



CAYMAN ISLANDS GOVERNMENT

# ANNUAL HR REPORT 2009/10

EMPLOYEE INFORMATION AND HUMAN RESOURCES ACTIVITY FOR THE  
CIVIL SERVICE



*Produced by:*

*Strategic & Corporate HR Services*

*Portfolio of the Civil Service*



# ANNUAL HR REPORT 2009/10

## Employee Information and Human Resources Activity for the Civil Service

August 2010

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## Report Summary

This report is written for the Deputy Governor and Head of the Civil Service, for presentation to the Legislative Assembly. The report contains information about key statistics and trends impacting human resources within the Civil Service and wider Public Service. Section one provides information on the demographics of the Public Service at the 30th June 2010. Section two provides information on the demographics of the core Civil Service at the 30th June 2010, addressing a range of issues including the size of the service and caymanianisation of the workforce at both Ministry/Portfolio and Department level. Section three provides information on a range of human resources activities such as recruitment and retention covering the fiscal year 2009/10.

Each sheet presents data relating to different aspects of human resources management, with a brief accompanying commentary on the data.

Once presented to Cabinet, the report and its content will be disclosed under the Freedom of Information Act 2007 and can be found electronically on the website for the Portfolio of the Civil Service at <http://www.pocs.gov.ky>

**Cayman Islands Public Service Demographics (30th June 2010)**

Size of the Public Service by Statutory Authority/Government Owned Company including percentage of Caymanian employees

| Statutory Authority/Government Owned Company                    | Number of Employees* |               |             | % of Employees |               |
|---|----------------------|---------------|-------------|----------------|---------------|
|   | Caymanian            | Non-Caymanian | Total       | Caymanian      | Non-Caymanian |
| Cayman Turtle Farm (1983) Limited                               | 82                   | 3             | 85          | 96%            | 4%            |
| Cayman Airways Limited  | 315                  | 17            | 332         | 95%            | 5%            |
| Cayman Islands Airport Authority                                | 134                  | 11            | 145         | 92%            | 8%            |
| Cayman Islands Civil Aviation Authority                         | 13                   | 6             | 19          | 68%            | 32%           |
| Cayman Islands Development Bank                                 | 11                   | 3             | 14          | 79%            | 21%           |
| Cayman Islands Maritime Authority                               | 34                   | 0             | 34          | 100%           | 0%            |
| Cayman Islands Monetary Authority                               | 128                  | 30            | 158         | 81%            | 19%           |
| Cayman Islands National Insurance Company                       | 7                    | 1             | 8           | 88%            | 13%           |
| Cayman Islands National Museum                                  | 7                    | 3             | 10          | 70%            | 30%           |
| Cayman Islands Stock Exchange                                   | 2                    | 6             | 8           | 25%            | 75%           |
| Cayman National Cultural Foundation                             | 6                    | 2             | 8           | 75%            | 25%           |
| Children and Youth Services Foundation                          | 15                   | 19            | 34          | 44%            | 56%           |
| Electricity Regulatory Authority                                | 2                    | 1             | 3           | 67%            | 33%           |
| Health Services Authority                                       | 388                  | 350           | 738         | 53%            | 47%           |
| Information Communications Technology Authority                 | 6                    | 3             | 9           | 67%            | 33%           |
| National Drug Advisory Council                                  | 5                    | 0             | 5           | 100%           | 0%            |
| National Gallery of the Cayman Islands                          | 9                    | 1             | 10          | 90%            | 10%           |
| National Housing Development Trust                              | 13                   | 0             | 13          | 100%           | 0%            |
| National Roads Authority  | 100                  | 7             | 107         | 93%            | 7%            |
| Port Authority of the Cayman Islands                            | 162                  | 1             | 163         | 99%            | 1%            |
| Public Service Pensions Board                                   | 24                   | 2             | 26          | 92%            | 8%            |
| Tourism Attractions Board                                       | 27                   | 10            | 37          | 73%            | 27%           |
| University College of the Cayman Islands                        | 22                   | 83            | 105         | 21%            | 79%           |
| Water Authority   | 105                  | 18            | 123         | 85%            | 15%           |
| <b>Total for Statutory Authorities/Government Owned Company</b> | <b>1617</b>          | <b>577</b>    | <b>2194</b> | <b>74%</b>     | <b>26%</b>    |

\*Employee numbers (rather than FTEs) based in the Cayman Islands.

|                                  |             |             |             |            |            |
|----------------------------------|-------------|-------------|-------------|------------|------------|
| <b>Total for Core Government</b> | <b>2666</b> | <b>1021</b> | <b>3687</b> | <b>72%</b> | <b>28%</b> |
|----------------------------------|-------------|-------------|-------------|------------|------------|

|                                     |             |             |             |            |            |
|-------------------------------------|-------------|-------------|-------------|------------|------------|
| <b>Total for the Public Service</b> | <b>4283</b> | <b>1598</b> | <b>5881</b> | <b>73%</b> | <b>27%</b> |
|-------------------------------------|-------------|-------------|-------------|------------|------------|

|   |            |
|---|------------|
| <b>% Employees employed in Statutory Authority/Government Owned Company</b> | <b>37%</b> |
| <b>% Employees employed in Core Government</b>                              | <b>63%</b> |

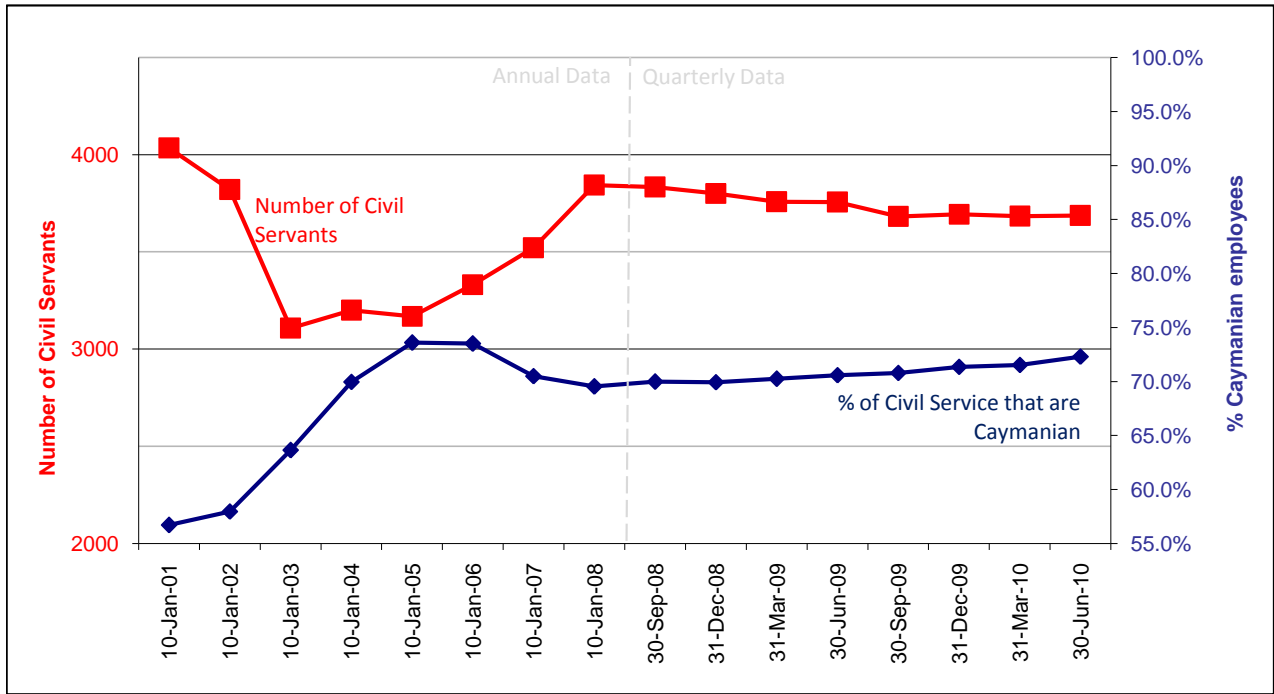
The Public Service of the Cayman Islands comprises employees from some 24 Statutory Authorities, Government Owned Companies and the Civil Service. At the end of the 2009/10 fiscal year, the number of employees in the Public Service was 5881. As shown in the table above, 63% of public servants were employed within Core Government with 38% employed within Statutory Authorities and Government Companies.

The Statutory Authorities and Government Companies range in size from the Electricity Regulatory Authority who employs 3 staff members, to the Health Service Authority who employ some 738.

On the 30th June 2010 the number of Caymanians employed within the Public Service was 4283, representing 73% of the Public Service. Individual Authorities and Companies vary in the proportion of Caymanians they employ, the green shading in the table above identifies those entities with high levels (three-quarters of all employees) of either Caymanians or non-Caymanians.

**Civil Service Demographics (30th June 2010)**

**Size of the Civil Service and Percentage of Caymanian employees 10th January 2001 to 30th June 2010**



| Date            | Annual Data |             |             |             |             |             |             |             | Quarterly Data |             |             |             |             |             |             |             |
|-----------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|----------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|                 | 10-Jan-01   | 10-Jan-02   | 10-Jan-03   | 10-Jan-04   | 10-Jan-05   | 10-Jan-06   | 10-Jan-07   | 10-Jan-08   | 30-Sep-08      | 31-Dec-08   | 31-Mar-09   | 30-Jun-09   | 30-Sep-09   | 31-Dec-09   | 31-Mar-10   | 30-Jun-10   |
| Caymanian       | 2287        | 2214        | 1977        | 2238        | 2332        | 2449        | 2481        | 2672        | 2682           | 2658        | 2639        | 2651        | 2606        | 2636        | 2634        | 2666        |
| Non-Caymanian   | 1747        | 1606        | 1130        | 961         | 837         | 883         | 1039        | 1171        | 1151           | 1143        | 1118        | 1105        | 1076        | 1058        | 1049        | 1021        |
| <b>Total</b>    | <b>4034</b> | <b>3820</b> | <b>3107</b> | <b>3199</b> | <b>3169</b> | <b>3332</b> | <b>3520</b> | <b>3843</b> | <b>3833</b>    | <b>3801</b> | <b>3757</b> | <b>3756</b> | <b>3682</b> | <b>3694</b> | <b>3683</b> | <b>3687</b> |
| % Caymanian     | 56.7%       | 58.0%       | 63.6%       | 70.0%       | 73.6%       | 73.5%       | 70.5%       | 69.5%       | 70.0%          | 69.9%       | 70.2%       | 70.6%       | 70.8%       | 71.4%       | 71.5%       | 72.3%       |
| % Non-Caymanian | 43.3%       | 42.0%       | 36.4%       | 30.0%       | 26.4%       | 26.5%       | 29.5%       | 30.5%       | 30.0%          | 30.1%       | 29.8%       | 29.4%       | 29.2%       | 28.6%       | 28.5%       | 27.7%       |
| Total           | 100%        | 100%        | 100%        | 100%        | 100%        | 100%        | 100%        | 100%        | 100%           | 100%        | 100%        | 100%        | 100%        | 100%        | 100%        | 100%        |

The size of the Civil Service has fluctuated over the last 10 years in response to changes in demand for service, public policy and the creation of Statutory Authorities. The graph above shows a snap-shot of the size of the Civil Service in quarterly increments for the last two years, and annually for the preceding 8 years.

In January 2001 the Civil Service consisted of 4034 employees. The creation of the Health Services Authority in July 2002 contributed to the service contracting to its lowest level of 3097, in July 2003. Between 2003 and 2008 the Civil Service grew in size by over 700 employees, and changed in nature with the creation of additional Statutory Authorities including the National Roads and Airports Authorities in 2004 and the Maritime Authority of the Cayman Islands in 2005.

The 2008/09 fiscal year saw an overall decrease in numbers, particularly since October 2008 when Government implemented a restriction on recruitment activities. During the fiscal year 2009/10, despite there being an increase in employees from September 2009 to December 2009, the number of Civil Servants decreased to the current level of 3687, from 3756 at the end of the previous fiscal year.

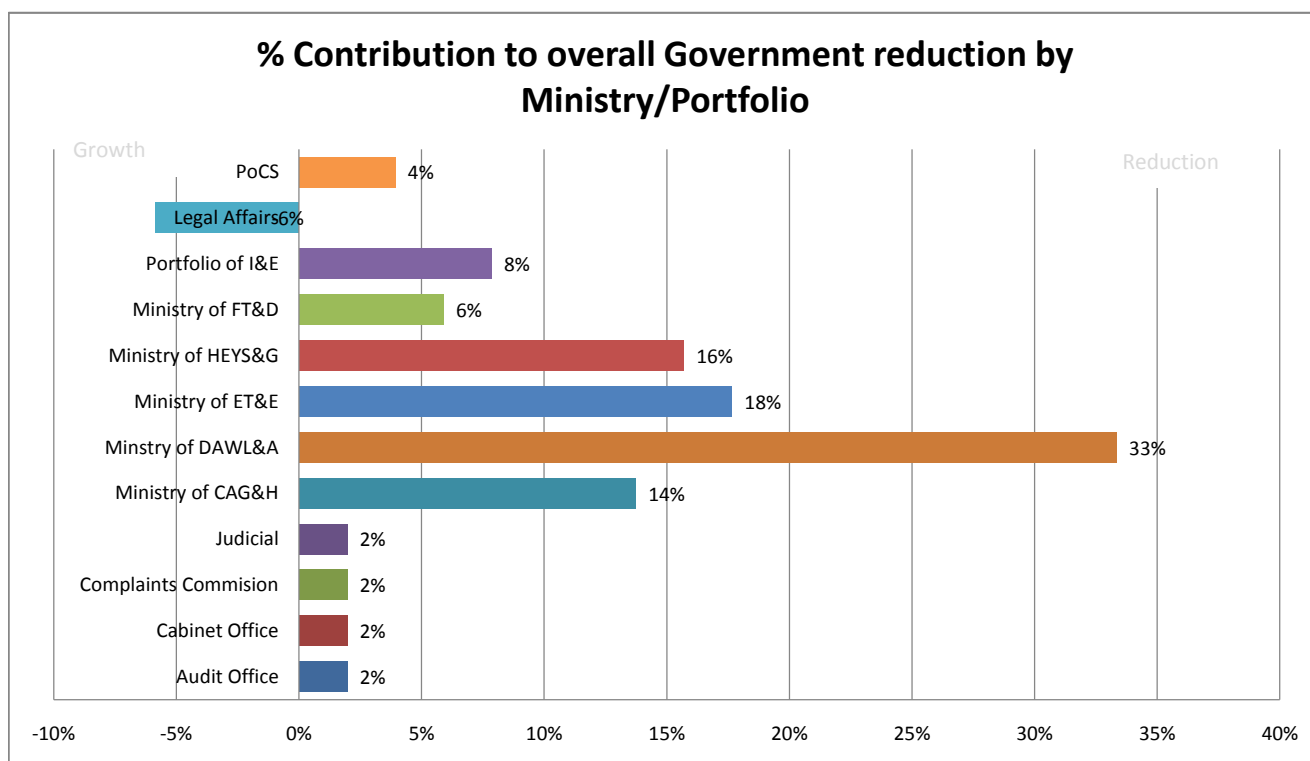
Other than a slight decrease in January 2008, Caymanians have consistently represented over 70% of the Civil Service during the last 6 years. They currently represent 72% of the Service.

## Civil Service Demographics (30th June 2010)

### Change in size of the Civil Service during 2009/10 by Ministry/Portfolio

| Ministry/Portfolio                                     | Civil Servants<br>01-Jul-09 * | Civil Servants<br>30-Jun-10 | Change in<br>staff<br>numbers | % Change in<br>size of<br>Min/Port | Contribution<br>to overall Govt<br>change | % current Govt<br>figures<br>(30-Jun-10) |
|--|-------------------------------|-----------------------------|-------------------------------|------------------------------------|---|--|
| Audit Office   | 19                            | 18                          | -1                            | -5%                                | 2%  | 0%                                       |
| Cabinet Office   | 118                           | 117                         | -1                            | -1%                                | 2%  | 3%                                       |
| Complaints Commission                                  | 6                             | 5                           | -1                            | -17%                               | 2%  | 0%                                       |
| Judicial   | 62                            | 61                          | -1                            | -2%                                | 2%  | 2%                                       |
| Ministry of Community Affairs, Gender and Housing      | 224                           | 217                         | -7                            | -3%                                | 14%                                       | 6%                                       |
| Ministry of District Admin, Works, Lands & Agriculture | 858                           | 841                         | -17                           | -2%                                | 33%                                       | 23%                                      |
| Ministry of Education, Training & Employment           | 871                           | 862                         | -9                            | -1%                                | 18%                                       | 23%                                      |
| Ministry of Finance, Tourism & Development             | 573                           | 565                         | -8                            | -1%                                | 16%                                       | 15%                                      |
| Ministry of Health Environment, YS&G                   | 109                           | 106                         | -3                            | -3%                                | 6%  | 3%                                       |
| Portfolio of Internal & External Affairs               | 808                           | 804                         | -4                            | 0%                                 | 8%  | 22%                                      |
| Portfolio of Legal Affairs                             | 63                            | 66                          | 3                             | 5%                                 | -6%                                       | 2%                                       |
| Portfolio of the Civil Service                         | 27                            | 25                          | -2                            | -7%                                | 4%  | 1%                                       |
| <b>Civil Service Total</b>                             | <b>3738</b>                   | <b>3687</b>                 | <b>-51</b>                    | <b>-1%</b>                         | <b>100%</b>                               | <b>100%</b>                              |

\*The 01-Jul-09, rather than the 30-Jun-09, data has been used for the annual comparison for Ministries/Portfolios as this date coincides with substantial reorganisation within the Ministry/Portfolio level.



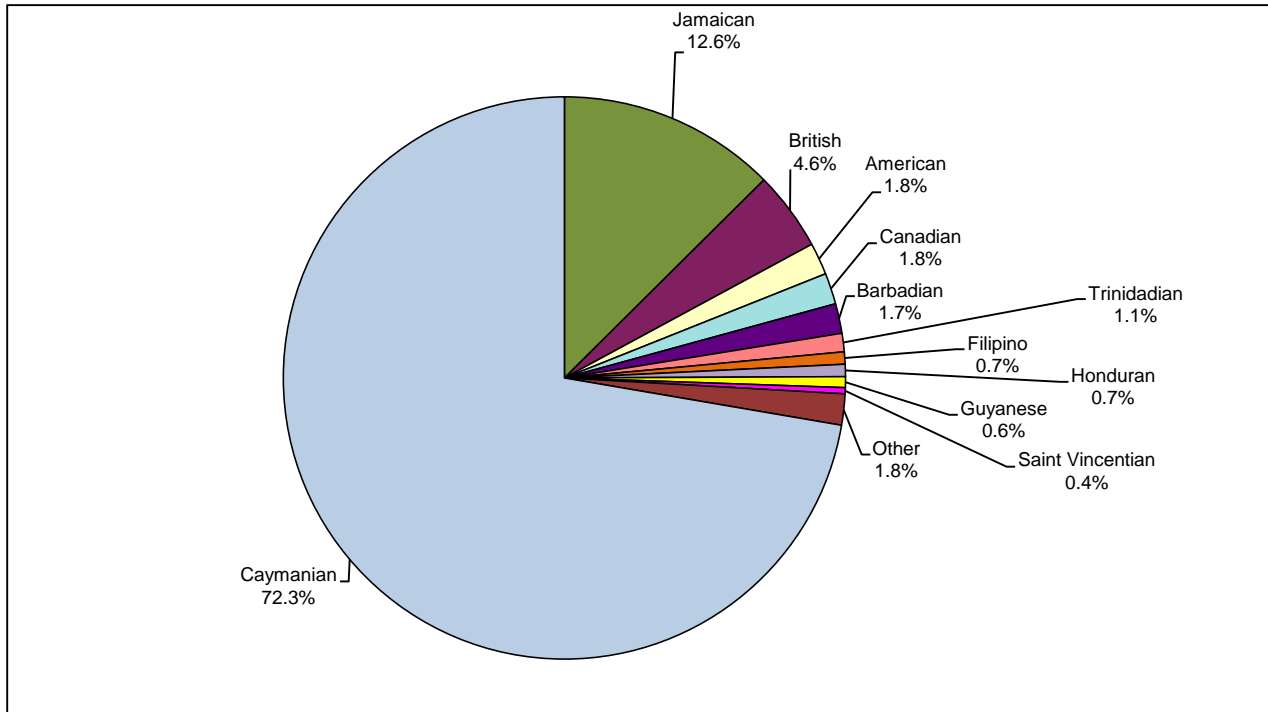
Overall there was a net decrease in the size of the Civil Service during the fiscal year 2009/10 of 1%, from 3738 on the 1st July 2009 to the current level of 3687, a reduction of 51 employees.

The table identifies what percentage growth each Ministry/Portfolio experienced within the year. It ranges from an increase of 5% within the Portfolio of Legal Affairs to a 17% decrease within the Complaints Commission.

The bar chart breaks down the extent to which each Ministry/Portfolio contributed to the overall reduction of the Civil Service during 2009/10. It identifies, for example, that the Ministry of District Admin, Works, Lands & Agriculture was responsible for 33% of the reduction in the service (17 employees out of a total of 51), whilst the Portfolio of Legal Affairs contributed to growth.

It should be noted, that the Ministries and Portfolios vary considerably in the number of civil servants they employ and consequently their ability to impact the overall picture.

The Civil Service by Nationality



| Nationality          | No. of Employees | % of Civil Service |
|----------------------|------------------|--------------------|
| Caymanian            | 2666             | 72.3%              |
| Jamaican             | 463              | 12.6%              |
| British              | 168              | 4.6%               |
| American             | 68               | 1.8%               |
| Canadian             | 66               | 1.8%               |
| Barbadian            | 63               | 1.7%               |
| Trinidadian          | 39               | 1.1%               |
| Filipino             | 26               | 0.7%               |
| Honduran             | 26               | 0.7%               |
| Guyanese             | 23               | 0.6%               |
| Saint Vincentian     | 13               | 0.4%               |
| Irish                | 6                | 0.2%               |
| Indian               | 5                | 0.1%               |
| Kenyan               | 5                | 0.1%               |
| Saint Lucian         | 5                | 0.1%               |
| Belizean             | 4                | 0.1%               |
| Colombian            | 4                | 0.1%               |
| Costa Rican          | 4                | 0.1%               |
| Australian           | 3                | 0.1%               |
| Bahamian             | 3                | 0.1%               |
| Dominican (Dominica) | 3                | 0.1%               |
| South African        | 3                | 0.1%               |

| Nationality           | No. of Employees | % of Civil Service |
|-----------------------|------------------|--------------------|
| Antiguan and Barbudan | 2                | 0.1%               |
| Grenadian             | 2                | 0.1%               |
| New Zealander         | 2                | 0.1%               |
| Nigerian              | 2                | 0.1%               |
| Panamanian            | 2                | 0.1%               |
| Belgian               | 1                | 0.0%               |
| Brazilian             | 1                | 0.0%               |
| Cuban                 | 1                | 0.0%               |
| Danish                | 1                | 0.0%               |
| German                | 1                | 0.0%               |
| Haitian               | 1                | 0.0%               |
| Italian               | 1                | 0.0%               |
| Nicaraguan            | 1                | 0.0%               |
| Venezuelan            | 1                | 0.0%               |
| Zambian               | 1                | 0.0%               |
| Zimbabwean            | 1                | 0.0%               |
| <b>Total</b>          | <b>3687</b>      | <b>100%</b>        |

The Civil Service is comprised of employees from 38 different countries. Caymanians form the majority of the work force at over 72% of the service. The largest two groups of expatriate Civil Servants are Jamaicans, who represent 13% of the Service and British who constitute a further 5%. Americans, Canadians and Barbadians each constitute 2% of the Civil Service, with nationalities represented from all five continents within the Civil Service body.

The table above shows the number and percentage of employees within the Civil Service by nationality, while the graph shows a more generic grouping.

**Civil Service Demographics (30th June 2010)**

**Department Breakdown and level of Caymanianisation**

| Department                             | Caymanian   | Non-Caymanian | Total       | % Caymanian  |   |
|--|-------------|---------------|-------------|--------------|---|
| 911 Emergency Communications           | 8           | 12            | 20          | 40.0%        | ◆ |
| Agriculture                            | 41          | 17            | 58          | 70.7%        | ▲ |
| Audit Office                           | 3           | 15            | 18          | 16.7%        | ◆ |
| Cabinet Office                         | 30          | 4             | 34          | 88.2%        | ● |
| Cadet Corps                            | 3           | 2             | 5           | 60.0%        | ▲ |
| Children & Family Services             | 99          | 64            | 163         | 60.7%        | ▲ |
| CI London Office                       | 2           | 1             | 3           | 66.7%        | ▲ |
| Complaints Commission                  | 4           | 1             | 5           | 80.0%        | ● |
| Computer Services                      | 37          | 27            | 64          | 57.8%        | ▲ |
| Counselling Services                   | 18          | 20            | 38          | 47.4%        | ◆ |
| Customs Department                     | 131         | 1             | 132         | 99.2%        | ● |
| Department of Commerce & Investment    | 14          | 1             | 15          | 93.3%        | ● |
| Department of Community Rehabilitation | 13          | 11            | 24          | 54.2%        | ▲ |
| Department of Vehicle Licensing        | 35          | 1             | 36          | 97.2%        | ● |
| District Administration                | 160         | 6             | 166         | 96.4%        | ● |
| Economics & Statistics Office          | 14          | 11            | 25          | 56.0%        | ▲ |
| Education                              | 456         | 301           | 757         | 60.2%        | ▲ |
| Elections Office                       | 2           | 2             | 2           | 100.0%       | ● |
| Employment Services                    | 17          | 3             | 20          | 85.0%        | ● |
| Environment                            | 29          | 5             | 34          | 85.3%        | ● |
| Environmental Health                   | 97          | 32            | 129         | 75.2%        | ● |
| Financial Services Secretariat         | 6           | 6             | 6           | 100.0%       | ● |
| Fire Department                        | 138         | 3             | 141         | 97.9%        | ● |
| General Registry                       | 38          | 7             | 45          | 84.4%        | ● |
| Government Information Services        | 11          | 8             | 19          | 57.9%        | ▲ |
| Hazard Management                      | 5           | 3             | 8           | 62.5%        | ▲ |
| Health Regulatory Board                | 12          | 1             | 13          | 92.3%        | ● |
| His Excellency the Governor            | 1           | 5             | 6           | 16.7%        | ◆ |
| Immigration                            | 159         | 159           | 159         | 100.0%       | ● |
| Judicial Department                    | 50          | 11            | 61          | 82.0%        | ● |
| Lands & Survey                         | 49          | 20            | 69          | 71.0%        | ▲ |
| Legal Affairs                          | 28          | 38            | 66          | 42.4%        | ◆ |
| Legislative                            | 14          | 14            | 14          | 100.0%       | ● |
| Ministry CAG&H                         | 15          | 1             | 16          | 93.8%        | ● |
| Ministry DAWL&A                        | 17          | 2             | 19          | 89.5%        | ● |
| Ministry ET&E                          | 52          | 17            | 69          | 75.4%        | ● |
| Ministry FT&D (Public Finance)         | 24          | 16            | 40          | 60.0%        | ▲ |
| Ministry FT&D (Tourism & Development)  | 27          | 1             | 28          | 96.4%        | ● |
| Ministry HEYS&C                        | 14          | 3             | 17          | 82.4%        | ● |
| MRCU                                   | 26          | 12            | 38          | 68.4%        | ▲ |
| National Archive                       | 14          | 2             | 16          | 87.5%        | ● |
| Petroleum Inspectorate                 | 3           | 3             | 3           | 100.0%       | ● |
| Planning                               | 33          | 12            | 45          | 73.3%        | ● |
| Police                                 | 223         | 183           | 406         | 54.9%        | ▲ |
| Portfolio Int & Ext Affairs            | 20          | 1             | 21          | 95.2%        | ● |
| Portfolio of the Civil Service         | 16          | 9             | 25          | 64.0%        | ▲ |
| Postal                                 | 87          | 3             | 90          | 96.7%        | ● |
| Prison                                 | 82          | 62            | 144         | 56.9%        | ▲ |
| Public Works                           | 108         | 25            | 133         | 81.2%        | ● |
| Radio Cayman                           | 15          | 7             | 22          | 68.2%        | ▲ |
| Recreation, Parks & Cemeteries         | 29          | 29            | 29          | 100.0%       | ● |
| Tax Information Authority              | 2           | 2             | 2           | 100.0%       | ● |
| Telecommunications                     | 4           | 1             | 5           | 80.0%        | ● |
| Tourism                                | 46          | 6             | 52          | 88.5%        | ● |
| Treasury                               | 29          | 2             | 31          | 93.5%        | ● |
| Vehicle & Equipment Services           | 26          | 18            | 44          | 59.1%        | ▲ |
| Youth and Sports                       | 30          | 7             | 37          | 81.1%        | ● |
| <b>Total</b>                           | <b>2666</b> | <b>1021</b>   | <b>3687</b> | <b>72.3%</b> |   |

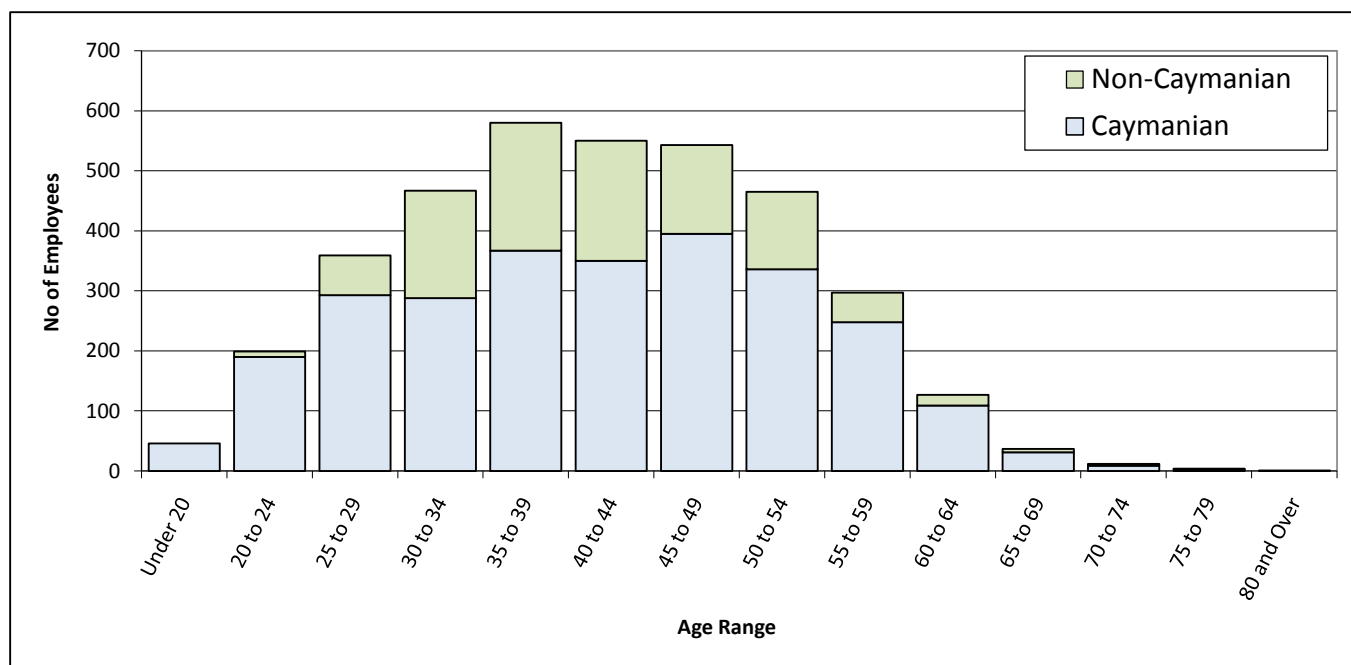
- Key**
- ◆ Less than 50% of employees are Caymanian.
  - ▲ Between 50 - 72.3% of employees are Caymanian.
  - Above the average representation of Caymanians (above 72.3%).

The table above shows the number of employees that work within the 57 Government Departments split Caymanian and non-Caymanian. The shading in the % Caymanian column above gives an indication of how effective the department has been in attracting and retaining Caymanians, with the heavier shading indicating a higher proportion of Caymanians.

There are 5 departments where over 50% of employees are non-Caymanian (identified by the ◆ in the table above) - these are 911 Emergency Communications, the Audit Office, Counselling Services, the Office of His Excellency the Governor and Legal Affairs. 34 departments have a higher percentage of Caymanian employees than the average for the Civil Service (72.3%) and these are identified by the ● in the table above. The highest with a 100% Caymanian workforce are the Elections Office, Financial Services Secretariat, Immigration, Legislative, Petroleum Inspectorate, Recreation Parks & Cemeteries and the Tax Information Authority.



The Civil Service by Nationality and Age Range



|                         | 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  | 80 and Over | Total       |
|-------------------------|-----------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-----------|-----------|-----------|-------------|-------------|
| No. Caymanian           | 46        | 190        | 293        | 288        | 367        | 350        | 395        | 336        | 248        | 109        | 31        | 9         | 3         | 1           | 2666        |
| No. Non-Caymanian       |           | 9          | 66         | 179        | 213        | 200        | 148        | 129        | 49         | 18         | 6         | 3         | 1         |             | 1021        |
| <b>Total</b>            | <b>46</b> | <b>199</b> | <b>359</b> | <b>467</b> | <b>580</b> | <b>550</b> | <b>543</b> | <b>465</b> | <b>297</b> | <b>127</b> | <b>37</b> | <b>12</b> | <b>4</b>  | <b>1</b>    | <b>3687</b> |
| % Caymanian             | 2%        | 7%         | 11%        | 11%        | 14%        | 13%        | 15%        | 13%        | 9%         | 4%         | 1%        | 0%        | 0%        | 0%          | 100%        |
| % Non-Caymanian         | 0%        | 1%         | 6%         | 18%        | 21%        | 20%        | 14%        | 13%        | 5%         | 2%         | 1%        | 0%        | 0%        | 0%          | 100%        |
| <b>% Civil Servants</b> | <b>1%</b> | <b>5%</b>  | <b>10%</b> | <b>13%</b> | <b>16%</b> | <b>15%</b> | <b>15%</b> | <b>13%</b> | <b>8%</b>  | <b>3%</b>  | <b>1%</b> | <b>0%</b> | <b>0%</b> | <b>0%</b>   | <b>100%</b> |

Percentage of Civil Servants over age 60 - Historic Information

| Date *                              | 10-Jan-04   | 10-Jul-04   | 10-Jan-05   | 10-Jul-05   | 10-Jan-06   | 10-Jul-06   | 10-Jan-07   | 01-Jul-07   | 10-Jan-08   | 30-Jun-08   | 31-Dec-08   | 30-Jun-09   | 31-Dec-09   | 30-Jun-10   |
|-------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| No. of Civil Servants over age 60   | 157         | 153         | 156         | 161         | 167         | 173         | 169         | 169         | 182         | 194         | 177         | 187         | 178         | 181         |
| Total Civil Servants                | 3199        | 3143        | 3169        | 3224        | 3332        | 3418        | 3520        | 3632        | 3843        | 3904        | 3801        | 3756        | 3694        | 3687        |
| <b>% Civil Servants over age 60</b> | <b>4.9%</b> | <b>4.9%</b> | <b>4.9%</b> | <b>5.0%</b> | <b>5.0%</b> | <b>5.1%</b> | <b>4.8%</b> | <b>4.7%</b> | <b>4.7%</b> | <b>5.0%</b> | <b>4.7%</b> | <b>5.0%</b> | <b>4.8%</b> | <b>4.9%</b> |

\* Age profiles for Civil Servants unavailable prior to 2004

The graph shows the number of employees within Government, as at 30th June 2010, across the various age ranges. The highest concentration of Civil Servants is in the age 35-39 year old range with reducing numbers in the older and younger ranges. The average age of a civil servant within the Cayman Islands is 41 years, with the youngest employee aged 17 and the oldest employee aged 87.

For the majority of roles within the Civil Service, the mandatory retirement age is 60. Civil Servants reaching retirement age may be re-employed subject to provisions defined in the Public Service Management Law (2007 Revision). There are currently 181 employees, 5% of the Civil Service, over the age of 60. The percentage of employees over the mandatory employment age has remained constant for the last 6 years, varying only slightly between 4.7 and 5.1% of the work-force.

More detailed information regarding the age distribution of employees can be found on the following page where the data is broken down to departmental level.

**Civil Service Demographics (30th June 2010)**

**The Civil Service by Department and Age Range**

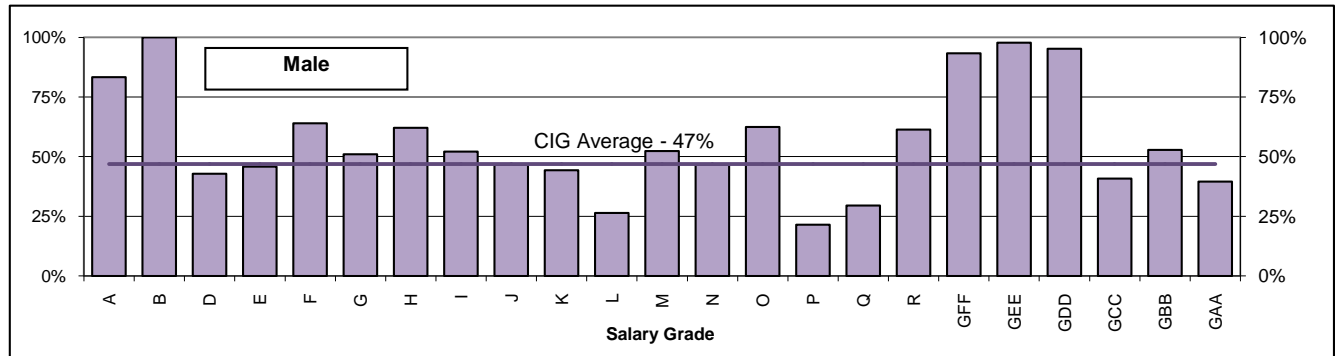
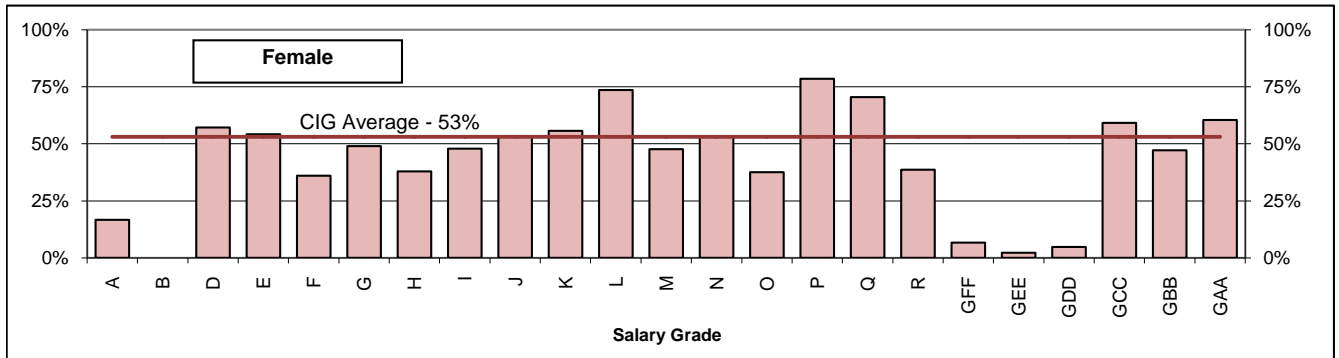
| Department                             | Under 20  | 20 to 29   | 30 to 39    | 40 to 49    | 50 to 59   | 60 to 69   | Over 70   | Total       | % Over Retirement Age |
|--|-----------|------------|-------------|-------------|------------|------------|-----------|-------------|-----------------------|
| 911 Emergency Communications           |           | 2          | 13          | 2           | 3          |            |           | 20          | 0%                    |
| Agriculture                            |           | 5          | 11          | 18          | 20         | 3          | 1         | 58          | 7%                    |
| Audit Office                           |           | 4          | 9           | 4           | 1          |            |           | 18          | 0%                    |
| Cabinet Office                         | 1         | 10         | 9           | 6           | 6          | 2          |           | 34          | 6%                    |
| Cadet Corps                            |           | 1          | 2           | 2           |            |            |           | 5           | 0%                    |
| Children & Family Services             |           | 9          | 34          | 57          | 56         | 7          |           | 163         | 4%                    |
| CI London Office                       |           | 2          |             |             |            | 1          |           | 3           | 33%                   |
| Complaints Commission                  |           |            | 2           | 3           |            |            |           | 5           | 0%                    |
| Computer Services                      |           | 13         | 18          | 20          | 11         | 2          |           | 64          | 3%                    |
| Counselling Services                   |           | 6          | 7           | 12          | 11         | 2          |           | 38          | 5%                    |
| Customs Department                     | 1         | 34         | 42          | 41          | 13         | 1          |           | 132         | 1%                    |
| Department of Commerce & Investment    |           | 3          | 7           | 3           | 2          |            |           | 15          | 0%                    |
| Department of Community Rehabilitation |           | 5          | 7           | 3           | 8          | 1          |           | 24          | 4%                    |
| Department of Vehicle Licensing        |           | 9          | 10          | 8           | 7          | 1          | 1         | 36          | 6%                    |
| District Administration                | 22        | 32         | 32          | 40          | 26         | 11         | 3         | 166         | 8%                    |
| Economics & Statistics Office          |           | 4          | 9           | 9           | 2          | 1          |           | 25          | 4%                    |
| Education                              | 8         | 87         | 179         | 222         | 210        | 48         | 3         | 757         | 7%                    |
| Elections Office                       |           |            |             |             | 1          | 1          |           | 2           | 50%                   |
| Employment Services                    |           | 6          | 6           | 4           | 4          |            |           | 20          | 0%                    |
| Environment                            |           | 4          | 14          | 9           | 5          | 2          |           | 34          | 6%                    |
| Environmental Health                   | 1         | 22         | 39          | 38          | 26         | 3          |           | 129         | 2%                    |
| Financial Services Secretariat         |           |            | 4           | 2           |            |            |           | 6           | 0%                    |
| Fire Department                        | 1         | 25         | 41          | 60          | 11         | 2          | 1         | 141         | 2%                    |
| General Registry                       |           | 16         | 16          | 6           | 7          |            |           | 45          | 0%                    |
| Government Information Services        |           | 3          | 9           | 3           | 3          | 1          |           | 19          | 5%                    |
| Hazard Management                      |           | 3          | 2           | 3           |            |            |           | 8           | 0%                    |
| Health Regulatory Board                |           | 2          | 3           | 4           | 3          | 1          |           | 13          | 8%                    |
| His Excellency the Governor            |           |            | 1           | 2           | 3          |            |           | 6           | 0%                    |
| Immigration                            | 3         | 51         | 53          | 27          | 23         | 1          | 1         | 159         | 1%                    |
| Judicial Department                    |           | 8          | 11          | 18          | 18         | 6          |           | 61          | 10%                   |
| Lands & Survey                         |           | 13         | 17          | 22          | 16         | 1          |           | 69          | 1%                    |
| Legal Affairs                          | 1         | 9          | 24          | 20          | 6          | 5          | 1         | 66          | 9%                    |
| Legislative                            |           | 1          |             | 4           | 7          | 2          |           | 14          | 14%                   |
| Ministry CAG&H                         |           | 2          | 9           | 3           | 2          |            |           | 16          | 0%                    |
| Ministry DAWL&A                        |           | 2          | 9           | 1           | 6          | 1          |           | 19          | 5%                    |
| Ministry ET&E                          | 1         | 12         | 23          | 18          | 12         | 3          |           | 69          | 4%                    |
| Ministry FT&D (Public Finance)         | 1         | 6          | 16          | 13          | 4          |            |           | 40          | 0%                    |
| Ministry FT&D (Tourism & Development)  | 1         | 8          | 3           | 9           | 6          | 1          |           | 28          | 4%                    |
| Ministry HEYS&C                        |           | 3          | 6           | 3           | 5          |            |           | 17          | 0%                    |
| MRCU                                   |           | 3          | 12          | 8           | 9          | 6          |           | 38          | 16%                   |
| National Archive                       |           | 2          | 5           | 6           | 2          | 1          |           | 16          | 6%                    |
| Petroleum Inspectorate                 |           |            | 1           |             | 1          | 1          |           | 3           | 33%                   |
| Planning                               | 1         | 6          | 15          | 8           | 11         | 3          | 1         | 45          | 9%                    |
| Police                                 | 1         | 56         | 140         | 153         | 51         | 5          |           | 406         | 1%                    |
| Portfolio Int & Ext Affairs            |           | 2          | 7           | 6           | 5          | 1          |           | 21          | 5%                    |
| Portfolio of the Civil Service         | 1         | 3          | 10          | 6           | 5          |            |           | 25          | 0%                    |
| Postal                                 |           | 5          | 16          | 31          | 24         | 12         | 2         | 90          | 16%                   |
| Prison                                 |           | 9          | 43          | 53          | 30         | 9          |           | 144         | 6%                    |
| Public Works                           | 1         | 20         | 32          | 37          | 36         | 7          |           | 133         | 5%                    |
| Radio Cayman                           | 1         | 2          | 5           | 13          | 1          |            |           | 22          | 0%                    |
| Recreation, Parks & Cemeteries         |           | 4          | 9           | 9           | 6          |            | 1         | 29          | 3%                    |
| Tax Information Authority              |           |            |             | 2           |            |            |           | 2           | 0%                    |
| Telecommunications                     |           |            | 3           | 1           |            | 1          |           | 5           | 20%                   |
| Tourism                                |           | 15         | 16          | 12          | 4          | 4          | 1         | 52          | 10%                   |
| Treasury                               |           | 2          | 12          | 8           | 8          | 1          |           | 31          | 3%                    |
| Vehicle & Equipment Services           |           | 4          | 12          | 9           | 16         | 2          | 1         | 44          | 7%                    |
| Youth and Sports                       |           | 3          | 12          | 12          | 9          | 1          |           | 37          | 3%                    |
| <b>Total</b>                           | <b>46</b> | <b>558</b> | <b>1047</b> | <b>1093</b> | <b>762</b> | <b>164</b> | <b>17</b> | <b>3687</b> | <b>4.9%</b>           |
| <b>%</b>                               | <b>1%</b> | <b>15%</b> | <b>28%</b>  | <b>30%</b>  | <b>21%</b> | <b>4%</b>  | <b>0%</b> | <b>100%</b> |                       |

The table shows the number of Civil Servants within each department spread across the various age ranges, as at 30th June 2010. In most cases the department picture is reflective of the Government as a whole. However, there are some notable exceptions such as 911 Emergency Communications, the Audit Office and General Registry who all have a high proportion (over 70%) of their staff under the age of 40.

The shading in the table above indicates those departments where the proportion of employees aged 60 and above, is over the average for the Civil Service (4.9%), with the dark shading indicating employment of over a third of employees post retirement age, and ones where succession planning may be a priority.

Civil Service Demographics (30th June 2010)

The Civil Service by Gender and Salary Grade



|               | A        | B        | C         | D        | E         | F         | G         | H         | I          | J          | K          | L          | M          | N          | O          | P          | Q          | R         | GFF       | GEE       | GDD       | GCC        | GBB        | GAA        | Total       |
|---------------|----------|----------|-----------|----------|-----------|-----------|-----------|-----------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-----------|-----------|-----------|-----------|------------|------------|------------|-------------|
| <b>Female</b> | 1        |          | 10        | 4        | 13        | 18        | 24        | 36        | 56         | 102        | 206        | 348        | 151        | 113        | 223        | 157        | 198        | 17        | 2         | 1         | 3         | 100        | 91         | 84         | <b>1958</b> |
| <b>Male</b>   | 5        | 2        | 6         | 3        | 11        | 32        | 25        | 59        | 61         | 89         | 164        | 125        | 166        | 99         | 371        | 43         | 83         | 27        | 28        | 44        | 60        | 69         | 102        | 55         | <b>1729</b> |
| <b>Total</b>  | <b>6</b> | <b>2</b> | <b>16</b> | <b>7</b> | <b>24</b> | <b>50</b> | <b>49</b> | <b>95</b> | <b>117</b> | <b>191</b> | <b>370</b> | <b>473</b> | <b>317</b> | <b>212</b> | <b>594</b> | <b>200</b> | <b>281</b> | <b>44</b> | <b>30</b> | <b>45</b> | <b>63</b> | <b>169</b> | <b>193</b> | <b>139</b> | <b>3687</b> |

The graphs above show the proportion of grades held by female and male Civil Servants as at the 30th June 2010. The solid line shows the percentage expected if the grades were uniformly distributed.

Employees within the Cayman Islands Government continue to be evenly distributed by gender, with the workforce comprising 53% female and 47% males.

For salaried staff, male employees dominate the most senior executive roles within the service at 88% of employees on grades B and above. Positions include: His Excellency the Governor, the Deputy Governor, the Financial Secretary, the Attorney General, the Chief Justice and Puisine Judges.

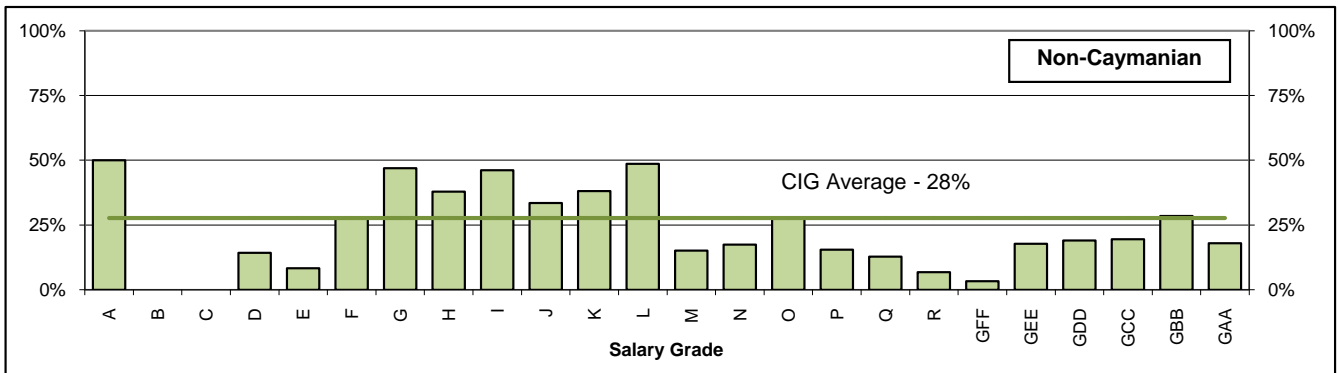
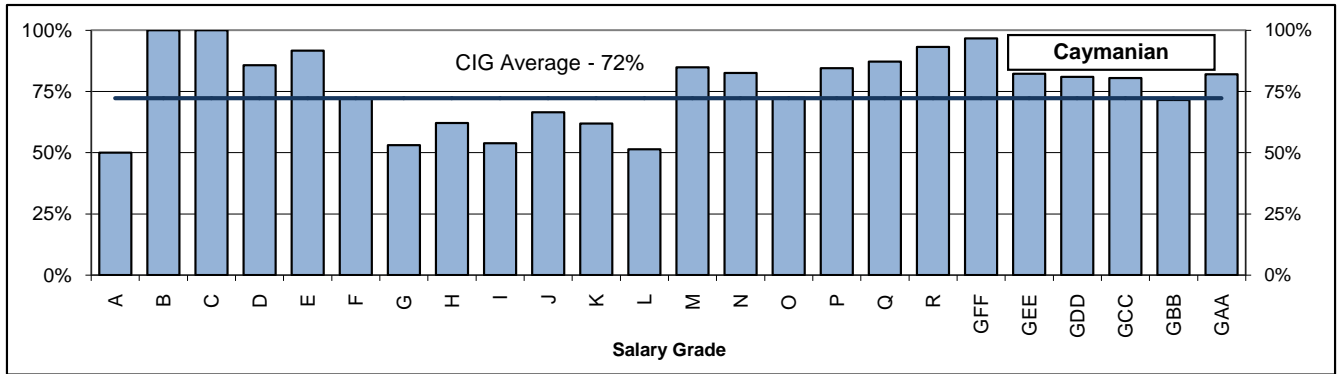
For other organisation executives, Chief & Deputy Chief Officers, Heads & Deputy Heads of Departments, predominantly falling within grades C to G, they are more evenly split with 53% of roles held by men and 47% held by women.

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.

Women dominate the lowest level support roles (grades P to R) representing 71% of the workforce in that category. Male employees dominate the higher wage worker ranges, where 96% of employees at grades GDD to GFF are male, which tend to relate to roles in the specialist trades.

**Civil Service Demographics (30th June 2010)**

**The Civil Service by Nationality and Salary Grade**



|                      | A        | B        | C         | D        | E         | F         | G         | H         | I          | J          | K          | L          | M          | N          | O          | P          | Q          | R         | GFF       | GEE       | GDD       | GCC        | GBB        | GAA        | Total       |
|----------------------|----------|----------|-----------|----------|-----------|-----------|-----------|-----------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-----------|-----------|-----------|-----------|------------|------------|------------|-------------|
| <b>Caymanian</b>     | 3        | 2        | 16        | 6        | 22        | 36        | 26        | 59        | 63         | 127        | 229        | 243        | 269        | 175        | 430        | 169        | 245        | 41        | 29        | 37        | 51        | 136        | 138        | 114        | <b>2666</b> |
| <b>Non-Caymanian</b> | 3        |          |           | 1        | 2         | 14        | 23        | 36        | 54         | 64         | 141        | 230        | 48         | 37         | 164        | 31         | 36         | 3         | 1         | 8         | 12        | 33         | 55         | 25         | <b>1021</b> |
| <b>Total</b>         | <b>6</b> | <b>2</b> | <b>16</b> | <b>7</b> | <b>24</b> | <b>50</b> | <b>49</b> | <b>95</b> | <b>117</b> | <b>191</b> | <b>370</b> | <b>473</b> | <b>317</b> | <b>212</b> | <b>594</b> | <b>200</b> | <b>281</b> | <b>44</b> | <b>30</b> | <b>45</b> | <b>63</b> | <b>169</b> | <b>193</b> | <b>139</b> | <b>3687</b> |

The graphs show the percentage of grades that are occupied by Caymanian and non-Caymanian employees as at 30th June 2010. When looking at core Government, Caymanian employees make up 72% of the workforce.

At the most senior executive level, grades B and above, 63% of employees within the service are Caymans. Positions include His Excellency the Governor and two Puisine Judges who are non-Caymanian and the Deputy Governor, Attorney General, Chief Justice and the third Puisine Judge who are Caymanian.

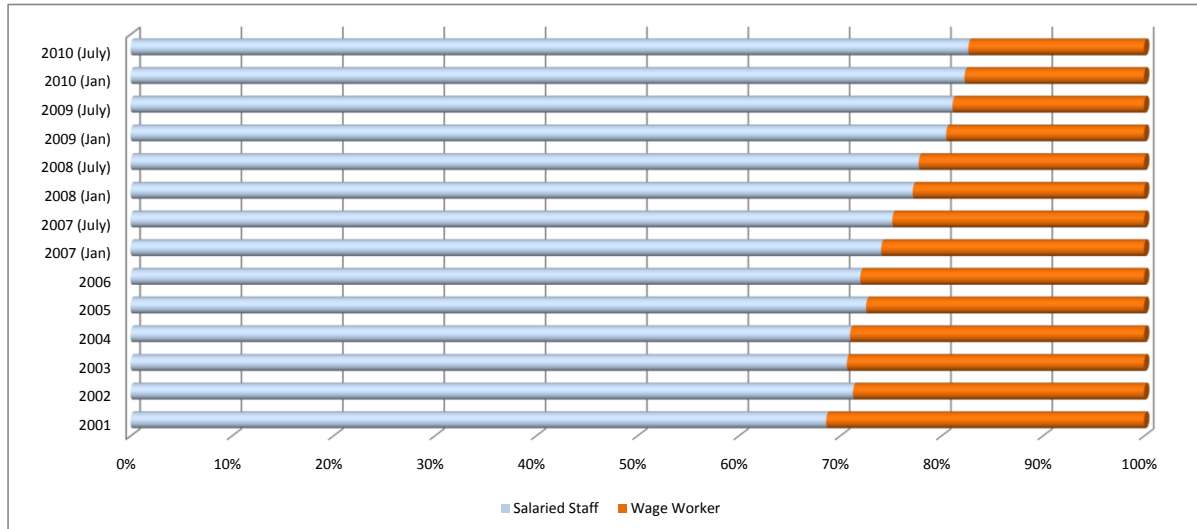
The Civil Service is maintaining a high proportion of Caymans in the most senior roles within Government. For other organisation executives, Chief & Deputy Chief Officers, Heads & Deputy Heads of Departments, predominantly falling within grades C to G, Caymans constitute 73% of employees in these roles, slightly above the average of core Government as a whole.

Within the middle/junior management and specialist technical roles (predominantly found in grades H to K), Caymans are slightly under-represented at 62%. Caymans are over-represented compared to the Government average in the lower salary range (P-R) at 87%, and in the majority of the wage worker range (GAA-GFF).

This pattern may be explained, in part, by Ministries and Portfolios being less likely to recruit overseas for more junior roles within the Civil Service. Non-Caymans tend to hold a higher proportion of posts in the mid salary range, which tend to be the specialist roles, where, in many instances local talent is currently unavailable.

Civil Service Demographics (30th June 2010)

The Civil Service by Employment Type



| Date                  | Annual Data |             |             |             |             |             | Bi-Annual Data (Since PSML) |             |             |             |             |             |             |             |
|-----------------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|                       | 10-Jan-01   | 10-Jan-02   | 10-Jan-03   | 10-Jan-04   | 10-Jan-05   | 10-Jan-06   | 10-Jan-07                   | 01-Jul-07   | 10-Jan-08   | 30-Jun-08   | 31-Dec-08   | 30-Jun-09   | 31-Dec-09   | 30-Jun-10   |
| <b>Salaried Staff</b> | 2769        | 2723        | 2196        | 2271        | 2300        | 2399        | 2607                        | 2730        | 2966        | 3036        | 3059        | 3046        | 3040        | 3048        |
| <b>Wage Worker</b>    | 1265        | 1097        | 911         | 928         | 869         | 933         | 913                         | 902         | 877         | 868         | 742         | 710         | 654         | 639         |
| <b>Total</b>          | <b>4034</b> | <b>3820</b> | <b>3107</b> | <b>3199</b> | <b>3169</b> | <b>3332</b> | <b>3520</b>                 | <b>3632</b> | <b>3843</b> | <b>3904</b> | <b>3801</b> | <b>3756</b> | <b>3694</b> | <b>3687</b> |
| <b>Salaried Staff</b> | 68.6%       | 71.3%       | 70.7%       | 71.0%       | 72.6%       | 72.0%       | 74.1%                       | 75.2%       | 77.2%       | 77.8%       | 80.5%       | 81.1%       | 82.3%       | 82.7%       |
| <b>Wage Worker</b>    | 31.4%       | 28.7%       | 29.3%       | 29.0%       | 27.4%       | 28.0%       | 25.9%                       | 24.8%       | 22.8%       | 22.2%       | 19.5%       | 18.9%       | 17.7%       | 17.3%       |
| <b>Total</b>          | 100%        | 100%        | 100%        | 100%        | 100%        | 100%        | 100%                        | 100%        | 100%        | 100%        | 100%        | 100%        | 100%        | 100%        |

Departments with Civil Servants working on Wage Worker terms and conditions (30th June 2010)

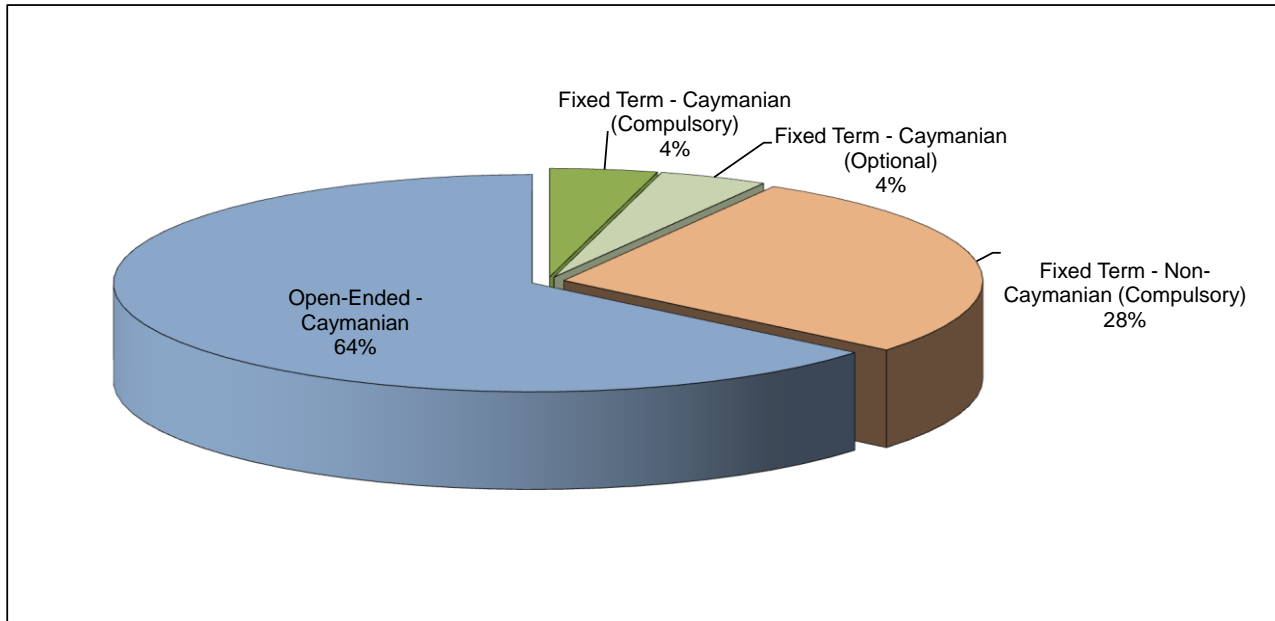
| Department                            | No. Wage Worker | No. Salaried Staff | Total Staff | % Wage workers |
|---------------------------------------|-----------------|--------------------|-------------|----------------|
| Environmental Health                  | 99              | 30                 | 129         | 76.7%          |
| District Administration               | 105             | 61                 | 166         | 63.3%          |
| Public Works                          | 84              | 49                 | 133         | 63.2%          |
| Children & Family Services            | 101             | 62                 | 163         | 62.0%          |
| Recreation, Parks & Cemeteries        | 16              | 13                 | 29          | 55.2%          |
| MRCU                                  | 20              | 18                 | 38          | 52.6%          |
| Agriculture                           | 23              | 35                 | 58          | 39.7%          |
| His Excellency the Governor           | 2               | 4                  | 6           | 33.3%          |
| Education                             | 144             | 613                | 757         | 19.0%          |
| Radio Cayman                          | 4               | 18                 | 22          | 18.2%          |
| Ministry ET&E                         | 7               | 62                 | 69          | 10.1%          |
| Tourism                               | 5               | 47                 | 52          | 9.6%           |
| Postal                                | 8               | 82                 | 90          | 8.9%           |
| Youth and Sports                      | 3               | 34                 | 37          | 8.1%           |
| Ministry FT&D (Tourism & Development) | 2               | 26                 | 28          | 7.1%           |
| Ministry CAG&H                        | 1               | 15                 | 16          | 6.3%           |
| National Archive                      | 1               | 15                 | 16          | 6.3%           |
| Department of Vehicle Licensing       | 1               | 35                 | 36          | 2.8%           |
| Counselling Services                  | 1               | 37                 | 38          | 2.6%           |
| Vehicle & Equipment Services          | 1               | 43                 | 44          | 2.3%           |
| Prison                                | 3               | 141                | 144         | 2.1%           |
| Judicial Department                   | 1               | 60                 | 61          | 1.6%           |
| Computer Services                     | 1               | 63                 | 64          | 1.6%           |
| Legal Affairs                         | 1               | 65                 | 66          | 1.5%           |
| Fire Department                       | 2               | 139                | 141         | 1.4%           |
| Police                                | 3               | 403                | 406         | 0.7%           |
| <b>Total Wage Workers</b>             | <b>639</b>      |                    |             |                |

Personnel Regulations 2006 state that an employees' wages or salary should be paid on a monthly basis or in exceptional circumstances on a bi-weekly 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 were resolved.

The 26 Departments listed currently employ Civil Servants on wage worker terms and conditions. Environmental Health, District Administration, Public Works, Child and Family Services, Recreation, Parks & Cemeteries and the Mosquito Research Control Unit have over half their staff on wage worker conditions.

During 2009/10, of the 337 new employees recruited to the Civil Service, 29% were appointed on wage worker contracts.

The Civil Service by Employment Agreement Type and Nationality



| Date                       | Annual Data |             |             |             |             |             | Bi-Annual Data (Since PSML) |             |             |             |             |             |             |             |
|----------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|                            | 10-Jan-01   | 10-Jan-02   | 10-Jan-03   | 10-Jan-04   | 10-Jan-05   | 10-Jan-06   | 10-Jan-07                   | 01-Jul-07   | 10-Jan-08   | 30-Jun-08   | 31-Dec-08   | 30-Jun-09   | 31-Dec-09   | 30-Jun-10   |
| Fixed Term - Caymanian     | 758         | 677         | 614         | 701         | 683         | 756         | 463                         | 469         | 520         | 470         | 282         | 284         | 253         | 308         |
| Fixed Term - Non-Caymanian | 1747        | 1606        | 1130        | 961         | 837         | 883         | 1039                        | 1037        | 1171        | 1169        | 1143        | 1105        | 1058        | 1021        |
| Open-Ended - Caymanian     | 1529        | 1537        | 1363        | 1537        | 1649        | 1693        | 2018                        | 2126        | 2152        | 2265        | 2376        | 2367        | 2383        | 2358        |
| <b>Total</b>               | <b>4034</b> | <b>3820</b> | <b>3107</b> | <b>3199</b> | <b>3169</b> | <b>3332</b> | <b>3520</b>                 | <b>3632</b> | <b>3843</b> | <b>3904</b> | <b>3801</b> | <b>3756</b> | <b>3694</b> | <b>3687</b> |
| Fixed Term - Caymanian     | 18.8%       | 17.7%       | 19.8%       | 21.9%       | 21.6%       | 22.7%       | 13.2%                       | 12.9%       | 13.5%       | 12.0%       | 7.4%        | 7.6%        | 6.8%        | 8.4%        |
| Fixed Term - Non-Caymanian | 43.3%       | 42.0%       | 36.4%       | 30.0%       | 26.4%       | 26.5%       | 29.5%                       | 28.6%       | 30.5%       | 29.9%       | 30.1%       | 29.4%       | 28.6%       | 27.7%       |
| Open-Ended - Caymanian     | 37.9%       | 40.2%       | 43.9%       | 48.0%       | 52.0%       | 50.8%       | 57.3%                       | 58.5%       | 56.0%       | 58.0%       | 62.5%       | 63.0%       | 64.5%       | 64.0%       |
| Total                      | 100%        | 100%        | 100%        | 100%        | 100%        | 100%        | 100%                        | 100%        | 100%        | 100%        | 100%        | 100%        | 100.0%      | 100.0%      |

Personnel Regulations 2006 outline the terms of employment for staff and determines that the tenure for Caymans 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-Caymanian employees should have a fixed-term employment agreement of no longer than 3 years, whilst any staff member over retirement age should have an employment agreement that is of a fixed-term of no longer than 2 years.

The graph above shows the proportion of employees that hold open-ended or fixed-term employment agreements. As of June 2010, 64% of the Civil Service were Caymanian employees on open-ended employment agreements; 28% were non-Caymanians on fixed-term agreements and 8% were Caymans on fixed-term agreements. The latter category is split, to show those Caymans who are over 60 with a compulsory fixed term contract and those where discretion has been exercised.

The most significant decrease in the percentage of Caymans on fixed-term employment agreements, 7%, occurred in the 2006 calendar year, the preparation period for the implementation of the Public Service Management Law 2005. During the last fiscal year there has been a slight increase in the number and percentage of Caymans placed on fixed term contracts, this may be in response to the current fiscal position and reluctance to make a long term commitment in situations where demand may not continue to warrant it.

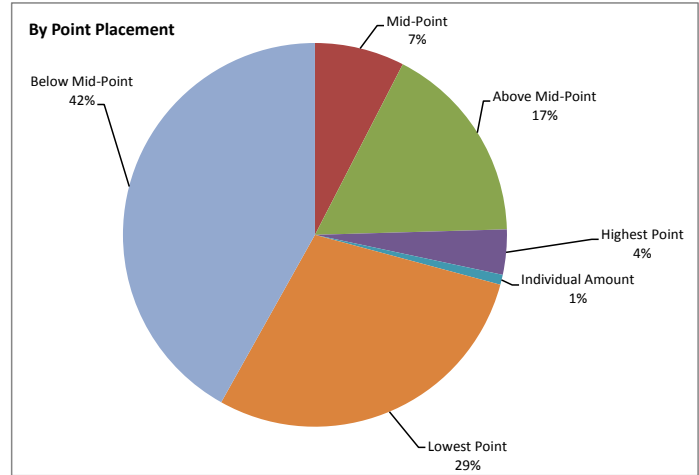
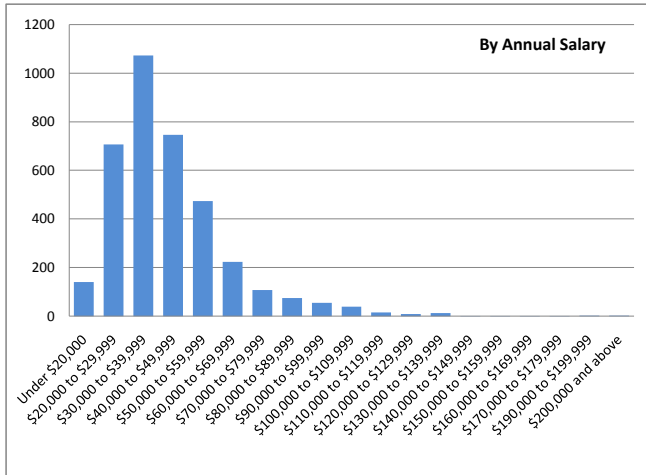
Civil Servants Remuneration Levels and Activity During 2009/10

Civil Servants Annual Salary Distribution

| Annual Salary          | No. of Civil Servants | % of Civil Servants | Cumulative % |
|------------------------|-----------------------|---------------------|--------------|
| Under \$20,000         | 141                   | 4%                  | 4%           |
| \$20,000 to \$29,999   | 706                   | 19%                 | 23%          |
| \$30,000 to \$39,999   | 1072                  | 29%                 | 52%          |
| \$40,000 to \$49,999   | 746                   | 20%                 | 72%          |
| \$50,000 to \$59,999   | 474                   | 13%                 | 85%          |
| \$60,000 to \$69,999   | 224                   | 6%                  | 91%          |
| \$70,000 to \$79,999   | 108                   | 3%                  | 94%          |
| \$80,000 to \$89,999   | 75                    | 2%                  | 96%          |
| \$90,000 to \$99,999   | 55                    | 1%                  | 98%          |
| \$100,000 to \$109,999 | 39                    | 1%                  | 99%          |
| \$110,000 to \$119,999 | 16                    | 0%                  | 99%          |
| \$120,000 to \$129,999 | 9                     | 0%                  | 99%          |
| \$130,000 to \$139,999 | 13                    | 0%                  | 100%         |
| \$140,000 to \$149,999 | 1                     | 0%                  | 100%         |
| \$150,000 to \$159,999 | 1                     | 0%                  | 100%         |
| \$160,000 to \$169,999 | 1                     | 0%                  | 100%         |
| \$170,000 to \$179,999 | 1                     | 0%                  | 100%         |
| \$190,000 to \$199,999 | 3                     | 0%                  | 100%         |
| \$200,000 and above    | 2                     | 0%                  | 100%         |
| <b>Total</b>           | <b>3687</b>           | <b>100%</b>         |              |

Civil Servants Distribution Across the Salary Points

| Point Placement   | No. of Civil Servants | %           | Cumulative % |
|-------------------|-----------------------|-------------|--------------|
| Lowest Point      | 1067                  | 29%         | 29%          |
| Below Mid-Point   | 1544                  | 42%         | 71%          |
| Mid-Point         | 279                   | 8%          | 78%          |
| Above Mid-Point   | 626                   | 17%         | 95%          |
| Highest Point     | 140                   | 4%          | 99%          |
| Individual Amount | 31                    | 1%          | 100%         |
| <b>Total</b>      | <b>3687</b>           | <b>100%</b> |              |



The annual remuneration levels for the Civil Service on the 30th June 2010 ranged from \$18,348 to \$182,292. The graph shows that the majority of the Civil Service are paid at the lower end of this salary range. The largest group (29%) of Civil Servants earn in the \$30,000 to \$39,999 salary range, with over 70% of the Service earning under \$50,000.

The provision of medical benefits and pension, without employee contribution, should be noted when making comparisons on overall remuneration packages for Civil Servants with external organisations.

The Cayman Islands Government salary grades are split into spinal points. Each grade contains between 5 and 13 individual points that an employee's salary can be set at. Automatic annual increments have been frozen within the Civil Service since 2002.

The previous General Orders prescribed the start point on a salary grade for individuals on appointment to the Civil Service. The current Public Service Management Law (2007 Revision) and Personnel Regulations 2006 delegate authority to appointing officers to determine the point placement of individuals within a grade based on a range of factors such as performance, experience, qualifications and market relativity.

The table and graph above summaries the position of employees within the point scales for Government. Over 70% of the Service is currently on a point placement that is less than the mid-point of the range, with 29% of Civil Servants on the lowest point on their grade. Some 4% of the service is on the highest point of the grade, and a further 1% has an individual salary that is outside of the grade structure.

During the fiscal year 2009/10, 295 of the 3687 Civil Servants employed on the 30th June 2010 had received a remuneration increase, this equates to 8% of the Service. Of those who received an increase, 28% were due to a reassessment of salary within the employees current grade, while 71% were as the result of an employee successfully applying for and being appointed to a new role, or having their current role re-evaluated and re-graded.

Of the new appointments to the Service during 2009/10, over half of all appointments were made to point 1 of the grade; while just under three-quarters of all appointments (74%) were to points 4 and below.

**HR Activity for the Civil Service for 2009/10 - Recruitment**

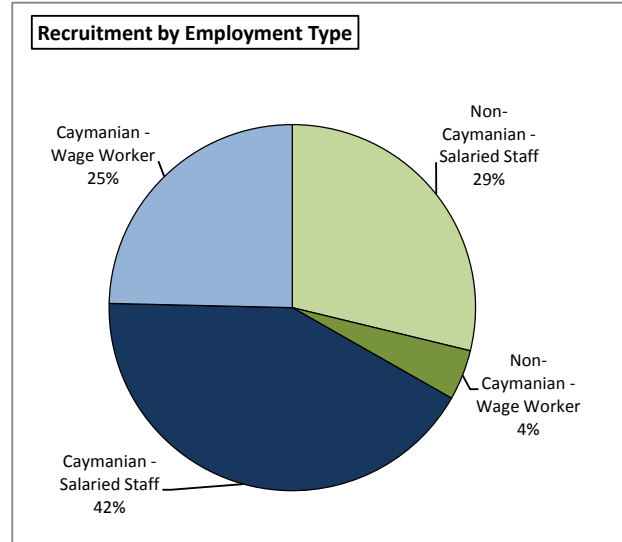
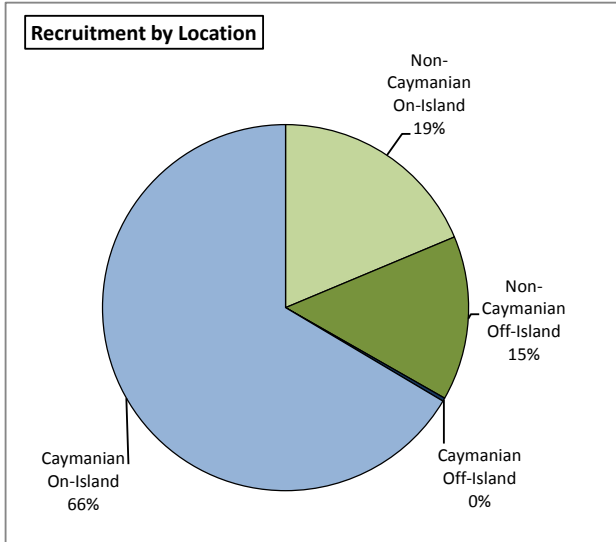
**Appointments On/Off Island and by Employment Type**

**Appointments from On/Off Island**

| Recruitment Location    | Caymanian  | Non-Caymanian | Total       | % by Recruitment Location |
|-------------------------|------------|---------------|-------------|---------------------------|
| Off-Island              | 1          | 49            | 50          | 15%                       |
| On-Island               | 224        | 63            | 287         | 85%                       |
| <b>Total</b>            | <b>225</b> | <b>112</b>    | <b>337</b>  | <b>100%</b>               |
| <b>% by Nationality</b> | <b>67%</b> | <b>33%</b>    | <b>100%</b> |                           |

**Appointments by Employment Type**

| Employment Type         | Caymanian  | Non-Caymanian | Total       | % by Employment Type |
|-------------------------|------------|---------------|-------------|----------------------|
| Salaried Staff          | 142        | 97            | 239         | 71%                  |
| Wage Worker             | 83         | 15            | 98          | 29%                  |
| <b>Total</b>            | <b>225</b> | <b>112</b>    | <b>337</b>  | <b>100%</b>          |
| <b>% by Nationality</b> | <b>67%</b> | <b>33%</b>    | <b>100%</b> |                      |



This information shows the location of the recruitment activity undertaken in 2009/10 - whether employees were recruited on island, or relocated from overseas.

During 2009/10, 85% of all appointments were made to applicants from on-island, with Caymanians constituting the largest group. This is an increase of over 10% on the percentage recruited from on-island during the previous fiscal year.

Of the appointment of non-Caymanian employees over half were recruited on-island (56% of expatriate appointments).

Of the total number of recruits for 2009/10, 29% were appointed as wage workers (paid an hourly rate) and 71% were appointed as salaried staff. This is a high percentage of wage worker appointments given that wage workers constitute 17% of the Civil Service workforce.

The Department of Education (36%), District Administration (30%) and Environmental Health (19%) represented the majority of appointments to wage worker terms and conditions during the fiscal year.

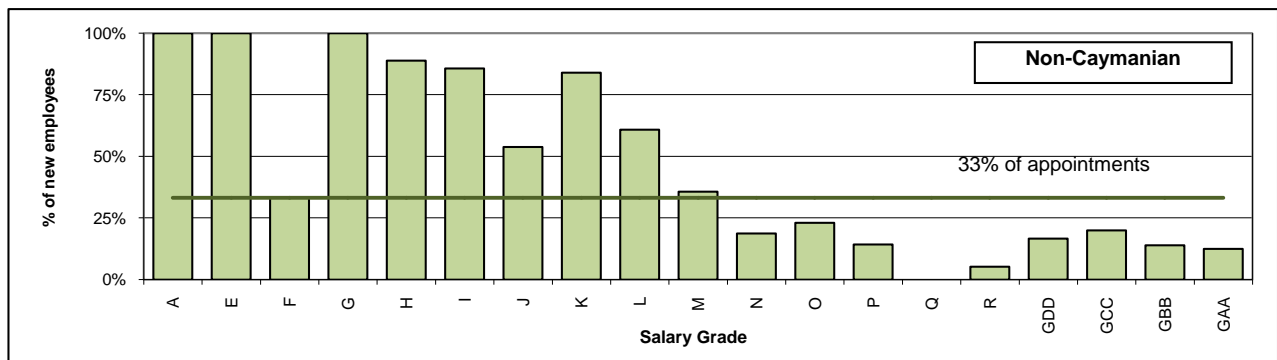
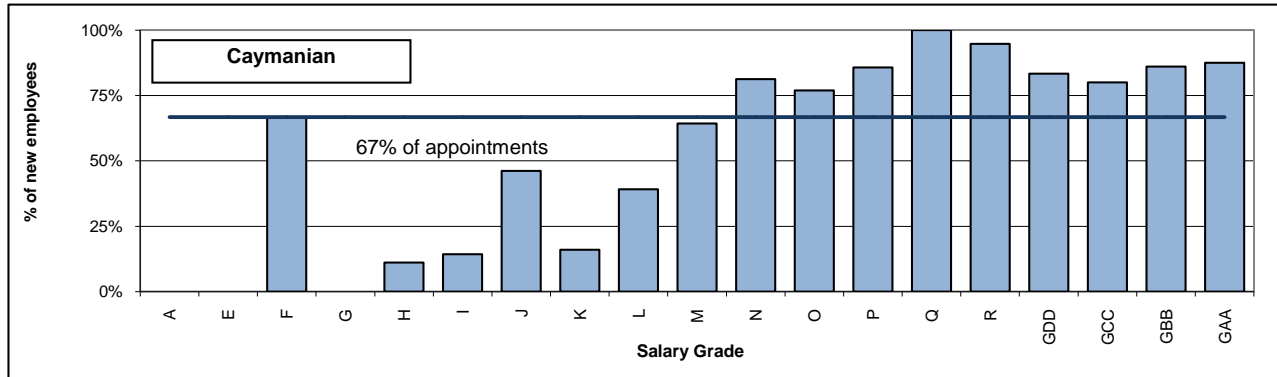
Examples of these roles include Special Support Aides, Office Attendants and Solid Waste Driver's Assistants who constitute two thirds of wage worker appointments.

This section provides an over-view of recruitment activities during the fiscal year 2009/10. During this period there were 337 new joiners to the Civil Service; of which two-thirds were Caymanian and a third were Non-Caymanian.



HR Activity for the Civil Service for 2009/10 - Recruitment

Appointments by Grade and Nationality



|               | A        | E        | F        | G        | H        | I        | J         | K         | L         | M         | N         | O         | P         | Q         | R         | GDD      | GCC       | GBB       | GAA       | Total      | %           |
|---------------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|----------|-----------|-----------|-----------|------------|-------------|
| Caymanian     |          |          | 2        |          | 1        | 1        | 6         | 4         | 18        | 9         | 13        | 30        | 24        | 16        | 18        | 5        | 20        | 37        | 21        | 225        | 67%         |
| Non-Caymanian | 1        | 1        | 1        | 2        | 8        | 6        | 7         | 21        | 28        | 5         | 3         | 9         | 4         |           | 1         | 1        | 5         | 6         | 3         | 112        | 33%         |
| <b>Total</b>  | <b>1</b> | <b>1</b> | <b>3</b> | <b>2</b> | <b>9</b> | <b>7</b> | <b>13</b> | <b>25</b> | <b>46</b> | <b>14</b> | <b>16</b> | <b>39</b> | <b>28</b> | <b>16</b> | <b>19</b> | <b>6</b> | <b>25</b> | <b>43</b> | <b>24</b> | <b>337</b> | <b>100%</b> |

Caymanians constituted 67% of all new recruitments to the Civil Service during the fiscal year 2009/10 across a wide range of roles and grades.

During 2009/10, the highest level of new appointments to the Civil Service of non-Caymanians were to salaried positions in grades L and K. These were almost exclusively in the areas of teaching, counselling, probation & social work, police and specialist IT roles. The appointment of over 40 Caymanian students during the vacation periods to gain vital work experience, contributes to the above average appointment of Caymanians to the lower salary ranges.

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

**HR Activity for the Civil Service for 2009/10 - Retention**

**Leavers by Department, Nationality and Employment Category**

| Ministry/Portfolio/Department                      | Caymanian    | Non-Caymanian | Salaried     | Waged        | Total      | % Turnover*  |
|--|--------------|---------------|--------------|--------------|------------|--------------|
| 911 Emergency Communications                       |              | 1             | 1            |              | 1          | 4.8%         |
| Agriculture  |              | 3             | 1            | 2            | 3          | 5.3%         |
| Audit Office                                       | 2            | 3             | 5            |              | 5          | 26.3%        |
| Cabinet Office                                     | 3            | 3             | 6            |              | 6          | 17.6%        |
| Cadet Corps  |              | 1             | 1            |              | 1          | 16.7%        |
| Children & Family Services                         | 5            | 7             | 4            | 8            | 12         | 7.3%         |
| Complaints Commission                              | 1            | 1             | 2            |              | 2          | 40.0%        |
| Computer Services                                  | 3            | 3             | 5            | 1            | 6          | 9.4%         |
| Counselling Services                               |              | 3             | 3            |              | 3          | 7.9%         |
| Customs Department                                 | 5            |               | 5            |              | 5          | 3.7%         |
| Department of Commerce & Investment                | 1            |               | 1            |              | 1          | 6.7%         |
| Department of Community Rehabilitation             | 1            | 3             | 4            |              | 4          | 18.2%        |
| Department of Vehicle Licensing                    |              | 1             | 1            |              | 1          | 2.8%         |
| District Administration                            | 33           | 2             | 2            | 33           | 35         | 22.4%        |
| Economics & Statistics Office                      |              | 5             | 5            |              | 5          | 20.8%        |
| Education  | 65           | 54            | 81           | 38           | 119        | 15.9%        |
| Employment Services                                | 3            |               | 3            |              | 3          | 13.6%        |
| Environment  | 2            | 2             | 4            |              | 4          | 11.8%        |
| Environmental Health                               | 12           | 11            | 3            | 20           | 23         | 17.7%        |
| Fire Department                                    | 4            |               | 3            | 1            | 4          | 2.8%         |
| General Registry                                   | 2            | 2             | 4            |              | 4          | 8.7%         |
| Government Information Services                    |              | 4             | 4            |              | 4          | 19.0%        |
| Hazard Management                                  | 1            | 2             | 3            |              | 3          | 42.9%        |
| Health Regulatory Board                            | 2            | 1             | 3            |              | 3          | 23.1%        |
| His Excellency the Governor                        |              | 2             | 2            |              | 2          | 33.3%        |
| Immigration  | 15           |               | 15           |              | 15         | 9.8%         |
| Judicial Department                                | 4            |               | 4            |              | 4          | 6.5%         |
| Lands & Survey                                     | 1            | 5             | 6            |              | 6          | 8.7%         |
| Legal Affairs                                      | 2            | 2             | 4            |              | 4          | 6.2%         |
| Legislative  | 3            |               | 3            |              | 3          | 23.1%        |
| Ministry CAG&H                                     | 2            |               | 2            |              | 2          | 12.5%        |
| Ministry DAWL&A                                    | 2            | 1             | 3            |              | 3          | 15.8%        |
| Ministry - Education, Training & Employment (Core) | 9            | 2             | 9            | 2            | 11         | 15.9%        |
| Ministry FT&D (Public Finance)                     | 1            | 1             | 2            |              | 2          | 5.0%         |
| Ministry FT&D (Tourism & Development)              | 2            | 1             | 1            | 2            | 3          | 8.1%         |
| MRCU   | 2            |               |              | 2            | 2          | 5.3%         |
| National Archive                                   | 2            | 1             | 1            | 2            | 3          | 17.6%        |
| Planning   | 3            | 2             | 5            |              | 5          | 10.6%        |
| Police   | 21           | 22            | 42           | 1            | 43         | 10.3%        |
| Portfolio Int & Ext Affairs                        | 3            |               | 3            |              | 3          | 14.3%        |
| Portfolio of the Civil Service                     | 1            | 2             | 3            |              | 3          | 12.0%        |
| Postal   | 7            | 3             | 8            | 2            | 10         | 10.8%        |
| Prison   | 1            | 4             | 5            |              | 5          | 3.4%         |
| Public Works                                       | 10           | 9             | 7            | 12           | 19         | 13.7%        |
| Radio Cayman                                       | 2            | 1             | 2            | 1            | 3          | 13.6%        |
| Tourism  | 14           | 7             | 20           | 1            | 21         | 40.4%        |
| Treasury   | 3            | 1             | 4            |              | 4          | 12.5%        |
| Vehicle & Equipment Services                       | 2            | 1             | 3            |              | 3          | 6.8%         |
| Youth and Sports                                   | 1            | 5             | 6            |              | 6          | 15.4%        |
| <b>Total</b>                                       | <b>258</b>   | <b>184</b>    | <b>314</b>   | <b>128</b>   | <b>442</b> | <b>12.0%</b> |
| <b>%</b>   | <b>58.4%</b> | <b>41.6%</b>  | <b>71.0%</b> | <b>29.0%</b> |            |              |
| <b>Turnover Rate by Caymanian/Non-Caymanian</b>    | <b>9.8%</b>  | <b>17.5%</b>  |              |              |            |              |

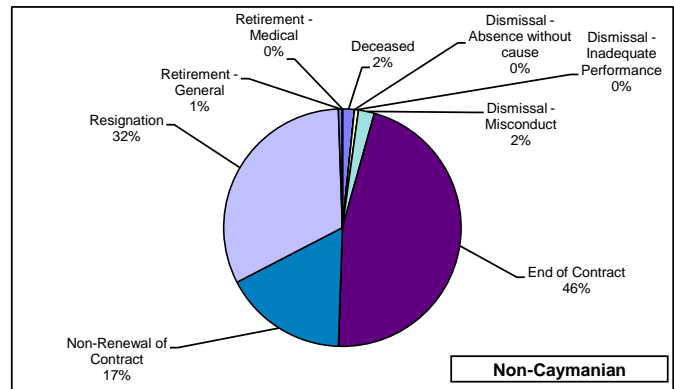
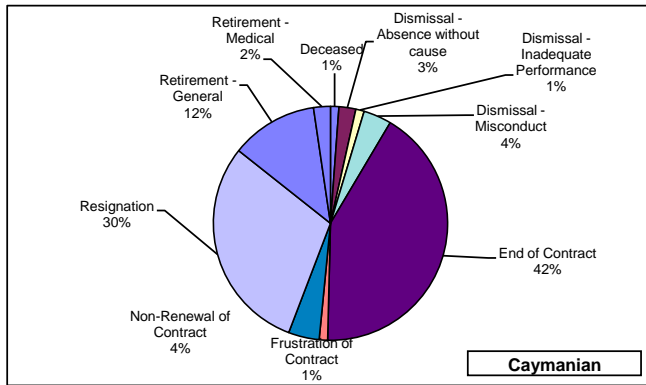
\*Based on the average number of employees at the end of each quarter for 2009/10

During 2009/10, the overall turnover rate for the Civil Service was 12%. This represents a small decrease in turnover when compared to last year's turnover of 12.7%. The total number of employees leaving the Civil Service during 2009/10 was 442. The turnover rate is lower for Caymanian (9.8%) than Non-Caymanians (17.5%) employees.

The turnover figures by department are displayed in the table above. Those departments experiencing more than double the average turnover rate within the Civil Service are identified above in red - Audit Office (26.3%), Complaints Commission (40.0%), Hazard Management (42.9%), His Excellency the Governor's Office (33.3%) and Tourism (40.4%). It should be noted that the Tourism Department pursue an active policy of appointing tourism scholarship students for short-term employment experience which contributes to some of the high levels of turnover. There were 21 total leavers from this department in the fiscal year, 10 of which were students.

HR Activity for the Civil Service for 2009/10 - Retention

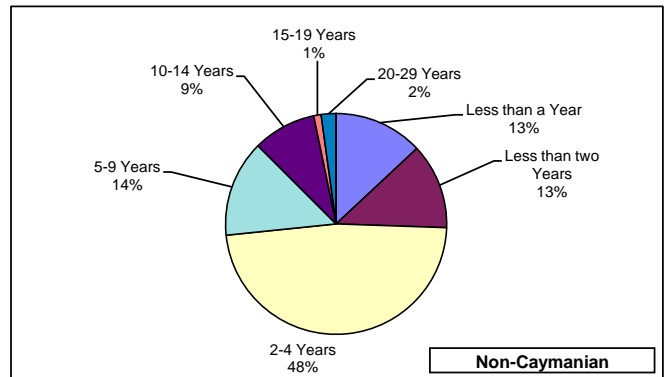
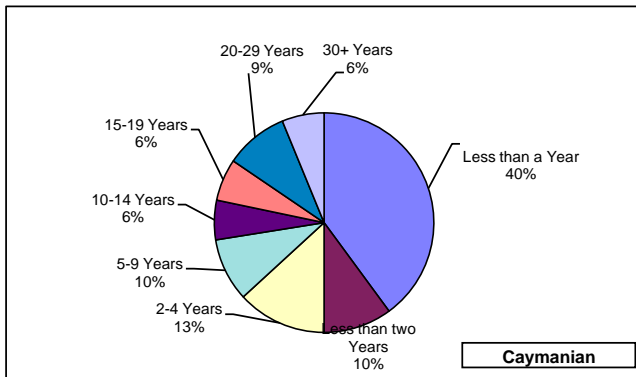
Leavers by Reason, Nationality and Length of Service



| Reason for Leaving                 | Caymanian  | % Caymanian | Non-Caymanian | % Non-Caymanian | Total      | % Total     |
|------------------------------------|------------|-------------|---------------|-----------------|------------|-------------|
| Deceased                           | 3          | 1%          | 3             | 2%              | 6          | 1%          |
| Dismissal - Absence without cause  | 6          | 2%          | 0             | 0%              | 6          | 1%          |
| Dismissal - Inadequate Performance | 3          | 1%          | 1             | 1%              | 4          | 1%          |
| Dismissal - Misconduct             | 10         | 4%          | 4             | 2%              | 14         | 3%          |
| End of Contract                    | 108        | 42%         | 85            | 46%             | 193        | 44%         |
| Frustration of Contract            | 3          | 1%          | 0             | 0%              | 3          | 1%          |
| Non-Renewal of Contract            | 11         | 4%          | 31            | 17%             | 42         | 10%         |
| Resignation                        | 77         | 30%         | 59            | 32%             | 136        | 31%         |
| Retirement - General               | 31         | 12%         | 1             | 1%              | 32         | 7%          |
| Retirement - Medical               | 6          | 2%          | 0             | 0%              | 6          | 1%          |
| <b>Total</b>                       | <b>258</b> | <b>100%</b> | <b>184</b>    | <b>100%</b>     | <b>442</b> | <b>100%</b> |

| Length of Service   | Caymanian  | % Caymanian | Non-Caymanian | % Non-Caymanian | Total      | % Total     | Cumulative % |
|---------------------|------------|-------------|---------------|-----------------|------------|-------------|--------------|
| Less than a Year    | 103        | 40%         | 24            | 13%             | 127        | 29%         | 29%          |
| Less than two Years | 26         | 10%         | 23            | 13%             | 49         | 11%         | 40%          |
| 2-4 Years           | 34         | 13%         | 88            | 48%             | 122        | 28%         | 67%          |
| 5-9 Years           | 24         | 9%          | 26            | 14%             | 50         | 11%         | 79%          |
| 10-14 Years         | 15         | 6%          | 17            | 9%              | 32         | 7%          | 86%          |
| 15-19 Years         | 16         | 6%          | 2             | 1%              | 18         | 4%          | 90%          |
| 20-29 Years         | 24         | 9%          | 4             | 2%              | 28         | 6%          | 96%          |
| 30+ Years           | 16         | 6%          | 0             | 0%              | 16         | 4%          | 100%         |
| <b>Total</b>        | <b>258</b> | <b>100%</b> | <b>184</b>    | <b>100%</b>     | <b>442</b> | <b>100%</b> |              |

Leavers by Length of Service



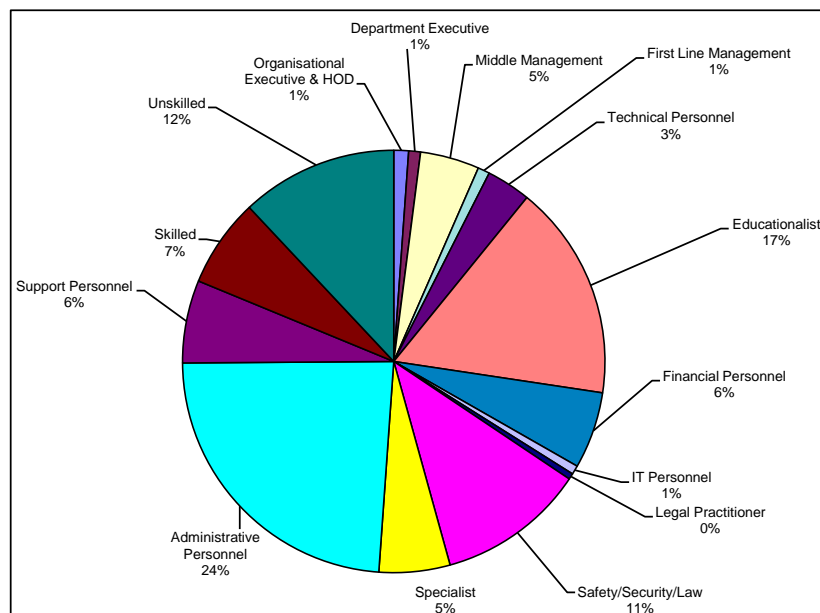
The most common reason employees left the Civil Service during the fiscal year 2009/10 was a result of reaching the end of their employment agreement - this accounted for 44% of total leavers. This is a lower percentage than in 2008/09, where 51% of leavers were the result of reaching the end of their employment agreement.

Resignations represented a further 31% of leavers in 2009/10 from the service, which is very slightly lower than the 2008/09 percentage of 32%. There were 24 dismissals from the service in 2009/10 (accounting for 5% of the total leavers) as compared to 15 in 2008/09 (accounting for 3% of the total leaver in that fiscal year). The number of retirements from the service slightly increased to 38 employees in 2009/10 as compared to 36 employees in the fiscal year 2008/09.

The majority of leavers in 2009/10 had less than 1 years service with Government (29%), followed by those with 2-4 years service (28%). The proportion of Caymanians leaving in the first year was 40% as compared to 13% of Non-Caymanians. It should be noted however, that a number of young Caymanians were appointed to short term vacation period jobs in 2009/10.

## HR Activity for the Civil Service for 2009/10 - Retention

### Leavers by Job Classification, including Uniform Branch and Teaching Staff



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

| Uniform Branch | Total Leavers | Avg No of Staff | % Turnover* |
|----------------|---------------|-----------------|-------------|
| Customs        | 0             | 104             | 0%          |
| Fire           | 3             | 126             | 2%          |
| Immigration    | 6             | 60              | 10%         |
| Police         | 31            | 357             | 9%          |
| Prison         | 2             | 128             | 2%          |
| <b>Total</b>   | <b>42</b>     | <b>774</b>      | <b>5.4%</b> |

#### Leavers from within the Teaching Profession

|          | Total Leavers | Avg No of Staff | % Turnover* |
|----------|---------------|-----------------|-------------|
| Teachers | 49            | 433             | 11.3%       |

| Job Classification             | Leavers during 2009/10 |               |            |                     | Turnover rate by Classification* |
|--------------------------------|------------------------|---------------|------------|---------------------|----------------------------------|
|                                | Caymanian              | Non-Caymanian | Total      | % of total category |                                  |
| Organisational Executive & HOD | 2                      | 3             | 5          | 1.1%                | 19.2%                            |
| Department Executive           | 2                      | 2             | 4          | 0.9%                | 7.7%                             |
| Middle Management              | 8                      | 12            | 20         | 4.5%                | 15.3%                            |
| First Line Management          | 1                      | 3             | 4          | 0.9%                | 10.5%                            |
| Technical Personnel            | 9                      | 6             | 15         | 3.4%                | 9.6%                             |
| Educationalist                 | 35                     | 38            | 73         | 16.5%               | 14.0%                            |
| Financial Personnel            | 15                     | 11            | 26         | 5.9%                | 12.1%                            |
| IT Personnel                   | 2                      | 1             | 3          | 0.7%                | 4.8%                             |
| Legal Practitioner             |                        | 2             | 2          | 0.5%                | 5.6%                             |
| Safety/Security/Law            | 28                     | 22            | 50         | 11.3%               | 6.0%                             |
| Specialist                     | 5                      | 19            | 24         | 5.4%                | 13.3%                            |
| Administrative Personnel       | 81                     | 24            | 105        | 23.8%               | 17.1%                            |
| Support Personnel              | 26                     | 2             | 28         | 6.3%                | 16.9%                            |
| Skilled                        | 15                     | 15            | 30         | 6.8%                | 11.7%                            |
| Unskilled                      | 29                     | 24            | 53         | 12.0%               | 13.5%                            |
| <b>Total</b>                   | <b>258</b>             | <b>184</b>    | <b>442</b> | <b>100.0%</b>       | <b>12.0%</b>                     |

\*Based on the average number of employees at the end of each quarter for 2009/10

During 2009/10, the highest categories of staff turnover were from Organisational Executive & HOD roles (19.2%), roles classed as Administrative Personnel (17.1%) and those categorised as Middle Management (15.3%). The lowest category of staff turnover were roles classed as IT Personnel (4.8%).

The turnover rate for the combined Uniform Divisions is approximately 5.4%, which is below the overall turnover rate of Government for 2009/10 (12%). 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 Customs experienced the lowest turnover as they did not have any leavers in this fiscal year. The Immigration Department experienced the highest turnover rate of the Uniform Services with 10%.

The turnover rate for teaching staff was slightly lower than that experienced by Government as a whole, at a rate of 11.3%.