

## Key Obligations and Opportunities for Managers

While there are certain key obligations that managers must adhere to, on the whole the PSEA is enabling and non-prescriptive and there is considerable scope for innovation and working in new ways.

<b>Obligation</b>	<b>Opportunity</b>
You are subject to the broad policy direction provided by the PSC and Treasury Board.	<p>Departments and agencies will be able to design departmental policies and staffing programs that meet their current and future needs.</p> <p>You will have more flexibility in developing staffing processes that meet your specific needs.</p>
You must ensure that a selected candidate meets the essential qualifications of the work to be performed.	You may consider other qualifications that would be an asset to the work to be performed, as well as the current or future operational requirements and needs of your organization or the public service.
You will be required to make all appointments on the basis of merit.	You can use any or all of the merit criteria identified for the position to select the person who is the “right fit” for an appointment based on the specific needs of the position being filled, as long as the person selected meets the essential qualifications.
You must establish the qualifications required to perform jobs in your organization, which are consistent with any qualification standards provided by the Treasury Board.	Subject to PSC policy, you may use any assessment method you consider appropriate in order to evaluate a candidate’s qualifications. This could include, as an example, the assessment of a candidate’s track record.
Subject to PSC policy, you must determine an “area of selection” by establishing geographic, organizational or occupational eligibility criteria.	<p>You will be able consider employees of separate agencies for internal appointments.</p> <p>In accordance with the PSC policy on <i>Employment Equity in the Appointment Process</i>, you will be able to limit the area of selection to members of designated groups al long as this decision is supported by your EE or HR plan.</p>
Your deputy head will hold you accountable for your staffing decisions.	Provided that you are able to justify any staffing decision that you make, you will have more flexibility in filling the positions within your jurisdiction.

