

CAYMAN ISLANDS GOVERNMENT



Employment Information and Human Resources Activity Report

Historical Data and Personnel Activity 01-Jan-06 to 31-Dec-06

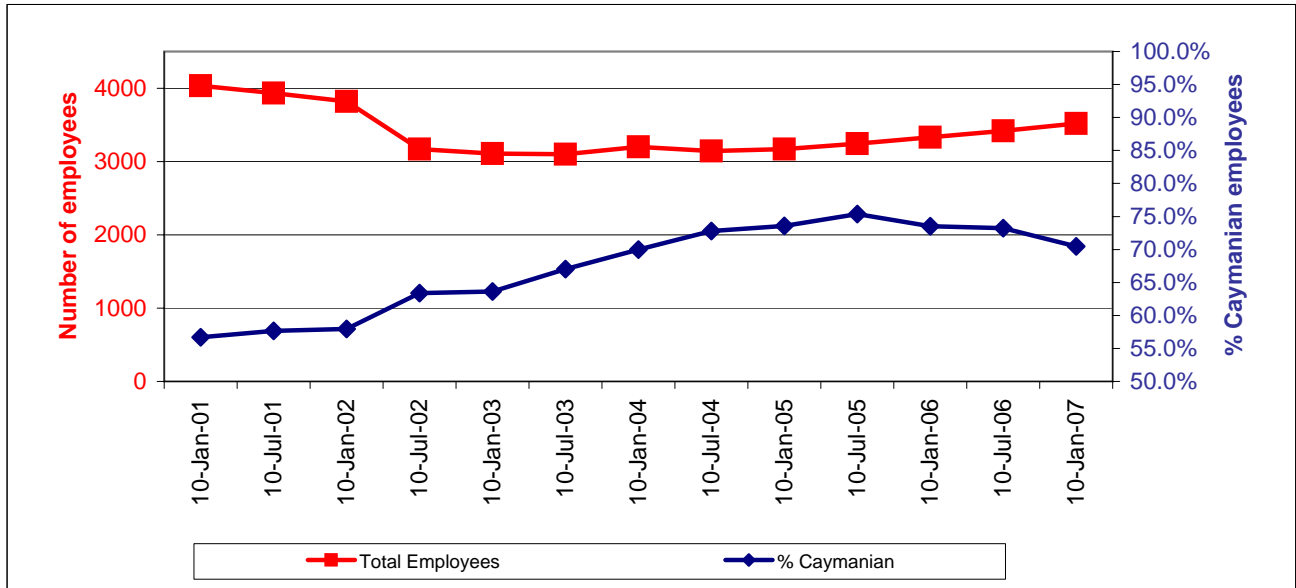
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Portfolio of the Civil Service
01-Mar-2007



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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	10-Jul-05	10-Jan-06	10-Jul-06	10-Jan-07
Caymanian	2287	2267	2214	2007	1977	2075	2238	2288	2332	2443	2449	2503	2481
Non-Caymanian	1747	1666	1606	1160	1130	1022	961	855	837	799	883	915	1039
Total	4034	3933	3820	3167	3107	3097	3199	3143	3169	3242	3332	3418	3520
% Caymanian	56.7%	57.6%	58.0%	63.4%	63.6%	67.0%	70.0%	72.8%	73.6%	75.4%	73.5%	73.2%	70.5%

In 2001 the civil service consisted of 4034 employees. The creation of the Statutory Authorities, especially the Health Services Authority in July 2002 and the National Roads Authority in 2004, had a major impact on reducing the number of staff employed by core Government (as shown by the red line on the chart above). By July 2003 the number of civil servants had reduced by nearly 1000 to 3097. The last four years however has seen a slow growth in staff numbers to its current level of 3520, an increase of 14% since July 2003.

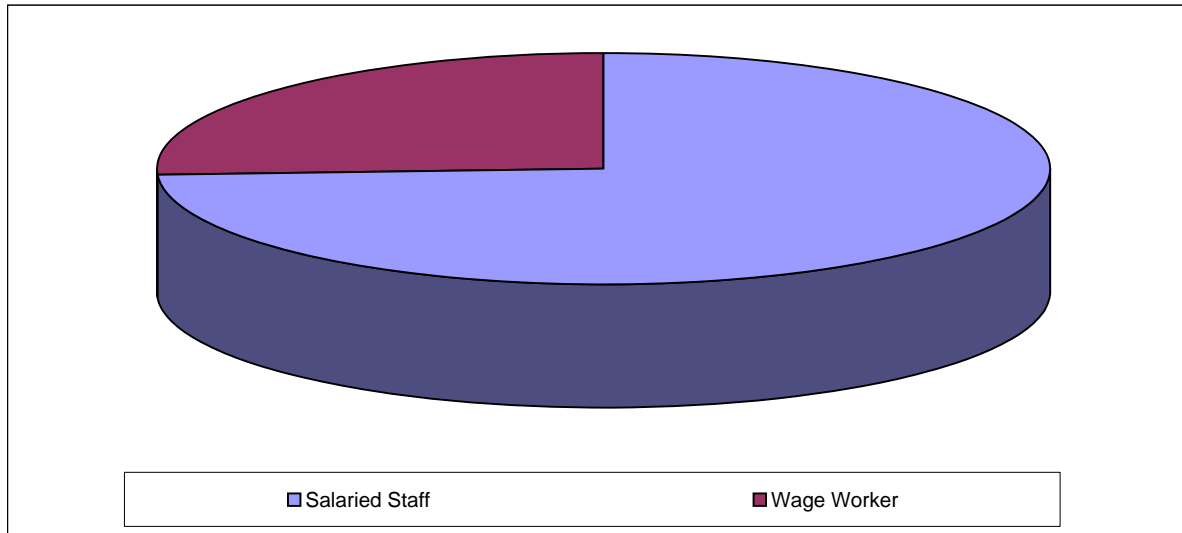
Caymanian employees currently constitute 70.5% of the workforce, an increase of nearly 14% since January 2001, a growth influenced by the large scale granting of Caymanian Status by Cabinet during the Quincentennial year. However, the percentage of the workforce that is Caymanian has decreased by 5% since July 2005 when the proportion of the workforce that was Caymanian peaked at 75.4% (as shown by the blue line on the chart above).

Additional Information

- There are currently 12 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-07

Percentage of Employees by Employment Type

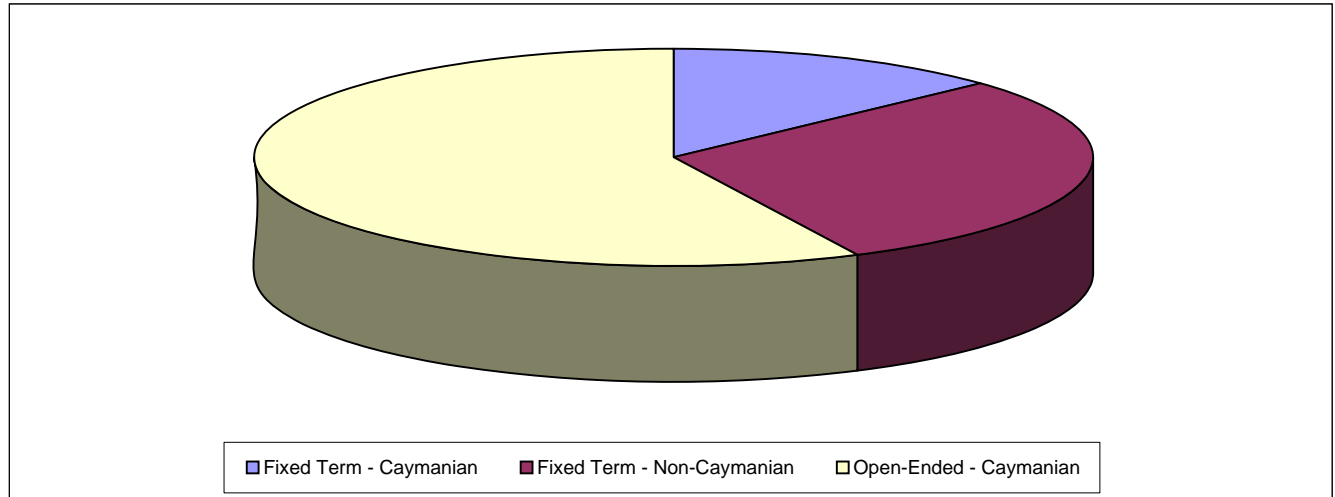


Date	10-Jan-01	10-Jul-01	10-Jan-02	10-Jul-02	10-Jan-03	10-Jul-03	10-Jan-04	10-Jul-04	10-Jan-05	10-Jul-05	10-Jan-06	10-Jul-06	10-Jan-07
Salaried Staff	68.6%	68.7%	71.3%	69.7%	70.7%	71.6%	71.0%	72.8%	72.6%	71.6%	72.0%	71.6%	74.1%
Wage Worker	31.4%	31.3%	28.7%	30.3%	29.3%	28.4%	29.0%	27.2%	27.4%	28.4%	28.0%	28.4%	25.9%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Personnel Regulations 2006 state that employee's wages or salaries should be paid on a monthly basis **or in exceptional circumstances** on a fortnightly basis. Bi-weekly paid wage workers currently constitute just over a quarter of all Civil Servants.

The percentage of wage workers has been slowly declining over the last 5 years. With the introduction of the Public Service Management Law 2005 and associated Regulations, which removes the majority of contractual differences between salaried staff and wage workers, 2007 should see a reduction in new employees being appointed as bi-weekly employees and an increase in existing employees transferring to monthly or salaried staff.

Percentage of Employees by Employment Agreement Type and Nationality



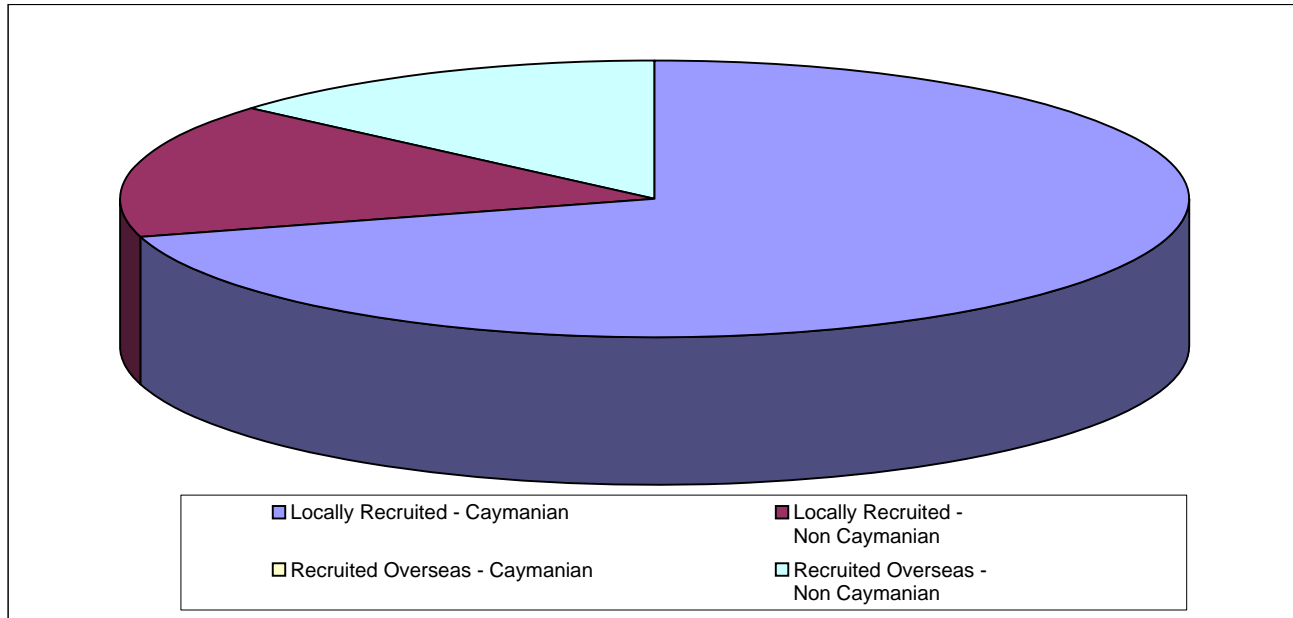
Date	10-Jan-01	10-Jul-01	10-Jan-02	10-Jul-02	10-Jan-03	10-Jul-03	10-Jan-04	10-Jul-04	10-Jan-05	10-Jul-05	10-Jan-06	10-Jul-06	10-Jan-07
Fixed Term - Caymanian	18.8%	19.4%	17.7%	20.4%	19.8%	20.5%	21.9%	20.9%	21.6%	22.9%	22.7%	23.1%	13.2%
Fixed Term - Non-Caymanian	43.3%	42.4%	42.0%	36.6%	36.4%	33.0%	30.0%	27.2%	26.4%	24.6%	26.5%	26.8%	29.5%
Open-Ended - Caymanian	37.9%	38.2%	40.2%	43.0%	43.9%	46.5%	48.0%	51.9%	52.0%	52.4%	50.8%	50.2%	57.3%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Personnel Regulations 2006 outlines the term of employment for staff and determines that the tenure for Caymanians should be "open-ended" to their 60th birthday, unless the position undertaken has a finite life, or the individual is over retirement age or in other "exceptional circumstances". Non-Caymanians should have a fixed-term employment agreement of no longer than three years whilst any staff member over retirement age should have an employment agreement that is of fixed-term of no longer than two years.

The graph above shows the proportion of employees that hold an open-ended or fixed-term employment agreement. Over 57% of the civil service is composed of Caymanian employees who have open-ended employment agreements; almost 30% is composed of Non-Caymanians on fixed-term agreements while the remainder, 13%, are Caymanians on fixed-term agreements. This is interesting when making comparisons to employee over the age of 60 (see page 9), as only 5% of the Civil Service is composed of Caymanians over the age of 60.

The 10% decrease in the number of Caymanians on Fixed-Term agreements seen between July 2006 and January 2007, can be contributed to Appointing Officers proactively evaluating their staff to ensure that when the Personnel Regulations were implemented staff formerly employed as "group" employees on annual contracts, were, where appropriate given employment agreements of a compliant nature.

Percentage of Employees by Recruitment Location and Nationality



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	10-Jul-06	10-Jan-07
Locally Recruited - Caymanian	56.7%	57.6%	58.0%	63.4%	63.6%	67.0%	70.0%	72.8%	73.6%	75.4%	73.5%	73.2%	70.4%
Locally Recruited - Non Caymanian	27.9%	27.2%	26.4%	24.0%	23.5%	21.5%	18.7%	16.8%	15.9%	15.5%	15.6%	15.5%	16.0%
Recruited Overseas - Caymanian	n/k	n/k	n/k	n/k	n/k	n/k	n/k	n/k	n/k	n/k	n/k	n/k	0.1%
Recruited Overseas - Non Caymanian	15.4%	15.2%	15.6%	12.6%	12.9%	11.5%	11.4%	10.4%	10.5%	9.2%	10.9%	11.3%	13.5%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Over three quarters of the Civil Service are employees that have been recruited on-Island. From January 2007 we will be able to track the number of civil servants recruited overseas that subsequently receive Caymanian status.

Employee Information as at 10-Jan-07

Department Breakdown by Employment Agreement Type and Nationality

Ministry/Portfolio/Department	Fixed Term			Open-Ended	Total	%Caymanian	% ALL Emps
	Caymanian	Non-Caymanian	Total	Caymanian		Fixed Term	Fixed Term
911 Emergency Communications	1	8	9	8	17	11.1%	52.9%
Agriculture	5	26	31	35	66	12.5%	47.0%
Audit Office		14	14	2	16		87.5%
Cabinet Office	2		2	13	15	13.3%	13.3%
Cadet Corps		5	5	2	7		71.4%
Children & Family Services	15	75	90	79	169	16.0%	53.3%
Complaints Commission		1	1	5	6		16.7%
Computer Services	4	25	29	32	61	11.1%	47.5%
Counselling Services	1	16	17	12	29	7.7%	58.6%
Customs Department	7	2	9	121	130	5.5%	6.9%
District Administration	29	14	43	99	142	22.7%	30.3%
Economics & Statistics Office		3	3	9	12		25.0%
Education	85	274	359	326	685	20.7%	52.4%
Employment Services	6	3	9	14	23	30.0%	39.1%
Environment		6	6	26	32		18.8%
Environmental Health	67	42	109	26	135	72.0%	80.7%
Fire Department	3	2	5	145	150	2.0%	3.3%
General Registry	22	3	25	27	52	44.9%	48.1%
Government Information Services	1	9	10	9	19	10.0%	52.6%
Health Insurance Commission	1		1	6	7	14.3%	14.3%
His Excellency the Governor	1	5	6		6	100.0%	100.0%
Immigration	37	1	38	106	144	25.9%	26.4%
Judicial Department	11	10	21	34	55	24.4%	38.2%
Lands & Survey	3	22	25	38	63	7.3%	39.7%
Legal Affairs	11	34	45	15	60	42.3%	75.0%
Legislative	1	2	3	11	14	8.3%	21.4%
Ministry C, W & I	5	5	10	35	45	12.5%	22.2%
Ministry DA, P, A & H	4	1	5	10	15	28.6%	33.3%
Ministry Ed, T, E, Y&S, C	20	29	49	57	106	26.0%	46.2%
Ministry H & HS	1	8	9	23	32	4.2%	28.1%
Ministry T, E, I & C	6		6	23	29	20.7%	20.7%
MRCU	17	14	31	12	43	58.6%	72.1%
National Archive	2	5	7	8	15	20.0%	46.7%
Planning	1	12	13	27	40	3.6%	32.5%
Police	30	185	215	203	418	12.9%	51.4%
Portfolio Civil Service	1	7	8	14	22	6.7%	36.4%
Portfolio Finance & Economics		11	11	28	39		28.2%
Portfolio Int & Ext Affairs	2	3	5	21	26	8.7%	19.2%
Postal	8	3	11	85	96	8.6%	11.5%
Prison	9	70	79	87	166	9.4%	47.6%
Public Works	15	38	53	95	148	13.6%	35.8%
Radio Cayman	5	9	14	6	20	45.5%	70.0%
Recreation, Parks & Cemeteries	4	2	6	12	18	25.0%	33.3%
Tourism	13	9	22	32	54	28.9%	40.7%
Treasury		3	3	28	31		9.7%
Vehicle & Equipment Services	7	23	30	12	42	36.8%	71.4%
Total	463	1039	1502	2018	3520	18.7%	42.7%

The table above shows the employment agreements offered to Civil Servants by the respective Departments. The Audit Office, Environmental Health, the Office of His Excellency the Governor and Legal Affairs are all Departments that have over three-quarters of their staff working on fixed-term contracts.

Thirteen departments (highlighted in pink) have over a quarter of their Caymanian employee employed on fixed-term contracts.

Employee Information as at 10-Jan-07

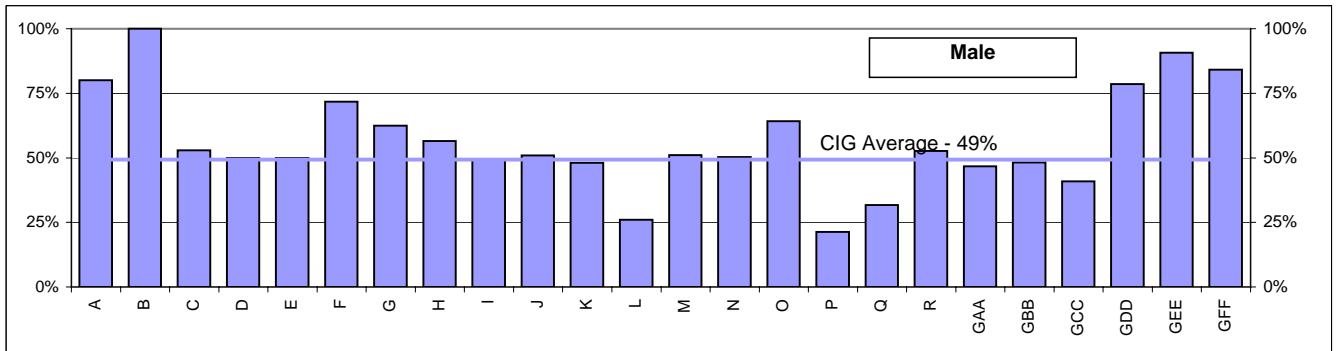
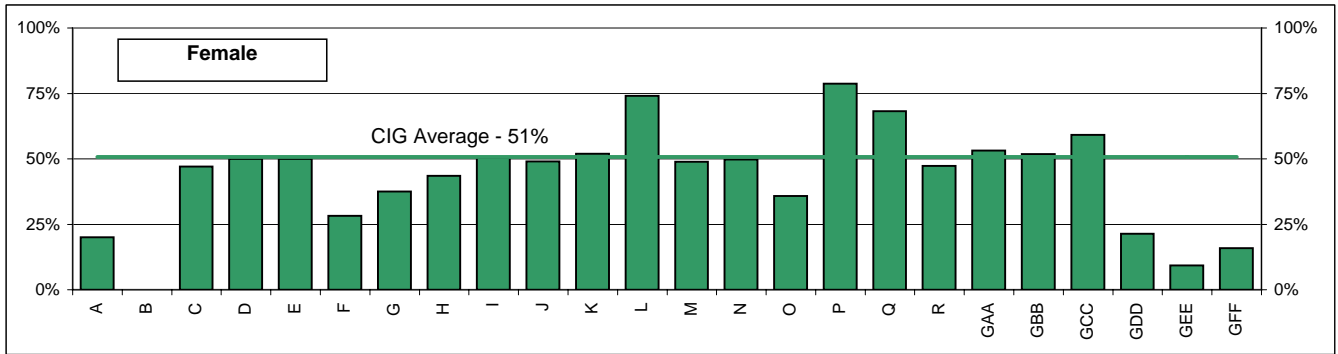
Department Breakdown by Nationality

Ministry/Portfolio/Department	Caymanian	Non-Caymanian	Total	% Caymanian	% Non-Caymanian
911 Emergency Communications	9	8	17	52.9%	47.1%
Agriculture	40	26	66	60.6%	39.4%
Audit Office	2	14	16	12.5%	87.5%
Cabinet Office	15		15	100.0%	
Cadet Corps	2	5	7	28.6%	71.4%
Children & Family Services	94	75	169	55.6%	44.4%
Complaints Commission	5	1	6	83.3%	16.7%
Computer Services	36	25	61	59.0%	41.0%
Counselling Services	13	16	29	44.8%	55.2%
Customs Department	128	2	130	98.5%	1.5%
District Administration	128	14	142	90.1%	9.9%
Economics & Statistics Office	9	3	12	75.0%	25.0%
Education	411	274	685	60.0%	40.0%
Employment Services	20	3	23	87.0%	13.0%
Environment	26	6	32	81.3%	18.8%
Environmental Health	93	42	135	68.9%	31.1%
Fire Department	148	2	150	98.7%	1.3%
General Registry	49	3	52	94.2%	5.8%
Government Information Services	10	9	19	52.6%	47.4%
Health Insurance Commission	7		7	100.0%	
His Excellency the Governor	1	5	6	16.7%	83.3%
Immigration	143	1	144	99.3%	0.7%
Judicial Department	45	10	55	81.8%	18.2%
Lands & Survey	41	22	63	65.1%	34.9%
Legal Affairs	26	34	60	43.3%	56.7%
Legislative	12	2	14	85.7%	14.3%
Ministry C, W & I	40	5	45	88.9%	11.1%
Ministry DA, P, A & H	14	1	15	93.3%	6.7%
Ministry Ed, T, E, Y&S, C	77	29	106	72.6%	27.4%
Ministry H & HS	24	8	32	75.0%	25.0%
Ministry T, E, I & C	29		29	100.0%	
MRCU	29	14	43	67.4%	32.6%
National Archive	10	5	15	66.7%	33.3%
Planning	28	12	40	70.0%	30.0%
Police	233	185	418	55.7%	44.3%
Portfolio Civil Service	15	7	22	68.2%	31.8%
Portfolio Finance & Economics	28	11	39	71.8%	28.2%
Portfolio Int & Ext Affairs	23	3	26	88.5%	11.5%
Postal	93	3	96	96.9%	3.1%
Prison	96	70	166	57.8%	42.2%
Public Works	110	38	148	74.3%	25.7%
Radio Cayman	11	9	20	55.0%	45.0%
Recreation, Parks & Cemeteries	16	2	18	88.9%	11.1%
Tourism	45	9	54		
Treasury	28	3	31	90.3%	9.7%
Vehicle & Equipment Services	19	23	42	45.2%	54.8%
Total	2481	1039	3520	70.5%	29.5%

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

Eleven Departments have a particularly high proportion of Caymanian employees (over 90% - highlighted in blue). The Cabinet Office, Health Insurance Commission, and the administration for the Ministry of T,E,I&C all 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		8	4	12	11	12	40	56	78	172	308	136	89	213	85	131	9	99	140	146	24	5	7	1786
Male	4	2	9	4	12	28	20	52	55	81	159	108	142	90	382	23	61	10	87	130	101	88	49	37	1734
Total	5	2	17	8	24	39	32	92	111	159	331	416	278	179	595	108	192	19	186	270	247	112	54	44	3520

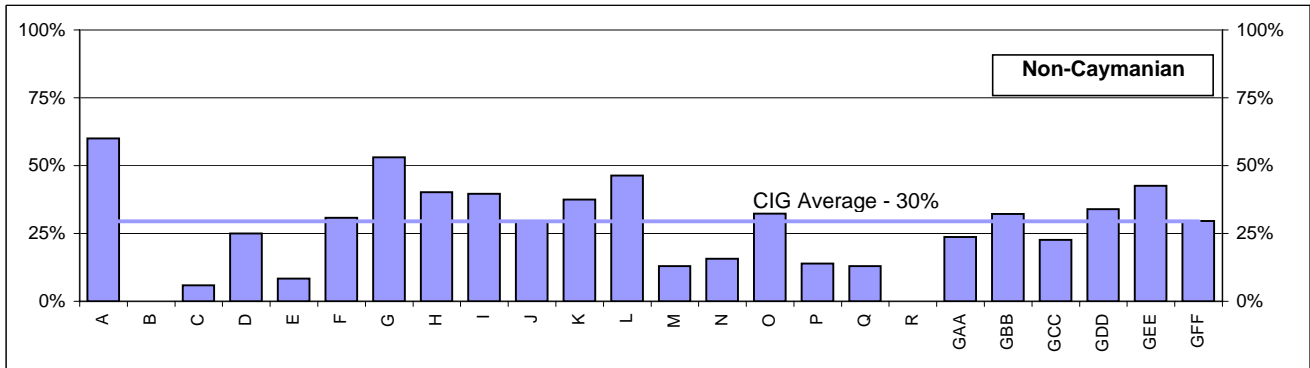
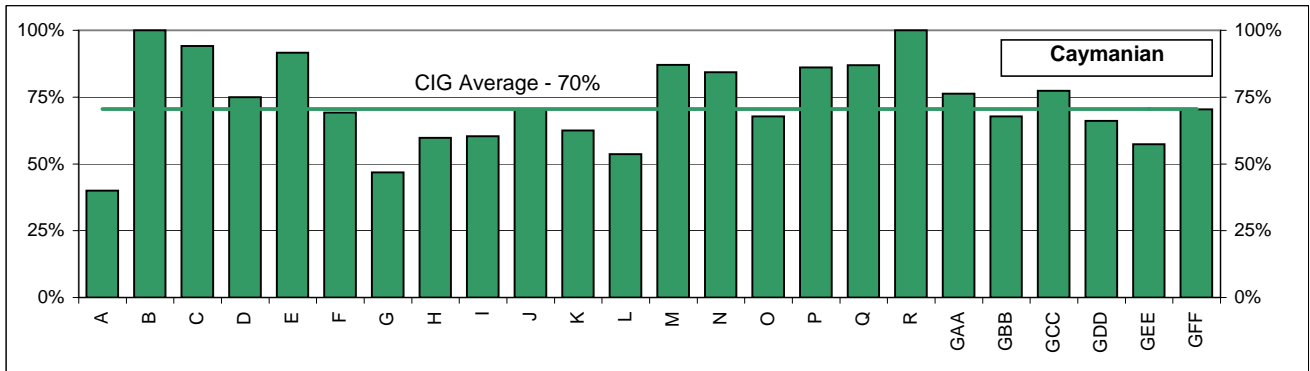
The graphs above show the proportion of grades held by female and male staff. The solid line shows the percentage expected if the grades were uniformly distributed.

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

Whilst an unequal distribution of gender, in terms of representation in the various grades, is still apparent, the gap has closed for salaried staff over the last twelve months. However male employees constitute 56% of employees at the highest grades A through I, while female employees constitute 71% of employees in the lowest salary ranges P to R. Whilst the split for the range of grades J to O as a whole is in line with the gender split for Government.

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 83% of employees at grades GDD to GFF are male.

Percentage of employees by Nationality and Grade



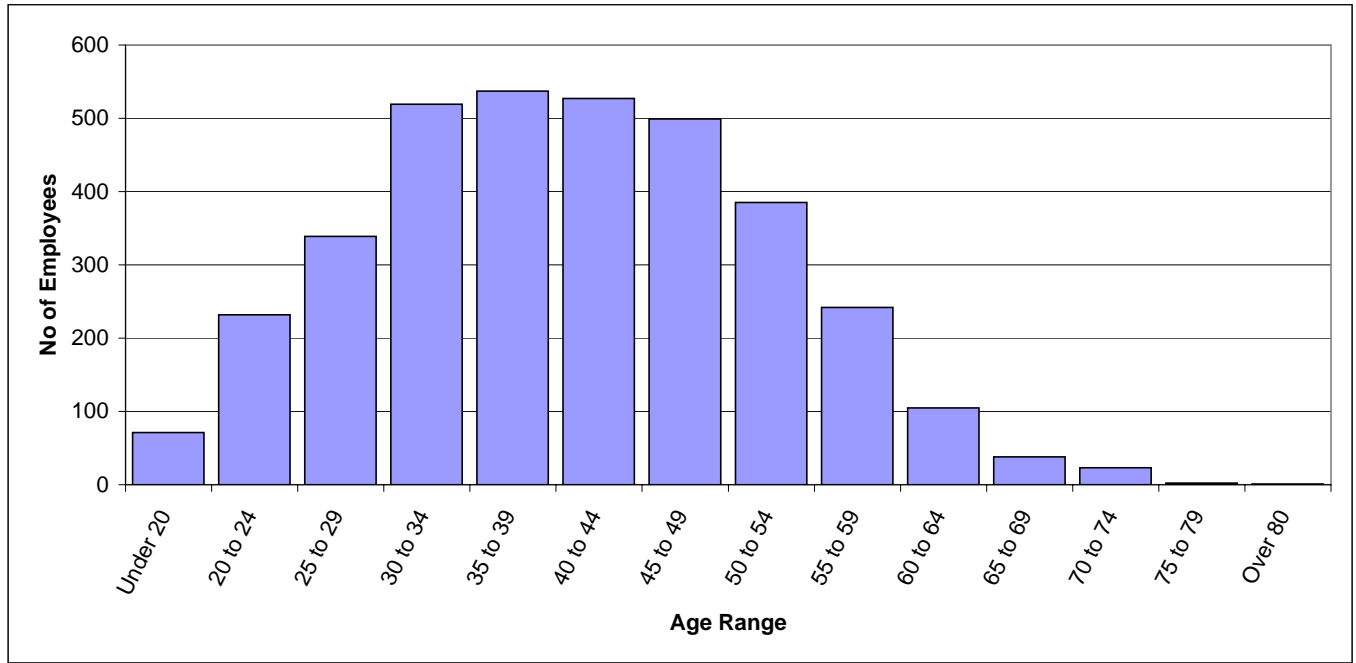
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	GAA	GBB	GCC	GDD	GEE	GFF	Total
Caymanian	2	2	16	6	22	27	15	55	67	112	207	223	242	151	403	93	167	19	142	183	191	74	31	31	2481
Non-Caymanian	3		1	2	2	12	17	37	44	47	124	193	36	28	192	15	25		44	87	56	38	23	13	1039
Total	5	2	17	8	24	39	32	92	111	159	331	416	278	179	595	108	192	19	186	270	247	112	54	44	3520

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

The Civil Service is maintaining a higher proportion of Caymanians in the most senior roles within Government (Grades B to F). Caymanians are also over-represented compared to the Government average in the lower salary range (Grades M to R excluding O). This is to be expected as it is unlikely that a Ministry/Portfolio would choose to recruit overseas for more junior roles within the Civil Service. Non-Caymanians tend to hold a higher proportion of posts in the mid salary range, which tend to be the specialist roles in areas where local talent is not available. This is an area within the Civil Service that could be targeted with succession planning and educational sponsorship.

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	70 to 74	75 to 79	Over 80	Total
Caymanian	69	217	254	315	332	335	346	287	190	79	34	20	2	1	2481
Non-Caymanian	2	15	85	204	205	192	153	98	52	26	4	3			1039
Total	71	232	339	519	537	527	499	385	242	105	38	23	2	1	3520
Caymanian	3%	9%	10%	13%	13%	14%	14%	12%	8%	3%	1%	1%	0%	0%	100%
Non-Caymanian	0%	1%	8%	20%	20%	18%	15%	9%	5%	3%	0%	0%			100%
%	2%	7%	10%	15%	15%	15%	14%	11%	7%	3%	1%	1%	0%	0%	100%

Total past retirement age: 169 5%

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.

For the majority of roles within the Civil Service, the mandatory retirement age is 60. There are a surprising number of employees over that age still employed by Government (169) 5% of the Civil Service.

The Government's youngest employee is seventeen. Its oldest employee is eighty three and the average age of an employee is forty.

Employee Information as at 10-Jan-06

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	% Over Retirement Age
911 Emergency Communications		5	9	3				17	
Agriculture	2	10	10	25	15	3	1	66	6%
Audit Office			10	4	2			16	
Cabinet Office		5	4	2	4			15	
Cadet Corps		2	4	1				7	
Children & Family Services		15	40	64	42	6	2	169	5%
Complaints Commission		1	2	3				6	
Computer Services	1	12	27	12	8	1		61	2%
Counselling Services		3	8	11	6	1		29	3%
Customs Department	6	33	53	24	11	3		130	2%
District Administration	8	29	32	41	18	10	4	142	10%
Economics & Statistics Office		4	4	4				12	
Education	11	76	154	229	164	48	3	685	7%
Employment Services	1	5	4	10	3			23	
Environment		3	14	8	7			32	
Environmental Health	1	23	47	43	20	1		135	1%
Fire Department		30	68	41	6	4	1	150	3%
General Registry	4	17	15	10	6			52	
Government Information Services	1	4	4	5	4	1		19	5%
Health Insurance Commission		2	2		3			7	
His Excellency the Governor			1	3	2			6	
Immigration	11	45	40	25	19	2	2	144	3%
Judicial Department		6	10	18	17	4		55	7%
Lands & Survey	4	9	19	21	10			63	
Legal Affairs	1	13	20	14	8		2	60	7%
Legislative	1		3	5	4	1		14	7%
Ministry C, W & I	1	7	14	13	7	3		45	7%
Ministry DA, P, A & H		3	4	4	3	1		15	7%
Ministry Ed, T, E, Y&S, C		18	27	32	23	5	1	106	6%
Ministry H & HS		7	6	7	11	1		32	3%
Ministry T, E, I & C		5	13	5	5	1		29	3%
MRCU	1	7	14	7	10	3	1	43	9%
National Archive		2	6	2	3	2		15	13%
Planning		7	14	8	9	2		40	5%
Police	4	62	183	119	42	8		418	2%
Portfolio Civil Service		2	4	6	9	1		22	5%
Portfolio Finance & Economics		11	15	9	4			39	
Portfolio Int & Ext Affairs	1	2	6	7	8	2		26	8%
Postal	1	12	15	34	27	4	3	96	7%
Prison		14	51	68	28	3	2	166	3%
Public Works	7	25	30	39	32	12	3	148	10%
Radio Cayman	1	4	7	6	2			20	
Recreation, Parks & Cemeteries		2	3	7	3	3		18	17%
Tourism	2	17	21	6	5	3		54	6%
Treasury		5	11	10	5			31	
Vehicle & Equipment Services	1	7	8	11	12	2	1	42	7%
Total	71	571	1056	1026	627	143	26	3520	5%

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

There are three departments that already have 10% or more of their staff working past the regular retirement age for Civil Servants. Succession planning for the replacement of key staff in these Departments should be deemed a priority.

The Cabinet Office, Economics and Statistics, General Registry, Immigration and Tourism are all departments where over a third of their staff complement is aged under 30.

Employee Information as at 10-Jan-07

Growth in Government during 2006 by Department

Ministry/Portfolio/Department	Jan-06	Jan-07	Increase or Decrease in staff	% Change
911 Emergency Communications	19	17	-2	-11%
Agriculture	59	66	7	12%
Audit Office	16	16		
Cabinet Office	9	15	6	67%
Cadet Corps	4	7	3	75%
Children & Family Services	169	169		
Complaints Commission	4	6	2	50%
Computer Services	56	61	5	9%
Counselling Services	33	29	-4	-12%
Customs Department	125	130	5	4%
District Administration	133	142	9	7%
Economics & Statistics Office	9	12	3	33%
Education	638	685	47	7%
Employment Services	22	23	1	5%
Environment	27	32	5	19%
Environmental Health	166	135	-31	-19%
Fire Department	153	150	-3	-2%
General Registry	39	52	13	33%
Government Information Services	20	19	-1	-5%
Health Insurance Commission	7	7		
His Excellency the Governor	6	6		
Immigration	142	144	2	1%
Judicial Department	56	55	-1	-2%
Lands & Survey	55	63	8	15%
Legal Affairs	54	60	6	11%
Legislative	13	14	1	8%
Ministry C, W & I	46	45	-1	-2%
Ministry DA, P, A & H	15	15		
Ministry Ed, T, E, Y&S, C	99	106	7	7%
Ministry H & HS	31	32	1	3%
Ministry T, E, I & C	27	29	2	7%
MRCU	45	43	-2	-4%
National Archive	16	15	-1	-6%
Planning	32	40	8	25%
Police	371	418	47	13%
Portfolio Civil Service	17	22	5	29%
Portfolio Finance & Economics	42	39	-3	-7%
Portfolio Int & Ext Affairs	19	26	7	37%
Postal	96	96		
Prison	161	166	5	3%
Public Works	141	148	7	5%
Radio Cayman	23	20	-3	-13%
Recreation, Parks & Cemeteries		18	18	100%
Tourism	44	54	10	23%
Treasury	34	31	-3	-9%
Vehicle & Equipment Services	39	42	3	8%
Total	3332	3520	188	6%

The table above shows the change in the size of Government Departments during 2006. Overall there was a net increase in the Civil Service of 6%. Departments that decreased in size are identified in red text in the table above.

Departments where the increase in staff was over 50% are highlighted in green and include; the Cabinet Office, the Cadet Corp and the Office of the Complaints Commissioner.

The creation of the Recreation, Parks and Cemeteries as a separate department during 2006 resulted in the relatively large percentage decrease in the size of the Environmental Health Department. 911 Emergency Communications, Counselling Services, and Radio Cayman were three departments whose staff compliment decreased by over 10%.

Appointment Information 01-Jan-06 to 31-Dec-06

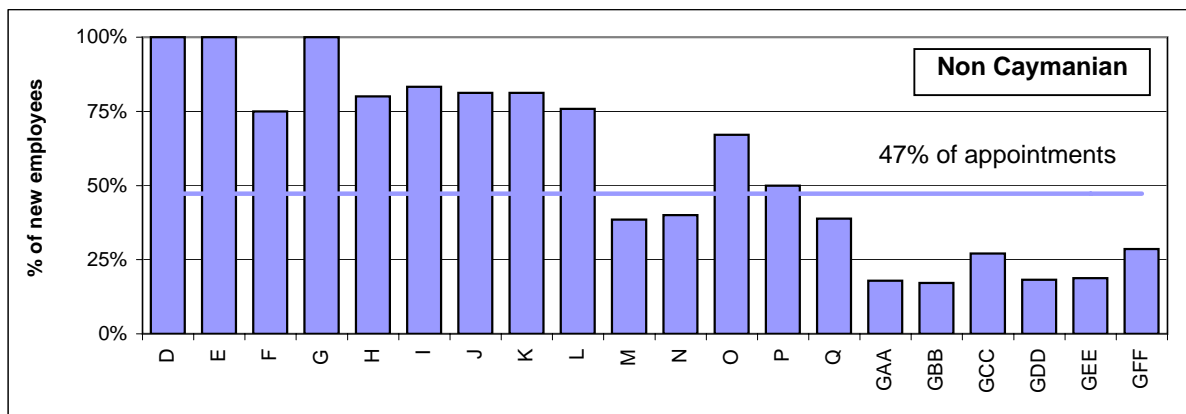
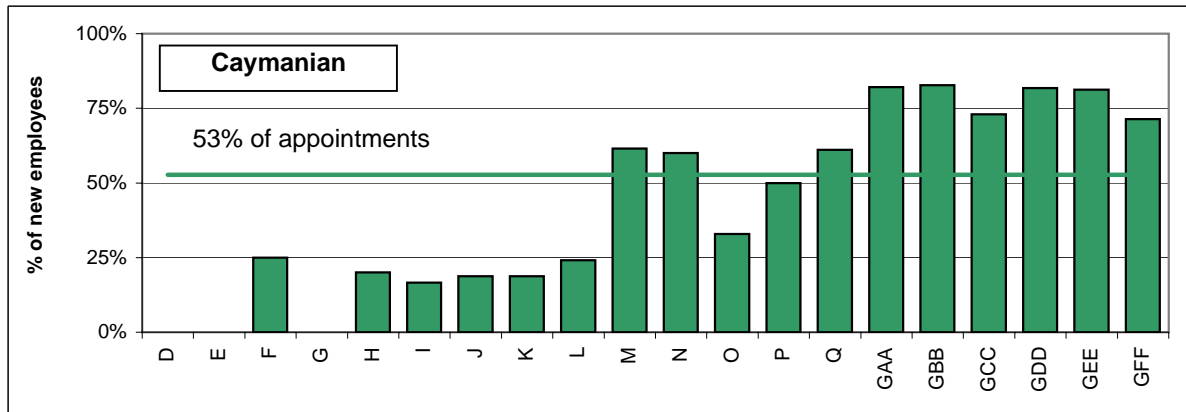
Department Breakdown by Employment Type

Ministry/Portfolio/Department	Salaried		Total Salaried Staff	Wage Worker	Total Recruitment	Emps	% Avg Emps
	Cayman Islands	Overseas					
911 Emergency Communications	4		4		4	17	24%
Agriculture	2	1	3	7	10	66	15%
Audit Office	1	2	3	1	4	16	25%
Cabinet Office						15	
Cadet Corps	5		5		5	7	71%
Children & Family Services	3	4	7	6	13	169	8%
Complaints Commission	2		2		2	6	33%
Computer Services	3	6	9	4	13	61	21%
Counselling Services	1	2	3	1	4	29	14%
Customs Department	10		10	9	19	130	15%
District Administration	6		6	14	20	142	14%
Economics & Statistics Office	1	1	2		2	12	17%
Education	27	50	77	67	144	685	21%
Employment Services	1		1		1	23	4%
Environment	4		4		4	32	13%
Environmental Health	1		1	17	18	135	13%
Fire Department	2		2		2	150	1%
General Registry	3		3	14	17	52	33%
Government Information Services	4		4		4	19	21%
Health Insurance Commission						7	
His Excellency the Governor	1		1		1	6	17%
Immigration	3		3	20	23	144	16%
Judicial Department	1		1		1	55	2%
Lands & Survey	3	5	8	5	13	63	21%
Legal Affairs	6	7	13	7	20	60	33%
Legislative	1		1		1	14	7%
Ministry C, W & I	6		6		6	45	13%
Ministry DA, P, A & H	1		1		1	15	7%
Ministry Ed, T, E, Y&S, C	10	3	13	5	18	106	17%
Ministry H & HS	4	2	6		6	32	19%
Ministry T, E, I & C	2		2		2	29	7%
MRCU						43	
National Archive	1		1		1	15	7%
Planning	5	6	11		11	40	28%
Police	24	46	70	10	80	418	19%
Portfolio Civil Service	2	3	5		5	22	23%
Portfolio Finance & Economics		5	5	3	8	39	21%
Portfolio Int & Ext Affairs	2	3	5	2	7	26	27%
Postal	7		7	5	12	96	13%
Prison	13		13	4	17	166	10%
Public Works	2	1	3	36	39	148	26%
Radio Cayman		1	1	3	4	20	20%
Recreation, Parks & Cemeteries	1		1		1	18	6%
Tourism	7	3	10	7	17	54	31%
Treasury	3		3		3	31	10%
Vehicle & Equipment Services		1	1	4	5	42	12%
Total	185	152	337	251	588	3520	17%
% of Total Appointments	31.5%	25.9%	57.3%	42.7%	100.0%		

There were 588 new appointments to the Civil Service during 2006, of which 43% were for wage workers. Just over a quarter of new recruitment was made from overseas.

For some departments their recruitment level represented substantial growth or replacement as shown by the green shading which identifies recruitment levels at or above 25% of the total number of staff in the Department by the 10-Jan-07.

Percentage of new appointments by nationality and Grade



	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	GAA	GBB	GCC	GDD	GEE	GFF	Total
Caymanian			1		4	3	3	9	14	8	9	27	11	22	32	77	54	18	13	5	310
Non-Caymanian	1	1	3	3	16	15	13	39	44	5	6	55	11	14	7	16	20	4	3	2	278
Total	1	1	4	3	20	18	16	48	58	13	15	82	22	36	39	93	74	22	16	7	588

Non-Caymanians accounted for 47% of all new recruitment activity to the Civil Service during 2006. This is a high percentage when compared to the Civil Service as a whole where only 30% of the workforce is Non-Caymanian.

During 2006 most of the new appointments to Government of Non-Caymanians were to salaried positions in the more senior roles. Caymanian appointments were predominantly on wage worker employment terms.

Note: This does not form the full picture of the attraction, retention and promotion of Caymanians without the Civil Service as current employees will have moved to new roles within the Civil Service during 2006.

Reassessment of Salary by Department

Dept	Number of Reassessments	Number of employees @ 10-Jan-07	%
911 Emergency Communications	1	17	6%
Agriculture	1	66	2%
Audit Office		16	
Cabinet Office		15	
Cadet Corps		7	
Children & Family Services	2	169	1%
Complaints Commission	2	6	33%
Computer Services	9	61	15%
Counselling Services	2	29	7%
Customs Department	7	130	5%
District Administration	2	142	1%
Economics & Statistics Office		12	
Education	8	685	1%
Employment Services		23	
Environment	14	32	44%
Environmental Health	1	135	1%
Fire Department	32	150	21%
General Registry	2	52	4%
Government Information Services		19	
Health Insurance Commission		7	
His Excellency the Governor		6	
Immigration	8	144	6%
Judicial Department	10	55	18%
Lands & Survey	1	63	2%
Legal Affairs	5	60	8%
Legislative	1	14	7%
Ministry C, W & I		45	
Ministry DA, P, A & H		15	
Ministry Ed, T, E, Y&S, C	1	106	1%
Ministry H & HS	3	32	9%
Ministry T, E, I & C	1	29	3%
MRCU	15	43	35%
National Archive	1	15	7%
Planning	13	40	33%
Police	50	418	12%
Portfolio Civil Service	2	22	9%
Portfolio Finance & Economics	3	39	8%
Portfolio Int & Ext Affairs	1	26	4%
Postal		96	
Prison	3	166	2%
Public Works	11	148	7%
Radio Cayman	1	20	5%
Recreation, Parks & Cemeteries		18	
Tourism	1	54	2%
Treasury	6	31	19%
Vehicle & Equipment Services	2	42	5%
Total Reassessments	222	3520	6%

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. This authority continues under the Public Service Management Law 2005 and Personnel Regulations 2006.

The table above summarised the number of reassessments of salary that were undertaken during 2006. Four Departments gave reassessments of salary to over a quarter of their staff (highlighted in green above), while some Heads of Department chose not to make any changes under this authorisation (highlighted in blue above). This does not mean that some staff will not have been recognised through appointment to a new vacancy or through their position being redefined and re-evaluated.

Leavers Information 01-Jan-06 to 31-Dec-06

Leavers by Ministry/Portfolio/Department

Ministry/Portfolio/Department	Fixed Term	Open Ended	Salaried	Waged	Total	% Turnover*
911 Emergency Communications	5		5		5	29%
Agriculture	2	1	2	1	3	5%
Audit Office	1	1	1	1	2	13%
Cabinet Office						
Cadet Corps	2		2		2	29%
Children & Family Services	12	2	2	12	14	8%
Complaints Commission	1	1	2		2	33%
Computer Services	7	3	9	1	10	16%
Counselling Services	4	2	5	1	6	21%
Customs Department	6	8	8	6	14	11%
District Administration	14	1	2	13	15	11%
Economics & Statistics Office						
Education	69	16	28	57	85	12%
Employment Services						
Environment	1		1		1	3%
Environmental Health	26	1	2	25	27	20%
Fire Department		3	3		3	2%
General Registry	4			4	4	8%
Government Information Services	2	4	6		6	32%
Health Insurance Commission						
His Excellency the Governor						
Immigration	12	11	11	12	23	16%
Internal & External Affairs		1	1		1	4%
Judicial Department		2	2		2	4%
Lands & Survey	2	2	4		4	6%
Legal Affairs	9	4	9	4	13	22%
Legislative						
Ministry C, W & I		3	3		3	7%
Ministry DA, P, A & H	1	1	2		2	13%
Ministry Ed, T, E, Y&S, C	4	5	7	2	9	8%
Ministry H & HS	4	3	6	1	7	22%
Ministry T, E, I & C	3			3	3	10%
MRCU	1	1	1	1	2	5%
National Archive	1			1	1	7%
Planning	1	1	2		2	5%
Police	17	12	26	3	29	7%
Portfolio Civil Service		1	1		1	5%
Portfolio Finance & Economics	3	4	4	3	7	18%
Postal	3	6	7	2	9	9%
Prison	4	8	12		12	7%
Public Works	26	4	5	25	30	20%
Radio Cayman	2	2	2	2	4	20%
Recreation, Parks & Cemeteries	1			1	1	6%
Tourism	3	1	2	2	4	7%
Treasury	3	3	6		6	19%
Vehicle & Equipment Services	1		1		1	2%
Total	257	118	192	183	375	10.7%
%	68.5%	31.5%	51.2%	48.8%	100.0%	

*Based on the average number of employees from 1st Jan 2006 - 31 December 2006

375 employees left Government employment during 2006. The proportion of salaried employees leaving Government (51%) was similar to the proportion of leavers who were waged employees (49%).

The highest turnover figures were from the Complaints Commission (33%), Government Information Services (32%), the Cadet Corps (29%) and 911 Emergency Communications (29%). Each of these areas exceeded or was close to a figure which is treble the overall Government turnover figure of 11%.

A number of departments did not experience any loss of staff during 2006, namely Cabinet Office, Economic and Statistics Office, Employment Services, Health Insurance Commission, His Excellency the Governor and Legislative. The departments of Vehicle and Equipment Services, Judicial, Internal & External Affairs and the Fire Department all experienced turnover rates that were less than half the organisational average.

Leavers Information 01-Jan-06 to 31-Dec-06

Leavers by Employment Category

Job Classification	Total	%
Administrative Personnel	96	25.6
Department Executive	1	0.3
Educationalist	28	7.5
Financial Personnel	19	5.1
First Line Management	2	0.5
Healthcare Personnel	1	0.3
IT Personnel	6	1.6
Legal Practitioner	5	1.3
Middle Management	8	2.1
Organisational Executive	2	0.5
Safety/Security/Law	50	13.3
Skilled	44	11.7
Specialist	11	2.9
Support Personnel	12	3.2
Technical Personnel	7	1.9
Unskilled	83	22.1
Grand Total	375	100.0

Reasons for Leaving

Reason for Leaving	Total	%
Deceased	6	1.6
Dismissal - Absence without cause	14	3.7
Dismissal - Inadequate Performance	6	1.6
Dismissal - Misconduct	6	1.6
End of Contract	144	38.4
Non-Renewal of Contract	11	2.9
Premature Termination of Fixed Term Contract	1	0.3
Resignation	148	39.5
Retirement - General	33	8.8
Retirement - Medical	6	1.6
Grand Total	375	100.0

During 2006, the highest turnover was of employees undertaking administrative style roles within the Civil Service (25.6%) and unskilled workers predominantly paid an hourly rate (22.1%). The lowest turnover was from Organisational Executive staff, Department Executives and First Line Management who jointly only accounted for 1%.

During 2006 resignations accounted for 39.5% of leavers, whilst employees reaching the end of their contract accounted for a similar loss, a further 38.4%.

Leavers Information 01-Jan-06 to 31-Dec-06

Leavers by Nationality

Caymanian v Non-Caymanian							
	Fixed Term	Open Ended	Salaried	Waged	Total Leavers	% Turnover*	Total Staff
Caymanian Staff	181	118	132	167	299	12.1%	2481
Non Caymanian Staff	76		60	16	76	7.3%	1039
Total	257	118	192	183	375	10.7%	3520

Leavers by Uniformed Staff and Non Uniformed Staff

	Fixed Term	Open Ended	Salaried	Waged	Total Leavers	% Turnover*	Total Staff
Uniformed staff	15	28	43		43	5.5%	779
Non Uniformed staff	242	90	149	183	332	12.5%	2,741
Total	257	118	192	183	375	10.7%	3,520

Uniformed Staff Breakdown

	Fixed Term	Open Ended	Salaried	Waged	Total Leavers	% Turnover*	Total Staff
Police	13	9	22		22	6.2%	356
Fire		2	2		2	1.5%	133
Prison	2	6	8		8	5.7%	141
Immigration		7	7		7	13.5%	57
Customs		4	4		4	4.9%	92
Total	15	28	43		43	5.5%	779

There is a higher turnover of Caymanian employees than non-Caymanian employees, which is to be expected as over 70% of the Civil Service is Caymanian.

The turnover rate for the combined Uniform Divisions is approximately half that of the Civil Service as a whole, at only 5.5%. The specialism within the roles and the difficulty of finding comparable employment in the private sector may be a contributory reason for this low turnover rate.

When making comparisons between the uniform divisions, the Fire Department experienced the lowest turnover rate, under 2%. Immigration experienced the highest level of turnover within the uniformed divisions at 13%, however two retirements during the year contributed to this figure.

Employee Information as at 10-Jan-07

Number and Percentage of Employees by Employment Type and Nationality

10-Jan-07	Caymanian	Non-Caymanian	Total
Salaried Staff	1829	778	2607
Wage Worker	652	261	913
Total	2481	1039	3520

10-Jan-07	Caymanian	Non-Caymanian	Total
Salaried Staff	52.0%	22.1%	74.1%
Wage Worker	18.5%	7.4%	25.9%
Total	70.5%	29.5%	100.0%

10-Jul-06	Caymanian	Non-Caymanian	Total
Salaried Staff	1795	653	2448
Wage Worker	708	262	970
Total	2503	915	3418

10-Jul-06	Caymanian	Non-Caymanian	Total
Salaried Staff	52.5%	19.1%	71.6%
Wage Worker	20.7%	7.7%	28.4%
Total	73.2%	26.8%	100.0%

10-Jan-06	Caymanian	Non-Caymanian	Total
Salaried Staff	1774	625	2399
Wage Worker	675	258	933
Total	2449	883	3332

10-Jan-06	Caymanian	Non-Caymanian	Total
Salaried Staff	53.2%	18.8%	72.0%
Wage Worker	20.3%	7.7%	28.0%
Total	73.5%	26.5%	100.0%

10-Jul-05	Caymanian	Non-Caymanian	Total
Salaried Staff	1771	549	2320
Wage Worker	672	250	922
Total	2443	799	3242

10-Jul-05	Caymanian	Non-Caymanian	Total
Salaried Staff	54.6%	16.9%	71.6%
Wage Worker	20.7%	7.7%	28.4%
Total	75.4%	24.6%	100.0%

10-Jan-05	Caymanian	Non-Caymanian	Total
Salaried Staff	1707	593	2300
Wage Worker	625	244	869
Total	2332	837	3169

10-Jan-05	Caymanian	Non-Caymanian	Total
Salaried Staff	53.9%	18.7%	72.6%
Wage Worker	19.7%	7.7%	27.4%
Total	73.6%	26.4%	100.0%

10-Jul-04	Caymanian	Non-Caymanian	Total
Salaried Staff	1690	597	2287
Wage Worker	598	258	856
Total	2288	855	3143

10-Jul-04	Caymanian	Non-Caymanian	Total
Salaried Staff	53.8%	19.0%	72.8%
Wage Worker	19.0%	8.2%	27.2%
Total	72.8%	27.2%	100.0%

10-Jan-04	Caymanian	Non-Caymanian	Total
Salaried Staff	1595	676	2271
Wage Worker	643	285	928
Total	2238	961	3199

10-Jan-04	Caymanian	Non-Caymanian	Total
Salaried Staff	49.9%	21.1%	71.0%
Wage Worker	20.1%	8.9%	29.0%
Total	70.0%	30.0%	100.0%

10-Jul-03	Caymanian	Non-Caymanian	Total
Salaried Staff	1506	711	2217
Wage Worker	569	311	880
Total	2075	1022	3097

10-Jul-03	Caymanian	Non-Caymanian	Total
Salaried Staff	48.6%	23.0%	71.6%
Wage Worker	18.4%	10.0%	28.4%
Total	67.0%	33.0%	100.0%

10-Jan-03	Caymanian	Non-Caymanian	Total
Salaried Staff	1410	786	2196
Wage Worker	567	344	911
Total	1977	1130	3107

10-Jan-03	Caymanian	Non-Caymanian	Total
Salaried Staff	45.4%	25.3%	70.7%
Wage Worker	18.2%	11.1%	29.3%
Total	63.6%	36.4%	100.0%

10-Jul-02	Caymanian	Non-Caymanian	Total
Salaried Staff	1412	794	2206
Wage Worker	595	366	961
Total	2007	1160	3167

10-Jul-02	Caymanian	Non-Caymanian	Total
Salaried Staff	44.6%	25.1%	69.7%
Wage Worker	18.8%	11.6%	30.3%
Total	63.4%	36.6%	100.0%

10-Jan-02	Caymanian	Non-Caymanian	Total
Salaried Staff	1606	1117	2723
Wage Worker	608	489	1097
Total	2214	1606	3820

10-Jan-02	Caymanian	Non-Caymanian	Total
Salaried Staff	42.0%	29.2%	71.3%
Wage Worker	15.9%	12.8%	28.7%
Total	58.0%	42.0%	100.0%

10-Jul-01	Caymanian	Non-Caymanian	Total
Salaried Staff	1577	1126	2703
Wage Worker	690	540	1230
Total	2267	1666	3933

10-Jul-01	Caymanian	Non-Caymanian	Total
Salaried Staff	40.1%	28.6%	68.7%
Wage Worker	17.5%	13.7%	31.3%
Total	57.6%	42.4%	100.0%

10-Jan-01	Caymanian	Non-Caymanian	Total
Salaried Staff	1603	1166	2769
Wage Worker	684	581	1265
Total	2287	1747	4034

10-Jan-01	Caymanian	Non-Caymanian	Total
Salaried Staff	39.7%	28.9%	68.6%
Wage Worker	17.0%	14.4%	31.4%
Total	56.7%	43.3%	100.0%

Employee Information as at 10-Jan-07

Number and Percentage of Employees by Contract Type and Nationality

10-Jan-07	Caymanian	Non-Caymanian	Total
Fixed Term	463	1039	1502
Open-Ended	2018		2018
Total	2481	1039	3520

10-Jan-07	Caymanian	Non-Caymanian	Total
Fixed Term	13.2%	29.5%	42.7%
Open-Ended	57.3%		57.3%
Total	70.5%	29.5%	100.0%

10-Jul-06	Caymanian	Non-Caymanian	Total
Fixed Term	788	915	1703
Open-Ended*	1715		1715
Total	2503	915	3418

10-Jul-06	Caymanian	Non-Caymanian	Total
Fixed Term	23.1%	26.8%	49.8%
Open-Ended	50.2%		50.2%
Total	73.2%	26.8%	100.0%

10-Jan-06	Caymanian	Non-Caymanian	Total
Fixed Term	756	883	1639
Open-Ended*	1693		1693
Total	2449	883	3332

10-Jan-06	Caymanian	Non-Caymanian	Total
Fixed Term	22.7%	26.5%	49.2%
Open-Ended	50.8%		50.8%
Total	73.5%	26.5%	100.0%

10-Jul-05	Caymanian	Non-Caymanian	Total
Fixed Term	743	799	1542
Open-Ended*	1700		1700
Total	2443	799	3242

10-Jul-05	Caymanian	Non-Caymanian	Total
Fixed Term	22.9%	24.6%	47.6%
Open-Ended	52.4%		52.4%
Total	75.4%	24.6%	100.0%

10-Jan-05	Caymanian	Non-Caymanian	Total
Fixed Term	683	837	1520
Open-Ended*	1649		1649
Total	2332	837	3169

10-Jan-05	Caymanian	Non-Caymanian	Total
Fixed Term	21.6%	26.4%	48.0%
Open-Ended	52.0%		52.0%
Total	73.6%	26.4%	100.0%

10-Jul-04	Caymanian	Non-Caymanian	Total
Fixed Term	656	855	1511
Open-Ended*	1632		1632
Total	2288	855	3143

10-Jul-04	Caymanian	Non-Caymanian	Total
Fixed Term	20.9%	27.2%	48.1%
Open-Ended	51.9%		51.9%
Total	72.8%	27.2%	100.0%

10-Jan-04	Caymanian	Non-Caymanian	Total
Fixed Term	701	961	1662
Open-Ended*	1537		1537
Total	2238	961	3199

10-Jan-04	Caymanian	Non-Caymanian	Total
Fixed Term	21.9%	30.0%	52.0%
Open-Ended	48.0%		48.0%
Total	70.0%	30.0%	100.0%

10-Jul-03	Caymanian	Non-Caymanian	Total
Fixed Term	634	1022	1656
Open-Ended*	1441		1441
Total	2075	1022	3097

10-Jul-03	Caymanian	Non-Caymanian	Total
Fixed Term	20.5%	33.0%	53.5%
Open-Ended	46.5%		46.5%
Total	67.0%	33.0%	100.0%

10-Jan-03	Caymanian	Non-Caymanian	Total
Fixed Term	614	1130	1744
Open-Ended*	1363		1363
Total	1977	1130	3107

10-Jan-03	Caymanian	Non-Caymanian	Total
Fixed Term	19.8%	36.4%	56.1%
Open-Ended	43.9%		43.9%
Total	63.6%	36.4%	100.0%

10-Jul-02	Caymanian	Non-Caymanian	Total
Fixed Term	645	1160	1805
Open-Ended*	1362		1362
Total	2007	1160	3167

10-Jul-02	Caymanian	Non-Caymanian	Total
Fixed Term	20.4%	36.6%	57.0%
Open-Ended	43.0%		43.0%
Total	63.4%	36.6%	100.0%

10-Jan-02	Caymanian	Non-Caymanian	Total
Fixed Term	677	1606	2283
Open-Ended*	1537		1537
Total	2214	1606	3820

10-Jan-02	Caymanian	Non-Caymanian	Total
Fixed Term	17.7%	42.0%	59.8%
Open-Ended	40.2%		40.2%
Total	58.0%	42.0%	100.0%

10-Jul-01	Caymanian	Non-Caymanian	Total
Fixed Term	763	1666	2429
Open-Ended*	1504		1504
Total	2267	1666	3933

10-Jul-01	Caymanian	Non-Caymanian	Total
Fixed Term	19.4%	42.4%	61.8%
Open-Ended	38.2%		38.2%
Total	57.6%	42.4%	100.0%

10-Jan-01	Caymanian	Non-Caymanian	Total
Fixed Term	758	1747	2505
Open-Ended*	1529		1529
Total	2287	1747	4034

10-Jan-01	Caymanian	Non-Caymanian	Total
Fixed Term	18.8%	43.3%	62.1%
Open-Ended	37.9%		37.9%
Total	56.7%	43.3%	100.0%

* Under General Orders this category of employees would have been referred to as PPE

Employee Information as at 10-Jan-07

Number and Percentage of Employees recruited Locally or from Overseas by Nationality

10-Jan-07	Caymanian	Non-Caymanian	Total
Locally Recruited	2479	564	3043
Recruited Overseas	2	475	477
Total	2481	1039	3520

10-Jan-07	Caymanian	Non-Caymanian	Total
Locally Recruited	70.4%	16.0%	86.4%
Recruited Overseas	0.1%	13.5%	13.6%
Total	70.5%	29.5%	100.0%

10-Jul-06	Caymanian	Non-Caymanian	Total
Locally Recruited	2503	530	3033
Recruited Overseas*		385	385
Total	2503	915	3418

10-Jul-06	Caymanian	Non-Caymanian	Total
Locally Recruited	73.2%	15.5%	88.7%
Recruited Overseas		11.3%	11.3%
Total	73.2%	26.8%	100.0%

10-Jan-06	Caymanian	Non-Caymanian	Total
Locally Recruited	2449	520	2969
Recruited Overseas*		363	363
Total	2449	883	3332

10-Jan-06	Caymanian	Non-Caymanian	Total
Locally Recruited	73.5%	15.6%	89.1%
Recruited Overseas		10.9%	10.9%
Total	73.5%	26.5%	100.0%

10-Jul-05	Caymanian	Non-Caymanian	Total
Locally Recruited	2443	501	2944
Recruited Overseas*		298	298
Total	2443	799	3242

10-Jul-05	Caymanian	Non-Caymanian	Total
Locally Recruited	75.4%	15.5%	90.8%
Recruited Overseas		9.2%	9.2%
Total	75.4%	24.6%	100.0%

10-Jan-05	Caymanian	Non-Caymanian	Total
Locally Recruited	2332	504	2836
Recruited Overseas*		333	333
Total	2332	837	3169

10-Jan-05	Caymanian	Non-Caymanian	Total
Locally Recruited	73.6%	15.9%	89.5%
Recruited Overseas		10.5%	10.5%
Total	73.6%	26.4%	100.0%

10-Jul-04	Caymanian	Non-Caymanian	Total
Locally Recruited	2288	528	2816
Recruited Overseas*		327	327
Total	2288	855	3143

10-Jul-04	Caymanian	Non-Caymanian	Total
Locally Recruited	72.8%	16.8%	89.6%
Recruited Overseas		10.4%	10.4%
Total	72.8%	27.2%	100.0%

10-Jan-04	Caymanian	Non-Caymanian	Total
Locally Recruited	2238	597	2835
Recruited Overseas*		364	364
Total	2238	961	3199

10-Jan-04	Caymanian	Non-Caymanian	Total
Locally Recruited	70.0%	18.7%	88.6%
Recruited Overseas		11.4%	11.4%
Total	70.0%	30.0%	100.0%

10-Jul-03	Caymanian	Non-Caymanian	Total
Locally Recruited	2075	667	2742
Recruited Overseas*		355	355
Total	2075	1022	3097

10-Jul-03	Caymanian	Non-Caymanian	Total
Locally Recruited	67.0%	21.5%	88.5%
Recruited Overseas		11.5%	11.5%
Total	67.0%	33.0%	100.0%

10-Jan-03	Caymanian	Non-Caymanian	Total
Locally Recruited	1977	729	2706
Recruited Overseas*		401	401
Total	1977	1130	3107

10-Jan-03	Caymanian	Non-Caymanian	Total
Locally Recruited	63.6%	23.5%	87.1%
Recruited Overseas		12.9%	12.9%
Total	63.6%	36.4%	100.0%

10-Jul-02	Caymanian	Non-Caymanian	Total
Locally Recruited	2007	760	2767
Recruited Overseas*		400	400
Total	2007	1160	3167

10-Jul-02	Caymanian	Non-Caymanian	Total
Locally Recruited	63.4%	24.0%	87.4%
Recruited Overseas		12.6%	12.6%
Total	63.4%	36.6%	100.0%

10-Jan-02	Caymanian	Non-Caymanian	Total
Locally Recruited	2214	1010	3224
Recruited Overseas*		596	596
Total	2214	1606	3820

10-Jan-02	Caymanian	Non-Caymanian	Total
Locally Recruited	58.0%	26.4%	84.4%
Recruited Overseas		15.6%	15.6%
Total	58.0%	42.0%	100.0%

10-Jul-01	Caymanian	Non-Caymanian	Total
Locally Recruited	2267	1070	3337
Recruited Overseas*		596	596
Total	2267	1666	3933

10-Jul-01	Caymanian	Non-Caymanian	Total
Locally Recruited	57.6%	27.2%	84.8%
Recruited Overseas		15.2%	15.2%
Total	57.6%	42.4%	100.0%

10-Jan-01	Caymanian	Non-Caymanian	Total
Locally Recruited	2287	1126	3413
Recruited Overseas*		621	621
Total	2287	1747	4034

10-Jan-01	Caymanian	Non-Caymanian	Total
Locally Recruited	56.7%	27.9%	84.6%
Recruited Overseas		15.4%	15.4%
Total	56.7%	43.3%	100.0%

* Under General Orders this category of employees would have been referred to as being on Overseas Contract

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 Type	This describes the type of terms and conditions that an employee is retained on. Under the Public Service Management Law 2005 and Personnel Regulations 2006 employees can be employed either as Salaried Staff
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>Employees remunerated hourly 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.
Country of Recruitment	This is used to determine whether an employee has been recruited On-Island or from Overseas.