

CM Program in-a-box

# Guide to collecting workplace experience feedback

Workplace Change Management National Centre of Expertise

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# About this guide

This guide outlines a simple and effective approach to gathering employee feedback during workplace changes. It will help you evaluate the impact of your initiatives and gain a deeper understanding of the workplace experience.

### Why collect feedback

Employee feedback is essential to:

* Understand **how** employees are experiencing the change
* Assess their familiarity with the new environment
* Measure **satisfaction** with new ways of working and using the space
* Get a sense of overall **morale**
* Identify **preferences**
* Pinpoint **challenges** and areas for improvement

This information enables you to make timely adjustments and supports a culture of continuous improvement in the workplace.

**A workplace in constant evolution**

Workplace needs to evolve—quiet zones, access controls, storage, booking systems, and more may need to be adapted over time. These needs can vary by floor, team, or task, making it crucial to stay attuned to employee feedback.

In an agile workplace model, feedback should be collected every time a change is introduced. This ensures that the solutions implemented are genuinely enhancing the employee experience.

*The* [*French version*](https://wiki.gccollab.ca/images/9/90/CM_Program_in_a_box_-_Gathering_Feedback_Guide_FR.docx) *of this guide is available.*

## A multi-source feedback approach

To get a well-rounded view, use a mix of quantitative and qualitative methods. Combining multiple data sources allows you to:

* Confirm what’s working and what’s not
* Understand the reasons behind perceptions
* Gather suggestions for improvement
* Capture a wide range of perspectives, including those of quieter or less engaged employees

### Binoculars with solid fillFour recommended feedback sources

** Observation**—Monitor how employees interact with the space

**Self-Service Feedback**—Provide easy ways for employees to share input at their convenience

**Surveys or Questionnaires—**Distribute to all impacted employees

**Informal consultations—**Conduct one-on-one or group discussions

## Implementation Timeline

**Welcome Week:** Begin collecting observational and self-service feedback as soon as employees enter the new environment.

**1 to 3 months later:** Launch surveys and consultations once employees have had time to settle and form an opinion.

## Consolidate, analyze, and act

All feedback should be gathered and **analyzed cohesively**. This helps identify **trends**, validate **insights**, and **prioritize actions**. The result is a structured, actionable plan that can include:

This plan can be divided into two parts:

* **Immediate**, easy-to-implement actions to quickly address pain points or reinforce successes
* **Long-term improvements** integrated into broader continuous improvement efforts

To support this process, we recommend using the [Feedback Consolidation Table](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwiki.gccollab.ca%2Fimages%2Fd%2Fd0%2FWTP_-_Employee_Feedback_Consolidation_Table_FR.xlsx&wdOrigin=BROWSELINK), which helps organize comments, identify trends and plan next steps.

## Communicate results

Communicating the results of your data collection is a key step in maintaining **employee trust and engagement**. Transparent communication shows that feedback is valued and leads to meaningful action.

**Best practices for sharing results**

* **Present key findings** clearly and accessibly—Use visuals such as infographic, summary slides, highlight reels to make the data easy to digest
* **Explain the measures taken** or planned—Show how employee input has influenced decisions or improvements
* **Celebrate early wins**—Highlight even small changes that have already been implemented
* **Share what’s coming next—**Outline upcoming initiatives, where possible include timelines
* **Express appreciation—**thank employees for their participation and encourage them to share their perspectives

Happy data collecting!

# Data sources

## Binoculars with solid fillObservation

Observing how employees interact with the new workspace may seem straightforward, but to be truly effective, observations must be structured and purposeful.

**Who should observe?**

Observations can be conducted by various members of the organization, including:

* The Integrated Project Team
* Change managers
* Sponsors
* Change agents and members of the Welcome Committee

**Set clear objectives**

Focus observations on specific behaviours related to space usage and workplace etiquette. Examples include:

* Are employees using neighbourhoods as intended?
* Is the noise level respected in quiet zones?
* Are spaces left clean after use?
* Do employees know how to operate audio-visual technological equipment?

These insights help identify areas needing adjustment and highlight communication or training gaps.

**Observation guidelines**

Provide observers with clear instructions:

* Be discreet and avoid disrupting employees
* Take notes during or immediately after observations
* Focus on behaviours, not individuals
* Avoid making assumptions or judgments

Use the [Feedback Consolidation Table](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwiki.gccollab.ca%2Fimages%2Fd%2Fd0%2FWTP_-_Employee_Feedback_Consolidation_Table_FR.xlsx&wdOrigin=BROWSELINK) to organize feedback by categories and allow observers to input their notes directly.

**Compile information and take action**

Hold weekly debriefs with observers to share findings

Record observations in the [Feedback Consolidation Table](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwiki.gccollab.ca%2Fimages%2Fd%2Fd0%2FWTP_-_Employee_Feedback_Consolidation_Table_FR.xlsx&wdOrigin=BROWSELINK) using the *“Next Steps”* to inform your improvement action plan.

## Hand sign with a plain fillSelf-service feedback

Providing simple and accessible ways for employees to share feedback **at their own pace** and **when it suits them** encourages broad and honest participation. These channels lower barriers to participation and can offer for anonymity, which can lead more candid responses.

Examples of feedback channels

* Mailboxes (e.g., accommodation management, IT support)
* Suggestion boxes
* Portable whiteboards in common areas
* Dedicated Teams channel for project

Ensure these tools are visible, easy to use, and regularly promoted.

### Best practices

* Assign a point person to monitor each feedback channel
* Respond **promptly** to emails and Teams messages, even if just to acknowledge receipt
* Communicate **follow-up** actions to show feedback is valued.

### Compiler l’information

As with observations, use the [Feedback Consolidation Table](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwiki.gccollab.ca%2Fimages%2Fd%2Fd0%2FWTP_-_Employee_Feedback_Consolidation_Table_FR.xlsx&wdOrigin=BROWSELINK) to aggregate the comments received.

## Checklist with solid fillSurvey

Surveys are a structured and efficient way to gather employee feedback on their experience in the new environment and the change process. They help measure specific aspects, track progress over time, and identify organizational trends.

While easy to deploy, surveys can suffer from low participation and survey fatigue. For this reason, it should be used **in conjunction** with other data collection methods.

### Survey content

Survey should cover two main areas:

1. **Change management monitoring**

Evaluate employees’ awareness and understanding of the changes, building on the  [the Change Management Monitoring Questionnaire](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwiki.gccollab.ca%2Fimages%2F5%2F59%2FWTP_-_CM_Monitoring_Questionnaire_FR.xlsx&wdOrigin=BROWSELINK) used during the project.

1. **Workplace experience**
This component explores:
* Suitability of the physical environment for the work tasks
* Overall satisfaction and well-being
* Activities supported by the new layout

Use the [question bank](#_Annexe_1_-)in the appendix for inspiration. It includes both multiple-choice and open-ended questions.

**For open-ended questions**, apply the [Categorization Grid](#_Annexe_2_-) to group comments by theme. Everything can also be transferred to the [Feedback Consolidation Table](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwiki.gccollab.ca%2Fimages%2Fd%2Fd0%2FWTP_-_Employee_Feedback_Consolidation_Table_FR.xlsx&wdOrigin=BROWSELINK).

### Boosting participation

* Use the channels already established in your change management plan (emails, newsletters, Teams channel);
* Display **QR codes** in common areas for easy access;
* Engage your **internal networks** (managers, change agents, representatives) to send personalized reminders.

## Online meeting with solid fillInformal discussions

Though informal, these conversations should be guided by **key themes** to generate actionable data. They require **thoughtful analysis** to translate feedback into meaningful outcomes.

### Best practices

* **Use a virtual platform** with transcriptions (Teams, Zoom, etc.) to simplify note taking
* **Apply the** [**Categorization grid**](#_Annexe_2_-)to group comments by theme (e.g., technology, collaboration, comfort, etc.)
* **Maintain anonymity**: avoid naming people or linking comments to individuals

### Group organization

* Engage **employee networks** or representative groups
* Target homogeneous groups **based on roles or functions** (e.g., managers, analysts, support personnel)
* Arrange for groups of **5 to 12 people** to ensure everyone has a voice
* Offer **one-on-one meetings** for more personal or sensitive feedback

### Themes and sample questions

**Integration and Transition**

* How was your onboarding experience in the new space?
* Was your team well-prepared for the transition?
* What helped you the most?

**Space Utilization**

* What’s working well in the current setup?
* What challenges or frustrations have you encountered?

**Collaboration and cohesion**

* Has the new environment improved collaboration?
* Do you feel your team has stayed connected?
* What could strengthen team spirit in this space?

**Well-being and comfort**

* Do you feel comfortable and productive in this new environment?
* Do you have access to the spaces or resources you need?
* Is anything negatively impacting your well-being at work?

**Suggestions and ideas**

* What could we improve?
* Do you have any ideas or solutions?

# Appendix 1—Question Bank

### On change management

* I was well informed of the changes that took place in my workplace
* I knew where to go to get information on the changes to my workplace
* I was given the knowledge to be successful in my work environment

### On the work experience in the new environment

* The space enables me to work productively
* The workplace has the tools, technology and equipment I need to do my job
* My physical environment is suitable for my job requirements
* My workplace booking system is easy to navigate
* I am able to easily locate and configure my workpoint
* I am able to adjust my workpoint based on my ergonomic needs
* The noise is at a level that allows me to work productively
* I have access to quiet or private spaces when needed
* I am able to move to different types of workpoints based on my needs
* The design of my workplace facilitates my ability for in-person collaboration
* Our team has remained cohesive since the transition to the new environment
* The workplace contributes to my overall health and wellbeing.
* I am satisfied with my overall experience in my workplace.

**Response scale**

☐ Strongly agree
☐ Somewhat agree
☐ Somewhat disagree
☐ Strongly disagree
☐ Don ’t know/Not applicable

### On activities facilitated by the workplace

**In general, which of the following activities do you feel are best completed at [address, floor(s)]? Select all that apply.**

* Attend in-person meetings.
* Participate in team building activities.
* Collaborate on projects with colleagues (e.g., brainstorming sessions).
* Work with stakeholders or clients.
* Complete onboarding of employees
* Complete offboarding of employees.
* Perform individual work.
* Perform other administrative work (for example, human resources, financial and security duties).
* Discuss sensitive issues.
* Training
* Other Please specify\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* None of the above

### Open questions

* What do you like best about your workplace and why?
* What would you change about your workplace and why?
* Do you have any other comments or suggestions?

# Appendix 2—Comments Categorization Grid

This grid is designed to help categorize and analyze feedback from various sources, such as open-ended survey questions, informal group discussions or one-on-one conversations.

The goal is to transform comments into **actionable insights**—those that can inform decisions and be integrated into the Sustainment and Improvement action plans.

Once categorized, significant findings can be transferred to the [Feedback Consolidation Table](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwiki.gccollab.ca%2Fimages%2Fd%2Fd0%2FWTP_-_Employee_Feedback_Consolidation_Table_FR.xlsx&wdOrigin=BROWSELINK) for further analysis and to determine next steps.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Theme**  | **General idea** | **Frequency** | **Comments** | **Notes**  |
| E.g.: Etiquette | Noisy environment | 8  | People are taking calls in the quiet area. | Some participants expressed frustration with this subject. |
|  |  |  |  |  |
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