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Employee Information and Human Resources Activity for
the Civil Service 1st January to 31st December 2023
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ANNUAL HR REPORT 2023
Employee Information and Human Resources Activity for the Civil Service
As at December 2023

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Foreword



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

Following the uncertainty of the post-pandemic years, 2023 has seen a renewed focus on the Cayman Islands Government Strategic Plan. The refresh of the plan assists the Civil Service to focus on ***building on its solid foundation***, and has seen the addition of accountability as a 6th goal area. The service has also continued its program of HR reforms with IT system enhancement investment, a significant enabler for Government's talent management strategy.

This 2023 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 2023 notable changes included:

- ~ Both the size of the Civil Service and wider Public Service continued its ongoing trend, with increases of 4.2% and 4.6% respectively, bringing the total size of the Public Service to over 7600 employees.
- ~ The proportion of Caymanians fell to below 70% of Civil Service, for the first time in the last two decades. However, this remains significantly higher than the Caymanian representation in the population, working-age population and Labour Force, 46%, 43% and 38% respectively, as reported in the ESO 2023 Compendium of Statistics. The policy focus on education and the prevention and reduction of crime, where high proportions of non-Caymanians are employed as teachers and police officers, and the standing down of the Travel Cayman Team, have impacted this area in 2023.
- ~ Raising the retirement age continues to benefit employees to the extent that over 10% of the Civil Service are now working beyond age 60, with the normal retirement age of 65 contributing to a diverse workforce that ranges from ages 16 through 77.
- ~ Employee engagement results saw a slight improvement in the Engagement Index, reported at 73%, with 8 of the 9 major areas of engagement seeing results either increase or remain steady compared to the previous year.
- ~ The one major area of engagement that the Civil Service continues to experience challenges in, is that of pay and reward. The long-term impact of unprecedented global events including the ongoing post COVID-19 pandemic recovery, the Ukraine war, supply chain disruptions and fuel price increase impacting inflation rates, resulted in a widening gap between the purchasing power of the Civil Service salary scale and the Cayman Islands Consumer Price Index. This was manifested in a 3% decrease in overall satisfaction with Civil Service Pay and Benefits, as assessed through the annual engagement survey.

I look forward to continuing to share our successes, as we refocus our commitment to ***make the lives of those we serve better, by building on our solid foundation.***

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 31st December 2023, compared to previous reporting periods.

Section two (pages 4–14) provides information on the demographics of the core Civil Service as of 31st December 2023, 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 15–21) provides information on a range of human resources activities such as recruitment, retention and employee engagement

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’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 2023)

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

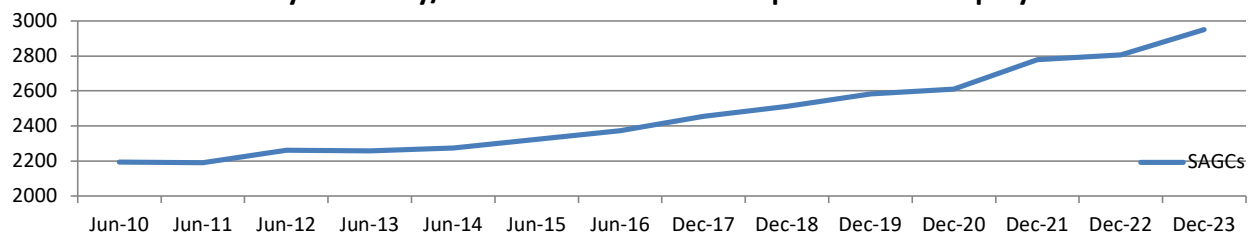
Statutory Authority/Government Owned Company	Number of Employees Dec 2023 ^{*1}	Number of Employees Dec 2022 ^{*1}	Total Variation	% Change
Auditors Oversight Authority	1	1	0	-
Cayman Airways Ltd	339	364	-25	-6.9%
Cayman Islands Airports Authority	213	185	28	15.1%
Cayman Islands Civil Aviation Authority	22	24	-2	-8.3%
Cayman Islands Development Bank	16	16	0	-
Cayman Islands Monetary Authority	274	272	2	0.7%
Cayman Islands National Insurance Company	52	44	8	18.2%
Cayman Islands National Museum	4	5	-1	-20.0%
Cayman Islands Port Authority	174	162	12	7.4%
Cayman Islands Stock Exchange	7	7	0	-
Cayman National Cultural Foundation	8	8	0	-
Cayman Turtle Farm	103	98	5	5.1%
Children and Youth Services Foundation	43	42	1	2.4%
Health Services Authority	1198	1093	105	9.6%
Maritime Authority of the Cayman Islands	22	22	0	-
National Drug Advisory Council	6	7	-1	-14.3%
National Gallery of the Cayman Islands	11	11	0	-
National Housing Development Trust	10	11	-1	-9.1%
National Roads Authority	103	108	-5	-4.6%
Parliament Management Commission (PMC)	24	20	4	20.0%
Public Service Pensions Board	26	25	1	4.0%
Tourism Attractions Board	37	31	6	19.4%
University College of the Cayman Islands	81	82	-1	-1.2%
Utility Regulation and Competition Office (OfReg)	26	26	0	-
Water Authority Company	151	141	10	7.1%
Total for SAGCs	2951	2805	146	5.2%

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

	Dec 2023	Dec 2022	Total Variation	% Change
Total for Core Government	4657	4470	187	4.2%
Total for the Public Service	7608	7275	333	4.6%

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

Statutory Authority/Government Owned Companies Total Employees



The Cayman Islands Public Service comprises employees from Statutory Authorities, the Parliament Management Commission, Government Owned Companies (SAGCs) and the Civil Service. At the end of 2023, the number of employees in the Public Service was **7,608**. **This was an increase of 333 employees, or 4.6%, over the prior financial reporting period.**

There has been a **steady growth in the number of employees within SAGCs** over the past decade, reporting 2,951 employees in December 2023. The SAGCs ranged in size from the Auditors Oversight Authority who employed 1 staff member as of 31st December 2023, to the Health Service Authority who employed some 1,198 staff members. The size of the combined SAGCs remains below that outlined in the 202-23 Ownership Agreement of 3,048 FTE approved for the 2023 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 2023)

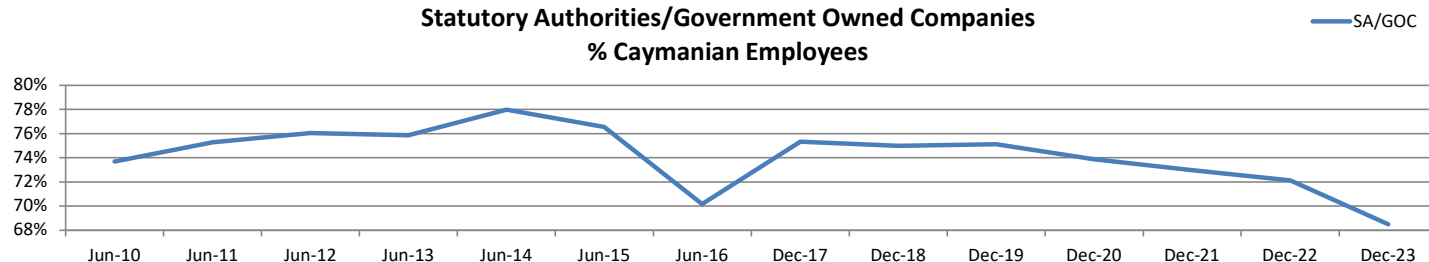
Number and Percentage of Caymanian Employees by Statutory Authority/Government Owned Company

Statutory Authority/Government Owned Company	Employees - Dec 2023 ^{*1}				Employees - Dec 2022 ^{*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	196	143	57.8%	42.2%	274	90	75.3%	24.7%	-78	-17.5%
Cayman Islands Airports Authority	199	14	93.4%	6.6%	178	7	96.2%	3.8%	21	-2.8%
Cayman Islands Civil Aviation Authority	18	4	81.8%	18.2%	20	4	83.3%	16.7%	-2	-1.5%
Cayman Islands Development Bank	15	1	93.8%	6.3%	16	0	100.0%	0.0%	-1	-6.3%
Cayman Islands Monetary Authority	203	71	74.1%	25.9%	205	67	75.4%	24.6%	-2	-1.3%
Cayman Islands National Insurance Company	48	4	92.3%	7.7%	41	3	93.2%	6.8%	7	-0.9%
Cayman Islands National Museum	4	0	100.0%	0.0%	5	0	100.0%	0.0%	-1	0.0%
Cayman Islands Port Authority	173	1	99.4%	0.6%	161	1	99.4%	0.6%	12	0.0%
Cayman Islands Stock Exchange	5	2	71.4%	28.6%	5	2	71.4%	28.6%	0	0.0%
Cayman National Cultural Foundation	8	0	100.0%	0.0%	8	0	100.0%	0.0%	0	0.0%
Cayman Turtle Farm	96	7	93.2%	6.8%	97	1	99.0%	1.0%	-1	-5.8%
Children and Youth Services Foundation	18	25	41.9%	58.1%	18	24	42.9%	57.1%	0	-1.0%
Health Services Authority	630	568	52.6%	47.4%	590	503	54.0%	46.0%	40	-1.4%
Maritime Authority of the Cayman Islands	20	2	90.9%	9.1%	21	1	95.5%	4.5%	-1	-4.5%
National Drug Advisory Council	6	0	100.0%	0.0%	7	0	100.0%	0.0%	-1	0.0%
National Gallery of the Cayman Islands	9	2	81.8%	18.2%	9	2	81.8%	18.2%	0	0.0%
National Housing Development Trust	10	0	100.0%	0.0%	11	0	100.0%	0.0%	-1	0.0%
National Roads Authority	102	1	99.0%	1.0%	107	1	99.1%	0.9%	-5	0.0%
Parliament Management Commission (PMC)	22	2	91.7%	8.3%	18	2	90.0%	10.0%	4	1.7%
Public Service Pensions Board	25	1	96.2%	3.8%	24	1	96.0%	4.0%	1	0.2%
Tourism Attractions Board	23	14	62.2%	37.8%	18	13	58.1%	41.9%	5	4.1%
University College of the Cayman Islands	37	44	45.7%	54.3%	36	46	43.9%	56.1%	1	1.8%
Utility Regulation and Competition Office (OfReg)	19	7	73.1%	26.9%	20	6	76.9%	23.1%	-1	-3.8%
Water Authority Company	134	17	88.7%	11.3%	133	8	94.3%	5.7%	1	-5.6%
Total for SAGCs	2021	930	68.5%	31.5%	2023	782	72.1%	27.9%	-2	-3.6%

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

	Dec 2023				Dec 2022			
	Total Caymanian	Total Non-Caymanian	% Caymanian	% Non-Caymanian	Total Caymanian	Total Non-Caymanian	% Caymanian	% Non-Caymanian
Core Government	3203	1454	68.8%	31.2%	3174	1296	71.0%	29.0%
Public Service	5224	2384	68.7%	31.3%	5197	2078	71.4%	28.6%

Statutory Authorities/Government Owned Companies % Caymanian Employees



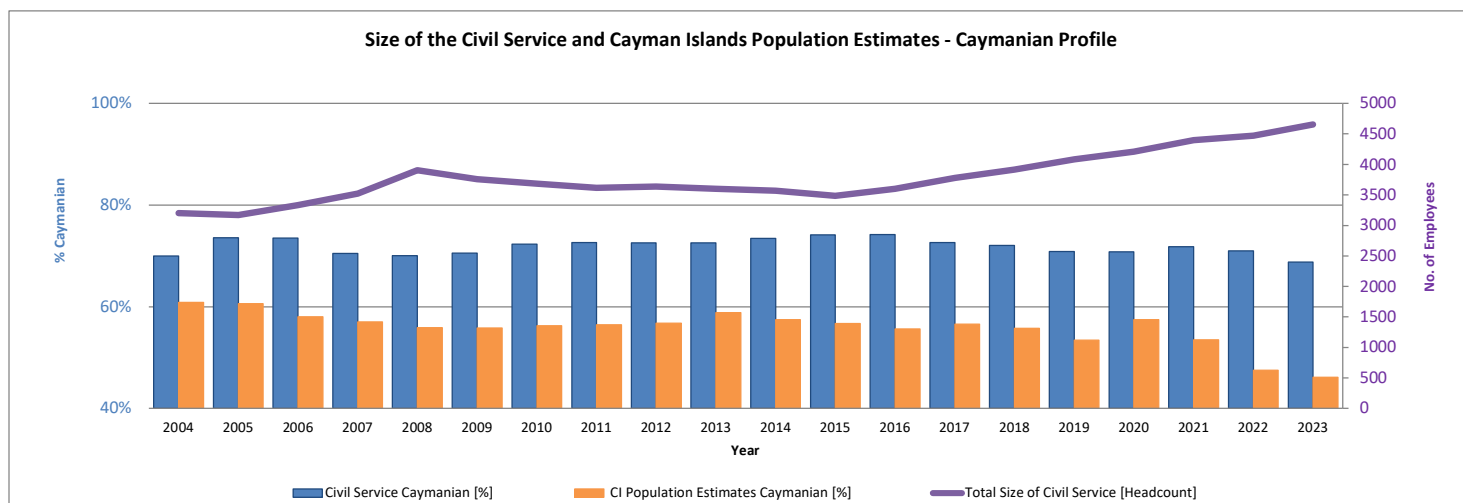
The Public Service of the Cayman Islands is comprised of employees from Statutory Authorities, Government Owned Companies, the Parliament Management Commission and the Civil Service. At the end of 2023, the number of Caymanians employed within the Public Service was 5,224 which represents 69% of the Public Service.

The representation of Caymanians within Statutory Authorities and Government Owned Companies has been decreasing over the last few years. Representation of Caymanians in the SAGCs as at 31st December 2023 was 68.5% (December 2022: 72.1%). 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 organisation.

The Children and Youth Services Foundation has the lowest proportion of Caymanian employees (41.9%), while 5 organisations had a completely Caymanian workforce as at the 31st December 2023 (December 2022: 6). Of the 25 Statutory Authorities or Government Owned Companies, there were 17 with three-quarters or more of their workforce comprising Caymanian employees as indicated by the green shading in the table above (December 2022: 20).

Demographics of the Civil Service (31st December 2023)

Size of the Civil Service and Percentage Caymanian Employees from January 2002 to December 2023



Date	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	Dec-22	Dec-23
Caymanian	2238	2332	2449	2481	2735	2651	2666	2628	2640	2614	2624	2583	2673	2743	2822	2896	2981	3156	3174	3203
Non-Caymanian	961	837	883	1039	1169	1105	1021	991	999	987	947	901	927	1035	1096	1188	1227	1241	1296	1454
Total	3199	3169	3332	3520	3904	3756	3687	3619	3639	3601	3571	3484	3600	3778	3918	4084	4208	4397	4470	4657
% Caymanian	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%	71.0%	68.8%
% Non-Caymanian	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%	29.0%	31.2%

The size of the Civil Service has fluctuated over the last two decades 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 2004 until December 2023 (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 8 years there has been a reversal of this trend. During 2023, the Civil Service increased in size by 187 or 4.1%. A more detailed breakdown of the departments contributing to this change is provided on page 6.

For the first time since 2004 the percentage of Caymanian employees has dropped below 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 and the Police, to professions where Caymanians represent less than half the workforce, has contributed to the decreases reported over the eight years.

The Cayman Islands population estimates from the Economics & Statistics Office Compendium of Statistics (2023) 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 significantly higher than that of the estimated total population nationally.

	Caymanian	Non-Caymanian
Total Civil Servants	71% 3203	29% 1454
Average Annual Salary	£ 56,364	£ 62,294
Chief Officers (Including Acting)	85% 17	15% 3
Heads of Department (Including COs & Acting)	82% 65	18% 14
2023 Promotions ^{*1}	74% 249	26% 89

As of the 31st December 2023, Caymanians represented 85% of Chief Officers and 82% of Heads of Departments, higher than the representation of Caymanians within the Civil Service as a whole.

During 2023, 74% of promotions within the Service were to Caymanians, above the representation of Caymanians across the Service.

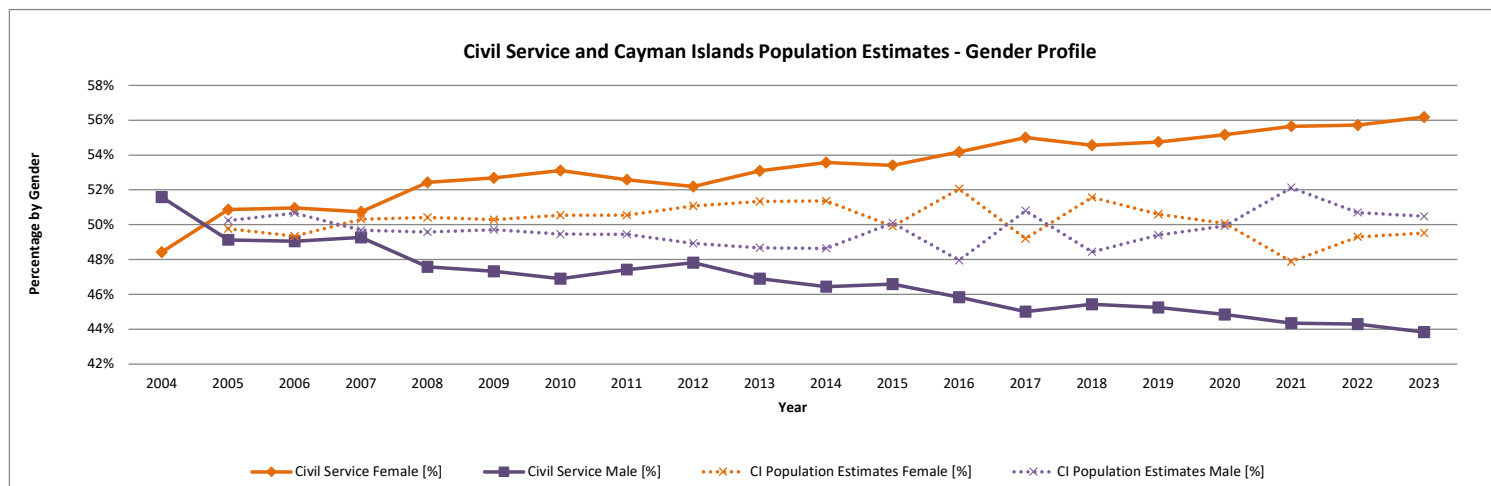
The average annual salary for Caymanians is \$56,364 which is less than their non-Caymanian colleagues. Information on page 12 shows the the proportion of Caymanians versus non-Caymanians across the different grade bands, which provides insight into this variance.

^{*1} Details of the number and percentage of employee that received a pay award throughout the year can be found on page 15. The promotion data forms a subset of this information, relating to individual promotions (rather than decisions that are applied to groups of employees, such as increment awards and reevaluations of job families).

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 Her Excellency the Governor.

Demographics of the Civil Service (31st December 2023)

Size of the Civil Service and Percentage by Gender from January 2004 to December 2023



Date	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	Dec-22	Dec-23
Female	1549	1612	1698	1786	2047	1979	1958	1903	1899	1912	1913	1861	1950	2078	2138	2236	2321	2447	2452	2616
Male	1650	1557	1634	1734	1857	1777	1729	1716	1740	1689	1658	1623	1650	1700	1780	1848	1887	1950	1949	2041
Total	3199	3169	3332	3520	3904	3756	3687	3619	3639	3601	3571	3484	3600	3778	3918	4084	4208	4397	4401	4657
% Female	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%	55.7%	56.2%
% Male	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%	44.3%	43.8%

As the size of the Civil Service has changed over the last two decades, 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 2004 until December 2023.

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 2004 to its present level of 56%. This represents a growth of 1,067 women from the 1,549 employed in 2004.

There has still been significant growth in the number of male employees in the same period (391), but this represents a lower rate. The Cayman Islands population estimates from the Economics & Statistics Office Compendium of Statistics (2023) are shown as dotted lines, giving a comparison against which gender parity can be bench-marked.

	Female		Male	
Total Civil Servants	56%	2616	44%	2041
Average Annual Salary	\$	59,123	\$	57,051
Chief Officers (Including Acting)	50%	10	50%	10
Heads of Department (Including COs & Acting)	44%	35	56%	44
2023 Promotions ^{*1}	56%	190	44%	148

In 2023, women represented 50% of Chief Officers and 44% of Heads of Departments, both of which was below their representation in the Civil Service as a whole.

Whilst women represent half or more of the employees in grades C, E, F, and G; grade H 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 (56%).

The average annual salary for women is \$2,072 higher than their male colleagues. 56% of promotions in 2023 were received by women, in line with the representation of women in the Service.

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

^{*1} Details of the number and percentage of employee that received a pay award throughout the year can be found on page 15. The promotion data forms a subset of this information, relating to individual promotions (rather than decisions that are applied to groups of employees, such as increment awards and revaluations of job families).

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 Her Excellency the Governor.

Demographics of the Civil Service (31st December 2023)

Change in Size of the Civil Service during 2023 by Department

Department	31-Dec-23	31-Dec-22	Variance	%	Department	31-Dec-23	31-Dec-22	Variance	%
Agriculture Department	69	62	7	11.3%	Department of Vehicle and Drivers Licensing	49	45	4	8.9%
Cabinet Office	34	30	4	13.3%	District Administration	164	163	1	0.6%
Cayman Islands Cadet Corps	4	5	-1	-20.0%	Economics & Statistics Office	21	20	1	5.0%
Cayman Islands Coast Guard	34	22	12	54.5%	E-Government Unit	15	8	7	87.5%
Cayman Islands Intellectual Property Office	4	0	4	100.0%	Elections Office	3	4	-1	-25.0%
Cayman Islands National Archive	11	11	0	0.0%	Facilities Management	14	16	-2	-12.5%
Cayman Travel Time	0	69	-69	-100.0%	Fire Department	172	155	17	11.0%
Central Procurement Office	5	5	0	0.0%	General Registry	53	45	8	17.8%
CI Government Office - Overseas	2	2	0	0.0%	H E The Governor	5	6	-1	-16.7%
CI Government Office - UK	1	1	0	0.0%	Hazard Management Department	10	9	1	11.1%
Commissions Secretariat	10	10	0	0.0%	Health Regulatory Services	18	16	2	12.5%
Computer Services Department	65	57	8	14.0%	Internal Audit Services	10	10	0	0.0%
Core Ministry BCL	23	21	2	9.5%	Invest Cayman	8	10	-2	-20.0%
Core Ministry DAL	25	18	7	38.9%	Judicial Department	98	97	1	1.0%
Core Ministry EDU	80	69	11	15.9%	Lands & Survey Department	72	56	16	28.6%
Core Ministry FED	18	17	1	5.9%	Marketing & Communications Unit	1	1	0	0.0%
Core Ministry FSC	45	44	1	2.3%	Mosquito Research and Control Unit	38	35	3	8.6%
Core Ministry H&W	22	15	7	46.7%	National Weather Service	18	17	1	5.9%
Core Ministry HA	13	9	4	44.4%	Needs Assessment Unit	48	39	9	23.1%
Core Ministry IISD	23	21	2	9.5%	Office of Education Standards	4	5	-1	-20.0%
Core Ministry PAHI	29	26	3	11.5%	Office of the Auditor General	27	23	4	17.4%
Core Ministry SCR	14	11	3	27.3%	Office of the Deputy Governor	15	16	-1	-6.3%
Core Ministry T&T	15	25	-10	-40.0%	Office of the Director of Public Prosecutions	32	28	4	14.3%
Core Ministry YSH	17	17	0	0.0%	Office of the Ombudsman	13	13	0	0.0%
Core PoCS	50	46	4	8.7%	Passport Office	12	9	3	33.3%
Customs and Border Control	258	249	9	3.6%	Police Service	487	509	-22	-4.3%
Cyber Security	7	5	2	40.0%	Portfolio of Legal Affairs	66	66	0	0.0%
Department for International Tax Cooperation	18	19	-1	-5.3%	Postal Department	72	78	-6	-7.7%
Department of Children & Family Services	158	153	5	3.3%	Prison Service	172	181	-9	-5.0%
Department of Commerce & Investment	26	25	1	4.0%	Public Library Service	23	18	5	27.8%
Department of Communications	31	26	5	19.2%	Public Works Department	131	122	9	7.4%
Department of Community Rehabilitation	40	40	0	0.0%	Radio Cayman	20	21	-1	-4.8%
Department of Counselling Services	42	44	-2	-4.5%	Sister Island Sports	3	3	0	0.0%
Department of Education Services	945	867	78	9.0%	Sunrise Centre	26	21	5	23.8%
Department of Environment	46	45	1	2.2%	Tourism Department	46	42	4	9.5%
Department of Environmental Health	157	146	11	7.5%	Treasury Department	46	43	3	7.0%
Department of Labour & Pension	23	24	-1	-4.2%	Vehicle & Equipment Services	33	35	-2	-5.7%
Department of Planning	53	47	6	12.8%	Workforce Opportunities Residency Cayman	129	126	3	2.4%
Department of Public Safety Communications	25	26	-1	-3.8%	Youth Services Unit	5	3	2	66.7%
Department of Sports	25	27	-2	-7.4%	TOTAL	4657	4470	187	4.2%
Department of Transport	11	0	11	100.0%					

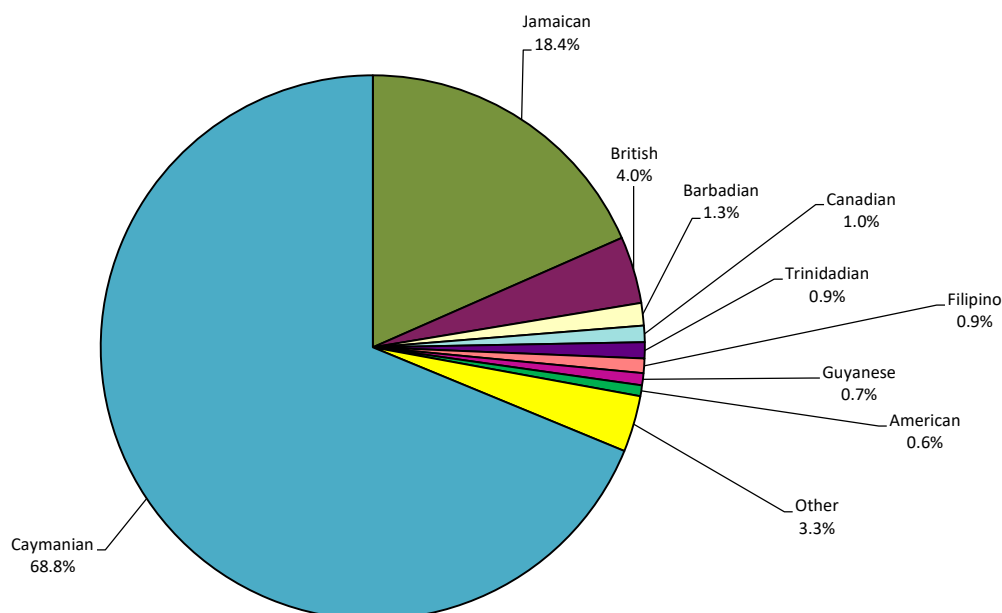
The table above shows the number of employees within each department in December 2022 and 2023. At the end of 2023 there were 79 departments across government. Most departments (46 of the 68 where there was a headcount change) experienced a small change in employee figures during the year (of 5 employees or less).

Seventeen departments saw increases in staffing of more than 5 employees: Education (78), Fire (17), Lands & Survey (16), Coast Guard (12), Department of Environmental Health, Transport and Core Ministry EDU (11 each), Customs & Border Control, General Registry Needs Assessment Unit and Public Works (9 each), Computer Services and General Registry (8 each) Agriculture, Core Ministry DAL, Core Ministry H&W and E-Government (7 each) and Planning (6).

Five departments saw decreases in staffing of more than 5 employees. The largest of these was Cayman Travel Time Team (69), which by the end of 2023 had been disbanded as residual activities relating to the COVID-19 pandemic response were transitioned into business as usual and the dedicated response team stood down. Other departments that saw decreases included Police (22), Core Ministry T&T (10), Prison (9) and Postal (6).

Demographics of the Civil Service (31st December 2023)

The Civil Service by Nationality



Nationality	Number of Employees	% of the Civil Service
Caymanian	3203	68.8%
Jamaican	858	18.4%
British	185	4.0%
Barbadian	62	1.3%
Canadian	46	1.0%
Trinidadian	44	0.9%
Filipino	40	0.9%
Guyanese	34	0.7%
American	30	0.6%
Kenyan	17	0.4%
Honduran	12	0.3%
Indian	12	0.3%
South African	12	0.3%
Saint Vincentian	9	0.2%
Irish	8	0.2%
Belizean	7	0.2%
Zimbabwean	7	0.2%
Nigerian	6	0.1%
Saint Lucian	5	0.1%
Ugandan	5	0.1%
Australian	4	0.1%
Dominican (Dominica)	4	0.1%
Ghanaian	4	0.1%
Grenadian	4	0.1%
Cuban	3	0.1%
New Zealander	3	0.1%

Nationality	Number of Employees	% of the Civil Service
Nicaraguan	3	0.1%
Colombian	2	0.0%
Kittitian And Nevisian	2	0.0%
Nepalese	2	0.0%
Romanian	2	0.0%
Spaniard	2	0.0%
Venezuelan	2	0.0%
Antiguan and Barbudan	1	0.0%
Belgian	1	0.0%
Costa Rican	1	0.0%
Czechoslovakian	1	0.0%
Dane	1	0.0%
Dominican (Republic)	1	0.0%
Ecuadorian	1	0.0%
French	1	0.0%
German	1	0.0%
Indonesian	1	0.0%
Italian	1	0.0%
Maltese	1	0.0%
Netherlands Antillean	1	0.0%
Panamanian	1	0.0%
Polish	1	0.0%
Tanzanian	1	0.0%
Tunisian	1	0.0%
Turk	1	0.0%
Total	4657	100.0%

As at 31st December 2023, the Civil Service was comprised of employees from 51 different nationalities with **Caymanians forming the majority of the workforce, representing 68.8% of the service.**

The largest groups of expatriate Civil Servants were Jamaican (representing 18.4% of the service) and British (representing 4.0% of the service). Barbadian and Canadian Civil Servants constitute 1.3% and 1.0% of the service respectively, while the other 46 nationalities represent less than 1% each and 6.5% 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 2023)

Department Breakdown and Level of Caymanianisation

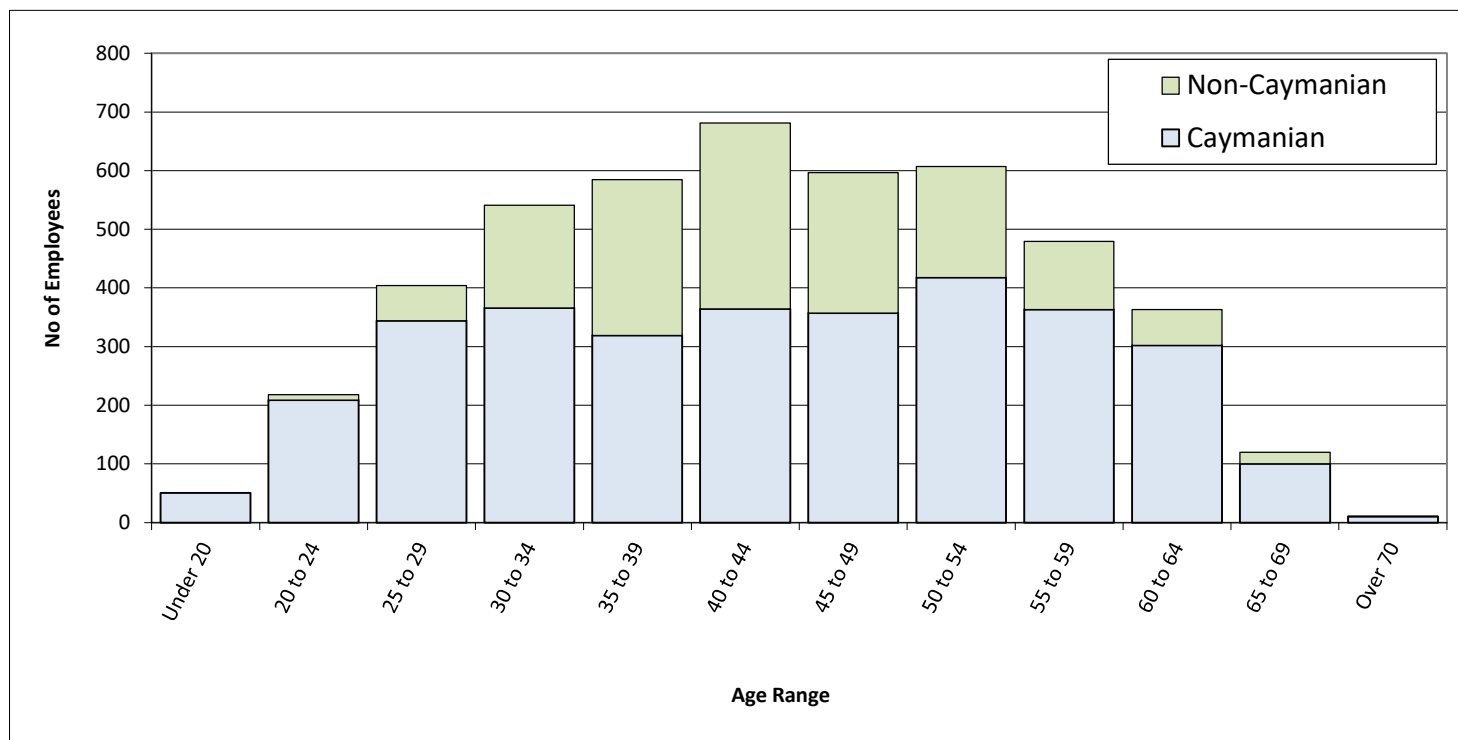
Department	Caymanian	Non-Caymanian	Total	% Caymanian
Agriculture Department	44	25	69	63.8%
Cabinet Office	31	3	34	91.2%
Cayman Islands Cadet Corps	1	3	4	25.0%
Cayman Islands Coast Guard	32	2	34	94.1%
Cayman Islands Intellectual Property Office	2	2	4	50.0%
Cayman Islands National Archive	11	0	11	100.0%
Central Procurement Office	4	1	5	80.0%
CI Government Office - Overseas	2	0	2	100.0%
CI Government Office - UK	1	0	1	100.0%
Commissions Secretariat	4	6	10	40.0%
Computer Services Department	41	24	65	63.1%
Core Ministry BCL	21	2	23	91.3%
Core Ministry DAL	20	5	25	80.0%
Core Ministry EDU	61	19	80	76.3%
Core Ministry FED	16	2	18	88.9%
Core Ministry FSC	24	21	45	53.3%
Core Ministry H&W	13	9	22	59.1%
Core Ministry HA	12	1	13	92.3%
Core Ministry IISD	21	2	23	91.3%
Core Ministry PAHI	21	8	29	72.4%
Core Ministry SCR	12	2	14	85.7%
Core Ministry T&T	14	1	15	93.3%
Core Ministry YSH	17	0	17	100.0%
Core PoCS	37	13	50	74.0%
Customs and Border Control	251	7	258	97.3%
Cyber Security	5	2	7	71.4%
Department for International Tax Cooperation	13	5	18	72.2%
Department of Children & Family Services	83	75	158	52.5%
Department of Commerce & Investment	24	2	26	92.3%
Department of Communications	26	5	31	83.9%
Department of Community Rehabilitation	23	17	40	57.5%
Department of Counselling Services	24	18	42	57.1%
Department of Education Services	398	547	945	42.1%
Department of Environment	42	4	46	91.3%
Department of Environmental Health	138	19	157	87.9%
Department of Labour & Pension	22	1	23	95.7%
Department of Planning	41	12	53	77.4%
Department of Public Safety Communications	19	6	25	76.0%
Department of Sports	22	3	25	88.0%
Department of Transport	11	0	11	100.0%
Department of Vehicle and Drivers Licensing	48	1	49	98.0%
District Administration	152	12	164	92.7%
Economics & Statistics Office	12	9	21	57.1%
E-Government Unit	9	6	15	60.0%
Elections Office	2	1	3	66.7%
Facilities Management	13	1	14	92.9%
Fire Department	168	4	172	97.7%
General Registry	46	7	53	86.8%
H E The Governor	0	5	5	0.0%
Hazard Management Department	7	3	10	70.0%
Health Regulatory Services	13	5	18	72.2%
Internal Audit Services	7	3	10	70.0%
Invest Cayman	6	2	8	75.0%
Judicial Department	70	28	98	71.4%
Lands & Survey Department	50	22	72	69.4%
Marketing & Communications Unit	1	0	1	100.0%
Mosquito Research and Control Unit	32	6	38	84.2%
National Weather Service	17	1	18	94.4%
Needs Assessment Unit	48	0	48	100.0%
Office of Education Standards	2	2	4	50.0%
Office of the Auditor General	5	22	27	18.5%
Office of the Deputy Governor	12	3	15	80.0%
Office of the Director of Public Prosecutions	11	21	32	34.4%
Office of the Ombudsman	11	2	13	84.6%
Passport Office	12	0	12	100.0%
Police Service	241	246	487	49.5%
Portfolio of Legal Affairs	34	32	66	51.5%
Postal Department	65	7	72	90.3%
Prison Service	91	81	172	52.9%
Public Library Service	23	0	23	100.0%
Public Works Department	105	26	131	80.2%
Radio Cayman	16	4	20	80.0%
Sister Island Sports	1	2	3	33.3%
Sunrise Centre	20	6	26	76.9%
Tourism Department	44	2	46	95.7%
Treasury Department	43	3	46	93.5%
Vehicle & Equipment Services	32	1	33	97.0%
Workforce Opportunities Residency Cayman	125	4	129	96.9%
Youth Services Unit	5	0	5	100.0%
Civil Service Total	3203	1454	4657	Civil Service Average = 68.8%

The table above shows the number of employees that worked within the 79 government departments as at 31st December 2023, 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 10 departments where 50% or more of employees were non-Caymanian (2022: 8); 57 departments had a higher percentage of Caymanian employees than the average for the Civil Service (68.8%) (2022: 55). There were 10 entities with a 100% Caymanian workforce (2022: 9); CIG Overseas Offices, CIG UK Office, Marketing and Communications Unit, Core Ministry YSH, National Archive, Needs Assessment Unit, Passport Office, Public Library Service, Transport and the Youth Services Unit.

Demographics of the Civil Service (31st December 2023)

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
No. Caymanian	51	209	344	366	319	364	357	418	363	302	100	10	3203
No. Non-Caymanian		9	60	175	266	317	240	189	116	61	20	1	1454
Total	51	218	404	541	585	681	597	607	479	363	120	11	4657
% Caymanian	1.6%	6.5%	10.7%	11.4%	10.0%	11.4%	11.1%	13.1%	11.3%	9.4%	3.1%	0.3%	100%
% Non-Caymanian	0.0%	0.6%	4.1%	12.0%	18.3%	21.8%	16.5%	13.0%	8.0%	4.2%	1.4%	0.1%	100%
% Civil Servants	1.1%	4.7%	8.7%	11.6%	12.6%	14.6%	12.8%	13.0%	10.3%	7.8%	2.6%	0.2%	100%
Percentage aged 60 and above for comparison purposes [against pre Sept 2016 data below, when the normal retirement age was 60]												10.6%	

Percentage of Civil Servants over Normal Retirement Age - Historic Information

Date	10-Jan-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-18	31-Dec-19	31-Dec-20	31-Dec-21	31-Dec-22	31-Dec-23
No. Of Civil Servants over mandatory retirement age	157	161	173	169	194	187	181	161	161	173	166	175	229	50	62	83	102	131	130	131
Total Civil Servants	3199	3224	3418	3632	3904	3756	3687	3619	3639	3601	3571	3484	3600	3705	3918	4084	4208	4397	4470	4657
% 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%	1.6%	2.0%	2.4%	3.0%	2.9%	2.8%

The bar chart shows the number of employees within core Government as at 31st December 2023, across the various age ranges. The highest concentration of Civil Servants was in the 40-44 age range (14.6%). The average age of a Civil Servant within the Cayman Islands was 43 years, with the youngest employee being aged 16 and the oldest employee aged 77.

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 2023, there were 131 employees (2.8% 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 2023)

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	2	13	21	13	13	4	3		69	4.3%
Cabinet Office		3	7	13	8	3			34	0.0%
Cayman Islands Cadet Corps			2		2				4	0.0%
Cayman Islands Coast Guard	3	18	8	3	1	1			34	0.0%
Cayman Islands Intellectual Property Office			1	1	2				4	0.0%
Cayman Islands National Archive		1	1	1	5		2	1	11	27.3%
Central Procurement Office		1	2	1		1			5	0.0%
CI Government Office - Overseas				1		1			2	0.0%
CI Government Office - UK					1				1	0.0%
Commissions Secretariat			5	2	2		1		10	10.0%
Computer Services Department	1	13	20	15	13		3		65	4.6%
Core Ministry BCL		4	3	9	4	1	2		23	8.7%
Core Ministry DAL		6	9	3	4	3			25	0.0%
Core Ministry EDU	1	14	20	25	18	2			80	0.0%
Core Ministry FED		1	1	8	7	1			18	0.0%
Core Ministry FSC		3	13	14	15				45	0.0%
Core Ministry H&W		2	5	7	4	2	2		22	9.1%
Core Ministry HA	2	2	2	4	2	1			13	0.0%
Core Ministry IISD		7	7	1	6	2			23	0.0%
Core Ministry PAHI		2	10	6	9	1		1	29	3.4%
Core Ministry SCR		3	4	3	4				14	0.0%
Core Ministry T&T		2	3	8	1	1			15	0.0%
Core Ministry YSH		3	3	7	3	1			17	0.0%
Core PoCS	2	5	12	15	10	3	2	1	50	6.0%
Customs and Border Control		29	79	59	67	15	8	1	258	3.5%
Cyber Security		2		3	2				7	0.0%
Department for International Tax Cooperation		1	7	7	2	1			18	0.0%
Department of Children & Family Services		5	27	37	50	23	16		158	10.1%
Department of Commerce & Investment		4	9	7	5	1			26	0.0%
Department of Communications		6	10	8	5	1	1		31	3.2%
Department of Community Rehabilitation		2	14	16	4	3	1		40	2.5%
Department of Counselling Services		9	13	9	8	3			42	0.0%
Department of Education Services	1	67	241	312	210	85	26	3	945	3.1%
Department of Environment		3	16	11	7	5	4		46	8.7%
Department of Environmental Health		22	33	39	39	20	4		157	2.5%
Department of Labour & Pension		1	2	8	10	2			23	0.0%
Department of Planning		11	15	17	7		2	1	53	5.7%
Department of Public Safety Communications		4	8	8	3	2			25	0.0%
Department of Sports		4	2	9	3	6	1		25	4.0%
Department of Transport		4	1		4	1	1		11	9.1%
Department of Vehicle and Drivers Licensing		9	9	14	7	8	2		49	4.1%
District Administration	23	36	26	28	32	17	1	1	164	1.2%
Economics & Statistics Office		3	6	5	6	1			21	0.0%
E-Government Unit	1	4	3	4	3				15	0.0%
Elections Office		1	1	1					3	0.0%
Facilities Management		1	3	4	3	3			14	0.0%
Fire Department	2	58	42	31	38	1			172	0.0%
General Registry		7	12	14	13	5	2		53	3.8%
H E The Governor				2	1	2			5	0.0%
Hazard Management Department		1	2	4	3				10	0.0%
Health Regulatory Services			7	5	4	1	1		18	5.6%
Internal Audit Services		3	2	2	3				10	0.0%
Invest Cayman		1	1	4	1	1			8	0.0%
Judicial Department		14	32	18	23	10	1		98	1.0%
Lands & Survey Department	1	11	23	13	18	4	2		72	2.8%
Marketing & Communications Unit					1				1	0.0%
Mosquito Research and Control Unit		6	7	12	9	2	2		38	5.3%
National Weather Service	1	4	3	7	3				18	0.0%
Needs Assessment Unit		15	13	8	9	1	2		48	4.2%
Office of Education Standards			1	1	2				4	0.0%
Office of the Auditor General		3	12	7	4	1			27	0.0%
Office of the Deputy Governor		1	3	7	4				15	0.0%
Office of the Director of Public Prosecutions		2	7	11	8	3		1	32	3.1%
Office of the Ombudsman		2	4	3	2	2			13	0.0%
Passport Office	1	3	1	1	4	1	1		12	8.3%
Police Service	4	71	103	147	130	26	6		487	1.2%
Portfolio of Legal Affairs		4	21	21	12	6	2		66	3.0%
Postal Department		9	15	17	18	13			72	0.0%
Prison Service		19	26	54	50	17	6		172	3.5%
Public Library Service		4	9	7	3				23	0.0%
Public Works Department	1	10	30	29	35	19	7		131	5.3%
Radio Cayman		1	1	6	10	2			20	0.0%
Sister Island Sports				2	1				3	0.0%
Sunrise Centre		4	6	9	4	3			26	0.0%
Tourism Department		9	13	13	8	3			46	0.0%
Treasury Department		5	6	14	15	3	2	1	46	6.5%
Vehicle & Equipment Services	1	3	5	11	8	5			33	0.0%
Workforce Opportunities Residency Cayman	4	19	34	32	29	7	4		129	3.1%
Youth Services Unit		2	1		2				5	0.0%
Total	51	622	1126	1278	1086	363	120	11	4657	2.8%
%	1.1%	13.4%	24.2%	27.4%	23.3%	7.8%	2.6%	0.2%	100.0%	

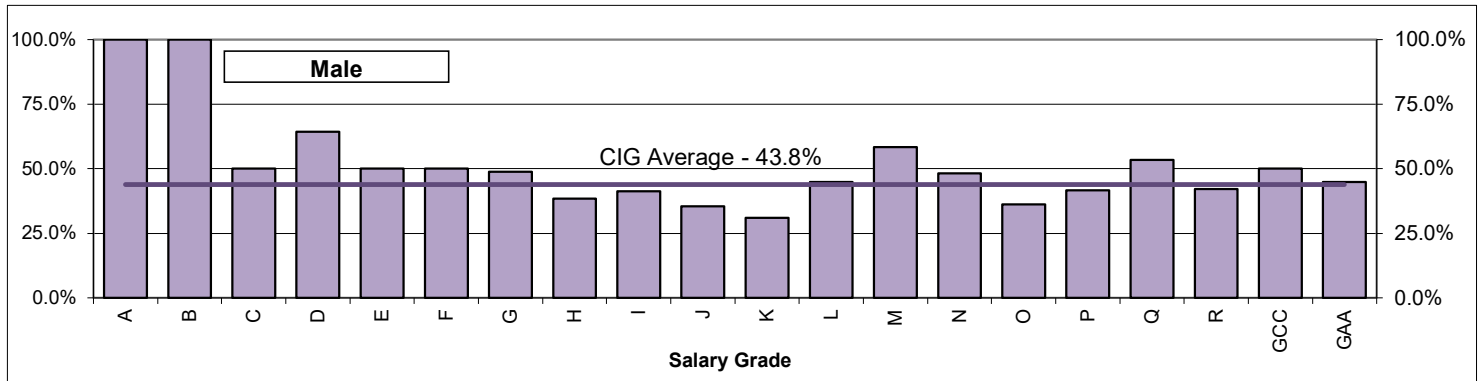
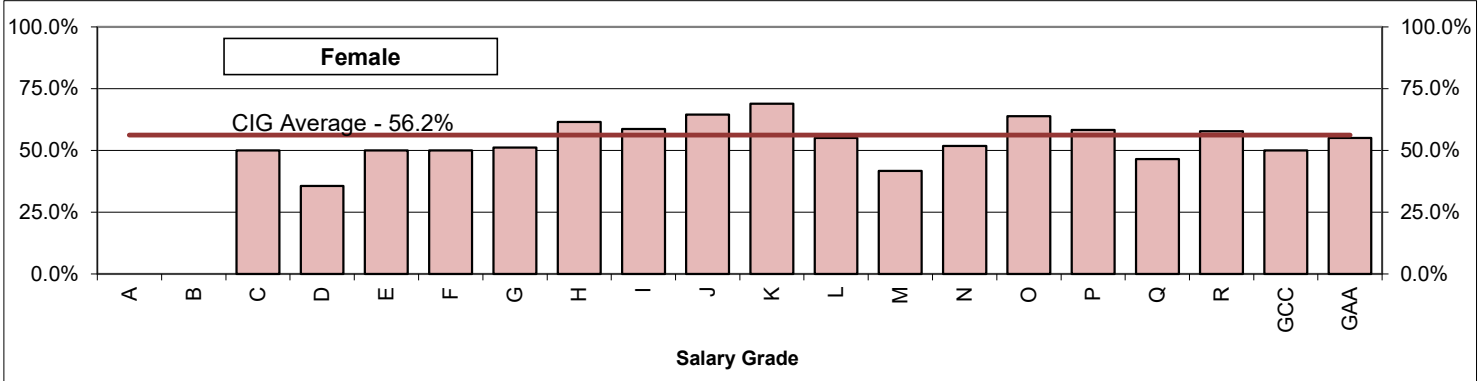
The table above shows the number of Civil Servants within each department spread across various age ranges as at 31st December 2023. The largest group of employees is in the 40-49 age range (27.4% of the Service) with the 30-39 and 50-59 age-ranges each constituting almost another quarter of the Service 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 45 departments did not have employees over the normal retirement age, the National Archive, with the highest representation had over 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.

Demographics of the Civil Service (31st December 2023)

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	GCC	GAA	Total
Female	0	0	9	5	13	38	43	125	165	271	508	218	348	197	328	132	161	26	2	27	2616
Male	1	3	9	9	13	38	41	78	116	149	228	178	487	183	186	94	185	19	2	22	2041
Total	1	3	18	14	26	76	84	203	281	420	736	396	835	380	514	226	346	45	4	49	4657

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 2023. 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 **56% female and 44% male**.

The table above shows that the 4 senior executive, falling within grades A & B, were held by men. These positions are the Deputy Governor, Financial Secretary, Attorney General and Cabinet Secretary.

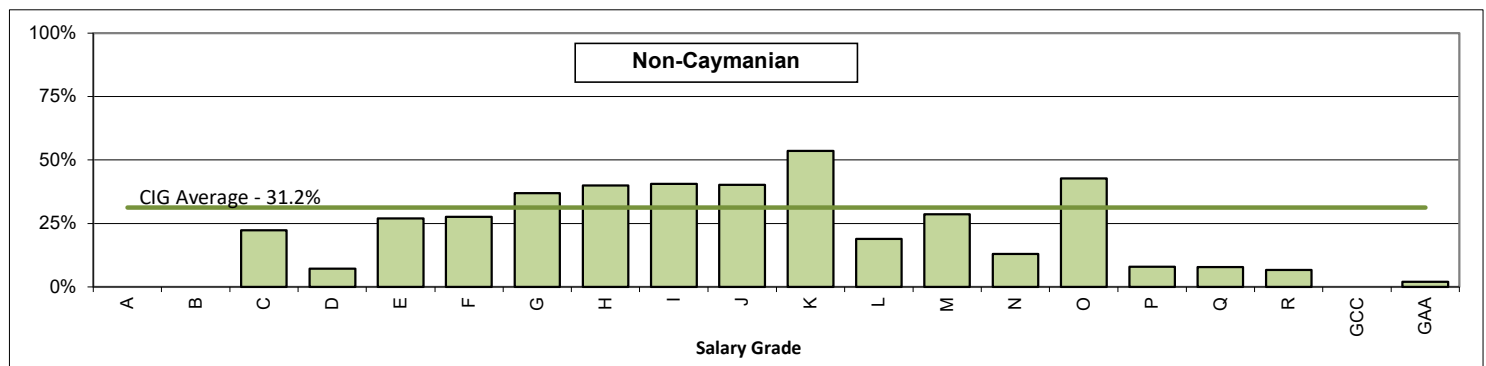
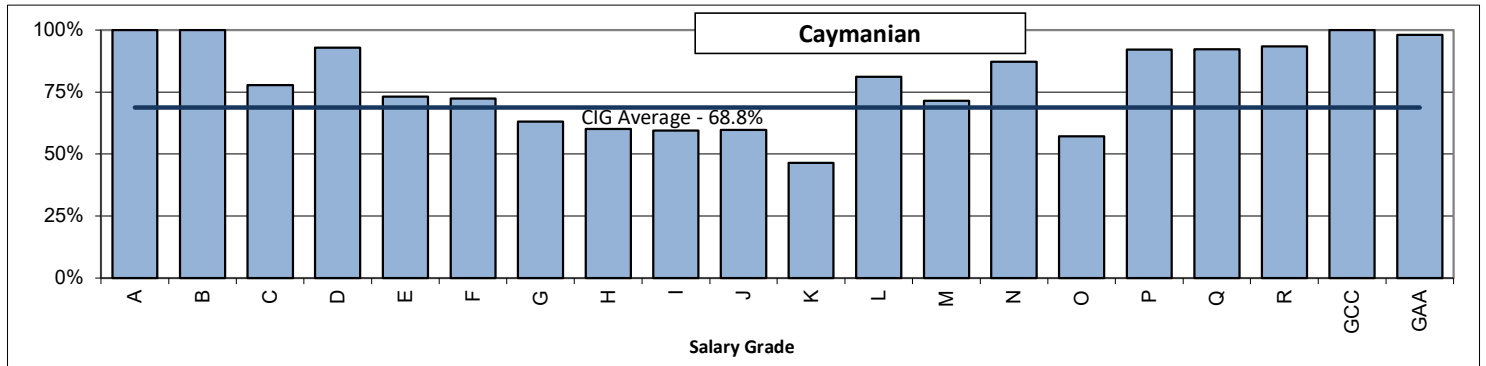
For other organisational executives (predominantly falling within grades C to G), roles were equally held by females and male Civil Servants. Positions within grades C to G include; Chief Officer, Deputy Chief Officer, Head of Departments and Deputy Head of Department, amongst others.

Within the middle/junior management and specialist technical roles (predominantly found in grades H to K), the gender split was 65% female and 35% male. Teaching as a profession (grade K) has a disproportionately high female representation (78%).

Within the top and middle level operational roles (predominantly found in grades L to O) and the lowest level support roles (grades P to R) the gender split was broadly equal, with males being more highly represented in these groups, when compared to the CIG as a whole.

Female employees made up 55% of wage workers in the lower grades GCC to GAA with male employees in 45% of the roles.

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	GCC	GAA	Total
Caymanian	1	3	14	13	19	55	53	122	167	251	342	321	596	331	294	208	319	42	4	48	3203
Non-Caymanian	0	0	4	1	7	21	31	81	114	169	394	75	239	49	220	18	27	3	0	1	1454
Total	1	3	18	14	26	76	84	203	281	420	736	396	835	380	514	226	346	45	4	49	4657

The two bar charts above show the percentage of salary grades that Caymanian and non-Caymanian employees were paid on the 31st December 2023. When looking at the Civil Service as a whole, **Caymanian employees made up 68.8% of the workforce.**

The table above shows that the 4 senior executive roles, falling within grades A & B, were held by Caymanians. These positions are the Deputy Governor, Financial Secretary, Attorney General and Cabinet Secretary.

For other organisational executives (predominantly falling within grades C to G), Caymanians constituted 71% of employees in these roles, slightly higher than 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 (71%). In the lower salary grades (P-R), Caymanian representation was at 92%, and Caymanians also represented the majority (98%) 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	01-Jan-03	01-Jan-05	01-Jan-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	31-Dec-22	31-Dec-23
Salaried Staff	2196	2300	2607	3036	3046	3048	3025	3076	3044	3055	3099	3188	3352	3497	3689	3924	4139	4347	4604
Wage Worker	911	869	913	868	710	639	594	563	557	516	385	412	426	421	413	284	258	123	53
Total	3107	3169	3520	3632	3904	3756	3687	3639	3639	3571	3484	3600	3778	3918	4102	4208	4397	4470	4657
Salaried Staff	70.7%	72.6%	74.1%	83.6%	78.0%	81.2%	82.0%	84.5%	83.6%	85.6%	88.9%	88.6%	88.7%	89.3%	89.9%	93.3%	94.1%	97.2%	98.9%
Wage Worker	29.3%	27.4%	25.9%	23.9%	18.2%	17.0%	16.1%	15.5%	15.3%	14.4%	11.1%	11.4%	11.3%	10.7%	10.1%	6.7%	5.9%	2.8%	1.1%

The bar chart above shows the percentage of employees who were paid on a salaried contract versus those on a waged contract as of the 31st December 2023. The majority of Civil Servants are now employed on a salaried contract (99%).

Departments with Civil Servants on Wage Worker Terms and Conditions (31st December 2023)

Department/Ministry/Portfolio	No. Wage Worker	No. Salaried Staff	Total Staff	% Wage Workers
District Administration	49	115	164	29.9%
Tourism Department	2	44	46	4.3%
Education Department	2	943	945	0.2%
Total	53			

The 3 departments listed on the table to the left continued to employ Civil Servants on wage worker terms and conditions as at 31st December 2023.

District Administration had just under a third of its staff complement on wage worker terms and conditions, a significant reduction from the 71% reported in 2022.

The Department of Sports successfully transitioned the remainder of their wage workers to salaried terms and conditions during 2023.

During 2023, of the 631 new appointments to the Civil Service, 6.2% 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.

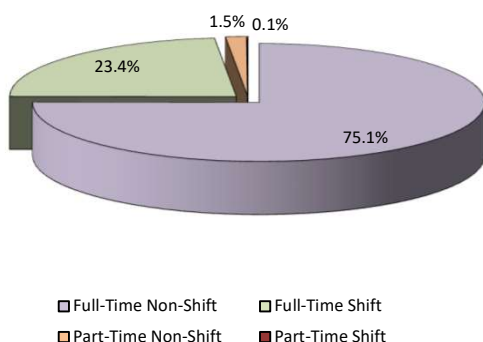
The Civil Service by Employment Arrangements

Working Arrangements

As of the 31st December 2023, the majority of Civil Servants worked full-time, with only 1.5% 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.

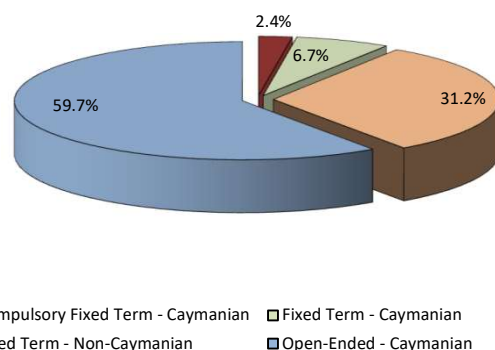
Shift workers represented 23.4% of the Service by the end of 2023, with 29 departments reporting that they employed Civil Servants on shifts. The Police Service (34%), Customs and Border Control (17%), Prison Service (14%), Fire Service (12%) and Department of Child & Family Services (9%) together employed the majority of shift workers (86% of the 1092 employees working shifts).

Employment Arrangements



Employment Arrangement	Number of Employees	% of the Civil Service
Full-Time Non-Shift	3496	75.1%
Full-Time Shift	1089	23.4%
Part-Time Non-Shift	69	1.48%
Part-Time Shift	3	0.06%
Total	4657	100%

Employment Agreement Type by Nationality



Employee Agreement	Number of Employees	% of the Civil Service
Compulsory Fixed Term - Caymanian	110	2.4%
Fixed Term - Caymanian	314	6.7%
Fixed Term - Non-Caymanian	1454	31.2%
Open-Ended - Caymanian	2779	59.7%
Total	4657	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 2023. 59.7% of the Civil Service were Caymanian employees on open-ended employment agreements, 31.2% were non-Caymanians on fixed-term employment agreements and 9.1% 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 (2.4%), and those with standard fixed term employment agreements (6.7%). 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, has had some impact on this profile.

Civil Servants Remuneration Levels and Activity During 2023

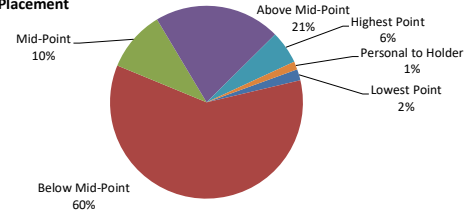
Civil Servants Annual Salary Distribution

Annual Salary (Based on FTE)	No. of Civil Servants	% of Civil Servants	Cumulative %
Under \$20,000	0	0.0%	0.0%
20,000 to 29,999	117	2.5%	2.5%
30,000 to 39,990	678	14.6%	17.1%
40,000 to 49,999	1,208	25.9%	43.0%
50,000 to 59,999	770	16.5%	59.5%
60,000 to 69,999	919	19.7%	79.3%
70,000 to 79,000	356	7.6%	86.9%
80,000 to 89,999	245	5.3%	92.2%
90,000 to 99,999	119	2.6%	94.7%
100,000 to 109,999	71	1.5%	96.3%
110,000 to 119,999	63	1.4%	97.6%
120,000 to 129,999	48	1.0%	98.6%
130,000 to 139,999	21	0.5%	99.1%
140,000 to 149,999	13	0.3%	99.4%
150,000 to 159,999	16	0.3%	99.7%
160,000 to 169,999	3	0.1%	99.8%
170,000 and above	10	0.2%	100%
Total	4657	100%	

Civil Servants Distribution Across the Salary Points

Point Placement	No. of Civil Servants	%	Cumulative %
Lowest Point	89	1.9%	1.9%
Below Mid-Point	2,787	59.8%	61.8%
Mid-Point	476	10.2%	72.0%
Above Mid-Point	985	21.2%	93.1%
Highest Point	258	5.5%	98.7%
Personal to Holder	62	1.3%	100%
Total	4657	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 2023 ranged between **\$20,808** (R point 1) and **\$239,604** (A point 5) per annum for salaried staff and between **\$10.45** (GAA point 1) and **\$22.92** (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 43.0% of the Civil Service earning under \$50,000 per annum** (2022: 45.4%).

The largest group of Civil Servants (26%) earned salaries in the \$40,000 to \$49,999 range, (2022: 25%) with the \$50,000 to \$59,999 and \$60,000 to \$69,999 ranges being the next largest (16.5% and 19.7% of Civil Servants respectively).

The average full-time equivalent annual salary for the Civil Service as at the 31st December 2023 was \$58,215; an increase of **\$1,358** compared to the December 2022 average. This is the **ninth** consecutive year that an increase in average salary has been reported.

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.

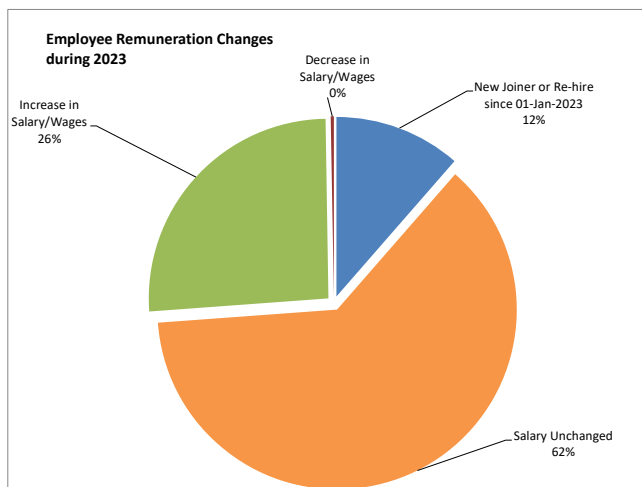
The table and pie-chart above summarise the position of employees within the salary scales for the Civil Service as at 31st December 2023. Some 72% of the Civil Service had a point placement that was less than or equal to the mid-point of the range; a 2% decrease on the same percentage to 2022. 2% of Civil Servants are on the lowest point (point 1) of their salary grade, in line with that the percentage reported in 2022.

The "New Minimum Entry Level Salary Pay Point" policy, introduced in 2023, which restricts who can be appointed to point one of the salary scale, to successful candidates being developed into the role, may have contributed to the low levels of employees on grade step one being maintained.

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 2023, 73 of the 631 appointments (12%) were made to point 1 of the salary grade (38% reported for 2022); whilst 393 appointments (62%) were made to point placements that were below the mid-point of the scale.

Civil Servants Annual Salary Changes



The adjacent graph shows the change in Civil Service remuneration during 2023 (based on a comparison of employee salaries as at 31st December 2022 and 31st December 2023).

26% of the Service received an increase during 2023 (91% 2022 - due to an increment being earned by most employees). Increases arose from promotions, roles being re-evaluated or earning increases within a grade. This represented 1205 employees (4056 employees in 2022).

0.3% of the Civil Service received a salary decrease during 2023 (0.5% 2022), 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 11% of employees were new joiners to the Civil Service after the 31st December 2022.

HR Activity for the Civil Service for 2023 - Recruitment/Appointments

Appointments Made On and Off Island by Employment Type

Appointments from On/Off Island*

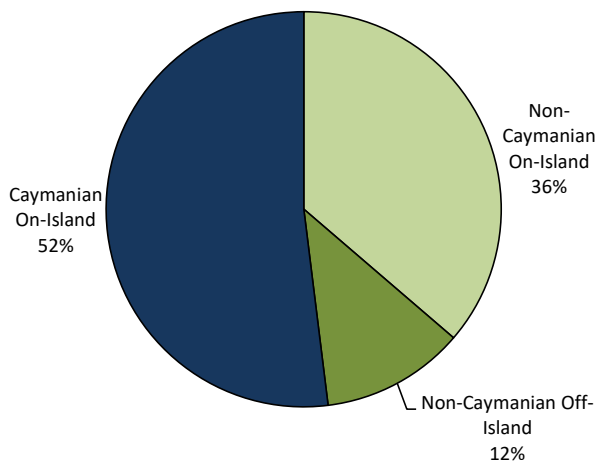
Recruitment Location	Caymanian	Non-Caymanian	Total	% by Recruitment Location
Off-Island	0	74	74	11.7%
On-Island	328	229	557	88.3%
Total	328	303	631	100.0%
% by Nationality	52.0%	48.0%	100.0%	

Appointments by Employment Type*

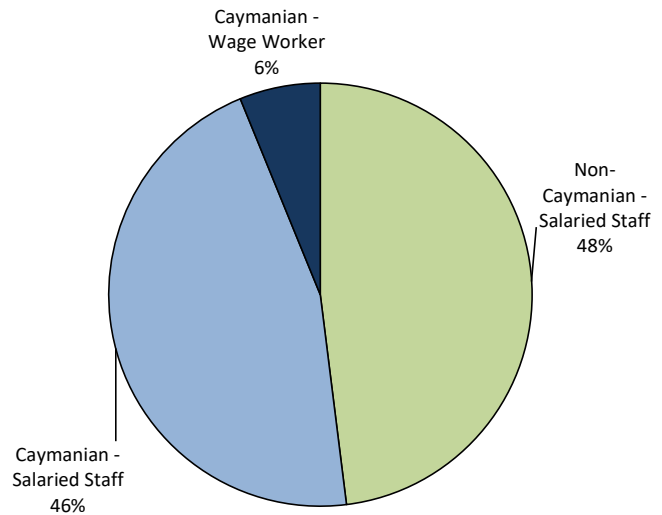
Employment Type	Caymanian	Non-Caymanian	Total	% by Employment Type
Salaried Staff	289	303	592	93.8%
Wage Worker	39	0	39	6.2%
Total	328	303	631	100.0%
% by Nationality	52.0%	48.0%	100.0%	

* 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 2023 was for individuals relocating from overseas or for current residents.

During 2023, 88% of all appointments were made for applicants who were **on-island** (2022 86%); with Caymanians constituting the largest group.

Of the appointments for non-Caymanian employees (303 in total), 76% were recruited on-island.

Note: The information excludes 109 student interns and supply teachers who were employed on short-term contracts during 2023, 94% of whom were Caymanian.

Information in the table and pie-chart above shows that during 2023, 96% of new hires were Salaried Staff with the remaining 6.2% being Wage Worker (paid an hourly rate within the GAA-GFF pay grades).

The appointment of Wage Workers was above the proportion of Wage Workers in the Civil Service as at 31st December 2023 (1.1%, see page 13).

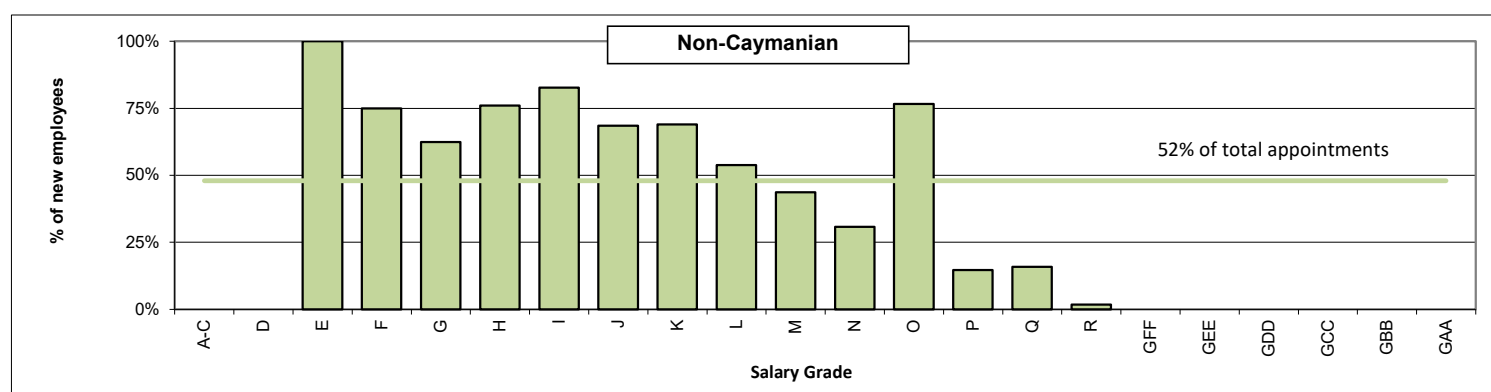
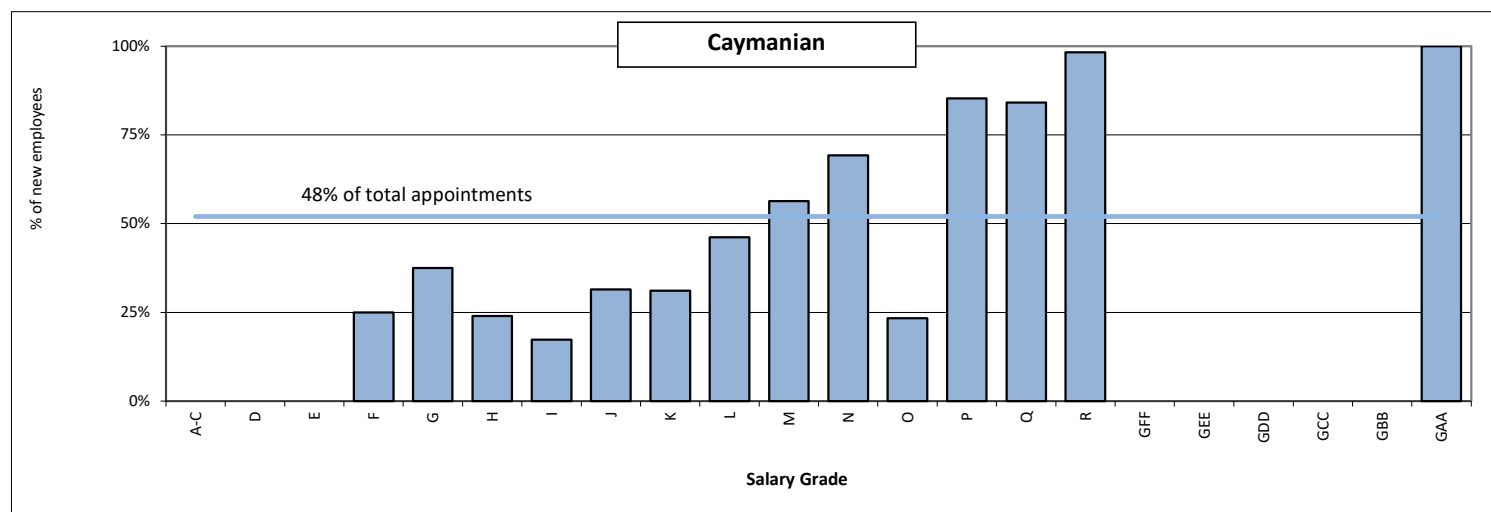
All new Wage Worker appointments were made by District Administration.

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.

This section provides an overview of recruitment/appointment activities during 2023. During the year there were 740 appointments to the Civil Service (600 in 2022), however 109 of these were to student interns and supply teachers, who have been excluded from the more detailed analysis above.

HR Activity for the Civil Service for 2023 - 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	0	1	3	6	5	17	18	18	31	18	32	29	53	58	0	0	0	0	0	39	328	52.0%
Non-Caymanian	0	0	1	3	5	19	24	37	40	21	24	8	105	5	10	1	0	0	0	0	0	0	303	48.0%
Total	0	0	1	4	8	25	29	54	58	39	55	26	137	34	63	59	0	0	0	0	0	39	631	100.0%

Caymanians constituted 52% of all new recruits/appointments to the Civil Service during 2023 across a wide range of roles and grades (59% in 2022). This is lower than the percentage of Caymanians in the Service (69%) and also lower than the percentage of Caymanians in the Working Age Population, which was reported in the latest ESO Compendium of Statistics (2022) to be 56%.

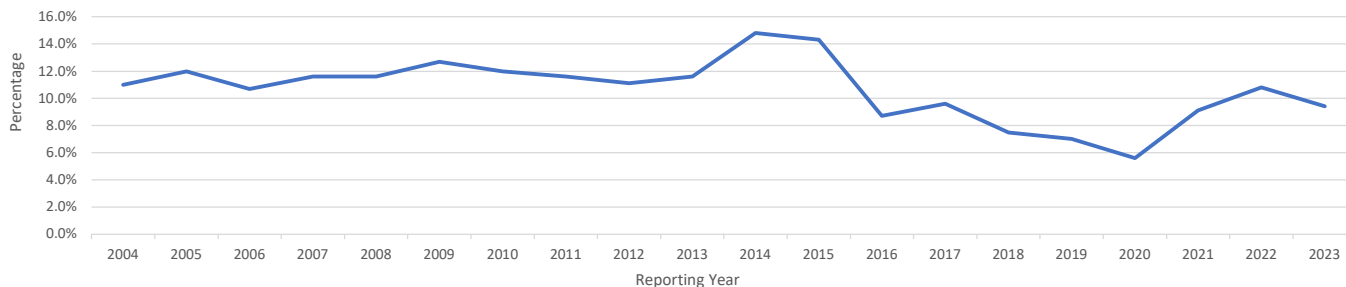
During 2023, 40 departments made non-Caymanians appointments. Over half of all non-Caymanians recruited to the Civil Service during 2023 were within two departments; the Police Service accounted for 10% (31 appointments) and the Department of Education Services accounted for 41% (124 appointments).

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 2023.
- (ii) Appointment data does not include information relating to the contract renewal process for existing employees.

HR Activity for the Civil Service for 2023 - Retention

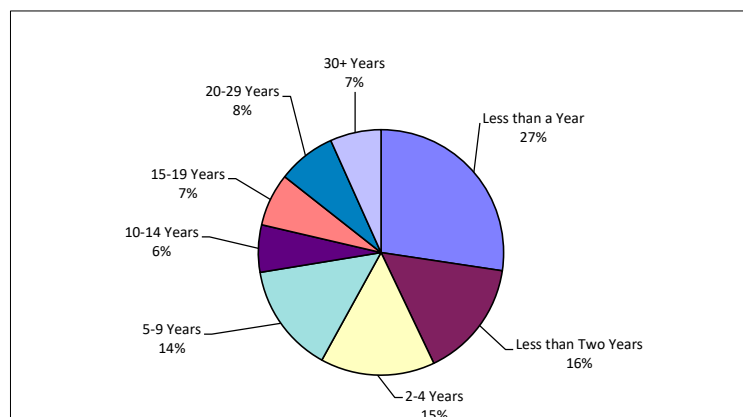
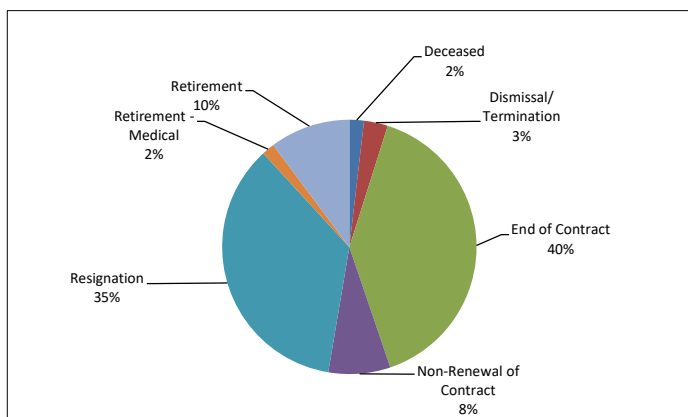
Turnover Rate for the Civil Service 2004 to 2023



Year	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Turnover	11.0%	12.0%	10.7%	11.6%	11.6%	12.7%	12.0%	11.6%	11.1%	11.6%	14.8%	14.3%	8.7%	9.6%	7.5%	7.0%	5.6%	9.1%	10.8%	9.4%

The annual turnover rate for the service has, over the last two decades, ranged between a maximum of 14.8% in 2014 to a minimum of 5.6% in 2020. The annual turnover rate for 2023 was 9.4%, in line with previous few years, but higher than levels experienced during the height of the COVID pandemic.

Leavers by Reason, Nationality and Length of Service



Reason for Leaving	Caymanian	% Caymanian	Non-Caymanian	% Non-Caymanian	Total	% Total
Deceased	5	1.6%	3	2.4%	8	2%
Dismissal/Termination	9	2.9%	4	3.2%	13	3%
End of Contract	131	42.8%	41	32.8%	172	40%
Non-Renewal of Contract	16	5.2%	18	14.4%	34	8%
Resignation	98	32.0%	55	44.0%	153	35%
Retirement - Medical	7	2.3%	0	0.0%	7	2%
Retirement	40	13.1%	4	3.2%	44	10%
Total	306	100.0%	125	100.0%	431	100%

Length of Service	Caymanian	% Caymanian	Non-Caymanian	% Non-Caymanian	Total	% Total	Cumulative %
Less than a Year	95	31.0%	23	18.4%	118	27%	27%
Less than Two Years	45	14.7%	22	17.6%	67	16%	43%
2-4 Years	41	13.4%	24	19.2%	65	15%	58%
5-9 Years	28	9.2%	34	27.2%	62	14%	72%
10-14 Years	16	5.2%	11	8.8%	27	6%	79%
15-19 Years	23	7.5%	7	5.6%	30	7%	86%
20-29 Years	30	9.8%	3	2.4%	33	8%	93%
30+ Years	28	9.2%	1	0.8%	29	7%	100%
Total	306	100%	125	100%	431	100%	

The main reasons that Civil Servants leave the organisation are as a result employment agreements coming to an end (40%) and resignations (35%).

More non-Caymanians left the Service in 2023 as a result of resignations (44%) than those who reached the end of their contract (33%). Resignations and contracts ending also form the majority of reasons why Caymanians leave employment (32%) and (43%) respectively. In 2023, 14% of non-Caymanian leavers did so as a result of their contracts not being renewed, while 13% of Caymanians left the Service due to retirement.

A significant percentage of Caymanian leavers had less than one year's service (31%) with other Caymanian leavers represented more evenly across the length-of-service categories. The majority of non-Caymanians leaver had less than four years of service (55%), rising to 82% who left with less than nine years service. The cumulative figures show that 43% of all leavers from the Cayman Islands Government have less than two years of service.

HR Activity for the Civil Service for 2023 - Retention

Leavers by Department, Nationality and Employment Category

Department	Caymanian	Non-Caymanian	Salaried	Waged	Total	% Turnover* ¹
Agriculture Department	10	0	10	0	10	15.6%
Cabinet Office	2	0	2	0	2	5.9%
Cayman Islands Cadet Corps	0	1	1	0	1	20.0%
Cayman Islands Coast Guard	1	0	1	0	1	2.9%
Cayman Islands Intellectual Property Office	0	0	0	0	0	0.0%
Cayman Islands National Archive	0	0	0	0	0	0.0%
Cayman Travel Time ^{*2}	15	5	20	0	20	100.0%
Central Procurement Office	0	0	0	0	0	0.0%
CI Government Office - Overseas	0	0	0	0	0	0.0%
CI Government Office - UK	0	0	0	0	0	0.0%
Commissions Secretariat	2	3	5	0	5	45.5%
Computer Services Department	5	2	7	0	7	10.8%
Core Ministry BCL	2	1	3	0	3	13.6%
Core Ministry DAL	1	0	1	0	1	4.5%
Core Ministry EDU	2	2	4	0	4	5.1%
Core Ministry FED	0	0	0	0	0	0.0%
Core Ministry FSC	1	2	3	0	3	6.5%
Core Ministry H&W	1	0	1	0	1	5.3%
Core Ministry HA	1	0	1	0	1	8.3%
Core Ministry IISD	2	1	3	0	3	13.0%
Core Ministry PAHI	4	0	4	0	4	14.8%
Core Ministry SCR	1	0	1	0	1	7.1%
Core Ministry T&T	3	0	3	0	3	16.7%
Core Ministry YSCH	2	1	3	0	3	17.6%
Core Portfolio of the Civil Service	7	2	9	0	9	18.4%
Customs and Border Control	13	0	13	0	13	5.1%
Cyber Security	1	1	2	0	2	25.0%
Department for International Tax Cooperation	2	1	3	0	3	15.8%
Department of Children & Family Services	2	3	5	0	5	3.2%
Department of Commerce & Investment	1	0	1	0	1	3.8%
Department of Communications	3	1	4	0	4	13.3%
Department of Community Rehabilitation	0	1	1	0	1	2.5%
Department of Counselling Services	4	1	5	0	5	10.9%
Department of Education Services	36	39	75	0	75	8.2%
Department of Environment	3	1	4	0	4	8.9%
Department of Environmental Health	8	2	10	0	10	6.6%
Department of Labour & Pension	0	0	0	0	0	0.0%
Department of Planning	2	3	5	0	5	9.6%
Department of Public Safety Communications	3	0	3	0	3	11.1%
Department of Sports	4	0	3	1	4	15.4%
Department of Transport	1	0	1	0	1	12.5%
Department of Vehicle and Drivers Licensing	3	0	3	0	3	6.3%
District Administration	38	0	4	34	38	23.9%
Economics & Statistics Office	2	0	2	0	2	9.1%
E-Government Unit	2	1	3	0	3	23.1%
Elections Office	3	0	3	0	3	75.0%
Facilities Management	1	0	1	0	1	6.7%
Fire Department	8	1	9	0	9	5.8%
General Registry	3	0	3	0	3	5.7%
Office of H E The Governor	1	0	1	0	1	20.0%
Hazard Management Department	0	1	1	0	1	10.0%
Health Regulatory Services	1	1	2	0	2	11.1%
Internal Audit Services	1	4	5	0	5	38.5%
Invest Cayman	1	0	1	0	1	10.0%
Judicial Department	10	3	13	0	13	13.4%
Lands & Survey Department	2	2	4	0	4	5.9%
Marketing & Communications Unit	0	0	0	0	0	0.0%
Mosquito Research and Control Unit (MRCU)	5	0	5	0	5	13.5%
National Weather Service	2	0	2	0	2	10.5%
Needs Assessment Unit	5	0	5	0	5	11.1%
Office of Education Standards	0	2	2	0	2	50.0%
Office of the Auditor General	0	1	1	0	1	3.7%
Office of the Deputy Governor	1	0	1	0	1	6.7%
Office of the Director of Public Prosecutions	3	2	5	0	5	16.1%
Office of the Ombudsman	1	0	1	0	1	7.1%
Passport Office	0	0	0	0	0	0.0%
Police Service	31	23	54	0	54	10.9%
Portfolio of Legal Affairs	0	5	5	0	5	7.5%
Postal Department	8	0	8	0	8	10.7%
Prison Service	8	3	11	0	11	6.2%
Public Library Service	2	0	2	0	2	9.1%
Public Works Department	1	0	1	0	1	0.8%
Radio Cayman	1	0	1	0	1	4.8%
Sister Island Sports	0	0	0	0	0	0.0%
Sunrise Centre	2	1	3	0	3	12.0%
Tourism Department	3	1	4	0	4	9.1%
Treasury Department	1	0	1	0	1	2.2%
Vehicle & Equipment Services	1	1	2	0	2	5.9%
Workforce Opportunities Residency Cayman	8	0	8	0	8	6.1%
Youth Services Unit	2	0	2	0	2	40.0%
Total	306	125	396	35	431	9.4%
%	71.0%	29.0%	91.9%	8.1%		
Turnover Rate* by Caymanian/Non-Caymanian	9.6%	8.9%	Based on leaver information for the 12 month period 01-Jan-23 to 31-Dec-23 and the average number of employees at the end of each quarter			

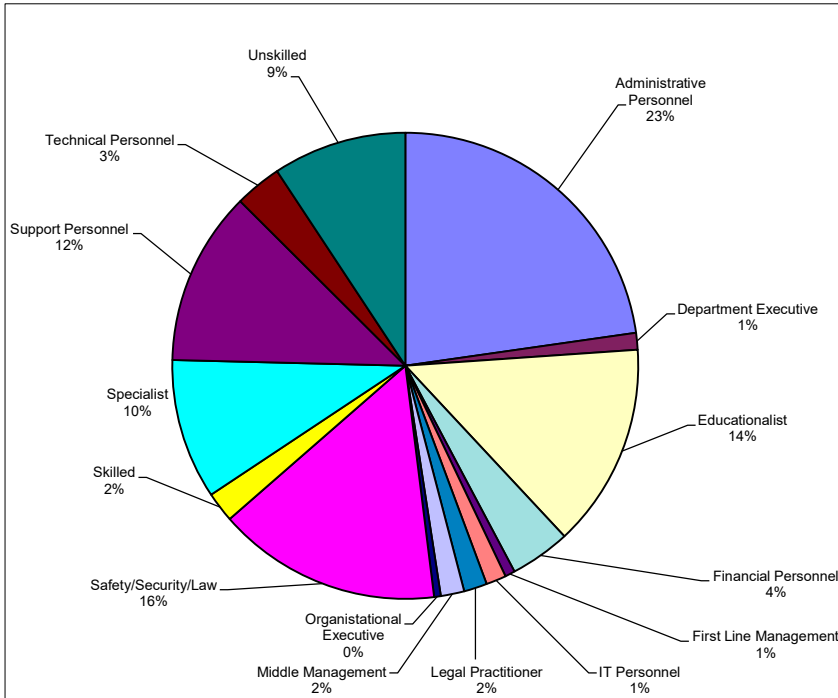
The annual turnover rate for the Civil Service for 2023 was **9.4%** (excluding student interns, PWD apprentices and supply teachers).

The turnover in each department contributes to the overall turnover rate for the Civil Service, and the table above shows the turnover rate for each Department. Those departments experiencing more than double the average turnover rate within the Civil Service are identified in red text whilst turnover rates that are below half the Government average are identified in blue text.

*1 Several departments showing a high percentage of turnover are departments with very small staff numbers.

*2 The Cayman Travel Time Department was disbanded in 2023 as a result of residual post COVID activities being absorbed into business as usual. The 100% turnover rate reflects the Departmental closure.

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	35	2.9%
Customs & Border Control	5	190	2.6%
Fire	6	149	4.0%
Police	42	388	10.8%
Prison	9	145	6.2%
Total	63	906	7.0%

Leavers from within the Teaching Profession

	Total Teaching Leavers	Avg No. of Teaching Staff	% Turnover*
Teachers	48	488	9.8%
Teachers - Excluding Supply	36	482	7.5%

Job Classification	Leavers during 2023				Turnover rate* by Classification
	Caymanian	Non-Caymanian	Total	% of total category	
Administrative Personnel	87	11	98	22.7%	10.8%
Department Executive	2	3	5	1.2%	7.4%
Educationalist	27	34	61	14.2%	8.7%
Financial Personnel	13	5	18	4.2%	6.5%
First Line Management	2	1	3	0.7%	6.4%
IT Personnel	2	4	6	1.4%	5.5%
Legal Practitioner	2	5	7	1.6%	17.5%
Middle Management	6	1	7	1.6%	4.9%
Organisational Executive	2		2	0.5%	6.3%
Safety/Security/Law	46	21	67	15.5%	6.7%
Skilled	9		9	2.1%	3.8%
Specialist	21	21	42	9.7%	10.9%
Support Personnel	44	8	52	12.1%	18.2%
Technical Personnel	6	8	14	3.2%	8.3%
Unskilled	37	3	40	9.3%	20.7%
Total	306	125	431	100.0%	9.4%

*Based on leaver information for 2023 and the average number of employees at the end of each quarter

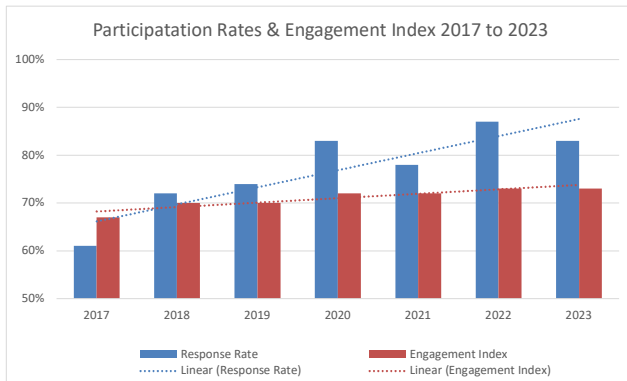
The table above shows the turnover rate by broad job classification. Figures shaded in blue represent categories where turnover is less than half of the Government average. During 2023 Unskilled Personnel had a turnover rate of more than twice the Government average. It should be noted that roles can 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 **7.0%**, 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 similarly below that of the Government average at **7.5%** (when excluding the impact of Supply Teachers who are appointed to cover short-term vacancies/absences, and often employed multiple times throughout the school year).

HR Activity for the Civil Service for 2023 - Engagement

The Annual Employee Engagement Survey acts as a barometer to indicate the health of the Civil Service, in terms of the employee/employer relationship, in a number of critical areas. The survey was first introduced in 2017, and consequently 2023 represents the seventh survey conducted. The survey is conducted on behalf of the Civil Service by an external company to ensure it is independent, confidential to participants and can be benchmarked internationally. The survey provides an opportunity for all Civil Servants to have input on, and provide feedback about, a range of areas that impact their everyday working lives.



	2017	2018	2019	2020	2021	2022	2023
Number of Employees Completing Survey	2278	2811	2976	3428	3329	3717	3756
Response Rate	61%	72%	74%	83%	78%	87%	83%
Engagement Index	67%	70%	70%	72%	72%	73%	73%

As indicated by the trend lines on the adjacent graph, both the participation rates and the employee index, which is the key performance indicator for staff engagement, have seen an increase over time.

Participation rates are at 83% (from the 61% recorded in 2017) and the engagement index has risen to 73% from the 67% recorded from the first survey.

Drivers of Engagement

As part of the engagement survey, the top five drivers of engagement for the Civil Service are identified. These are the factors where improvement will have the most significant impact on employee engagement. The table below shows the drivers of engagement for the past five years. Leadership and the management of change have been consistent over the last five years, one of the priority goals for the Civil Service under the Strategic Plan, with heavy investment in developing leaders at all levels across the service.

During the last 3 surveys the organisation culture (Commitment to creating a diverse and inclusive workforce) and taking action (Senior Management taking action in response to the survey) have emerged as the other top priorities of focus to help enhance employee engagement.

2019			2020			2021			2022			2023		
Leadership & Managing Change (B42)			Leadership & Managing Change (B44)			Leadership & Managing Change (B42, B43, B44)			Leadership & Managing Change (B41, B42, B43, B44)			Leadership & Managing Change (B46, B47, B49)		
Taking Action (B53)			Taking Action (B53)			Org Culture (B60)			Org Culture (B60)			Org Culture (B65)		
Inclusion & Fair Treatment (B27)			Inclusion & Fair Treatment (B27)			Taking Action (B53)			Org Culture (B60)			Taking Action (B58)		
My Work (B3)			Resources and Workload (B30)											
Learning & Development (B24)														
Rank		% Positive	Rank		% Positive	Rank		% Positive	Rank		% Positive	Rank		% Positive
1	B03	84%	1	B60	63%	1	B42	61%	1	B42	62%	1	B47	66%
	My work gives me a sense of personal accomplishment			My organisation is committed to creating a diverse and inclusive workplace			Overall, I have confidence in the decisions made by my organisation's senior managers			Overall, I have confidence in the decisions made by my organisation's senior managers			Overall, I have confidence in the decisions made by my organisation's senior managers	
2	B42	55%	2	B44	52%	2	B53	49%	2	B60	66%	2	B65	67%
	Overall, I have confidence in the decisions made by my organisation's senior managers			When changes are made in my organisation they are usually for the better			I believe that senior managers in my organisation will take action on the results from this survey			My organisation is committed to creating a diverse and inclusive workplace			My organisation is committed to creating a diverse and inclusive workplace	
3	B53	48%	3	B27	64%	3	B60	65%	3	B41	66%	3	B49	53%
	I believe that senior managers in my organisation will take action on the results from this survey			I feel valued for the work I do			My organisation is committed to creating a diverse and inclusive workplace			I believe the most senior leaders within my organisation have a clear vision for our organisation's future			When changes are made in my organisation they are usually for the better	
4	B24	62%	4	B53	49%	4	B43	52%	4	B44	53%	4	B46	69%
	Learning and development activities I have completed while working for my organisation are helping me to develop my career			I believe that senior managers in my organisation will take action on the results from this survey			I feel that change is managed well in my organisation			When changes are made in my organisation they are usually for the better			I believe the most senior leaders within my organisation have a clear vision for our organisation's future	
5	B27	62%	5	B30	72%	5	B44	51%	5	B43	52%	5	B58	55%
	I feel valued for the work I do			I get the information I need to do my job well			When changes are made in my organisation they are usually for the better			I feel that change is managed well in my organisation			I believe that senior managers in my organisation will take action on the results from this survey	

2023 Employee Engagement Survey Results



The headline results for the Civil Service for 2023 shows an improving situation, with 8 of the 9 major area matching or improving on the 2022 survey results. The largest area of improvement was seen in learning and development, with a 3% increase on the prior year.

Pay and Benefits was the one major area that saw a decline (of 3%), reversing the 3% improvement that was recorded in this area in 2022.

All areas have seen an improvement since the initial survey in 2017.

EMPLOYEE INFORMATION - SUMMARY [December 2023]

ALL Employees [Headcount]

	Jun-15	Jun-16 ^{*1}	Dec-17 ^{*2}	Dec-18 ^{*3}	Dec-19 ^{*4}	Dec-20 ^{*5}	Dec-21 ^{*6}	Dec-22 ^{*7}	Dec-23 ^{*8}
SAG/GOC	2325	2373	2455	2511	2584	2611	2779	2805	2951
CIG	3484	3600	3778	3918	4084	4208	4397	4470	4657
Public Service	5809	5973	6233	6429	6668	6819	7176	7275	7608

Caymanian Employees [Headcount]

	Jun-15	Jun-16	Dec-17	Dec-18	Dec-19	Dec-20	Dec-21	Dec-22	Dec-23
SAG/GOC	1780 (76.6%)	1813 (76.4%)	1849 (75.3%)	1883 (75.0%)	1941 (75.1%)	1929 (73.9%)	2049 (73.6%)	2023 (72.1%)	2021 (68.5%)
CIG	2583 (74.1%)	2673 (74.3%)	2743 (72.6%)	2822 (72.0%)	2896 (70.9%)	2981 (70.8%)	3156 (71.8%)	3174 (71.0%)	3203 (68.8%)
Public Service	4363 (75.1%)	4486 (75.1%)	4592 (73.7%)	4705 (73.2%)	4837 (72.5%)	4910 (72.0%)	5205 (72.5%)	5197 (71.4%)	5224 (68.7%)

Salary Grades by Nationality [CIG Dec-23]

	A-B	C-G	H-K	L-O	P-R	GFF-GAA
Caymanian	4 (100%)	154 (70.6%)	882 (53.8%)	1542 (72.6%)	569 (92.2%)	52 (98.1%)
Non-Caymanian	0 (0%)	64 (29.4%)	758 (46.2%)	583 (27.4%)	48 (7.8%)	1 (1.9%)
CIG Total	4	218	1640	2125	617	53

Gender [CIG]

	Jun-15	Jun-16	Dec-17	Dec-18	Dec-19	Dec-20	Dec-21	Dec-22	Dec-23
Female	1861 (53.0%)	1950 (54.2%)	2078 (55.0%)	2138 (54.6%)	2236 (54.8%)	2321 (55.2%)	2447 (55.7%)	2492 (55.7%)	2614 (56.2%)
Male	1623 (47.0%)	1650 (45.8%)	1700 (45.0%)	1780 (45.4%)	1848 (45.2%)	1887 (44.8%)	1950 (44.3%)	1978 (44.3%)	2038 (43.8%)
CIG Total	3484	3600	3778	3918	4084	4208	4397	4470	4657

Salary Grades by Gender [CIG Dec-23]

	A-B	C-G	H-K	L-O	P-R	GFF-GAA
Female	0 (0%)	108 (49.5%)	1069 (65.2%)	1091 (51.3%)	319 (51.7%)	29 (54.7%)
Male	4 (100%)	110 (50.5%)	571 (34.8%)	1034 (48.7%)	298 (48.3%)	24 (45.3%)
CIG Total	4	218	1640	2125	617	53

Age [CIG]

	Jun-15	Jun-16	Dec-17	Dec-18	Dec-19	Dec-20	Dec-21	Dec-22	Dec-23
Average Age	43	43	43	43	43	44	44	44	43

Average Salary/Wages [CIG]

[Full-Time Equivalent]	Jun-15	Jun-16	Dec-17	Dec-18	Dec-19	Dec-20	Dec-21	Dec-22	Dec-23
Annual Salary	\$45,008	\$45,729	\$46,575	\$49,653	\$50,193	\$53,129	\$53,443	\$56,857	\$58,215
Monthly Salary	\$3,751	\$3,811	\$3,881	\$4,138	\$4,183	\$4,427	\$4,454	\$4,738	\$4,851
Annual Variance	\$2,497	\$721	\$846	\$3,078	\$540	\$2,936	\$314	\$3,414	\$1,358

Notes on Student Interns Excluded:

*1 - Excludes 52 student interns

*2 - Excludes 7 student interns

*3 - Excludes 18 student interns

*4 - Excludes 18 student interns

*5 - Excludes 58 student interns

*6 - Excludes 51 student interns

*7 - Excludes 14 student interns

*8 - Excludes 8 student interns

Glossary

Public Service	The Civil Service and employees of Statutory Authorities, Government Owned Companies and 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, Her 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 European Mission). (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 Dec 2022 - 14 Dec 2023 - 8 (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 Act (2018 Revision) and Personnel Regulations (2022 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	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.