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**Workplace Transformation Program**

CHECKLIST FOR CHANGE sustainment

**VERSION 1**

**Date:** DECEMBER 2023

Checklist for change sustainment – Workplace Transformation Program

***To be removed before sending***

**Objective:** The checklist offers activities or elements to be considered according to a suggested timeline that you can adapt to your needs in order to support employee adoption of the workplace and create a lasting positive employee experience.

**When to use**: To be used as soon as the workplace opens

**Who this document is for:** Change managers

The **French version** of this document is available here: [FR version](https://gcdocs.gc.ca/tpsgc-pwgscdav/nodes/450128580/cc__)

# 1 to 6 weeks after occupancy

During the first few weeks of integrating the workplace, it's quite normal for employees to require a transition period to define their own work habits and styles in order to take advantage of the new environment. The time needed to acclimatize to this transformation varies according to the individual and the organization's existing work model. It's important to take these factors into account in your interventions. If you observe a certain return to old ways of doing things, or the introduction of bad habits, you should prepare an intervention or communication with the support of senior management.

* Plan to have staff members on the welcome committee, key stakeholders and workplace coordinators in the office for the first few weeks of opening. Determine an accessible location for them, and ensure that the location is well identified so that they can answer questions and resolve immediate issues (lost items, technological problems, connectivity, printing, etc.) or unforeseen problems that require follow-up. Resolving these tactical issues quickly will go a long way to ensuring employee goodwill and immediate productivity.
* Encourage management to use new workplace at appropriate times to encourage employees to adopt an activity-based work model as part of their job.
* Ensure that feedback mechanisms are in place so that employees can express themselves or communicate - See [Guide to collecting employee feedback](https://wiki.gccollab.ca/images/e/ec/WTP_-_Guide_to_collecting_employee_experience_feedback_EN.pptx) in Activity 3.1 for suggestions of methods and mechanisms available to obtain feedback.
* Consult the data, comments, questions or feedback shared by users to assess the state of the employee experience in this new work environment.
* Share previously collected data with the project team. The data, ideas, issues and comments shared on a weekly basis will enable follow-up and improvement of the employee experience, where appropriate/necessary.
* Communicate to employees the preliminary results of the use of the new work environment and certain observed elements, based on the data collected in the previous point.
* Deal first with those elements that offer the most resistance or are frequently raised. Resistance and the time it takes to adapt to a new process, tool or behavior can take some time. Use your organization's existing communication and mobilization methods to address these issues.
* Update your intranet site or "Frequently Asked Questions" document according to the questions you receive.
* Publish sustainment communications to reiterate certain ways of doing things or certain information that seems less acquired based on data collected and observations. Consult the [sustainment communications](https://wiki.gccollab.ca/images/b/bb/WTP_-_Reinforcement_communications_FR.docx) suggested in Activity 3.2.

# 6 to 12 weeks after occupancy

* Organize monthly or as-needed familiarization tours with new employees. The tour presentation you may have developed in anticipation of the workplace opening can be used again. Alternatively, you can refer to the [tour presentation template](https://wiki.gccollab.ca/images/f/f2/WTP_-_Tours_of_the_new_workspace_FR.pptx) in Activity 2.10. Collaborate with your change agent network for this activity.
* Coordinate the continuation of training sessions on those elements where there is a lack of understanding, based on frequently asked questions. Education can also be provided by other means, such as guides provided in rooms for the use of certain technological equipment, newsletters or more detailed documents on your intranet site.
* Meet with the change agent network to assess their respective sectors' adoption of the new workplace. You can use the [Change Management Monitoring Questionnaire](https://wiki.gccollab.ca/images/1/1a/WTP_-_CM_Monitoring_Questionnaire_EN.xlsx) as a basis [*for*](https://wiki.gccollab.ca/images/1/1a/WTP_-_CM_Monitoring_Questionnaire_EN.xlsx) facilitating discussion and keeping abreast of the progress of integration into the new workplace. The [Guide to collecting employee feedback](https://wiki.gccollab.ca/images/e/ec/WTP_-_Guide_to_collecting_employee_experience_feedback_EN.pptx) in Activity 3.1 will also be useful for discussing feedback received since the opening.
* Publish sustainment communications to reiterate certain ways of doing things, or certain information that seems less acquired according to the data and observations gathered. See the [sustainment communications](https://wiki.gccollab.ca/images/b/bb/WTP_-_Reinforcement_communications_FR.docx) suggested in Activity 3.2.

# 12 weeks or more after occupancy

* Publish sustainment communications such as "Did you know?", newsletters, blogs, etc., to reiterate the vision or certain key concepts of the activity-based workplace.
* With your project team, re-evaluate the effectiveness of the signage and orientation, then adjust as necessary to improve the employee experience.
* With your project team, re-evaluate the use of furniture where appropriate, with the aim of improving the employee experience. You can evaluate their use, location, efficiency and whether employees know how to use them to their full potential.
* Meet with the existing management committee to obtain feedback on the past three months, answer questions and provide tools as needed. Subsequent meetings can be arranged to maintain a good partnership.
* Depending on the feedback mechanisms you've established, plan to take the pulse of employees' satisfaction, skills and adoption of the workplace to observe trends. In order to have a good benchmark, be sure to ask the same questions a few times, which will help you observe trends. The document from activity 3.1 will also be useful for discussing the feedback received since the opening and to analyze the results. These results may provide you with indications on how to adapt communication methods and tools to specific groups and issues. Use the information obtained to refine your key messages and develop ongoing messages as part of the overall communication plan.
* Meet with the change agent network to assess the state of adoption of the new workplace by their respective sectors. You can use the [Change Management Tracking Questionnaire](https://wiki.gccollab.ca/images/1/1a/WTP_-_CM_Monitoring_Questionnaire_EN.xlsx) as a basis for facilitating discussion and keeping abreast of the progress of integration into the new workplace.
* Meet with the change agent network to define how their role could be transformed into a change sustainment committee. You can consult Activity 1.5 for establishing a change agent network to define your approach.
* Set up a series of online testimonials on workplace adoption to capitalize on the new space. Representatives from various communities can discuss how they experienced the change, the challenges they faced, share best practices implemented with their team and colleagues, encourage others, etc.

# Welcoming new employees

Don't forget that new employees will be joining the organization, and that some of them may never have worked in such a work environment before. Here is a list of recommended activities your organization should consider to support their integration. You may need to engage in discussions with some of your key partners (representatives from IT, HR, security and occupational health and safety) to ensure that documents, training or processes are aligned with this new way of working.

* Include in the employee welcome folder, the employee toolbox and the virtual tour guide you may have created later.
* Provide the managers of these new employees with key messages that they can pass on to their new employees to explain the new work environment.
* Organize and facilitate monthly or as-needed familiarization tours with new employees. The tour presentation you may have developed in anticipation of the workplace opening can be used again. Alternatively, you can refer to [Activity 2.10 Guided tour presentation](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwiki.gccollab.ca%2Fimages%2Ff%2Ff2%2FWTP_-_Tours_of_the_new_workspace_FR.pptx&wdOrigin=BROWSELINK) . Feel free to collaborate with your change agent network or workplace coordinators to manage this activity.

# The changing roles of the project team

Once the opening up of the workplace is complete/finished, the roles and functions that were directly linked to delivering this project and supporting people will change somewhat. Today's work environments are constantly evolving. Changes or adjustments will always take place, so it's important that organizations become increasingly agile in adapting certain working methods or space to certain environmental contexts, work patterns or optimal space utilization. The employee experience through this is equally important, and should become the anchor and starting point for the development of future strategies and changes.

## Project sponsor

The role of project sponsor fades a few months after the space has been moved in. First of all, he must be accountable and report back to his governance on the adoption and success of the project. He must also ensure that the workplace delivered corresponds to the vision previously established and meets the established strategic objectives. Based on the feedback received through the various mechanisms in place, he or she must ensure that certain constraints or issues are remedied, in order to improve deficiencies in terms of space, use of space and other elements in the enabling sectors.

## Executive Sponsor

While the role of the project sponsor fades in the months following project completion, the role of the executive sponsor remains essential for the implementation of certain support activities, both in terms of employee mobilization and participation in townhalls, celebrations, etc. The executive sponsor must lead by example, take ownership of the change, support and communicate the vision previously established through his or her actions. Intervention may be required in the event of major resistance.

## Change agent network

Change agents can support post move-in mobilization activities as well as gather information and feedback from their respective sectors, and examine the elements that offer the most resistance, while participating in the search for solutions.

We recommend that the change agent network evolve into a change sustainment committee. Their role will then be to support and ensure the continued adoption of the workplace, as well as to pass on their field observations to the organization, as they did in their previous role. This community of ambassadors should always be consulted and mobilized for changes or improvements.

## Managers

People managers continue to play an essential role in employee adoption of the workplace, and in providing guidance and support to team members. A manager's key competencies, such as communicating, coaching, mentoring and mobilizing, are paramount to maintaining success. They will be key collaborators and partners in the feedback and adjustment required for all pillars of transformation. If changes are to be made over the long term, the people management community should always be advised and equipped in advance, so that they are better equipped to support their teams with regard to future adjustments or changes.

## Project and facility management team

The integrated team (IM, IT, Facilities, Safety, OHS and HR) will be implementing new ways of managing their specific activities based on the new, transformed workplace. They will need to take ownership of these changes, and continue to work together to maintain the integral solution offered, as well as ensuring the implementation of an optimal employee experience. The premises team will ensure that recent changes to the workspace are well implemented, and will continually look for ways to review, improve and manage them differently.

## Change Manager

Once the various enabling sectors have taken ownership of the changes within their areas of activity, and are ensuring that the most conclusive employee experience is maintained, the change manager role will migrate to one of continuous improvement of the employee experience, and will ensure that the changes implemented over the last few months are maintained. There is always room for reinforcement, and changes or innovations will constantly be made to the space, its use, and the integration of new tools, so that the integral solution will be constantly evolving. The technological, environmental and business context requires real estate services teams to be agile, and this certainly means developing and adapting communication, mobilization and training plans on an ongoing basis.

The organization's vision for the workplace will constantly evolve to align with its priorities. Communication plans and tools developed during project implementation can easily be reused to ensure ongoing awareness. Workshops and training sessions should continue as needed after the move, improving them as they go, and aligning them with the workplace vision.

Ideally, a task force or network of workplace ambassadors will be created to ensure that new behaviors and work methods are in line with the workplace vision. The working group should reinforce the change until it is well integrated into the culture. It should also be involved in gathering data about the workplace and how employees are evolving and adapting to new ways of working.

## Workplace coordinators

This new role established during project implementation is crucial to good workspace management, employee experience and sustaining change. Workplace coordinators support employees and help them find their way around the workplace. In other words, they :

* provide basic computer technical assistance;
* provide support in using the reservation system;
* ensure communications in the workplace;
* ensure occupational health and safety to meet building requirements;
* liaise with experts on facility management and furniture and equipment issues;
* ensure a positive employee experience.

Workplace coordinators also monitor their space to make sure it's being used to capacity. They report on how many people are using the spaces, how they are using them, and on the employee experience in the workplace.