



Canadian Public Sector Quality Association
Association canadienne de la qualité dans le secteur public

Comparison between the TBS MAF and EC EIW

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Developed by

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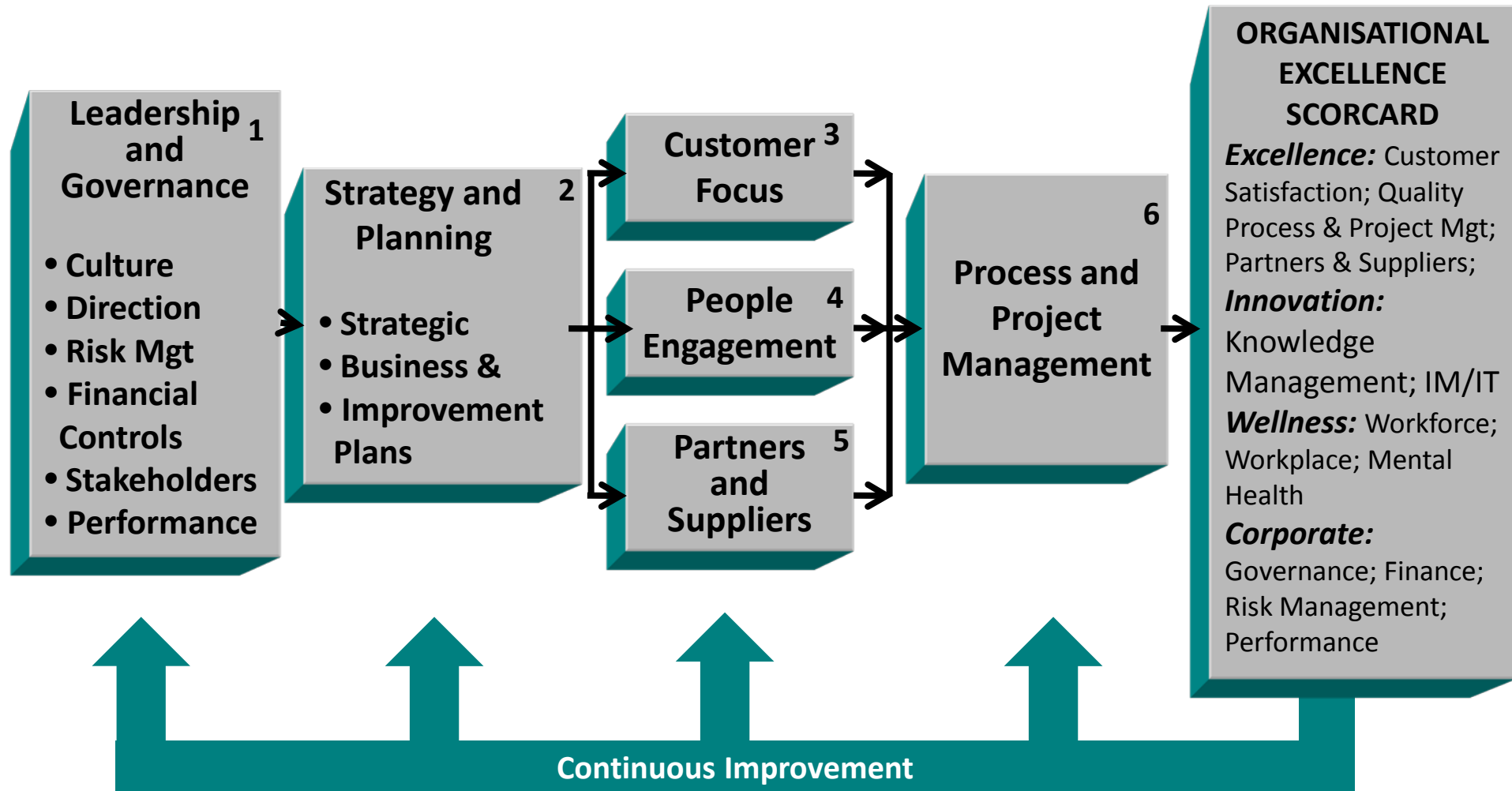


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Excellence, Innovation and Wellness an Integrated Management Model





Excellence, Innovation and Wellness (EIW) Standard

- The EIW Standard provides a strategic integrated umbrella for continuous improvement
- THE EIW Standard also provides a roadmap for any organization that starts with foundational principles and leads to sustained world class performance
- Excellence Canada's four levels of the EIW Standard are progressive in scope building on each other so that organizations can implement, improve and sustain organizational excellence
- There are 6 main drivers and for each there are four levels of standard
 1. Leadership and Governance
 2. Strategy and Planning
 3. Customer Experience
 4. People Engagement
 5. Partners and Suppliers and
 6. Process and Project Management





Excellence, Innovation and Wellness Standard	2013/14 MAF Areas of Management
<p>Leadership and Governance</p> <ul style="list-style-type: none"> • Leadership creates the culture, values, policies and direction for success. • Fulfilling legal, ethical and societal obligations • Commitment to Risk Mgt and Financial Controls • Leadership is involved in keeping a focus on excellence, innovation and wellness • Leadership engages stakeholders 	<ul style="list-style-type: none"> AoM 1: Values and Ethics: culture; leadership; governance; AoM 5: Internal Audit: sustainability; performance AoM 6: Evaluation: foundations; use AoM 7: Financial Management and Control: forecasting; mgt of discretionary expenditures; reporting; sustainability AoM 9: Integrated Risk Management: governance and leadership; implementation; results & continuous improvement AoM 8: Management of Security: governance and planning; capacity and processes; monitoring, performance measurement and reporting;
<p>Strategy and Planning</p> <ul style="list-style-type: none"> • Developing strategic, business and improvement plans • Monitoring, evaluating & reporting on progress in meeting strategic goals & objectives within all plans • All plans to link to the organisation's Strategic Plan 	<p>AoM 2: Managing for Results:</p> <ul style="list-style-type: none"> • Quality of the Strategic Outcomes (SO) and Program Activity Architecture (PAA); • Quality of the Performance Measurement Framework (PMF); Quality of Performance Reporting; • Extent to which Management, Resources and Results Structure (MRRS) information is used to support planning and decision making;

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<p>Customer Experience</p> <ul style="list-style-type: none"> • How customers are engaged for satisfaction • Linked to the Strategic Plan, a Customer Experience Plan is in place that defines the customer experience, with a plan of how to deliver and measure the experience • A customer feedback mechanism is in place 	<p>AoM 4: Citizen-focused Service:</p> <ul style="list-style-type: none"> • Extent to which the organization has provided services in both official languages and to persons with disabilities; • Sound Service Management; • Extent to which the organization has informed the public and clients of its consultation activities and their related results

Excellence, Innovation and Wellness Standard	2013/14 MAF Areas of Management
<p><i>People Engagement</i></p> <ul style="list-style-type: none"> • Improving leadership, management, and supervisory interpersonal skills is a priority • How people are encouraged, supported and enabled to contribute to the organisation's overall success • Wellness of employees and their families, including mental and physical wellness and a safe environment 	<p>AoM 10: People Management:</p> <ul style="list-style-type: none"> • executive leadership; diversity and equity; • employee engagement; • learning; performance and talent mgt; • staffing; official languages; org context; • workload and workforce planning; • CHRBP

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<p><i>Partners and Suppliers</i></p> <ul style="list-style-type: none"> A Partnership Plan dealing with external relationships with other organisations that are critical to meeting the strategic objectives is in place Satisfaction of key partners and suppliers is monitored and the results are used for ongoing improvement 	<p>AoM 11: Procurement: governance and leadership; capacity, implementation and outcomes; key performance indicators</p> <p>AoM 13: Information Technology</p> <p>AoM 14: Asset Management: real property mgt framework; materiel mgt framework;</p>

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<p><i>Process and Project Management to many AoMs</i></p> <ul style="list-style-type: none"> Disciplined, common approach toward analyzing & solving process problems/project management Change management principles and activities have been integrated into improvement plans and projects. Focus is on prevention-based rather than correction-based approach 	<p>AoM 12: Information Management: IM governance; strategic planning and implementation; practice; Access to information; privacy; ATIP governance and capacity;</p> <p>AoM 13: Information Technology</p> <p>AoM 15: Investment Planning and Management of Projects: Investment planning effective mgt of project resources and results;</p>

Key Similarities between MAF and EIW

1. Both cover approximately same areas of management
2. Both assess progress in meeting a standard
3. Both are assessed - MAF in part every year and EIW fully every two years



Key Differences between MAF and EIW

1. MAF is specific to government e.g. AoM 2, 4, 5, 6, 8, while EIW applies to private and public
2. MAF has one level of standard, while EIW has 4 levels of maturity Standards
3. MAF is compulsory in the GoC, while EIW is voluntary
4. MAF is assessed based on documentation submitted, while EIW involves an independent on-site assessment
5. EIW has a greater focus on receiving feedback from clients
6. EIW has a focus on Change Management
7. EIW places more emphasis on Mental Wellness
8. MAF has an AoM for Security
9. Strategic Leadership and Governance are given emphasis in EIW and are not in MAF
10. EIW focuses on Strategic Planning while MAF focuses on integrating frameworks e.g. PAA, MRRS
11. MAF provides motivation for Deputy Ministers through bonuses, but the average employee has little connection with the framework. The EIW standard, on the other hand, encourages engagement and collaboration throughout the organization
12. MAF doesn't actively encourage continuous process improvement, whereas the EIW has continuous process improvement as a cornerstone under the section "Process and Project Management".

Is there motivation for both?

- MAF and EIW are complimentary – they each help the other succeed
- MAF is required and assessed by the GoC – motivation exists for DM
- EIW is recognized as an international best in class model – could provide motivation for all employees and recognition by peers in other governments
- ONE Management System could serve both

It depends what your motivation is

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