



## FOREWORD

**by Scott Serson, President of the  
Public Service Commission (PSC)**

Managers have told the Public Service Commission (PSC) that they want greater flexibility in meeting their staffing needs. And recently, the PSC responded by delegating new, flexible approaches to staffing on a pilot or permanent basis. More can be done, however. To keep increasing flexibility within the current legislative framework, the PSC needs the input of partners, managers and human resources professionals who are willing to identify and document business needs, willing to develop and test specific solutions, willing to implement and assess these solutions.

I take great pleasure in introducing this Guide. My hope is that it meets an important need: helping you consider what delegations or flexibilities might help you respond to the staffing and recruitment challenges you face. For all of us, modernizing the management of human resources in the Public Service is a government priority. We know that a modernized system will likely be values based and provide for increased managerial ownership.

This Guide complements the [Manager's Handbook on Staffing and Recruitment](#), published in 2000. Founded on the concept of modern comptrollership, it takes a values-based approach to resourcing. It outlines current staffing and recruitment processes, options and programs.

The Guide to Staffing Delegation demonstrates our continuing effort to improve the system and give managers clear and concise information. It provides a short explanation of the delegation and accountability structure the PSC makes available to deputy heads, from whom you receive your authority. The Guide lists all delegated authorities as well as other available instruments, such as employment equity programs.

I trust that this Guide will inspire you to take full advantage of the delegated authorities already available in your department and to seek additional customized authorities as you require them. With modernization of human resources management, increased authority and responsibility are expected to be driven down through all levels of management.

As the Public Service moves to a less prescriptive framework for staffing and recruitment and greater delegation of recruitment authority, we will be relying more on values and less on rules and regulations. In following a more values-based approach, training, tools and judgment will become even more important. The challenges of the 21st century require a balance between an efficient recruitment and staffing system and one that is fair, equitable and transparent. We do not need to wait for legislative reform to begin creating such a system for the present and future Public Service.

*Scott Serson*