



CM Program in-a-box

**AN ALL IN ONE CHANGE MANAGEMENT SOLUTION
FOR THE WORKPLACE TRANSFORMATION PROGRAM**

Version 3.0
December 2023



VERSION CONTROL

Version #	Date	Sections(s)	Description of changes
3.0	20/12/2023	<ul style="list-style-type: none">- Pre-planning and planning- Implementation- Post-occupancy	<ul style="list-style-type: none">• Modifications to activity 1.1 – Project announcement• Modifications to activity 1.2 – Employee townhall• Launch of a new document in activity 1.3 – Design engagement activities• Launch of a new document in activity 1.5 – Change agent network• Launch of a new document in activity 2.11 – Opening week• Partial release of activities 3.1 to 3.3• Updated look and feel and improved accessibility to already published documents and pages
2.3	12/09/2023	<ul style="list-style-type: none">- Pre-planning and planning- Implementation	<ul style="list-style-type: none">• Modifications to activity 1.2 – Employee townhall• Modifications to activity 1.3 – Design engagement activities• New documents in activity 2.3 : Mood board activity• Launch of activity 2.10 – Tours of the new workplace• Updated look and feel and improved accessibility to already published documents
2.2	05/23/2023	<ul style="list-style-type: none">- Planning and Pre-planning- Implementation	<ul style="list-style-type: none">• Updated look and feel, improved accessibility and overall review of documents for activities 1.B, 1.4, 1.5, 2.1, 2.2 and Glossary• Upload of Employee toolkit in the existing link for activity 2.8• Link for Workplace etiquette posters in activity 2.8• Link for Community norms posters in activity 2.4
2.1	02/27/2023	<ul style="list-style-type: none">- Implementation (2.7 to 2.11)	<ul style="list-style-type: none">• Release of activities 2.7 to 2.11• Updates on page 6 : Integrated project team• Improved accessibility



Version #	Date	Section(s)	Description of changes
2.1	02/27/2023	- Implementation (2.7 to 2.11)	<ul style="list-style-type: none">• Release of activities 2.7 to 2.11• Updates on page 6 : Integrated project team• Improved accessibility
2.0	02/07/2023	- Implementation	<ul style="list-style-type: none">• Release of activities 2.A to 2.6• New communication template in Activity 1.C• New CM Monitoring questionnaire at the end of Phase 1• New reference document : Communication content collection• New Acknowledgments and other references page• Update of the look and feel• Update of the content overview• Update of the CM Workbook• Activity 1.6 becomes 1.C• Update of the visual identifiers page
1.0	09/06/2022	- How to use the box - Planning and Pre-planning - References	First release of these sections.

First time opening the box?

Continue to the next page to find out important information



Click here
to go to the
page!



Already familiar with how the box works?

If you're looking for Communication, Engagement and Training activities, continue to the Content Overview



Change Management Program	Communication	Engagement	Training	Clickable content										
PHASE 1 Pre-planning and planning	1.A CM Workbook	1.B CM Strategy	1.1 Project announcement	1.2 Employee Involvement	1.3 Design survey invitation	1.4 Removal of general & business assets	1.5 Change Agent Network	1.6 Communication checklist						
PHASE 2 Implementation	2.A Communication Framework	2.B Training Framework	2.1 People manager toolkit	2.2 Floor plan announcement	2.3 Meeting room testing	2.4 Community norms for the new workplace	2.5 Team charters	2.6 "A day in the life" presentation	2.7 Pre-opening communications	2.8 Employee toolkit	2.9 Pre-opening Q&A session	2.10 Tours of the new workplace	2.11 Opening week	2.12 Celebration!
PHASE 3 Post-occupancy	3.1 Employee experience feedback	3.2 CM assessment checklist	3.3 Stakeholder communications	3.4 P&P Project Story Collection	3.5									

REFERENCES: Key messages, Commonly Asked Questions, Communication Content, Glossary



This product is being developed using agile methodology principles in order to be delivered in a timely and efficient manner

What does this mean?

- Regular and frequent updates to the content are to be expected. This is why we recommend bookmarking the [GCwiki page](#) rather than saving the document. Do the same for all the documents and templates; only save them once you are ready to use and adapt them. This will ensure you have the most up to date information! The box as well as all the documents in it have version control numbers, dates and description of changes to help you know if you are still working with the most current versions.
- Clients of the Phase 1 of the Workplace Transformation Program are essentially helping test out this new methodology and products. Your feedback and comments is invaluable to the continuous improvement of these products! Don't hesitate to share any findings with Sophie.Genereux@tpsgc-pwgsc.gc.ca

Thank you!

Workplace Change Management National
Centre of Expertise

As a change manager assigned to your organization's Workplace Transformation Project, there are a few things you should understand in terms of context before you can begin to unpack the contents of the **CM Program in-a-box**. Some key foundational elements need to be defined, implemented or assessed in order for you to be well equipped to use this program and to tailor it with some specific change attributes that relate to your organisation.

It's also important to recognize that, in the context of this Workplace Transformation Project, the transition towards the future modernized workplace will come quickly! Organizations will want to ensure that all employees will be well supported and equipped to transition smoothly towards the future working environment. Employees will need to learn new ways of working in a new ecosystem of spaces supported by new IT tools.

A good change management program will ensure that employees will be well prepared to embrace the new workplace and that they experience a smooth transition throughout.


The first 3 elements below, also criteria to participate in the Workplace Transformation Program, should be defined by your project and executive team, right after your organization has been onboarded in the WTP.



To ensure the success of the delivery of the project and of the change management program, it is key that the organization clearly defines their **vision for the future workplace** and that the **sponsor and leadership team are engaged** early in this project and are ready to lead the way. The statement of a unifying vision will also be a key element of the first communications to employees as part of the change management program.

The establishment of an **integrated project team** that include representation from the Information Technology, Information Management, Communications, Human Resources, Security, Facilities Management, Occupational Health and Safety functions is equally important as many business processes and equipment will need to be adapted or transformed for the future workplace.

The PSPC Strategic Workplace Advisory Group have developed a tool, the ***Project Realization Evaluation Tool*** (PRET), that should also be completed by the project and change teams prior to unpacking the contents of this box. This tool helps gather important information and identify gaps and opportunities for the project and change teams.

NEXT: What is this box? 



WHAT IS THIS BOX?



The **Change Management Program in-a-box** was created specifically for organizations who have been admitted into the [Workplace Transformation Program \(WTP\)](#).

The content is adapted from the [CM Playbook](#) proposed by the **Workplace Change Management National Centre of Expertise** and has been condensed and reviewed for the scope of the WTP. Tools and activities included in this change management program are prepopulated and presented in a sequential manner that aligns with the project process. They can be easily adapted to suit the needs of each organization and the implementation sequence and timeline of each project. **They can also be adapted for any change project, please don't hesitate to use them as you see fit!**



WHO IS THIS BOX FOR?



- **All change management resources** (employees and/or consultants) assigned to implement a change management program as part of a workplace transformation project.
- **Integrated project team members** of the Workplace Transformation Project, should also become familiar with this guide and its contents. This will provide them with an understanding of how employee support will be delivered through the project and how various communication, engagement and training activities will need to be integrated into the project management process. **The key to creating a smooth transition for employees is to align change management activities with project activities.**



Attend the *CM Kick-Off Session* to go through the box and assess change readiness



Objectives of the session

- Learn about change management and the employee experience
- Get ready to manage the change and understand our approach
- Unpack the contents of the CM Program in-a-box
- Review the information provided in the Project Readiness Evaluation Tool (PRET)
- Start to fill out the CM Workbook to understand the change context
- Define and customize your CM Strategy

NEXT: How to use this box (2 of 2)





HOW TO USE THIS BOX (2 OF 2)



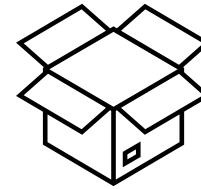
Using the **CM program in-a-box** is simple! Just follow these steps



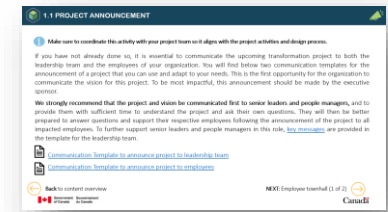
① Become familiar with the [visual identifiers](#) and [glossary](#) used in the box



⑤ Complete the checklist before moving on to the next section



② Unpack the content in sequence



③ Read and follow the instructions



④ Download the templates and adjust



Remember you can consult **PSPC Centres of Expertise** as needed

NEXT: Content overview



Change management program

Change Management Program

Communication



Engagement



Training



Clickable content!

PHASE 1 Pre-planning and planning

1.A
CM
Workbook

1.B
CM
Strategy

1.1
Project
announ-
cement

1.2
Employee
townhall

1.3
Design
Engagement
Activities

1.4
Removal of
personal &
business assets

1.5
Change
Agent
Network

1.C
Communication
channel(s)

Monitor
Track
Adapt

PHASE 2 Implementation

2.A
Communication
framework

2.B
Training
framework

2.1
People
manager
toolkit

2.2
Floor plan
announ-
cement

2.3
Meeting
room naming

2.4
Community norms
for the new
workplace

2.5
Team
charters

2.6
"A day in the
life"
presentation

2.7
Pre-opening
communications

2.8
Employee
toolkit

2.9
Pre-opening
Q&A session

2.10
Tours of the
new
workspace

2.11
Opening
week

Monitor
Track
Adapt

Celebration!

PHASE 3 Post-occupancy

3.1
Employee
experience
feedback

3.A
Change
sustainment
checklist

3.2
Reinforcement
communications

3.3
Our project
story

Continuous
improvement
cycle

REFERENCES

Key messages

Commonly Asked Questions

Communication Content

Glossary

Phase 1 : Pre-planning and planning





1.A CM WORKBOOK



Completing the *PRET* form is a prerequisite before using this workbook.
Attend the *CM Kick-Off Session* to understand how to use this workbook.

This **Change Management (CM) workbook** is the first tool to explore when opening this program. It includes several documents that you will be able to use as a reference throughout the project or to use on a more recurring basis. This workbook will assist you in identifying key elements or organizational attributes that are specific to your organization and that will allow you to adapt the proposed generic change management strategy and personalize it for your organization. More information is provided in the **CM workbook** directly or you can communicate with us to organize a *CM Kick-Off Session*.

This **CM Workbook** includes several documents to:

- Analyze the impact of the changes on employees
- Validate the stakeholders and contributors of the project
- Identify certain risks, challenges and opportunities
- Plan the implementation and sequence of change management activities
- Measure the effectiveness of program activities

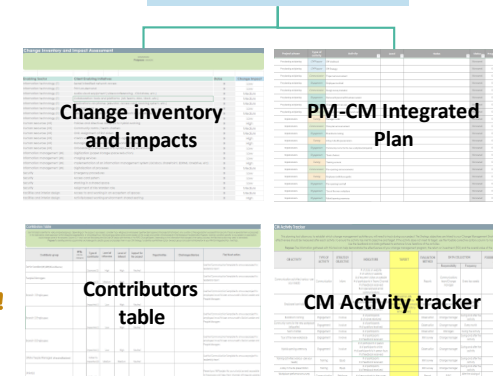
The proposed sequence to use the various tools in the Workbook is as follows (refer to image on the right)

Project Realization Evaluation Tool (PRET)

The screenshot shows a form titled 'Project Realization Evaluation Tool (PRET)'. It includes sections for 'Organization', 'Project Information', 'Change Management Objectives', 'Change Management Capabilities', and 'Change Management Responsibilities'. There are columns for 'Change to Implement', 'Level of Effort', 'Level of Release', and 'Support for the Project'.

Information in the PRET feeds other tools in the CM Workbook!

1.A CM Workbook



1.B CM Strategy



The information in the CM Workbook feeds into the CM Strategy!



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[CM Workbook](#)

NEXT: CM Strategy





1.B CHANGE MANAGEMENT STRATEGY



We highly recommend that you complete the first three tabs of the *CM workbook* before adapting this change management strategy.

This **Change Management Strategy** has been developed to help change managers to define the approach needed to manage change as part of their Workplace Transformation Project. This generic change management strategy is proposed based on the assumptions that projects selected in the Workplace Transformation Program have similar scope of change and similar level of readiness. The proposed sequence of activities of this CM Program supports the employees impacted so they understand the upcoming change, participate in the change and get excited and equipped to adopt the future workplace. Given the unique characteristics of each organization, some elements will need to be adapted to better fits the need of your organization.

The *CM workbook*, that you have previously unpacked, will have highlighted certain aspects of your organization that need to be considered as you refine your strategy. This strategy template is not a long narrative change management strategy but rather a document that can be used to inform your organization and the integrated project team on what is proposed to support employees during this workplace transformation project.



[Change management strategy](#)



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NEXT: Project Announcement





i Make sure to coordinate this activity with your project team so it aligns with the project activities and design process.

If you have not already done so, it is essential to communicate the upcoming transformation project to both the leadership team and the employees of your organization. You will find below **two communication templates for the announcement of a project** that you can use and adapt to your needs. This is the first opportunity for the organization to communicate the vision for this project. To be most impactful, this announcement should be made by the executive sponsor.

We strongly recommend that the project and vision be communicated first to senior leaders and people managers, and to provide them with sufficient time to understand the project and ask their own questions. They will then be better prepared to answer questions and support their respective employees following the announcement of the project to all impacted employees. To further support senior leaders and people managers in this role, [key messages](#) are provided in the template for the leadership team.



[Communication Template to announce project to leadership team](#)



[Communication Template to announce project to employees](#)



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NEXT: Employee townhall (1 of 2)





Make sure to coordinate this activity with your project team so it takes place before engaging employees for the design survey. The presentation should be adapted to your organization and project. The template slides have been labeled with instructions.

Following the project announcement, we recommend organizing an information session townhall with all employees that will be impacted by your project. This is a great way to inform them on the vision for the project, how the project will support the organization's objectives for the future of work, what is activity based-working (ABW) and how it supports employees' daily functions and activities. It is also a good time to share the timeline and milestones for your project and how employees will be supported through this journey. This information is critical for employees to be in the right mindset to participate to the first project activity: the design survey (mini-functional program).

This townhall can help set expectations for employees and give them meaningful information on what the organization is doing and **WHY** they are doing it.

A presentation for the townhall has been developed to help your project sponsor and senior leaders introduce the project to all employees. This townhall session can be facilitated jointly by your organization and a PSPC representative, if necessary. We recommend sharing the presentation with employees after the townhall. There is also an invitation template you can use to invite employees to the townhall.

The animation [A day in my ABW](#) is also available in addition to this document. This animation follows an employee as they demonstrate how they use the various workpoints available in an Activity-based workplace (ABW) to suit their preference and support various tasks throughout the day.



[Presentation for the townhall](#)



[Invitation template for a townhall](#)



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NEXT: Design engagement activities (1 of 3)





The following activities aim to gather information for the Project Design Team in order to develop an original concept for your new workspace. Coordinate the activities with the Project Design Team to determine which activities, when and how to lead them with impacted employees based on the project schedule.

Given that WTP projects follow specific guidelines and a framework to ensure consistency across the various workplaces, employee participation in the design process is essential to personalize the workspace and make it their own. Involving employees in the transformation process fosters a sense of belonging and engagement. When employees feel valued and included, they are more likely to embrace the changes and contribute positively to the transformation efforts.

DESIGN SURVEY INVITATION FOR EMPLOYEES/REPRESENTATIVES



This activity is led by the project team and the PSPC design team.

Once employees have been informed of the launch of your Workplace Transformation project, the mini-functional programming can begin. This project activity will allow the PSPC Design Team to identify the work activities performed in the workplace as well as the employees' expectations of the future workplace. These needs will be gathered using a survey that should be sent to all employees impacted by the project. The design survey can be administered through various platforms (MS Outlook, Slido, GC Forms, etc.), confirm the favored approach with the Project Design Team. As a change manager, your support is required to help the Executive Sponsor communicate this activity. [Communication templates](#) are available for the invitation to complete the design survey, templates for reminders and a thank you note. Once you have reviewed the content of those templates, they will be ready to be sent to employees by the executive sponsor.

We recommend that the survey be distributed to all employees impacted by the project. This will ensure that the appropriate activity profile will be defined for the project. If your project is for a coworking/generic design, your organization could decide to send the invitation to groups of employee representatives only; a communication template to that effect has also been included in the document below.




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NEXT: Design engagement activities (2 of 3)





WORKPLACE MOOD BOARD SELECTION

 Consult the Project Design Team to determine if such an engagement activity is possible based on the project timeline. If so, when would be the ideal time to proceed with this activity and when the chosen board must be identified.

The objective for this activity is to empower employees and foster ownership of the workplace by participating in the mood board selection process. This is an exciting activity for impacted employees as they will participate in determining the look and feel of their new workplace. In that spirit, the mood board could be selected by employees or employee representatives, not necessarily by Senior Management.

In order to proceed with the organization of this engagement activity, you can consult the **Mood Board Selection Activity Guide** designed to help you lead this activity with impacted employees. You will find an activity roadmap with detailed instructions, best practices, design inspiration as well as mood board examples to organize a personalized activity based on your needs and timeline.

Using the **Activity Invitation Template**, collaborate with your executive sponsor to send the invitation by email. The activity can also be conducted as part of a townhall, a sub-committee meeting with employee representatives or even an in-person meeting. Determine your activity strategy based on your project timeline and deadline established by the Project Design Team.

Update the **Mood Board Selection Results Announcement Template** to announce the winning mood board to all impacted employees.



[Mood Board Selection Activity Invitation and Results Announcement](#)



[Mood Board Selection Activity Guide](#)




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NEXT: Design engagement activities (3 of 3)





FEATURE WALL THEME SELECTION

 Consult the Project Design Team to see if there is an opportunity to organize this activity and to identify various options. If that's the case, determine when you should lead this activity and when the results must be communicated.

The feature wall theme selection is a fantastic activity to promote employee participation in customizing their own workplace, stimulate their creativity and foster a sense of community. Just like the mood board activity, the feature wall theme could be selected by employees or employee representatives, preferably not by Senior Management or the Project Team.

We call it a feature wall, but it can also be an employee wall to display their favorite pictures, a team accomplishment wall where each team presents their latest achievements (small wins, recognition, etc.) or even a family wall to post pictures of their family members (kids, pets, etc.). Doing so will personalize the workplace to their liking and favor a sense of ownership. The Project Design Team will propose specific frames but the content is up to the employees so you can engage them to find out what they prefer and wish to see displayed in their workplace.

Using the **Feature Wall Theme Selection Invitation** template, ask your Executive Sponsor to send the invitation to all impacted employees or you can lead the activity during a townhall, an in-person meeting or a committee meeting. The selection does not need to be an employee vote, it can also be selected by a focus group, team representatives or even sub-committee members. Update the **Feature Wall Selection Results Announcement** template within this document to announce the chosen theme to all impacted employees.



[Feature Wall Invitation and Results Announcement](#)



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NEXT: Removal of personal & business assets (1 of 2)





i This activity is led by Accommodation and IM representatives of your integrated project team

The removal of personal and business assets is one of the first steps in the transition to a hybrid workplace where employees will have the option to work from modern office environments, possibly GCcoworking locations, or from home. This is necessary steps to modernize the workspaces and to give employees more choice over where they choose to work, to support a digital-first approach, prioritizing paperless filing, note taking and signature tools.

To do so, we offer a bundle of communiques to announce the activity to leadership and employees, as well as a guide and signage to fully assist you in this activity.

Your role in this project activity as a change manager is to ensure that employees are well informed of the process to retrieve their personal and business assets. Coordinate these activities with the Accommodations and IM representatives of your integrated project team to ensure that a process is established. Communication will equip senior leaders and people managers with the knowledge they need to support their employees understand why the retrieval of personal and business assets needs to take place and how to do it.



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NEXT: [Removal of personal & business assets \(2 of 2\)](#)





1.4 REMOVAL OF PERSONAL & BUSINESS ASSETS (2 OF 2)



The communique for senior leaders and people managers should be sent once the clean-up of the existing space is ready to commence. **We recommend that the announcement be communicated first to senior leaders and people managers**, and to provide them with sufficient time to ask their own questions. Then, the employees can be informed. The proposed messages must be adapted to ensure the message follows your internal cultural attributes, organizational vision, name of the project, and any other specifics details.

The guide will help ensure senior leaders and people managers are well equipped to answer any questions or concerns from their own employees.



[Announcement – removal of personal and business assets to Leadership and managers](#)



[Announcement – removal of personal and business assets to employees](#)



[Reminder – removal of personal and business assets to employees](#)



[Guide for the removal of personal and business assets](#)



[Signage for the removal of personal and business assets](#)



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NEXT: Change agent network





We recommend you create a Change Agent Network, composed of appointed leaders, managers, and representatives within the organization that have the capacity to actively participate in leading employees through the change. Change agents are early adopters of change—those who are excited and optimistic about the change ahead. Their colleagues will look to them to better understand the change and what it really means for them. Key tasks include actively engaging with employees, advocating support and interest for the change and communicating the most current updates. Change agents should always be informed or engaged prior to communicating to or engaging with employees. As they act as ambassadors, they need to be in the know of what is coming up for them to play their role efficiently.

To support you in creating a Change Agent Network, you will find below 3 key documents. You should first consult the **guidance document** to understand how a change agent network should be established. The **announcement document** can be used to invite interested employees to join the network. Then the **change agent toolkit** is a good information document that can be shared with your newly created change agent network, so they understand how they can support the workplace initiative by being a great ambassador! Finally, the **Change agent program example** document was created to help change managers propose concrete ideas for activities to be carried out with the network throughout the project, and even afterwards.



[Guidance document on establishing a Change Agent Network](#)



[Change agent toolkit](#)



[Announcement – seeking change agents for the project](#)



[Change agent program example](#)



In some projects, working group leads or move captains within the integrated project team may also be selected as change agents. When selecting contributors for these roles, it is important to consider how functions may evolve across the project lifecycle.



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NEXT: [Communication channel\(s\)](#)





1.C COMMUNICATION CHANNEL(S)



Regular communication to employees on project progress, upcoming training or engagement activities and the benefits they will gain with the new workplace is a key part of a change management program. Continuous and transparent communication should occur throughout the project, even when it seems there is nothing to communicate. When no information is shared, employees will tend to fill in the blanks resulting in potential rumours and early resistance.

Choosing which communication channel will be the most effective for your organization is very important, including a webpage, newsletter series or a Microsoft Teams channel. We recommend setting up more than one to ensure the information you want to communicate reaches all employees. One or two of the choices may be more appropriate and depending on the capabilities of your organization, there may be additional ways to communicate with employees that are not mentioned above. More information on how to create communication channels is found on the following pages. Once the communication channels are established, you can inform all impacted employees about the various ways or platform that will be used throughout the project to share information. To do so, you can use the **Communication channels announcement** template below.

Each platform is different to manage, but the content shared can be sourced from by the same document. Consult the [Communication Content Collection](#) for guidance and inspiration on topics to share throughout the project using various communication channels.



[Communication channels announcement](#)



As questions from employees are answered through the different channels of communications, they should be added to the [Commonly Asked Questions](#) document.



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NEXT: [Creating a webpage to share information](#)





i This activity may need to be coordinated with your organization’s Communication team

Launching a dedicated page to share information with employees can be an integral part of your communication plan and should be accessible for employees at all times. The chosen tool (intranet, webpage, GCxchange, GCdocs, etc.) can be the one-stop shop for employees to learn about all aspects of the project. This channel can be used to communicate with employees in a continuous way. The information will be available to them at all times, and they can navigate through it to find the information they need when it is convenient for them to do so.

This channel gives employees the confidence to find information when they need it.



Many topics can be explored on the page you decide to create. We suggest looking in our [Communication Content Collection](#) to get inspired about the kind of content you want to make available to your employees. The content of the [Employee Toolkit](#) and [Commonly Asked Questions](#) may also be integrated on this webpage. These two documents includes tactical information on a variety of subjects including “how to get prepared to come of the office”, to “how to use the AV equipment” and “how to book a workpoint”.

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NEXT: [Creating a newsletter](#) 



i This activity may need to be coordinated with your organization's Communication team

When communicating project updates, the creation of a newsletter series could be an effective way to stay in touch with employees and provide updates on key dates, critical milestones, upcoming activities, etc. This channel can be used to share the information in a more timely way and ensure important information gets across to employees.



Take a look at the [Communication Content Collection](#) to know what to include in your newsletters to employees. For a sample newsletter structure, you can use this template : [Newsletter template](#)



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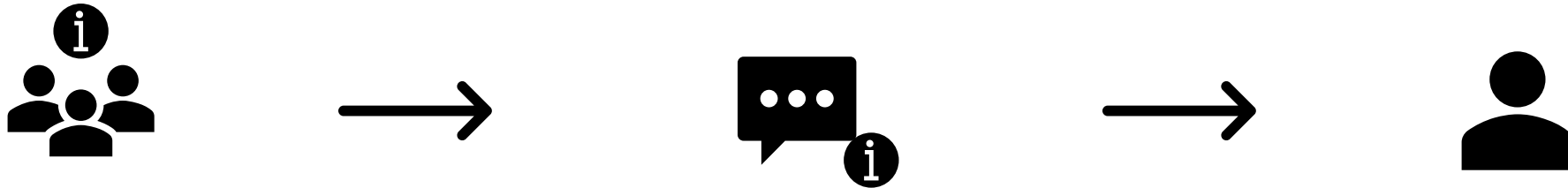
NEXT : Creating a MS Teams channel





i This activity may need to be coordinated with your organization’s Communication and IT teams

A Microsoft Teams channel allows you to connect with employees in a more casual way. Q&As, mini quizzes, “Did you know” segments, and much more can be broadcasted through a Teams channel. It is a great way to make shared information entertaining and educational for employees.



Note that you can customize your MS Teams channel to ensure the settings align with the intention you have for this platform. If you wish to push information casually, but don’t plan on gathering instant feedback from employees, you can restrict posts and comments to administrators only. If you wish to make it more interactive, you can change the settings to allow everyone to post and reply. You can refer to the [Communication Content Collection](#) for ideas on what to share in your channel.



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NEXT: Phase 1 checklist





PHASE 1 CHECKLIST

PHASE 1 Pre-planning and planning



Ask yourself:

- Have I monitored and recorded the success of these activities in the [CM Workbook](#) (CM Activity Tracker)?
- Do I have the proper channels in place to communicate with employees?
- Am I using the communications channel(s) effectively?
- Am I recording and updating the [Commonly Asked Questions](#) document with all the questions received?
- Are there any indicators of resistance?



Use the [Change Management Monitoring Questionnaire](#) to assess the readiness of employees. Work with your Change Agent Network to help answer the questions. Adapt your change management program based on your results and the Corrective Measures in the tool before moving onto Phase 2.



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NEXT: Phase 2 - Implementation



Phase 2 : Implementation





2.A COMMUNICATION FRAMEWORK

Communication plays a vital role in getting employees and managers engaged in the change, ensures that they understand what the changes are, why they are important, and what the benefits are for them (What's in it for me). This Change Management Program-in-a-box proposes various communications activities as stand-alone activities or as part of an engagement and training plan. This Communication Framework lists all proposed communication activities included in the Implementation phase of the CM Program in-a-box. You can use it as a reference document for an overview of all proposed communication activities, their objectives, order, and frequency, and to validate whether these activities are required and/or sufficient for your organization. Those same communication activities are also integrated in the [CM/PM Plan](#) which we recommend Change Managers use to outline and implement all change management activities. For more information on how to use this document, you can refer to the document's How-to tab.

As mentioned in the first phase of this program, the [Communication Content Collection](#), also propose models and story ideas on topics for which you might want to create a communication activity. If you do add a new communication activity, do not forget to add it to the *CM/PM plan*.

Do not forget to collect feedback, monitor and evaluate the effectiveness of your communications. Refer to the *CM Activities tracker* included in the [CM Workbook](#) and use the [Change Management Monitoring Questionnaire](#) to assess the employee's adoption and readiness.



[Communication Framework](#)



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NEXT: [Training framework](#)





2.B TRAINING FRAMEWORK

i Collaborate with all key enablers of the integrated project team to capture technical training requirements and frequencies

Training is a critical tool for building knowledge and ability in your organization during a workplace transformation program. Providing training on the new workplace, including the use of new tools, will ensure employees feel confident and comfortable in their new workplace—generating excitement. The Training Framework includes relevant and common topics for employees that will support the development of their knowledge and ability; preparing them to adopt changes in the new workplace. Similar to the *Communication Framework*, it is important to validate and identify the required training for your organization based on any considerations or gaps identified. Make sure that all developed training activities are being added in the *CM/PM Plan* included in the [CM Workbook](#). For more information on how to use this document, you can refer to the Training Framework’s How-to tab. Once your training activities are defined and a roadmap is developed, you can inform employees of the activities that will be offered during the implementation of the project in order to support them in developing new skills and knowledge in preparation for using the new tools and workspace. To do so, you can use the roadmap announcement template available below.

As a best practice, training content and material produced by subject matter experts should be developed from the viewpoint of an “average user.” For example, if a booking system is being implemented, the training material should be developed from the perspective of a first-time user with clear steps on how to independently use the tool. This ensures that the content is well adapted to the employees.

Do not forget to collect feedback, monitor and evaluate the effectiveness of your communications. Refer to the *CM Activities tracker* included in the [CM Workbook](#) and use the [Change Management Monitoring Questionnaire](#) to assess the employees’ adoption and readiness.



[Training framework](#)



[Skills and knowledge roadmap announcement](#)



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NEXT: People manager toolkit (1 of 2)





As you enter the implementation stage of the Workplace Transformation Project, there will be rapid levels of communication and training. To prepare employees for their journey through the implementation, it is important that you first prepare and equip people managers as they will have a large role to play in supporting their teams. The role of people managers will expand beyond their daily operational duties during this project. They will play a vital role in employees' adoption of the change and in the success of the project.

The **People Manager Toolkit** provides a brief overview of managing change, communicating change updates, as well as identifying and overcoming resistance. It is intended to be self-directed and is an invaluable reference tool for people managers.

The toolkit should be sent using the **announcement** to people managers prior to all Phase 2 communications and engagement activities. Work with your executive sponsor to ensure that the message is delivered from a person with influence within the organization.



[People Manager Toolkit](#)



[Announcement: People Manager Toolkit](#)



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NEXT: [People manager toolkit \(2 of 2\)](#)





Providing the toolkit to people managers is the first step to establish a trusted relationship with this community; the most important actions come after. You will need to frequently engage often with this group to provide them updates on your project, upcoming activities and to ensure they have an opportunity to share feedback and insights from their teams.

In order to communicate and engage easily with people managers, look at existing managers committees or networks to establish a channel of communication. You should communicate and engage with all people managers regardless if their teams are impacted directly or indirectly by the project (i.e., remote, off-site, regional or national managers). Work with your administration team or HR team to ensure you have an updated list of all people managers. This will be important if you plan on communicating with people managers over email.

The **Continuous Support for People Managers guide** offers suggestions on how you can check-in and support people managers throughout your Workplace Transformation Project. You can opt to use just one or any combination of opportunities mentioned in this guide. When choosing which opportunities work best for your organization and project, consider your current communications and training strategies and the project milestone schedule.



[Continuous Support for People Managers: A Guide for Change Managers](#)



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NEXT: Floor plan announcement





2.2 FLOOR PLAN ANNOUNCEMENT



Coordinate with your project team to ensure the right timing to introduce the floor plan to the employees. The floor plan should be approved by both PSPC and your organization before announcing it.

The goal of this activity is to build awareness and desire among employees and provide them a first glance of their new workplace. A new floor plan can be exciting for some employees as it is a direct result of all their support during the information gathering that occurred in Phase 1. But for some employees, it might be stressful and confusing especially if it deviates from the workplace, they were familiar with. Though the new floor plan may come as a shock for some and raise discontent, it is important that employees understand that comments and revisions to the floor plan are no longer possible at this time.

Using the **Announcement Template**, work with your executive sponsor to send out the floor plan. You may also wish to announce to different groups at different times. For example, you should consider announcing the floor plan to the executive team first, then people managers, then the Change Agent Network, and finally the employees. Informing managers and change agents first can better equip them to answer employees' questions and concerns. When you communicate the Floor Plan, refer employees to your intranet web page for more information on zoning and workpoints (you will need to ensure that this information is available then).

The **Floor Plan One-Pager** is a quick overview of the new floor plan with a focus on the variety of workpoints and functional zones. Work with your design team/contractors to obtain a furniture-only floorplan with functional zones and customize the one-pager document as needed. If multiple floors are undergoing a workplace transformation in different ways, complete a separate one-pager for each floor. If all floors are transformed in the same way, one typical floor plan one-pager is sufficient.



[Floor plan Announcement](#)



[Floor plan One-Pager](#)



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NEXT: Meeting room naming





Coordinate with your project team to ensure the right time to launch this activity as it is closely tied to the creation of project signage.

This activity can be started once the floor plan has been shared with employees. The Executive Sponsor will use these documents to invite all impacted employees to participate in a meeting room naming activity. The submission process and timing, as well as selecting a winner should respect the deadline imposed by the project team. This activity aims to identify names for all meeting rooms in the new modernized environment and includes employees in a personalized and collaborative way. As a change manager, your support is required to help the Executive Sponsor communicate this activity.

Using a survey software tool such as Microsoft Forms or requesting nominations through email are the most effective and accessible ways to complete this activity. Communication templates are available for the **invitation to participate in the meeting room naming activity**. You can use one of the proposed activities and update it according to your project or create your own.

We strongly recommend that change managers read the **Activity guide** prior to conducting the activity since every project is different. The meeting room activity should be customized and tailored to your unique project requirements.

This activity will promote participation, empower employees and foster a connection to the new workplace.



[Meeting room naming activity guide](#)



[Communication to announce meeting room naming contest](#)



[Communication to announce meeting room naming results](#)



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NEXT: [Community norms for the new workplace](#)





i The Community Norms are meant to be used in conjunction with the *Workplace Etiquette posters* that are included in 2.8 *Employee toolkit*; these are generic posters that are provided as part of all WTP projects. The Community Norms will also be part of 3.2 *Sustainability Communications* in Phase 3.

The Community Norms included in the CM Program-in-a-box were created from similar models implemented as part of two workplace modernization projects with positive change outcomes. They encourage healthy dialogue with others, which promotes collaboration and a shared approach to problem solving. They are flexible, adaptable and easy to adopt—based on situational context and personal accountability, and are focused on desired behaviours. These Community Norms have the potential to become the main norms your organization uses in all their spaces, even those that have not been modernized. They are general enough that they can account for regional perspectives. Consider if having the same norms at all locations might be the right approach for your organization.

The key to successfully implementing Community Norms relies on communication:

- Leverage your recurrent touch-points with the People Manager community to inform them of the Community Norms and encourage them to have open and honest discussions with their teams after Community Norms are communicated.
- Consider how the activity might be received by various groups such as unions, diversity and equity groups, etc. and determine if you should present the Community Norms to them before all impacted employees. Doing these pre-launch meetings can help you gather important cultural considerations and feedback that you may be able to include in the announcement to employees.
- Use the Announcement template to communicate Community Norms Main Poster to all impacted employees.
- You can also include the poster on your intranet page.



[Community Norms posters](#)



[Announcement of Community Norms](#)



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NEXT: [Team charters](#)





i Make sure to coordinate this activity with your Human Resources representative as a team charter may already exist or is planned to be deployed within your organization.

Team charters are meant to be a list of principles and team norms that team members establish together and agree to follow. They usually cover things like when to be online, what communication platforms to use for different tasks, and what is the flexibility of the team to work from an ecosystem of various spaces. One of the benefits of this activity is the collaborative process required to develop the team charter with all team members - it is as important as the document itself. The true value of this activity lies in taking the time to have a discussion amongst all team members, to share individual expectations and ways of working, to define as a group, the most efficient ways to work in this new working environment to achieve the vision and mandate of the team.

To launch this activity, you can review the content of the **Invitation to create a Team Charter** below, before sending it to people managers. In this document, there is the process to facilitate the Team Charter creation workshop and an email template that can be used by people managers to inform their respective employees of the upcoming activity. Once the invitation is reviewed, make sure to send it to people managers along with the **Team charter template** and, if applicable, the division, sector or branch team charter.



[Invitation to Create a Team Charter](#)



[Team Charter and User Guide to me templates](#)



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NEXT: "A Day in-a-life" presentation





2.6 “A DAY IN-A-LIFE” PRESENTATION



Guiding employees to understand an activity-based workplace and how they will need to change the way they work in this new ecosystem of workspaces, is one of the biggest changes to manage. Most employees have not had the opportunity to work in an activity-based workplace that has been designed to support their work activities and various personal preferences. This change requires each employee to redefine their work journey and develop new habits to plan their work weeks, using the new workplace to its full potential.

This ready-to-use **“A day in-a-life” presentation** helps educate employees (including executive leaders) on how to work efficiently in an activity-based working (ABW) environment and equip them with the skills they need to develop new ways of working.

The presentation can be delivered in person or virtually and should be approximately one hour to account for questions. More guidance on how to facilitate the presentation is provided on the first few pages of the presentation. We recommend offering this presentation two months before the workspace is ready.

The animation [A day in my ABW](#) is also available in addition to this document. This animation follows an employee as they demonstrate how they use the various workpoints available in an Activity-based workplace (ABW) to suit their preference and support various tasks throughout the day.



[“A Day in a life” presentation](#)



[Invitation to employees to participate](#)



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NEXT: Pre-opening communications





The implementation of the project is coming to an end and employees will soon be able to use the new workspace! *This pre-opening communication package* proposes a series of communications to be sent based on a specific timeline to inform and prepare employees for the opening week. It includes all communications required for activities 2.8 through 2.10.

You will need to adapt the proposed timeline included in this series based on the delivery of your project and how your organization wishes to organize the final activities prior to the opening of the space. Review activities 2.8, 2.9 and 2.10 then adapt the timeline accordingly.



[Guide to pre-opening communications](#)



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NEXT: Employee toolkit (1 of 2)





A great way to ease employees' transition to their new workplace is to provide a comprehensive toolkit that contains everything they need to know. Whether it's planning their work week or finding the location of parking or connecting to the videoconferencing unit in a meeting room or adjusting a task chair: it's all in the **employee toolkit**! This document also includes the [Workplace etiquette posters](#).

The toolkit's content is aligned with the [Commonly Asked Questions](#) and [Communication Content Collection](#) but provides a much higher level of detail in the form of a step-by-step journey. We recommend that the information contained in the toolkit be available on your intranet site and updated regularly. As you introduce the toolkit to employees, consider removing/replacing the information that you already shared on your intranet page to reflect the most up-to-date and detailed information. The content will likely evolve over time as new elements are introduced or changed during implementation and post-occupancy; make sure employees know where to go to access the latest information.

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The toolkit can be used in three different ways:

1. A complete pre-move journey on how to use and adopt the new workplace
2. For intranet content
3. A toolkit for new employees joining the organization

As the content is generic, it will need to be adapted to suit your specific organization and project. Topics and elements that are often asked during engagement sessions or question periods should be included in the toolkit to ensure employees have answers to all their questions.

Keep in mind, this toolkit can also be used post-move for new employees onboarding within the organization; this is why information specific to the move should be kept separate.

A communication template to share the toolkit with employees is included as part of [2.7 Pre-opening communications](#).



 This Pre-opening Q&A session should be hosted by the Project Sponsor with the change manager and subject matter experts from the integrated project team to help answer questions from employees.

This engagement session is the perfect opportunity for the Project sponsor to talk to employees about the opening of the future workplace. This session is intended to provide an overview of the new workplace including elements, amenities and tools that will be available. You can include a sneak peak of the new space by showing a few before and after photos. It is also a good time to reiterate the importance of getting familiar with this new way of working that will be in place. As the opening is fast approaching, the announcement of the next activities and milestones should be communicated including the upcoming tours of the new workspace.

The Project sponsor can also address questions from employees. You can use the proposed **presentation template** to create a visual aid for the session. To invite employees to participate to this session, the **Virtual Pre-Opening Q&A session** is included in [2.7 Pre-opening communications](#).

The animation [A day in my ABW](#) is also available in addition to this document. This animation follows an employee as they demonstrates how they use the various workpoints available in an Activity-based workplace (ABW) to suit their preference and support various tasks throughout the day.

 [Pre-opening Q&A session presentation](#)

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NEXT: [Tours of the new workspace](#) 



i Coordinate with the project team to confirm when the space is ready for visitors. Representatives from the key enabling sectors or change agents should also participate in the tours as subject matter experts.

Tours are a great way to engage employees and to showcase the new workspace! They should be included as part of the final activities that are organized prior to the official opening. Visiting the new workspace offers employees a chance to experience it firsthand and to start to see themselves using the new spaces and tools.

If you have an established Change Agent Network and Workplace Coordinators, they can facilitate and coordinate guided tours as required. Make sure to provide them with a complete tour package so they can feel confident in providing an informative tour to employees. You can also create a virtual tour or a day in a life video with one or more of the employees. We recommend that in-person tours be organized with managers and their teams. This will provide employees the opportunity to identify and discuss any remaining concerns they have directly with their managers. We find it is also very helpful for employees to tour the workspace with their teammates for many reasons. Employees who are excited for the change can talk openly about this during the tour and this can help employees who may still be resisting to start to accept the change. It also helps employees see that, even though their colleagues might do very similar work, they may all choose to work in different work settings based on their personal preferences – this helps to highlight the main benefits of activity-based working.

In-person tours are also a great opportunity to gather feedback from employees about how they feel about their new workplace. We recommend you ask the following question just before the tour starts and at the end of the tour before employees leave: *How do you feel about your new workplace?* Employees can choose from three answers: Enthusiastic, Undecided, Apprehensive. Be creative on how you get employees to answer! Whether you use marbles in different jars, checkmarks on a whiteboard or scanning a QR code, make it easy for all employees attending the tour to answer. And remember to record that data! You should see an increase in positive responses if you compare the before and after results; this is a great story to use in communications, for senior leaders and to show the effectiveness of your change management activities.

Having a virtual tour package for employees who cannot visit the space in person, full time teleworkers, regional employees, etc., can ensure they also get to experience the workplace. It can also serve to start documenting your project or even be added to new employee onboarding material.

Whether you decide to do in-person tours, virtual tours or both, plan your tour sequence to follow as closely as possible an employee's journey through the space. To organize and facilitate in-person tours, you can consult the **In-Person Tour Speaking Points template**. For your virtual tours, you can use the **Virtual Tour Presentation template**. A template to invite People managers to book a tour with their team is included in [2.7 Pre-opening communications](#).



[Virtual Tour Presentation template](#)



[In-Person Tour Speaking Points template](#)



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NEXT: Opening week (1 of 2) 



Opening week is an exciting time to finally venture out and try out the new workspace! It's also a time to celebrate the achievements of all those involved in the project.

The official opening requires coordination between the various representatives of the integrated project team, senior management, PSPC representatives and the change manager.

The **Opening Week Preparation Guide** includes ideas for organizing an opening ceremony, as well as the most typical and important activities we recommend to conduct.

This tried-and-tested recipe is designed to ease employees' transition into the new workspace while creating a sense of belonging.

We also offer a **Pre-opening Checklist** to ensure that everything is ready for staff, and to gather feedback from employees as they first discover the new workplace.



[Opening Week Preparation Guide](#)



[Pre-opening Checklist](#)



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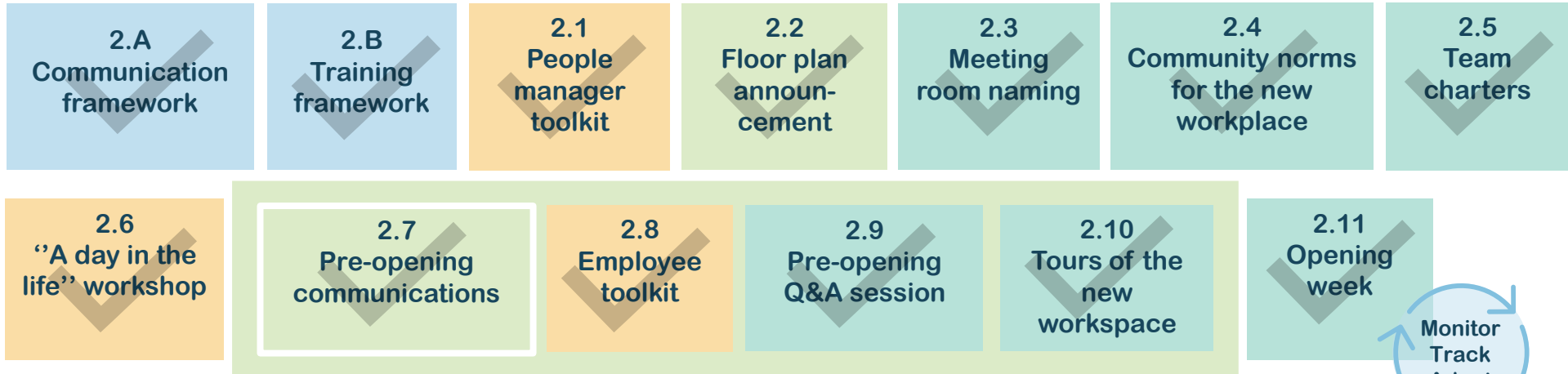
NEXT: Phase 2 checklist





PHASE 2 CHECKLIST

PHASE 2 Implementation



Ask yourself:

- Have I monitored and recorded the success of these activities in the [CM Workbook](#) (CM activity tracker)?
- Has there been any indication of resistance? Don't hesitate to introduce additional activities to remove barriers.
- Have I continuously engaged the people manager community?
- Are employees skilled and equipped for the new workplace and new way of working?
- Are the employees adequately informed of the pre-opening and opening activities?



Use the [Change Management Monitoring Questionnaire](#) to assess the readiness of employees. Work with your Change Agent Network to help answer the questions. Adapt your change management program based on your results and the Corrective Measures in the tool before moving onto Phase 3.



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NEXT: Phase 3: Post-occupancy



Phase 3 : Post-occupancy





3.1 EMPLOYEE EXPERIENCE FEEDBACK



Consult the [Pre-opening Checklist](#) to find out what you should do to prepare gathering feedback 2-4 weeks before opening day. Collaborate with the Data group in your organization to ensure you are following proper protocol for sending a survey.

Gathering employee experience feedback will provide insights into change adoption, employee competency, workplace satisfaction, and potential areas for improvement. This will help enhance the workplace employee experience, ultimately improving employee well-being, productivity, and retention, contributing to a positive work culture and performance in the workplace. Sharing your findings with employees and showing you are acting on the feedback they are providing will incite them to continue to share their experience.

Use the Employee feedback consolidation table to track and document all feedback received post-occupancy. This document should be shared with the members of the integrated project team, workplace coordinators, and anyone who is able to gather employee feedback.

We've simplified this process and outlined a proposed approach and timeline in the **Guide to collecting employee feedback**. Using the data gathered throughout the project from the CM monitoring questionnaire, Change management activity journal and during post-occupancy, you can create a thorough **Workplace employee experience report and action plan** that will help you:

- Demonstrate the effectiveness of your Change Management Program
- Demonstrate the achievement of a positive workplace employee experience
- Identify areas of improvement as part of the continuous improvement cycle of a positive workplace employee experience



[Guide to collecting employee feedback](#)



Workplace employee experience report and action plan *Coming soon



[Employee feedback consolidation table](#)



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NEXT: Change sustainment checklist





3.A CHANGE SUSTAINMENT CHECKLIST

The new workspace is now open, and employees have begun to explore and use this new activity-based workplace in which they can define their own work habits according to their personal preferences and functions. In a hybrid work model, the time it takes to acquire these new habits may vary according to the number of days spent in the workplace. It is therefore important to factor this into the adoption time. This will also have an impact on the time required to define a new personalized workplace experience.

To ensure that the workplace matches the vision the organization has developed for it, it will be important to continue a number of activities to manage, reinforce and sustain the said change. Consequently, the functions of certain key roles in the implementation of the project and transformation will either continue or evolve to support activity continuity.

The suggested **checklist** offers activities or elements to consider within a proposed timeframe that you can adapt to your needs in order to support employee adoption of the workplace and create a lasting positive employee experience.



[Change Sustainment Checklist](#)



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NEXT: Reinforcement communications





 Use these communications to maintain good habits, ways of doing things and acquired skills.

Communication, commitment and ongoing training are essential, even after the opening. You'll need to provide reminders and manage certain elements that always generate resistance. The arrival of new employees also warrants ongoing communication with staff.

The **Communication Plan for Sustainment and Reinforcement** provides the basis for a plan you can implement in your organization. The suggested plan also includes communications on the topics most frequently requiring action, such as:

- The use of an activity-based workplace, i.e., the use of the different zones and workpoints offered;
- Workplace etiquette;
- The use of a reservation system, if applicable.

You should use the information your committees and stakeholders report to you to develop communications **tailored to your organization's reality and the behaviors to be reinforced**. The data and elements you've collected through the Employee experience feedback activities (3.1) and the Sustainment checklist (3.A) can also be useful in customizing your plan.



[Communication plan for sustainment and reinforcement](#)



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NEXT: Our project story





Work with your integrated project team and PSPC's project team to ensure you have all the information required to tell your project story.

The telling of the project story happens at the very end of the change management journey. By collecting data, taking notes and pictures, noting observations, recording information and assessing the success of each activity throughout your project, you will be able to easily complete the **Our project story template**. This template will help you celebrate the project with all employees.

To assist you in telling your story, use the **Change Management Activity Journal** throughout your project at the end of each CM activity to help you collect meaningful information/data. This may seem like a lot of additional work and effort, however, once you reach the end of your project, the information you gathered will be invaluable! Recording each activity is also a great way in ensuring continuity when there is a change in people working on the project. If you can't commit to filing out the Activity Journal after each activity, try and schedule time to do it on a monthly or quarterly basis – you will be happy you did when you reach the end of your project! If you didn't get a chance to fill out the journal, you can still create your project story by following the prompts in the template.

For additional inspiration when completing your story, refer to PSPC's [GCworkplace Project Story Collection](#) on GCpedia.



[Change management activity journal](#)



Our project story template **Coming soon*



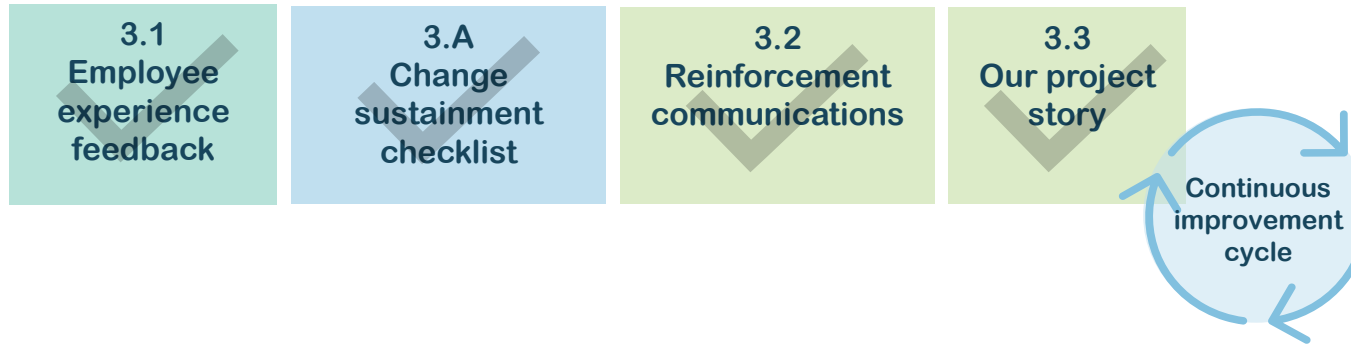
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NEXT: Phase 3 checklist





PHASE 3 Post-occupancy



Ask yourself:

- Have the people occupying transitional roles shifted to new functions?
- Have we celebrated our accomplishments?
- Is the change being sustained through reinforcement communications?
- Have I published Our project story?
- Have I completed the Workplace employee experience report and action plan?
- Have I put in place a follow up process for the action plan?



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[NEXT: References](#)



References




1 Key messages

The key messages are meant to explain and reassure the various audiences about the new initiative.

There are key messages available for leadership and employees about the Workplace Transformation Program.

Access them here : [Key messages](#)


 Some of the content might have to be customized to suit your project

2 Commonly asked questions

This document addresses the most common questions from your employees.

It ensures employees get consistent answers to all questions. Those questions can be gathered through engagement sessions or informal chats, amongst others.

Access it here : [Commonly asked questions](#)


 This should be updated as you receive more information about the project or additional questions from employees

3 Communication Content Collection

This document proposes content that can be used to disseminate information about the project and its principles. It is separated in two sections: **Informative content** and **The Story Ideas**.

Information provided in this document helps to build awareness about the project via the various channels established previously (activity 1.C).

Access it here : [Communication content collection](#)


 Some of the content might have to be customized to suit your project

4 Glossary

This glossary is designed to help you navigate the CM Program in-a-box.

It contains **terms** and **roles** that will ensure you have the resources and information you need to succeed while navigating through this process.

Access it here : [Glossary](#)

 Information that will be shared between the first 3 documents should be aligned to ensure consistency of messages. You should define your communication channels (Activity 1.C) before disseminating information from those documents.




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NEXT: Visual identifiers





 Communication

 Engagement

 Training

 PSPC change experts

 Important information

 Ask yourself


 Tool

 Presentation

 Communication

 Survey

 Checklist

 Guide or template

 Signage

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Acknowledgments

Thank you so much!

The creation of this change management program-in-a-box has been a wonderful adventure filled with collaboration and inspiration! The PSPC Change Management National Centre of Expertise would like to thank all the key contributors and partners who have been involved in the visioning, creation, inspiration and testing this ever-evolving program:

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- Our partners on the BGIS change management team
- Our colleagues in PSPC Real Property Services across all regions
- Our committed members of our community of practice and client partners who inspire us through the sharing of examples, knowledge and practices.
- Our leaders, who through their support, have enabled us to be creative and go above and beyond.

And a special thank you to all the client organizations who have been kind enough to accompany us in the development of this program and for their openness to test and provide feedback on the development of our tools.

Other references

[Workplace Transformation Program - GCpedia](#)

[GCworkplace - GCpedia](#)

[GCworkplace design - GCpedia](#)

[GCworkplace Indigenous Design Guidelines - GCpedia](#)

[GCworkplace Project Story Collection - GCpedia](#)

[GCWorkplace Change Management Playbook - GCpedia](#)

[Workplace Change Management Community of Practice \(gcconnex.gc.ca\)](#)

[The Prosci ADKAR® Model | Prosci](#)

[Individual Barriers to Change and What to Do About Them \(prosci.com\)](#)

FlexGC - [Home/Accueil \(google.com\)](#)

And many documents and tools shared by our colleagues and clients that inspired us to create this program!