		2	1	1		4
Police	11	11	37	3	2	64
Portfolio Civil Service	2			1		3
Portfolio Finance & Economics	1		2	4	2	9
Postal	4			2		6
Prison	3	14		4		21
Public Works	29	1	3		1	34
Radio Cayman	3					3
Tourism	3	2		3		8
Treasury		1		4	1	6
Vehicle & Equipment Services	6					6
<b>Total</b>	<b>267</b>	<b>70</b>	<b>105</b>	<b>90</b>	<b>25</b>	<b>557</b>
<b>% of Total Appointments</b>	<b>47.9%</b>	<b>12.6%</b>	<b>18.9%</b>	<b>16.2%</b>	<b>4.5%</b>	<b>100%</b>
<b>% of Non-Group Appointments</b>	-	24.1%	36.2%	31.0%	8.6%	100%

There were 557 new appointments to the Civil Service during 2005. The largest number of appointments were given to group employees (48% of appointments), 16% of appointments were permanent, 19% on overseas contracts, 13% on local contract and the remaining 5% on temporary contracts.

**Appointment Information 01-Jan-05 to 31-Dec-05**

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



	A	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	GAA	GBB	GCC	GDD	GEE	GFF	Total
Caymanian			1	1		3	5	5	9	25	11	9	28	7	17	59	71	42	31	8	5	337
Non-Caymanian	1	1		2	5	6	8	11	22	38	6	3	48	2	16	17	15	9	7	3		220
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>5</b>	<b>9</b>	<b>13</b>	<b>16</b>	<b>31</b>	<b>63</b>	<b>17</b>	<b>12</b>	<b>76</b>	<b>9</b>	<b>33</b>	<b>76</b>	<b>86</b>	<b>51</b>	<b>38</b>	<b>11</b>	<b>5</b>	<b>557</b>

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 2005 two-thirds of all appointments in that Grade range were of Non-Caymanians. Appointments for grades M and below were more evenly split with slightly over half being of Non-Caymanian.

Caymanians also comprised the bulk of employees appointed on group contracts (81% of all group appointments).

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

Promotion Information 01-Jan-05 to 31-Dec-05

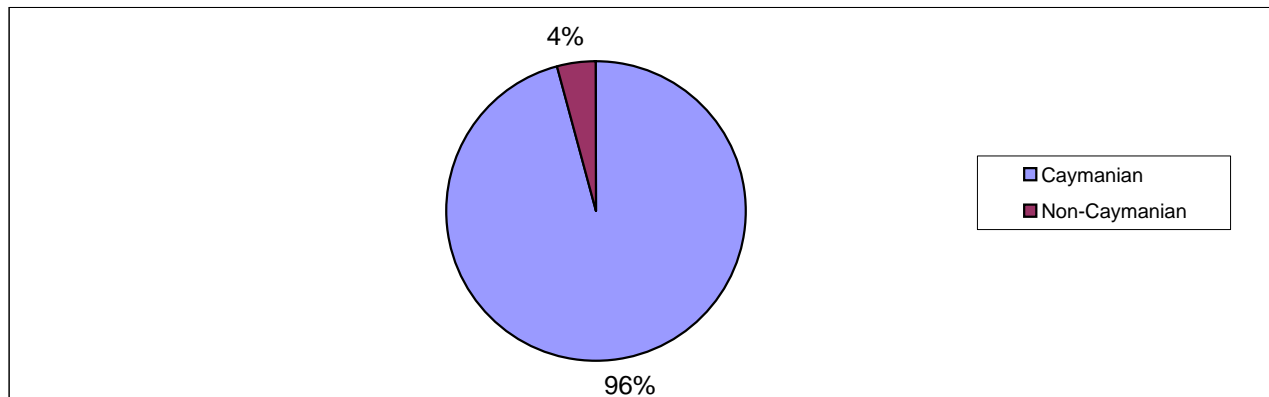
Number of Promotions between Grades

		New Grade											Total	
		D	F	H	I	J	K	L	M	N	O	P		
Old Grade	F	1												1
	G		2											2
	I			1										1
	J				2	1								3
	K				1	6								7
	L				1		4							5
	M						2	2						4
	N									5				5
	O					1		1	2	2				6
	P								1		3			4
	Q							1		2	2	4		9
Total		1	2	1	4	8	6	4	8	4	5	4	47	

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	Same

Number & Percentage of Promotions by Nationality



	Grade Promoted To											Total
	D	F	H	I	J	K	L	M	N	O	P	
Caymanian	1	2	1	4	6	6	4	8	4	5	4	45
Non-Caymanian					2							2
Total	1	2	1	4	8	6	4	8	4	5	4	47

% Caymanian	100%	100%	100%	100%	75%	100%	100%	100%	100%	100%	100%	96%
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There were 47 employees promoted through the Public Service Commission during 2005. The top table shows the grade changes awarded during these promotions. Two thirds of all promotions moved employees one grade, 17% of promotions involved employees being promoted two grades and 11% were promoted 3 grades. 1 individual was promoted to a new role within the same grade as their previous role (2%) and 2 people were promoted 5 grades.

The lower table shows the number of employees promoted split by nationality and grade. 96% of promotions were of Caymanians, the two non-caymanian promotions were in the fields of IT and Social Work.



## Reassessment of Salary Information 01-Jan-05 to 31-Dec-05

### Reassessment of Salary by Department

Dept	Number of Reassessments	Number of employees @ 10-Jan-06	%
911 Emergency Communications	1	19	5%
Agriculture	3	59	5%
Audit Office	10	16	63%
Children & Family Services	5	169	3%
Computer Services	1	56	2%
Counselling Services	1	33	3%
Customs Department	2	125	2%
District Administration	4	133	3%
Employment Services	1	22	5%
Environment	3	27	11%
Fire Department	11	153	7%
Government Information Services	1	20	5%
Immigration	20	142	14%
Lands & Survey	2	55	4%
Legal Affairs	2	54	4%
Ministry C, W & I	2	46	4%
Ministry DA, P, A & H	1	15	7%
Ministry Ed, T, E, Y&S, C	7	99	7%
Police	6	371	2%
Portfolio Civil Service	6	17	35%
Portfolio Finance & Economics	4	42	10%
Portfolio Int & Ext Affairs	1	19	5%
Prison	21	161	13%
Public Works	2	141	1%
Tourism	1	44	2%
Treasury	3	34	9%
Vehicle & Equipment Services	1	39	3%
<b>Total Reassessments</b>	<b>122</b>		

The revision of General Orders on the 10th May 2005 introduced an option to enable appointing officers to adjust, by agreement between the appointing officer and the civil servant concerned, employees spinal point placement within their grade.

The table above summarised the number of reassessments of salary that were undertaken during 2005.

Over 60% of employees of the Audit Office and 35% of employees in the Portfolio of the Civil Service received reassessments of salaries during the year.

**Resignation Information 01-Jan-05 to 31-Dec-05**

**Leavers by Department and Employment Category**

<b>Ministry/Portfolio/Department</b>	<b>Group</b>	<b>Local</b>	<b>Overseas</b>	<b>Permanent</b>	<b>Temporary</b>	<b>Total</b>	<b>% Turnover*</b>
911 Emergency Communications				2	2	4	21%
Agriculture	1			1	1	3	5%
Audit Office				1		1	6%
Children & Family Services	4	1		4	2	11	7%
Computer Services	1		4	2	1	8	14%
Counselling Services		1	2	1		4	12%
Customs Department	10	1		11		22	18%
District Administration	17			1		18	14%
Economics & Statistics Office			1		1	2	22%
Education	36	4	14	13	1	68	11%
Employment Services	4			1		5	23%
Environment				2		2	7%
Environmental Health	14					14	8%
Fire Department				6		6	4%
General Registry	5	6	10	10	5	36	92%
Government Information Services	1	1		1		3	15%
Health Insurance Commission		1	1			2	29%
His Excellency the Governor		2	1			3	50%
Immigration	8	1	1	5		15	11%
Judicial Department		1		2		3	5%
Lands & Survey	2			1		3	5%
Legal Affairs			2	2	1	5	9%
Legislative		1				1	8%
Ministry C, W & I	2	1		5		8	17%
Ministry DA, P, A & H				3		3	20%
Ministry Ed, T, E, Y&S, C	5	2	1	1		9	9%
Ministry T, E, I & C				1	1	2	7%
MRCU	2		1			3	7%
National Archive	1					1	6%
Planning			1	2		3	9%
Police	2	8	9	22	1	42	11%
Portfolio Civil Service		1		3		4	24%
Portfolio Finance & Economics	1	1	4	2	1	9	21%
Portfolio Int & Ext Affairs				1		1	5%
Postal	6			6		12	13%
Prison		2	3	6		11	7%
Public Works	26		1	5		32	23%
Radio Cayman	2			2		4	17%
Tourism	1			4		5	11%
Treasury				1	1	2	6%
Vehicle & Equipment Services	3					3	8%
<b>Total</b>	<b>154</b>	<b>35</b>	<b>56</b>	<b>130</b>	<b>18</b>	<b>393</b>	
<b>%</b>	<b>39.2%</b>	<b>8.9%</b>	<b>14.2%</b>	<b>33.1%</b>	<b>4.6%</b>	<b>100.0%</b>	

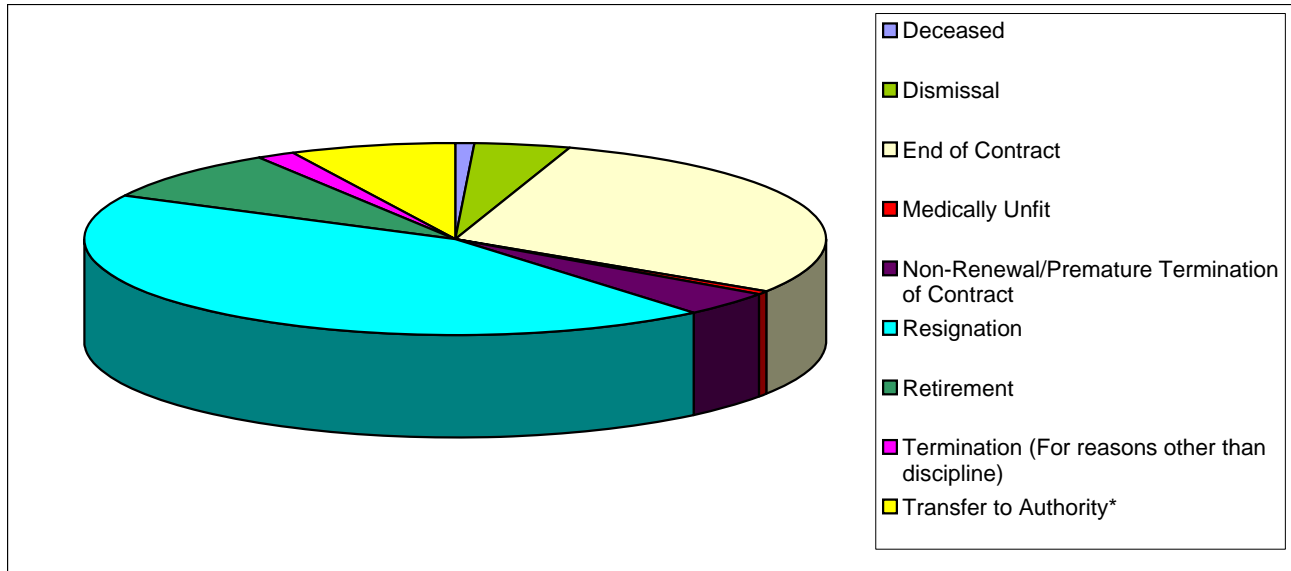
\*Based on the number of employees as at 10th January 2006

393 employees left Government employment during 2005. Group employees made up the largest proportion of leavers (39% of all leavers), with permanent pensionable employees constituting the next largest group (33% of all leavers).

In addition to General Registry, whose high turnover level resulted from the transfer of staff to the newly created Cayman Islands Maritime Authority in July 2005, the Health Insurance Commission and the Office of His Excellency the Governor experienced turnover rates of double that of Government as a whole.

A number of departments did not experience any loss of staff during 2005, namely Cabinet Office, Cadet Corps, Complaints Commissioner's Office, and the administration for the Ministry of H&HS. While the departments of Agriculture, Fire, Judicial, Lands & Survey and administration for the Portfolio of Internal & External Affairs and Treasury all experienced turnover rates less than half the organisational average.

Leavers by Employment Category and Reason



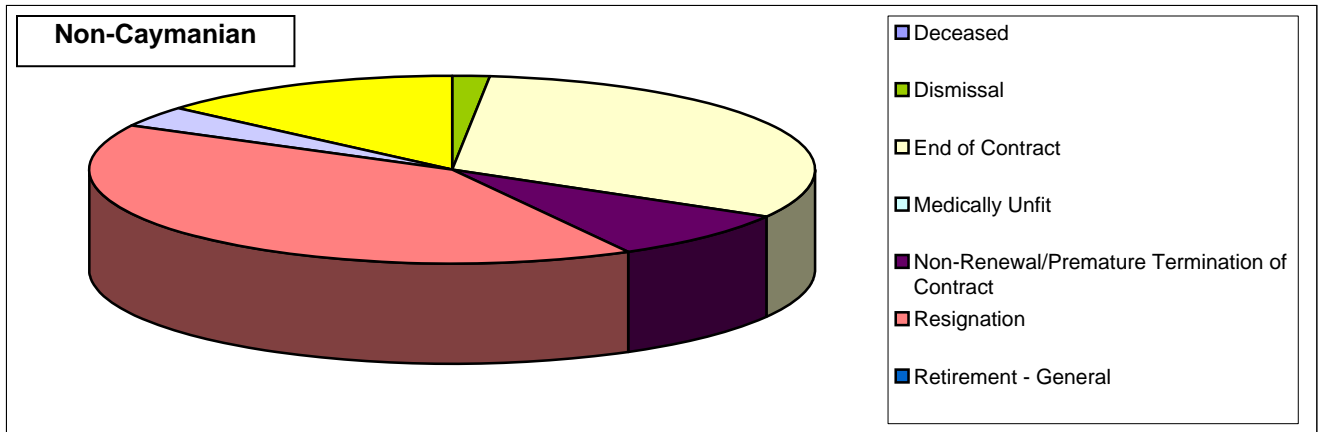
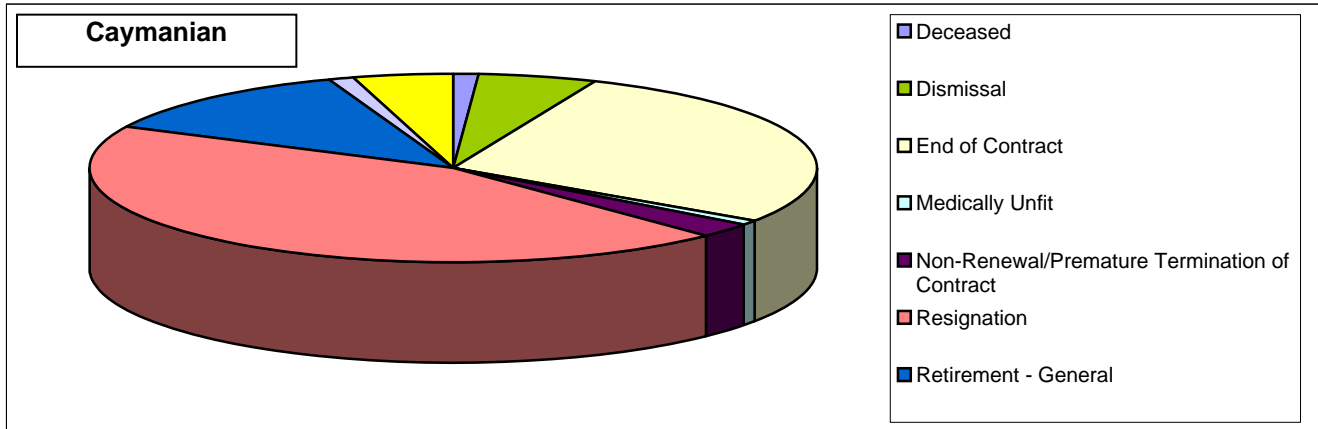
Reason	Group	Local	Overseas	Permanent	Temporary	Total	%
Deceased				3		3	0.8%
Dismissal	14			3		17	4.3%
End of Contract	76	9	16	1	12	114	29.0%
Medically Unfit				2		2	0.5%
Non-Renewal/Premature Termination of Contract	9	4	4			17	4.3%
Resignation	41	13	26	89	2	171	43.5%
Retirement	8	2		24		34	8.7%
Termination (For reasons other than discipline)	4	1	2			7	1.8%
Transfer to Authority*	2	6	8	8	4	28	7.1%
<b>Total</b>	<b>154</b>	<b>35</b>	<b>56</b>	<b>130</b>	<b>18</b>	<b>393</b>	<b>100.0%</b>

\* Cayman Islands Maritime Authority Established 01-Jul-05

During 2005 resignations accounted for 44% of leavers, a similar percentage to 2004 which was an increase on the 28% who left during 2003 for the same reason. Contract expirations accounted for the loss of a further 29% of leavers.

Staff turnover for the Civil Service (based on the average employee figures for January & July 2005 & January 2006) was 12%, one percent higher than that recorded for 2004. Group turnover was 17% and Non-Group turnover 10%.

Leavers by Nationality and Reason



Reason	Caymanian		Non-Caymanian		Total
	Number	%	Number	%	
Deceased	3	1%			3
Dismissal	15	5%	2	2%	17
End of Contract	77	28%	37	32%	114
Medically Unfit	2	1%			2
Non-Renewal/Premature Termination of Contract	7	3%	10	9%	17
Resignation	123	45%	48	41%	171
Retirement - General	34	12%			34
Termination (For reasons other than those listed)	3	1%	4	3%	7
Transfer to Authority	12	4%	16	14%	28
<b>Total</b>	<b>276</b>	<b>100%</b>	<b>117</b>	<b>100%</b>	<b>393</b>

The graphs show the reasons given for ending employment, split by nationality. For both Caymanian and Non-Caymanian employees resignations and then completion of contract account for the majority of leavers from the Civil Service.

Civil Service Filled Posts

	1994	1995	1996	1997	1998	1999	2000	2001	2002 <sup>2</sup>	2003	2004	2005
<b>MINISTRIES<sup>1</sup></b>												
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	
<b>PORTFOLIOS</b>												
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	
<b>OTHER EXTERNAL DEPARTMENTS</b>												
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	
<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>	<b>2,301</b>	

Data amalgamated by Statistics office for comparative purposes

**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.