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## IÉ SUBMISSION TO THE REVIEW PANEL TO REVIEW SENIOR PUBLIC RECRUITMENT AND PAY PROCESS

I refer to the establishment of the Review Panel to review Senior Public Service Recruitment and Pay processes. It is noted that in relation to Commercial Semi-State Officers the review is of the Pay Determination processes.

In the view of the Board Remuneration Committee of Iarnród Éireann the following points should be considered in formulating pay determination processes for CEOs of semi-state companies

- It is important that the process is clear, transparent, unambiguous and consistently applied across companies
- The process should ensure clarity of the make-up of the pay package (salary, pension, medical, car, bonus etc.)
- The size and complexity of the company and its impact on public services should be a factor in determining salary levels
- Determine an appropriate external benchmark mechanism to be followed in reviewing CEO salary
- Establish the appropriate headroom between the CEO package and that of the directors reporting to the CEO
- Determine what is the tenure for the post, including extensions (if and when allowed).
- Timely input from parent department and DPER on issues such as contract extension, to that boards can plan succession
- The process should be clear on accountabilities and the decision-making process and scope



**Valerie Little**  
Chairperson of Iarnród Éireann Board Remuneration Committee