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Employee Information and Human Resources Activity for
the Civil Service 1st January to 31st December 2018
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ANNUAL HR REPORT 2018
Employee Information and Human Resources Activity for the Civil Service
As at December 2018

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Chief Officer
Portfolio of the Civil Service

Foreword

2018 has been an exciting year for the Civil Service with the launch in January of our Five Year Strategic Plan and ambitious vision “to be a World-Class Civil Service. The plan seeks to deliver on 5 priority goals; Excellence in Customer Experience, Leadership, Talent Development, Communication and Governance Practices. In achieving this vision our most essential resource will be our people. Hence this report captures the key trends emerging in the area of talent management.

The 2018 Annual HR Report provides an opportunity to reflect on areas of our people management strategy and workforce planning activities and share information about the Civil Service with a wider audience. This year the scope of the report has been increased to include information on gender parity within the Service and findings from the annual employee engagement survey. The survey is a key indicator of the health of the Civil Service and its ability to perform optimally.

The 2018 fiscal period itself has seen a number of important changes, including:

- ~ Both the Civil Service and wider Public Services have increased in size during the year, by 3.7% and 2.3% respectively. Growth within the Civil Service is largely attributed to the Department of Education Service, Royal Cayman Islands Police Service and the Prison Service (jointly representing 45% of all increases); all priority policy areas in delivering the Governments’ strategic outcomes.
- ~ The implementation of a Cost of Living Increase, of 5% in 2018, has made strides to address the remuneration of the Civil Service being 10 years behind inflation. Changes to Civil Service remuneration levels during the budget period led to an increase in the average salary for a Civil Servant, rising to \$49,653 per annum with the largest percentage of staff (26% of the Service) earning between \$40,000 to \$49,999 in annual salary.
- ~ The implementation of changes to Terms and Conditions for Teachers, to support recruitment and employee satisfaction. Changes included the provision for limited discretionary paid leave days, within the school term, and the removal of the requirement to pro-rate payment for summer leave for employees contracted to work for at least one academic year. Over 400 education professionals received salary increases as the Government implemented a phased approach to setting a minimum annual salary for teachers.

With the drive to become a World Class Civil Service and deliver new and existing services with pace and agility, 2019 will continue to see a growing emphasis on our human capital to ensure that the Civil Service is equipped to deliver on our purpose of ***making the lives of those we serve better.***

Gloria McField-Nixon
Chief Officer
Portfolio of the Civil Service

Report Description

This annual report contains information about key statistics and trends impacting human resources within the Civil Service and the wider Public Service. It serves to inform Human Resources (HR) practices within the Civil Service and to educate the wider public on key trends.

Section one (page 2-3) provides information on the demographics of the Public Service, (which includes the 23 Government Owned Companies and Statutory Authorities) as of the 31st December 2018, compared to previous reporting periods.

Section two (pages 4–14) provides information on the demographics of the core Civil Service at the 31st December 2018, addressing a range of issues including the size of the service and Caymanianisation of the work force at both Ministry/Portfolio and Departmental levels.

Section three (pages 15–21) provides information on a range of human resources activities such as recruitment, retention and employee engagement during 2018.

Full Year Summary (page 22) provides a one page overview of the key statistics from the report for the Public and Civil Service.

Glossary (page 23) provides a description of the main terms used in the report.

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

Data relating to the Civil Service has been taken from the Cayman Islands Government central HR database (HR-IRIS). Statistics relating to the wider Public Service have been compiled from self-reported data provided by each respective Statutory Authority and Government Owned Company.

This report is presented to Cabinet and tabled in the Legislative Assembly and, in accordance with the Freedom of Information Law, published electronically on the website for the Portfolio of the Civil Service at <http://www.pocs.gov.ky>

Annual HR reports were produced on a calendar year between 2002 and 2007. From 2007/08 through 2015/16 the HR reporting period changed to reflected the fiscal year which ran from 1st July to 30th June. The 2016/17 budget covered an eighteen month period from 1st July 2016 to 31st December 2017, to facilitate aligning the financial year with the calendar year from 1st January 2018.

The Annual HR Report for 2018 has reverted to the calendar year to reflect the new fiscal reporting period.

Demographics of the Public Service (31st December 2018)

Size of the Public Service by Statutory Authority/Government Owned Company [SAGC]

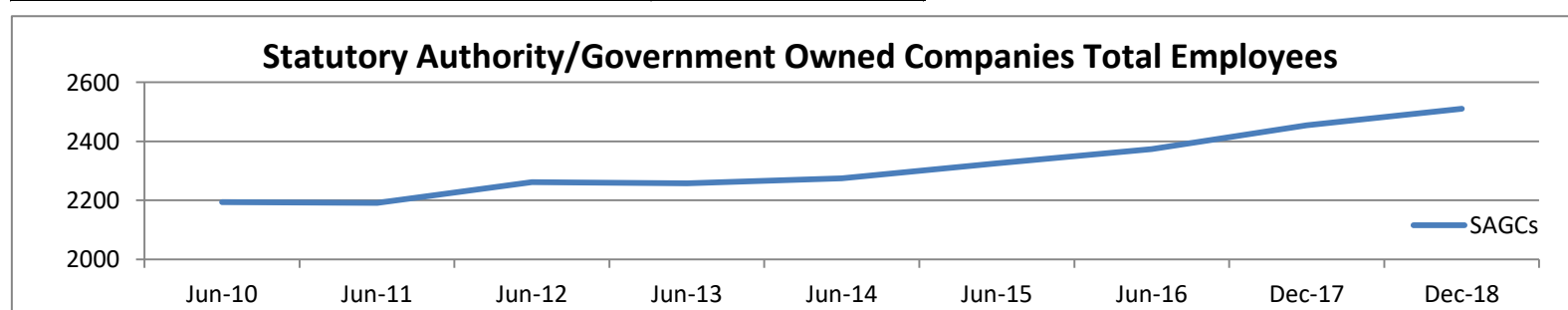
Statutory Authority/Government Owned Company	Number of Employees Dec 2018	Number of Employees Dec 2017	Total Variation	% Change
Cayman Airways Ltd	393	393	0	-
Cayman Islands Airports Authority	195	183	12	6.6%
Cayman Islands Civil Aviation Authority	22	20	2	10.0%
Cayman Islands Development Bank	13	11	2	18.2%
Cayman Islands Monetary Authority	217	208	9	4.3%
Cayman Islands National Insurance Company	33	36	-3	-8.3%
Cayman Islands National Museum	9	9	0	-
Cayman Islands Port Authority	152	159	-7	-4.4%
Cayman Islands Stock Exchange	7	5	2	40.0%
Cayman National Cultural Foundation	7	7	0	-
Cayman Turtle Farm	102	101	1	1.0%
Children and Youth Services Foundation	46	50	-4	-8.0%
Health Services Authority	885	851	34	4.0%
Maritime Authority of the Cayman Islands ^{*2}	28	32	-4	-12.5%
National Drug Advisory Council	8	6	2	33.3%
National Gallery of the Cayman Islands	7	8	-1	-12.5%
National Housing Development Trust	9	10	-1	-10.0%
National Roads Authority	91	90	1	1.1%
Public Service Pensions Board	27	24	3	12.5%
Tourism Attractions Board	39	35	4	11.4%
University College of the Cayman Islands	68	62	6	9.7%
Utility Regulation and Competition Office (OfReg)	24	22	2	9.1%
Water Authority Company	129	133	-4	-3.0%
Total for SAGC	2511	2455	56	2.3%

^{*1} Number of Employees = Headcount (not FTE) based in the Cayman Islands

^{*2} Revised Dec17 data submitted by MACI following publication of the 2016/17 report

	Dec 2018	Dec 2017	Total Variation	% Change
Total for Core Government	3918	3778	140	3.7%
Total for the Public Service	6429	6233	196	3.1%

% Employees employed in SAGCs	39%
% Employees employed in Core Government	61%



The Cayman Islands Public Service comprises employees from Statutory Authorities, Government Owned Companies (SAGCs) and the Civil Service. At the end of 2018, the number of employees in the Public Service was **6,429**. **This was an increase of 196 employees, or 3.1%, over the prior financial reporting period.**

There has been a **steady growth in employees within SAGCs** over the past 5 years, reporting 2,511 employees in December 2018. The SAGCs ranged in size from the Cayman Islands Stock Exchange, Cayman National Cultural Foundation and National Gallery of the Cayman Islands who each employed 7 staff members as of 31st December 2018, to the Health Service Authority who employed some 885 staff members.

Note: The Core Government headcount excludes students employed on paid internships during summer and Christmas breaks.

Demographics of the Public Service (31st December 2018)

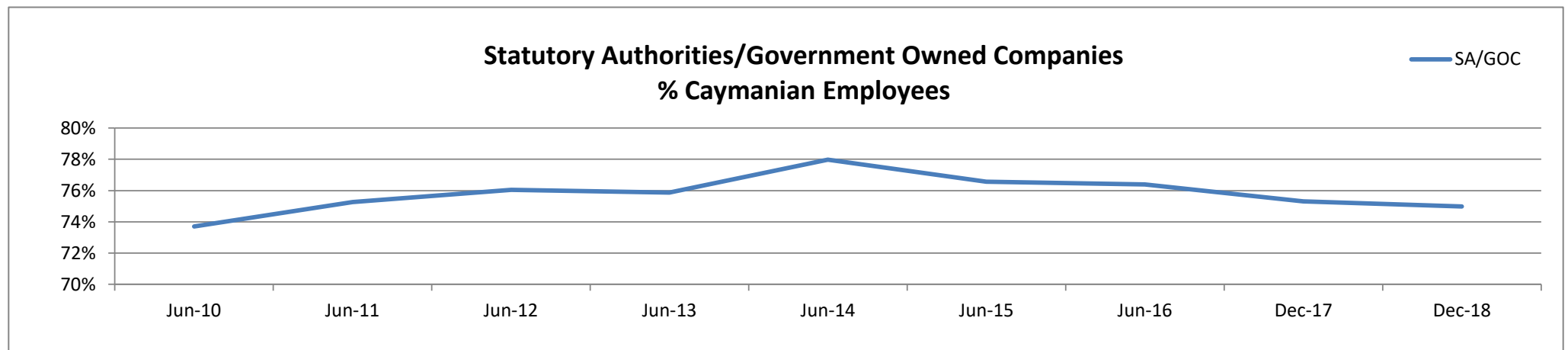
Number and Percentage of Caymanian Employees by Statutory Authority/Government Owned Company

Statutory Authority/Government Owned Company	Employees - Dec 2018 ^{*1}				Employees - Dec 2017 ^{*1}				Variation	% Change
	Caymanian	Non-Caymanian	% Caymanian	% Non-Caymanian	Caymanian	Non-Caymanian	% Caymanian	% Non-Caymanian		
Cayman Airways Ltd	301	92	76.6%	23.4%	337	56	85.8%	14.2%	-36	-9.2%
Cayman Islands Airports Authority	182	13	93.3%	6.7%	176	7	96.2%	3.8%	6	-2.8%
Cayman Islands Civil Aviation Authority	16	6	72.7%	27.3%	14	6	70.0%	30.0%	2	2.7%
Cayman Islands Development Bank	12	1	92.3%	7.7%	10	1	90.9%	9.1%	2	1.4%
Cayman Islands Monetary Authority	175	42	80.6%	19.4%	165	43	79.3%	20.7%	10	1.3%
Cayman Islands National Insurance Company	26	7	78.8%	21.2%	31	5	86.1%	13.9%	-5	-7.3%
Cayman Islands National Museum	9	0	100.0%	0.0%	9	0	100.0%	0.0%	0	0.0%
Cayman Islands Port Authority	152	0	100.0%	0.0%	158	1	99.4%	0.6%	-6	0.6%
Cayman Islands Stock Exchange	6	1	85.7%	14.3%	4	1	80.0%	20.0%	2	5.7%
Cayman National Cultural Foundation	7	0	100.0%	0.0%	6	1	85.7%	14.3%	1	14.3%
Cayman Turtle Farm	99	3	97.1%	2.9%	97	4	96.0%	4.0%	2	1.0%
Children and Youth Services Foundation	17	29	37.0%	63.0%	11	39	22.0%	78.0%	6	15.0%
Health Services Authority	508	377	57.4%	42.6%	480	371	56.4%	43.6%	28	1.0%
Maritime Authority of the Cayman Islands ^{*2}	26	2	92.9%	7.1%	31	1	96.9%	3.1%	-5	-4.0%
National Drug Advisory Council	8	0	100.0%	0.0%	6	0	100.0%	0.0%	2	0.0%
National Gallery of the Cayman Islands	6	1	85.7%	14.3%	8	0	100.0%	0.0%	-2	-14.3%
National Housing Development Trust	9	0	100.0%	0.0%	10	0	100.0%	0.0%	-1	0.0%
National Roads Authority	90	1	98.9%	1.1%	89	1	98.9%	1.1%	1	0.0%
Public Service Pensions Board	24	3	88.9%	11.1%	22	2	91.7%	8.3%	2	-2.8%
Tourism Attractions Board	33	6	84.6%	15.4%	29	6	82.9%	17.1%	4	1.8%
University College of the Cayman Islands	28	40	41.2%	58.8%	10	52	16.1%	83.9%	18	25.0%
Utility Regulation and Competition Office (OfReg)	23	1	95.8%	4.2%	18	4	81.8%	18.2%	5	14.0%
Water Authority Company	126	3	97.7%	2.3%	128	5	96.2%	3.8%	-2	1.4%
Total for SAGCs	1883	628	75.0%	25.0%	1849	606	75.3%	24.7%	34	-0.3%

^{*1} Number of Employees = Headcount (not FTE) based in the Cayman Islands

^{*2} Revised Dec17 data submitted by MACI following publication of the 2016/17 report

	Dec 2018				Dec 2017			
	Total Caymanian	Total Non-Caymanian	% Caymanian	% Non-Caymanian	Total Caymanian	Total Non-Caymanian	% Caymanian	% Non-Caymanian
Core Government	2822	1096	72.0%	28.0%	2743	1035	72.6%	27.4%
Public Service	4705	1724	73.2%	26.8%	4592	1641	73.7%	26.3%



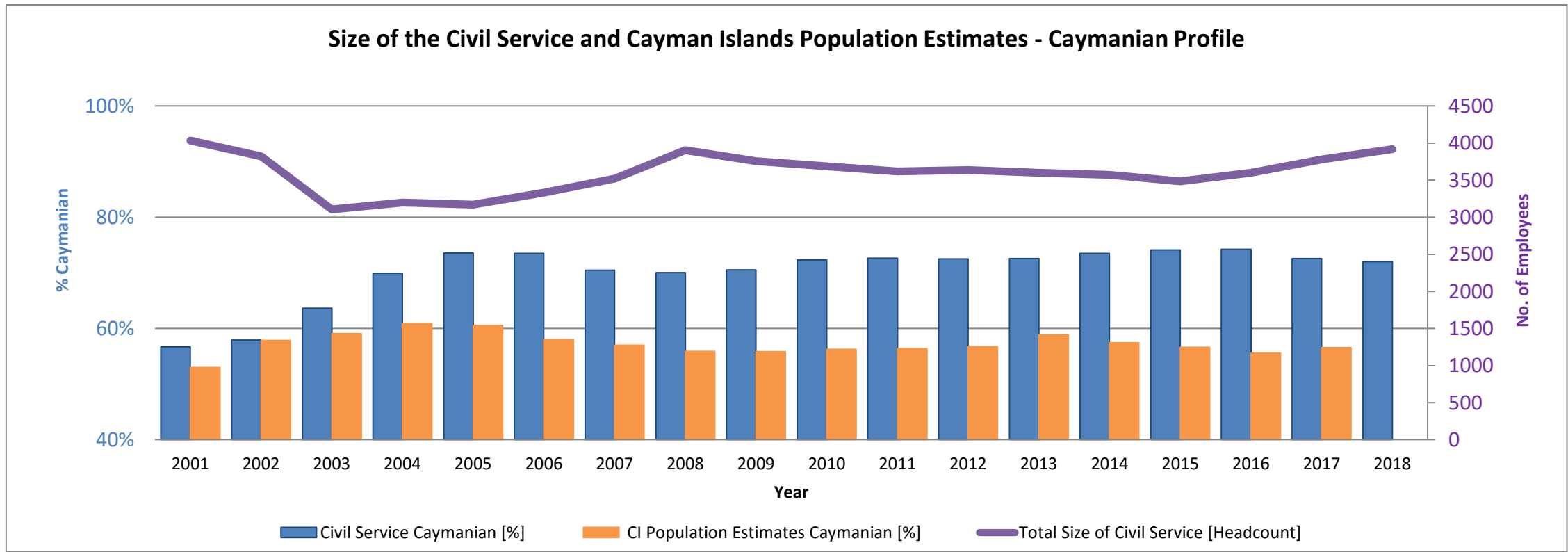
The Public Service of the Cayman Islands is comprised of employees from Statutory Authorities, Government Owned Companies and the Civil Service. At the end of the 2018, the number of Caymanians employed within the Public Service was 4,705 which represents 3.2% of the Public Service.

The representation of Caymanians within Statutory Authorities and Government Owned Companies has remained consistently over 75% for the last seven years, with the highest percentage (78.0%) being achieved in June 2014. Representation of Caymanians in the SAGCs as at 31st December 2018 was 75.0%. Changes can be attributed mainly to decreases at Cayman Airways, CINICO and the National Gallery and increases at the CI Stock Exchange, the National Cultural Foundation, Child and Youth Services Foundation, UCCI, and OfREG (all seeing changes of over 5%, either positive or negative). Individual Statutory Authorities and Government Owned Companies do vary in the proportion of Caymanians they employ and the table above shows the employment level of Caymanians within each business.

The Children and Youth Services Foundation has the lowest proportion of Caymanian employees (37%), while five organisations had a completely Caymanian workforce as at the 31st December 2018. Of the 23 Statutory Authorities or Government Owned Companies, there were 19 with three-quarters or more of their workforce comprising Caymanian employees as indicated by the green shading in the table above. None of the SAGCs had a workforce comprising of less than a quarter of Caymanian employees, as indicated by the orange shading in the table above.

Demographics of the Civil Service (31st December 2018)

Size of the Civil Service and Percentage Caymanian Employees from January 2001 to December 2018



Date	Jan-01	Jan-02	Jan-03	Jan-04	Jan-05	Jan-06	Jan-07	Jun-08	Jun-09	Jun-10	Jun-11	Jun-12	Jun-13	Jun-14	Jun-15	Jun-16	Dec-17	Dec-18
Caymanian	2287	2214	1977	2238	2332	2449	2481	2735	2651	2666	2628	2640	2614	2624	2583	2673	2743	2822
Non-Caymanian	1747	1606	1130	961	837	883	1039	1169	1105	1021	991	999	987	947	901	927	1035	1096
Total	4034	3820	3107	3199	3169	3332	3520	3904	3756	3687	3619	3639	3601	3571	3484	3600	3778	3918
% Caymanian	56.7%	58.0%	63.6%	70.0%	73.6%	73.5%	70.5%	70.1%	70.6%	72.3%	72.6%	72.5%	72.6%	73.5%	74.1%	74.3%	72.6%	72.0%
% Non-Caymanian	43.3%	42.0%	36.4%	30.0%	26.4%	26.5%	29.5%	29.9%	29.4%	27.7%	27.4%	27.5%	27.4%	26.5%	25.9%	25.8%	27.4%	28.0%

The size of the Civil Service has fluctuated over the last twenty years in response to changes in demand for services, public policy and the transformation of departments into Statutory Authorities. The table above provides a snapshot of the size of the Civil Service from January 2001 until December 2018 (represented on the graph by the purple trend line and right hand axis information).

In 2008, in response to the global recession a recruitment moratorium was adopted. Between 2008 and 2015 there was a decrease in the size of the Civil Service. However, over the last three years there has been a reversal of this trend. During 2018, the Civil Service increased in size by 140 or 3.7%. A more detailed breakdown of the departments contributing to this change is provided on page 6.

Since 2004 the percentage of Caymanian employees has remained over 70% (represented on the graph by the dark blue bar graph) with the highest representation, at 74.3%, being reported in June 2016. Increased hiring within the Department of Education, to professions where Caymanians represent less than half the workforce, has contributed to the decreases reported over the last two years.

The Cayman Islands population estimates from the Economics & Statistics Office Compendium of Statistics (2017) are shown in orange providing a comparison against which the Service can be bench-marked. It shows that since 2002, the proportion of Caymanians within the Civil Service remains higher than that of the estimated total population nationally.

2018	Caymanian	Non-Caymanian
Chief Officers <small>[Including Acting]</small>	73% [11]	27% [4]
Heads of Department	79% [54]	21% [14]
2018 Promotions <small>[As flagged for payroll salary change reason]</small>	68% [121]	32% [56]

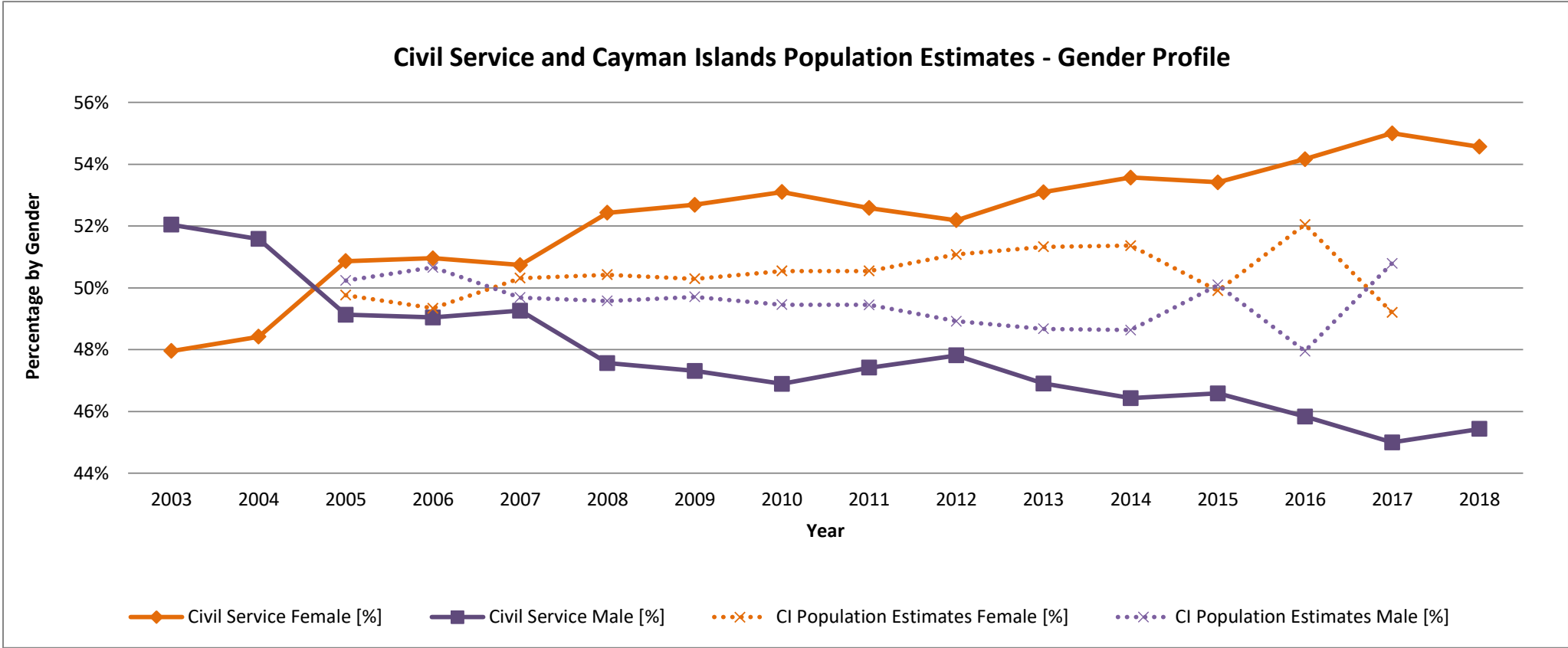
As of the 31st December 2018, Caymanians represented 73% of Chief Officers and 79% of Heads of Departments, which is in line with, or slightly higher than, Caymanian representation within the Civil Service as a whole.

During 2018, 68% of promotions within the Service were to Caymanians, 4% below the representation of Caymanians across the Service.

Note: Demographics for the Civil Service contain a number of exclusions which are outlined in the Glossary on page 23. Notably, students employed on paid internships during vacation periods are excluded as are members of the Judiciary, Members of the Legislative Assembly, political appointments, the London Office and His Excellency the Governor.

Demographics of the Civil Service (31st December 2018)

Size of the Civil Service and Percentage by Gender from January 2003 to December 2018



Date	Jan-03	Jan-04	Jan-05	Jan-06	Jan-07	Jun-08	Jun-09	Jun-10	Jun-11	Jun-12	Jun-13	Jun-14	Jun-15	Jun-16	Dec-17	Dec-18
Female	1490	1549	1612	1698	1786	2047	1979	1958	1903	1899	1912	1913	1861	1950	2078	2138
Male	1617	1650	1557	1634	1734	1857	1777	1729	1716	1740	1689	1658	1623	1650	1700	1780
Total	3107	3199	3169	3332	3520	3904	3756	3687	3619	3639	3601	3571	3484	3600	3778	3918
% Female	48.0%	48.4%	50.9%	51.0%	50.7%	52.4%	52.7%	53.1%	52.6%	52.2%	53.1%	53.6%	53.4%	54.2%	55.0%	54.6%
% Male	52.0%	51.6%	49.1%	49.0%	49.3%	47.6%	47.3%	46.9%	47.4%	47.8%	46.9%	46.4%	46.6%	45.8%	45.0%	45.4%

As the size of the Civil Service has changed over the last fifteen years, so has the proportion of women within the Service. The table above provides a snapshot of the gender balance within the Civil Service from January 2003 until December 2018. Since 2005, the representation of females in the service has been higher than their male counter parts. The accompanying graph shows how the balance has moved from women forming 48% of the Service in 2003 to its present level of 55%. This represents a growth of 648 women from the 1,490 employed in 2003. The Cayman Islands population estimates from the Economics & Statistics Office Compendium of Statistics (2017) are shown as dotted lines, giving a comparison against which gender parity can be bench-marked.

2018	Female	Male
Percentage / Number of Civil Servants	55% [2,138]	45% [1,780]
Average Annual Salary	\$49,872	\$49,391
Chief Officers <small>[Including Acting]</small>	53% [8]	47% [7]
Heads of Department	49% [33]	51% [35]
2018 Promotions <small>[As flagged for payroll salary change reason]</small>	54% [96]	46% [81]

In 2018, women represented over half of Chief Officers, 49% of Heads of Departments and 54% of promotions, closely aligned to their representation in the work-force.

Whilst women represent over half of the employees in grades F, H and I, grade J is the highest grade at which the representation in the grade is in line with the representation of women in the Service as a whole (55%).

Further information relating to the gender split of the Civil Service by grade is located on page 11.

Demographics of the Civil Service (31st December 2018)

Change in Size of the Civil Service during 2018 by Department

Department	31-Dec-18	31-Dec-17	Variance	%
Agriculture	58	56	2	3.6%
Audit Office	21	19	2	10.5%
Cabinet Office	25	24	1	4.2%
Cadet Corps (CICC)	5	4	1	25.0%
Central Procurement Office ^{*1}	2	0	2	-
Children & Family Services	155	145	10	6.9%
Commerce & Investment	20	18	2	11.1%
Commissions Secretariat	11	10	1	10.0%
Community Rehabilitation	45	40	5	12.5%
Computer Services	50	49	1	2.0%
Counselling Services	35	36	-1	-2.8%
Customs	157	145	12	8.3%
Deputy Governor's Office	20	19	1	5.3%
District Administration	172	184	-12	-6.5%
Economics & Statistics Office	23	21	2	9.5%
Education	798	773	25	3.2%
Education Standards Assessment Unit	3	1	2	200.0%
E-Government Unit	6	3	3	100.0%
Elections Office	3	2	1	50.0%
Environment	37	36	1	2.8%
Environmental Health	131	127	4	3.1%
Financial Services Policy and Legislation	6	5	1	20.0%
Fire	128	133	-5	-3.8%
General Registry	42	44	-2	-4.5%
Government Information Services	16	15	1	6.7%
H E The Governor	5	5	0	0.0%
Hazard Management	7	10	-3	-30.0%
Health Regulatory Services	13	13	0	0.0%
Immigration	182	172	10	5.8%
International Tax Cooperation	6	8	-2	-25.0%
Judicial	70	71	-1	-1.4%
Labour & Pension	22	22	0	0.0%
Lands & Survey	57	58	-1	-1.7%
Legislative	15	13	2	15.4%
Marketing & Communications Unit	2	2	0	0.0%

Department	31-Dec-18	31-Dec-17	Variance	%
Ministry of CA (Core)	14	12	2	16.7%
Ministry of CP&I (Core)	30	25	5	20.0%
Ministry of DAT&T (Core)	25	27	-2	-7.4%
Ministry of EYSA&L (Core)	66	66	0	0.0%
Ministry of F&ED (Core)	15	18	-3	-16.7%
Ministry of FS&HA (Core)	9	7	2	28.6%
Ministry of HEC&H (Core)	16	16	0	0.0%
Ministry of HR&I (Core)	27	18	9	50.0%
Mosquito Research and Control Unit (MRCU)	33	34	-1	-2.9%
National Archive (CINA)	11	12	-1	-8.3%
National Weather Service	15	14	1	7.1%
National Workforce Development Agency	13	12	1	8.3%
Needs Assessment Unit (NAU)	30	27	3	11.1%
Office of the Director of Public Prosecutions	24	23	1	4.3%
Office of the Ombudsman	13	8	5	62.5%
Planning	42	36	6	16.7%
Police Service	455	435	20	4.6%
Portfolio of Legal Affairs	56	54	2	3.7%
Portfolio of the Civil Service	24	23	1	4.3%
Postal Service	78	78	0	0.0%
Prison Service	167	149	18	12.1%
Public Library Service	21	21	0	0.0%
Public Safety Communications	25	28	-3	-10.7%
Public Works	126	124	2	1.6%
Radio Cayman	20	19	1	5.3%
Sister Island Sports	3	3	0	0.0%
Sports	27	27	0	0.0%
Sunrise Centre	22	19	3	15.8%
Tourism	47	49	-2	-4.1%
Treasury	40	39	1	2.6%
Vehicle & Drivers' Licensing	36	32	4	12.5%
Vehicle & Equipment Services	35	36	-1	-2.8%
Youth Services Unit	5	4	1	25.0%
TOTAL	3918	3778	140	3.7%

^{*1} Not reported as a separate department in 2017 report

The table above shows the number of employees within each department in December 2017 and 2018. At the end of 2018 there were 68 departments across government. Most departments (49 of the 58 where there was a headcount change) experienced a small change in employee figures during the year (of 5 employees or less).

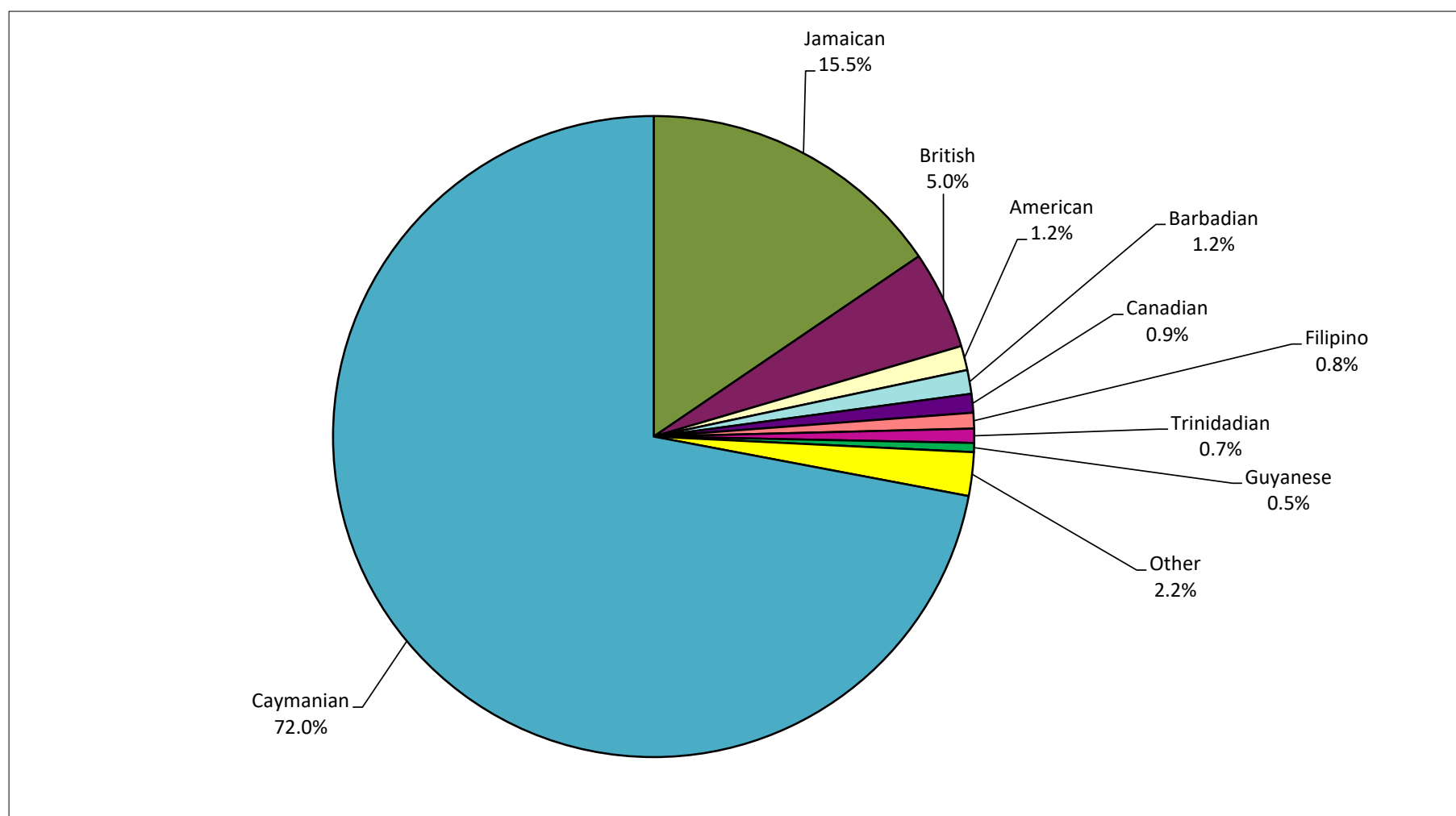
Nine departments saw increases in staffing of more than five employees; Education Services (25 employees), the RCIPS (20 employees), the Prison Service (18 employees), Customs (12 employees), Children and Family Services and Immigration (each with 10 employees), the Core Ministry of HR&I (9 employees) and Planning (6 employees). District Administration saw a decrease of twelve employees.

This was the third consecutive year that the Department of Education Services experienced the largest increase in staff, with an increase of 54 and 55 employees reported in the 2016/17 and 2015/16 annual reports respectively.

In 2018, the Civil Service prepared for the establishment of Customs and Border Control (CBC) and Workforce Opportunities Residency Cayman (WORC), which became effective 1st February 2019. These agencies replaced Immigration, Customs and the National Workforce Development Agency.

Demographics of the Civil Service (31st December 2018)

The Civil Service by Nationality



Nationality	Number of Employees	% of the Civil Service
Caymanian	2822	72.0%
Jamaican	607	15.5%
British	194	5.0%
American	48	1.2%
Barbadian	47	1.2%
Canadian	37	0.9%
Filipino	31	0.8%
Trinidadian	28	0.7%
Guyanese	18	0.5%
Saint Vincentian	12	0.3%
Irish	9	0.2%
Honduran	8	0.2%
Saint Lucian	5	0.1%
Dominican (Dominica)	4	0.1%
Belgian	3	0.1%
Belizean	3	0.1%
Cuban	3	0.1%
Indian	3	0.1%
Kenyan	3	0.1%
New Zealander	3	0.1%

Nationality	Number of Employees	% of the Civil Service
South African	3	0.1%
Spaniard	3	0.1%
Brazilian	2	0.1%
Costa Rican	2	0.1%
Dominican (Republic)	2	0.1%
German	2	0.1%
Grenadian	2	0.1%
Nigerian	2	0.1%
Antiguan and Barbudan	1	0.0%
Colombian	1	0.0%
Dane	1	0.0%
Dutch	1	0.0%
Ghanaian	1	0.0%
Indonesian	1	0.0%
Pakistani	1	0.0%
Panamanian	1	0.0%
Pole	1	0.0%
Turk	1	0.0%
Ugandan	1	0.0%
Zimbabwean	1	0.0%
Total	3918	100.0%

As at 31st December 2018, the Civil Service was comprised of employees from 40 different nationalities with **Caymanians forming the majority of the work force, representing 72.0% of the service.**

The largest groups of expatriate Civil Servants were Jamaican (representing 15.5% of the service) and British (representing 5.0% of the service). American and Barbadian civil servants constitute between 1% and 2% of the service, while the other 35 nationalities represent less than 1% each and 5.1% cumulatively.

The table above shows the number and percentage of employees within the Civil Service by nationality. The pie chart shows the data using more generic groupings.

Demographics of the Civil Service (31st December 2018)

Department Breakdown and Level of Caymanianisation

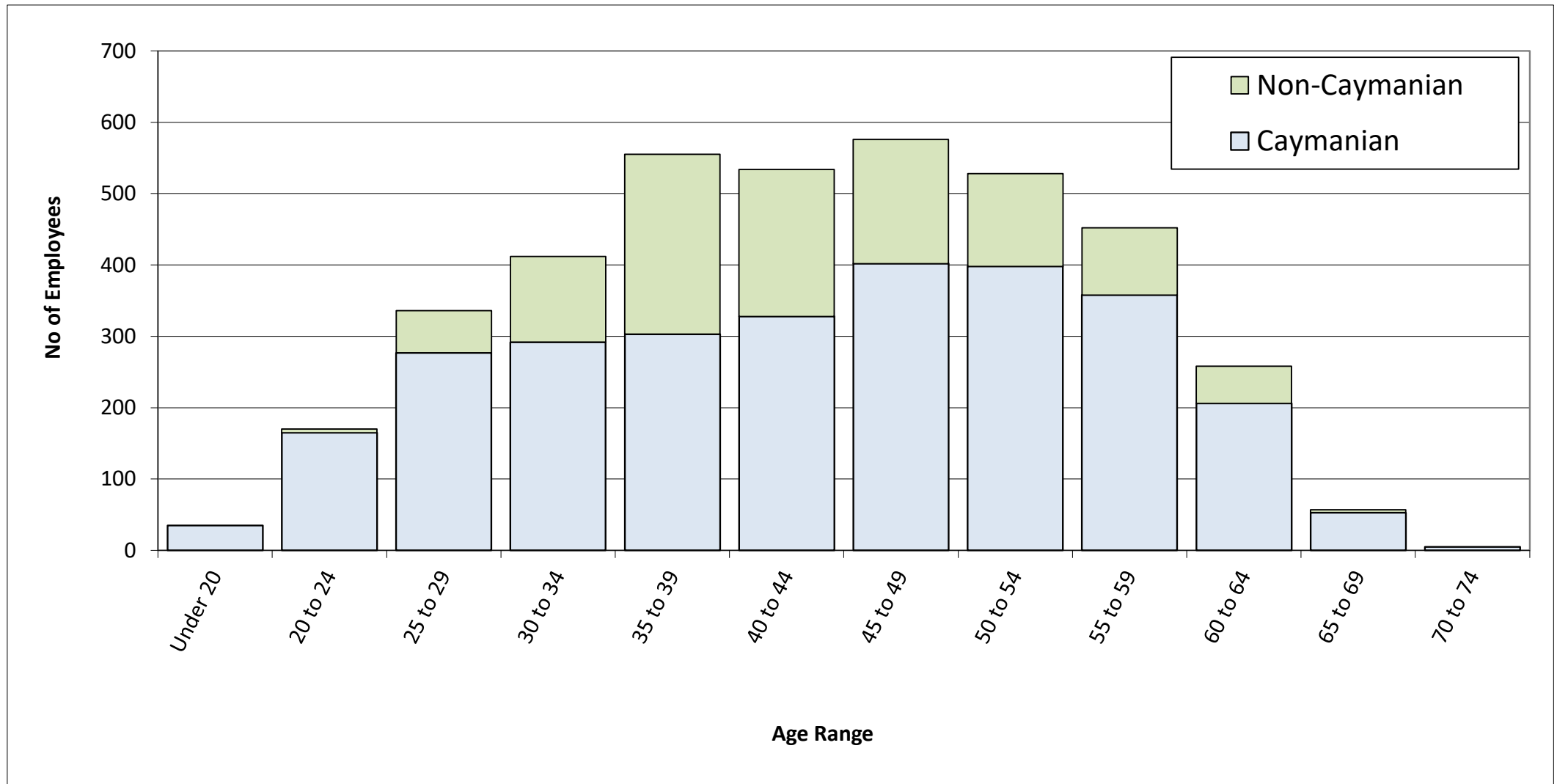
Department	Caymanian	Non-Caymanian	Total	% Caymanian
Agriculture Department	42	16	58	72.4%
Audit Office (OAG)	7	14	21	33.3%
Cabinet Office	24	1	25	96.0%
Cadet Corps (CICC)	1	4	5	20.0%
Central Procurement Office	0	2	2	0.0%
Children & Family Services	94	61	155	60.6%
Commerce & Investment	17	3	20	85.0%
Commissions Secretariat	5	6	11	45.5%
Community Rehabilitation	28	17	45	62.2%
Computer Services Department	38	12	50	76.0%
Counselling Services	24	11	35	68.6%
Customs Department	154	3	157	98.1%
Deputy Governor's Office	14	6	20	70.0%
District Administration	167	5	172	97.1%
Economics & Statistics Office	13	10	23	56.5%
Education Department	398	400	798	49.9%
Education Standards Assessment Unit	1	2	3	33.3%
E-Government Unit	4	2	6	66.7%
Elections Office	2	1	3	66.7%
Environment	30	7	37	81.1%
Environmental Health	116	15	131	88.5%
Financial Services Policy and Legislation	4	2	6	66.7%
Fire Department	126	2	128	98.4%
General Registry	38	4	42	90.5%
Government Information Services	14	2	16	87.5%
H E The Governor	0	5	5	0.0%
Hazard Management Department	6	1	7	85.7%
Health Regulatory Services	12	1	13	92.3%
Immigration Department	181	1	182	99.5%
International Tax Cooperation	5	1	6	83.3%
Judicial Department	62	8	70	88.6%
Labour & Pension	21	1	22	95.5%
Lands & Survey Department	46	11	57	80.7%
Legislative Department	14	1	15	93.3%
Marketing & Communications Unit	2	0	2	100.0%
Ministry of CP&I (Core)	26	4	30	86.7%
Ministry of CA (Core)	14	0	14	100.0%
Ministry of DAT&T (Core)	24	1	25	96.0%
Ministry of EYSA&L (Core)	55	11	66	83.3%
Ministry of F&ED (Core)	14	1	15	93.3%
Ministry of FS&HA (Core)	9	0	9	100.0%
Ministry of HEC&H (Core)	12	4	16	75.0%
Ministry of HR&I (Core)	25	2	27	92.6%
Mosquito Research and Control Unit (MRCU)	30	3	33	90.9%
National Archive (CINA)	11	0	11	100.0%
National Weather Service	14	1	15	93.3%
National Workforce Development Agency	12	1	13	92.3%
Needs Assessment Unit (NAU)	30	0	30	100.0%
Office of the Director of Public Prosecutions	11	13	24	45.8%
Office of the Ombudsman	7	6	13	53.8%
Planning	33	9	42	78.6%
Police Service	221	234	455	48.6%
Portfolio of Legal Affairs	26	30	56	46.4%
Portfolio of the Civil Service	21	3	24	87.5%
Postal Department	74	4	78	94.9%
Prison Service	79	88	167	47.3%
Public Library Service	20	1	21	95.2%
Public Safety Communications	20	5	25	80.0%
Public Works Department	112	14	126	88.9%
Radio Cayman	15	5	20	75.0%
Sister Island Sports	2	1	3	66.7%
Sports	26	1	27	96.3%
Sunrise Centre	18	4	22	81.8%
Tourism Department	44	3	47	93.6%
Treasury Department	37	3	40	92.5%
Vehicle & Drivers' Licensing	35	1	36	97.2%
Vehicle & Equipment Services	30	5	35	85.7%
Youth Services Unit	5	0	5	100.0%
Civil Service Total	2822	1096	3918	Civil Service = 72.0%

The table above shows the number of employees that worked within the 68 government departments as at 31st December 2018, grouped by Caymanian and non-Caymanian. The bright shading in the % Caymanian column of the table provides an indication of how effective the department has been in attracting and retaining Caymanians, with the grey shading indicating the proportion of non-Caymanians.

There were eleven (11) departments where 50% or more of employees were non-Caymanian; Forty-seven departments had a higher percentage of Caymanian employees than the average for the Civil Service (72.0%). There were 6 entities with a 100% Caymanian workforce; Marketing and Communications Unit, Ministry of CA (Core), Ministry of FS&HA (Core), National Archive, Needs Assessment Unit and the Youth Services Unit.

Demographics of the Civil Service (31st December 2018)

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	Total
No. Caymanian	35	165	277	292	303	328	402	398	358	206	53	5	2822
No. Non-Caymanian	0	5	59	120	252	206	174	130	94	52	4	0	1096
Total	35	170	336	412	555	534	576	528	452	258	57	5	3918
% Caymanian	1.2%	5.8%	9.8%	10.3%	10.7%	11.6%	14.2%	14.1%	12.7%	7.3%	1.9%	0.2%	100%
% Non-Caymanian	0.0%	0.5%	5.4%	10.9%	23.0%	18.8%	15.9%	11.9%	8.6%	4.7%	0.4%	0.0%	100%
% Civil Servants	0.9%	4.3%	8.6%	10.5%	14.2%	13.6%	14.7%	13.5%	11.5%	6.6%	1.5%	0.1%	100%

[Note: Sept 2016 - Retirement Age change from 60 to 65]

Percentage of Civil Servants over Normal Retirement Age - Historic Information

Date*	10-Jul-04	10-Jul-05	10-Jul-06	10-Jul-07	30-Jun-08	30-Jun-09	30-Jun-10	30-Jun-11	30-Jun-12	30-Jun-13	30-Jun-14	30-Jun-15	30-Jun-16	30-Jun-17	31-Dec-17	31-Dec-18
No. Of Civil Servants over mandatory retirement	153	161	173	169	194	187	181	161	161	173	166	175	229	50	47	62
Total Civil Servants	3143	3224	3418	3632	3904	3756	3687	3619	3639	3601	3571	3484	3600	3705	3778	3918
% Civil Servants over mandatory retirement	4.9%	5.0%	5.1%	4.7%	5.0%	5.0%	4.9%	4.4%	4.4%	4.8%	4.6%	5.1%	6.4%	1.3%	1.2%	1.6%

Effective 9th September 2016 the normal retirement age for the Civil Service rose from age 60 to age 65.

* Age profiles for Civil Servants unavailable prior to 2004

The bar chart shows the number of employees within core Government as at 31st December 2018, across the various age ranges. The highest concentration of Civil Servants was in the 45-49 age range (14.7%) and for the first time the second highest concentration has shifted to the 35-39 age range (14.2%). Similar reducing percentage numbers of Civil Servants are in the 40-44 and 50-54 age ranges (13.6% and 13.5% respectively). The average age of a Civil Servant within the Cayman Islands was 43 years, with the youngest employee being aged 17 and the oldest employee aged 73.

The normal retirement age for the Civil Service increased in September 2016 from age 60 to age 65. Civil Servants reaching retirement age may be re-employed subject to provisions defined in the Public Service Management Law and Personnel Regulations. The percentage of employees over age 60 (the former normal retirement age) had varied between 4.4% and 6.4% during the preceding 13 years. As of 31st December 2018, there were 62 employees (1.6% of the Service) over age 65, the new retirement age.

More detailed information regarding the age distribution of employees can be found on page 10, where the data is broken down by department.

Demographics of the Civil Service (31st December 2018)

The Civil Service by Department and Age Range

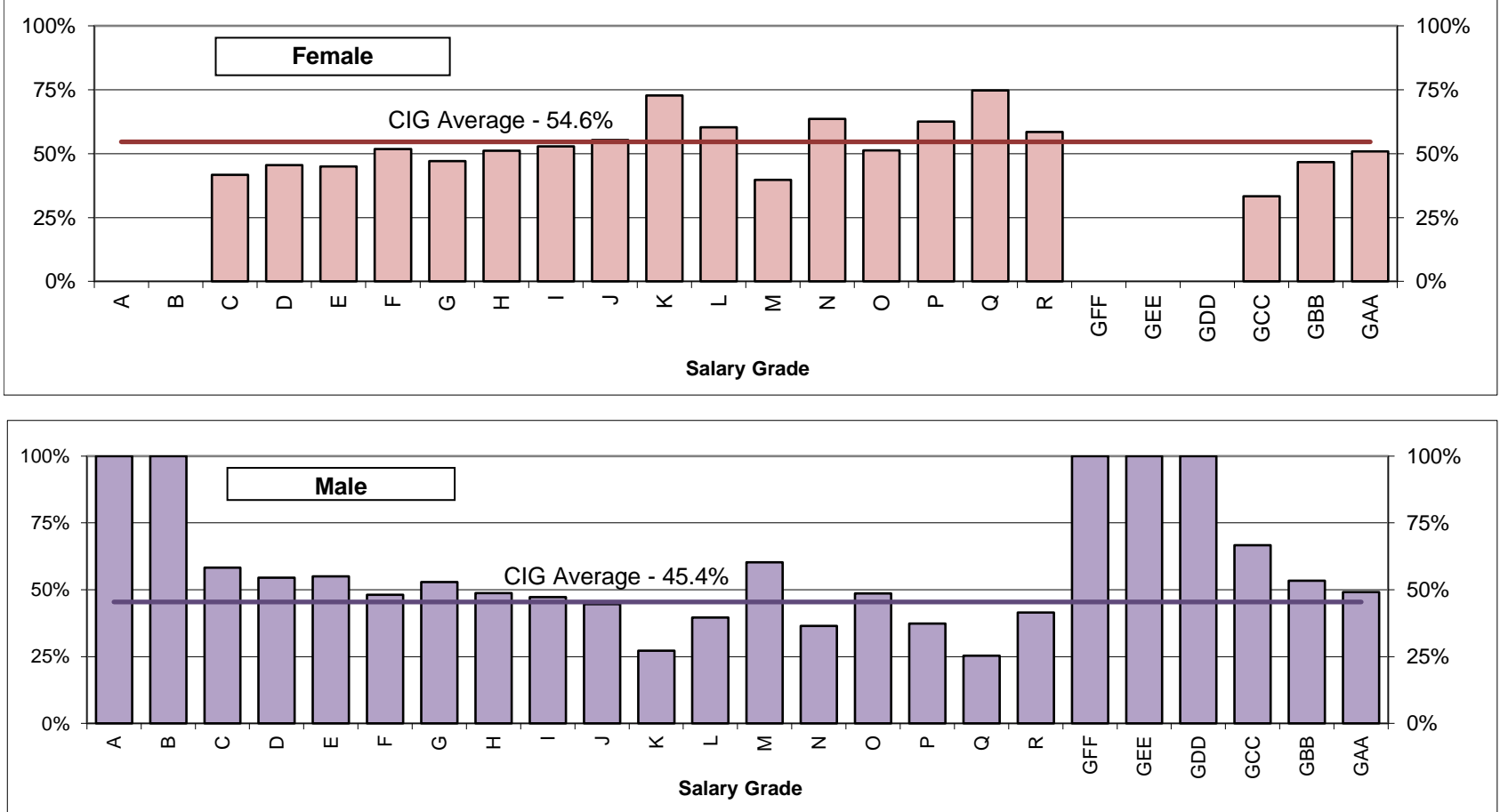
Department	Under 20	20 to 29	30 to 39	40 to 49	50 to 59	60 to 64	65 to 69	Over 70	Total	% Over Retirement Age
Agriculture Department		7	15	9	17	9	1		58	1.7%
Audit Office (OAG)		2	7	8	4				21	0.0%
Cabinet Office		2	11	7	4			1	25	4.0%
Cadet Corps (CICC)		1	1	3					5	0.0%
Central Procurement Office					2				2	0.0%
Children & Family Services		7	27	34	56	27	4		155	2.6%
Commerce & Investment		3	6	8	3				20	0.0%
Commissions Secretariat	1		4	1	4	1			11	0.0%
Community Rehabilitation		14	11	9	7	4			45	0.0%
Computer Services Department	1	9	14	13	9	3	1		50	2.0%
Counselling Services		7	8	7	10	3			35	0.0%
Customs Department	1	29	39	56	31	1			157	0.0%
Deputy Governor's Office		2	4	7	7				20	0.0%
District Administration	15	41	32	30	42	10	2		172	1.2%
Economics & Statistics Office		4	6	5	7		1		23	4.3%
Education Department		75	227	205	206	65	20		798	2.5%
Education Standards Assessment Unit			1	1	1				3	0.0%
E-Government Unit			1	3	2				6	0.0%
Elections Office			1	1	1				3	0.0%
Environment		6	8	9	7	5	2		37	5.4%
Environmental Health		8	32	37	40	12	2		131	1.5%
Financial Services Policy and Legislation			2	4					6	0.0%
Fire Department		24	25	43	34	2			128	0.0%
General Registry		2	14	15	7	4			42	0.0%
Government Information Services		3	2	7	3	1			16	0.0%
H E The Governor			1	2	1	1			5	0.0%
Hazard Management Department		1	2	3	1				7	0.0%
Health Regulatory Services		1	3	5	3	1			13	0.0%
Immigration Department	7	39	48	42	33	10	3		182	1.6%
International Tax Cooperation		1	2	1	2				6	0.0%
Judicial Department	2	11	14	19	21	2		1	70	1.4%
Labour & Pension		2	7	5	6	2			22	0.0%
Lands & Survey Department	2	9	15	8	16	5	2		57	3.5%
Legislative Department		3	2	2	5	2	1		15	6.7%
Marketing & Communications Unit			1		1				2	0.0%
Ministry of CP&I (Core)		3	9	12	4	1	1		30	3.3%
Ministry of CA (Core)		1	4	6	2	1			14	0.0%
Ministry of DAT&T (Core)		4	5	4	10	1	1		25	4.0%
Ministry of EYSA&L (Core)		10	15	21	18	2			66	0.0%
Ministry of F&ED (Core)			4	7	3	1			15	0.0%
Ministry of FS&HA (Core)		1	3	4	1				9	0.0%
Ministry of HEC&H (Core)		3	2	5	4	2			16	0.0%
Ministry of HR&I (Core)		2	7	12	5	1			27	0.0%
Mosquito Research and Control Unit (MRCU)		2	6	13	5	4	2	1	33	9.1%
National Archive (CINA)		1	1	5	2	1		1	11	9.1%
National Weather Service		3	2	7	3				15	0.0%
National Workforce Development Agency	1	1		6	4	1			13	0.0%
Needs Assessment Unit (NAU)		10	8	8	2	2			30	0.0%
Office of the Director of Public Prosecutions		4	6	9	4		1		24	4.2%
Office of the Ombudsman		2	2	3	6				13	0.0%
Planning		7	13	11	4	3	4		42	9.5%
Police Service	2	52	122	146	116	17			455	0.0%
Portfolio of Legal Affairs		7	18	18	11	2			56	0.0%
Portfolio of the Civil Service		3	6	7	5	1	1	1	24	8.3%
Postal Department		9	17	13	34	5			78	0.0%
Prison Service	1	18	34	60	45	9			167	0.0%
Public Library Service		6	6	2	3	3	1		21	4.8%
Public Safety Communications		1	9	11	4				25	0.0%
Public Works Department	2	11	22	37	38	15	1		126	0.8%
Radio Cayman		2	5	6	7				20	0.0%
Sister Island Sports				2		1			3	0.0%
Sports		1	5	5	11	3	2		27	7.4%
Sunrise Centre		7	4	6	5				22	0.0%
Tourism Department		7	16	12	8	3	1		47	2.1%
Treasury Department		3	4	22	6	3	2		40	5.0%
Vehicle & Drivers' Licensing		9	8	7	9	2	1		36	2.8%
Vehicle & Equipment Services		2	10	13	7	3			35	0.0%
Youth Services Unit		1	1	1	1	1			5	0.0%
Total	35	506	967	1110	980	258	57	5	3918	1.6%
%	0.9%	12.9%	24.7%	28.3%	25.0%	6.6%	1.5%	0.1%	100.0%	

The table above shows the number of Civil Servants within each department spread across various age ranges. The largest group of employees is in the 40-49 age range (28% of the Service) with the 30-39 and 50-59 age-ranges each constituting approximately another quarter of the Service.

The shading on the right hand side of the table identifies the departments who had an above average representation of Civil Servants over the normal retirement age as at 31st December 2018, with the darker shading representing higher percentages of employees over 65 years old. Whilst 42 departments did not have employees over the normal retirement age, the Mosquito Research & Control Unit (MRCU), National Archive, Department of Planning and Portfolio of the Civil Service each have more than five times the average percentage of employees aged 65 or above.

Note: In September 2016 the normal retirement age for the Civil Service was raised from age 60 to age 65.

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
Female	0	0	5	5	9	28	33	65	85	134	480	195	281	136	195	139	177	31	0	0	0	21	63	56	2138
Male	1	2	7	6	11	26	37	62	76	108	180	128	427	78	185	83	60	22	25	24	64	42	72	54	1780
Total	1	2	12	11	20	54	70	127	161	242	660	323	708	214	380	222	237	53	25	24	64	63	135	110	3918

The two bar charts above show the proportion of each salary grade that female and male Civil Servants were paid on as at 31st December 2018. The solid lines show the percentage expected if the grades were uniformly distributed. There continues to be a larger proportion of Civil Service roles held by females, with the Service comprised of **55% female and 45% male**.

The table above shows that the 3 senior executive, falling within grades A & B, were held by men. These positions are the Deputy Governor, Financial Secretary and Attorney General.

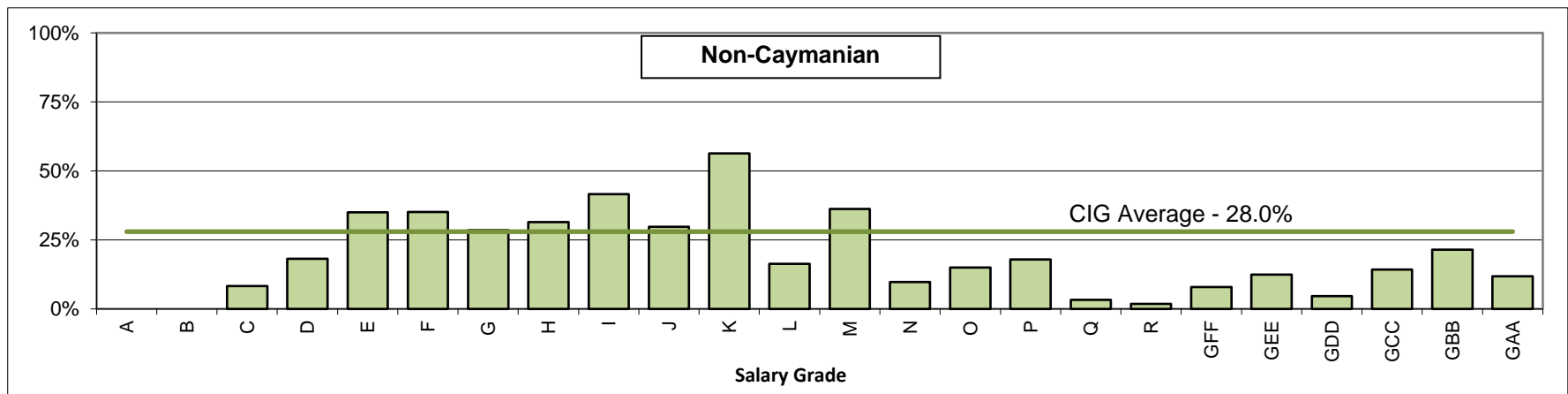
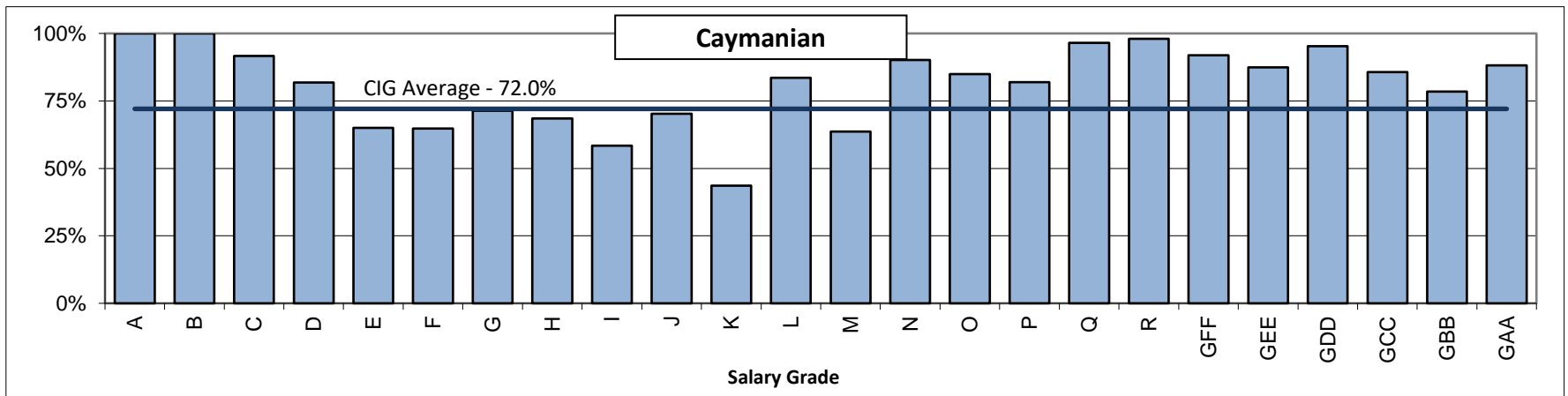
For other organisational executives (predominantly falling within grades C to G), 48% of the roles were held by females and 52% were held by male Civil Servants. Positions within grades C to G include; Chief Officer, Deputy Chief Officer, Head of Departments and Deputy Head of Department, amongst others.

Within the middle/junior management and specialist technical roles (predominantly found in grades H to K), the gender split was 64% female and 36% male. This is a 7% increase in females employed within these pay grades compared to the 2017 gender split, predominantly related to the regrade of Teacher roles from grade L to grade K, as the profession has a disproportionately high female representation (75%).

Within the top and middle level operational roles (predominantly found in grades L to O), the gender split was 50:50. Females dominated the lowest level support roles (grades P to R) representing 68% of the workforce in that category.

Male employees dominated the higher wage worker grades; where all employees at grades GFF to GDD were male (largely associated with roles in the specialist trades). Wage workers employed on the lower grades reflected a more even spread; where 45% of employees at grades GCC to GAA were female and 55% were male.

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
Caymanian	1	2	11	9	13	35	50	87	94	170	288	270	451	193	323	182	229	52	23	21	61	54	106	97	2822
Non-Caymanian	0	0	1	2	7	19	20	40	67	72	372	53	257	21	57	40	8	1	2	3	3	9	29	13	1096
Total	1	2	12	11	20	54	70	127	161	242	660	323	708	214	380	222	237	53	25	24	64	63	135	110	3918

The two bar charts above show the percentage of salary grades that Caymanian and non-Caymanian employees were paid on the 31st December 2018. When looking at the Civil Service as a whole, **Caymanian employees made up 72.0% of the workforce.**

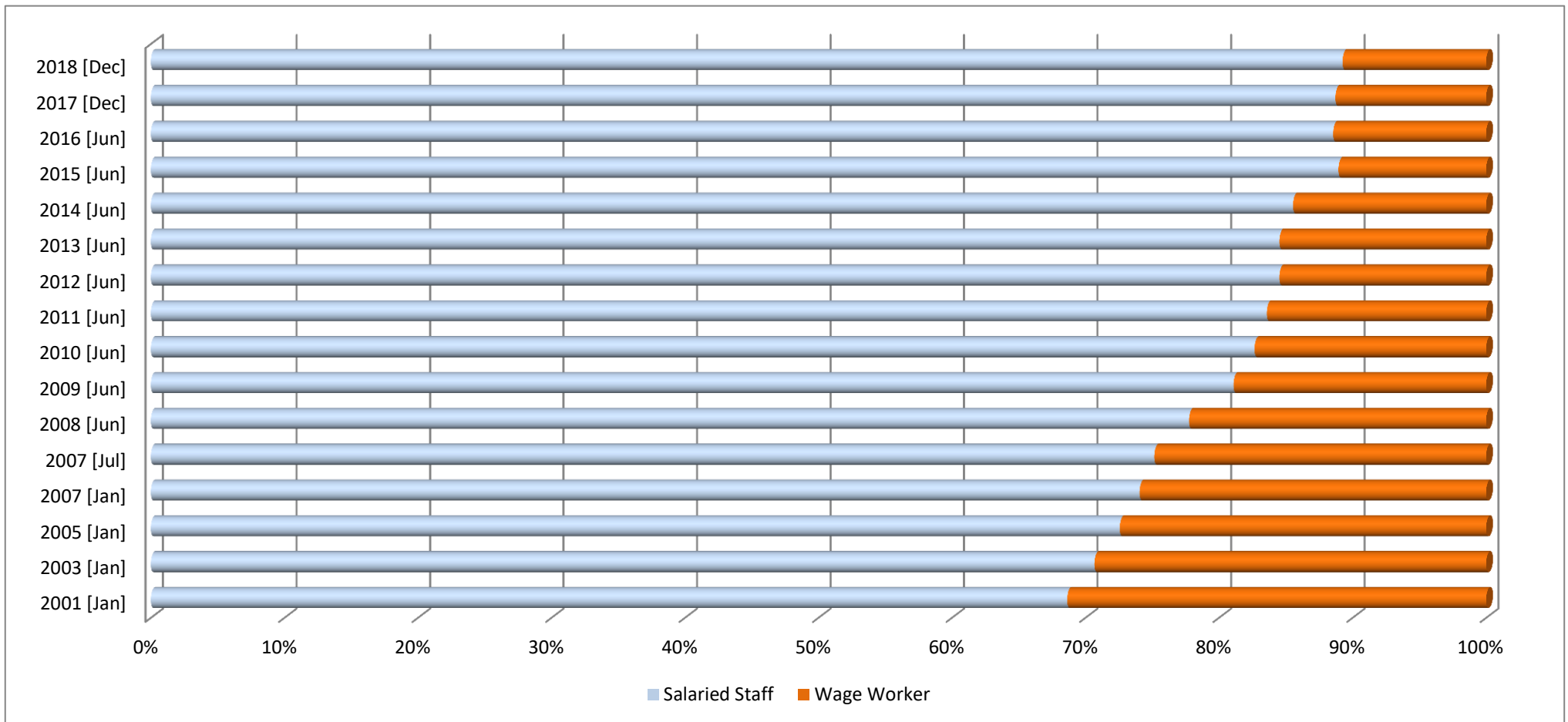
The table above shows that the 3 senior executive roles, falling within grades A & B, were held by Caymanians. These positions are the Deputy Governor, Financial Secretary and Attorney General.

For other organisational executives (predominantly falling within grades C to G), Caymanians constituted 71% of employees in these roles, slightly below the average of the Civil Service as a whole. Positions within grades C to G include; Chief Officer, Deputy Chief Officer, Head of Department, Deputy Head of Department and others.

Within the middle/junior management and specialist technical roles (predominantly found in grades H to K) Caymanian representation was 54%. This is an 11% decrease compared to 2017, predominantly related to the regrade of Teacher roles from grade L to grade K, a profession which has disproportionally high representation of non-Caymanian (65%). In the lower salary grades (P-R), Caymanian representation was at 90%, and Caymanians also represented the majority (86%) of employees, in the wage worker pay grades (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-Caymanians tend to hold a higher proportion of posts in the mid-salary range, which are more likely to be specialist roles.

The Civil Service by Employment Type



Date	2 Yearly Data			Annual Data [Since PSML]												
	10-Jan-01	10-Jan-03	10-Jan-05	10-Jan-07	01-Jul-07	30-Jun-08	30-Jun-09	30-Jun-10	30-Jun-11	30-Jun-12	30-Jun-13	30-Jun-14	30-Jun-15	30-Jun-16	31-Dec-17	31-Dec-18
Salaried Staff	2769	2196	2300	2607	2730	3036	3046	3048	3025	3076	3044	3055	3099	3188	3352	3497
Wage Worker	1265	911	869	913	902	868	710	639	594	563	557	516	385	412	426	421
Total	4034	3107	3169	3520	3632	3904	3756	3687	3619	3639	3601	3571	3484	3600	3778	3918
Salaried Staff	68.6%	70.7%	72.6%	74.1%	75.2%	77.8%	81.1%	82.7%	83.6%	84.5%	84.5%	85.6%	88.9%	88.6%	88.7%	89.3%
Wage Worker	31.4%	29.3%	27.4%	25.9%	24.8%	22.2%	18.9%	17.3%	16.4%	15.5%	15.5%	14.4%	11.1%	11.4%	11.3%	10.7%

Departments with Civil Servants on Wage Worker Terms and Conditions (31st December 2018)

Department/Ministry/Portfolio	No. Wage Worker	No. Salaried Staff	Total Staff	% Wage Workers
Agriculture Department	19	39	58	32.8%
Department of Children & Family Services	95	60	155	61.3%
Department of Environmental Health	92	39	131	70.2%
Department of Sports	3	24	27	11.1%
District Administration	109	63	172	63.4%
Education Department	18	780	798	2.3%
Ministry of Community Affairs Admin	1	13	14	7.1%
Public Works Department	80	46	126	63.5%
Tourism Department	4	43	47	8.5%
Total	421			

The 9 departments listed on the table to the left employed Civil Servants on wage worker terms and conditions as at 31st December 2018. The Department of Children and Family Services, District Administration, Environmental Health and Public Works had over half of their staff contracted on wage worker terms and conditions.

During 2018, of the 435 new appointments to the Civil Service, 17.5% were appointed on wage worker contracts. Further information relating to recruitment and appointments can be found on page 16.

Personnel Regulations state that an employee's 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 and associated Personnel Regulations came into effect in January 2007, the majority of contractual differences between salaried staff and wage workers were resolved.

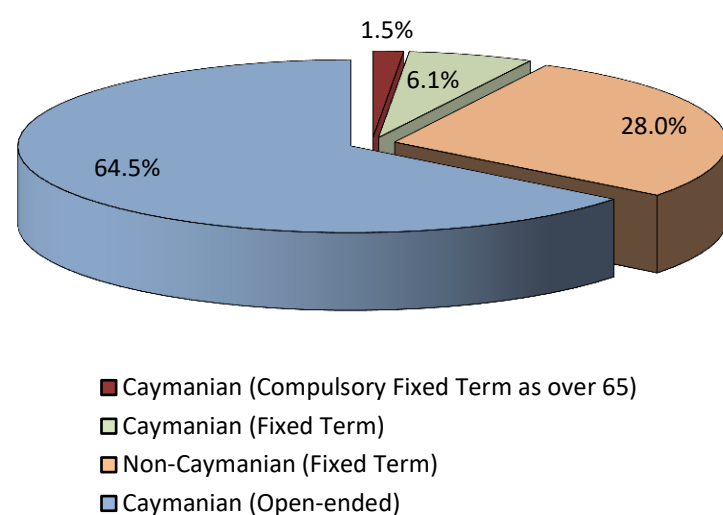
The Civil Service by Employment Arrangements

Working Arrangements

As of the 31st December 2018, the majority of Civil Servants worked full-time, with less than 3% of the Service being employed on part-time working arrangements. Part-time employees were employed across 11 different departments with the largest representation within District Administration and the Department of Education Services.

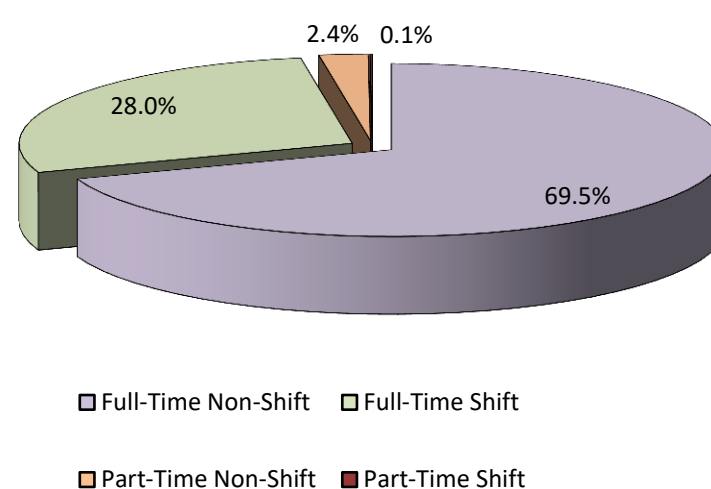
Shift workers represented just over 28% of the Service by the end of 2018, with 27 departments reporting that they employed Civil Servants on shifts. The Police Service (34%), Prison Service (13%), Customs Department (11%) and Fire Service (10%) together employed the majority of shift workers (68% of the over 1100 employees working shifts).

Employment Agreement Type by Nationality



Employee Agreement	Number of Employees	% of the Civil Service
Fixed Term - Caymanian	296	7.6%
Fixed Term - Non-Caymanian	1096	28.0%
Open-Ended - Caymanian	2526	64.5%
Total	3918	100%

Working Arrangements



Employment Arrangement	Number of Employees	% of the Civil Service
Full-Time Non-Shift	2724	69.5%
Full-Time Shift	1097	28.0%
Part-Time Non-Shift	93	2.4%
Part-Time Shift	4	0.1%
Total	3918	100%

Employment Agreement Type

Personnel Regulations outline the following tenure arrangements for employees;

- Caymanians should be placed on an "open-ended" tenure to their 65th birthday unless; the position/post undertaken has a finite life, the individual is over the compulsory retirement age (in which case it should be fixed-term for no more than 2 years) or when there are other good reasons not to do so.
- Non-Caymanian employees should have a fixed-term employment agreement of no longer than 3 years.

Note: A number of roles have terms and conditions outlined in other Laws or Regulations, such as the Police Commissioner who may be awarded a fixed-term contract of up to 5 years per contract or the Ombudsman who may be awarded a one-time fixed-term contract of 7 years.

The pie chart above shows the proportion of employees that held open-ended or fixed-term employment agreements as at 31st December 2018. Sixty-four per cent (64%) of the Civil Service were Caymanian employees on open-ended employment agreements; 8% were Caymanians on fixed-term employment agreements and 28% were non-Caymanians on fixed-term employment agreements.

In the pie-chart, the latter category has been split to show those Caymanian employees who were over 65 years old and holding 'compulsory' fixed term employment agreements (2%), and those with standard fixed term employment agreements (6%). The raise in retirement age (to age 65 in September 2016) and the subsequent requirement for individuals to re-join the pension scheme if under the new mandatory retirement age, either prior to or at the end of their current contract, will have impacted the proportion of Caymanians moving from fixed-term contracts over the last two reporting periods.

Civil Servants Remuneration Levels and Activity During 2018

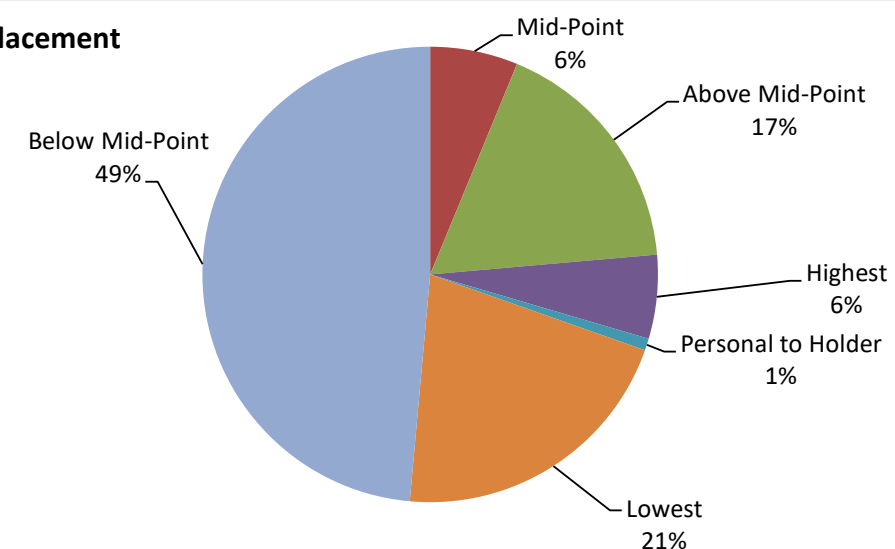
Civil Servants Annual Salary Distribution

Annual Salary (Based on FTE)	No. of Civil Servants	% of Civil Servants	Cumulative %
Under \$20,000	65	1.7%	1.7%
\$20,000 to \$29,999	412	10.5%	12.2%
\$30,000 to \$39,999	795	20.3%	32.5%
\$40,000 to \$49,999	1,028	26.2%	58.7%
\$50,000 to \$59,999	816	20.8%	79.5%
\$60,000 to \$69,999	335	8.6%	88.1%
\$70,000 to \$79,999	187	4.8%	92.9%
\$80,000 to \$89,999	94	2.4%	95.3%
\$90,000 to \$99,999	64	1.6%	96.9%
\$100,000 to \$109,999	44	1.1%	98.0%
\$110,000 to \$119,999	37	0.9%	99.0%
\$120,000 to \$129,999	21	0.5%	99.5%
\$130,000 to \$139,999	11	0.3%	99.8%
\$140,000 to \$149,999	4	0.1%	99.9%
\$150,000 to \$159,999	2	0.1%	99.9%
\$170,000 and Above	3	0.1%	100%
Total	3918	100%	

Civil Servants Distribution Across the Salary Points

Point Placement	No. of Civil Servants	%	Cumulative %
Lowest Point	824	21.0%	21.0%
Below Mid-Point	1,903	48.6%	69.6%
Mid-Point	244	6.2%	75.8%
Above Mid-Point	681	17.4%	93.2%
Highest Point	233	5.9%	99.2%
Personal to Holder Amount	33	0.8%	100%
Total	3918	100%	

By Point Placement



The Cayman Islands Government salary grades are split into salary points. Each grade contains between 5 and 13 individual points. Automatic annual increments have been frozen within the Civil Service since 2002. The salary scale in effect on the 31st December 2018 ranged between **\$19,428** (R point 1) and **\$192,888** (A point 5) per annum for salaried staff and between **\$9.75** (GAA point 1) and **\$21.40** (GFF point 5) per hour for Wage Workers.

The table above shows that the majority of the Civil Service were paid towards the lower end of the Government salary range **with 59% of the Civil Service earning under \$50,000 per annum** (a 10% decrease from the 69% reported for 2016/17).

The largest group of Civil Servants (26%) earned salaries in the \$40,000 to \$49,999 range, with the \$50,000 to \$59,000 and \$30,000 to \$39,000 ranges being the next largest (21% and 20% of Civil Servants respectively).

The average full-time equivalent annual salary for the Civil Service as at the 31st December 2018 was \$49,653; an increase of **\$3,078** compared to the December 2017 average. This is the fourth consecutive year that an increase in average salary has been reported following decreases in the preceding two fiscal years. Effective the 1st July 2018, a cost of living [COLA] increase of 5% was awarded to all Civil Servants.

The provision of medical benefits and pension, without employee contribution, should be noted when making comparisons for overall remuneration packages for Civil Servants against other organisations; as these represent significant employee benefits.

The Public Service Management Law and Personnel Regulations outline the authority of Appointing Officers to determine the point placement of individuals within a grade. A range of factors are considered, including experience and qualifications.

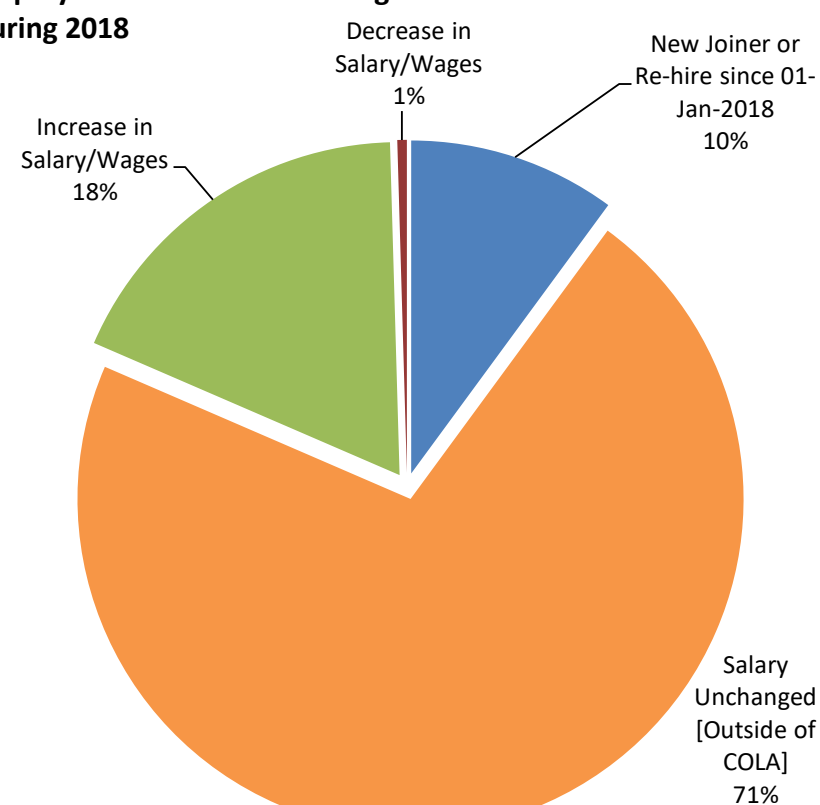
The table and pie-chart above summarise the position of employees within the salary scales for the Civil Service as at 31st December 2018. Some 76% of the Civil Service had a point placement that was less than or equal to the mid-point of the range; compared with the 74% reported for 2017. 21% of Civil Servants are on the lowest point (point 1) of their salary grade, a slight increase from the 19% reported in 2017.

Within the Civil Service, 6% of employees were on the highest point of their range and a further 1% had an individual salary that was either outside of the salary scale or unaligned to a point within the salary scale.

Of the new hire appointments to the Service during 2018, 214 of the 435 appointments (49%) were made to point 1 of the salary grade (compared with the 48% reported for 2016/17); whilst 89% of all new hiring appointments were made to point placements that were below the mid-point of the scale.

Civil Servants Annual Salary Changes

Employee Remuneration Changes during 2018



593 employees gained roles on a higher grade representing internal advancement within the Civil Service (through promotions or job enlargement). Of those 53% were Caymanian, this is almost 30% lower than then the previous reporting period. As two-thirds of adjustments were for staff within the Department of Education, this percentage will have been impacted by the re-grade of teaching roles.

The adjacent graph shows the change in Civil Service remuneration during 2018 [based on a comparison of employee salaries as at 31st December 2017 and 31st December 2018].

In September 2018, a cost of living increase (COLA) of 5% was announced for the Civil Servants, retro-active to June 2018. The graph on remuneration indicates additional changes experienced across the Service (outside of COLA).

In addition to the COLA award for all Civil Servants, 18% of the Service received an increase during 2018, as a result of promotions, roles being re-evaluated or receiving within grade adjustments. This represented 707 employees across 59 departments.

Of those employees receiving a salary increase, 63% related to employees within the Department of Education Services who were largely impacted as a result of the re-grade of teaching roles, and resulting adjustments arising from a Cabinet commitment to incrementally increase the minimum base pay for the teaching profession to \$5,000 per month. Of the remaining departments, where staff had increases, each of them contributed 3% or less of all employees experiencing increases.

Notably, 0.5% of the Civil Service received a salary decrease during 2018, largely associated with employees moving into roles on a lower grade. This may be in response to the introduction of phased retirement provisions in 2016, which provides additional flexibility for employees to remain with the Service on a part-time basis or in a lower graded role, while also receiving their monthly pension.

A further 10% of employees were new joiners to the Civil Service after the 31st December 2017, who consequently did not have data for comparison purposes.

HR Activity for the Civil Service for 2018 - Recruitment/Appointments

Appointments Made On and Off Island by Employment Type

Appointments from On/Off Island*

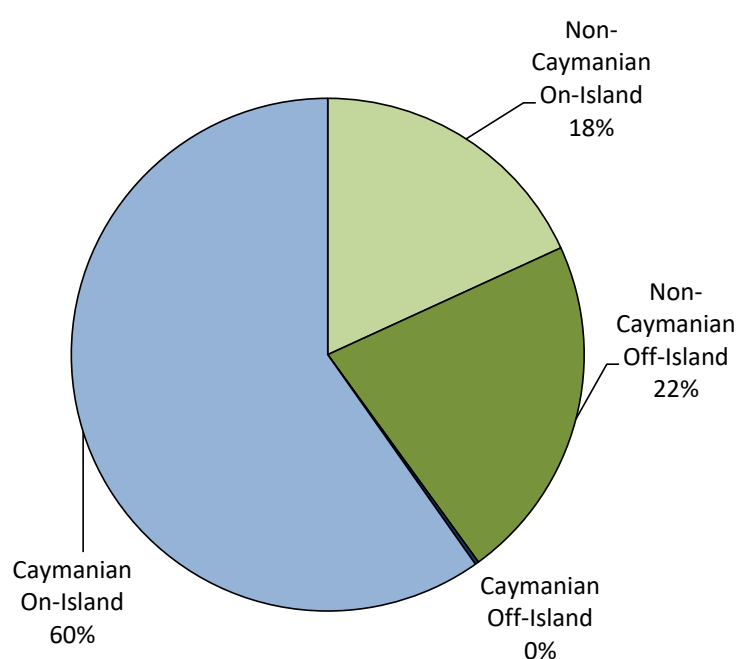
Recruitment Location	Caymanian	Non-Caymanian	Total	% by Recruitment Location
Off-Island	1	95	96	22.1%
On-Island	260	79	339	77.9%
Total	261	174	435	100.0%
% by Nationality	60.0%	40.0%	100.0%	

Appointments by Employment Type*

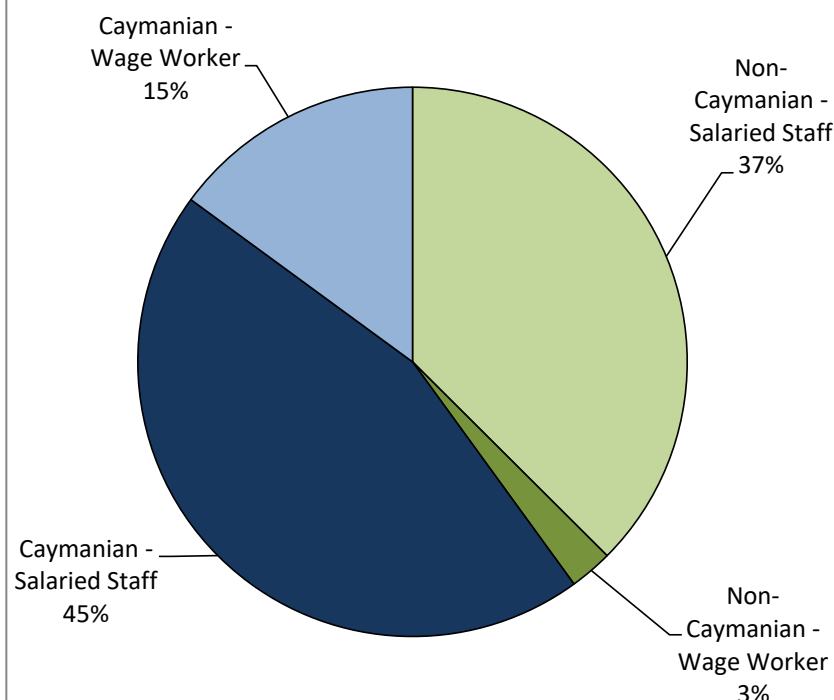
Employment Type	Caymanian	Non-Caymanian	Total	% by Employment Type
Salaried Staff	196	163	359	82.5%
Wage Worker	65	11	76	17.5%
Total	261	174	435	100.0%
% by Nationality	60.0%	40.0%	100.0%	

* Appointment figures reflect new hires to the Civil Service and consequently do not include internal appointments to different entities or the contract renewal of existing employees. Student interns that were employed for short-term (1-3 month) work experience and supply teachers appointed to cover interim appointments are excluded from the data. The same employee can be recruited or appointed more than once in a given year and each appointment is counted as a separate activity.

Recruitment by Location



Recruitment by Employment Type



Information in the table and pie-chart above show whether recruitment/appointment activity undertaken in 2018 was for individuals relocating from overseas or for current residents.

During 2018, **78%** of all appointments were made for applicants who were **on-island**; with Caymanians constituting the largest group.

Of the appointments for non-Caymanian employees (174 in total), 45% were recruited on-island.

Note: The information excludes 122 student interns that were employed for short-term work experience during 2018, 99% of whom were Caymanian.

Information in the table and pie-chart above shows that during 2018, 83% of new hires were Salaried Staff with the remaining 17% being Wage Worker (paid an hourly rate within the GAA-GFF pay grades). The appointment of Wage Workers appears relatively high given that Wage Workers represented 11% of the Civil Service as at 31st December 2018 (see page 13).

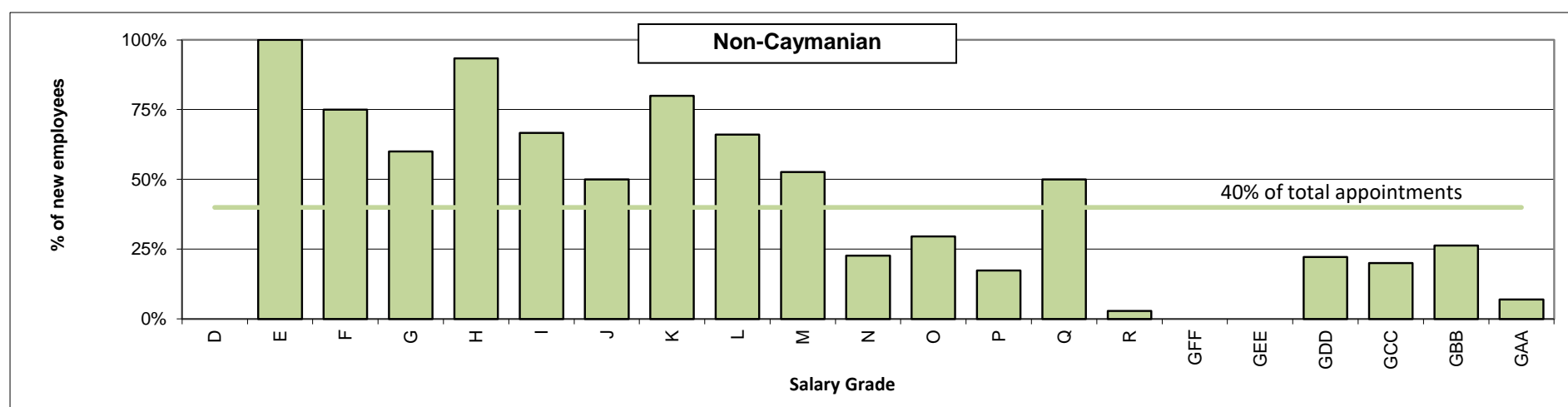
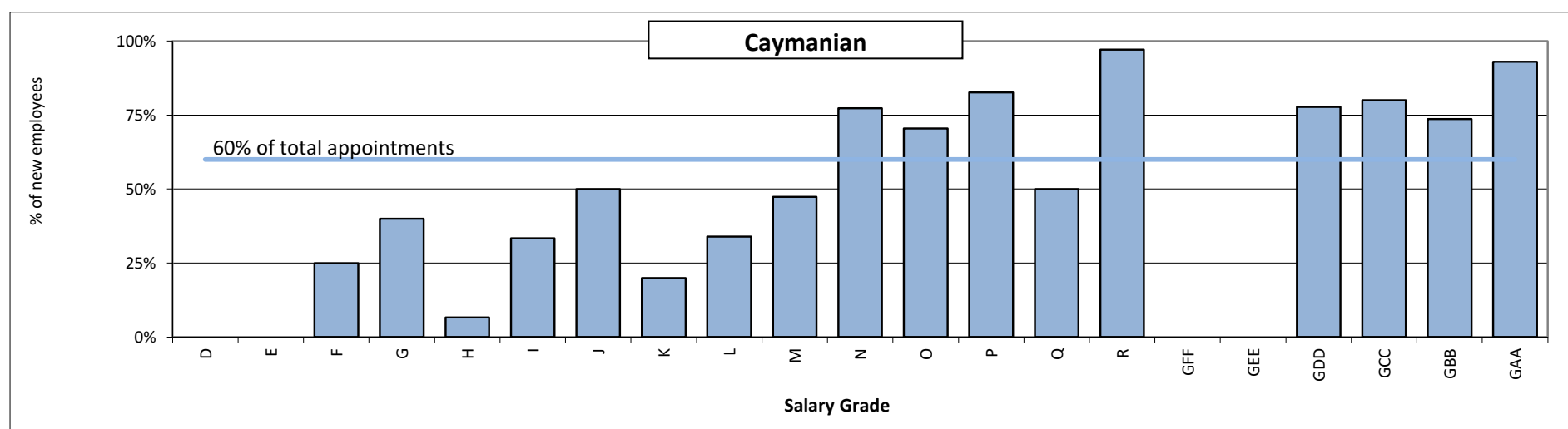
New Wage Worker appointments were predominantly made by District Administration, accounting for half of all Wage Worker appointments. District Administration appointments included 36 Office Attendant III on short-term contracts. It should be noted that District Administration operates an extended Internship Program to assist students during their "gap" year before continuing their education or permanently entering the work force.

Other appointments to wage workers were within the Department of Agriculture, Department of Child & Family Services (with appointments to the various levels of Community Care Worker), Department of Environmental Health and Public Works Department.

This section provides an overview of recruitment/appointment activities during 2018. During the year there were 587 appointments to the Civil Service, however 122 of these were to student interns, 13 were part of the apprenticeship scheme offered through the Public Works Department that offers short-term employment to Caymanians to ready them for employment in the construction industry and 17 were supply teachers, all groups that have been excluded from the more detailed analysis above.

HR Activity for the Civil Service for 2018 - Recruitment/Appointments

Appointments by Grade and Nationality



Grade	A-C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	GFF	GEE	GDD	GCC	GBB	GAA	Total	%
Caymanian	-	-	-	1	2	1	3	7	7	17	18	17	31	38	20	34	-	-	7	4	14	40	261	60.0%
Non-Caymanian	-	-	2	3	3	14	6	7	28	33	20	5	13	8	20	1	-	-	2	1	5	3	174	40.0%
Total	0	0	2	4	5	15	9	14	35	50	38	22	44	46	40	35	0	0	9	5	19	43	435	100.0%

Caymanians constituted 60% of all new recruits/appointments to the Civil Service during 2018, across a wide range of roles and grades. This is a smaller percentage when compared to the percentage of Caymanians in the Service (72%) but a larger percentage than reflective of the percentage of Caymanians in the Working Age Population, which were reported in the latest ESO Compendium of Statistics (2017) to be 54%.

During 2018, 34 departments made non-Caymanians appointments. 71% of all non-Caymanians recruited to the Civil Service were within five departments; the Department of Education Services accounted for 31% (54 appointments), the Police Service accounted for 15% (26 appointments), the Prison Service accounted for 12% (21 appointments), whilst the Department of Children & Family Services and Portfolio of Legal Affairs both accounted for a further 6% each (11 appointments each).

Over half (32) of the 57 departments who recruited new Civil Servants during 2018, made hiring decisions where the ratio of female appointments was higher than the average percentage of female employees within the Civil Service (55%). New hires within 12 departments were all female, whilst new hires for 11 departments were all male. The Department of Education, where 51 of the 67 new hires were female (76%), made the highest number of female appointments.

It should be noted that:-

- (i) The above details do 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 been appointed to new roles within Government. See pages 4 and 15 for related information on promotions during 2018.
- (ii) Appointment data does not include information relating to the contract renewal process for existing employees.

HR Activity for the Civil Service for 2018 - Retention

Leavers by Department, Nationality and Employment Category

Department	Caymanian	Non-Caymanian	Salaried	Waged	Total	% Turnover*
Agriculture Department	6	0	5	1	6	10.5%
Audit Office (OAG)	1	1	2	0	2	9.5%
Cabinet Office	3	0	3	0	3	12.5%
Cadet Corps (CICC)	0	0	0	0	0	0.0%
Central Procurement Office	0	1	1	0	1	50.0%
Children & Family Services	3	5	4	4	8	5.3%
Commerce & Investment	3	0	3	0	3	16.7%
Commissions Secretariat	0	0	0	0	0	0.0%
Community Rehabilitation	2	1	3	0	3	7.0%
Computer Services Department	2	0	2	0	2	4.1%
Counselling Services	1	5	6	0	6	17.1%
Customs Department	4	0	4	0	4	2.6%
Deputy Governor's Office	0	0	0	0	0	0.0%
District Administration	52	0	4	48	52	29.9%
Economics & Statistics Office	0	0	0	0	0	0.0%
Education Department	21	22	42	1	43	5.5%
Education Standards Assessment Unit	0	0	0	0	0	0.0%
E-Government Unit	0	0	0	0	0	0.0%
Elections Office	0	0	0	0	0	0.0%
Environment	3	0	3	0	3	8.3%
Environmental Health	13	0	1	12	13	9.8%
Financial Services Policy and Legislation	0	0	0	0	0	0.0%
Fire Department	6	0	6	0	6	4.6%
General Registry	3	0	3	0	3	7.0%
Government Information Services	0	1	1	0	1	6.3%
H E The Governor	0	0	0	0	0	0.0%
Hazard Management Department	0	0	0	0	0	0.0%
Health Regulatory Services	2	0	2	0	2	14.3%
Immigration Department	15	0	15	0	15	8.5%
International Tax Cooperation	1	1	2	0	2	28.6%
Judicial Department	5	0	5	0	5	7.2%
Labour & Pension	0	0	0	0	0	0.0%
Lands & Survey Department	2	2	4	0	4	7.0%
Legislative Department	0	0	0	0	0	0.0%
Marketing & Communications Unit	0	0	0	0	0	0.0%
Ministry of CP&I (Core)	0	0	0	0	0	0.0%
Ministry of CA (Core)	1	0	1	0	1	6.7%
Ministry of DAT&T (Core)	2	0	2	0	2	8.0%
Ministry of EYSA&L (Core)	7	3	10	0	10	14.9%
Ministry of F&ED (Core)	0	0	0	0	0	0.0%
Ministry of FS&HA (Core)	0	1	1	0	1	11.1%
Ministry of HEC&H (Core)	4	0	4	0	4	25.0%
Ministry of HR&I (Core)	0	0	0	0	0	0.0%
Mosquito Research and Control Unit (MRCU)	2	0	2	0	2	5.9%
National Archive (CINA)	1	0	1	0	1	8.3%
National Weather Service	0	0	0	0	0	0.0%
National Workforce Development Agency	0	0	0	0	0	0.0%
Needs Assessment Unit (NAU)	1	0	1	0	1	3.2%
Office of the Director of Public Prosecutions	0	2	2	0	2	8.3%
Office of the Ombudsman	0	0	0	0	0	0.0%
Planning	0	1	1	0	1	2.4%
Police Service	16	11	27	0	27	5.9%
Portfolio of Legal Affairs	3	8	11	0	11	20.4%
Portfolio of the Civil Service	1	0	1	0	1	4.3%
Postal Department	5	0	5	0	5	6.5%
Prison Service	4	4	8	0	8	4.9%
Public Library Service	2	0	2	0	2	10.0%
Public Safety Communications	1	3	4	0	4	15.4%
Public Works Department	6	1	3	4	7	5.6%
Radio Cayman	0	1	1	0	1	4.8%
Sister Island Sports	1	0	1	0	1	33.3%
Sports	0	0	0	0	0	0.0%
Sunrise Centre	1	1	2	0	2	9.5%
Tourism Department	3	0	3	0	3	6.4%
Treasury Department	2	1	3	0	3	7.5%
Vehicle & Drivers' Licensing	1	0	1	0	1	2.9%
Vehicle & Equipment Services	1	0	1	0	1	2.8%
Youth Services Unit	0	0	0	0	0	0.0%
Total	213	76	219	70	289	7.5%
%	73.7%	26.3%	75.8%	24.2%		
Turnover Rate* by Caymanian/Non-Caymanian	7.6%	7.1%	* Based on leaver information for the 12 month period 01-Jan-18 to 31-Dec-18 and the average number of employees at the end of each quarter			

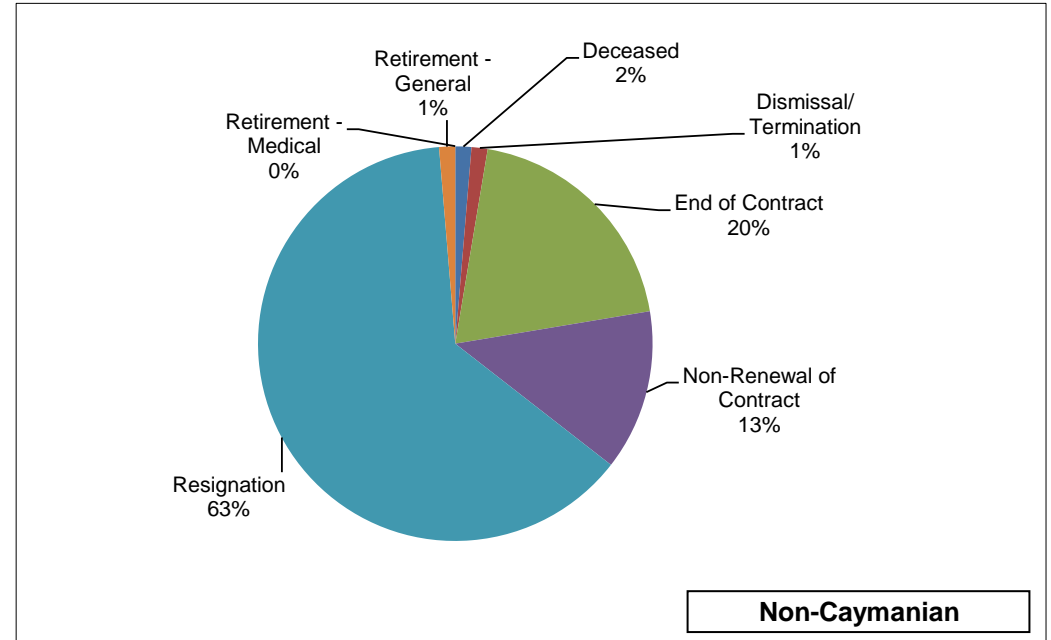
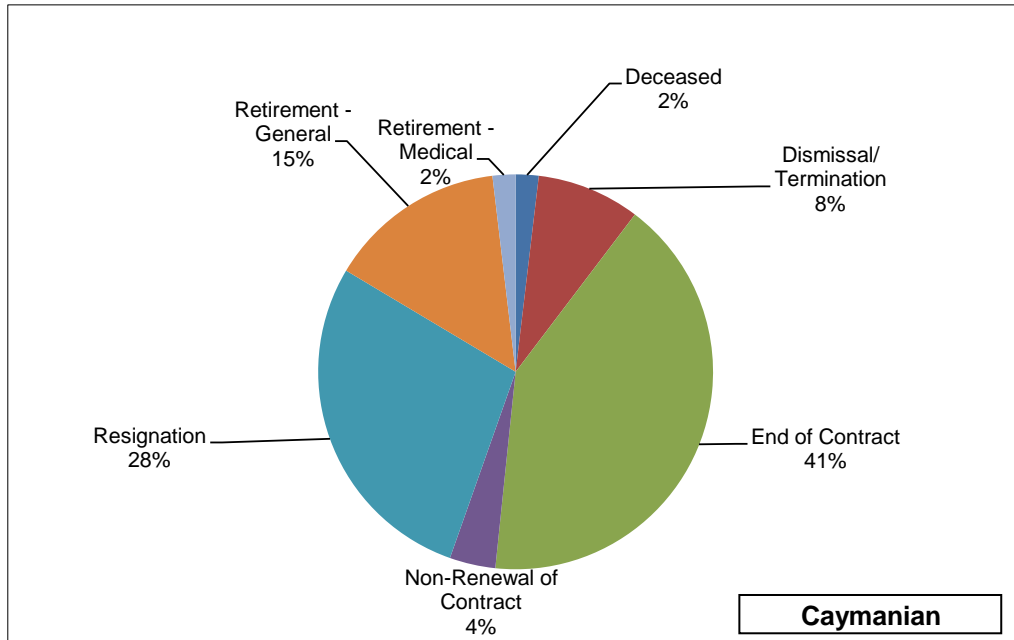
The annual turnover rate for the Civil Service for 2018 [1st January to 31st December] excluding student interns, PWD apprentices and supply teachers was **7.5%**, a reduction on previous years. Reports for 2016/17, 2015/16, 2014/15 and 2013/14 show the Government turnover rates, for comparable data, at 9.6%, 8.7%, 11.8% and 12.6% respectively.

Those departments experiencing more than double the average turnover rate within the Civil Service are identified above in red text whilst turnover rates that are below half the Government average are identified in blue text.

Note: Several departments showing a high percentage of turnover are departments with very small numbers of staff.

HR Activity for the Civil Service for 2018 - Retention

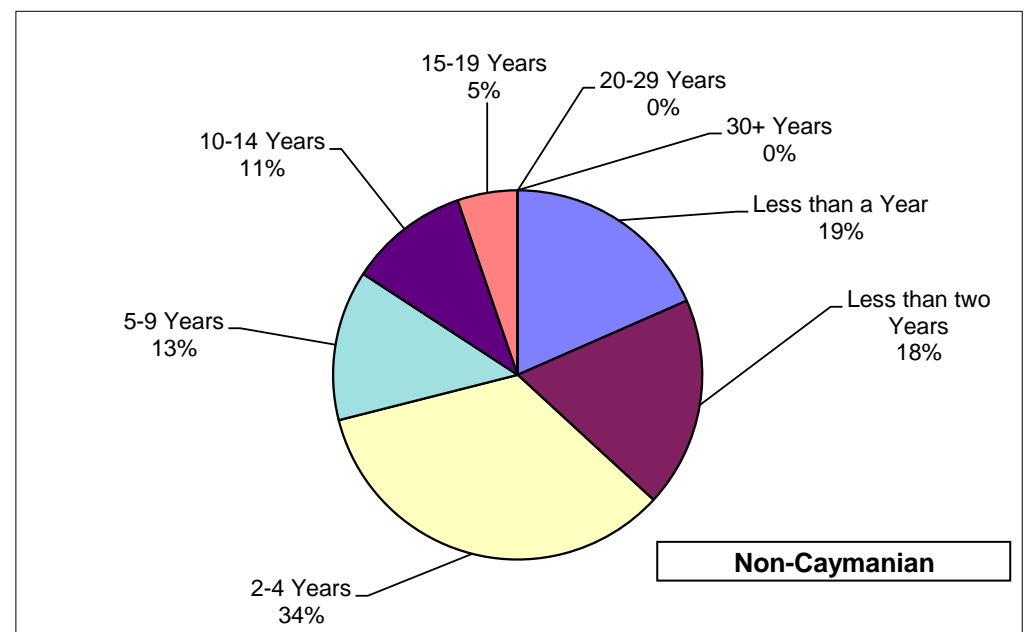
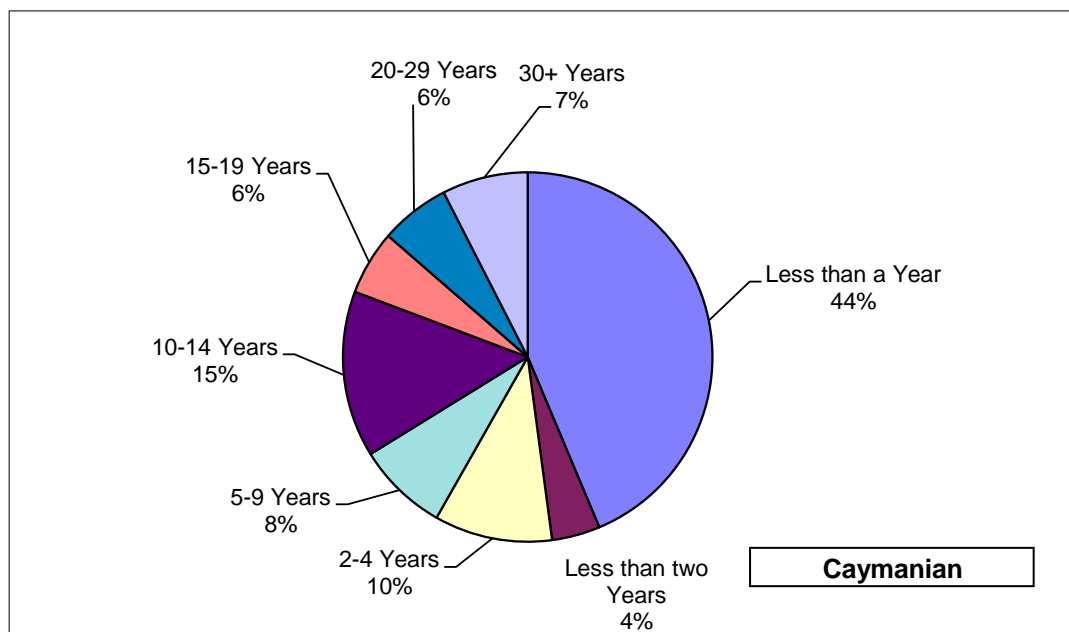
Leavers by Reason, Nationality and Length of Service



Reason for Leaving	Caymanian	% Caymanian	Non-Caymanian	% Non-Caymanian	Total	% Total
Deceased	4	1.9%	1	1.3%	5	1.7%
Dismissal/Termination	18	8.5%	1	1.3%	19	6.6%
End of Contract	88	41.3%	15	19.7%	103	35.6%
Non-Renewal of Contract	8	3.8%	10	13.2%	18	6.2%
Resignation	60	28.2%	48	63.2%	108	37.4%
Retirement - General	31	14.6%	1	1.3%	32	11.1%
Retirement - Medical	4	1.9%	0	0.0%	4	1.4%
Transfer to Authority	0	0.0%	0	0.0%	0	0.0%
Total	213	1	76	1	289	100.0%

Length of Service	Caymanian	% Caymanian	Non-Caymanian	% Non-Caymanian	Total	% Total	Cumulative %
Less than a Year	93	43.7%	14	18.4%	107	37.0%	37.0%
Less than two Years	9	4.2%	14	18.4%	23	8.0%	45.0%
2-4 Years	22	10.3%	26	34.2%	48	16.6%	61.6%
5-9 Years	17	8.0%	10	13.2%	27	9.3%	70.9%
10-14 Years	31	14.6%	8	10.5%	39	13.5%	84.4%
15-19 Years	12	5.6%	4	5.3%	16	5.5%	90.0%
20-29 Years	13	6.1%	0	0.0%	13	4.5%	94.5%
30+ Years	16	7.5%	0	0.0%	16	5.5%	100.0%
Total	213	100%	76	100%	289	100%	

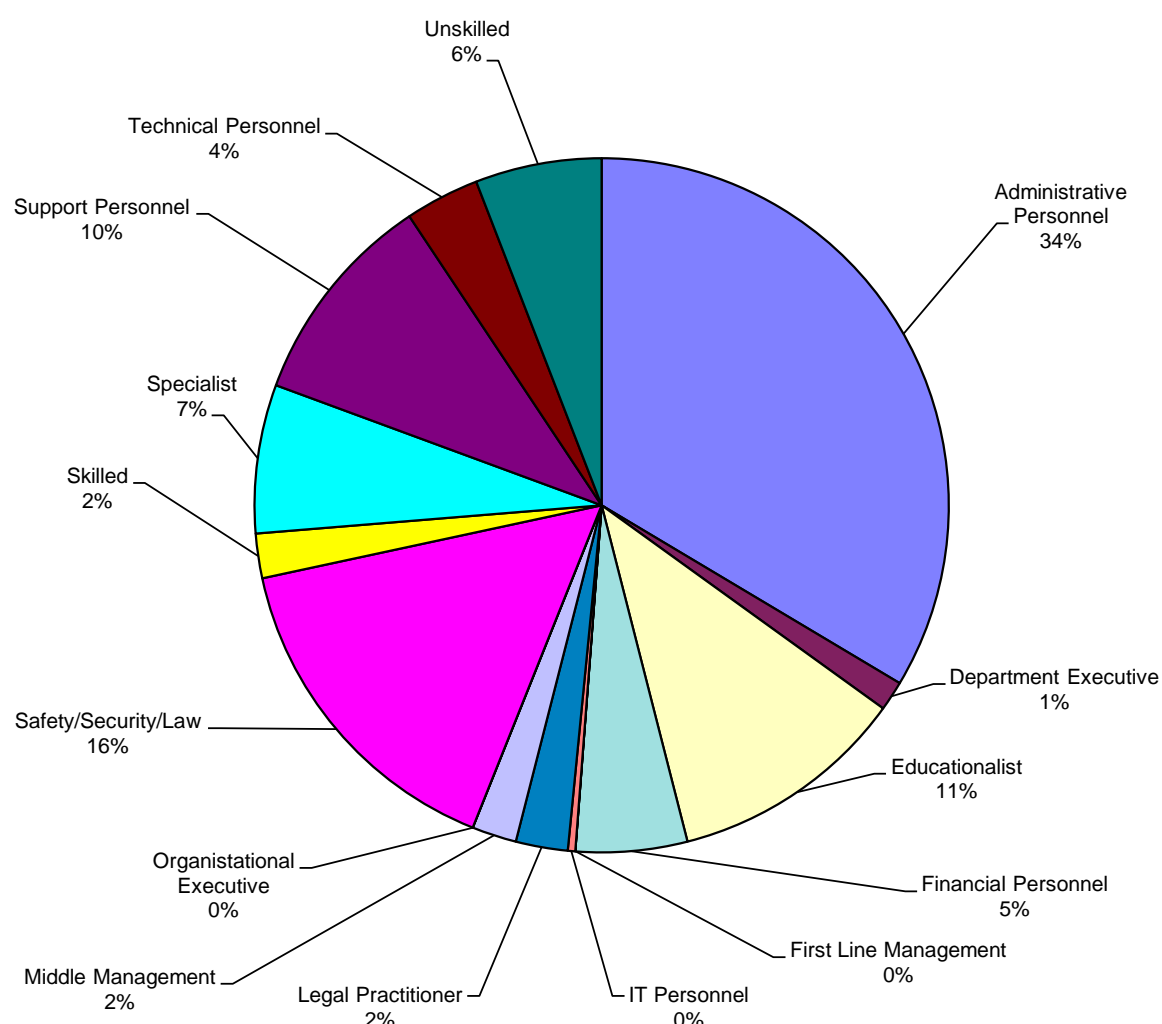
Leavers by Length of Service



The main reasons that Civil Servants leave the organisation are as a result of resignations (37%) and employment agreements coming to an end (36%). Almost two thirds of non-Caymanians (63%) who left the Service in 2018 did so as a result of resignations with a further 20% leaving as they reached the end of their contract. Resignations and contracts reaching an end also form the majority of reasons why Caymanians leave employment (28%) and (41%) respectively. In 2018, 13% of non-Caymanian leavers did so as a result of their contracts not being renewed, while 8% of Caymanians were dismissed from the Service, both increases on the previous reporting period.

Some 44% of Caymanian leavers had less than one year service when leaving the Civil Service; this is largely related to the opportunities offered for Caymanians on Cayman Brac in short-term Office Attendant III roles. Excluding these groups of employees from the information reduces the percentage of Caymanians leaving within one year to 30% which is more in line, but still more than that experienced by non-Caymanians. The cumulative figures show that almost 45% of all leavers from the Cayman Islands Government have less than two years of service.

Leavers by Job Classification, including Uniform and Teaching Staff



Leavers from within the Uniform Service

Uniform Department	Total Uniformed Leavers	Avg No. of Uniformed Staff	% Turnover*
Customs	3	108	2.8%
Fire	4	122	3.3%
Immigration	5	69	7.3%
Police	20	390	5.1%
Prison	5	141	3.6%
District Admin	1	20	5.0%
Total	38	849	4.5%

Leavers from within the Teaching Profession

	Total Teaching Leavers	Avg No. of Teaching Staff	% Turnover*
Teachers	42	467	9.0%
Teachers Excluding Supply	28	455	6.2%

Job Classification	Leavers during 2018				Turnover rate* by Classification
	Caymanian	Non-Caymanian	Total	% of total category	
Administrative Personnel	95	2	97	33.6%	14.8%
Department Executive	2	2	4	1.4%	7.3%
Educationalist	10	22	32	11.1%	6.5%
Financial Personnel	12	3	15	5.2%	7.0%
First Line Management			0	0.0%	0.0%
IT Personnel	1		1	0.3%	1.5%
Legal Practitioner	1	6	7	2.4%	17.9%
Middle Management	4	2	6	2.1%	4.6%
Organisational Executive			0	0.0%	0.0%
Safety/Security/Law	29	16	45	15.6%	4.8%
Skilled	5	1	6	2.1%	2.9%
Specialist	7	13	20	6.9%	6.9%
Support Personnel	26	3	29	10.0%	8.3%
Technical Personnel	5	5	10	3.5%	6.3%
Unskilled	16	1	17	5.9%	7.7%
Total	213	76	289	100.0%	7.5%

*Based on leaver information for 2018 and the average number of employees at the end of each quarter

The table above shows the turnover rate by broad job classification. Those shaded in blue represent categories where turnover is below the Government average, whilst those shaded red have a turnover rate of more than twice the Government average. During 2018, the highest categories of staff turnover were Legal Practitioners (with annual turnover rates of 18%). It should be noted that roles can fall into a number of the above categories and therefore the above figures should be used as a guide only.

The turnover rate for the combined **Uniform Departments** was **4.5%**. This is line with that experienced by the uniform divisions over the last few years, where the variation within turnover year on year has been very low. The specialism within uniform roles together with the difficulty of finding comparable employment within the private sector may have contributed to this low turnover rate.

The turnover rate for **teaching staff** is also below that of the Government average at 6.2% [when excluding the impact of Supply Teachers who are appointed to cover short-term vacancies/absences].

2018 Employee Engagement Survey Results

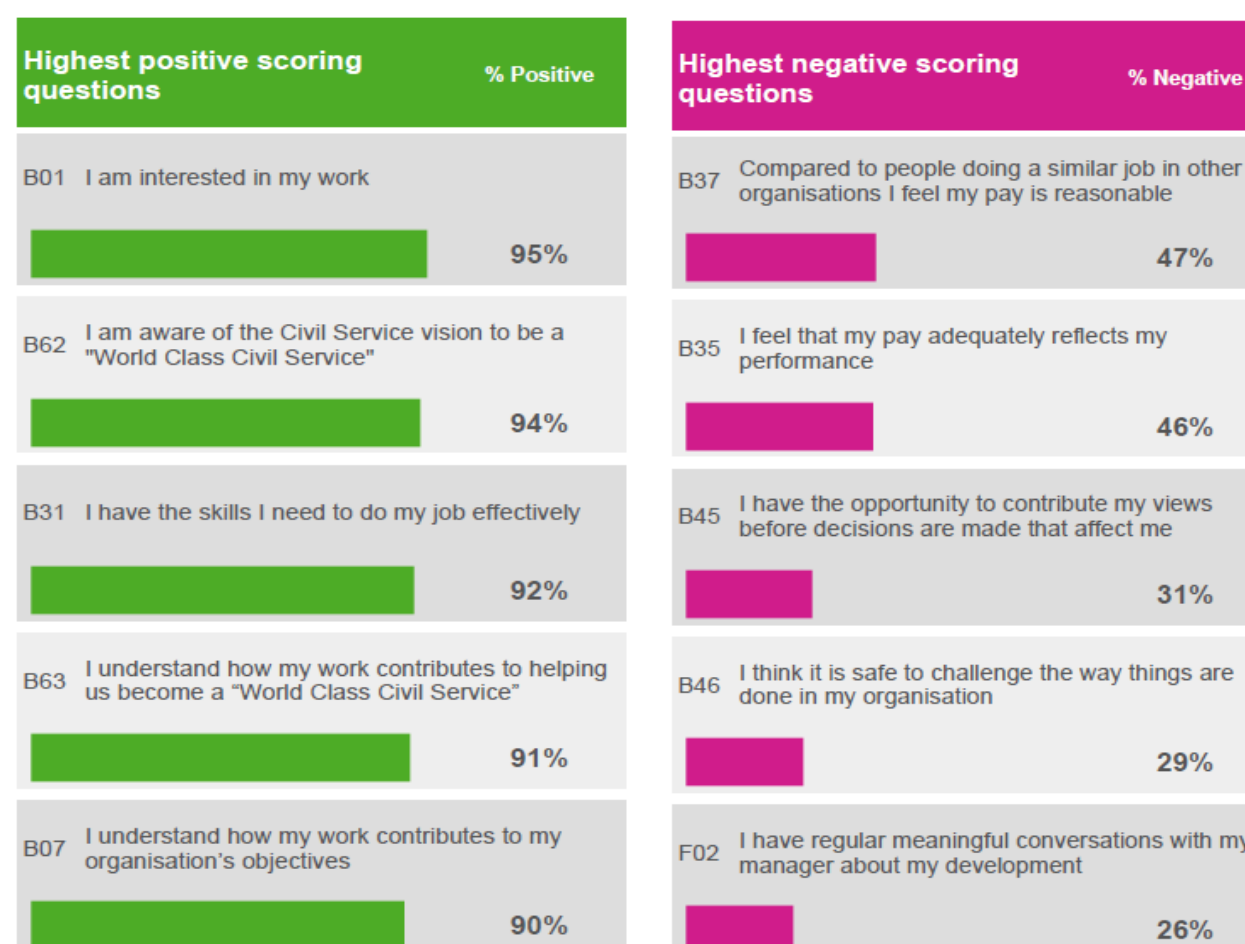
Conducted on an annual basis the Annual Employee Engagement Survey acts as a barometer to indicate the health of the organisation, in terms of the employee/employer relationship, in a number of critical areas. The 2018 survey was the second annual survey conducted for the Civil Service and took place between the 1st and 19th of October 2018. It provided an opportunity for all Civil Servants to have input on a range of areas that impact their everyday working lives. Returns were received by 2,811 Civil Servants representing a 72% response rate, an increase of 11% in the participation rate compared to 2017. The survey is conducted on behalf of the Civil Service by ORC International to ensure it is independent, confidential to participants and can be benchmarked internationally.

The headline results for the Civil Service are summarised below, and show an increase in every area including a 3% increase in our overall engagement index compared with last year, reaching 70%.



The survey identified numerous areas of strength with a 90% or higher positive rating, including 94% of respondents confirming their awareness of our vision to be a World-Class Civil Service and 91% confirming they understand how their work contributes to helping us achieve our vision.

This is an increase of 15% and 11% respectively on the 2017 survey results, and reflective of the work that has been undertaken to familiarise employees with the 5 year Strategic Plan.



Pay and benefits continued to feature heavily in the highest negative scoring areas. However, there has been an improvement of 8% on the 2017 scores in this area.

A number of strands of work have been delivered which addressed pay and benefits in 2018 including;

- The award of a 5% Cost of Living Adjustment in July 2018
- Remuneration adjustments for teachers and
- Regulatory changes to facilitate changes to Teachers Terms and Conditions of employment.

Further details on Civil Servants remuneration can be found on page 15.

Some of the biggest influencers of engagement are around leadership, the management of change and the manager relationship with their direct reports. Management and Leadership Development was one of the priority goals for 2018 with heavy investment in developing leaders at all levels across the service. This has manifested itself in an increase of 3% in the engagement scores for both "My manager" and "Leadership and managing change". These two areas will remain areas of focus as the positive rating for "My manager" reached 61% in the 2018 survey and 50% for "Leadership and managing changes".

Overall there was one area that saw a decrease between 2017 and 2018. This question related to awareness of the Public Servants Code of Conduct, which saw a decrease of 1%, remaining however at a very positive 92%.

EMPLOYEE INFORMATION - SUMMARY [December 2018]

ALL Employees [Headcount]

	Jun-12	Jun-13	Jun-14	Jun-15	Jun-16 ^{*1}	Jun-17 ^{*2}	Dec-17 ^{*3}	Dec-18 ^{*4}
SAG/GOC	2262	2258	2275	2325	2373	2435	2455	2511
CIG	3639	3601	3571	3484	3600	3705	3778	3918
Public Service	5901	5859	5846	5809	5973	6140	6233	6429

Caymanian Employees [Headcount]

	Jun-12	Jun-13	Jun-14	Jun-15	Jun-16	Jun-17	Dec-17	Dec-18
SAG/GOC	1720 (76%)	1713 (75.9%)	1774 (78%)	1780 (76.6%)	1813 (76.4%)	1858 (76.3%)	1849 (75.3%)	1883 (75.0%)
CIG	2640 (72.5%)	2614 (72.6%)	2624 (73.5%)	2583 (74.1%)	2673 (74.3%)	2698 (72.8%)	2743 (72.6%)	2822 (72.0%)
Public Service	4360 (73.9%)	4327 (73.9%)	4398 (75.2%)	4363 (75.1%)	4486 (75.1%)	4556 (74.2%)	2743 (73.7%)	4705 (73.2%)

Salary Grades by Nationality [CIG Dec-18]

	A-B	C-G	H-K	L-O	P-R	GFF-GAA
Caymanian	3 (100%)	118 (70.7%)	639 (53.7%)	1237 (76.1%)	463 (90.4%)	362 (86.0%)
Non-Caymanian	0 (0%)	49 (29.3%)	551 (46.3%)	388 (23.9%)	49 (9.6%)	59 (14.0%)
CIG Total	3	167	1190	1625	512	421

Gender [CIG]

	Jun-12	Jun-13	Jun-14	Jun-15	Jun-16	Jun-17	Dec-17	Dec-18
Female	1899 (52%)	1912 (53%)	1913 (54%)	1861 (53%)	1950 (54.2%)	2021 (54.5%)	2078 (55%)	2138 (55%)
Male	1740 (48%)	1689 (47%)	1658 (46%)	1623 (47%)	1650 (45.8%)	1684 (45.5%)	1700 (45%)	1780 (45%)
CIG Total	3639	3601	3571	3484	3600	3705	3778	3918

Salary Grades by Gender [CIG Dec-18]

	A-B	C-G	H-K	L-O	P-R	GFF-GAA
Female	0 (0%)	80 (47.9%)	764 (64.2%)	807 (49.7%)	347 (67.8%)	140 (33.3%)
Male	3 (100%)	87 (52.1%)	426 (35.8%)	818 (50.3%)	165 (32.2%)	281 (66.7%)
CIG Total	3	167	1190	1625	512	421

Age [CIG]

	Jun-12	Jun-13	Jun-14	Jun-15	Jun-16	Jun-17	Dec-17	Dec-18
Average Age	42	42	42	43	43	43	43	43

Salary/Wages [CIG]

[Full-Time Equivalent]	Jun-12	Jun-13	Jun-14	Jun-15	Jun-16	Jun-17	Dec-17	Dec-18
Average Salary	\$43,932	\$42,702	\$42,511	\$45,008	\$45,729	\$46,884	\$46,575	\$49,653

Notes:

*1 - Excludes 52 student interns & 3 employees of the London Office based in the UK

*2 - Excludes 41 student interns & 2 employees of the London Office based in the UK

*3 - Excludes 7 student interns & 2 employees of the London Office based in the UK

*4 - Excludes 18 student interns & 2 employees of the London Office based in the UK

Note:

Summary includes revised submissions from SAGCs for Jun-16 and Dec-17 following publication of 2015/16 and 2016/17 reports

Glossary

Public Service	The Civil Service and employees of Statutory Authorities and Government Owned Companies.
Civil Servant	<p>A person employed by the government, but does not include a Member of the Legislative Assembly other than an Official Member, and is a public officer for the purposes of the Constitution.</p> <p>For clarification, this report:</p> <p>(i) Excludes: The Chief Justice, Judges, Magistrates, His Excellency the Governor;</p> <p>(ii) Excludes: FCO staff within the Governor's Office and staff working overseas contracted under terms & conditions of the resident country (Department of Tourism and London Office).</p> <p>(iii) Excludes: Student Interns (classified under the designation "Office Support Assistant") who are appointed on short-term contracts during school/university non-term periods</p> <div style="border: 1px solid black; border-radius: 10px; padding: 10px; margin: 10px auto; width: fit-content;"> <p>For Example:</p> <p>June 2016 - Excludes 52 student interns</p> <p>June 2017 - Excludes 41 student interns</p> <p>December 2017 - Excludes 7 student interns</p> <p>December 2018 - Excludes 18 student interns</p> </div> <p>(iii) Excludes: PWD Apprentices (classified under the designation "Facilities Support Technician III") who are appointed on short-term contracts as part of the PWD commitment to developing Caymanians to enter the local construction industry</p>
Employee Type	Describes the terms and conditions that an employee is retained on. Under the Public Service Management Law (2018 Revision) and Personnel Regulations (2017 Revision), employees can be employed either as Salaried Staff who are paid monthly or Wage Workers defined as "a staff member whose remuneration is calculated at an hourly rate".
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	The information presented at department level relates to the various cost centres that constitute a department. Where a Ministry or Portfolio appears listed as a department this does not mean the whole Ministry/Portfolio. It relates to those cost centres that fall under the Ministry/Portfolio administration.
Pay Grade	<p>Describes the remuneration band an employee is assigned to. Salaried staff are paid on grades A to R, where A is the highest grade and R the lowest. Where a high-ranking position lies outside the regular grading structure, the positions have been categorised under grade A for ease of classification.</p> <p>Employees remunerated hourly, referred to as Wage Workers, are paid on grades GAA through GFF where GFF is the highest grade and GAA the lowest.</p>
Nationality	Describes whether an employee is Caymanian or non-Caymanian.
Country of Recruitment	Describes whether an employee was recruited on-island or from overseas.