



Mr. Kevin Duffy  
Chairman  
Public Service Pay Commission  
St. Stephen's Green House  
Earlsfort Terrace  
Dublin 2

28<sup>th</sup> May 2019

Dear Kevin,

I enclose this Department's submission to the Public Service Pay Commission relating to recruitment and retention for Senior Executive Roles in the Civil and Public Service.

Additional material setting out the available data and employer assessment for the remaining groups being examined by the Commission as part of its exercise on recruitment and retention in the public service will be shared with you shortly, and it is hoped that this delay will not cause undue inconvenience to the work of the Commission.

The Minister looks forward to receiving the Commission's final module report under the present exercise dealing with the above matters.

Yours sincerely,

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**Colin Menton**

**Assistant Secretary  
Public Service Pay and Pensions Division**