

### Independent Review Panel submission

I have outlined a number of recommendations that I believe would improve the recruitment and remuneration process for Senior Public Service posts. These recommendations are based upon my experience as Chairperson of the Public Accounts Committee.

- A formal process for appointments, both interim and permanent, to senior posts in the public service needs to be established and followed in all instances.
- A body similar to the Review Body on Higher Remuneration in the Public Sector should be established. The first job of this body should be to review the remuneration of senior posts in the Civil and Public Service. Secondly, it should develop processes and procedures governing appointments to senior posts on an interim and permanent basis  
Recommendation
- A more formal and data-led process needs to be established and followed in the setting of salary levels for specific roles. There appears to be an absence of this in some cases.
- Much more needs to be done to ensure that such recruitment and remuneration processes are open, transparent, and objective so that desired outcomes are measurable and quantifiable. As Chair of the PAC, I have not been fully satisfied that this has always been this case in the past.
- The ministerial power to set individual salaries, terms and conditions should be reviewed with a view to ensuring adherence to openness, transparency and sufficient oversight.
- Interim appointments, particularly those at a senior level where individuals are in a position to apply for permanent positions, should not be sanctioned in the absence of clear and objective criteria which ensure that any subsequent process is fair to all involved. It is my view that interim appointments have a significant advantage in the appointment process and this needs to be balanced out.
- TLAC should be established as a wholly independent body that operates as a distinct entity outside of and separate from the Department of Public Expenditure and Reform and whose membership should be split 60:40 between the public and private sectors, with each member having some professional experience in an applicable area, such as the law or HR.