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GOVERNMENT,
Serving
CANADIANS.



navigating **change** to **workplace 2.0**



Public Works and
Government Services
Canada

Travaux publics et
Services gouvernementaux
Canada

Canada

ABOUT THIS GUIDE



Managing change has always been a key part of every office relocation or accommodation fit-up project. With the introduction of Workplace 2.0, it is even more important. The 21st century workplace is more than just a physical place. It is the technology we use and the policies that allow us to have a better work-life balance.

Each federal government department or agency is responsible for creating its own change management plan, usually as part of the larger project plan. *Navigating Change to Workplace 2.0* is a toolkit designed to help senior staff, accommodations managers, information management, human resources, and communications staff manage the change involved in making the transition to Workplace 2.0.

The Workplace 2.0 team has reviewed the change management literature, researched, summarized and simplified the theories. Our goal is not to write a comprehensive guide to change management, but to provide you with the tools you need for your project, whatever its size.

Whether it is a large scale office relocation, a simple fit-up or a change to your technologies or business practices and processes, you can find help here. There are plenty of resources to draw from, including the experience of people who have 'been there, done that.' We will introduce you to a few of them.

Keep in mind, as you create your change management plan, that change is not a 'checklist process' that ends when all the boxes are ticked off. Managing change

is an integral part of project management. Change will continue, even after the final project close-out meeting is held.

This toolkit has three main sections. The first, Workplace 2.0 Overview, describes the changes to our workplaces, the technologies we use, and how our work-life balance can benefit from both.

The second section, Change Management 101, focuses on the fundamentals of change management. While each project has its own challenges, an understanding of basic change management processes will help ensure the success of a Workplace 2.0 project.

The third section, The Workplace 2.0 Change Management Framework, will help guide you through the process. Use it in conjunction with other resources, including internal processes and change management tools already in place within your organization, to develop the approach that is best suited to your needs.

We encourage you to read and use *Navigating Change to Workplace 2.0* online rather than print it. After all, an important part of the Workplace 2.0 Initiative is its commitment to an environmentally 'smart' and sustainable workplace! Use the hyperlinks to access templates, checklists, Web sites and articles about change management, and the navigation bar across the bottom to move between sections.

This icon  will lead you to tools and resources we know you will find useful. This is a toolkit. Take and use those you need for the job ahead. The change management skills you acquire as you implement your Workplace 2.0 project will serve you well on other projects, too.

We wish you great success as you navigate *your* change to Workplace 2.0.

The Public Works and Government Services Canada Workplace 2.0 Team

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TOOLS AND RESOURCES

WORKPLACE 2.0 OVERVIEW

Today's workplace is not restricted to a single office or location. Mobile technology - smartphones, laptops, notebooks and Wi-Fi - have changed the way we work. They provide us with more choices about where we work and give us the flexibility to better balance our work and personal lives.

On a larger scale, this rapidly evolving technology has had a significant impact on the way the Public Service delivers programs and services to Canadians.

Public Works and Government Services Canada (PWGSC) launched Workplace 2.0 in 2010. It is a government-wide initiative to create a workplace that will enable us to work smarter, greener, and healthier.

The 'cubicle farm', an office design standard since the early 1970s, is being replaced with open-concept office design. Lower workstation panels - or no panels at all - allow more natural light into the workspace and encourage teamwork. A collaborative work area where employees can gather to brainstorm an idea or meet briefly is a key design element of the Workplace 2.0 workspace.

Workplace 2.0 is not simply about new furniture or workstations. It is about rethinking how we use space and which tools we need to do our work. We want tools that support mobility, flexibility and collaboration. As technology evolves, interactive whiteboards, videopresence, and laptops are making their way into the workplace. Workplace 2.0 is part of a culture shift that will help public servants become more responsive, innovative, and effective in serving Canadians.

Workplace 2.0 has three pillars that target different aspects of the work environment: the workplace, the back office, and the way we work. The workplace focuses on renewing the physical workspace. The back office concentrates on the need to update policies, processes, and systems that support public servants in their work, such as self-service tools and standardized information technology (IT) systems. The way we work promotes the use of technology to connect and collaborate. Making the transition to Workplace 2.0 is, in itself, a collaborative process between PWGSC and client departments and agencies.

Workplace 2.0 - Pillars of Renewal

Create a modern workplace that will attract, retain and enable public servants to work smarter, greener and healthier to better serve Canadians.





The first pillar - the workplace - focuses on the buildings and the workspaces. PWGSC acquires the space, through its Crown-owned portfolio or through a lease. The fit-up is a shared responsibility among PWGSC, the client and, in most cases, Shared Services Canada.



Making the move to Workplace 2.0 is not just about the bricks and mortar. It is also about business processes and policies, tools and technology. The client organization has to line up its objectives from the perspective of its corporate culture, both in terms of breaking down barriers - the back office - and connecting, communicating and collaborating - the way we work.

The three pillars of Workplace 2.0 are interconnected, but it is the client organization that sets the direction concerning the elements of the second and third pillars. And whatever direction is taken, whichever objectives are set - updating its electronic records management system, replacing desktop computers with laptops and notebooks, improving its workplace and business practices, or putting policies in place that support flexible work arrangements - it is essential to manage the accompanying change.

The Workplace 2.0 initiative reflects the vision of the Clerk of the Privy Council and his call for the Government of Canada to join the world's leading organizations in transforming their workplaces. When we adopt modern tools and technologies, we meet the needs of a multi-generational workforce, reduce our collective carbon footprint, and make better use of our resources.



Managing a Workplace 2.0 project is a unique and challenging opportunity. No two projects are exactly alike. The [Workplace 2.0 Toolkit](#) will help guide your discussions with employees, managers and PWGSC representatives to examine how innovative workspace design and today's technology can support your department's business processes. For more information about Workplace 2.0, please visit the [Workplace 2.0 GCpedia site](#).



CHANGE MANAGEMENT 101

Type the words 'change management' into your internet browser's search field and more than 600,000 results will spring to your screen in less than half a second.



If you visited the [Government of Canada's Interdepartmental Organizational Change Network Web site](#), you would find this definition of change management: "...a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state. It includes both organizational change management processes and individual change management models, which together are used to manage the people side of change."

John Paul Kotter, who has written extensively on leadership and change, defines change management as "...the utilization of basic structures and tools to control any organizational change effort. Change management's goal is to maximize an organization's benefit, minimize the change impacts on workers, and avoid distractions".

You may have had experience implementing change in your organization. Maybe you have read some of the lessons learned documents about other people's experiences. What the literature, experience, and lessons learned have in common is this: without comprehensive, consistent, and cohesive change management, it will take longer for an organization to adapt to and benefit from change. It is also more likely that there will be negative consequences associated with that change.

Effective change management helps members of an organization anticipate, assess and plan for the impact of change on their workplace, work processes, and practices. When employees understand the need for these changes and are encouraged to be part of the process, they are more likely to support or, at the very least, accept the change.



Learn from others



You can often benefit from the experience of others. The IBM Global study, [Making Change Work](#), identifies change as 'the new normal' and details how organizations manage change by using identified strategies and lessons learned to improve project outcomes.



The study was based on a survey of more than 1,500 change management practitioners throughout the industry. Detailed analysis revealed that “... project success does not hinge primarily on technology - instead, success depends largely on people.”

According to *Making Change Work*, the top three challenges to change management success were changing mindsets and attitudes, the corporate culture and underestimating the complexity of a change management project.

The study also identified a number of factors that contributed to successful change:

- Top management sponsorship
- Employee involvement
- Honest and timely communication
- A corporate culture that motivates and fosters change
- Change agents
- Efficient training programs
- Adjustment of performance measures
- Efficient organization structure

Is it project management? Or change management?

Change management is not something that is done in addition to or apart from project management. It is an integral part of the project planning and management process.

The next section of this toolkit, *The Workplace 2.0 Change Management Framework*, will guide you through that process. The tools you use and the extent to which you use them depends on the scope and complexity of your project. The tools are in the kit. Review them all. Use the ones you need for your Workplace 2.0 project.





THE WORKPLACE 2.0 CHANGE MANAGEMENT FRAMEWORK

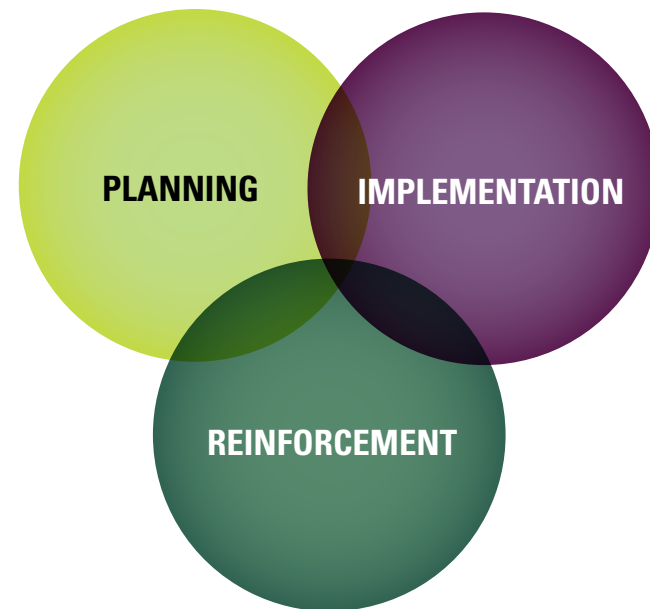
Based on its research, PWGSC has developed a three-phase integrated framework to describe change management activities within the context of Workplace 2.0 projects. These three phases are planning, implementation and reinforcement.

The planning phase will help you answer some basic questions: Why is change necessary? Who will help implement the change? What will successful change look like? And how will we implement the change?

The implementation phase focuses on communicating, managing the change, training, and monitoring and measuring your progress.

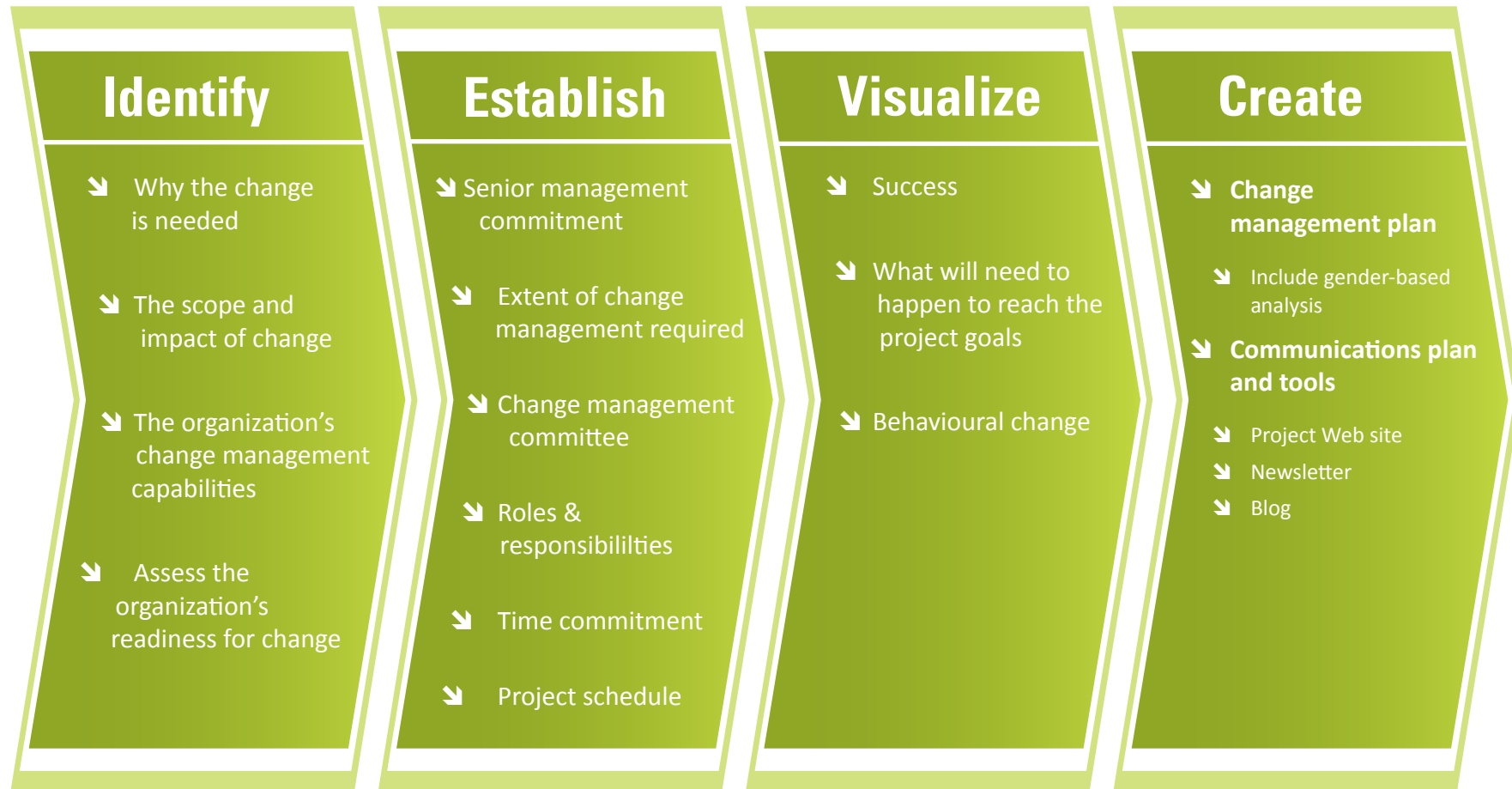
Evaluating, celebrating, reviewing and sharing the lessons learned are covered in the third and final phase, reinforcement.

Change management is part of project planning, regardless of the size of the project. Match your change management approach to the scale of the project.



THE PLANNING PHASE

A successful project begins with a plan. And a good plan begins with a change sponsor and a vision. The change sponsor, usually the most senior person in your organization, may bring together a group of people - managers and employees - to brainstorm and help shape the vision.



THE PLANNING PHASE

Identify

Establish

Visualize

Create

IDENTIFY

First of all, identify why change is necessary. The first questions you will be asked by just about everyone, at every level of the organization, are *Why do we have to change the status quo? Why do we have to move? Why do we have to change the technology we use or the way we have always done things?* 'Because we have no choice' is not the answer to any of these questions. If you cannot answer those questions, the credibility of the entire project will be in question.

When talking to staff, do not avoid the tough questions about money and budgets. Be honest. And take the opportunity to ask this question: *How can we leverage this change to do what we do better?*

The scope and impact of change

The impact of change on your organization depends on the nature and scope of the project. The planning and effort involved in relocating 1,300 employees from several buildings scattered around the city to an office tower still under construction is obviously more extensive and complex than moving a few dozen employees from one floor to another in the same building.

It is important to remember, too, that not all change management projects are office relocation or fit-up projects. Some are the result of changes to technology: making the move from desktop computers and land lines to notebooks and smartphones, or adopting flexible work arrangements like telework, or new business processes such as moving from paper files to an electronic records management system.

Assess your organization's readiness for change

The transition to Workplace 2.0 will change your organization. The combination of new technology, changes to the physical workspace, new business processes, and adjusting one's work-life balance means letting go of what is familiar and embracing a new way of working. Many people resist change. So do departments and agencies.

Resistance is often related to an organization's corporate culture, which Entrepreneur.com defines as "...a blend of the values, beliefs, taboos, symbols, rituals and myths all companies develop over time." The corporate culture becomes second nature and many employees identify strongly with their organization's way of doing things. For those who have worked for the same employer for a long time, any change that challenges their culture can be uncomfortable and even threatening.

The success of any major change effort depends largely on the organization's readiness level, as well as the degree to which senior management and employees support, ignore, or resist change.

Assessing the readiness to adapt to the upcoming change and identifying areas in need of improvement within the corporate culture can have an important  impact on the success of the change initiative.

The [Readiness Assessment Checklist](#) can help guide you through that process.

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Identify your organization's change management capabilities

The change management activities required to make the transition to Workplace 2.0 may require the dedicated effort of several individuals with varying degrees of expertise and experience.

Some large organizations have experts on staff who are responsible for developing change management strategies and plans. Depending on the size of your organization and/or the scope of change, you may depend upon in-house talent whose primary expertise is in human relations or communications. If it is a major project, such as the reorganization of a department or a major move to a new facility, you may want to hire a change management consultant.

ESTABLISH

The change management committee

Establish your team. Bring together the people you need to help you implement the change.

If your project is a major, long term project, there may be both a project team and a change management committee that work in concert and meet regularly. If it is a smaller project, the change management expert (or committee members) may be part of the project team. An overlap of roles is not uncommon. Regardless of the team structure, it is essential to collaborate.

Establish commitment, roles and responsibilities

It is important that change management be part of the Workplace 2.0 planning process from the very beginning. Typical roles and their related responsibilities are identified below. Think in terms of roles, rather than positions. For instance, one person might fill multiple roles. And project team

members may take on some of these change management roles, depending on the scope and impact of the project. For instance, the project manager may also be the change champion. The role of change agent could be shared among several people.

Change sponsor

The change sponsor leads rather than manages the change. This is the person with the answer to the question *'Why is this change necessary?'* The answer should not be just facts and figures. It must also reflect a larger vision for your department or agency. If the question 'Why' cannot be answered at this level, the answers to the questions about 'what' your organization is doing and 'how' it is doing it, won't much matter. If there is not buy-in and a vision at the most senior level of what this change will bring, the 'troops' won't get on board.

The change sponsor is usually the most senior executive in the department, the Deputy Minister, or Assistant Deputy Minister or Director General at the national level, or the Regional Director General or a Director at a regional or local level. Regardless of title, the change sponsor is responsible for the overall success of the change.

“HR & IT are essential members of the project team. You can only have a harmonized approach when you have those two both represented at the table along with facilities, otherwise you could have a real divergence. A solution that might fly with one won't fly with the other. IT might come up with an excellent idea about technology that HR will flag as something that isn't going to work from the 'people' point of view. It is critically important to have both on your team.”

KATHERINE MURRAY

**Director - Organizational Development
HQ Project - Export Development Canada**

The sponsor must be visible and demonstrate commitment throughout the project by removing real and perceived obstacles, meeting regularly with stakeholders and encouraging open dialogue.

Change champion

The change champion manages the change strategy and approach, recruits team members and provides the motivation and front line leadership to drive the project forward.

The champion is normally at the executive level, Director General, Director or Manager, depending on the project's scope and impact. The change champion is an integral member of the overall project who understands the drivers and strategic priorities behind Workplace 2.0 and how these will influence the organization. In short, this is the member of the committee who deals with the 'what' of the change.

The champion must ensure that the necessary resources are available throughout the change process and accepts ultimate responsibility for the successful change implementation. The change champion is sensitive to the impact the change will have on stakeholders and is able to provide managers with the necessary information, support, and guidance. In addition, the champion must be able to identify and effectively manage potential areas of resistance in a way that encourages and fosters an open, collaborative environment.

Change agents

Change agents are the facilitators between the change champion and your organization's employees. More specifically, change agents look for issues that could prevent change from happening, and then determine what can be done to address these issues, which could become obstacles. Depending on the size and scope of the project, there may be one or many change agents.



Change agents understand the personal implications of change on the people involved. This makes it easier to engage them and gain their support. A change agent ensures that there are common goals, targets, and due dates for the project and shares this knowledge to point people in the right direction. This is the person who answers the 'how' questions: how is this going to roll out, how long is it going to take, etc.

Change agents can be drawn from any level in your organization.

Change team

The change team is a group of individuals that supports the change champion in defining how the change will be introduced. They are drawn from various levels of your organization and have different areas of expertise, e.g., IM/IT, HR, communications, and procurement. They will also help answer some of those subject-specific 'how' questions that many employees will have.

Finding the right people to fill these roles can be a challenging process. It is critical to get the right mix of people and to create the conditions for the team to succeed. Engage others who might be able to help move the change forward, even if they do not have a formal role on the team.

Formal and informal employee networks can prove to be invaluable allies. A manager's network or a network of youth employees could be important resources to a change initiative. As well, bargaining groups should be represented, whether they are part of the change team or play a key role in the roll out of the communications plan.



For more information about team member roles and responsibilities, see the Citizenship and Immigration Canada checklist, [Characteristics of Effective Change Leaders](#).

“Help staff visualize the change. Arrange a visit to an office that has been redesigned to Workplace 2.0 standards. Talk openly about the challenges. Speak about the reality of the smaller workstations. You have to rationalize the use of space and its cost. Point out that less space isn't necessarily a bad thing - neither are the lower panels. There's lots more natural light in the workplace. And you don't have the dust that always gathered on the panels. It's a healthier, cleaner environment. Some people worry about lack of storage. How much storage space do you really need? Too much paper is an environmental issue, too. Use the new technology. Store your documents digitally.”

BILL AITKEN

**Manager - National Portfolio Management
PWGSC (RPB)**

Project schedule

Share the project schedule with employees as soon as you can, especially if the change includes a move to an office building in another part of the city. This could cause a domino effect of disruptions for staff: having to find parking, for instance or even a new daycare for a pre-schooler. The change may be even more profound if it includes adapting to flexible work arrangements.

The project schedule is sure to shift, but if those affected have a good idea of the overall timeline, they can plan for the changes that will occur in their lives.

Update the project schedule regularly. Post it on the project Web site. Hang it in the employee kitchen or any other place where employees gather.

VISUALIZE

Visualizing success is the first step in achieving success. The more people understand how they will benefit from the proposed change, the less they will resist it. The benefits are not strictly personal. The transition to Workplace 2.0 allows everyone involved to imagine an end state that is beyond new furniture or technology. It is about transforming the way they work. It is about creating a common vision and reaching a common goal.

Focus on the benefits of Workplace 2.0

Create a compelling change story that focuses on the benefits of change. Connect with people through informal conversations and town hall sessions. Try 'managing by frustration'. If they cannot agree on a solution (adopting new technology, changes to their workstations), get them to agree on a problem (lack of Wi-Fi keeps them at their desk, poor air circulation makes them feel unwell). Ask what success would look like to them.

Define success criteria

A successful change is a culture change. One of the measures of culture change is behavioural change. Ask 'What are we doing differently from what we did before? How did we leverage the change to improve the way we work?'

The benefits of Workplace 2.0 will impact three main groups:

- **FOR CANADIANS**, it means better use of tax dollars and a more economical, efficient and effective public service delivering programs.
- **FOR CLIENT DEPARTMENTS**, it means sustainable, healthy and vibrant workplaces that promote collaboration and engagement among employees. Ultimately, this means enhanced service delivery.
- **FOR EMPLOYEES**, it means having the right tools and options to be more efficient and effective at work, while achieving a better work-life balance

The table below identifies some of the benefits and success criteria that may be used to measure your Workplace 2.0 success.

BENEFITS	SUCCESS CRITERIA
EMPLOYEES (PUBLIC SERVANTS)	
Dynamic, attractive healthier workplaces (e.g., lower panels allow more natural light and improved air circulation; adjustable desks allowing employees to sit or stand)	Increased employee satisfaction; healthier employees
Updated HR policies and processes allowing flexible work arrangements	Better work-life balance
Innovative tools and technology upgrades	Easier to connect with colleagues and clients
High-definition videoconference solutions	Reduced business travel costs
'Green' sustainable workplace	Better alignment with personal values
THE GOVERNMENT (THE EMPLOYER)	
Balanced, supportive workplaces and flexible work arrangements	Attract and retain employees
Innovative, integrated workplaces and more natural light	➤ Encourage better employee performance ➤ Lower accommodation costs
New tools and upgrades to technology	➤ Improved business continuity ➤ Smaller physical footprint of notebooks and laptop computers result in reduced volumes of e-waste and typically consume less energy over their lifespan
High-definition videoconference solutions	Lower travel costs, reduced environmental impact (including reduction of GHGs)
BENEFITS - CANADIANS (THE TAXPAYER)	
Innovative use of technology	Better access to federal programs
Changes to processes	Improved service delivery



Use the [Workplace 2.0 Accreditation Reference Guide](#) to help set goals and define the success criteria for your Workplace 2.0 project. The guide also provides a basis to evaluate the outcomes of a project and provides awards for attaining a bronze, silver or gold Workplace 2.0 Accreditation.

CREATE

Change management plan

The change management plan helps guide the implementation of your Workplace 2.0 project. It should target the following four areas: communications, training, resistance and reinforcement.

The best plans, techniques, and efforts do not ensure a project’s success but rather lay the foundation for its success. People management skills, good project management and control, and integration with other processes, (e.g., electronic records management) all contribute to the success of a Workplace 2.0 project.

The change management plan should be based on the needs and opportunities identified by managers and employees and aligned with overall departmental goals and objectives. These should be in line with the objectives identified within the three pillars of Workplace 2.0.

Include the steps necessary to foster acceptance of the innovations that will occur. Set a schedule that identifies clear timelines and outputs that are integrated into the project schedule or identified as a separate schedule.



Use Citizenship and Immigration Canada’s [Change Management Strategy Checklist](#) to help guide you through the process of developing your own change management plan.

Gender-based analysis

Gender-based analysis is a process for examining the effects of a policy, program, or initiative on diverse groups of women and men. In March 2011, Workplace 2.0 was chosen as the gender-based analysis pilot project for PWGSC.



The report, [Gender-Based Analysis - Workplace 2.0](#), revealed that the impacts of Workplace 2.0 on various groups are minimal. However, it recommends that departments implementing Workplace 2.0 use gender-based analysis as part of their change management process to eliminate any unintended negative effects on various groups of employees.

When preparing your change management plan, it is crucial to consider the impact of the change on all employees. Within each workplace, there are groups of people who will experience the change differently, based on their circumstances. Taking this into account is a good way to manage potential negative impacts on these groups.

Communication plan

Communication between the project team, senior management, union representatives and employees is critical to the change management process. A lack of regular, honest, two-way communication leads to speculation, uncertainty, anxiety, rumours and creates a negative atmosphere that makes it next to impossible to achieve the project's objectives.

“Project communications tends to be tactical if it's not part of a broader change management strategy. It's not just about the details involved in implementing the change: who, when, where. You have to communicate the vision, too - the 'why'. That is where project communications become change communications. And that's where senior leadership takes the lead. Those who speak for the organization have to answer those 'why' questions. Whether it is changes to the physical workplace or changes to the technology or tools we use, the answers have to focus on how the organization -- not just individuals -- will benefit.”

SUESAN DANESH
Communications Manager
Treasury Board Secretariat | Workplace Renewal Initiative

Ongoing communication is vital for providing information, guidance, and reassurance to employees who will want to know why the shift to Workplace 2.0 is necessary, who will be affected, how and when.

Decide which member of the change management committee will be responsible for developing and implementing the communication plan. It should specify who gets what information when, in what format and by

what means. Identify all stakeholders and target audiences and tailor your message(s) for each. It does not have to be long or complicated. Create a plan that fits your project.

Here are some of the basic elements that your communications plan should include - regardless of the size of the project:

- Introduction
- Background
- Objectives
- Environment
- Target audience
- Strategic considerations (external/ internal factors, challenges)
- Workplace 2.0 Key Messages
- Communications strategy and activities
- Evaluation criteria and method



[Basic Communication Tips for your Workplace 2.0 Project](#) and the [Communications Plan Template](#) will help you create your own communications plan. The Managing and Communicating Change section of the [Workplace 2.0 Toolkit](#) has more information about the importance of communicating when implementing a change project.

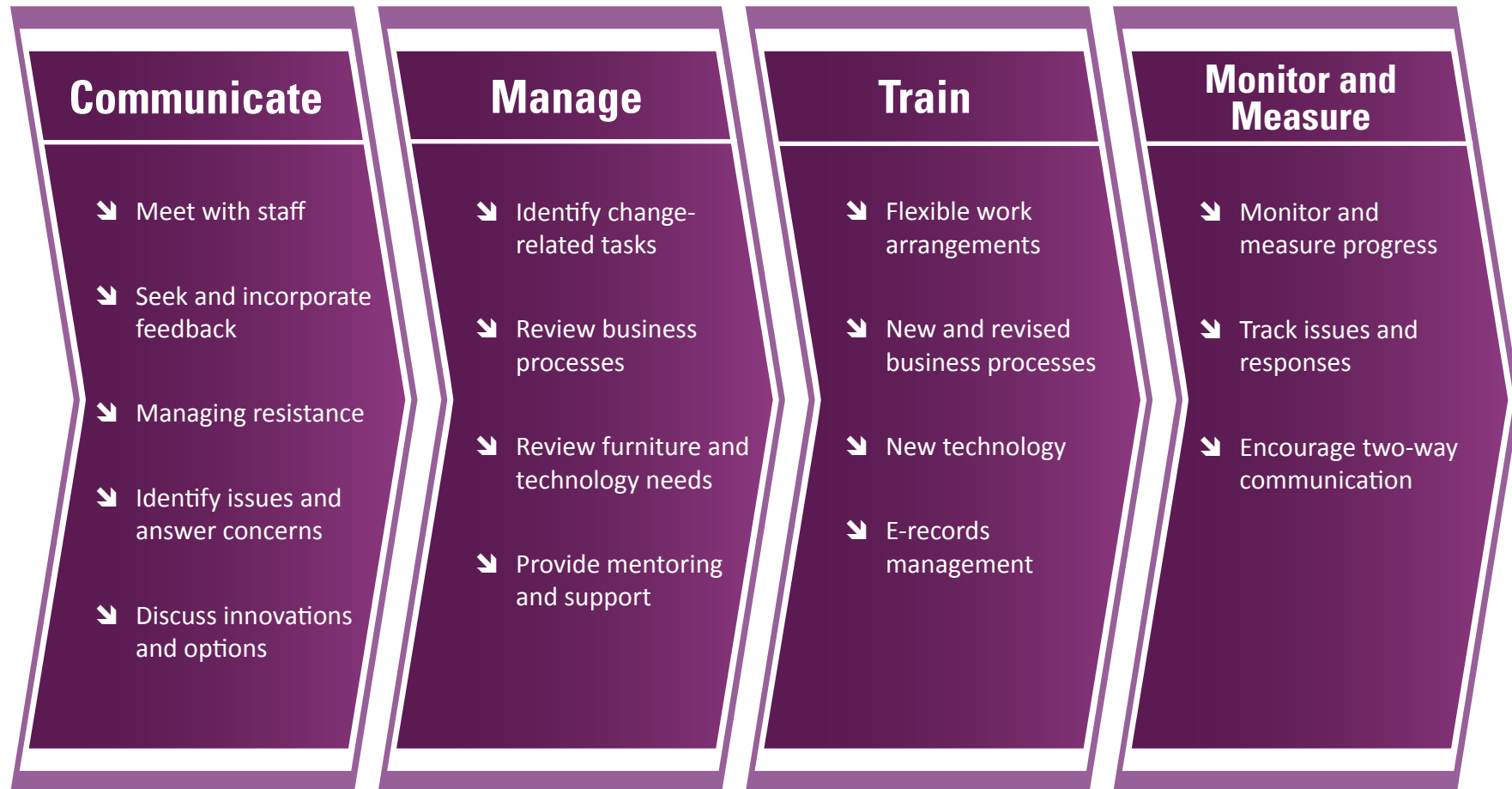
LOOKING FOR MORE IDEAS?



Refer to the [communications plan](#) Health Canada created for its move from downtown Ottawa to the suburbs.

THE IMPLEMENTATION PHASE

You've held the visioning session. You've pulled together a crack change team. You've created the plans. Now is the time to present them to the rest of your colleagues.



THE IMPLEMENTATION PHASE

Communicate

Manage

Train

Monitor and Measure

COMMUNICATE

Meet with staff

We have more ways of communicating with one another than ever before: email, e-newsletters, texting, messaging, videoconferencing, even using a smartphone as a phone and calling one another. Some people still write letters on paper to one another (imagine!). Even with all these high-tech (and low-tech) tools at our fingertips, nothing beats a face-to-face meeting.



You have done the basic preparation for your change project. It is time to talk to the people who will be affected. Call a meeting. Do it in person. The initial meeting will set the tone for the life of the project. Listen at least twice as much as you talk. Tell them about Workplace 2.0 and what kind of change to expect - workplace, technology or work processes. Or all three.

Ask for input before you present any options. Remember, at this stage, you have the broad strokes on the canvas. Your staff can help you fill in the details. Involve them in the creation of the vision. Get them to agree on the problem. Ask them what the solution would look like. Encourage them to share their ideas, let them know their suggestions will be considered and implemented when possible. Ownership comes from being part of the process.

Post the project schedule. Let them ask questions. Keep an open mind. If you do not know the answers, tell them you'll get back to them. Then do so.

Be patient. You are driving people from their comfort zone. Avoid the *'Let's get on with it'* attitude. People will become defensive and you risk a drop in staff morale.

The benefits of this change must be clear. The way ahead must be clear. Employees must believe that change is possible -- especially if this is not the first time a change has been proposed. You do not want staff to think *'Oh... here we go again. This probably won't work any better than the last Big Idea.'*

It is also important to keep in mind this simple fact: change *will* mean sacrifices for some people. Remind your staff that short term pain equals long term gain.

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Seek and incorporate feedback

Feedback should be collected throughout the roll out of the project. Giving employees a forum in which they can express their concerns, taking note and acting on those concerns is an important part of the change process.

Make it easy for staff to share their feedback with you. Some communications tools you might consider: a project email address; a project blog or Web site with a *You Asked Us* section where you can post the questions asked and your answers; a project board - or monitor - in the lobby or kitchen area of a building where you can post or project pictures of an ongoing office renovation, colour and fabric swatches, floor plans, and project updates.



Meet with union representatives and members of the workplace occupational health and safety committee. Hold regular town hall sessions for employees. Track all of the feedback and any action that was taken as a result.

Identify issues and answer concerns

Expecting and planning for resistance is an important part of change management. Resistance to change can come from any level within an organization. Not everyone reacts to change in the same way, but people often fear what they do not know.

Their resistance may be caused by a poor understanding of the project vision, having to move out of their comfort zone, lack of involvement in the transformation, an overall inability to tolerate change, having to learn something new or the fear of losing something familiar. To manage resistance, you must first understand its cause.

Encourage employees to speak up about their concerns. Ask questions. Brainstorm ideas. Find ways to help them accept the change as a positive challenge.

Refer to the table on p. 20 for more information on how to respond to resistance to change.

CHANGE	IDENTIFY THE ISSUE	ANSWER THE CONCERN
FLEXIBLE WORK ARRANGEMENTS	Uncertainty re: managing mobile employees Concerns about work-life balance for employees who have connectivity and mobility	Provide training for managers who have little or no experience managing mobile employees Provide training for mobile or telework employees on how to balance demands of the workplace with those of their personal life Seek support from Human Resources Branch Create or update departmental HR policy regarding flexible work arrangements
LOWER PANELS AND SMALLER WORKSTATIONS	Lack of visual privacy Tensions between colleagues arising as a result of new office configuration Noise levels in new office space Working with sensitive information Smaller workstations could affect ability to carry out work Anger about having space “taken” from them because of previous feelings of ownership of workspace Resentment about the change in general Skepticism about the Workplace 2.0 concept in general	Collaborate with employees to create office etiquette guidelines Circulate the guidelines widely Encourage people to read the Sound Masking Fact Sheet Discuss options for your office Communicate with employees about the options for working with sensitive information (screen filters, quiet rooms, or secure zones) Communicate with employees about the benefits of Workplace 2.0 from the beginning, including access to materials from the private sector demonstrating the effectiveness of these styles of offices Organize visits to a Workplace 2.0 site to show employees how the combination of technology (Wi-Fi, videoconferencing, and VOIP smartphones) and reconfigured space (quiet rooms, collaborative space, and meeting rooms) can enhance the way they work Hold a town hall meeting at which employees can air their concerns and have their questions answered
NEW OFFICE LOCATION	Impact on personal life (moving further from child’s school, daycare, gym, etc...) Changes to commuting routines and access to parking Lack of amenities in new area	Communicate with employees on an ongoing basis about the status of the project. Ensure they have access to information about amenities in the new neighbourhood, available parking, and changes to commuting patterns. ➤ Hold information sessions ➤ Publish a newsletter ➤ Join the GCconnex Workplace 2.0 community; start a blog ➤ Establish a central location where people can get more information about the project on an ongoing basis. It could be a demo site, a bulletin board or a project Web site on the Intranet
NEW TECHNOLOGIES	Unfamiliar equipment and technology Inability to do work if obliged to use unfamiliar equipment and technology Performance expectations for employees who are constantly connected (via smartphone or working from home office)	Provide: ➤ Training for new technologies (white boards, videopresence, smartphones, laptop computers and notebooks) ➤ A forum through which employees can ask questions about the technology before they receive it ➤ A support system to resolve technology issues quickly and completely. This could be a knowledgeable colleague or ‘super user’ to help others or a dedicated help desk employee ➤ Cheat sheets (basic troubleshooting steps) that employees can use as they become accustomed to their new equipment and technology. Get these tip sheets from the manufacturer’s Web site or have your ‘super user’ create them

Discuss innovations and options

Workplace 2.0 is built on change and innovation. Its implementation will definitely bring changes to the places we work, the way we work and the tools we use. Tools like videopresence will be a new addition to many workplaces. But we are already familiar with some of the other tools of the 'new' technology: smartphones, tablets, and laptops. Many of us already have Wi-Fi in our homes or frequent local cafés that have it. The trend to smaller, more efficient and sustainable workplaces began decades ago. The move towards a mobile workforce and more teleworkers is a reality in many businesses and government organizations.

The collaborative spaces that are a key element of the Workplace 2.0 workspace support the way we already work. They give us a break from our desks, a change of scenery and a chance to stretch our legs - and connect with a colleague.

Try this: track the number of meetings you have on a daily or weekly basis. You might not call the 15 minutes you lean against a person's workstation and chat a 'meeting'. But it is. You are collaborating. Ditto for the 10 minutes you stood in the kitchen making coffee and comparing notes on a project with a colleague.

Workplace 2.0 is about flexibility. Discuss with your staff how they can benefit from the implementation of the three pillars of Workplace 2.0: the workplace, the back office and the way we work.

MANAGE

Identify change-related tasks

Being prepared for change is key to managing change. Whether the Workplace 2.0 change is related to people, space or technology, it is important to first review what you have and how you work.

Review business processes

What are the businesses processes you have in place? How do you track and report what you do? How do you share information? What is your department or agency doing to reduce business travel? The move towards the 'paperless' office has been slow for many of us. This is a good time to reduce your paper files. Remind your staff that there will be fewer filing cabinets and less space for all that paper in the new offices.

Review furniture and technology needs

If you are moving to new space or renovating the space you are in, you may need new furniture. If the collective vision of your new workplace includes greater mobility for staff, landlines and desktop computers may be replaced with smartphones and laptops. If there is a move towards reducing business travel, new technology such as videopresence or access to Wi-Fi may be in your future.

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“ The Workplace 2.0 design approach provides a good opportunity to inject colour and some playful design elements into the workplace. One of the most positive aspects is its focus on collaboration. It's much more casual and mimics the residential look - sort of an 'at home' feel at the office. It encourages you to step away from your desk, change the scenery. The workspace is open, it's inviting for someone to step in and contribute to a conversation without feeling that they're intruding. People can share information more easily. ”

JULIE JOCELYN
Senior Interior Design Manager
PWGSC

“ We made quite a few changes in terms of furniture and technology: two-drawer filing cabinets, rather than four-drawer. The landlines have been replaced with smartphones. There is wireless access throughout the building. Another big change was reducing the number of printers. Some people had their own printer or shared it with a colleague. We now have 13 multi-function units (photocopier, scanner, fax) for the entire building. The printer ration is now 1/35, rather than 1/12. The impact of that has been a lot less printing. Training is an important part of the transition process, too. We made sure that everyone knew how to use the new printers, interactive whiteboards and videopresence technology. ”

CATHRYN MAYVILLE

Strategic Space Planner

Health Canada | Centre of Innovation - National Capital Region

Ask your staff what they need to succeed at their work. Incorporate their suggestions when you can. Manage expectations. Remind your staff that not all the needs they identify will be met, and that some changes will take longer to implement.

Provide mentoring and support

Mentoring supports employees as they apply their skills, knowledge, and experience to new situations and practices. In turn, it can help to foster acceptance of the innovations associated with a Workplace 2.0 change.

Every change management committee member is a mentor. Here are a few examples of how they can mentor staff and offer support at every level of the organization. NB: these suggestions are not necessarily limited to specific committee members. All committee members, for example, should encourage a positive attitude towards the change.

ROLE	MENTORING AND SUPPORT
CHANGE SPONSOR	- Be an advocate and a role model - Express openness to new ideas - Respect the trust individuals place in you
CHANGE CHAMPION	- Clarify priorities - Set realistic goals and expectations - Be consistent - Give individuals the chance to meet and network with different people within the organization - Provide flexibility in the transformation process - Provide individuals with opportunities for gaining new skills, and personal development - Improve communication within the organisation - Encourage a positive attitude - Challenge and help individuals to change limited beliefs
CHANGE AGENTS	- Communicate regularly with other employees - Listen to individuals' concerns and answer their questions - Maintain regular contact with staff and other committee members
CHANGE TEAM	- Allow individuals to gain a greater insight into the organization's workings - Recognize the skill level of individuals - Establish skill level advancement, so individuals know how to reach the next step - Recognize the learning styles of individuals and offer training opportunities geared to individual needs - Actively participate in on-the-job training

TRAIN

The changes brought about by a Workplace 2.0 project will have an impact on the way employees do their jobs. Providing the necessary training ensures that they have the skills and tools to succeed in their new workplace or in flexible work arrangements, to use new equipment and integrate new technology in their work.

Other benefits of training may include an increase in productivity, job satisfaction, enhanced risk management, and improved morale and satisfaction, as well as a reduction in employee turnover and the need for supervision. Ultimately, proper and timely training will equip employees to meet new responsibilities and acclimatize more quickly to their new environment.

Flexible work arrangements:

Mobile workers | Teleworkers | Free Address Workers | Off-site Workers

Mobility is a key element of Workplace 2.0. Many people have informal arrangements with their supervisors to work from home occasionally. And many of us, connected through smartphones and remote access, are 'mobile workers', moving from our own offices to meetings with clients and colleagues at other locations.

Training is essential for both managers and staff trying out new ways of working.



See the [U.S. General Services Administration Web site](#) for on-line telework training for employees and managers. The [Canadian Centre for Occupational Safety and Health Web site](#) has a section on the safety and health issues that should be considered when negotiating a telework agreement.

New technology

Learning how to handle a new high-tech tool can be intimidating. Bring in the experts, hold workshops, and accept the fact that productivity may suffer while staff gets used to the new software program, smartphone or videoconferencing equipment. If you have an employee who is particularly at ease with the technology, make them the 'super-user', the person who can help with a quick fix. Have your Help Desk support standing by for the more complicated problems. Schedule a second round of training a few months after the first, to ensure everyone really does know how to use the equipment.

E-records management

Making the shift to a Workplace 2.0 workspace is the ideal time to get a handle on your files. If you do not have an electronic records management system in place, now is the time to talk to Corporate Services about getting one.

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“ Be realistic about your internal capacity. We moved approximately 1,300 people into our new offices between June and October 2011. That put a lot of stress on many internal teams involved including IT, procurement, facilities, communications and change management as well as others. You have to be mindful of that - and consider retaining consultants to help your staff get through the change. ”

IAN GLASGOW

**Director - Real Estate and Corporate Services
Export Development Canada**

Get input from everyone in your unit about how they create, store and use files on your shared drive. Purge unneeded files. Set up archives for files you may need to access later. Ask your IM/IT staff for help. Hire outside help, if necessary.

Work with your departmental training group or hire a training specialist to develop a plan that addresses your group's needs and gaps, identifies appropriate and available training and associated costs.



The Canada School of Public Service offers change management courses for both [managers](#) and [employees](#). See Tools and Resources for more information about available training courses.

MONITOR AND MEASURE

Monitoring and measuring progress is key to controlling the change management plan. It also ensures that necessary changes are made in a timely fashion and that the project's objectives are met.

Track issues and responses

Even during the initial phase of the project, it is important to plan for the final evaluation of the project. Make plans to survey employees and collect information as the project rolls out. This will ensure that the final project evaluation goes smoothly and is as complete as possible. Regular evaluation helps partners make course changes, as needed. If something is not working as well as expected, ongoing evaluation will help identify problems before it becomes too late to fix them.

Encourage two-way communication

Use the feedback tools you have created to monitor and measure progress: the project Web site, the change management email, etc. Keep track of the questions that have been asked, the answers you have provided, and the actions that have been taken.

Keep the change sponsor in the loop. Report on the project's change management progress on a regular basis, through existing reporting mechanisms, committees, etc.



THE REINFORCEMENT PHASE

This final section of the change management framework describes the process and related activities involved in integrating change. It will also help you verify that the change has achieved the desired results and lay the foundation for reinforcement and continual improvement.



THE REINFORCEMENT PHASE

Evaluate

Celebrate

Review

Share

The best reinforcement for change comes from above: from senior managers who ‘stay on message’ when discussing why the change is necessary and how staff will benefit from it. When a director is open to flexible work arrangements, uses the new technology and even shares the office space reduction by moving from a closed office to an open concept workstation, the commitment to change is clear.

Despite your best efforts, some staff will try to maintain current business practices and technologies rather than accept and embrace the changes that the transition to Workplace 2.0 will bring. Reinforcement helps fight the natural instinct to go back to what we know.

EVALUATE

You know that evaluation is not a process to be left to the very end. You have been tracking lessons learned since the project began. Two-way communication was established with the very first staff meeting you held. Traffic to the project Web site has been good. But it is time to pull together the final strings and prepare for the project close-out meeting. Here is what you need to do:

- Meet with staff to gather the last round of feedback and address any outstanding issues
- Identify and rectify any problems
- Recognize the progress made
- Establish what remains to be done before success can be claimed

CELEBRATE

Members of successful organizations consistently identify having fun as one of their keys to success. Having fun is what keeps people coming back for more.

Feeling good about what has been accomplished gives everyone a sense of personal pride. It also prevents stagnation, smoothes conflicts, and nurtures relationships. It is the glue that holds an organization together.

Decide what types of rewards and celebrations are important to your staff. What would make them feel appreciated? What would they enjoy doing?

Consider holding an open house to show off your new workspace. Demonstrate how to use the new technology. Have computers within the space logged on to your project Web site. Set up your project board in a common area, such as a collaborative space or meeting room. Post lots of ‘before’ and ‘after’ pictures. Invite colleagues from your own organization, as well as project teams and change management committees from other departments and agencies that are preparing to embark upon a Workplace 2.0 project.

Celebrate the milestones throughout the project

Integrate celebration into the day-to-day culture of the project. Do not wait until the end of a project to celebrate. Use plans and evaluation tools to identify small and large milestones.

Give credit where credit is due - publicly recognize the people who have helped the organization reach its change management goals

Consider how to celebrate not only the accomplishments of the group, but how to reward and recognize the individual members of the project team and change management committee as well. For many people, personal recognition — even a simple “thank you” - for a job well done is the most important reward one can receive.

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Celebrate attaining the Workplace 2.0 Accreditation level

The Workplace 2.0 accreditation process helps you evaluate your project on a wide range of criteria related to space, technology and people. It also provides a mechanism to quantify and celebrate the successes you have achieved.

Attaining the bronze, silver or gold accreditation level demonstrates that your organization has gone beyond the Workplace 2.0 Fit-up Standards to create a connected, collaborative, sustainable, and healthy workplace.



For more details, see the [Workplace 2.0 Accreditation Reference Guide](#).

REVIEW

Summarize the feedback and lessons learned that have been gathered and tracked throughout the life of the project.

Tracking lessons learned is a good way to correct mistakes during the project's rollout. It helps the project team and change management committee build on their successes and avoid repeating mistakes. At the end of the project, it is important to review, evaluate, document and share the lessons learned.

Feedback can come from various sources, including:

- **QUESTIONNAIRES:**  Distribute questionnaires to employees at the beginning and the end of the change projects. These questionnaires should examine a variety of factors in order to measure staff satisfaction. See the [Post Project Review - 400 Cooper](#).
- **MEETINGS AND PRESENTATIONS:** Schedule meetings throughout the process between the change committee and those affected by the change. Meeting notes should become part of your feedback file.

- **BLOGS & SOCIAL MEDIA:** Communicate and collect feedback through a project blog or GCconnex.
- **EVALUATION:** Complete a post-occupancy evaluation six to 12 months after the change has been implemented. It should incorporate the results of the employee questionnaires, emails and postings to the project Web site, as well as all other feedback about the project. An honest evaluation of the project's successes and failures will benefit everyone involved in future change projects.

Research and information gathering is key to the evaluation process. Express the lessons learned as advice or guidelines for the future. Ask more questions, such as:

- What went well?
- What could have gone better?
- What were the successful steps towards achieving your objective?
- Ask a "Why?" question several times, to get to the heart of what you need and want to know.

Determine which repeatable, successful change management processes were used and establish how to ensure that future projects go just as well, or even better.

Identify the project's stumbling blocks and pitfalls. Detail the obstacles and suggest how you might avoid the same negative experiences in future change projects.



Review the lessons learned at a facilitated project close-out meeting

1. CONVENE A PROJECT CLOSE-OUT MEETING

- Hold a face-to-face meeting as soon as you can after the project has been completed.

2. INVITE THE RIGHT PEOPLE

- Ask the change sponsor, champion, agents, and team members to attend.

3. APPOINT A FACILITATOR

- Bring in a facilitator who was not closely involved with the project and can ask questions from an independent and objective point of view.
- Revisit the project objectives and deliverables.
- Ask “What did we set out to do?” and “What did we achieve?”

Review the project outcomes against the original change management plan

Revisit the change management plan. Identify any deviation from the plan. Ask “Where were the delays?” “What went ahead of schedule?” Review lessons learned tracked throughout the project.

SHARE

Your experience and the lessons you have learned in implementing a Workplace 2.0 project will become part of your organization’s collective knowledge. They will become the basis for continuous improvement and they can benefit other departments and agencies.

- Mark the official end of the project on the project Web site, project board, Workplace 2.0 GCpedia page or GCconnex.
- Create a post-occupancy evaluation (POE) file.
- Post the POE and the tools and resources you have used on a site that is accessible to all federal government departments (e.g., GCpedia).
- One year later, send another questionnaire to staff who were affected by the change. Ask how they have adapted, what has worked well for them and what they would change if they could. Change what you can.
- Invite colleagues from other government departments to visit your new Workplace 2.0.



FINAL THOUGHTS

We hope that *Navigating Change to Workplace 2.0* has been useful in planning your change journey.

We suggest you visit GCpedia and GCconnex to tap into the collective experience of other managers who have implemented Workplace 2.0 projects. Use these tools to find answers to your questions. Consider sharing your change management experiences with others by contributing a template, checklist, or communications plan.

Research other government agencies, organizations, and departments that have been through this process. Find out what worked and what did not work for them.

We would like to thank the staff from the Public Service Commission, Health Canada, and Citizenship and Immigration Canada for the resources they generously provided for this guide.

Special thanks to the many people who took the time to share their experiences with us. Their comments appear throughout the toolkit and in its final section, Making the Change: How We Did It.

The last word about change goes to author Isaac Asimov: *"It is change, continuing change, inevitable change, which is the dominant factor in society today. No sensible decision can be made any longer without taking into account not only the world as it is, but the world as it will be."*

Good luck on your voyage!

NOTE: The guide will be subject to periodic review and updated to reflect input from its readers and with developments from within the professional change management discipline.

‘Been there. Done that.’ That’s what the people you will meet in this section could say. They may be one step ahead of you when it comes to incorporating the changes you face in your organization, but they are happy to share their experience with you. Read on!

The Change

Your organization adopts a telework strategy which allows employees to work off site.

Potential Impacts

- Managers who are not trained to supervise mobile employees may not want their employees working off-site.
- There may be an impact on the employee’s work-life balance, due to a tendency to work longer hours from home or other off-site locations.
- Possible impact on current policies, procedures, workflows, and technology infrastructure in order to recognize and plan for the new operating model.

Tips

Take stock of current policies, practices, and technologies and how they will need to change.



Provide managers and employees with training and access to [tools and resources](#) that will help both succeed in the new work arrangement.

How We Did It

“To be a successful teleworker or mobile worker, you have to have discipline. Set your schedule. Focus on and work in terms of results. And understand how much human contact you need - especially if you’re the creative type. Working away from the office can be lonely. You have to find ways to reduce that feeling of isolation. Find ways to engage. Scan the environment. Share articles you think your colleagues will enjoy. Go in and have a meeting with your boss. Find ways to be present.”

WAYNE MULLETT

National Advisor
Special Initiatives Sector
Real Property Branch, PWGSC

“The criteria you look at when considering a telework agreement are competencies and the nature of work. I look for self-directed professionals, experienced, seasoned employees who require minimum supervision. It’s not a ‘one size fits all’ situation, though. Some people need more social interaction than others. I’d suggest a manager start out with a part-time arrangement rather than committing to full-time telework right away. And make sure telework is the employee’s choice. This should be negotiated, rather than imposed.”

RALPH COLLINS

Director General
Special Initiatives Sector
Real Property Branch, PWGSC

The Change

The implementation of the Government of Canada Workplace 2.0 Fit-up Standards could significantly change your workplace layout. Workstations could be smaller with lower or no panels separating them.

Potential Impacts

- Anxiety about tensions between colleagues arising from the noise level in the new office configuration
- Apprehension about speech and document security

Tips



The [Government of Canada Workplace 2.0 Fit-up Standards](#) include sound masking technology (an item funded by PWGSC). Distribute the [Sound Masking Fact Sheet](#) to your staff.

Meet with employees to discuss available options to protect sensitive information, e.g., screen filters, secure zones and quiet rooms.

Share floor plans and 3D drawings with employees.

Set up demonstration workstations.

Organize visits to other Workplace 2.0 sites.



Ask for employee input in the creation and distribution of [office etiquette guidelines](#).

How We Did It

“ Our furniture supplier provided us with 3D renderings which showed the workstation layout, colours used and the kind of workstation accessories there would be in the new space - which was important to our group, as we were getting rid of overhead bins and individual filing cabinets. The 3D renderings were much more effective than floor plans. It was almost like being able to do a walkthrough. This was also important as it gave the end-users a true visualization of how the new workstations would look , and was a good starting point for the change management process.”

WYLEN WONG

Accommodation Manager
PWGSC - Pacific Region

“ We purchased six or seven different kinds of furniture which we installed on one of the floors. And during a four-week period, we had staff actually work in them, with the understanding that they would tell us what they liked and didn't like about the furniture. They tried the different desks and chairs, the pod, bench and cubicle layouts. One of the discoveries we made using that process was that we had to have adjustable desks to accommodate employees of different heights. So, the feedback we received determined the requirements that went into the RFP - and adjustable desks and chairs were definitely included.”

KATHERINE MURRAY

Director - Organizational Development
HQ Project - Export Development Canada

The Change

Your organization adopts new technologies to deliver its programs and services.

Potential Impacts

- Employees are not comfortable using the new technology and resist using it.
- Managers expect employees with smartphones to be constantly connected and 'on call' outside regular working hours.

Tips

Help create a healthy corporate culture by encouraging your staff to maintain a good work-life balance. Encourage them to 'power down' the smartphone and laptop and connect with their family and friends.

Provide training sessions for the equipment and/or software programs or updates. Create 'Quick Tips' sheets or get them from manufacturers to help users become comfortable with their new tools.

Ask an employee to be the "Super User" who helps other users become comfortable with the new technology.

Host a 'brown bag' information session at lunchtime to familiarize staff with the new technology before and after it is introduced to the organization.

How We Did It

“I think it's important to stress that many of these changes support organizational change. You're making a change because it is best for the team or the organization. It is about maintaining relevance and not falling behind the people you are serving.

IT software upgrades are a good example. We're phasing in Word 10 and the latest Explorer upgrades. Eventually we will adopt the Windows 8 operating system. People are accustomed to the earlier versions of the software. They're worried the changes will make it difficult for them to work effectively, rather than thinking 'I need to learn this system because our organization needs to use a more current, more robust system.'

It will take time to learn the new technology. It will initially be frustrating for some people. But we're trying to encourage people to think about how, in the long run, it will improve the way we work.”

SUESAN DANESH

Communications Manager
Treasury Board Secretariat
Workplace Renewal Initiative

The Change

Your organization has decided to relocate staff currently working in several different office buildings to one central location outside the downtown core.

Potential Impacts

- Longer commute time, as well as increased commute-related costs (parking and gas) for many members of your staff
- Impact on the family: must leave home earlier to accommodate longer commute; must find new daycare facilities closer to the new office for their children
- Smaller workstation, less storage space

Tips

Communicate with employees at the outset and on an ongoing basis. Continuous, consistent communication is essential to your project's success. Make sure communication is a two-way process.

- Hold face-to-face information sessions to discuss their concerns.
- Publish an online newsletter to update project status.
- Start a blog to facilitate ongoing dialogue with employees about the move to Workplace 2.0.
- The best approach is:
 - Tell them what you know
 - Tell them again
 - Tell them often

How We Did It

“The difference between engaged and non-engaged employees is communication between managers and employees. Employees often feel disengaged from the process and from the information that is disseminated, as well. Town hall sessions can be excellent. Nothing beats putting a human face on the project and giving people the opportunity to get straight answers to their questions. Put the project in context. Share the rationale behind the decisions that have been taken. Don't shy away from the money questions. There's nothing wrong with saving money. Reserve at least half of the session for questions from your audience. Their questions will indicate whether they are getting the right information.”

DUNCAN KEITH

Manager
National Accommodation
Planning and Standards
HRSDC

“We moved from offices we occupied for 20 years to a brand new building in downtown Regina. One of our biggest challenges in preparing for the move was convincing staff to cull their files. Staff are not necessarily sure what they should keep or toss. Do documents only exist in hardcopy or are there duplicate documents that exist elsewhere? Have documents been digitized? What is the archival / retention requirement? These questions make them reluctant to throw out or delete anything. You need strong direction and guidance from your IM team about assessing and classifying files. Making the move to a new space can be the perfect opportunity to go through your files, digitize those you want to keep and get rid of the rest.”

LAVELLE MEYERS

A/ Manager
Western Service Centre
Agriculture and Agri-Food Canada



See the Managing and Communicating Change section of the [Workplace 2.0 Toolkit](#) for more ideas.

The Change

Your organization has moved into its new offices. After eight weeks in the new space, there is still resistance to the different office layout, the size of the workstations, lack of privacy and limited storage space.

Potential Impacts

Vocal opposition from a few staff members about the workplace changes and skepticism about the Workplace 2.0 concept is causing a 'ripple' effect on other employees and threatens acceptance of the workplace changes.

Tips

- Act swiftly to redirect negative attitudes in private. Address the concerns in public.
- Reinforce the benefits of Workplace 2.0 by continuing to communicate regularly with employees.
- Provide a communications mechanism to address any concerns staff may still have about their new workplace. Make it an anonymous 'suggestions box', if need be.
- Respond positively to constructive feedback. Make adjustments when and where you can.

How We Did It

“ One of the biggest challenges we had was moving our legal services and human resources staff out of individual offices and into open spaces. We had to do a lot of work to get their buy-in.

We did some benchmarking of the office space provided to HR advisors and lawyers across Canada, the U.S. and the UK and shared that with them. Senior leaders, within HR and Legal, were key to the success in implementing these changes. We also moved the threshold level for assigning closed offices from director to vice-president level.

It was clear that this was a real culture shift for our organization. And people have adapted well. They like the environmental aspects of the new office building - the green roof, the energy-efficient light fixtures, more natural light and the better air quality. Some of the people who were skeptical of moving to an open workspace now say they would never want to move back to a closed office.”

IAN GLASGOW

Director - Real Estate and Corporate Services
Export Development Canada

TOOLS AND RESOURCES

WORKPLACE 2.0

[Office Etiquette Guide](#)
[Sound Masking Fact Sheet](#)
[Workplace 2.0 GCpedia page](#)
[Workplace 2.0 Toolkit](#)
[Workplace 2.0 Accreditation Reference Guide](#)
[Post Project Review - 400 Cooper](#)
[Gender-Based Analysis - Workplace 2.0](#)

CHANGE MANAGEMENT

[Interdepartmental Organizational Change Network](#)
[Readiness Assessment Checklist](#)
[Change Management Strategy Checklist](#)
[Checklist for Managing Transitions](#)
[Characteristics of Effective Change Leaders](#)
[Making Change Work - An IBM Study](#)
[A look at Kotter's 8- Step Change Model](#)
[The Inconvenient Truth about Change Management](#)

COMMUNICATIONS

[Basic Communication Tips for your Workplace 2.0 Project](#)
[Communications Plan Template](#)
[Communications Plan - Kanata Move \(Health Canada\)](#)

ARTICLES

[*For Presentations, Half as Long is Twice as Good*](#)
Source: Fast Company Magazine
[*Tips for Communicating Change*](#)
Source: Inc Magazine

TELEWORK

[Telework Arrangement Document](#)

The Canadian Centre for Occupational Safety and Health (CCOSH)

The [CCOSH web site](#) has a section on the safety and health issues that should be considered when negotiating a telework agreement.

TRAINING

Canada School of Public Service

[Navigating Through Change](#) (One-day employee course)
[The Core of Change Management](#) (Employer's Course – three day course)

U.S. General Services Administration

[On-line Telework training for employees and managers](#)