

CAYMAN ISLANDS GOVERNMENT



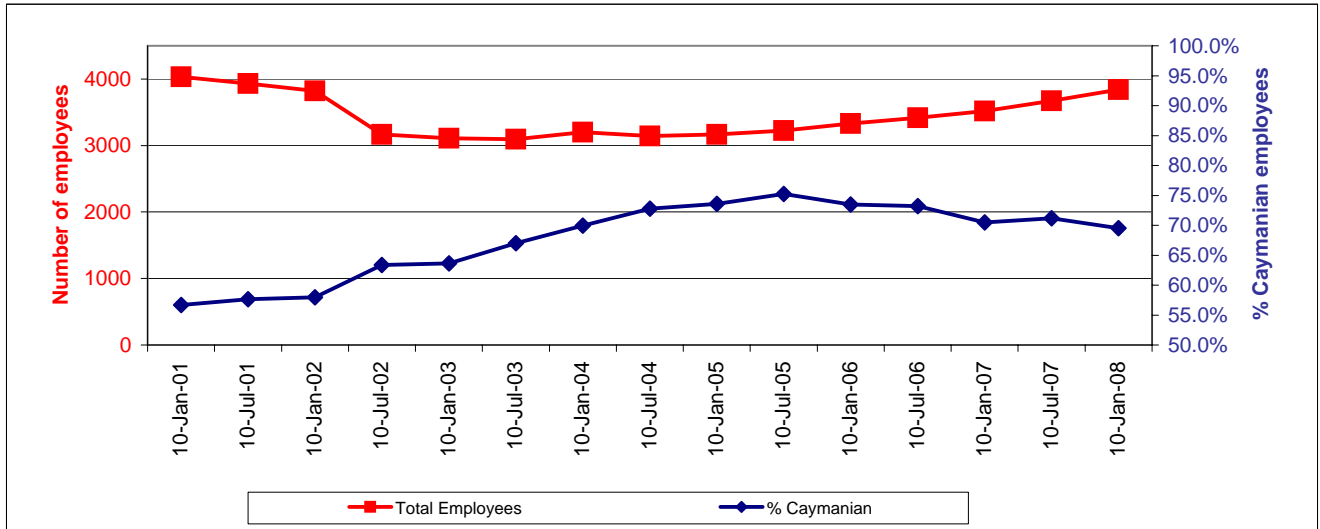
Employment Information and Human Resources Activity

Annual Report 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 | 10-Jul-07 | 10-Jan-08 |
|---------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Caymanian | 2287 | 2267 | 2214 | 2007 | 1977 | 2075 | 2238 | 2288 | 2332 | 2425 | 2449 | 2503 | 2481 | 2613 | 2672 |
| Non-Caymanian | 1747 | 1666 | 1606 | 1160 | 1130 | 1022 | 961 | 855 | 837 | 799 | 883 | 915 | 1039 | 1058 | 1171 |
| Total | 4034 | 3933 | 3820 | 3167 | 3107 | 3097 | 3199 | 3143 | 3169 | 3224 | 3332 | 3418 | 3520 | 3671 | 3843 |
| % Caymanian | 56.7% | 57.6% | 58.0% | 63.4% | 63.6% | 67.0% | 70.0% | 72.8% | 73.6% | 75.2% | 73.5% | 73.2% | 70.5% | 71.2% | 69.5% |

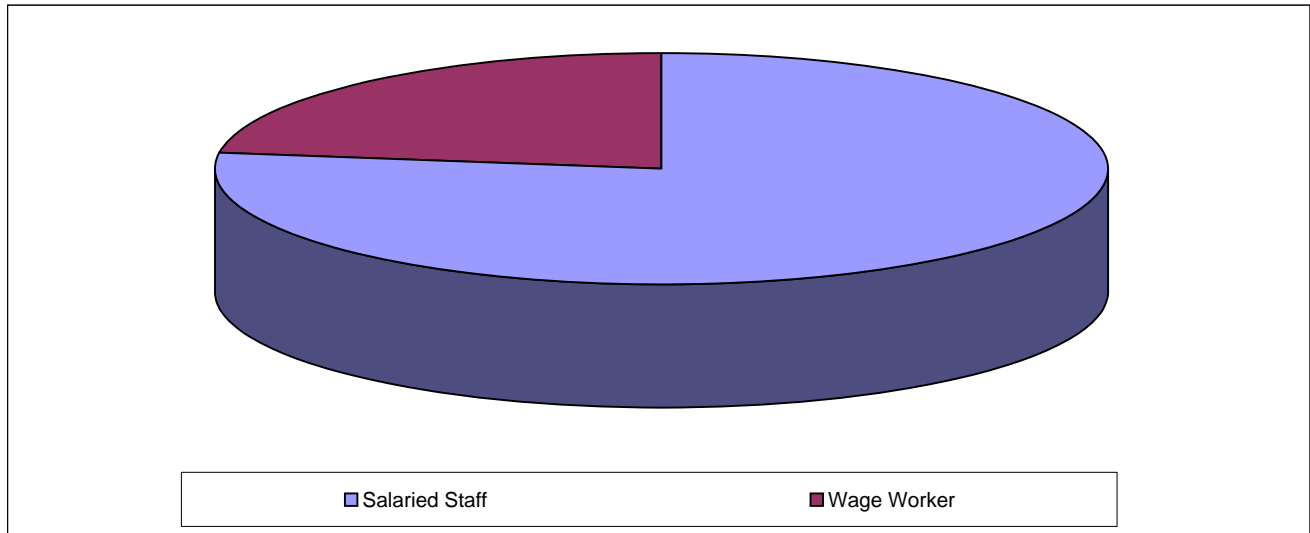
In 2001 the civil service consisted of 4034 employees. The creation of the Statutory Authorities, especially the Health Services Authority in July 2002 and the National Roads Authority in 2004, had a major impact on reducing the number of staff employed by core Government (as shown by the red line on the chart above). By July 2003 the number of civil servants had reduced by nearly 1000 to 3097. The last five years has seen a slow growth in staff numbers to its current level of 3843, an increase of 24% since the lowest level July 2003. The Government has grown by 9% during the last 12 months.

Caymanian employees currently constitute 69.5% of the workforce, an increase of 13% 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 6% since July 2005 when the proportion of the workforce that was Caymanian peaked at 75.2% (as shown by the blue line on the chart above).

Supplementary Information

- There are currently 11 people on long-term unpaid leave both for personal and educational reasons.
- There are currently 10 employees interdicted on either half or no pay as a result of either internal disciplinary procedures or pending the outcome of criminal proceedings.

Percentage of Employees by Employment Type



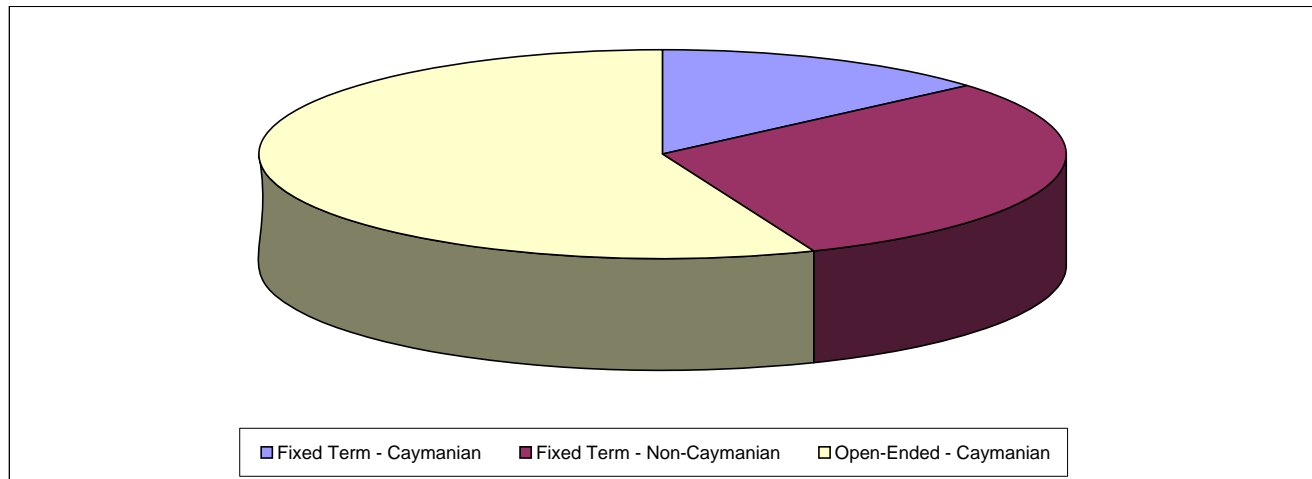
| Date | 10-Jan-01 | 10-Jul-01 | 10-Jan-02 | 10-Jul-02 | 10-Jan-03 | 10-Jul-03 | 10-Jan-04 | 10-Jul-04 | 10-Jan-05 | 10-Jul-05 | 10-Jan-06 | 10-Jul-06 | 10-Jan-07 | 10-Jul-07 | 10-Jan-08 |
|----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Salaried Staff | 68.6% | 68.7% | 71.3% | 69.7% | 70.7% | 71.6% | 71.0% | 72.8% | 72.6% | 71.4% | 72.0% | 71.6% | 74.1% | 75.5% | 77.2% |
| Wage Worker | 31.4% | 31.3% | 28.7% | 30.3% | 29.3% | 28.4% | 29.0% | 27.2% | 27.4% | 28.6% | 28.0% | 28.4% | 25.9% | 24.5% | 22.8% |
| Total | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

Personnel Regulations 2006 state that employees' wages or salaries should be paid on a monthly basis **or in exceptional circumstances** on a fortnightly basis. When the Public Service Management Law 2005 and associated Regulations came into effect in January 2007 the majority of contractual differences between salaried staff and wage workers had been resolved.

However, despite preparatory work undertaken by Ministries & Portfolios, over a fifth of all Civil Servants continue to be paid bi-weekly. Over the last 12 months the number of employees being employed as wage workers has reduced from 913 to 877 which does not reflect a significant shift in the desired employment terms for employees.

During 2007, of the 716 new employees recruited to the Civil Service, 40% were appointed on wage worker contracts (see page 13) .

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 | 10-Jul-07 | 10-Jan-08 |
|----------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Fixed Term - Caymanian | 18.8% | 19.4% | 17.7% | 20.4% | 19.8% | 20.5% | 21.9% | 20.9% | 21.6% | 23.1% | 22.7% | 23.1% | 13.2% | 14.4% | 13.5% |
| Fixed Term - Non-Caymanian | 43.3% | 42.4% | 42.0% | 36.6% | 36.4% | 33.0% | 30.0% | 27.2% | 26.4% | 24.8% | 26.5% | 26.8% | 29.5% | 28.8% | 30.5% |
| Open-Ended - Caymanian | 37.9% | 38.2% | 40.2% | 43.0% | 43.9% | 46.5% | 48.0% | 51.9% | 52.0% | 52.1% | 50.8% | 50.2% | 57.3% | 56.8% | 56.0% |
| Total | 100% | 100% | 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 a fixed-term of no longer than two years.

The graph above shows the proportion of employees that hold open-ended or fixed-term employment agreements. 56% of the Civil Service is composed of Caymanian employees who have open-ended employment agreements; 30% is composed of non-caymanians on fixed-term agreements while the remainder 14%, are Caymanians on fixed-term agreements. However, only 5% of the Civil Service is composed of Caymanians over the age of 60 (page 9).

There are currently 376 Caymanian employees under the age of 60 that are not being offered open-ended contracts to retirement age. They are predominantly wage workers (278 employees) as apposed to salaried staff (98 employees), across 38 different departments within Government. Environmental Health (61), Education (55) and District Administration (41) have the highest numbers of Caymanians under 60 on fixed term contracts, with the other Departments ranging from 1 to 24 employees.

Between July 2006 and January 2007 there was a 10% decrease in the number of Caymanians on Fixed-Term agreements. Prior to the implementation of the PSML Appointing Officers were encouraged to review "group" employees on annual contracts, to ensure that they were compliant with the Regulations in this regard.

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 | 10-Jul-07 | 10-Jan-08 |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Locally Recruited - Caymanian | 56.7% | 57.6% | 58.0% | 63.4% | 63.6% | 67.0% | 70.0% | 72.8% | 73.6% | 75.2% | 73.5% | 73.2% | 70.4% | 71.0% | 69.4% |
| 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% | 15.7% | 15.9% |
| 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% | 0.1% | 0.2% |
| Recruited Overseas - Non Caymanian | 15.4% | 15.2% | 15.6% | 12.6% | 12.9% | 11.5% | 11.4% | 10.4% | 10.5% | 9.3% | 10.9% | 11.3% | 13.5% | 13.1% | 13.1% |
| Total | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100.0% | 98.6% |

New Civil Servants for 2007

| | On-Island | Off-Island | Total |
|---------------|-----------|------------|-------|
| Caymanian | 459 | 1 | 460 |
| Non-Caymanian | 125 | 131 | 256 |
| Grand Total | 584 | 132 | 716 |
| Percentage | 82% | 18% | |

The chart shows the number of civil servants that have been recruited from on-island and overseas. As of January 2007 modifications to the HR information recording system has enabled the Government to track the number of civil servants recruited overseas that subsequently receive Caymanian Status and the number of Caymanians working overseas who chose to return to Government service.

Over 80% of all recruitment for the Civil Service during 2007 was from within the Cayman Islands. Of the 716 new employees to Government in 2007, 125 were non-Caymanians recruited on Island.

Employee Information as at 10-Jan-08

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 | 3 | 8 | 11 | 6 | 17 | 33.3% | 64.7% |
| Agriculture | 2 | 23 | 25 | 33 | 58 | 5.7% | 43.1% |
| Audit Office | | 16 | 16 | 3 | 19 | | 84.2% |
| Cabinet Office | 11 | 1 | 12 | 17 | 29 | 39.3% | 41.4% |
| Cadet Corps | | 5 | 5 | 2 | 7 | | 71.4% |
| Children & Family Services | 32 | 74 | 106 | 74 | 180 | 30.2% | 58.9% |
| Complaints Commission | | 1 | 1 | 6 | 7 | | 14.3% |
| Computer Services | 6 | 32 | 38 | 31 | 69 | 16.2% | 55.1% |
| Counselling Services | 2 | 21 | 23 | 9 | 32 | 18.2% | 71.9% |
| Customs Department | 8 | 2 | 10 | 121 | 131 | 6.2% | 7.6% |
| District Administration | 53 | 15 | 68 | 100 | 168 | 34.6% | 40.5% |
| Economics & Statistics Office | 3 | 14 | 17 | 8 | 25 | 27.3% | 68.0% |
| Education | 98 | 307 | 405 | 352 | 757 | 21.8% | 53.5% |
| Employment Services | 10 | 2 | 12 | 14 | 26 | 41.7% | 46.2% |
| Environment | | 7 | 7 | 25 | 32 | | 21.9% |
| Environmental Health | 61 | 42 | 103 | 34 | 137 | 64.2% | 75.2% |
| Fire Department | 3 | 2 | 5 | 148 | 153 | 2.0% | 3.3% |
| General Registry | 3 | 7 | 10 | 34 | 44 | 8.1% | 22.7% |
| Government Information Services | 2 | 12 | 14 | 9 | 23 | 18.2% | 60.9% |
| Health Insurance Commission | 1 | 1 | 2 | 5 | 7 | 16.7% | 28.6% |
| His Excellency the Governor | 1 | 5 | 6 | | 6 | 100.0% | 100.0% |
| Immigration | 25 | 1 | 26 | 138 | 164 | 15.3% | 15.9% |
| Judicial Department | 10 | 11 | 21 | 41 | 62 | 19.6% | 33.9% |
| Lands & Survey | 3 | 20 | 23 | 42 | 65 | 6.7% | 35.4% |
| Legal Affairs | 10 | 39 | 49 | 21 | 70 | 32.3% | 70.0% |
| Legislative | 2 | 1 | 3 | 11 | 14 | 15.4% | 21.4% |
| Ministry C, W & I | 4 | 5 | 9 | 47 | 56 | 7.8% | 16.1% |
| Ministry DA, P, A & H | 6 | 4 | 10 | 15 | 25 | 28.6% | 40.0% |
| Ministry Ed, T, E, Y&S, C | 17 | 38 | 55 | 73 | 128 | 18.9% | 43.0% |
| Ministry H & HS | 3 | 9 | 12 | 27 | 39 | 10.0% | 30.8% |
| Ministry T, E, I & C | 6 | | 6 | 28 | 34 | 17.6% | 17.6% |
| MRCU | 16 | 16 | 32 | 11 | 43 | 59.3% | 74.4% |
| National Archive | 3 | 5 | 8 | 9 | 17 | 25.0% | 47.1% |
| Planning | 5 | 12 | 17 | 31 | 48 | 13.9% | 35.4% |
| Police | 30 | 219 | 249 | 198 | 447 | 13.2% | 55.7% |
| Portfolio Civil Service | | 11 | 11 | 15 | 26 | | 42.3% |
| Portfolio Finance & Economics | 2 | 18 | 20 | 30 | 50 | 6.3% | 40.0% |
| Portfolio Int & Ext Affairs | 3 | 6 | 9 | 27 | 36 | 10.0% | 25.0% |
| Postal | 13 | 6 | 19 | 86 | 105 | 13.1% | 18.1% |
| Prison | 9 | 63 | 72 | 83 | 155 | 9.8% | 46.5% |
| Public Works | 21 | 40 | 61 | 90 | 151 | 18.9% | 40.4% |
| Radio Cayman | 5 | 9 | 14 | 8 | 22 | 38.5% | 63.6% |
| Recreation, Parks & Cemeteries | 11 | 1 | 12 | 13 | 25 | 45.8% | 48.0% |
| Tourism | 7 | 11 | 18 | 32 | 50 | 17.9% | 36.0% |
| Treasury | 1 | 4 | 5 | 30 | 35 | 3.2% | 14.3% |
| Vehicle & Equipment Services | 9 | 24 | 33 | 10 | 43 | 47.4% | 76.7% |
| Youth and Sports | | 1 | 1 | 5 | 6 | | 16.7% |
| Total | 520 | 1171 | 1691 | 2152 | 3843 | 19.5% | 44.0% |

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 Vehicle and Equipment Services are all Departments that have over three-quarters of their staff working on fixed-term contracts.

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

Employee Information as at 10-Jan-08

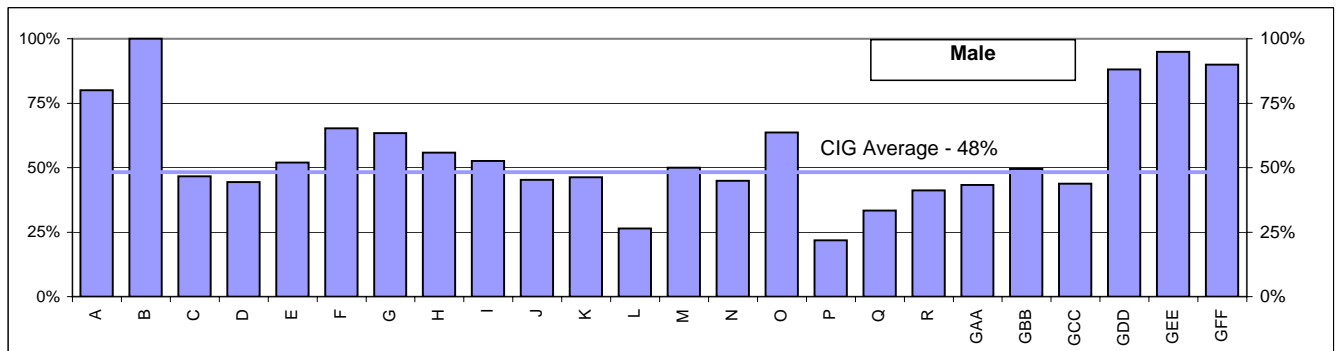
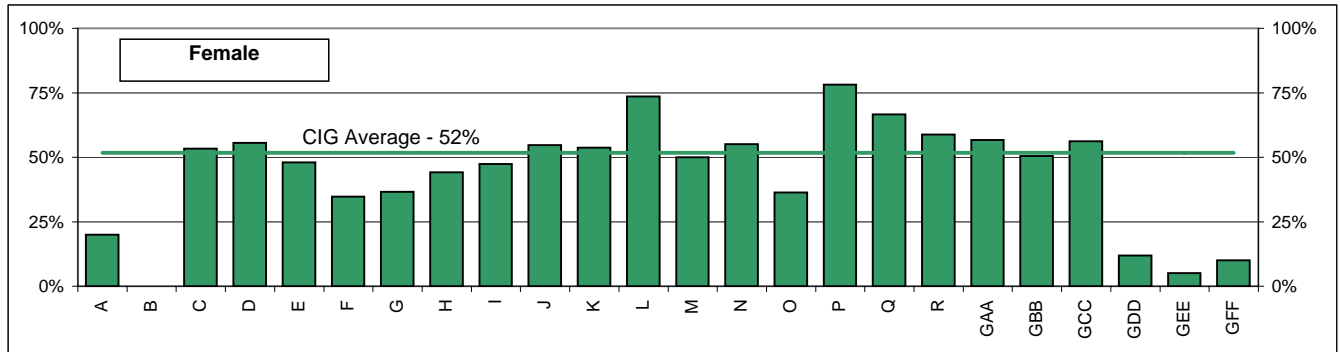
Department Breakdown by Nationality

| Ministry/Portfolio/Department | Caymanian | Non-Caymanian | Total | % Caymanian | % Non-Caymanian |
|--------------------------------------|------------------|----------------------|--------------|--------------------|------------------------|
| 911 Emergency Communications | 9 | 8 | 17 | 52.9% | 47.1% |
| Agriculture | 35 | 23 | 58 | 60.3% | 39.7% |
| Audit Office | 3 | 16 | 19 | 15.8% | 84.2% |
| Cabinet Office | 28 | 1 | 29 | 96.6% | 3.4% |
| Cadet Corps | 2 | 5 | 7 | 28.6% | 71.4% |
| Children & Family Services | 106 | 74 | 180 | 58.9% | 41.1% |
| Complaints Commission | 6 | 1 | 7 | 85.7% | 14.3% |
| Computer Services | 37 | 32 | 69 | 53.6% | 46.4% |
| Counselling Services | 11 | 21 | 32 | 34.4% | 65.6% |
| Customs Department | 129 | 2 | 131 | 98.5% | 1.5% |
| District Administration | 153 | 15 | 168 | 91.1% | 8.9% |
| Economics & Statistics Office | 11 | 14 | 25 | 44.0% | 56.0% |
| Education | 450 | 307 | 757 | 59.4% | 40.6% |
| Employment Services | 24 | 2 | 26 | 92.3% | 7.7% |
| Environment | 25 | 7 | 32 | 78.1% | 21.9% |
| Environmental Health | 95 | 42 | 137 | 69.3% | 30.7% |
| Fire Department | 151 | 2 | 153 | 98.7% | 1.3% |
| General Registry | 37 | 7 | 44 | 84.1% | 15.9% |
| Government Information Services | 11 | 12 | 23 | 47.8% | 52.2% |
| Health Insurance Commission | 6 | 1 | 7 | 85.7% | 14.3% |
| His Excellency the Governor | 1 | 5 | 6 | 16.7% | 83.3% |
| Immigration | 163 | 1 | 164 | 99.4% | 0.6% |
| Judicial Department | 51 | 11 | 62 | 82.3% | 17.7% |
| Lands & Survey | 45 | 20 | 65 | 69.2% | 30.8% |
| Legal Affairs | 31 | 39 | 70 | 44.3% | 55.7% |
| Legislative | 13 | 1 | 14 | 92.9% | 7.1% |
| Ministry C, W & I | 51 | 5 | 56 | 91.1% | 8.9% |
| Ministry DA, P, A & H | 21 | 4 | 25 | 84.0% | 16.0% |
| Ministry Ed, T, E, Y&S, C | 90 | 38 | 128 | 70.3% | 29.7% |
| Ministry H & HS | 30 | 9 | 39 | 76.9% | 23.1% |
| Ministry T, E, I & C | 34 | | 34 | 100.0% | |
| MRCU | 27 | 16 | 43 | 62.8% | 37.2% |
| National Archive | 12 | 5 | 17 | 70.6% | 29.4% |
| Planning | 36 | 12 | 48 | 75.0% | 25.0% |
| Police | 228 | 219 | 447 | 51.0% | 49.0% |
| Portfolio Civil Service | 15 | 11 | 26 | 57.7% | 42.3% |
| Portfolio Finance & Economics | 32 | 18 | 50 | 64.0% | 36.0% |
| Portfolio Int & Ext Affairs | 30 | 6 | 36 | 83.3% | 16.7% |
| Postal | 99 | 6 | 105 | 94.3% | 5.7% |
| Prison | 92 | 63 | 155 | 59.4% | 40.6% |
| Public Works | 111 | 40 | 151 | 73.5% | 26.5% |
| Radio Cayman | 13 | 9 | 22 | 59.1% | 40.9% |
| Recreation, Parks & Cemeteries | 24 | 1 | 25 | 96.0% | 4.0% |
| Tourism | 39 | 11 | 50 | 78.0% | 22.0% |
| Treasury | 31 | 4 | 35 | 88.6% | 11.4% |
| Vehicle & Equipment Services | 19 | 24 | 43 | 44.2% | 55.8% |
| Youth and Sports | 5 | 1 | 6 | 83.3% | 16.7% |
| Total | 2672 | 1171 | 3843 | 69.5% | 30.5% |

There are eight departments where over 50% of employees (highlighted in green) are non-Caymanian. They are Audit, Cadet Corps, Counselling Services, Economics & Statistics, Government Information Services, His Excellency 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 administration for the Ministry of T,E,I&C is the only department with 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 | 5 | 12 | 16 | 15 | 49 | 55 | 104 | 202 | 336 | 146 | 102 | 235 | 140 | 158 | 20 | 101 | 141 | 123 | 11 | 3 | 5 | 1988 |
| Male | 4 | 2 | 7 | 4 | 13 | 30 | 26 | 62 | 61 | 86 | 174 | 121 | 146 | 83 | 411 | 39 | 79 | 14 | 77 | 138 | 96 | 81 | 56 | 45 | 1855 |
| Total | 5 | 2 | 15 | 9 | 25 | 46 | 41 | 111 | 116 | 190 | 376 | 457 | 292 | 185 | 646 | 179 | 237 | 34 | 178 | 279 | 219 | 92 | 59 | 50 | 3843 |

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, with the workforce comprising 52% female and 48% males.

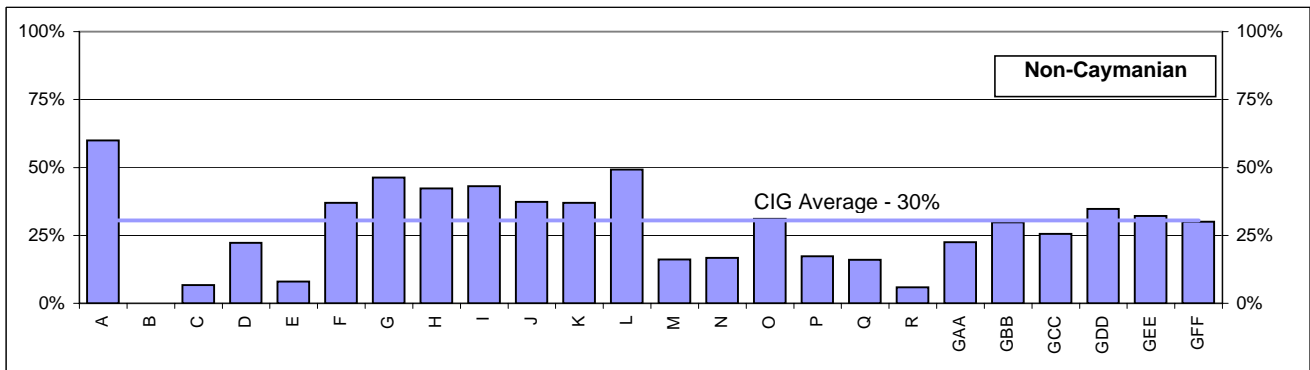
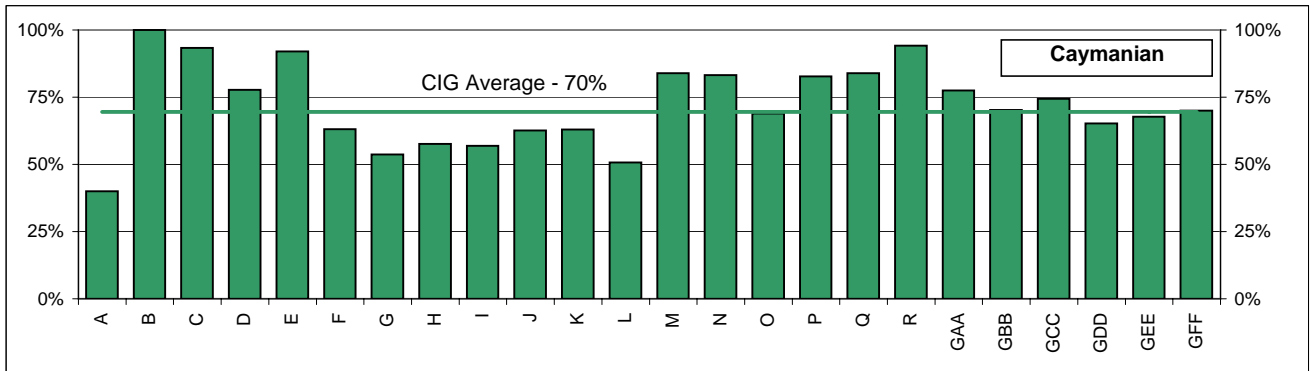
For salaried staff, male employees continue to dominate the executive roles within the service. Organisation executives, Chief & Deputy Chief Officers, Heads & Deputy Heads of Departments, predominantly fall within grades A to G. Within this senior management level of Government, 40% of roles are held by women and 60% are held by men.

Within the middle/junior management and specialist technical roles (predominantly found in grades H to K) and within the top and middle level operational roles (predominantly found in grades L to O) the gender split is representative of the service as a whole, with 52% of roles within each category being held by women and 48% by men.

Women dominate the lowest level support roles (grades P to R) representing 71% of the workforce in that category.

For wage workers, 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 again dominate the higher wage ranges, where 91% 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 | 14 | 7 | 23 | 29 | 22 | 64 | 66 | 119 | 237 | 232 | 245 | 154 | 445 | 148 | 199 | 32 | 138 | 196 | 163 | 60 | 40 | 35 | 2672 |
| Non-Caymanian | 3 | | 1 | 2 | 2 | 17 | 19 | 47 | 50 | 71 | 139 | 225 | 47 | 31 | 201 | 31 | 38 | 2 | 40 | 83 | 56 | 32 | 19 | 15 | 1171 |
| Total | 5 | 2 | 15 | 9 | 25 | 46 | 41 | 111 | 116 | 190 | 376 | 457 | 292 | 185 | 646 | 179 | 237 | 34 | 178 | 279 | 219 | 92 | 59 | 50 | 3843 |

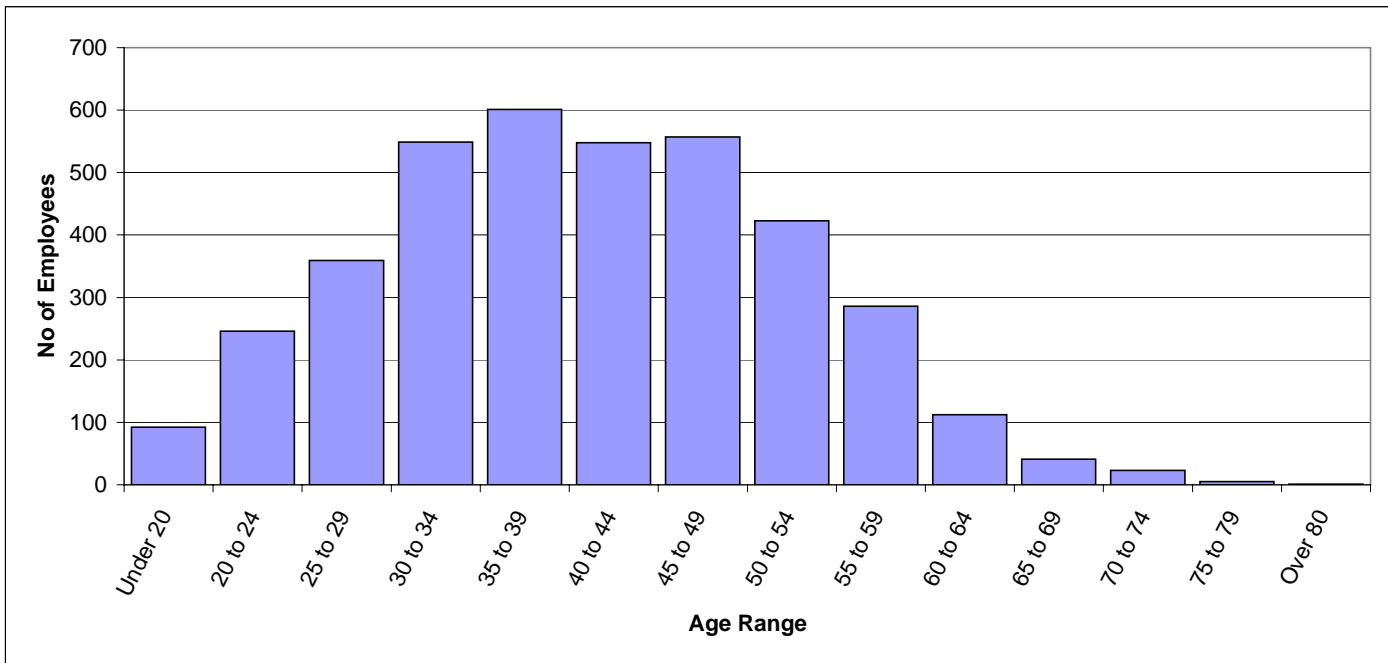
The graphs show the percentage of grades that are occupied by Caymanian and non-Caymanian employees.

The Civil Service is maintaining a higher proportion of Caymanians in the most senior roles within Government. The Graph above shows that, for grades B through E, the number of employees that are Caymanian are above the average for the organisation as a whole.

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 unavailable.

This pattern is not reflective of wage workers 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 | 89 | 230 | 269 | 314 | 348 | 359 | 383 | 305 | 229 | 84 | 37 | 21 | 3 | 1 | 2672 |
| Non-Caymanian | 3 | 16 | 90 | 235 | 253 | 189 | 174 | 118 | 57 | 28 | 4 | 2 | 2 | | 1171 |
| Total | 92 | 246 | 359 | 549 | 601 | 548 | 557 | 423 | 286 | 112 | 41 | 23 | 5 | 1 | 3843 |
| Caymanian | 3% | 9% | 10% | 12% | 13% | 13% | 14% | 11% | 9% | 3% | 1% | 1% | 0% | 0% | 100% |
| Non-Caymanian | 0% | 1% | 8% | 20% | 22% | 16% | 15% | 10% | 5% | 2% | 0% | 0% | 0% | | 100% |
| % | 2% | 6% | 9% | 14% | 16% | 14% | 14% | 11% | 7% | 3% | 1% | 1% | 0% | 0% | 100% |

Total past retirement age: 182 5%

The graph shows the number of employees within Government across the various age ranges. There is a concentration of employees in the middle age bands (30 through to 50) with reducing numbers in the older and younger ranges. The average age of a civil servant within the Cayman Islands is forty-one.

For the majority of roles within the Civil Service, the mandatory retirement age is 60. However, 182 employees, 5% of the Civil Service have already reached aged sixty. More detailed information, regarding the age distribution of employees, can be found on page 10 where the data is broken down to Departmental level.

Employee Information as at 10-Jan-08

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 | 1 | 2 | 10 | 4 | | | | 17 | |
| Agriculture | 2 | 4 | 10 | 22 | 18 | 2 | | 58 | 3% |
| Audit Office | | 2 | 13 | 3 | 1 | | | 19 | |
| Cabinet Office | 1 | 9 | 8 | 3 | 7 | 1 | | 29 | 3% |
| Cadet Corps | | | 4 | 3 | | | | 7 | |
| Children & Family Services | | 14 | 41 | 68 | 48 | 7 | 2 | 180 | 5% |
| Complaints Commission | | 1 | 2 | 4 | | | | 7 | |
| Computer Services | 2 | 12 | 27 | 15 | 12 | 1 | | 69 | 1% |
| Counselling Services | | 3 | 10 | 10 | 8 | 1 | | 32 | 3% |
| Customs Department | 5 | 31 | 55 | 27 | 10 | 3 | | 131 | 2% |
| District Administration | 10 | 35 | 37 | 46 | 25 | 9 | 6 | 168 | 9% |
| Economics & Statistics Office | | 4 | 10 | 8 | 2 | 1 | | 25 | 4% |
| Education | 12 | 88 | 180 | 240 | 184 | 48 | 5 | 757 | 7% |
| Employment Services | 2 | 10 | 2 | 8 | 4 | | | 26 | |
| Environment | | 5 | 13 | 8 | 6 | | | 32 | |
| Environmental Health | 1 | 23 | 47 | 42 | 23 | 1 | | 137 | 1% |
| Fire Department | 2 | 28 | 60 | 50 | 8 | 4 | 1 | 153 | 3% |
| General Registry | 3 | 11 | 15 | 11 | 4 | | | 44 | |
| Government Information Services | 1 | 5 | 8 | 5 | 3 | 1 | | 23 | 4% |
| Health Insurance Commission | | 3 | | | 4 | | | 7 | |
| His Excellency the Governor | | | 1 | 2 | 3 | | | 6 | |
| Immigration | 14 | 52 | 42 | 28 | 24 | 2 | 2 | 164 | 2% |
| Judicial Department | 3 | 3 | 11 | 19 | 21 | 5 | | 62 | 8% |
| Lands & Survey | 3 | 13 | 17 | 22 | 10 | | | 65 | |
| Legal Affairs | 1 | 12 | 28 | 17 | 7 | 3 | 2 | 70 | 7% |
| Legislative | | 1 | 3 | 4 | 5 | 1 | | 14 | 7% |
| Ministry C, W & I | 1 | 12 | 18 | 14 | 7 | 4 | | 56 | 7% |
| Ministry DA, P, A & H | 1 | 5 | 6 | 4 | 5 | 4 | | 25 | 16% |
| Ministry Ed, T, E, Y&S, C | 3 | 27 | 34 | 34 | 24 | 5 | 1 | 128 | 5% |
| Ministry H & HS | 1 | 9 | 9 | 9 | 10 | 1 | | 39 | 3% |
| Ministry T, E, I & C | 3 | 4 | 12 | 8 | 6 | 1 | | 34 | 3% |
| MRCU | 3 | 5 | 13 | 8 | 11 | 3 | | 43 | 7% |
| National Archive | | 2 | 6 | 3 | 2 | 4 | | 17 | 24% |
| Planning | 3 | 9 | 17 | 7 | 10 | 2 | | 48 | 4% |
| Police | 5 | 65 | 190 | 132 | 49 | 6 | | 447 | 1% |
| Portfolio Civil Service | | 3 | 6 | 6 | 11 | | | 26 | |
| Portfolio Finance & Economics | | 9 | 23 | 13 | 5 | | | 50 | |
| Portfolio Int & Ext Affairs | 1 | 6 | 9 | 8 | 10 | 2 | | 36 | 6% |
| Postal | | 12 | 16 | 38 | 27 | 7 | 5 | 105 | 11% |
| Prison | | 10 | 45 | 62 | 33 | 3 | 2 | 155 | 3% |
| Public Works | 4 | 26 | 31 | 46 | 30 | 12 | 2 | 151 | 9% |
| Radio Cayman | 1 | 6 | 6 | 7 | 1 | 1 | | 22 | 5% |
| Recreation, Parks & Cemeteries | | 2 | 6 | 9 | 4 | 4 | | 25 | 16% |
| Tourism | | 15 | 18 | 9 | 5 | 3 | | 50 | 6% |
| Treasury | 1 | 4 | 14 | 9 | 7 | | | 35 | |
| Vehicle & Equipment Services | 1 | 2 | 14 | 10 | 14 | 1 | 1 | 43 | 5% |
| Youth and Sports | 1 | 1 | 3 | | 1 | | | 6 | |
| Total | 92 | 605 | 1150 | 1105 | 709 | 153 | 29 | 3843 | 5% |

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

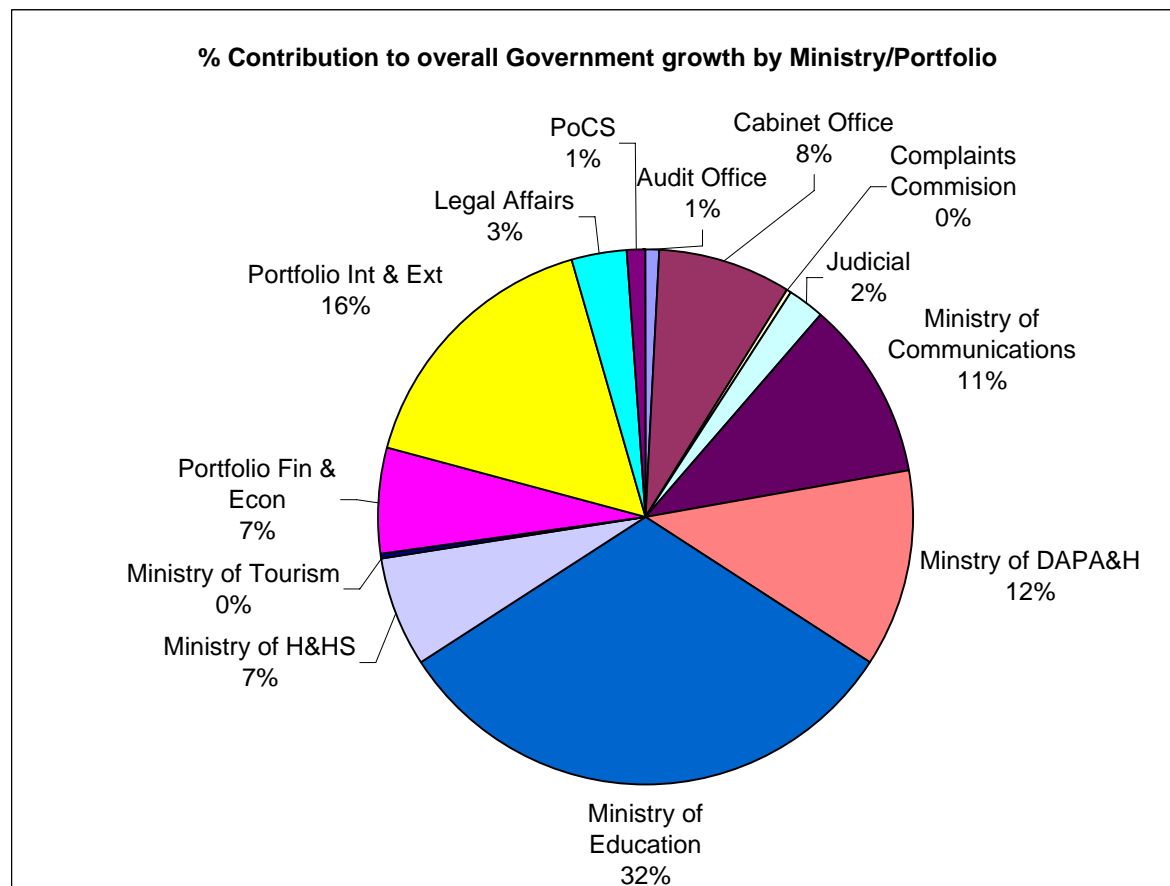
There are four departments with 10% or more of their staff complement working past the regular retirement age for Civil Servants: the Administration for the Ministry of DA,P,A&H, National Archive, the Postal Department and Recreation, Parks and Cemeteries.

Within the Cabinet Office, Employment Services, the Health Insurance Commission and Immigration, over a third of staff are under age 30.

Employee Information as at 10-Jan-08

Growth within each Ministry/Portfolio during 2007

| Ministry/Portfolio/Department | Employees Jan-07 | Employees Jan-08 | Staff Increase | % Change |
|--|------------------|------------------|----------------|-----------|
| Audit Office | 16 | 19 | 3 | 19% |
| Cabinet Office | 95 | 121 | 26 | 27% |
| Complaints Commission | 6 | 7 | 1 | 17% |
| Judicial | 55 | 62 | 7 | 13% |
| Ministry of Communications | 504 | 539 | 35 | 7% |
| Ministry of DAPA&H | 369 | 407 | 38 | 10% |
| Ministry of Education | 814 | 917 | 103 | 13% |
| Ministry of Health and Human Services | 237 | 258 | 21 | 9% |
| Ministry of Tourism | 115 | 116 | 1 | 1% |
| Portfolio of Finance & Economics | 264 | 285 | 21 | 8% |
| Portfolio of Internal & External Affairs | 963 | 1016 | 53 | 6% |
| Portfolio of Legal Affairs | 60 | 70 | 10 | 17% |
| Portfolio of the Civil Service | 22 | 26 | 4 | 18% |
| TOTAL | 3520 | 3843 | 323 | 9% |



Overall there was a net increase in size of the Civil Service during 2007 of 9%, with all Ministries/Portfolios contributing to this growth to some degree.

The table identifies what percentage growth each Ministry/Portfolio has experienced within the year, ranging from the Ministry of Tourism who grew by only 1% to the Cabinet Office which expanded by 27%.

The chart breaks down the extent to which each Ministry/Portfolio contributed to the overall growth of the Civil Service during 2007. It identifies, for example, that the Ministry of Education was responsible for 32% of the growth in the service, whilst agencies like the Complaints Commission and Ministry of Tourism had very little impact.

It should be noted however that the Ministries and Portfolios vary considerably in the number of civil servants they employ.

Employee Information as at 10-Jan-08

Growth in Government during 2007 broken down by Department

| Ministry/Portfolio/Department | Employees Jan-07 | Employees Jan-08 | Increase or Decrease in staff | % Change |
|--------------------------------------|-----------------------------|-----------------------------|--|---------------------|
| 911 Emergency Communications | 17 | 17 | | |
| Agriculture | 66 | 58 | -8 | -12% |
| Audit Office | 16 | 19 | 3 | 19% |
| Cabinet Office | 15 | 29 | 14 | 93% |
| Cadet Corps | 7 | 7 | | |
| Children & Family Services | 169 | 180 | 11 | 7% |
| Complaints Commission | 6 | 7 | 1 | 17% |
| Computer Services | 61 | 69 | 8 | 13% |
| Counselling Services | 29 | 32 | 3 | 10% |
| Customs Department | 130 | 131 | 1 | 1% |
| District Administration | 142 | 168 | 26 | 18% |
| Economics & Statistics Office | 12 | 25 | 13 | 108% |
| Education | 685 | 757 | 72 | 11% |
| Employment Services | 23 | 26 | 3 | 13% |
| Environment | 32 | 32 | | |
| Environmental Health | 135 | 137 | 2 | 1% |
| Fire Department | 150 | 153 | 3 | 2% |
| General Registry | 52 | 44 | -8 | -15% |
| Government Information Services | 19 | 23 | 4 | 21% |
| Health Insurance Commission | 7 | 7 | | |
| His Excellency the Governor | 6 | 6 | | |
| Immigration | 144 | 164 | 20 | 14% |
| Judicial Department | 55 | 62 | 7 | 13% |
| Lands & Survey | 63 | 65 | 2 | 3% |
| Legal Affairs | 60 | 70 | 10 | 17% |
| Legislative | 14 | 14 | | |
| Ministry C, W & I | 45 | 56 | 11 | 24% |
| Ministry DA, P, A & H | 15 | 25 | 10 | 67% |
| Ministry Ed, T, E, Y&S, C | 106 | 128 | 22 | 21% |
| Ministry H & HS | 32 | 39 | 7 | 22% |
| Ministry T, E, I & C | 29 | 34 | 5 | 17% |
| MRCU | 43 | 43 | | |
| National Archive | 15 | 17 | 2 | 13% |
| Planning | 40 | 48 | 8 | 20% |
| Police | 418 | 447 | 29 | 7% |
| Portfolio Civil Service | 22 | 26 | 4 | 18% |
| Portfolio Finance & Economics | 39 | 50 | 11 | 28% |
| Portfolio Int & Ext Affairs | 26 | 36 | 10 | 38% |
| Postal | 96 | 105 | 9 | 9% |
| Prison | 166 | 155 | -11 | -7% |
| Public Works | 148 | 151 | 3 | 2% |
| Radio Cayman | 20 | 22 | 2 | 10% |
| Recreation, Parks & Cemeteries | 18 | 25 | 7 | 39% |
| Tourism | 54 | 50 | -4 | -7% |
| Treasury | 31 | 35 | 4 | 13% |
| Vehicle & Equipment Services | 42 | 43 | 1 | 2% |
| Youth and Sports | | 6 | 6 | 100% |
| Total | 3520 | 3843 | 323 | 9% |

The table above shows the change in the size of Government during 2007 at Departmental level. Four departments, Agriculture, General Registry, the Prison Service and the Department of Tourism, identified by green shading in the table above, did not reflect the general growth pattern of the service and in fact decreased in size by between 7% and 15% during the year. Six further departments identified with blue shading in the table above remained the same size.

Departments where the increase in staff was over 25% are highlighted in red and include: the Cabinet Office, Economics and Statistics (which saw the largest increase, more than doubling in size) core Ministry of DA,P,A&H, core Portfolio of Finance & Economics, core Portfolio of Internal & External Affairs and Recreation, Parks and Cemeteries. Youth and Sports was designated as a department during 2007 and consequently now appears on the list.

The core Ministry/Portfolio departments all grew in size ranging from the Ministry T,E,I&C with a 17% growth rate, to the Ministry of DAPA&H with a 67% increase.

Appointment Information 01-Jan-07 to 31-Dec-07

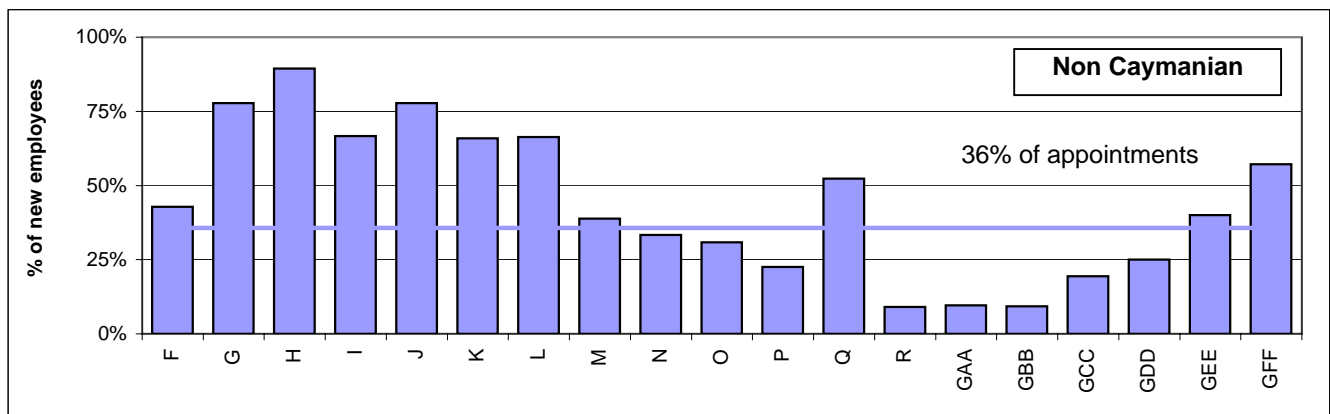
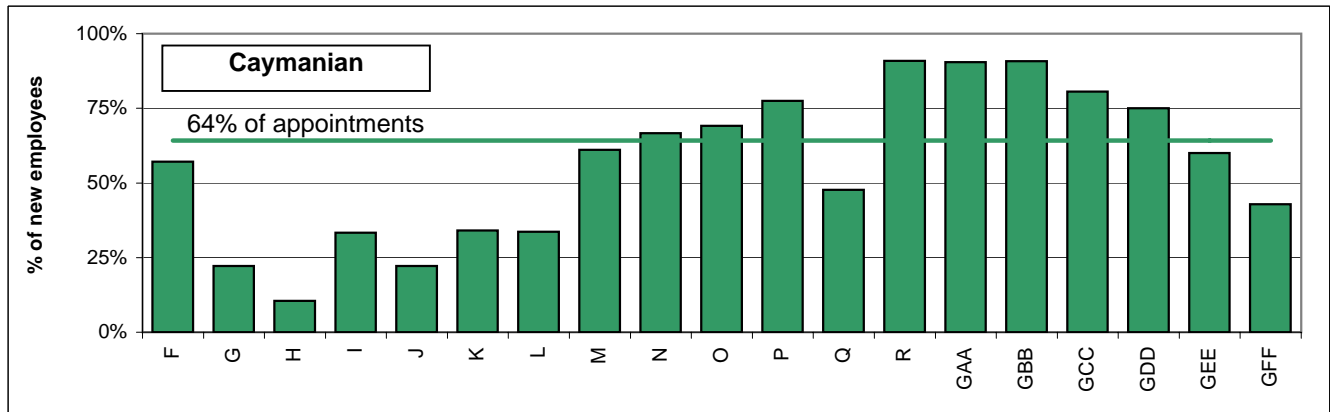
Department Breakdown by Employment Type

| Ministry/Portfolio/Department | Salaried | | Total Salaried Staff | Wage Worker | Total Recruitment | Number of Employees Jan-08 | New recruits as % of total employees |
|---------------------------------|--------------|--------------|----------------------|--------------|-------------------|----------------------------|--------------------------------------|
| | On-Island | Overseas | | On-Island | | | |
| 911 Emergency Communications | 4 | | 4 | | 4 | 17 | 24% |
| Agriculture | 4 | | 4 | | 4 | 58 | 7% |
| Audit Office | 1 | 3 | 4 | | 4 | 19 | 21% |
| Cabinet Office | 8 | 1 | 9 | | 9 | 29 | 31% |
| Cadet Corps | | | | | | 7 | |
| Children & Family Services | 5 | | 5 | 39 | 44 | 180 | 24% |
| Complaints Commission | 4 | | 4 | | 4 | 7 | 57% |
| Computer Services | 6 | 8 | 14 | 1 | 15 | 69 | 22% |
| Counselling Services | 1 | 5 | 6 | | 6 | 32 | 19% |
| Customs Department | 5 | | 5 | 3 | 8 | 131 | 6% |
| District Administration | 4 | | 4 | 36 | 40 | 168 | 24% |
| Economics & Statistics Office | 1 | 6 | 7 | 10 | 17 | 25 | 68% |
| Education | 41 | 44 | 85 | 84 | 169 | 757 | 22% |
| Employment Services | 3 | | 3 | 6 | 9 | 26 | 35% |
| Environment | 8 | 1 | 9 | | 9 | 32 | 28% |
| Environmental Health | 3 | 1 | 4 | 14 | 18 | 137 | 13% |
| Fire Department | 7 | | 7 | | 7 | 153 | 5% |
| General Registry | 6 | | 6 | 1 | 7 | 44 | 16% |
| Government Information Services | 3 | 2 | 5 | 2 | 7 | 23 | 30% |
| Health Insurance Commission | 1 | | 1 | | 1 | 7 | 14% |
| His Excellency the Governor | | | | | | 6 | |
| Immigration | 20 | | 20 | 26 | 46 | 164 | 28% |
| Judicial Department | 8 | 2 | 10 | | 10 | 62 | 16% |
| Lands & Survey | 3 | 4 | 7 | 4 | 11 | 65 | 17% |
| Legal Affairs | 10 | 8 | 18 | 6 | 24 | 70 | 34% |
| Legislative | | | | | | 14 | |
| Ministry C, W & I | 9 | | 9 | 1 | 10 | 56 | 18% |
| Ministry DA, P, A & H | 5 | 2 | 7 | | 7 | 25 | 28% |
| Ministry Ed, T, E, Y&S, C | 19 | 6 | 25 | 6 | 31 | 128 | 24% |
| Ministry H & HS | 8 | 1 | 9 | | 9 | 39 | 23% |
| Ministry T, E, I & C | 7 | | 7 | | 7 | 34 | 21% |
| MRCU | 3 | | 3 | 3 | 6 | 43 | 14% |
| National Archive | 2 | | 2 | 1 | 3 | 17 | 18% |
| Planning | 9 | | 9 | | 9 | 48 | 19% |
| Police | 36 | 23 | 59 | 2 | 61 | 447 | 14% |
| Portfolio Civil Service | 1 | 3 | 4 | | 4 | 26 | 15% |
| Portfolio Finance & Economics | 9 | 5 | 14 | | 14 | 50 | 28% |
| Portfolio Int & Ext Affairs | 5 | 2 | 7 | | 7 | 36 | 19% |
| Postal | 3 | | 3 | 8 | 11 | 105 | 10% |
| Prison | | 2 | 2 | | 2 | 155 | 1% |
| Public Works | 4 | 2 | 6 | 25 | 31 | 151 | 21% |
| Radio Cayman | 4 | | 4 | | 4 | 22 | 18% |
| Recreation, Parks & Cemeteries | 4 | | 4 | 3 | 7 | 25 | 28% |
| Tourism | 8 | | 8 | | 8 | 50 | 16% |
| Treasury | 3 | | 3 | 1 | 4 | 35 | |
| Vehicle & Equipment Services | | | | 6 | 6 | 43 | |
| Youth and Sports | 1 | 1 | 2 | | 2 | 6 | 33% |
| Total | 296 | 132 | 428 | 288 | 716 | 3843 | 19% |
| % of Total Appointments | 41.3% | 18.4% | 59.8% | 40.2% | 100.0% | | |

There were 716 new appointments to the Civil Service during 2007, of which 40% were for wage workers and 18% were from overseas. The majority of recruitment for Government (81%) was of individuals already on-island. However, of the 584 employees recruited on-island, 125 were non-Caymanian.

For some departments, their recruitment level represented substantial growth or replacement, as shown by the green shading in the table above. The shading identifies recruitment levels of 25% or more of total employees.

Percentage of new appointments by nationality and Grade



| | F | G | H | I | J | K | L | M | N | O | P | Q | R | GAA | GBB | GCC | GDD | GEE | GFF | Total |
|---------------|----------|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|-----------|-----------|-----------|----------|------------|
| Caymanian | 4 | 2 | 2 | 5 | 6 | 15 | 30 | 11 | 10 | 47 | 31 | 21 | 30 | 66 | 108 | 54 | 9 | 6 | 3 | 460 |
| Non-Caymanian | 3 | 7 | 17 | 10 | 21 | 29 | 59 | 7 | 5 | 21 | 9 | 23 | 3 | 7 | 11 | 13 | 3 | 4 | 4 | 256 |
| Total | 7 | 9 | 19 | 15 | 27 | 44 | 89 | 18 | 15 | 68 | 40 | 44 | 33 | 73 | 119 | 67 | 12 | 10 | 7 | 716 |

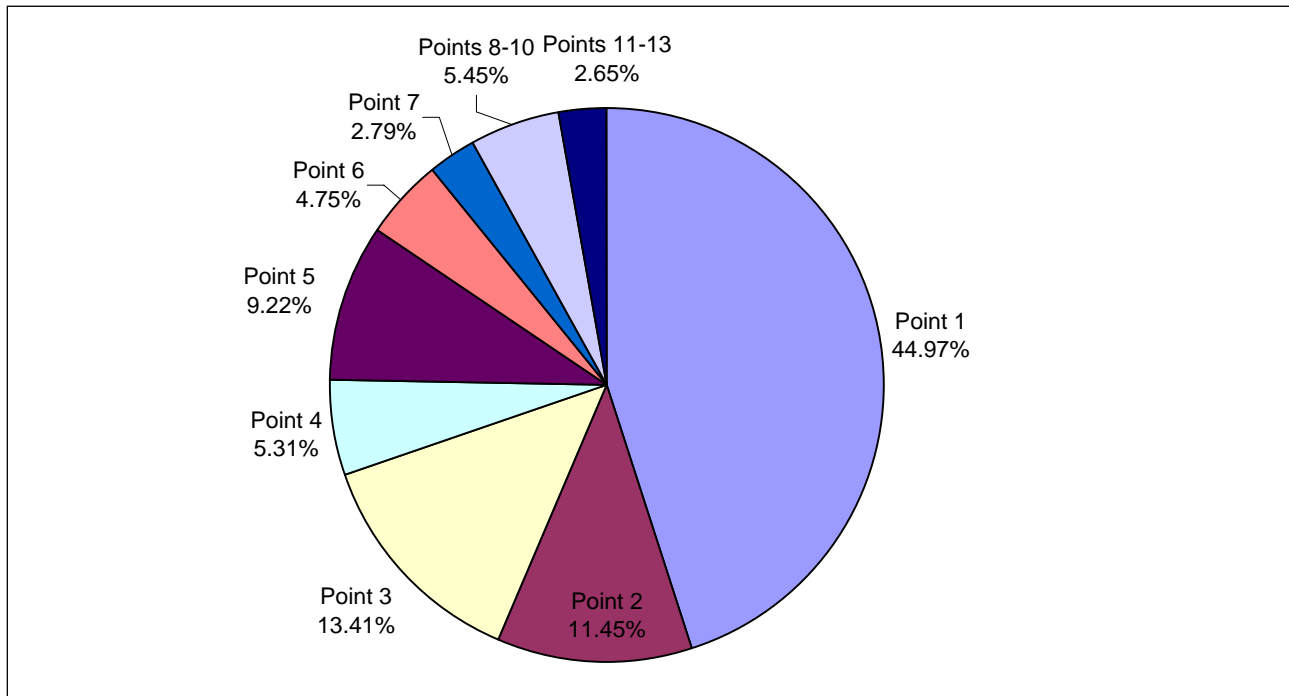
Sixty-four percent of all new recruitments to the Civil Service during 2007 were Caymanian.

During 2007 most of the new appointments to Government of Non-Caymanians were to salaried positions in the more senior roles, including a range of individual specialist roles such as Project Managers, Freedom of Information Co-ordinator, Legal Counsel, Educational Psychologists and Senior Statisticians. There were also a number of appointments of non-Caymanian teachers and police officers.

Caymanian appointments were predominantly on wage worker employment terms and at the lower salaried range, including office support staff, teachers aides, cleaners, labourers and bus wardens.

It should be noted however, that this does not form the full picture of attraction, retention and promotion of Caymanians within the Civil Services, as these figures do not take into account existing civil servants who have moved to new roles within Government.

Salary Point Placement for new employees to Government



| Spinal Point | Caymanian | | | Non-Caymanian | | | Total | | | Salaried Staff | | | Wage-Workers | | |
|--------------|------------|-------------|--------------|---------------|-------------|--------------|------------|-------------|--------------|----------------|-------------|--------------|--------------|-------------|--------------|
| | No. | % | Cumulative % | No. | % | Cumulative % | No. | % | Cumulative % | No. | % | Cumulative % | No. | % | Cumulative % |
| Point 1 | 260 | 57% | 57% | 62 | 24% | 24% | 322 | 45% | 45% | 139 | 32% | 32% | 183 | 64% | 64% |
| Point 2 | 50 | 11% | 67% | 32 | 13% | 37% | 82 | 11% | 56% | 46 | 11% | 43% | 36 | 13% | 76% |
| Point 3 | 54 | 12% | 79% | 42 | 16% | 53% | 96 | 13% | 70% | 51 | 12% | 55% | 45 | 16% | 92% |
| Point 4 | 16 | 3% | 83% | 22 | 9% | 62% | 38 | 5% | 75% | 34 | 8% | 63% | 4 | 1% | 93% |
| Point 5 | 32 | 7% | 90% | 34 | 13% | 75% | 66 | 9% | 84% | 46 | 11% | 74% | 20 | 7% | 100% |
| Point 6 | 13 | 3% | 92% | 21 | 8% | 83% | 34 | 5% | 89% | 34 | 8% | 82% | | | |
| Point 7 | 7 | 2% | 94% | 13 | 5% | 88% | 20 | 3% | 92% | 20 | 5% | 86% | | | |
| Point 8 | 5 | 1% | 95% | 9 | 4% | 92% | 14 | 2% | 94% | 14 | 3% | 90% | | | |
| Point 9 | 5 | 1% | 96% | 6 | 2% | 94% | 11 | 2% | 95% | 11 | 3% | 92% | | | |
| Point 10 | 6 | 1% | 97% | 8 | 3% | 97% | 14 | 2% | 97% | 14 | 3% | 96% | | | |
| Point 11 | 3 | 1% | 98% | 2 | 1% | 98% | 5 | 1% | 98% | 5 | 1% | 97% | | | |
| Point 12 | 4 | 1% | 99% | 2 | 1% | 99% | 6 | 1% | 99% | 6 | 1% | 98% | | | |
| Point 13 | 5 | 1% | 100% | 3 | 1% | 100% | 8 | 1% | 100% | 8 | 2% | 100% | | | |
| Total | 460 | 100% | | 256 | 100% | | 716 | 100% | | 428 | 100% | | 288 | 100% | |

General Orders was very prescriptive about the start point on a salary grade for individuals on appointment to the Civil Service. The PSML and Personnel Regulations have delegated this decision and appointments are made to any spinal point on a designated salary scale, at the discretion of the appointing officer.

The information above provides an indication of any changes in appointment practices. It shows that the percentage of new employees that are appointed to spinal point one is 45%, whilst 75% of new appointments are to points one through four.

The yellow shaded area shows appointments split by nationality. Caymans are more likely to be placed on the first spinal point of the grade (57%) than Non-Caymans (24%).

The green shaded area looks at the split between salaried staff and wage workers, where 64% of wage workers are appointed on point one compared to 32% of salaried staff.

Leavers Information 01-Jan-07 to 31-Dec-07

Leavers by Ministry/Portfolio/Department

| Ministry/Portfolio/Department | Fixed Term | Open Ended | Salaried | Waged | Total | % Turnover* |
|---------------------------------|--------------|--------------|--------------|--------------|------------|--------------|
| 911 Emergency Communications | 2 | 1 | 3 | | 3 | 17.6% |
| Agriculture | 4 | 3 | 4 | 3 | 7 | 11.1% |
| Audit Office | 1 | | 1 | | 1 | 5.6% |
| Cabinet Office | 1 | | 1 | | 1 | 4.3% |
| Cadet Corps | | | | | | |
| Children & Family Services | 35 | 3 | 5 | 33 | 38 | 21.8% |
| Complaints Commission | 1 | 1 | 2 | | 2 | 33.3% |
| Computer Services | 5 | | 3 | 2 | 5 | 7.8% |
| Counselling Services | | 3 | 3 | | 3 | 10.0% |
| Customs Department | 3 | 3 | 3 | 3 | 6 | 4.6% |
| District Administration | 2 | 6 | 3 | 5 | 8 | 5.3% |
| Economics & Statistics Office | 2 | 1 | 1 | 2 | 3 | 16.7% |
| Education | 82 | 18 | 44 | 56 | 100 | 13.9% |
| Employment Services | 2 | 3 | 4 | 1 | 5 | 20.8% |
| Environment | 5 | 2 | 7 | | 7 | 21.2% |
| Environmental Health | 8 | 2 | | 10 | 10 | 7.4% |
| Fire Department | | 3 | 3 | | 3 | 2.0% |
| General Registry | 8 | 5 | 5 | 8 | 13 | 27.7% |
| Government Information Services | 1 | 1 | 1 | 1 | 2 | 9.5% |
| Health Insurance Commission | | 1 | 1 | | 1 | 16.7% |
| His Excellency the Governor | 1 | | 1 | | 1 | 16.7% |
| Immigration | 19 | 8 | 8 | 19 | 27 | 17.4% |
| Judicial Department | 7 | 2 | 9 | | 9 | 15.5% |
| Lands & Survey | 11 | | 6 | 5 | 11 | 17.2% |
| Legal Affairs | 17 | | 9 | 8 | 17 | 25.4% |
| Legislative | | | | | | |
| Ministry C, W & I | 1 | | 1 | | 1 | 1.9% |
| Ministry DA, P, A & H | 1 | | 1 | | 1 | 5.0% |
| Ministry Ed, T, E, Y&S, C | 10 | 4 | 9 | 5 | 14 | 12.1% |
| Ministry H & HS | 2 | 2 | 4 | | 4 | 10.8% |
| Ministry T, E, I & C | 2 | 2 | 4 | | 4 | 12.5% |
| MRCU | 6 | | 3 | 3 | 6 | 13.6% |
| National Archive | 1 | | 1 | | 1 | 6.3% |
| Planning | 3 | 2 | 5 | | 5 | 11.1% |
| Police | 21 | 17 | 36 | 2 | 38 | 8.8% |
| Portfolio Civil Service | 1 | | 1 | | 1 | 4.2% |
| Portfolio Finance & Economics | 3 | 1 | 3 | 1 | 4 | 8.9% |
| Portfolio Int & Ext Affairs | | | | | | |
| Postal | 4 | | | 4 | 4 | 4.0% |
| Prison | 6 | 4 | 8 | 2 | 10 | 6.3% |
| Public Works | 17 | 7 | 4 | 20 | 24 | 15.8% |
| Radio Cayman | 2 | 1 | 2 | 1 | 3 | 15.0% |
| Recreation, Parks & Cemeteries | 3 | 2 | 5 | 5 | 5 | 23.8% |
| Tourism | 6 | 5 | 8 | 3 | 11 | 22.0% |
| Treasury | 3 | 1 | 3 | 1 | 4 | 12.1% |
| Vehicle & Equipment Services | 3 | 1 | 1 | 3 | 4 | 9.8% |
| Youth and Sports | | | | | | |
| Total | 312 | 115 | 221 | 206 | 427 | 11.6% |
| % | 73.1% | 26.9% | 51.8% | 48.2% | | |

*Based on the average number of employees from 10th Jan 2007, 10th Jul 07 & 10th Jan 08

Whilst 427 employees left Government employment during 2007, the turnover rate for Government has remained stable over the last 5 years, hovering around the 11% mark. During 2007 the overall turnover rate was 11.6%

The turnover figures by department are displayed in the table above. Those departments experiencing more than double the average turnover rate for Government are identified in red above, and include the Complaints Commission (33%), General Registry (28%), Legal Affairs (25%) and Recreation, Parks & Cemeteries (24%).

A number of departments did not experience any loss of staff during 2007, namely the Cadet Corps, Legislative, and core Portfolio of Internal & External Affairs, Youth and Sport. The Audit Office, Cabinet, Customs, District Administration, Fire, core Ministry CW&I, core Ministry DA,P,A&H, Portfolio of the Civil Service and Postal departments all experienced turnover rates that were less than half the organisational average and are identified in blue above.

Leavers Information 01-Jan-07 to 31-Dec-07

Leavers by Job Classification

| Job Classification | Total | % |
|--------------------------|------------|-------------|
| Administrative Personnel | 125 | 29% |
| Department Executive | 3 | 1% |
| Educationalist | 37 | 9% |
| Financial Personnel | 16 | 4% |
| First Line Management | 4 | 1% |
| IT Personnel | 5 | 1% |
| Legal Practitioner | 6 | 1% |
| Middle Management | 9 | 2% |
| Organisation Exec & HOD | 1 | 0% |
| Organisational Executive | 1 | 0% |
| Safety/Security/Law | 49 | 11% |
| Skilled | 20 | 5% |
| Specialist | 13 | 3% |
| Support Personnel | 23 | 5% |
| Technical Personnel | 15 | 4% |
| Unskilled | 100 | 23% |
| Grand Total | 427 | 100% |

**Leavers from within the Uniform Service
(Operational Officers Only)**

| Uniform Branch | Total Leavers | Avg No of Staff | % Turnover* |
|----------------|---------------|-----------------|-------------|
| Customs | 2 | 93 | 2% |
| Fire | 2 | 136 | 1% |
| Immigration | 5 | 59 | 8% |
| Police | 29 | 359 | 8% |
| Prison | 6 | 136 | 4% |
| Total | 44 | 783 | 5.6% |

Leavers from within the Teaching Profession

| | Total Leavers | Avg No of Staff | % Turnover* |
|----------|---------------|-----------------|-------------|
| Teachers | 30 | 430 | 7.0% |

Leavers by Leaving Reason

| Reason for Leaving | Total | % |
|-----------------------------------|------------|-------------|
| Deceased | 8 | 2% |
| Dismissal - Absence without cause | 5 | 1% |
| Dismissal - Misconduct | 5 | 1% |
| End of Contract | 225 | 53% |
| Non-Renewal of Contract | 8 | 2% |
| Resignation | 144 | 34% |
| Retirement - General | 28 | 7% |
| Retirement - Medical | 4 | 1% |
| Grand Total | 427 | 100% |

*Based on the average number of employees from 10th Jan 2007, 10th Jul 07 & 10th Jan 08

During 2007, the highest turnover was of employees undertaking administrative style roles within the Civil Service (29%) and unskilled workers predominantly paid an hourly rate (23%). The lowest turnover was from Organisational Executive staff, Department Executives and First Line Management who jointly only accounted for 1%.

During 2007, resignations accounted for 34% of leavers, whilst termination at the end of a contract accounted for over half (53%).

The turnover rate for the combined Uniform Divisions is approximately half that of the Civil Service as a whole, at 5.6%. 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.

Comparisons between the uniform divisions show that the Fire and Customs Departments experienced the lowest turnover rates, 1- 2%. Immigration and Police experienced the highest level of turnover within the uniformed divisions at 8%. However, all were under the average for Government as a whole.

The turnover rate for teaching staff is also low when compared to Government as a whole; during 2007 the turnover rate for teachers was 7%.

Employee Information 10-Jan-01 to 10-Jan-08

Number and Percentage of Employees by Employment Type and Nationality

| 10-Jan-08 | Caymanian | Non-Caymanian | Total |
|------------------|-------------|---------------|-------------|
| Salaried Staff | 2040 | 926 | 2966 |
| Wage Worker | 632 | 245 | 877 |
| Total | 2672 | 1171 | 3843 |

| 10-Jul-07 | Caymanian | Non-Caymanian | Total |
|------------------|-------------|---------------|-------------|
| Salaried Staff | 1962 | 811 | 2773 |
| Wage Worker | 651 | 247 | 898 |
| Total | 2613 | 1058 | 3671 |

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

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

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

| 10-JUL-05¹ | Caymanian | Non-Caymanian | Total |
|------------------------------|-------------|---------------|-------------|
| Salaried Staff | 1753 | 549 | 2302 |
| Wage Worker | 672 | 250 | 922 |
| Total | 2425 | 799 | 3224 |

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

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

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

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

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

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

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

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

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

| 10-Jan-08 | Caymanian | Non-Caymanian | Total |
|------------------|--------------|---------------|---------------|
| Salaried Staff | 53.1% | 24.1% | 77.2% |
| Wage Worker | 16.4% | 6.4% | 22.8% |
| Total | 69.5% | 30.5% | 100.0% |

| 10-Jul-07 | Caymanian | Non-Caymanian | Total |
|------------------|--------------|---------------|---------------|
| Salaried Staff | 53.4% | 22.1% | 75.5% |
| Wage Worker | 17.7% | 6.7% | 24.5% |
| Total | 71.2% | 28.8% | 100.0% |

| 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 | 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 | 53.2% | 18.8% | 72.0% |
| Wage Worker | 20.3% | 7.7% | 28.0% |
| Total | 73.5% | 26.5% | 100.0% |

| 10-JUL-05¹ | Caymanian | Non-Caymanian | Total |
|------------------------------|--------------|---------------|---------------|
| Salaried Staff | 54.4% | 17.0% | 71.4% |
| Wage Worker | 20.8% | 7.8% | 28.6% |
| Total | 75.2% | 24.8% | 100.0% |

| 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 | 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 | 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 | 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 | 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 | 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 | 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 | 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 | 39.7% | 28.9% | 68.6% |
| Wage Worker | 17.0% | 14.4% | 31.4% |
| Total | 56.7% | 43.3% | 100.0% |

¹ Information updated in 2008

Employee Information 10-Jan-01 to 10-Jan-08

Number and Percentage of Employees by Contract Type and Nationality

| 10-Jan-08 | Caymanian | Non-Caymanian | Total |
|------------------|-------------|---------------|-------------|
| Fixed Term | 520 | 1171 | 1691 |
| Open-Ended | 2152 | | 2152 |
| Total | 2672 | 1171 | 3843 |

| 10-Jan-08 | Caymanian | Non-Caymanian | Total |
|------------------|--------------|---------------|---------------|
| Fixed Term | 13.5% | 30.5% | 44.0% |
| Open-Ended | 56.0% | | 56.0% |
| Total | 69.5% | 30.5% | 100.0% |

| 10-Jul-07 | Caymanian | Non-Caymanian | Total |
|------------------|-------------|---------------|-------------|
| Fixed Term | 527 | 1058 | 1585 |
| Open-Ended* | 2086 | | 2086 |
| Total | 2613 | 1058 | 3671 |

| 10-Jul-07 | Caymanian | Non-Caymanian | Total |
|------------------|--------------|---------------|---------------|
| Fixed Term | 14.4% | 28.8% | 43.2% |
| Open-Ended | 56.8% | | 56.8% |
| Total | 71.2% | 28.8% | 100.0% |

| 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-05¹ | Caymanian | Non-Caymanian | Total |
|------------------------------|-------------|---------------|-------------|
| Fixed Term | 744 | 799 | 1543 |
| Open-Ended* | 1681 | | 1681 |
| Total | 2425 | 799 | 3224 |

| 10-JUL-05¹ | Caymanian | Non-Caymanian | Total |
|------------------------------|--------------|---------------|---------------|
| Fixed Term | 23.1% | 24.8% | 47.9% |
| Open-Ended | 52.1% | | 52.1% |
| Total | 75.2% | 24.8% | 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
¹ Information updated in 2008

Employee Information 10-Jan-01 to 10-Jan-08

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

| 10-Jan-08 | Caymanian | Non-Caymanian | Total |
|--------------------|-------------|---------------|-------------|
| Locally Recruited | 2666 | 612 | 3278 |
| Recruited Overseas | 6 | 559 | 565 |
| Total | 2672 | 1171 | 3843 |

| 10-Jul-07 | Caymanian | Non-Caymanian | Total |
|--------------------|-------------|---------------|-------------|
| Locally Recruited | 2608 | 576 | 3184 |
| Recruited Overseas | 5 | 482 | 487 |
| Total | 2613 | 1058 | 3671 |

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

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

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

| 10-JUL-05¹ | Caymanian | Non-Caymanian | Total |
|------------------------------|-------------|---------------|-------------|
| Locally Recruited | 2425 | 500 | 2925 |
| Recruited Overseas* | | 299 | 299 |
| Total | 2425 | 799 | 3224 |

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

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

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

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

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

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

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

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

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

| 10-Jan-08 | Caymanian | Non-Caymanian | Total |
|--------------------|--------------|---------------|---------------|
| Locally Recruited | 69.4% | 15.9% | 85.3% |
| Recruited Overseas | 0.2% | 14.5% | 14.7% |
| Total | 69.5% | 30.5% | 100.0% |

| 10-Jul-07 | Caymanian | Non-Caymanian | Total |
|--------------------|--------------|---------------|---------------|
| Locally Recruited | 71.0% | 15.7% | 86.7% |
| Recruited Overseas | 0.1% | 13.1% | 13.3% |
| Total | 71.2% | 28.8% | 100.0% |

| 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 | 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 | 73.5% | 15.6% | 89.1% |
| Recruited Overseas | | 10.9% | 10.9% |
| Total | 73.5% | 26.5% | 100.0% |

| 10-JUL-05¹ | Caymanian | Non-Caymanian | Total |
|------------------------------|--------------|---------------|---------------|
| Locally Recruited | 75.2% | 15.5% | 90.7% |
| Recruited Overseas | | 9.3% | 9.3% |
| Total | 75.2% | 24.8% | 100.0% |

| 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 | 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 | 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 | 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 | 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 | 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 | 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 | 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 | 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

¹ Information updated in 2008

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 GFF is the highest grade and GAA 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. |