

[illegible]

Employee Information and Human Resources Activity for
the Civil Service 1st January to 31st December 2021
Published by: Portfolio of the Civil Service
November 2024

ANNUAL HR REPORT 2021
Employee Information and Human Resources Activity for the Civil Service
As at December 2021

Contents:

FOREWORD BY THE CHIEF OFFICER, PORTFOLIO OF THE CIVIL SERVICE

REPORT DESCRIPTION 1

1. DEMOGRAPHICS OF THE PUBLIC SERVICE (31ST DECEMBER 2021)

- SIZE OF THE PUBLIC SERVICE BY STATUTORY AUTHORITY/GOVERNMENT OWNED COMPANY ... 2
- NUMBER AND PERCENTAGE OF CAYMANIAN EMPLOYEES BY STATUTORY AUTHORITY/
GOVERNMENT OWNED COMPANY..... 3

2. DEMOGRAPHICS OF THE CIVIL SERVICE (31ST DECEMBER 2021)

- SIZE OF THE CIVIL SERVICE AND PERCENTAGE CAYMANIAN EMPLOYEES FROM JANUARY 2001
TO DECEMBER 2021 4
- SIZE OF THE CIVIL SERVICE AND PERCENTAGE BY GENDER FROM JANUARY 2003 TO
DECEMBER 2021 5
- CHANGE IN SIZE OF THE CIVIL SERVICE DURING 2021 BY DEPARTMENT 6
- THE CIVIL SERVICE BY NATIONALITY 7
- DEPARTMENT BREAKDOWN AND LEVEL OF CAYMANIANISATION 8
- THE CIVIL SERVICE BY NATIONALITY AND AGE RANGE 9
- THE CIVIL SERVICE BY DEPARTMENT AND AGE RANGE..... 10
- THE CIVIL SERVICE BY GENDER AND SALARY GRADE 11
- THE CIVIL SERVICE BY NATIONALITY AND SALARY GRADE 12
- THE CIVIL SERVICE BY EMPLOYMENT TYPE 13
- WORKING ARRANGEMENTS WITHIN THE CIVIL SERVICE, INCLUDING EMPLOYMENT
AGREEMENT TYPE BY NATIONALITY AND SHIFT-WORKING 14

3. HR ACTIVITY FOR THE CIVIL SERVICE (FOR 2021)

REMUNERATION & REWARD

- CIVIL SERVICE REMUNERATION LEVELS AND ACTIVITY DURING 2021 15

RECRUITMENT

- APPOINTMENTS ON/OFF ISLAND AND BY EMPLOYMENT TYPE 16
- APPOINTMENTS BY GRADE AND NATIONALITY 17

RETENTION

- LEAVERS BY DEPARTMENT, NATIONALITY AND EMPLOYMENT CATEGORY 18
- LEAVERS BY REASON, NATIONALITY AND LENGTH OF SERVICE 19
- LEAVERS BY JOB CLASSIFICATION (INCLUDING TEACHERS AND UNIFORM OFFICERS) 20

ENGAGEMENT & COVID-19 IMPACT

- ANNUAL EMPLOYEE ENGAGEMENT MEASURES 21
- COVID-19 IMPACT ON HUMAN RESOURCES 22

FULL YEAR SUMMARY 23

GLOSSARY 24

Foreword



Gloria McField-Nixon, Chief Officer
Portfolio of the Civil Service

In 2021, the Civil Service delivered an exceptional combination of business as usual and pandemic specific responses. Sound overarching guidelines, prudent deployment of lateral flow test kits, and diligent use of PPE allowed the Civil Service to remain resilient in the lead up to the reopening of the Country's borders.

Additionally, the Civil Service swiftly responded to ensure a seamless transition following the result of the 2021 General Elections, allowing the new Government to quickly set their priorities for the country.

This 2021 Annual HR Report provides an opportunity to reflect on highlights of our people management strategy and workforce planning activities. It also allows the public an overview of the talent that is deployed across the Civil Service and wider

Public Service. In 2021, a number of significant changes occurred, including:

- The restructuring of the Civil Service to create an additional 3 Ministries, which included a new focus on Sustainability and Climate Resiliency, and realignment of departments under Ministries such as Home Affairs, and the Ministry of Investment, Innovation and Social Development, to support the new government's priorities.
- Both the Civil Service and Statutory Authorities and Government Owned Companies increased in size, by 4.9% and 5.6% respectively, taking the total number of employees across the wider Public Service to 7,176.
- The implementation of the Civil Service's first dynamic policy, the COVID-19 policy, allowing for online updates in real time, and demonstrating the Civil Service's ongoing commitment to adopt agile working practices.
- In the area of reward and recognition, January 2021 saw a salary scale adjustment to Grades A through D. Also, in December 2021, the Civil Service processed a one-off honorarium for non-executive civil servants on grades E and below, valued at \$500. The honorarium was increased to \$1,000 for civil servants working in uniform services and other emergency operations who demonstrated their commitment to building resiliency by being vaccinated ahead of the border reopening.
- Employee engagement results, which maintained an overall engagement score at 72%.

In the years ahead, the Public Service will continue to face challenges as we strive to keep our people safe and to preserve the Cayman economy and way of life. The Public Service remains resolute in its commitment to ***make the lives of those we serve better***, particularly, during a time of significant change. I have every confidence that the capable people within the Public Service will continue to meet the demands that come along with these challenges in order to ensure the best outcomes for the people of the Cayman Islands.

A stylized, handwritten signature in black ink, appearing to read 'G. McField-Nixon'.

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 24 Government Owned Companies and Statutory Authorities) as of 31st December 2021, compared to previous reporting periods.

Section Two (pages 4–14) provides information on the demographics of the core Civil Service as of 31st December 2021, addressing a range of issues including the size of the service and Caymanianisation of the workforce at both Ministry/Portfolio and Departmental levels.

Section Three (pages 15–22) provides information on a range of human resources activities such as recruitment, retention, employee engagement and, ongoing for 2021, information on the impact of COVID-19.

Full Year Summary (page 23) provides a one page overview of the key statistics from the report for the Public and Civil Service.

Glossary (page 24) 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's 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, tabled in Parliament 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 each calendar year between 2002 and 2007. From 2007/08 through 2015/16 the HR reporting period changed to reflect 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. From 2018 the annual report reverted to the calendar year to reflect this new fiscal reporting period.

Demographics of the Public Service (31st December 2021)

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

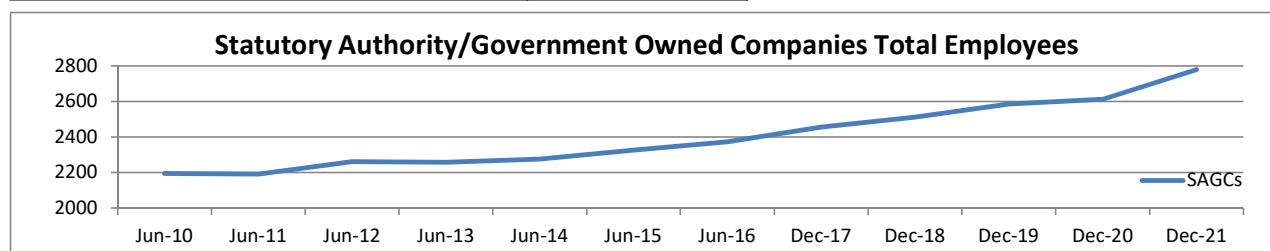
Statutory Authority/Government Owned Company	Number of Employees Dec 2021 ^{*1}	Number of Employees Dec 2020 ^{*1}	Total Variation	% Change
Auditors Oversight Authority	1	1	0	-
Cayman Airways Ltd	336	364	-28	-7.7%
Cayman Islands Airports Authority	188	197	-9	-4.6%
Cayman Islands Civil Aviation Authority	24	23	1	4.3%
Cayman Islands Development Bank	14	15	-1	-6.7%
Cayman Islands Monetary Authority	278	255	23	9.0%
Cayman Islands National Insurance Company	37	34	3	8.8%
Cayman Islands National Museum	8	9	-1	-11.1%
Cayman Islands Port Authority	163	160	3	1.9%
Cayman Islands Stock Exchange	7	7	0	-
Cayman National Cultural Foundation	7	7	0	-
Cayman Turtle Farm	89	97	-8	-8.2%
Children and Youth Services Foundation	45	43	2	4.7%
Health Services Authority	1089	953	136	14.3%
Maritime Authority of the Cayman Islands	26	26	0	-
National Drug Advisory Council	6	6	0	-
National Gallery of the Cayman Islands	12	7	5	71.4%
National Housing Development Trust	11	9	2	22.2%
National Roads Authority	114	100	14	14.0%
Public Service Pensions Board	25	26	-1	-3.8%
Tourism Attractions Board	30	37	-7	-18.9%
University College of the Cayman Islands	73	77	-4	-5.2%
Utility Regulation and Competition Office (OfReg)	26	23	3	13.0%
Water Authority Company	148	135	13	9.6%
Total for SAGC	2757	2611	146	5.6%

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

^{*2} 2020 figures adjusted to allow comparison for PMC

	Dec 2021	Dec 2020 ^{*2}	Total Variation	% Change
Total for Core Government	4397	4190	207	4.9%
Parliament Management Commission	22	18	4	22.2%
Total for the Public Service	7176	6819	357	5.2%

% Employees employed in SAGCs	38%
% Employees employed in Core Government	61%



The Cayman Islands Public Service figures comprise employees from Statutory Authorities, Government Owned Companies (SAGCs), the Civil Service and, from this year, the Parliament Management Commission (PMC) following the transition of staff to the Commission from the Civil Service. At the end of 2021, the number of employees in the Public Service was **7176**. **This represents an increase of 357 employees, or 5.2%, over the prior financial reporting period.**

There has been a **steady growth in employees within SAGCs** over the past nine years, reporting 2,757 employees in December 2021 (excluding PMC). The SAGCs ranged in size from the Auditors Oversight Authority which employed one staff member to the Health Services Authority which employed 1089 employees. The size of the combined SAGCs remains below that outlined in the 2020-21 Ownership Agreement, of 2934 FTE, approved for the 2021 budget year.

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

Demographics of the Public Service (31st December 2021)

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

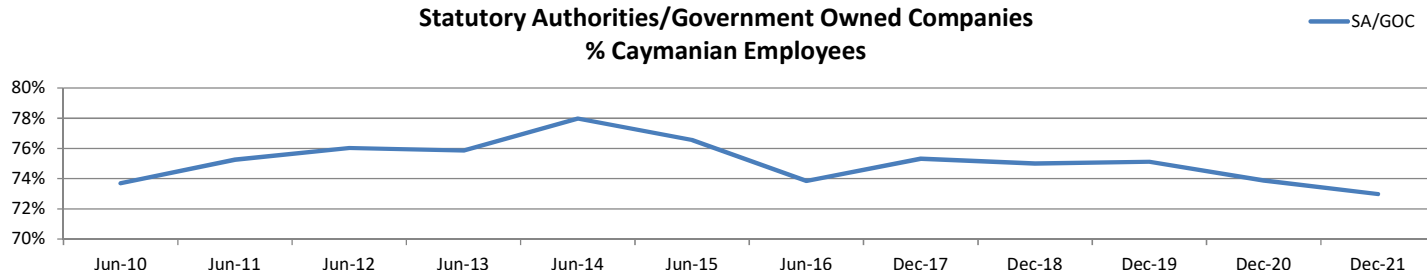
Statutory Authority/Government Owned Company	Employees - Dec 2021 ^{*1}				Employees - Dec 2020 ^{*1}				Variation	% Change
	Caymanian	Non-Caymanian	% Caymanian	% Non-Caymanian	Caymanian	Non-Caymanian	% Caymanian	% Non-Caymanian		
Auditors Oversight Authority	1	0	100.0%	0.0%	1	0	100.0%	0.0%	0	0.0%
Cayman Airways Ltd	267	69	79.5%	20.5%	284	80	78.0%	22.0%	-17	1.4%
Cayman Islands Airports Authority	174	14	92.6%	7.4%	186	11	94.4%	5.6%	-12	-1.9%
Cayman Islands Civil Aviation Authority	20	4	83.3%	16.7%	17	6	73.9%	26.1%	3	9.4%
Cayman Islands Development Bank	13	1	92.9%	7.1%	14	1	93.3%	6.7%	-1	-0.5%
Cayman Islands Monetary Authority	203	75	73.0%	27.0%	190	65	74.5%	25.5%	13	-1.5%
Cayman Islands National Insurance Company	31	6	83.8%	16.2%	29	5	85.3%	14.7%	2	-1.5%
Cayman Islands National Museum	8	0	100.0%	0.0%	9	0	100.0%	0.0%	-1	0.0%
Cayman Islands Port Authority	163	0	100.0%	0.0%	158	2	98.8%	1.3%	5	1.3%
Cayman Islands Stock Exchange	5	2	71.4%	28.6%	5	2	71.4%	28.6%	0	0.0%
Cayman National Cultural Foundation	7	0	100.0%	0.0%	7	0	100.0%	0.0%	0	0.0%
Cayman Turtle Farm	87	2	97.8%	2.2%	93	4	95.9%	4.1%	-6	1.9%
Children and Youth Services Foundation	19	26	42.2%	57.8%	20	23	46.5%	53.5%	-1	-4.3%
Health Services Authority	626	463	57.5%	42.5%	541	412	56.8%	43.2%	85	0.7%
Maritime Authority of the Cayman Islands	26	0	100.0%	0.0%	25	1	96.2%	3.8%	1	3.8%
National Drug Advisory Council	6	0	100.0%	0.0%	6	0	100.0%	0.0%	0	0.0%
National Gallery of the Cayman Islands	10	2	83.3%	16.7%	5	2	71.4%	28.6%	5	11.9%
National Housing Development Trust	11	0	100.0%	0.0%	9	0	100.0%	0.0%	2	0.0%
National Roads Authority	112	2	98.2%	1.8%	99	1	99.0%	1.0%	13	-0.8%
Public Service Pensions Board	24	1	96.0%	4.0%	25	1	96.2%	3.8%	-1	-0.2%
Tourism Attractions Board	23	7	76.7%	23.3%	31	6	83.8%	16.2%	-8	-7.1%
University College of the Cayman Islands	32	41	43.8%	56.2%	24	53	31.2%	68.8%	8	12.7%
Utility Regulation and Competition Office (OfReg)	19	7	73.1%	26.9%	21	2	91.3%	8.7%	-2	-18.2%
Water Authority Company	141	7	95.3%	4.7%	130	5	96.3%	3.7%	11	-1.0%
Total for SAGCs	2028	729	73.6%	26.4%	1929	682	73.9%	26.1%	99	-0.3%

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

^{*2} 2020 figures adjusted to allow comparison for PMC

	Dec 2021				Dec 2020			
	Total Caymanian	Total Non-Caymanian	% Caymanian	% Non-Caymanian	Total Caymanian	Total Non-Caymanian	% Caymanian	% Non-Caymanian
Core Government	3156	1241	71.8%	28.2%	2964	1226	70.7%	29.3%
Parliament Management Commission ^{*2}	21	1	95.5%	4.5%	17	1	94.4%	5.6%
Public Service	5205	1971	72.5%	27.5%	4910	1909	72.0%	28.0%

Statutory Authorities/Government Owned Companies % Caymanian Employees



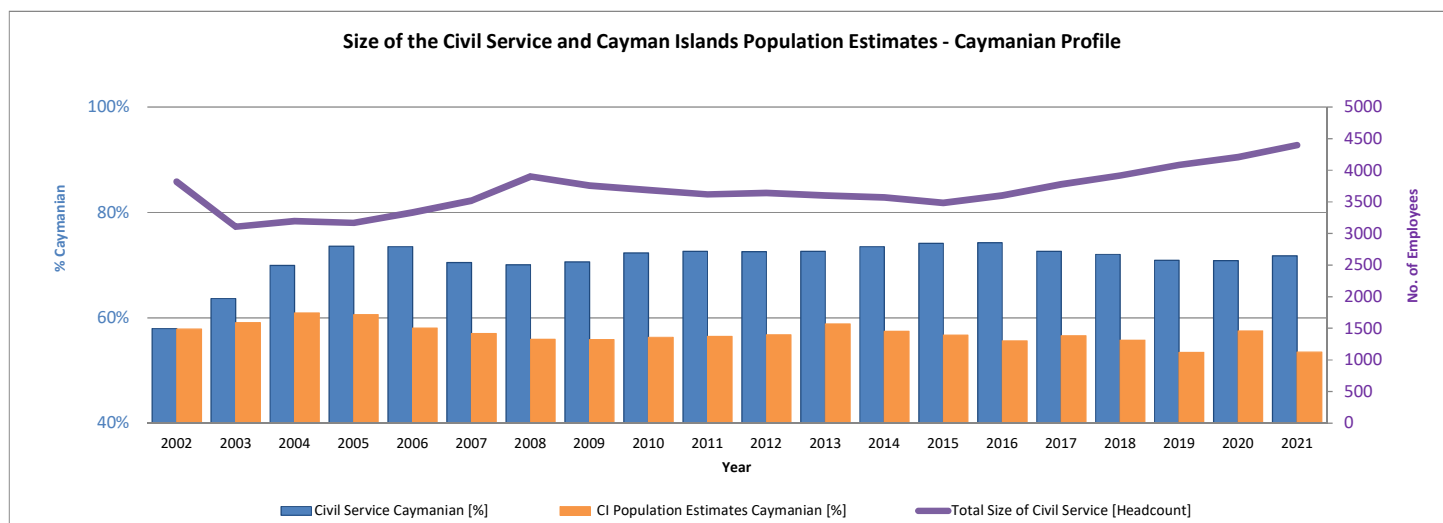
The Public Service of the Cayman Islands is comprised of employees from Statutory Authorities, Government Owned Companies, the Civil Service and the Parliament Management Commission. At the end of 2021, the number of Caymanians employed within the Public Service was 5,205 which represents 72.5% of the Public Service.

The representation of Caymanians within Statutory Authorities and Government Owned Companies has decreased slightly since 2020. Representation of Caymanians in the SAGCs as at 31st December 2021 was 73.6% (December 2020: 72.0%). 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 (42.2%), while 7 organisations had a completely Caymanian workforce as at the 31st December 2021 (December 2020: 5). Of the 24 Statutory Authorities or Government Owned Companies, there were 18 with three-quarters or more of their workforce comprising Caymanian employees as indicated by the green shading in the table above.

Demographics of the Civil Service (31st December 2021)

Size of the Civil Service and Percentage Caymanian Employees from January 2002 to December 2021



Date	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	Dec-19	Dec-20	Dec-21
Caymanian	2214	1977	2238	2332	2449	2481	2735	2651	2666	2628	2640	2614	2624	2583	2673	2743	2822	2896	2981	3156
Non-Caymanian	1606	1130	961	837	883	1039	1169	1105	1021	991	999	987	947	901	927	1035	1096	1188	1227	1241
Total	3820	3107	3199	3169	3332	3520	3904	3756	3687	3619	3639	3601	3571	3484	3600	3778	3918	4084	4208	4397
% Caymanian	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%	70.9%	70.8%	71.8%
% Non-Caymanian	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%	29.1%	29.2%	28.2%

The size of the Civil Service has fluctuated over the last twenty plus 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 during this period, 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 an overall decrease in the size of the Civil Service. However, over the last six years there has been a reversal of this trend. During 2021, the Civil Service increased in size by 189 or 4.5%. 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) with the highest representation, at 74.3%, being reported in June 2016. Increased employee growth within the Department of Education and the Police, professions where Caymanians represent less than half the workforce, has contributed to the decreases reported over the last few years.

The Cayman Islands population estimates from the Economics & Statistics Office Compendium of Statistics (2021) are shown in orange providing a comparison against which the Service can be benchmarked. It shows that since 2002, the proportion of Caymanians within the Civil Service remains significantly higher than that of the estimated total population nationally.

	Caymanian		Non-Caymanian	
Total Civil Servants	72%	3156	28%	1241
Average Annual Salary	\$	51,538	\$	58,289
Chief Officers	75%	15	25%	5
Heads of Department	74%	58	26%	20
2021 Promotions	76%	334	24%	103

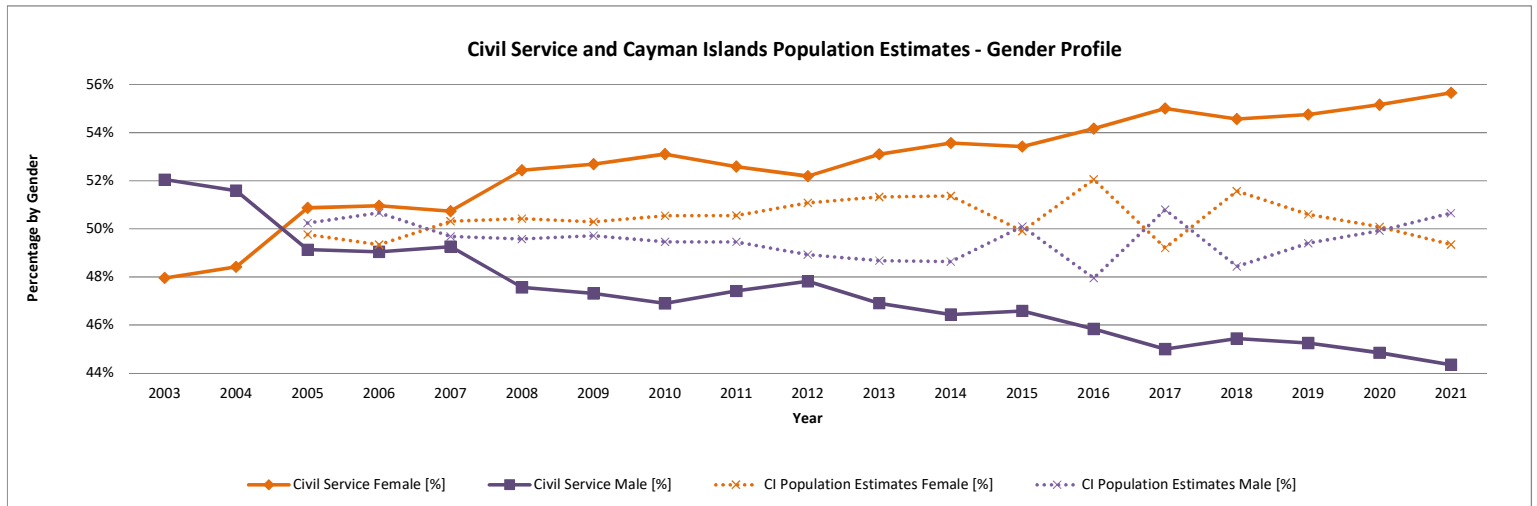
As of the 31st December 2021, Caymanians represented 75% of Chief Officers and 74% of Heads of Departments which, in both cases, is slightly higher than Caymanian representation within the Civil Service as a whole.

During 2021, 76% of promotions within the Service were to Caymanians, again slightly higher level than the representation of Caymanians across the Service.

The average annual salary for Caymanians is \$6,751 per annum less than their non-Caymanian colleagues. Information on page 12 shows the proportion of Caymanians versus non-Caymanians across the different grade bands, which provides insight into this variance.

Note: Demographics for the Civil Service contain a number of exclusions which are outlined in the Glossary on page 24. Notably, students employed on paid internships are excluded as are members of the Judiciary, Members of the Legislative Assembly, political appointments, the London Office and His Excellency the Governor.

Size of the Civil Service and Percentage by Gender from January 2003 to December 2021



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	Dec-19	Dec-20	Dec-21
Female	1490	1549	1612	1698	1786	2047	1979	1958	1903	1899	1912	1913	1861	1950	2078	2138	2236	2321	2447
Male	1617	1650	1557	1634	1734	1857	1777	1729	1716	1740	1689	1658	1623	1650	1700	1780	1848	1887	1950
Total	3107	3199	3169	3332	3520	3904	3756	3687	3619	3639	3601	3571	3484	3600	3778	3918	4084	4208	4397
% 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%	54.8%	55.2%	55.7%
% 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%	45.2%	44.8%	44.3%

As the size of the Civil Service has changed over the last nineteen 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 2021. Since 2005, the representation of females in the service has grown steadily higher than their male counterparts. The accompanying graph shows how the balance has moved from women forming 48% of the Service in 2003 to its present level of 55.7%. This represents a growth of 957 women from the 1,490 employed in 2003. There has still been significant growth in the number of male employees in the same period (333), but this represents a smaller percentage growth.

The Cayman Islands population estimates from the Economics & Statistics Office Compendium of Statistics (2021) are shown as dotted lines, giving a comparison against which gender parity can be benchmarked.

	Female		Male	
Total Civil Servants	56%	2447	44%	1950
Average Annual Salary	\$	54,272	\$	52,693
Chief Officers	60%	12	40%	8
Heads of Department	46%	36	54%	42
2021 Promotions	51%	222	49%	215

In 2021, women represented 60% of Chief Officers (above their representation in the Civil Service as a whole) and 46% of Heads of Departments (somewhat below overall female representation in the Civil Service as a whole). 51% of promotions in 2021 were earned by women.

Whilst women represent at least half of the employees in salary grades C, F and G; Grade H (2020: grade I) is the highest grade at which the salary representation of women in grade is in line with, or above, that of the representation of women in the Service as a whole (56%).

The average annual salary for women is \$1,579 higher than their male colleagues. Further information relating to the gender split of the Civil Service by grade is located on page 11.

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 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 2021)

Change in Size of the Civil Service by Department during 2021

Department	31-Dec-21	31-Dec-20	Variance	%	Department	31-Dec-21	31-Dec-20	Variance	%
Agriculture	65	64	1	1.6%	Lands & Survey	60	61	-1	-1.6%
Audit Office	21	21	0	0.0%	Legislative ^{*2}	0	18	-18	-100.0%
Cabinet Office	29	32	-3	-9.4%	Marketing & Communications Unit	1	2	-1	-50.0%
Cadet Corps (CICC)	5	6	-1	-16.7%	Core Ministries ^{*3}	275	234	41	17.5%
Cayman Islands Coast Guard	23	15	8	53.3%	Mosquito Research and Control Unit	33	37	-4	-10.8%
Central Procurement Office	3	2	1	50.0%	National Archive (CINA)	11	12	-1	-8.3%
Children & Family Services	158	159	-1	-0.6%	National Weather Service	18	16	2	12.5%
Commerce & Investment	24	23	1	4.3%	Needs Assessment Unit (NAU)	38	34	4	11.8%
Commissions Secretariat	14	13	1	7.7%	Office of Education Standards	5	4	1	25.0%
Communications	32	19	13	68.4%	Office of the Director of Public Prosecutions	26	29	-3	-10.3%
Community Rehabilitation	42	43	-1	-2.3%	Office of the Ombudsman	14	15	-1	-6.7%
Computer Services	63	59	4	6.8%	Overseas Office	2	0	2	100.0%
Counselling Services	41	36	5	13.9%	Passport Office	7	8	-1	-12.5%
Customs & Border Control	223	231	-8	-3.5%	Planning	41	40	1	2.5%
Cyber Security ^{*1}	3	3	0	0.0%	Police Service	487	485	2	0.4%
Deputy Governor's Office	15	15	0	0.0%	Portfolio of Legal Affairs	63	59	4	6.8%
District Administration	174	184	-10	-5.4%	Portfolio of the Civil Service	39	35	4	11.4%
Economics & Statistics Office	23	21	2	9.5%	Postal Service	78	75	3	4.0%
Education	850	819	31	3.8%	Prison Service	185	170	15	8.8%
E-Government Unit	5	8	-3	-37.5%	Public Library Service	20	20	0	0.0%
Elections Office	4	6	-2	-33.3%	Public Safety Communications	29	32	-3	-9.4%
Environment	43	43	0	0.0%	Public Works	126	127	-1	-0.8%
Environmental Health	136	144	-8	-5.6%	Radio Cayman	21	20	1	5.0%
Facilities Management	10	12	-2	-16.7%	Sister Island Sports	3	3	0	0.0%
Fire	150	158	-8	-5.1%	Sports	24	23	1	4.3%
General Registry	47	47	0	0.0%	Sunrise Centre	20	19	1	5.3%
H E The Governor	4	5	-1	-20.0%	Tourism	47	45	2	4.4%
Hazard Management	8	5	3	60.0%	Cayman Travel Time	86	0	86	100.0%
Health Regulatory Services	14	15	-1	-6.7%	Treasury	41	41	0	0.0%
Intellectual Property Office ^{*1}	4	4	0	0.0%	UK Office	1	0	1	100.0%
Internal Audit Services	11	11	0	0.0%	Vehicle & Drivers' Licensing	48	37	11	29.7%
International Tax Cooperation	17	18	-1	-5.6%	Vehicle & Equipment Services	36	35	1	2.9%
Invest Cayman ^{*1}	6	4	2	50.0%	WORC	127	122	5	4.1%
Judicial	89	77	12	15.6%	Youth Services Unit	5	4	1	25.0%
Labour & Pension	24	24	0	0.0%	TOTAL	4397	4208	189	4.5%

The table above shows the number of employees within each department in December 2020 and 2021. By the end of 2021 there were 79 departments across government. However the mid-year reallocation of responsibilities between Ministries makes year-on-year comparisons of core Ministry Departments problematic and, for this transition year, all core Ministry staff have been reported as one group.

For the majority of departments there were small changes, of 5 employees or less, in employee numbers compared to the prior year. Eight departments saw increases in staffing of more than five employees; Cayman Travel Time (86 employees), Education (31 employees), Prison (15 employees), Department of Communications (13 employees), Judicial Administration (12 employees), the Coast Guard (8 employees), Vehicle & Drivers' Licensing (11 employees) and the amalgamated Core Ministries (41 employees ^{*3}).

District Administration saw a decrease of 10 employees in 2021 and Environmental Health, Fire and Customs and Border Control each saw a decrease of 8 employees.

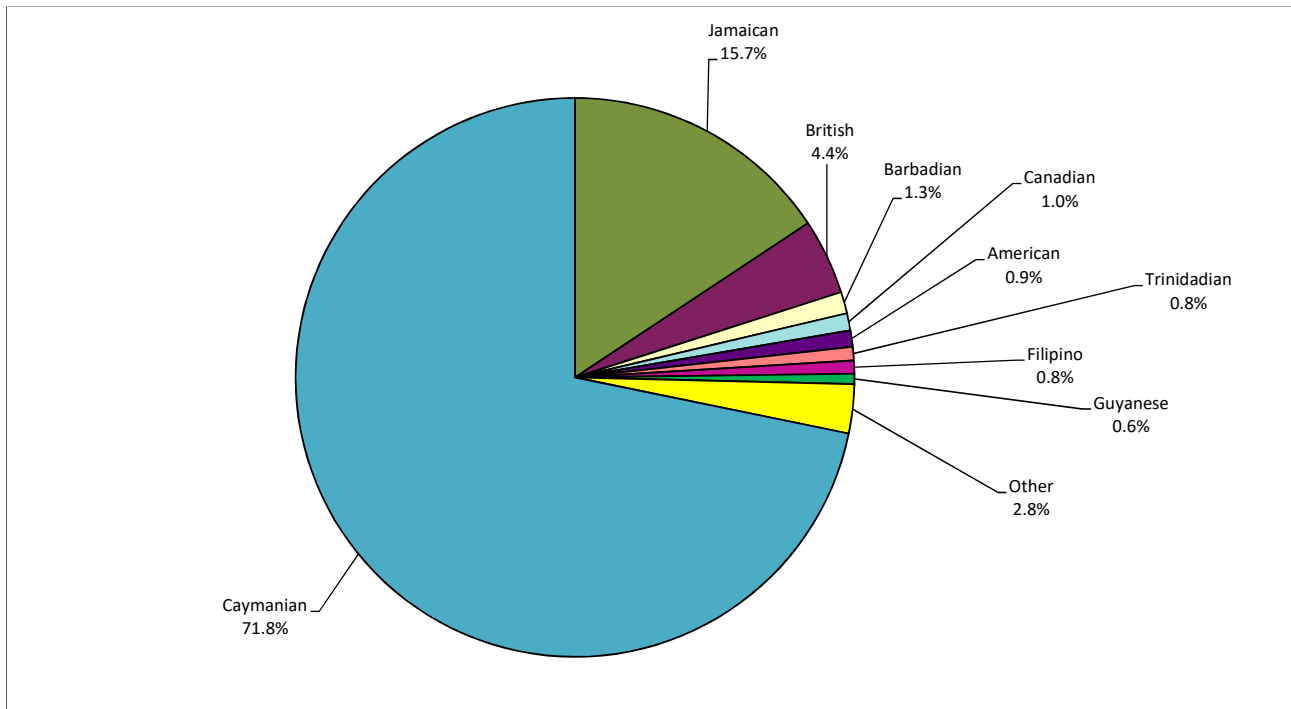
^{*1} Adjustments made to 2020 figures to permit comparisons for Departments previously being reported within core Ministry figures

^{*2} Employees of the Legislative Department were transferred out of the Civil Service in 2021 to the Parliamentary Management Commission

^{*3} All core Ministry staff reported together for 2021, due to mid-year Civil Service restructuring

Demographics of the Civil Service (31st December 2021)

The Civil Service by Nationality



Nationality	Number of Employees	% of the Civil Service
Caymanian	3156	71.8%
Jamaican	690	15.7%
British	192	4.4%
Barbadian	55	1.3%
Canadian	44	1.0%
American	41	0.9%
Trinidadian	35	0.8%
Filipino	33	0.8%
Guyanese	26	0.6%
Irish	11	0.3%
Saint Vincentian	11	0.3%
Honduran	10	0.2%
Indian	9	0.2%
South African	9	0.2%
Belizean	7	0.2%
Saint Lucian	7	0.2%
Dominican (Dominica)	5	0.1%
Kenyan	5	0.1%
Australian	4	0.1%
Zimbabwean	4	0.1%
Cuban	3	0.1%
Dutch	3	0.1%
New Zealander	3	0.1%

Nationality	Number of Employees	% of the Civil Service
Spaniard	3	0.1%
Antiguan and Barbudan	2	0.0%
Colombian	2	0.0%
Costa Rican	2	0.0%
Dominican (Republic)	2	0.0%
Grenadian	2	0.0%
Nicaraguan	2	0.0%
Nigerian	2	0.0%
Ugandan	2	0.0%
Venezuelan	2	0.0%
Belgian	1	0.0%
Brazilian	1	0.0%
Czechoslovakian	1	0.0%
Dane	1	0.0%
German	1	0.0%
Ghanaian	1	0.0%
Indonesian	1	0.0%
Italian	1	0.0%
Panamanian	1	0.0%
Senegalese	1	0.0%
Swede	1	0.0%
Tunisian	1	0.0%
Turk	1	0.0%
Total	4397	100.0%

As at 31st December 2021, the Civil Service was comprised of 46 different nationalities with **Caymanians forming the majority of the workforce, representing 71.8% of the Service.**

The largest groups of expatriate Civil Servants were Jamaican (representing 15.7% of the service) and British (representing 4.4% of the service). Barbadian and Canadian Civil Servants constitute 1.3% and 1.0% of the service respectively, while the other 41 nationalities represent less than 1% each and 5.9% 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 2021)

Department Breakdown and Level of Caymanianisation

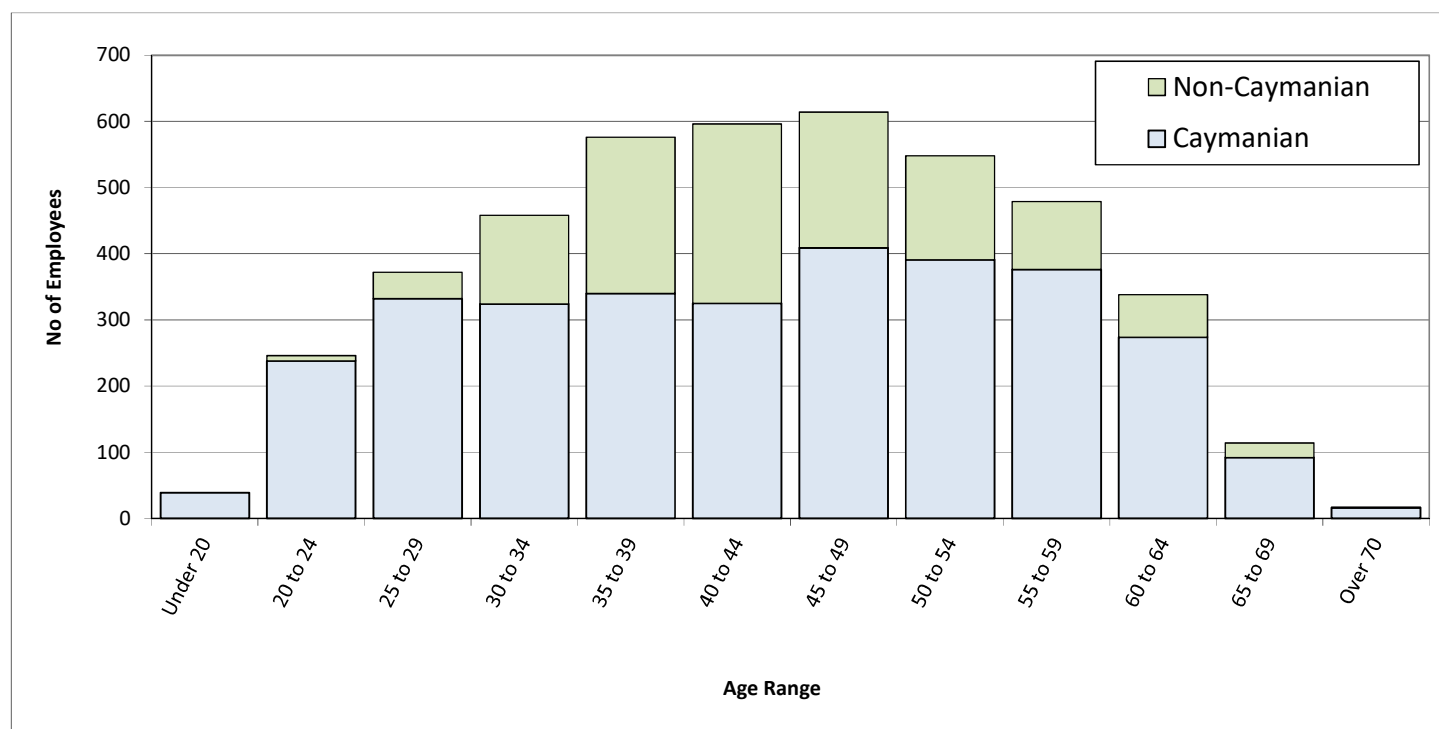
Department	Caymanian	Non-Caymanian	Total	% Caymanian	
Agriculture Department	48	17	65		73.8%
Cabinet Office	26	3	29		89.7%
Cayman Islands Cadet Corps	1	4	5		20.0%
Cayman Islands Coast Guard	20	3	23		87.0%
Cayman Islands Intellectual Property Office	2	2	4		50.0%
Cayman Islands National Archive	11	0	11		100.0%
Cayman Travel Time	72	14	86		83.7%
Central Procurement Office	2	1	3		66.7%
CI Government Office - Overseas	2	0	2		100.0%
CI Government Office - UK	1	0	1		100.0%
Commissions Secretariat	8	6	14		57.1%
Computer Services Department	37	26	63		58.7%
Core Ministry BCL	21	2	23		91.3%
Core Ministry DAL	16	2	18		88.9%
Core Ministry EDU	59	8	67		88.1%
Core Ministry FED	14	2	16		87.5%
Core Ministry FSC	24	11	35		68.6%
Core Ministry H&W	10	5	15		66.7%
Core Ministry HA	7	0	7		100.0%
Core Ministry IISD	21	1	22		95.5%
Core Ministry PAHI	21	4	25		84.0%
Core Ministry SCR	5	1	6		83.3%
Core Ministry T&T	24	1	25		96.0%
Core Ministry YSCH	16	0	16		100.0%
Core PoCS	28	11	39		71.8%
Customs and Border Control	220	3	223		98.7%
Cyber Security	2	1	3		66.7%
Department for International Tax Cooperation	12	5	17		70.6%
Department of Children & Family Services	84	74	158		53.2%
Department of Commerce & Investment	22	2	24		91.7%
Department of Communications	28	4	32		87.5%
Department of Community Rehabilitation	26	16	42		61.9%
Department of Counselling Services	26	15	41		63.4%
Department of Education Services	407	443	850		47.9%
Department of Environment	37	6	43		86.0%
Department of Environmental Health	124	12	136		91.2%
Department of Labour & Pension	23	1	24		95.8%
Department of Planning	33	8	41		80.5%
Department of Public Safety Communications	22	7	29		75.9%
Department of Sports	23	1	24		95.8%
Department of Vehicle and Drivers Licensing	47	1	48		97.9%
District Administration	166	8	174		95.4%
Economics & Statistics Office	14	9	23		60.9%
E-Government Unit	4	1	5		80.0%
Elections Office	3	1	4		75.0%
Facilities Management	9	1	10		90.0%
Fire Department	146	4	150		97.3%
General Registry	42	5	47		89.4%
H E The Governor	0	4	4		0.0%
Hazard Management Department	6	2	8		75.0%
Health Regulatory Services	12	2	14		85.7%
Internal Audit Services	8	3	11		72.7%
Invest Cayman	5	1	6		83.3%
Judicial Department	70	19	89		78.7%
Lands & Survey Department	45	15	60		75.0%
Marketing & Communications Unit	1	0	1		100.0%
Mosquito Research and Control Unit	32	1	33		97.0%
National Weather Service	17	1	18		94.4%
Needs Assessment Unit	38	0	38		100.0%
Office of Education Standards	2	3	5		40.0%
Office of the Auditor General	5	16	21		23.8%
Office of the Deputy Governor	10	5	15		66.7%
Office of the Director of Public Prosecutions	13	13	26		50.0%
Office of the Ombudsman	8	6	14		57.1%
Passport Office	7	0	7		100.0%
Police Service	253	234	487		52.0%
Portfolio of Legal Affairs	32	31	63		50.8%
Postal Department	74	4	78		94.9%
Prison Service	96	89	185		51.9%
Public Library Service	20	0	20		100.0%
Public Works Department	106	20	126		84.1%
Radio Cayman	16	5	21		76.2%
Sister Island Sports	2	1	3		66.7%
Sunrise Centre	17	3	20		85.0%
Tourism Department	44	3	47		93.6%
Treasury Department	37	4	41		90.2%
Vehicle & Equipment Services	34	2	36		94.4%
Workforce Opportunities Residency Cayman	125	2	127		98.4%
Youth Services Unit	5	0	5		100.0%
Civil Service Total	3156	1241	4397	Civil Service Average = 71.8%	

The table above shows the number of employees that worked within the 79 government departments as at 31st December 2021, 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 7 departments where 50% or more of employees were non-Caymanian (December 2020: 12); 55 departments had a higher percentage of Caymanian employees than the average for the Civil Service (71.8%) (December 2020: 50). There were 10 entities with a 100% Caymanian workforce (December 2020: 8); CIG Overseas office, CIG UK Office, Marketing and Communications Unit, Ministry of HA (Core), Ministry of YSCH (Core), Cayman Islands National Archive, Needs Assessment Unit, Passport Office, Public Library Service and the Youth Services Unit.

Demographics of the Civil Service (31st December 2021)

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	Over 70	Total
Caymanian	39	238	332	324	340	325	409	391	376	274	92	16	3156
Non-Caymanian		8	40	134	236	271	205	157	103	64	22	1	1241
Total	39	246	372	458	576	596	614	548	479	338	114	17	4397
% Caymanian	1.2%	7.5%	10.5%	10.3%	10.8%	10.3%	13.0%	12.4%	11.9%	8.7%	2.9%	0.5%	100%
% Non-Caymanian	0.0%	0.6%	3.2%	10.8%	19.0%	21.8%	16.5%	12.7%	8.3%	5.2%	1.8%	0.1%	100%
% Civil Servants	0.9%	5.6%	8.5%	10.4%	13.1%	13.6%	14.0%	12.5%	10.9%	7.7%	2.6%	0.4%	100%

Percentage aged 60 and above for comparison purposes [against pre Sept 2016 data below, when normal retirement age increased from 60 to 65]

10.7%

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	31-Dec-19	31-Dec-20	31-Dec-21
No. Of Civil Servants over mandatory retirement	153	161	173	169	194	187	181	161	161	173	166	175	229	50	47	62	83	102	131
Total Civil Servants	3143	3224	3418	3632	3904	3756	3687	3619	3639	3601	3571	3484	3600	3705	3778	3918	4084	4208	4397
% Civil Servants over mandatory retirement age	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%	2.0%	2.4%	3.0%

* Age profiles for Civil Servants unavailable prior to 2004

The bar chart shows the number of employees within core Government as at 31st December 2021, across the various age ranges. The highest concentration of Civil Servants was in the 45-49 age range (14.0%). Slightly lower proportions of Civil Servants were in the 40-44 and 35-39 age ranges (13.6% and 13.1% respectively). The average age of a Civil Servant within the Cayman Islands was 44 years, with the youngest employee being aged 17 and the oldest employee aged 76.

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 2021, there were 131 employees (3.0% of the Service) over age 65, the current 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 2021)

The Civil Service by Department and Age Range

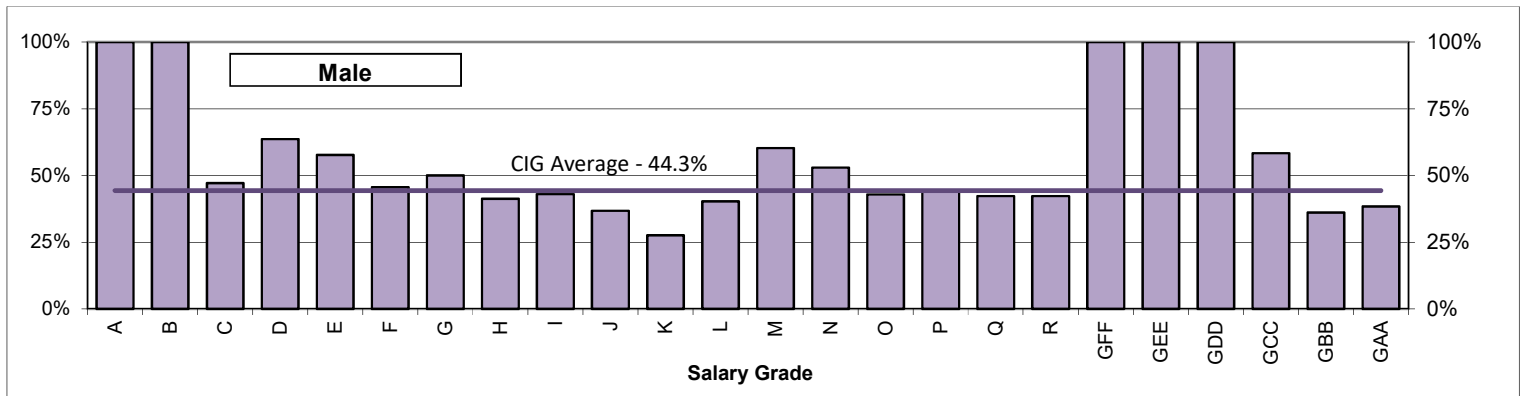
Department	Under 20	20 to 29	30 to 39	40 to 49	50 to 59	60 to 64	65 to 69	Over 70	Total	% Over Retirement Age
Agriculture Department		10	13	15	15	6	6		65	9.2%
Cabinet Office		3	7	11	7	1			29	0.0%
Cayman Islands Cadet Corps		1	1	1	2				5	0.0%
Cayman Islands Coast Guard	1	13	5	3		1			23	0.0%
Cayman Islands Intellectual Property Office			2	2					4	0.0%
Cayman Islands National Archive		1	1	2	4		2	1	11	27.3%
Cayman Travel Time	3	48	19	9	5	1	1		86	1.2%
Central Procurement Office		2				1			3	0.0%
CI Government Office - Overseas				1	1				2	0.0%
CI Government Office - UK				1					1	0.0%
Commissions Secretariat		3	3	2	3	2	1		14	7.1%
Computer Services Department	1	13	23	11	11	2	2		63	3.2%
Core Ministry BCL		2	4	9	6	1	1		23	4.3%
Core Ministry DAL		1	7	2	8				18	0.0%
Core Ministry EDU	1	10	14	21	17	2	2		67	3.0%
Core Ministry FED		1	5	5	4		1		16	6.3%
Core Ministry FSC		2	11	17	5				35	0.0%
Core Ministry H&W		2	3	5	1	2	2		15	13.3%
Core Ministry HA		1	2	2	1	1			7	0.0%
Core Ministry IISD		8	4	5	3	2			22	0.0%
Core Ministry PAHI		3	4	9	8			1	25	4.0%
Core Ministry SCR			2	2	2				6	0.0%
Core Ministry T&T		5	4	5	7	3		1	25	4.0%
Core Ministry YSCH		1	5	6	3		1		16	6.3%
Core PoCS		5	6	17	7	1	2	1	39	7.7%
Customs and Border Control		22	65	58	58	15	5		223	2.2%
Cyber Security				1	2				3	0.0%
Department for International Tax Cooperation		2	6	6	3				17	0.0%
Department of Children & Family Services		8	27	43	47	25	8		158	5.1%
Department of Commerce & Investment		4	9	6	5				24	0.0%
Department of Communications		10	4	11	6		1		32	3.1%
Department of Community Rehabilitation		7	14	12	2	6	1		42	2.4%
Department of Counselling Services		11	10	9	8	2	1		41	2.4%
Department of Education Services		61	233	255	188	84	25	4	850	3.4%
Department of Environment		3	12	11	10	3	3	1	43	9.3%
Department of Environmental Health		12	29	36	36	15	8		136	5.9%
Department of Labour & Pension			6	10	6	1	1		24	4.2%
Department of Planning		6	12	12	5	4	1	1	41	4.9%
Department of Public Safety Communications		3	10	10	3	3			29	0.0%
Department of Sports		2	4	5	8	4		1	24	4.2%
Department of Vehicle and Drivers Licensing	1	13	8	11	7	7	1		48	2.1%
District Administration	22	44	31	24	34	16	2	1	174	1.7%
Economics & Statistics Office		5	6	7	4	1			23	0.0%
E-Government Unit			1	2	2				5	0.0%
Elections Office			1	1	1			1	4	25.0%
Facilities Management		2		4	3	1			10	0.0%
Fire Department		42	36	35	34	2	1		150	0.7%
General Registry	2	4	12	10	12	5	2		47	4.3%
H E The Governor				2		2			4	0.0%
Hazard Management Department			3	3	2				8	0.0%
Health Regulatory Services			4	5	3		1	1	14	14.3%
Internal Audit Services		2	4	2	3				11	0.0%
Invest Cayman				3	2	1			6	0.0%
Judicial Department	1	17	15	20	26	8	1	1	89	2.2%
Lands & Survey Department		6	19	9	15	6	5		60	8.3%
Marketing & Communications Unit					1				1	0.0%
Mosquito Research and Control Unit		5	5	7	10	4	2		33	6.1%
National Weather Service	1	3	3	6	5				18	0.0%
Needs Assessment Unit		9	12	9	5	2	1		38	2.6%
Office of Education Standards				1	3	1			5	0.0%
Office of the Auditor General		2	9	7	3				21	0.0%
Office of the Deputy Governor		2	6	3	4				15	0.0%
Office of the Director of Public Prosecutions		3	8	8	5	1	1		26	3.8%
Office of the Ombudsman		2	3	4	2	3			14	0.0%
Passport Office			2	1	3		1		7	14.3%
Police Service	4	74	92	154	133	26	4		487	0.8%
Portfolio of Legal Affairs		5	19	23	11	3	2		63	3.2%
Postal Department		7	14	16	26	14		1	78	1.3%
Prison Service		24	37	58	49	13	4		185	2.2%
Public Library Service		6	5	4	2		2	1	20	15.0%
Public Works Department		8	24	34	42	13	5		126	4.0%
Radio Cayman		2	2	5	10	2			21	0.0%
Sister Island Sports				1	1		1		3	33.3%
Sunrise Centre		1	8	5	4	2			20	0.0%
Tourism Department	1	7	18	10	8	3			47	0.0%
Treasury Department	1	6	2	17	12	2	1		41	2.4%
Vehicle & Equipment Services		4	6	16	6	3	1		36	2.8%
Workforce Opportunities Residency Cayman		26	31	34	27	8	1		127	0.8%
Youth Services Unit		1	2	1		1			5	0.0%
Total	39	618	1034	1210	1027	338	114	17	4397	3.0%
%	0.9%	14.1%	23.5%	27.5%	23.4%	7.7%	2.6%	0.4%	100.0%	

The table above shows the number of Civil Servants within each department spread across various age ranges as at 31st December 2021. The largest group of employees is in the 40-49 age range (27.5% of the Service) with the 30-39 and 50-59 age-ranges each constituting almost another quarter of the Service each.

The shading on the right hand side of the table identifies the departments with an above average representation of Civil Servants over the normal retirement age, with the darker shading representing higher percentages of employees over 65 years old. Whilst 33 departments did not have employees over the normal retirement age, the Public Library Service, Cayman Islands National Archive, Sister Island Sports and the Elections Office each have more than five times the average percentage of employees aged 65 or above.

Demographics of the Civil Service (31st December 2021)

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			9	4	11	37	39	98	127	210	506	200	335	122	241	124	168	82				15	53	66	2447
Male	1	2	8	7	15	31	39	69	96	122	193	135	508	137	181	99	123	60	5	9	18	21	30	41	1950
Total	1	2	17	11	26	68	78	167	223	332	699	335	843	259	422	223	291	142	5	9	18	36	83	107	4397

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 2021. 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 **55.7% female** and **44.3% 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), roles were fairly even between females and 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.

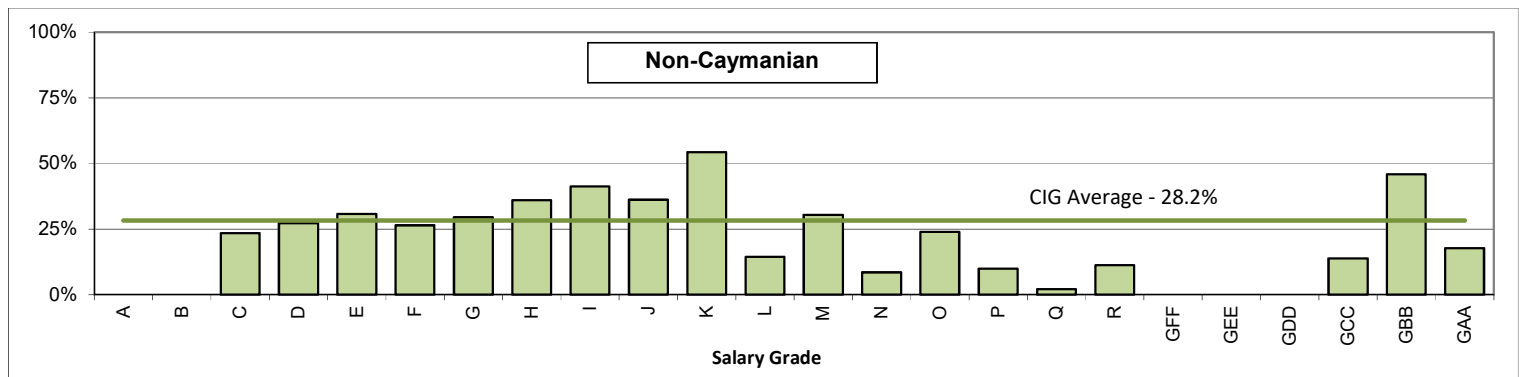
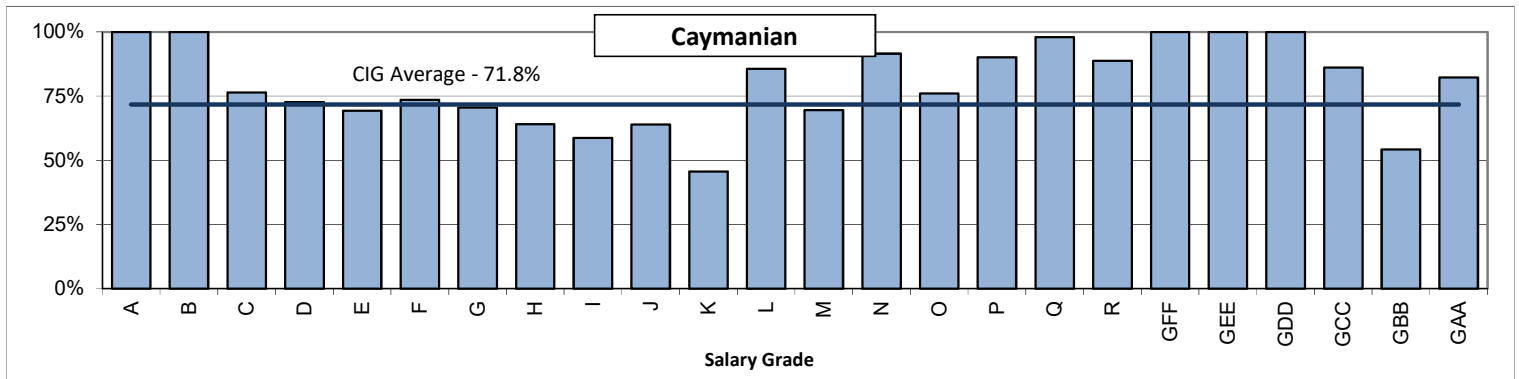
Within the middle/junior management and specialist technical roles (predominantly found in grades H to K), the gender split was 66% female and 34% male. Teaching as a profession (grade K) has a disproportionately high female representation (77%).

Within the top and middle level operational roles (predominantly found in grades L to O), the gender split was 48% female, 52% male. Females dominated the lowest level support roles (grades P to R) representing 56% 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). Female employees made up 59% of wage workers in the lower grades GCC to GAA with male employees in 41% of these roles.

Demographics of the Civil Service (31st December 2021)

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	13	8	18	50	55	107	131	212	319	287	587	237	321	201	285	126	5	9	18	31	45	88	3156
Non-Caymanian			4	3	8	18	23	60	92	120	380	48	256	22	101	22	6	16				5	38	19	1241
Total	1	2	17	11	26	68	78	167	223	332	699	335	843	259	422	223	291	142	5	9	18	36	83	107	4397

The two bar charts above show the percentage of salary grades that Caymanian and non-Caymanian employees were paid on the 31st December 2021. When looking at the Civil Service as a whole, **Caymanian employees made up 71.8% of the workforce.**

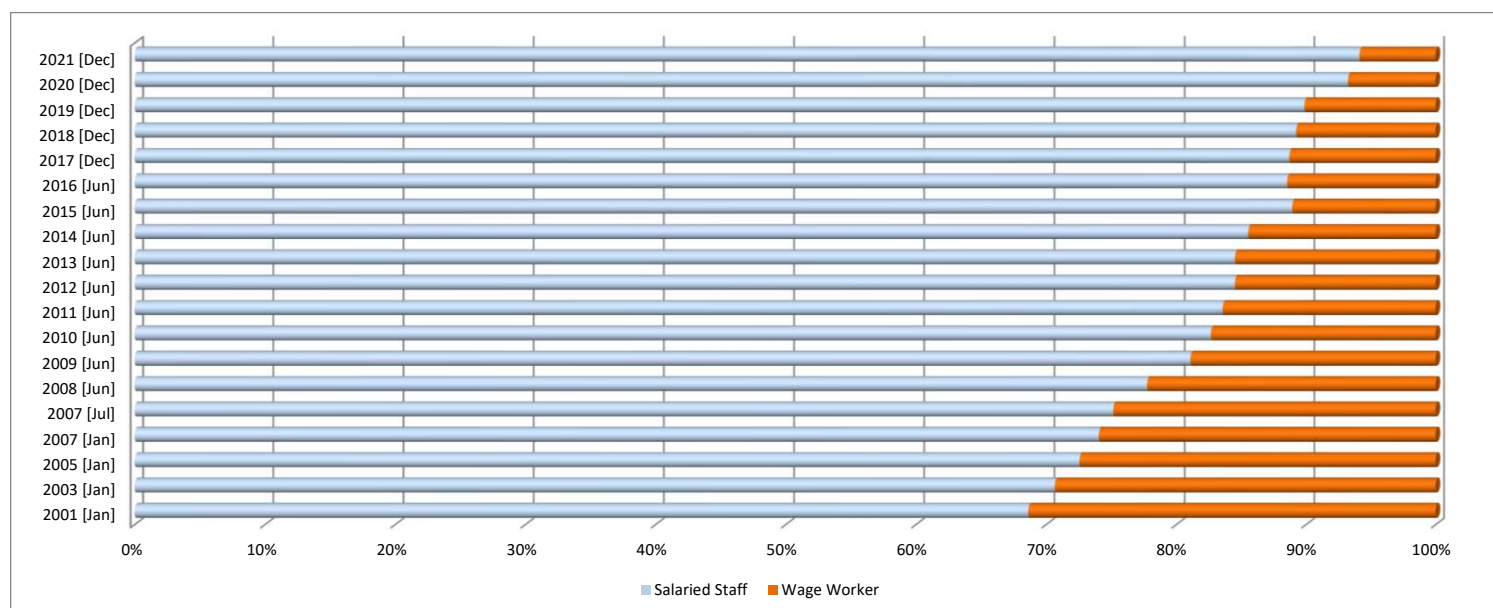
The table above shows that the 3 senior executive roles, falling within grades A & B, were held by Caymanians. These positions are the Deputy Governor, Financial Secretary and Attorney General.

For other organisational executives (predominantly falling within grades C to G), Caymanians constituted 72% of employees in these roles, almost identical to 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%. Teaching as a profession (grade K) has a disproportionately high representation of non-Caymanian (69%). In the lower salary grades (P-R), Caymanian representation was at 93%, and Caymanians also represented the majority (76%) 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



	2 Yearly Data			Annual Data [Since PSML]																
Date	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	31-Dec-19	31-Dec-20	31-Dec-21	
Salaried Staff	2769	2196	2300	2607	2730	3036	3046	3048	3025	3076	3044	3055	3099	3188	3352	3497	3671	3924	4139	
Wage Worker	1265	911	869	913	902	868	710	639	594	563	557	516	385	412	426	421	413	284	258	
Total	4034	3107	3169	3520	3632	3904	3756	3687	3619	3639	3601	3571	3484	3600	3778	3918	4084	4208	4397	
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%	89.9%	93.3%	94.1%	
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%	10.1%	6.7%	5.9%	

The bar chart above shows the percentage of employees who were paid on a salaried contract versus those on a wage-worker contract over the last two decades. As of the 31st December 2021, the large majority of Civil Servants are now employed on a salaried contract (94%).

Departments with Civil Servants on Wage Worker Terms and Conditions (31st December 2021)

Department/Ministry/Portfolio	No. Wage Worker	No. Salaried Staff	Total Staff	% Wage Worker
Agriculture Department	17	48	65	26.2%
Department of Children & Family Services	97	61	158	61.4%
Department of Education Services	15	835	850	1.8%
Department of Sports	3	21	24	12.5%
District Administration	123	51	174	70.7%
Tourism Department	3	44	47	6.4%
Total	258			

The 6 departments listed on the table to the left employed Civil Servants on wage worker terms and conditions as at 31st December 2021. The Department of Children and Family Services and District Administration had over half of their staff contracted on wage worker terms and conditions. The Department of Environmental Health transitioned the remainder of its wage worker staff complement to salaried terms and conditions during 2021.

During 2021, of the 503 new appointments to the Civil Service, 7.2% 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.

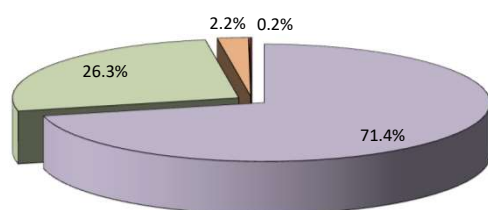
The Civil Service by Employment Arrangements

Working Arrangements

As of the 31st December 2021, 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 13 different departments with the largest representation within District Administration and the Department of Education Services.

Shift workers represented a little over a quarter of the Service by the end of 2021, with 29 departments reporting that they employed Civil Servants on shifts. The Police Service (33%), Customs and Border Control (14%), Prison Service (14%), and Fire Service (11%) together employed the majority of shift workers (72% of the 1161 employees working shifts).

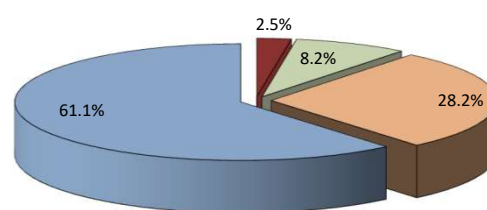
Working Arrangements



■ Full-Time Non-Shift ■ Full-Time Shift
■ Part-Time Non-Shift ■ Part-Time Shift

Employment Arrangement	Number of Employees	% of the Civil Service
Full-Time Non-Shift	3138	71.4%
Full-Time Shift	1155	26.3%
Part-Time Non-Shift	97	2.2%
Part-Time Shift	7	0.2%
Total	4397	100%

Employment Agreement Type by Nationality



■ Compulsory Fixed Term - Caymanian ■ Fixed Term - Caymanian
■ Fixed Term - Non-Caymanian ■ Open-Ended - Caymanian

Employee Agreement	Number of Employees	% of the Civil Service
Compulsory Fixed Term - Caymanian	108	2.5%
Fixed Term - Caymanian	360	8.2%
Fixed Term - Non-Caymanian	1241	28.2%
Open-Ended - Caymanian	2688	61.1%
Total	4397	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 Acts 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 2021. 61% of the Civil Service were Caymanian employees on open-ended employment agreements, 28% were non-Caymanians on fixed-term employment agreements and 11% were 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 (3%), and those with standard fixed term employment agreements (8%).

Civil Servants Remuneration Levels and Activity During 2021

Civil Servants Annual Salary Distribution

Annual Salary (Based on FTE)	No. of Civil Servants	% of Civil Servants	Cumulative %
Under \$20,000	57	1.3%	1.3%
\$20,000 to \$29,999	432	9.8%	11.1%
\$30,000 to \$39,999	660	15.0%	26.1%
\$40,000 to \$49,999	1,211	27.5%	53.7%
\$50,000 to \$59,999	516	11.7%	65.4%
\$60,000 to \$69,999	805	18.3%	83.7%
\$70,000 to \$79,999	289	6.6%	90.3%
\$80,000 to \$89,999	145	3.3%	93.6%
\$90,000 to \$99,999	89	2.0%	95.6%
\$100,000 to \$109,999	74	1.7%	97.3%
\$110,000 to \$119,999	48	1.1%	98.4%
\$120,000 to \$129,999	28	0.6%	99.0%
\$130,000 to \$139,999	15	0.3%	99.4%
\$140,000 to \$149,999	3	0.1%	99.4%
\$150,000 to \$159,999	15	0.3%	99.8%
\$160,000 to \$169,999	4	0.1%	99.9%
\$170,000 and Above	6	0.1%	100%
Total	4397	100%	

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 2021 ranged between **\$20,400** (R point 1) and **\$234,900** (A point 5) per annum for salaried staff and between **\$10.24** (GAA point 1) and **\$22.47** (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 53.7% of the Civil Service earning under \$50,000 per annum** (a 0.7% decrease from the 54.4% reported for 2020).

The largest group of Civil Servants (28%) earned salaries in the \$40,000 to \$49,999 range, with the \$60,000 to \$69,999 and \$30,000 to \$39,999 ranges being the next largest (18% and 15% of Civil Servants respectively).

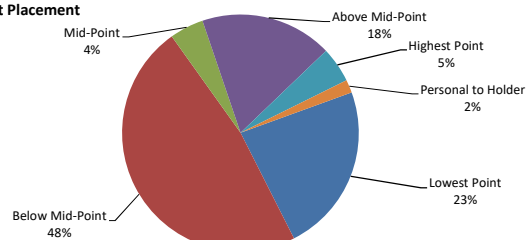
The average full-time equivalent annual salary for the Civil Service as at the 31st December 2021 was \$53,443; an increase of **\$314** compared to the December 2020 average (\$53,129). The relatively smaller increase in average salary, when compared to prior years, relates to a significant number of new temporary employees being recruited to the first grade of the salary scale (Grade R) to work for Cayman Travel Time.

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.

Civil Servants Distribution Across the Salary Points

Point Placement	No. of Civil Servants	%	Cumulative %
Lowest Point	1,014	23.1%	23.1%
Below Mid-Point	2,096	47.7%	70.7%
Mid-Point	204	4.6%	75.4%
Above Mid-Point	793	18.0%	93.4%
Highest Point	213	4.8%	98.2%
Personal to Holder	77	1.8%	100%
Total	4397	100%	

By Point Placement



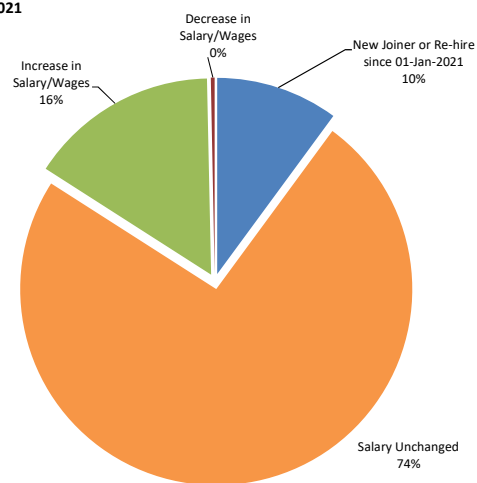
The Public Service Management Act and Personnel Regulations outline the authority of Appointing Officers to determine the point placement of individuals within a grade. A range of factors are considered, including experience and qualifications.

The table and pie-chart above summarise the position of employees within the salary scales for the Civil Service as at 31st December 2021. Some 75% of the Civil Service had a point placement that was less than or equal to the mid-point of the range. 23% of Civil Servants are on the lowest point (point 1) of their salary grade, the same percentage as recorded in 2020.

Within the Civil Service, 5% of employees were on the highest point of their range and a further 2% 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 2021, 154 of the 503 appointments (31%) were made to point 1 of the salary grade (comparable with the 45% reported for 2020); whilst 311 appointments (62%) were made to point placements that were on or below the mid-point of the scale.

Employee Remuneration Changes during 2021



437 employees gained roles on a higher grade representing internal advancement within the Civil Service (through promotions or job enlargement). Of those 76% were Caymanian.

The adjacent graph shows the change in Civil Service remuneration during 2021 (based on a comparison of employee salaries as at 31st December 2020 and 31st December 2021).

16% of the Service received an increase during 2021 (2020: 19%), as a result of promotions, roles being re-evaluated or receiving within grade adjustments. This represented 687 employees (2020: 798) across 65 Departments.

Five departments, District Administration, Fire, Police, Public Works and the combined Core Ministries, accounted for 50% of all employees who experienced an increase during 2021.

Adjustments to the salary scale, implemented on the 1st January 2021, resulted in increases for employees on Grades D and above.

The area of reward and recognition was further addressed, with a on-off differentiated honorarium awarded across the service in December 2021, further details of which are included on page 22.

0.3% of the Civil Service received a salary decrease during 2021 (2020: 0.7%), 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.

HR Activity for the Civil Service for 2021 - Recruitment/Appointments

Appointments Made On and Off Island by Employment Type

Appointments from On/Off Island*

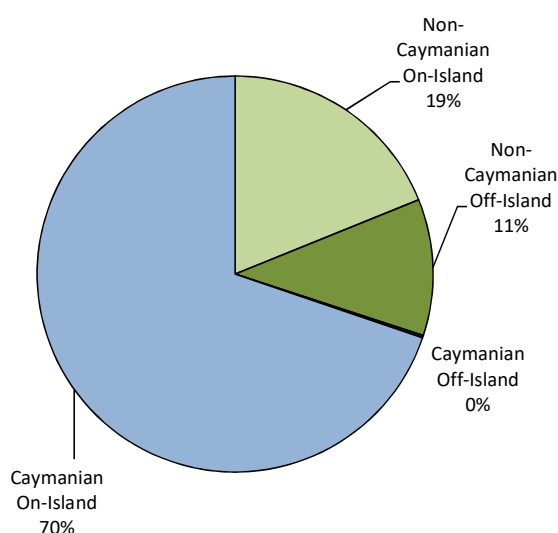
Recruitment Location	Caymanian	Non-Caymanian	Total	% by Recruitment Location
Off-Island	1	56	57	11.3%
On-Island	351	95	446	88.7%
Total	352	151	503	100.0%
% by Nationality	70.0%	30.0%	100.0%	

Appointments by Employment Type*

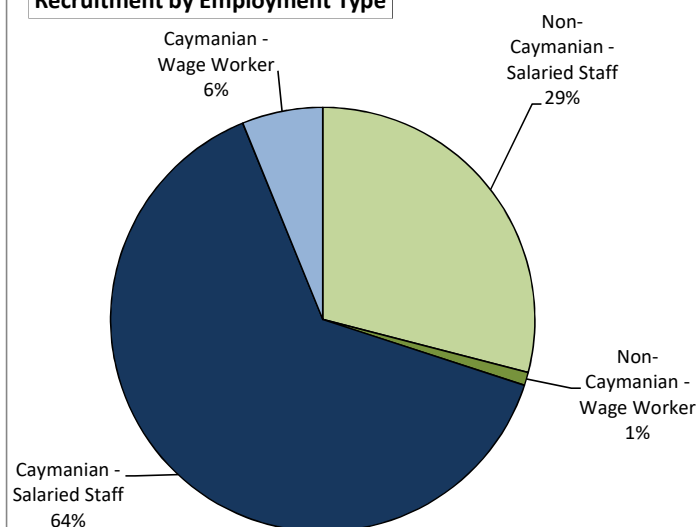
Employment Type	Caymanian	Non-Caymanian	Total	% by Employment Type
Salaried Staff	321	146	467	92.8%
Wage Worker	31	5	36	7.2%
Total	352	151	503	100.0%
% by Nationality	70.0%	30.0%	100.0%	

* 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 2021 was for individuals relocating from overseas or for current residents.

During 2021, 89% of all appointments were made for applicants who were **on-island** (2020 83%); with Caymanians constituting the largest group.

Of the appointments for non-Caymanian employees (151 in total), 63% were recruited on-island.

Note: The information excludes 187 student interns that were employed on short-term contracts during the Easter, Summer and Christmas school breaks throughout 2021, 93% of whom were Caymanian.

Information in the table and pie-chart above shows that during 2021, 93% of new hires were Salaried Staff with the remaining 7% being Wage Worker (paid an hourly rate within the GAA-GFF pay grades). The appointment of Wage Workers appears broadly in line with the proportion of Wage Workers in the Civil Service as at 31st December 2021 (see page 13).

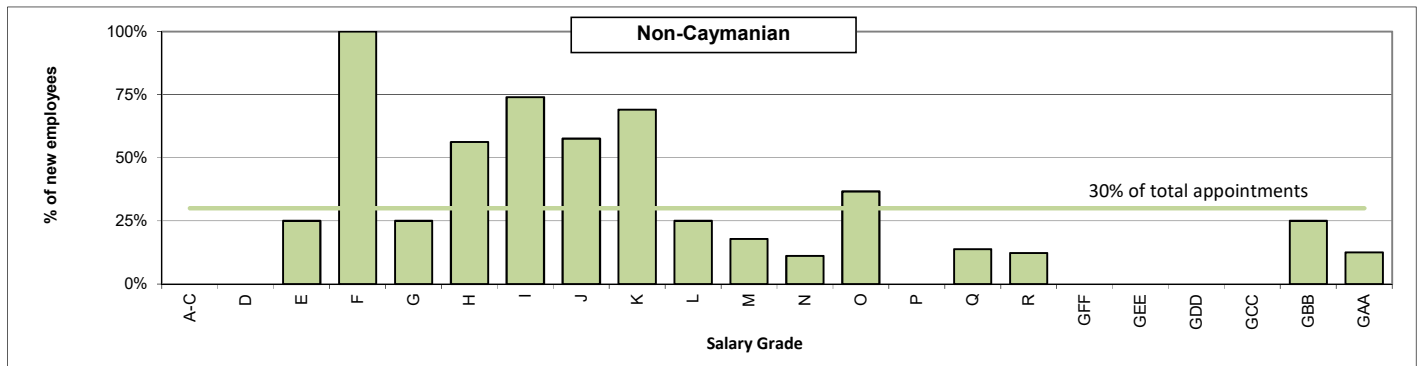
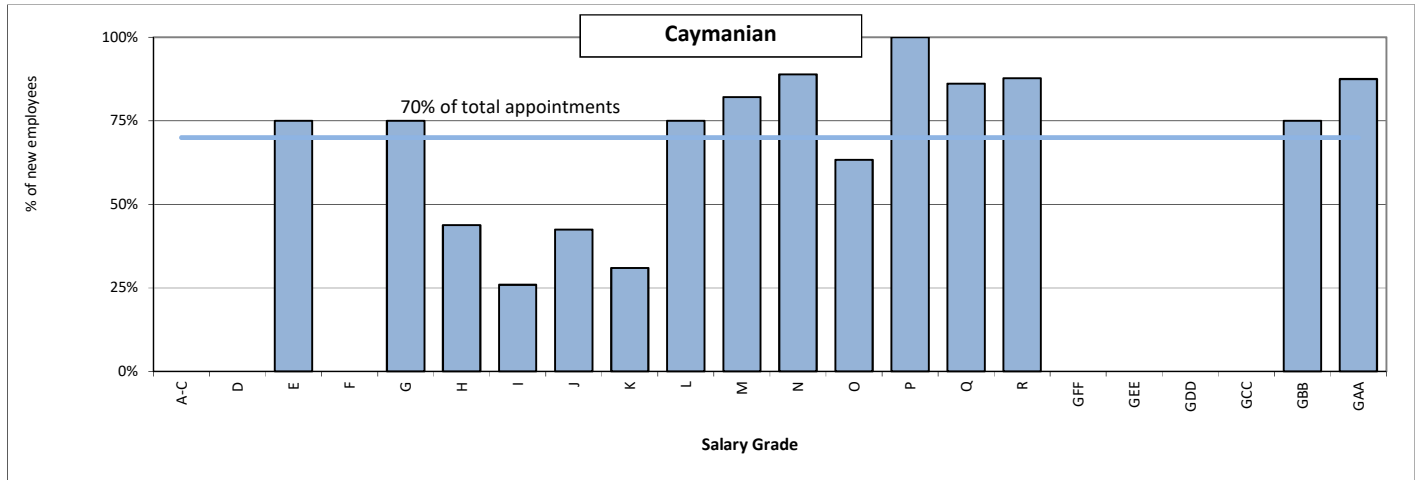
New Wage Worker appointments were predominantly made by District Administration, accounting for 83% of all Wage Worker appointments. District Administration appointments included 29 Office Attendant III on short-term contracts. It should be noted that District Administration operates an extended Internship 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 and the Department of Child & Family Services.

This section provides an overview of recruitment/appointment activities during 2021. During the year there were 713 appointments to the Civil Service (481 in 2020), however 187 of these were to student interns and 23 were short term contracts, groups that have been excluded from the more detailed analysis above.

HR Activity for the Civil Service for 2021 - 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	0	0	3	0	3	7	7	14	17	21	23	24	38	33	31	100	0	0	0	0	3	28	352	70.0%
Non-Caymanian	0	0	1	2	1	9	20	19	38	7	5	3	22	0	5	14	0	0	0	0	1	4	151	30.0%
Total	0	0	4	2	4	16	27	33	55	28	28	27	60	33	36	114	0	0	0	0	4	32	503	100.0%

Caymanians constituted 70% of all new recruits/appointments to the Civil Service during 2021, across a wide range of roles and grades. This is broadly similar to the percentage of Caymanians in the Civil Service (71%) 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 (2021) to be 51%.

During 2021, 33 departments made non-Caymanian appointments. 51% of all non-Caymanians recruited to the Civil Service were within three departments; the Department of Education Services accounted for 35% (53 appointments), Cayman Travel Time 9% (13 appointments) and the Police Service accounted for 7% (11 appointments).

Just over half (35) of the 63 departments who recruited new Civil Servants during 2021, made hiring decisions where the ratio of female appointments was higher than the average percentage of female employees within the Civil Service (56%). New hires within 19 departments were all female, whilst new hires for 7 departments were all male. The Department of Education, where 65 of the 78 new hires were female (83%), 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 2021.
- (ii) Appointment data does not include information relating to the contract renewal process for existing employees.

HR Activity for the Civil Service for 2021 - Retention

Leavers by Department, Nationality and Employment Category

Department	Caymanian	Non-Caymanian	Salaried	Waged	Total	% Turnover*
Agriculture Department	9	2	7	4	11	17.2%
Cabinet Office	1	0	1	0	1	3.0%
Cayman Islands Cadet Corps	0	0	0	0	0	0.0%
Cayman Islands Coast Guard	1	0	1	0	1	3.8%
Cayman Islands Intellectual Property Office ^{†1}	0	1	1	0	1	25.0%
Cayman Islands National Archive	0	0	0	0	0	0.0%
Cayman Travel Time ^{†1}	18	1	19	0	19	20.9%
Central Procurement Office	0	0	0	0	0	0.0%
CI Government Office - Overseas ^{†1}	0	0	0	0	0	0.0%
CI Government Office - UK ^{†1}	0	0	0	0	0	0.0%
Commissions Secretariat	0	1	1	0	1	8.3%
Computer Services Department	6	0	6	0	6	10.0%
Core Ministry BCL ^{†1}	5	1	6	0	6	25.0%
Core Ministry DAL ^{†1}	0	0	0	0	0	0.0%
Core Ministry EDU ^{†1}	6	2	8	0	8	12.3%
Core Ministry FED ^{†1}	1	0	1	0	1	6.7%
Core Ministry FSC ^{†1}	3	0	3	0	3	8.3%
Core Ministry H&W ^{†1}	0	1	1	0	1	7.1%
Core Ministry HA ^{†1}	1	0	1	0	1	16.7%
Core Ministry IISD ^{†1}	3	0	3	0	3	15.0%
Core Ministry PAHI ^{†1}	3	0	3	0	3	12.5%
Core Ministry SCR ^{†1}	0	0	0	0	0	0.0%
Core Ministry T&T ^{†1}	2	1	3	0	3	11.5%
Core Ministry YSCH ^{†1}	1	0	1	0	1	7.1%
Core Portfolio of the Civil Service	9	1	10	0	10	26.3%
Customs and Border Control	5	0	5	0	5	2.2%
Cyber Security ^{†1}	0	0	0	0	0	0.0%
Department for International Tax Cooperation	0	0	0	0	0	0.0%
Department of Children & Family Services	7	3	4	6	10	6.4%
Department of Commerce & Investment	1	2	3	0	3	12.5%
Department of Communications	1	2	3	0	3	11.5%
Department of Community Rehabilitation	0	2	2	0	2	4.5%
Department of Counselling Services	3	4	7	0	7	17.5%
Department of Education Services	33	35	67	1	68	8.1%
Department of Environment	0	2	2	0	2	4.7%
Department of Environmental Health	9	2	11	0	11	7.9%
Department of Labour & Pension	3	0	3	0	3	12.0%
Department of Planning	2	4	6	0	6	14.3%
Department of Public Safety Communications	1	0	1	0	1	3.2%
Department of Sports	3	0	3	0	3	11.5%
Department of Vehicle and Drivers Licensing	3	0	3	0	3	6.7%
District Administration	43	2	3	42	45	25.4%
Economics & Statistics Office	0	0	0	0	0	0.0%
E-Government Unit	2	2	4	0	4	57.1%
Elections Office	3	0	3	0	3	60.0%
Facilities Management	0	0	0	0	0	0.0%
Fire Department	6	0	6	0	6	3.9%
General Registry	1	1	2	0	2	4.3%
Office of H E The Governor	0	1	1	0	1	20.0%
Hazard Management Department	0	0	0	0	0	0.0%
Health Regulatory Services	2	0	2	0	2	13.3%
Internal Audit Services	0	3	3	0	3	25.0%
Invest Cayman ^{†1}	4	0	4	0	4	80.0%
Judicial Department	5	0	5	0	5	5.7%
Lands & Survey Department	2	2	4	0	4	6.7%
Marketing & Communications Unit	0	0	0	0	0	0.0%
Mosquito Research and Control Unit (MRCU)	4	1	5	0	5	14.3%
National Weather Service	0	0	0	0	0	0.0%
Needs Assessment Unit	2	0	2	0	2	5.3%
Office of Education Standards	1	2	3	0	3	75.0%
Office of the Auditor General	1	2	3	0	3	14.3%
Office of the Deputy Governor	2	0	2	0	2	14.3%
Office of the Director of Public Prosecutions	4	4	8	0	8	29.6%
Office of the Ombudsman	1	1	2	0	2	13.3%
Passport Office	1	0	1	0	1	12.5%
Police Service	11	19	30	0	30	6.2%
Portfolio of Legal Affairs	1	6	7	0	7	11.1%
Postal Department	4	0	4	0	4	5.2%
Prison Service	6	4	10	0	10	5.3%
Public Library Service	1	1	2	0	2	9.5%
Public Works Department	6	3	9	0	9	7.1%
Radio Cayman	1	0	1	0	1	4.8%
Sister Island Sports	0	1	1	0	1	25.0%
Sunrise Centre	0	1	1	0	1	5.0%
Tourism Department	2	0	2	0	2	4.3%
Treasury Department	3	0	3	0	3	7.3%
Vehicle & Equipment Services	4	0	4	0	4	11.4%
Workforce Opportunities Residency Cayman	9	3	12	0	12	9.4%
Youth Services Unit	1	0	1	0	1	20.0%
Total	273	126	346	53	399	9.1%
%	68.4%	31.6%	86.7%	13.3%		
Turnover Rate* by Caymanian/Non-Caymanian	8.8%	10.1%	Based on leaver information for the 12 month period 01-Jan-21 to 31-Dec-21 and the average number of employees at the end of each quarter			

The annual turnover rate for the Civil Service for 2021 (excluding student interns, PWD apprentices and supply teachers) was **9.1%**, reversing the trend for a somewhat lower turnover rate seen in previous years (2020: 6%, 2019: 7%, 2018: 7.5%). This appears to have been a function of more employees leaving due to issues surrounding the COVID-19 pandemic.

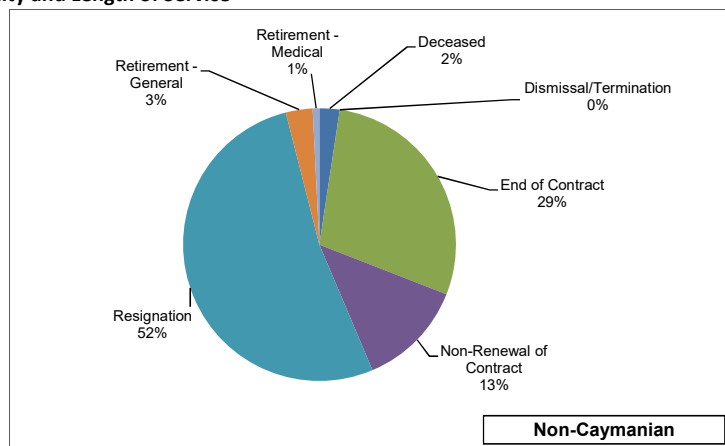
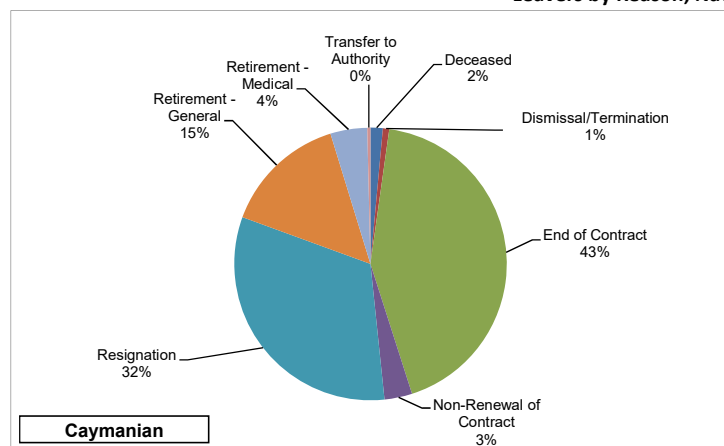
Those departments experiencing more than double the average turnover rate within the Civil Service are identified above in red text whilst turnover rates that are below half the Government average are identified in blue text.

^{†1} Turnover for these departments is based on the average number of employees in the last two quarters of 2021.

Note: Several departments showing a high percentage of turnover are departments with very small numbers of staff. The Portfolio of the Civil Service established a temporary call-centre for the wider Civil Service which was disbanded in 2021, following the wrap up of post-COVID support services. When this project concluded, it drove a higher than normal turnover rate. The reorganisation of Ministries following the election has led to unusual figures for the Core Ministries that can be disregarded as indicators of turnover rate.

HR Activity for the Civil Service for 2021 - Retention

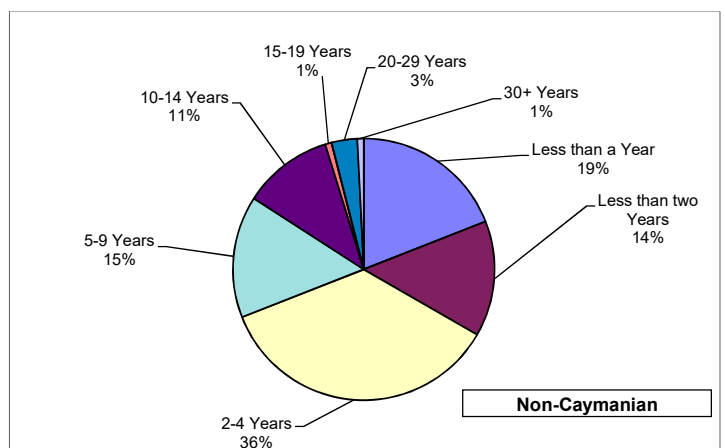
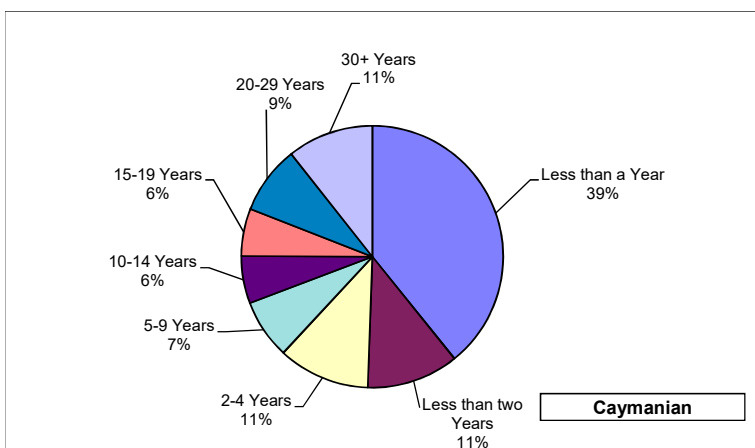
Leavers by Reason, Nationality and Length of Service



Reason for Leaving	Caymanian	% Caymanian	Non-Caymanian	% Non-Caymanian	Total	% Total
Deceased	4	1.5%	3	2.4%	7	1.8%
Dismissal/Termination	2	0.7%	0	0.0%	2	0.5%
End of Contract	117	42.9%	36	28.6%	153	38.3%
Non-Renewal of Contract	9	3.3%	16	12.7%	25	6.3%
Resignation	88	32.2%	66	52.4%	154	38.6%
Retirement - General	40	14.7%	4	3.2%	44	11.0%
Retirement - Medical	12	4.4%	1	0.8%	13	3.3%
Transfer to Authority	1	0.4%	0	0.0%	1	0.3%
Total	273	100.0%	126	100.0%	399	100.0%

Length of Service	Caymanian	% Caymanian	Non-Caymanian	% Non-Caymanian	Total	% Total	Cumulative %
Less than a Year	107	39.2%	24	19.0%	131	32.8%	32.8%
Less than two Years	31	11.4%	18	14.3%	49	12.3%	45.1%
2-4 Years	31	11.4%	45	35.7%	76	19.0%	64.2%
5-9 Years	20	7.3%	19	15.1%	39	9.8%	73.9%
10-14 Years	16	5.9%	14	11.1%	30	7.5%	81.5%
15-19 Years	16	5.9%	1	0.8%	17	4.3%	85.7%
20-29 Years	23	8.4%	4	3.2%	27	6.8%	92.5%
30+ Years	29	10.6%	1	0.8%	30	7.5%	100.0%
Total	273	100%	126	100%	399	100%	

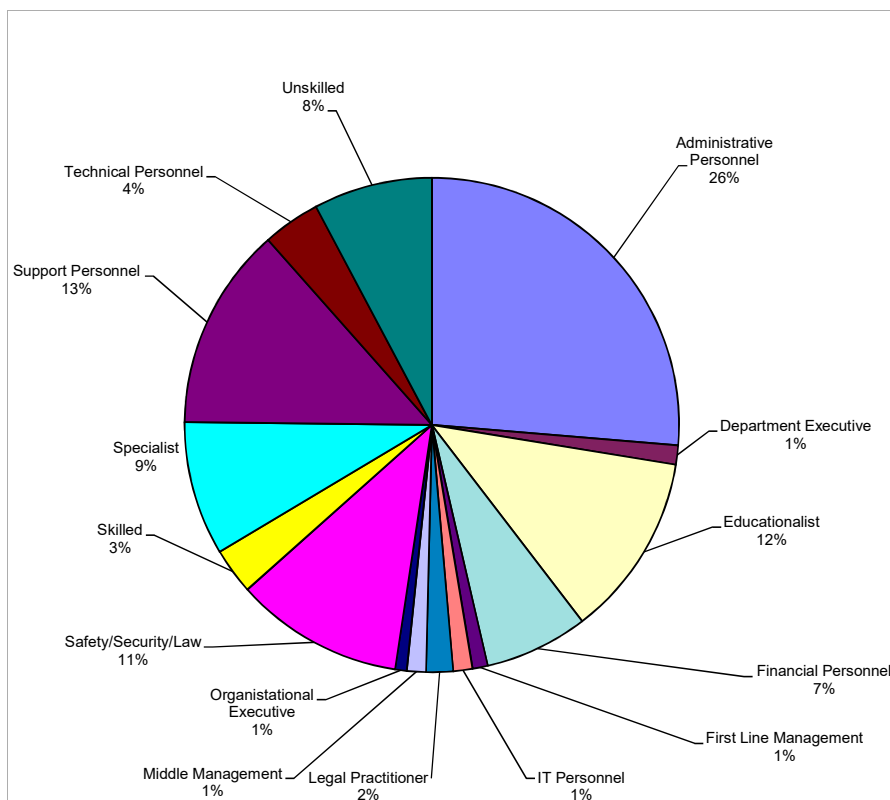
Leavers by Length of Service



The leavers information for 2021 is somewhat unusual when viewed historically, due to a number of Caymanians on short term contracts who left within a year. These were not interns as such, but were recruited on short term contracts to cover the Cayman Travel Time organisation. The main reasons that Civil Servants leave the organisation are as a result of resignations (39%) and employment agreements coming to an end (38%). Just over half of non-Caymanians (52%) who left the Service in 2021 did so as a result of resignations with a further 29% 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 (32%) and (43%) respectively. In 2021, 13% of non-Caymanian leavers did so as a result of their contracts not being renewed, while 1% of Caymanians leaving the Service were dismissed.

Some 39% 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 and with Cayman Travel Time Team. Excluding these groups of employees from the information reduces the percentage of Caymanians leaving within one year to 28% which is more in line with 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, down slightly from the 46% in the previous reporting period.

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*
CI Coast Guard	1	26	3.8%
Customs & Border Control	5	175	2.9%
Fire	5	143	3.5%
Police	18	386	4.7%
Prison	8	165	4.8%
Total	37	896	4.1%

Leavers from within the Teaching Profession

	Total Teaching Leavers	Avg No. of Teaching Staff	% Turnover*
Teachers	41	486	8.4%
Teachers Excluding Supply	29	473	6.1%

Job Classification	Leavers during 2021				Turnover rate* by Classification
	Caymanian	Non-Caymanian	Total	% of total category	
Administrative Personnel	92	13	105	26.3%	12.7%
Department Executive	3	2	5	1.3%	7.8%
Educationalist	20	28	48	12.0%	7.9%
Financial Personnel	15	12	27	6.8%	12.0%
First Line Management	1	3	4	1.0%	8.3%
IT Personnel	4	1	5	1.3%	5.5%
Legal Practitioner	1	6	7	1.8%	17.1%
Middle Management	3	2	5	1.3%	3.6%
Organisational Executive	3	0	3	0.8%	9.4%
Safety/Security/Law	23	21	44	11.0%	4.5%
Skilled	10	2	12	3.0%	5.6%
Specialist	11	24	35	8.8%	9.7%
Support Personnel	51	2	53	13.3%	15.9%
Technical Personnel	7	8	15	3.8%	9.9%
Unskilled	29	2	31	7.8%	12.1%
Total	273	126	399	100.0%	9.1%

*Based on leaver information for 2021 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 less than half of the Government average. No category has a turnover rate of more than twice the Government average. During 2021, the highest categories of annual staff turnover were Legal Practitioners (17%) followed by Support Personnel (16%). 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 **4.1%**, somewhat lower than that experienced by the wider Civil Service. The specialisms within uniform roles together with the difficulty of finding comparable employment within the private sector may contribute to this low turnover rate.

The turnover rate for **teaching staff** is also slightly below that of the Government average at **6.1%** (when excluding the impact of Supply Teachers who are appointed to cover short-term vacancies/absences).

2021 Employee Engagement Survey Results

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 2021 survey was the fifth annual survey conducted for the Civil Service. 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 from 3,329 Civil Servants representing a 78% response rate (83% in 2020), an increase of 17% in the participation rate compared to the first survey in 2017. The survey was conducted on behalf of the Civil Service by Engine to ensure it is independent, confidential to participants and can be benchmarked internationally.

The headline results for the Civil Service are summarised below and overall show an improving situation, with 8 of the 9 major areas matching or improving on the 2020 survey results. The one area that saw a decline, was Pay and Benefits, where Civil Servants expressed a reduction in satisfaction from 42% in 2020 to 37% in 2021.



The survey identified a number of areas of strength with a 90% or higher positive rating, including 96% of respondents confirming their awareness of our vision to be a World-Class Civil Service and 92% confirming they understand how their work contributes to helping us achieve our vision.

This is an increase of 16% and 12% 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 continues to feature heavily in the highest negative scoring areas. However; scores have continued the trend of gradually improving in these areas.

Management interaction also continues to feature heavily with the highest negative scoring areas. This may have been reduced by factors relating to the COVID-19 pandemic.

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 has been one of the priority goals in the last four years, with heavy investment in developing leaders at all levels across the Service. This has manifested itself in continuing increases in the engagement scores for both "My manager" and "Leadership and managing change" with "My manager" reaching 65% in the 2021 survey and "Leadership and managing change" 58%.

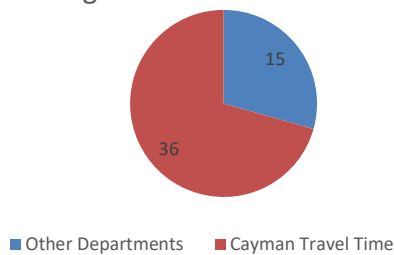
Overall, all of the areas summarised in the survey have improved since 2017.

HR Activity for the Civil Service for 2021 - COVID-19 Impact on Human Resource Management

The travel related procedures initially implemented to support "repatriate" of Cayman residents and their families in the early stages of the COVID-19 pandemic were, for 2021, transitioned into a more formal arrangement under the umbrella of "Cayman Travel Time", to manage the authorisations for travel under changing travel regulations as the Cayman Islands prepared and re-opened for tourism. In December 2021 there were 86 employees assigned to this team (see page 6).

In order to ensure that on-going annual trend comparisons are not impacted by short-term staff increases, for initiatives aimed at proving work experience, student interns are not included in the main body of the Annual Report. However, it is interesting to note that of the student interns employed over the Christmas period in 2021, 71% (36 students) were assigned to support the Cayman Travel Team, which brought the size of that team to 122 during the busy Christmas period.

Student Interns Employed during Christmas Period



Information on the impact of the COVID-19 pandemic on staff attraction and retention can be found on pages 17 and 19.

Civil Servants COVID-19 Responders Honorarium Award

In 2021, Cabinet approved a one-time honorarium recognising the contribution of the Civil Service in delivering business as usual whilst still maintaining activities to enforce the Governments policy decisions to combat the spread of COVID-19.

This represented the second time that a differentiated approach to reward was implements, with different levels of honorarium being awarded to staff based on their support of wider Government policies surrounding vaccination against COVID-19.

Individual were recognised with an honorarium of \$125, \$250, \$375 or \$500, for staff on grades E and below, depending on the proportion of the year they had delivered Government services during 2021.

An enhanced honorarium of an additional \$500 recognised fully vaccinated COVID-19 front-line responders.

The table below shows the number of employees receiving the various levels of honorarium by entity and the total expenditure associated with the initiative.

Number of Employees receiving Honorariums by Ministry/Portfolio

Award Amount	\$ 125	\$ 250	\$ 375	\$ 500	\$ 625	\$ 750	\$ 875	\$ 1,000	Total
Cabinet	2	2	6	71					81
DPP	1	1	1	21					24
Judicial		3	10	73					86
Ministry BCL	8	17	6	152	28	32	9	247	499
Ministry DAL	15	28	7	188					238
Ministry EDU	10	70	6	836					922
Ministry FED	1	2	6	137		1			147
Ministry FSC	4	8	6	103					121
Ministry H&W	2	2	4	224				1	233
Ministry HA	1		3	158	1	2	8	240	413
Ministry IISC	9	10	13	204	3	1	6	71	317
Ministry PAHI	9	11	11	312				6	349
Ministry SCR	1			57			2	12	72
Ministry T&T	4	2	2	60				1	69
Ministry YSCH		6		37					43
OAG [Audit]	2	1		18					21
OCP [Police]		5	1	93	1	1	5	381	487
Ombudsman				14					14
PoCS	5	4	6	88					103
PoLA [Legal]	2		3	53					58
Number of Awards	76	172	91	2899	33	37	30	959	4297
Total Expenditure	\$ 9,500	\$ 43,000	\$ 34,125	\$ 1,449,500	\$ 20,625	\$ 27,750	\$ 26,250	\$ 959,000	\$ 2,569,750

EMPLOYEE INFORMATION - SUMMARY [December 2021]

ALL Employees [Headcount]

	Jun-14	Jun-15	Jun-16 ^{*1}	Jun-17 ^{*2}	Dec-17 ^{*3}	Dec-18 ^{*4}	Dec-19 ^{*5}	Dec-20 ^{*6}	Dec-21 ^{*7}
SAG/GOC	2275	2325	2373	2435	2455	2511	2584	2611	2779
CIG	3571	3484	3600	3705	3778	3918	4084	4208	4397
Public Service	5846	5809	5973	6140	6233	6429	6668	6819	7176

Caymanian Employees [Headcount]

	Jun-14	Jun-15	Jun-16	Jun-17	Dec-17	Dec-18	Dec-19	Dec-20	Dec-21
SAG/GOC	1774 (78%)	1780 (76.6%)	1813 (76.4%)	1858 (76.3%)	1849 (75.3%)	1883 (75.0%)	1941 (75.1%)	1929 (73.9%)	2049 (73.6%)
CIG	2624 (73.5%)	2583 (74.1%)	2673 (74.3%)	2698 (72.8%)	2743 (72.6%)	2822 (72.0%)	2896 (70.9%)	2981 (70.8%)	3156 (71.8%)
Public Service	4398 (75.2%)	4363 (75.1%)	4486 (75.1%)	4556 (74.2%)	4592 (73.7%)	4705 (73.2%)	4837 (72.5%)	4910 (72.0%)	5205 (72.5%)

Salary Grades by Nationality [CIG Dec-21]

	A-B	C-G	H-K	L-O	P-R	GFF-GAA
Caymanian	3 (100%)	144 (72.0%)	769 (54.1%)	1432 (77.0%)	612 (93.3%)	196 (76.0%)
Non-Caymanian	0 (0%)	56 (28.0%)	652 (45.9%)	427 (23.0%)	44 (6.7%)	62 (24.0%)
CIG Total	3	200	1421	1859	656	258

Gender [CIG]

	Jun-14	Jun-15	Jun-16	Jun-17	Dec-17	Dec-18	Dec-19	Dec-20	Dec-21
Female	1913 (54%)	1861 (53%)	1950 (54.2%)	2021 (54.5%)	2078 (55.0%)	2138 (54.6%)	2236 (54.8%)	2321 (55.2%)	2447 (55.7%)
Male	1658 (46%)	1623 (47%)	1650 (45.8%)	1684 (45.5%)	1700 (45.0%)	1780 (45.4%)	1848 (45.2%)	1887 (44.8%)	1950 (44.3%)
CIG Total	3571	3484	3600	3705	3778	3918	4084	4208	4397

Salary Grades by Gender [CIG Dec-21]

	A-B	C-G	H-K	L-O	P-R	GFF-GAA
Female	0 (0%)	100 (50.0%)	941 (66.2%)	898 (48.3%)	374 (57.0%)	134 (51.9%)
Male	3 (100%)	100 (50.0%)	480 (33.8%)	961 (51.7%)	282 (43.0%)	124 (48.1%)
CIG Total	3	200	1421	1859	656	258

Age [CIG]

	Jun-13	Jun-14	Jun-15	Jun-16	Dec-17	Dec-18	Dec-19	Dec-20	Dec-21
Average Age	42	42	43	43	43	43	43	44	44

Average Salary/Wages [CIG]

[Full-Time Equivalent]

	Jun-13	Jun-14	Jun-15	Jun-16	Dec-17	Dec-18	Dec-19	Dec-20	Dec-21
Annual Salary	\$42,702	\$42,511	\$45,008	\$45,729	\$46,575	\$49,653	\$50,193	\$53,129	\$53,443
Monthly Salary	\$3,559	\$3,543	\$3,751	\$3,811	\$3,881	\$4,138	\$4,183	\$4,427	\$4,454

Notes on Student Interns Excluded:

*1 - Excludes 52 student interns

*2 - Excludes 41 student interns

*3 - Excludes 7 student interns

*4 - Excludes 18 student interns

*5 - Excludes 18 student interns

*6 - Excludes 58 student interns

*7 - Excludes 51 student interns

Glossary

Public Service	The Civil Service and employees of Statutory Authorities and Government Owned Companies, and from January 2021 the Parliament Management Commission. For clarification, this report excludes: (i) Employees from SAGCs that are working overseas contracted to terms and conditions of the resident country. (ii) Civil Service identified for exclusion as outlined below.
Civil Servant	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. For clarification, this report excludes: (i) The Chief Justice, Judges, Magistrates, His Excellency the Governor; (ii) FCO staff within the Governor's Office and staff working overseas contracted under terms & conditions of the resident country (Department of Tourism and UK Office). (iii) Student Interns (classified under the designation "Office Support Assistant") who are appointed on short-term contracts (under 3 months) during school/university non-term periods. Data on Student Interns excluded under this category: Jun 2016 - 52 Jun 2017 - 41 Dec 2017 - 7 Dec 2018 - 18 Dec 2019 - 18 Dec 2020 - 58 Dec 2021 - 51 (iv) 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. (v) Members of the Cayman Islands Regiment.
Employee Type	Describes the terms and conditions that an employee is retained on. Under the Public Service Management Law (2018 Revision) and Personnel Regulations (2019 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 (Core Ministry).
Pay Grade	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. 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.
Nationality	Describes whether an employee is Caymanian or non-Caymanian.
Country of Recruitment	Describes whether an employee was recruited on-island or from overseas.