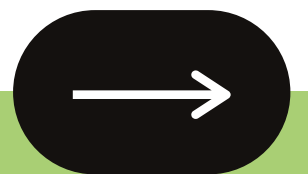




## Public Services and Procurement Canada Quebec Region

# Being a customer and a service provider!

June 2022



# Evolution in waves

Before  
March 2019

April 2019 -  
June 2020

July 2020 - April  
2022

May - July  
2022

August 2022 - ...

Telework agreements  
(± 2 days/ week)

Equipped FTEs

**100% unassigned  
(GCWorkplace)**

Co-Working

**Crisis  
management and  
*waves***

Adjusting

**100% telework**

**Pilot Project**

Mandatory trainings

Adaptation / Resistance to  
change

Supporting employees /  
Sharing tools and best  
practices

OLTP adjustments.

**Consultations / Tests**

Exchange meetings

Information session on  
hybrid work

Sharing  
recommendations  
related to the RTW\*

Development of  
guidelines and an  
action plan **for the  
RTW**

Adjusting / improving

Feedback

Sharing of learnings

← Change management →

\*RTW: Return to the Workplace



# *Internal* observations

Most asked questions : **Why?** And **How?**

The **technology** must support activities and adapted spaces

Strong desire to retain **perceived gains**

Identify the added values of hybrid work and RTW. *WIIFM?*

**Directives, guidelines** or framework to support managers

Desire to exchange and share best practices

The office as a gathering place

**FLEXIBILITY ! FLEXIBILITY ! FLEXIBILITY !**

“—  
|

*Intelligence is the ability to adapt to change.*

- Stephen Hawking |

—”



# *External observations*

Many approaches to RTW : Mandatory / voluntary / status quo

Too much space / Concerns about the **usage of the spaces**

Divergence of opinion and guidelines

Consistency in conveyed messages and perceptions

Less resistance to risk taking

Accelerated Change management (different starting points and approaches)

Opportunities to seize

Pilot projects (Room capacity / type of meeting / IT tools)





# Challenges

1

Define  
**"Flexibility"**  
**"Hybrid"**  
**"Agile"**

2

Dealing with uncertainty,  
concerns and  
new **individual, managerial and  
organizational behaviors.**

3

**Mobilization** of  
employees and  
organizations.

*The whole of the public service is affected, the activities and the needs can however be quite distinct.*

# Distincts angles | Shared objectives

ORGANIZATION



Government  
of Canada

Gouvernement  
du Canada

- Reinforce and maintain a sense of **empowerment, autonomy, flexibility** and **increased well-being** by consulting with employees and adjusting guidelines as needed.

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- **Offer modern and flexible spaces to** support hybrid work by providing users with **appropriate and FUNCTIONAL technological tools**.

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- Evaluate the feasibility of quickly setting up more **Coworking sites**.

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- Consider the **cohabitation of organizations with compatible vocations** by promoting “**multi-client**” **pilot projects** where there is **sharing of common spaces**; Cafétéria, espace lounge, espaces de transition;
  - Collaboration spaces;
  - Meeting rooms;
  - Training rooms;
  - Etc.



# Questions?

## Contact

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