

Leading workplace modernization

And supporting employees
through it



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And supporting its
employees through it

Overview

- ❖ The GCworkplace vision
- ❖ Introduction to the Roadmap
- ❖ GCworkplace key design principles
- ❖ What are the first steps in planning your workplace modernization program
- ❖ How can we support
- ❖ Annex A: Change Management
- ❖ Annex B: Interior Design

Housekeeping

This is an interactive session, please ask questions!



Raise your hand using MS Teams function, and unmute



Or use the chat function if preferred

If needed, turn on closed captioning function



Presentation available in GCDocs (link in meeting invite)

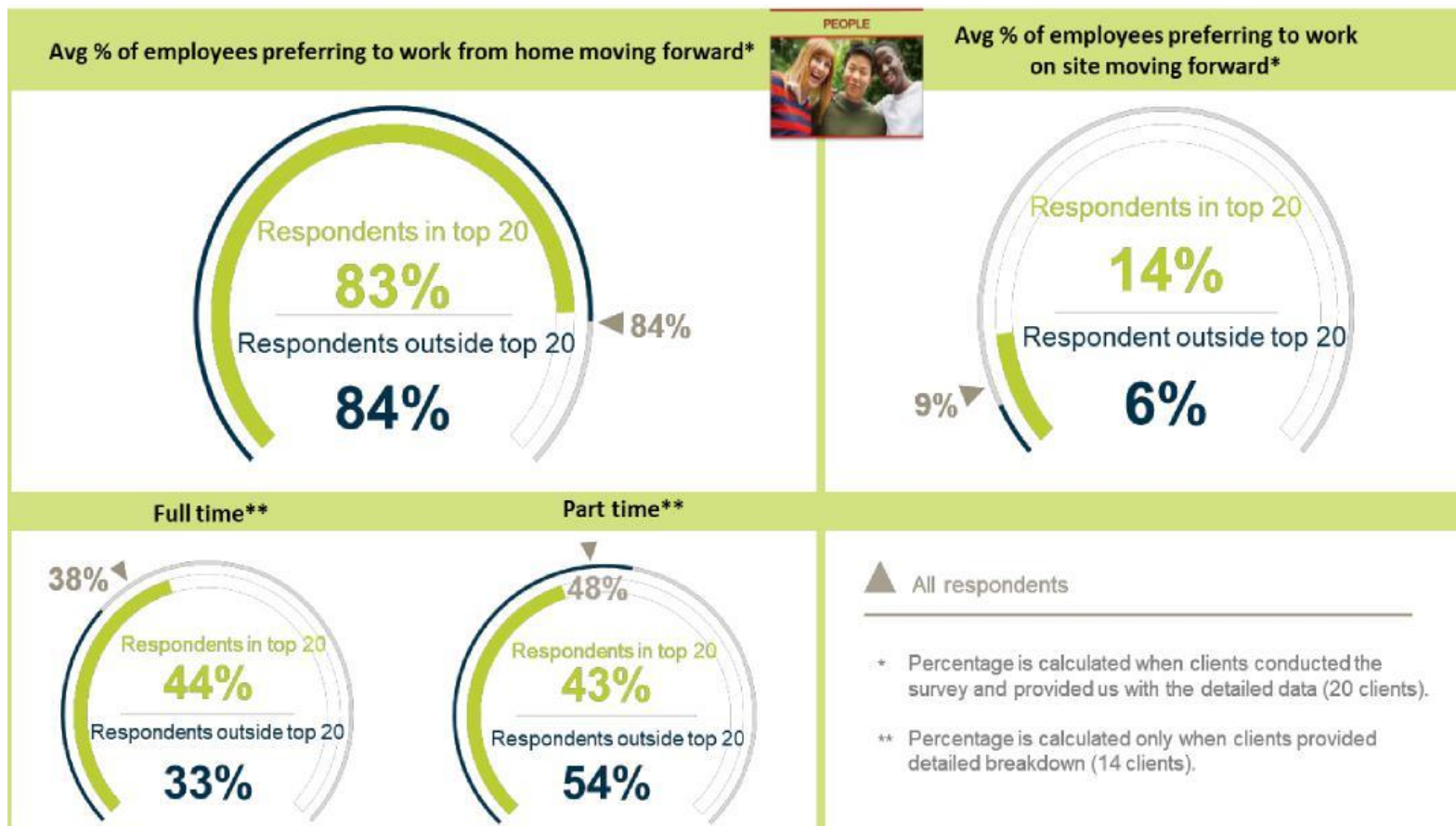


Leave

After the meeting, if you do not want to receive any of the chat pop-ups, please leave MS Teams Chat ->Select the three dots (...) and then Leave.

The GCworkplace vision

How do employees feel about the future of working in the federal public service?



Based on surveys administered by PSPC to the 32 clients part of the target market—CRDM with targeted clients as of November 2020. (target market represents approximately 86% of the total office space)

The landscape is changing



BEHAVIOURAL SHIFT

The idea that work and private life exist in two separate universes has been challenged by technology



EMPOWERMENT

Modern tools and a culture of trust can empower employees to decide where and how they are most productive



A WORKFORCE IN FLUX: GENERATION Z

Are their needs being anticipating?



MEASURING PERFORMANCE

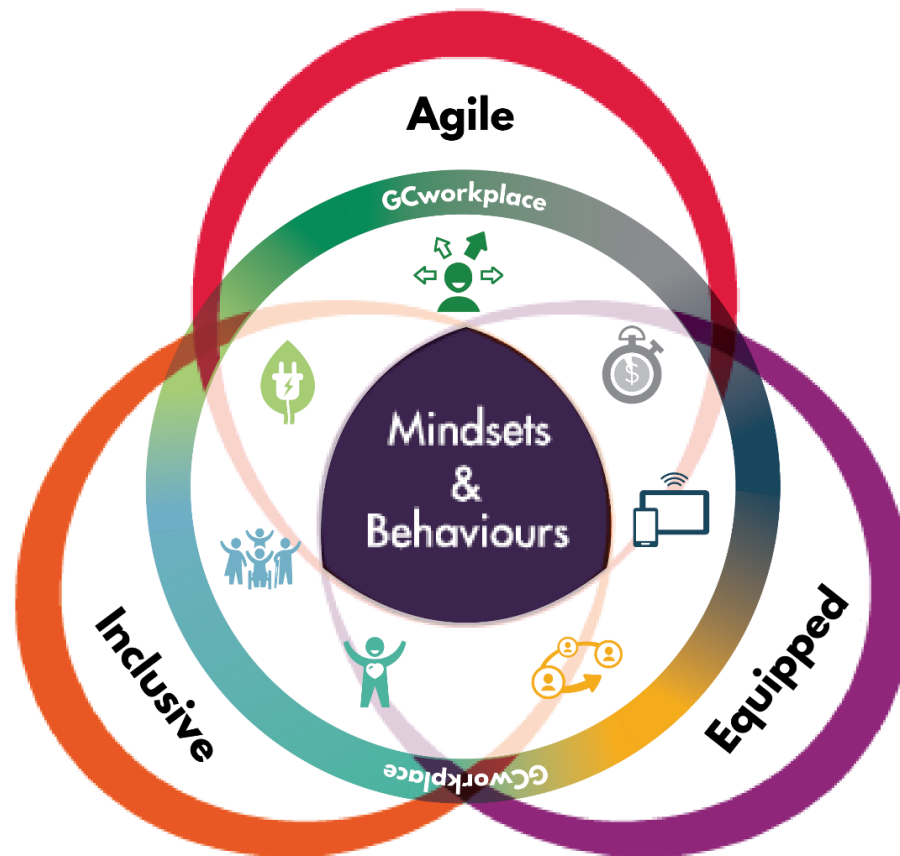
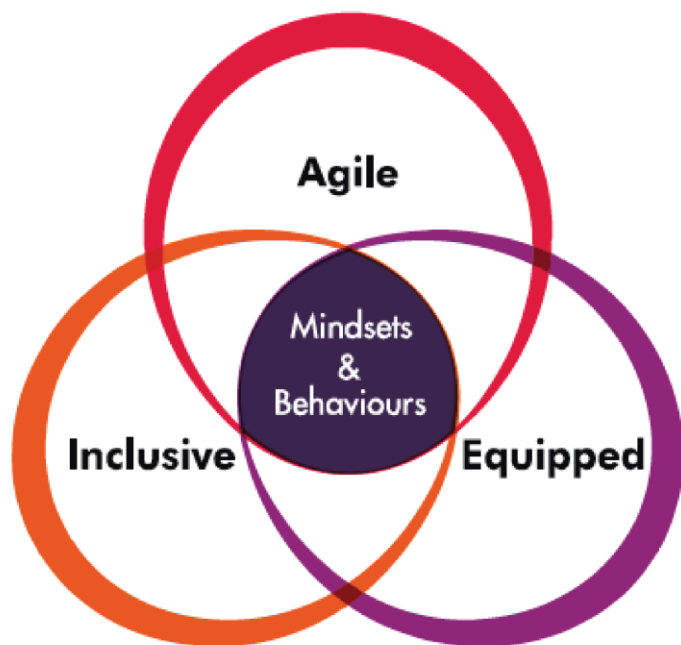
Success is not measured on the physical presence of staff but rather on results, creativity and commitment

The COVID-19 pandemic has forced a behavioural shift and accelerated modernization; work and private life have started integrating, employees are equipped with modern tools and are being evaluated by more than just their physical presence in the office.

GCworkplace and Beyond2020: one direction

Where the vision for the **workforce** goes, the vision for the **workplace** goes

Beyond 2020



GC workplace



A vision for the Government of Canada workplace



LESSONS LEARNED
FROM WP 2.0



ENGAGEMENT
THROUGH BP2020



LOOKING AT GLOBAL
WORKPLACE TRENDS
AND INNOVATIONS

What is a GCworkplace?

GCworkplace is a *modern, efficient and inclusive* workplace which responds to the public service workforce's needs and supports a flexible way of working.

GCworkplace is the term adopted by the Government of Canada for workplace modernization.

It is based on the implementation of activity-based working (ABW), which is a way of working that offers all employees shared use of a **VARIETY** of workpoints, allowing them to **CHOOSE** the optimal setting to perform their tasks and functions. It optimizes office space and is based on the seven **DIMENSIONS** of creating a flexible, healthy, efficient, inclusive, collaborative, green and technologically advanced digital space.



Understanding GCworkplace: Flexibility



Why the ABW concept **benefits** you and your employees

Workplace transformation is taking place **around the globe**. Major trends are driving the business case toward agile space design that improves workforce flexibility and choice. ABW is **agile**. It is the concept that can potentially address the problems of the traditional and open plan office (noise, privacy, standardization), and that best leverages modern productivity technology and the ability of the workforce to be **mobile**.



An ABW has **ADVANTAGES** at every level:

FOR THE USER:

- CHOICE AND FLEXIBILITY OF WHERE & HOW TO WORK
- ADAPTABLE TO PERSONAL NEEDS & PREFERENCES
- ACCESS TO A WIDE RANGE OF WORKPOINTS AND AMENITIES
- ACCESSIBLE AND INCLUSIVE

ASSET MANAGEMENT:

- FLEXIBILITY TO SUIT WITHIN THE DESIGN STANDARD
- ELIMINATES MANY COMMON TENANT SERVICE REQUESTS

PORTFOLIO:

- OPTIMIZES USE OF SPACE

An integrated approach: the **employee** at the center!


Going beyond space, towards an **integrated vision** for workplace modernization





An integrated project includes managing all changes in:


- *the design of our workspaces;*
- *the technology we use;*
- *the processes that support our work;*
- *the culture of our organizations;*
- *the way we work.*


GCworkplace Myths


- 


“GCworkplace only works in combination with teleworking”
- 


GCworkplace supports a flexible workforce, but it **also supports** groups that operationally cannot support telework*
- 

“GCworkplace is a space reduction initiative”
- 

GCworkplace is not a space reduction initiative, but rather a **space optimization** solution. The Space Allocation Standard has not changed.
- 







“It’s a open workplace concept and no one gets an office”
- 

A GCworkplace offers **MORE enclosed** workpoints than WP2.0. All workpoints are shared, so everyone has access to an office.
- 

“Gcworkplace doesn’t work in our new post-covid world”
- 

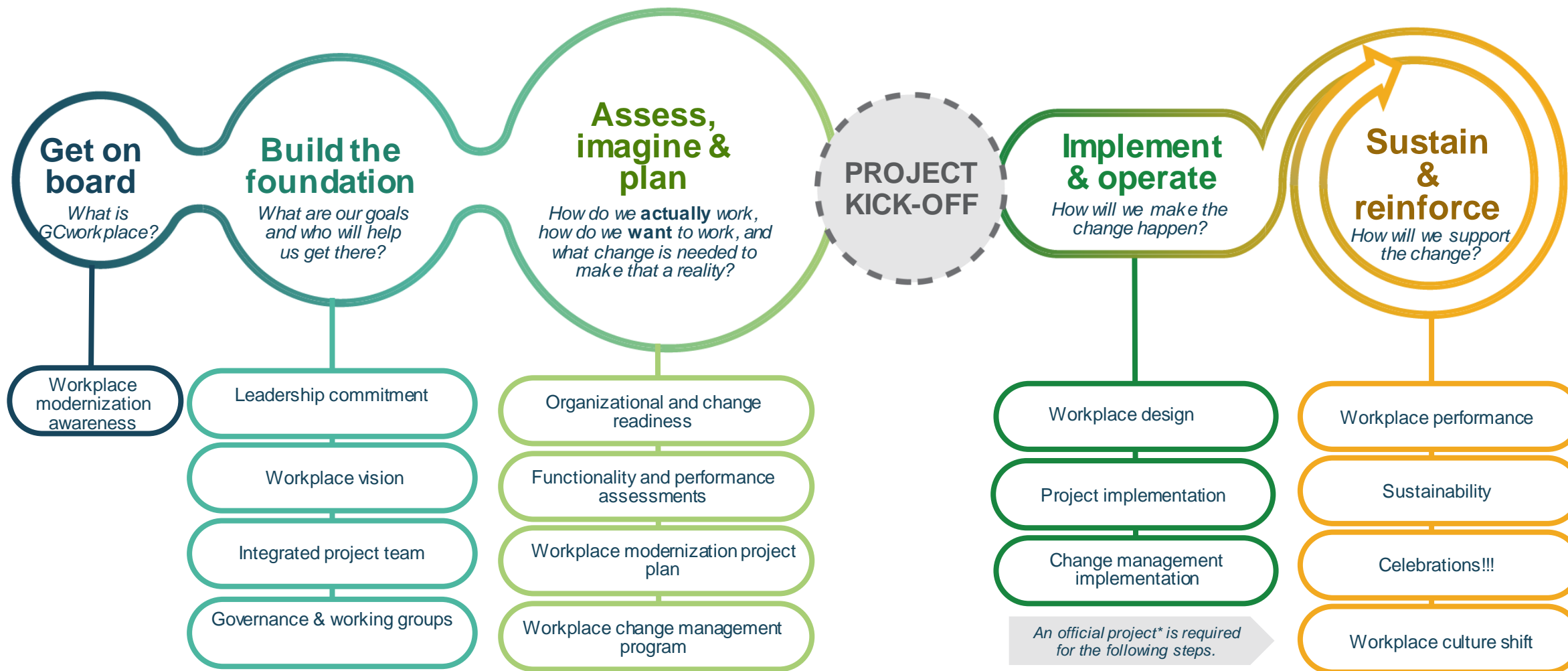
The unassigned environment allows for more thorough cleaning as well as the ability for individuals to select workpoints physically distanced from others.

GCworkplace Myths (cont'd)

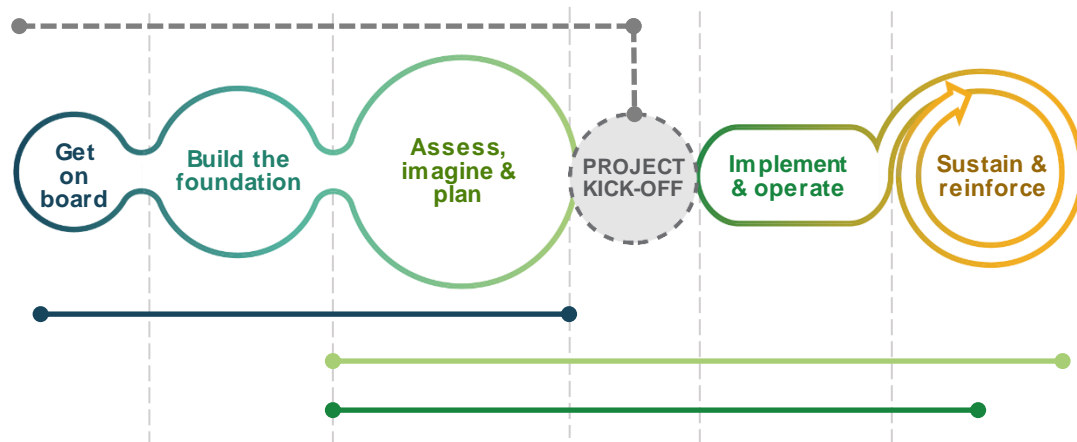
- | | |
|--|---|
|  <p><i>“GCworkplace isn’t accessible”</i></p> |  <p>GCworkplace provides users with full control over the work settings that best suit their personal and functional needs. This creates an accessible and inclusive environment while responding to the need for diversity by giving variety and choice.</p> |
|  <p><i>“Gcworkplace won’t work for my team – we have too many special requirements.”</i></p> |  <p>GCworkplace acknowledges that the requirements of each government office is different. The design process includes functional programming activities to help customize the space for the users. Special Purpose Space approvals continue to address accommodation requirements beyond the defined general office space.</p> |
|  <p><i>“There won’t be enough workpoints for everyone, it will be stressful trying to locate the workpoint that I need/want.”</i></p> |  <p>In a GCworkplace, there are about 2 workpoints per occupant, meaning that even on the rare occurrence of everyone being in the office at the same time, there would never be a shortage of workpoints.</p> |

Introduction to the Roadmap

GCworkplace Modernization Roadmap



Supporting clients



Teams of experts works with the clients throughout the **5 steps** of the GCworkplace Modernization Roadmap:

Together we help the clients take the steps and achieve results

PSPC Accommodation Manager	Transformation and Enablement	Change Management NCoE	Interior Design NCoE
<ul style="list-style-type: none"> • Provide support in the gathering of space requirements and completion of CARQ in light of an upcoming fit-up project • Collaborate in the development of short and long term accommodation requirements 	<ul style="list-style-type: none"> • Provide awareness of the GCworkplace program and vision • Provide best practices, guidance and support to client to establish a strong GCworkplace program foundation 	<ul style="list-style-type: none"> • Provide best practices, guidance and support in the creation of a workplace change management program and how to sustain the change • Oversee progress and troubleshoot change management implementation 	<ul style="list-style-type: none"> • Provide oversight in support for functional programming activities • Assist in understanding GCworkplace design principles and monitor adherence to standards • Provide ongoing advice and guidance during project implementation and delivery

NCoE=National Centre of Expertise

GCworkplace key design principles

GCworkplace Key design principles

USER-CENTRIC DESIGN

PROMOTE EQUAL ACCESS TO SPACE

DESIGN FOR ACTIVITIES

ZONE BY FUNCTION

PLAN FOR FLEXIBILITY



The future is now

PSPC—Les Terrasses de la Chaudière (Gatineau)



PSPC—Place Bonaventure (Montréal)

**NSERC/SSHRC—
Constitution Square (Ottawa)**



PSPC—PDP III-9A1 (Gatineau)



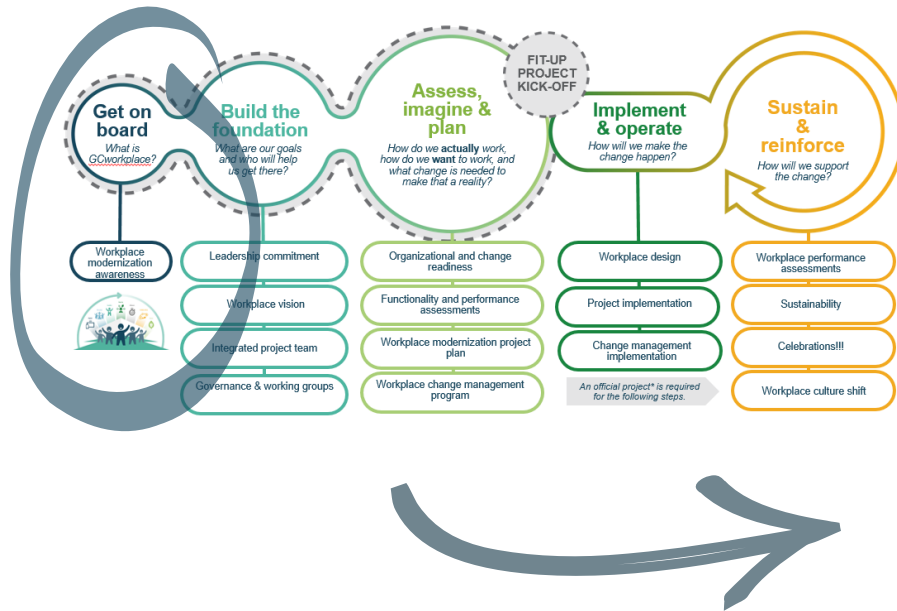
NRCAN 580 Booth Street (Ottawa)



**Department of Justice
St Andrews Tower (Ottawa)**

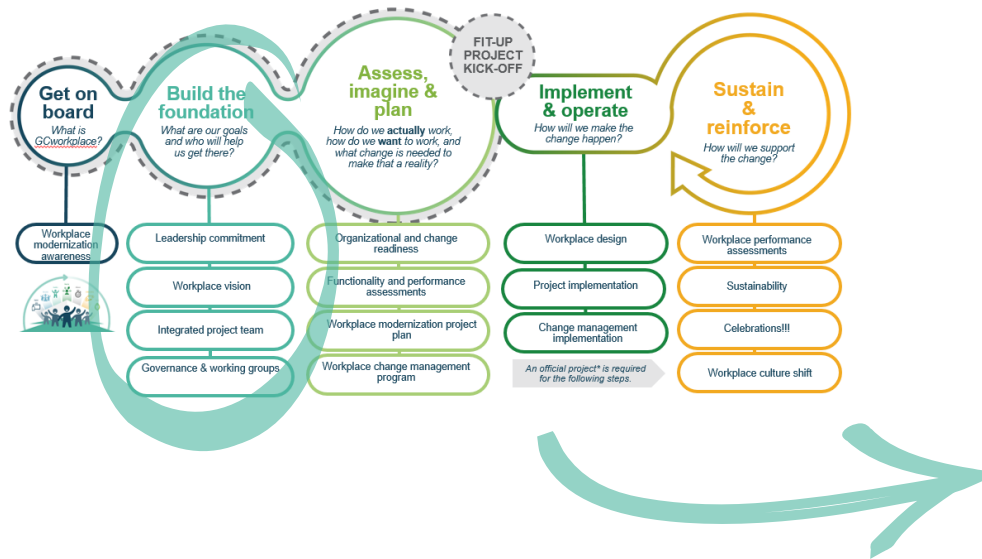
What are the first steps in planning a modernization program

Get onboard!



- **Familiarize** yourself with the GCworkplace vision by visiting the [GCworkplace GCpedia page](#)
- Seeing is believing! Book an in-person tour or organize a virtual **tour** of a GCworkplace space, or try one of the 5 coworking sites that have been established in the NCA.

The importance of a solid foundation



- Ensure all **leadership** is engaged and committed to the change
- Find a project **sponsor** and **senior champion(s)**
- Clearly define a **vision** for the modernization initiative
- Dedicate the required **resources**
 - Client integrated project manager
 - Integrated team including representative from enabling sectors (IM, IT, Security, HR, OHS, Facilities)
- Put **governance** in place and set up employee **working groups**

Build the foundation... leadership onboarding

Leadership commitment

Engage **leadership** and get their commitment to the workplace change. They should be committed to the vision, ready to support the change and become **change champions**.

The sponsor

- “Owns” and leads workplace change
- Participates actively and visibly
- Manages and oversees the change and approach
- Communicates expected benefits to employees
- Secures resources for the project (\$+FTEs)

The champion(s)

- Participates actively and visibly
- Early adopter of the change, adapts quickly and advocates for the change
- Demonstrates commitment by building a coalition of support



Engage leaders at all levels to ensure a strong coalition of support. Consider a mandatory onboarding program where all leaders must agree to the change.

Ask yourself...

Are your sponsor and champions aware of the importance they play in making change successful?

Are your champions building coalitions that are needed for the change to be successful?

Are your champions communicating directly and effectively with employees?

Build the foundation... defining a vision



1 Look at the bigger picture...

Beyond 2020



Other departmental priorities, initiatives, strategic objectives

2 Ask yourself...

ORGANIZATIONAL GOAL

- What do we hope to achieve?
- What are the workplace objectives?
- What is our vision for the future workplace?

ORGANIZATIONAL BENEFITS

- How will things be better?

IMPACT TO STAKEHOLDERS

- What are the expected benefits?
- What are the potential consequences or impacts?

SUCCESS MEASURES (KPI)

- What does success look like?



Build the foundation... creating the integrated project team

Integrated project team

The **key enablers** of the modern workplace – Information Technology, Information Management, Human Resources (including Occupational Health and Safety), Security, and Facilities – must be aligned to the organization’s vision for the workplace.



Ask yourself...

Are resources available:

- to implement the key enabling elements?
- to manage **the integration** of all the key enablers?
- to provide training to employees?
- to provide communication advice and develop communications products?

Build the foundation... setting up governance and working groups

Governance & working groups

Establish **governance**; committees and working groups that will support the delivery of the workplace modernization project.

Ask yourself...

Who will make decisions on project elements?

Who will make the decisions on the implementation of the change management strategy?

Is there a structure already in place that can be used?

Are there employee working groups/committees in place that can support specific elements of the project?

How can we support

Transformation and Enablement team – R&R



Frédéric Guénette

Workplace Transformation and Enablement
Manager and Senior Advisor



Isabelle Filion

Workplace Transformation and Enablement
Senior Advisor



Mélanie Martel

Workplace Functional Specialist - HR
Advisor and COP

- Provide a tour program and GCworkplace general awareness presentations for the clients
- Connect and engage with the *right* leadership within client departments
- Assist in defining a workplace vision
- Promote the importance in implementing governance and employee working groups
- Host a forum through the [GCworkplace T&E Sharing group](#) for all participating departments.

Our team



Frédéric Guénette

Workplace Transformation and Enablement
Manager and Senior Advisor



Isabelle Filion

Workplace Transformation and Enablement
Senior Advisor



Mélanie Martel

Workplace Functional Specialist - HR
Advisor

Our tools and platforms

GCworkplace



-  Project Story Collection
-  #MyGCworkplace Testimonial Series
-  GCworkplace YouTube Playlist
-  Pop-up GCworkplace
-  Centre for GCworkplace Innovation
-  GCcworking
-  GCworkplace on GCconnex

About GCworkplace
GCworkplace is challenging what it's like to work in government. To meet the demands of modern Canada, we're doing things differently; like retooling work environments to encourage collaboration, using technology in smarter ways, and fostering a culture of flexibility and well-being. It's time to work how and where it makes sense. Together, we will transform the experience of working for the Government of Canada (GC).

For GC employees
Check out the GCworkplace [Video Playlist on YouTube](#)
Join the conversation using #GCworkplace #milieudetravailGC on Twitter or the GCconnex Wire
Join the GCworkplace group on [GCconnex](#) - get answers to your burning questions
Watch and listen as GC employees tell you what enables a positive and productive employee experience.

VIDEO: GC employees present... GCworkplace
Download it to view on your media player: [GC employees present... GCworkplace \(video download\)](#) or view it from the GCworkplace playlist on PSPC's YouTube channel



Other tools:

- [Virtual GCworkplace guided tours](#) and general awareness
- [GCworkplace Onboarding Presentations](#)
- [Leadership Engagement tool](#)
- [Building a compelling vision tool](#)
- [The Transformation Playbook](#), designed to help you pinpoint where you are today and what to prioritize to get you to where you want to be.
- [GCworkplace Transformation enablement Sharing Group](#)

Visit the [Transformation and Enablement Gcpedia webpage](#) for more details.

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How does our team fit in the Roadmap?



GCworkplace Guided tours and general awareness

- [Project Story Collection](#)
- [Testimonials](#)
- [GCworkplace Youtube Playlist](#)
- [Center for GCworkplace Innovation](#)
- [GCcoworking](#)
- [GCworkplace Academy](#)

GCworkplace



-  Project Story Collection
-  #MyGCworkplace Testimonial Series
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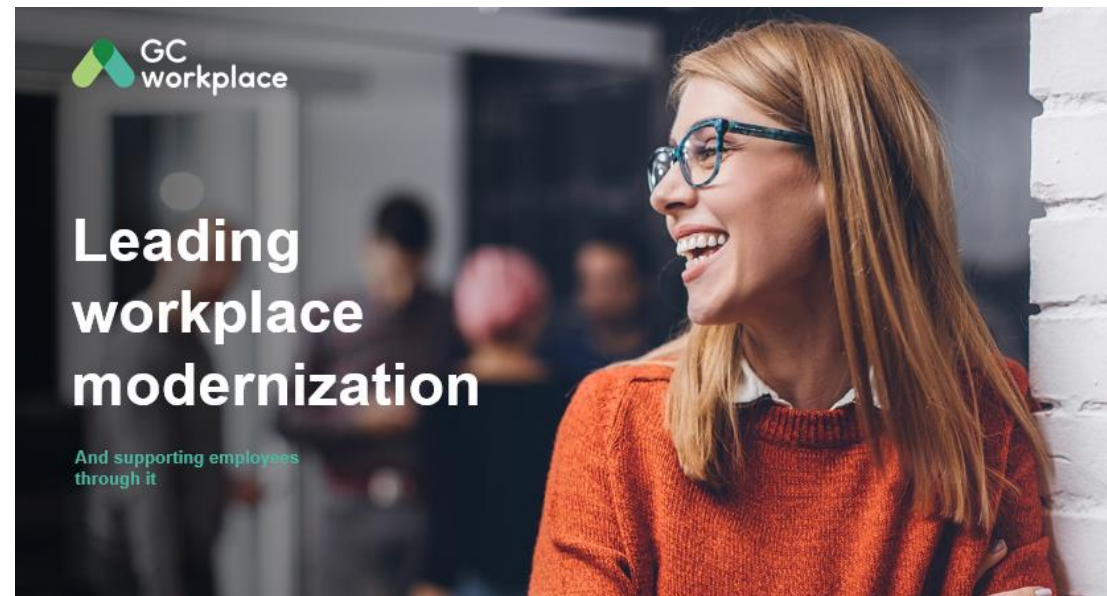
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[GC employees present...](#) or view it from the GCworkplace playlist on PSPC's YouTube channel



GCworkplace Onboarding Presentation

- The [Onboarding presentation](#) is a generic GCworkplace presentation designed to build your general awareness of the GCworkplace vision, to provide you with a brief overview of the GCworkplace Modernization Roadmap and the services the Transformation and Enablement team can offer you.
- The client can contact us for a personalized Transformation and Enablement presentation, based on their needs.



Leadership Engagement tool

- The [Leadership Engagement tool](#) is a ‘build yourself’ tool to assist the client in building a business case to increase the leadership team’s engagement and commitment to the workplace modernization.
- This presentation includes GCworkplace benefits, global trends, current workplace situation, the impacts of the pandemic, and opportunities for modernization and change.

	Steps to follow before your final presentation
✓	Contact the T&E team for direction and guidance.
✓	Familiarize yourself with Section 1: Generic GCworkplace presentation. Don’t forget to visit our GCpedia page for more generic information.
✓	Watch the GC employees present ...GCworkplace youtube video on slide 17 to become even more acquainted with the concept.
✓	Take a look at your current situation in your organization. This will take some time and resources. Get some help, perhaps form a small working group!
✓	Do a retrospect of the current impacts of the pandemic on your organization. Tip: If a survey has been completed by your HR team, take a look at the results!
✓	Go through your Departmental Plan to align some of your strategic objectives with the GCworkplace objectives!
✓	If there are current transformational or modernization initiatives, here is an opportunity to present them or provide an update to the team!
✓	Finally, this is your chance to highlight the most convincing arguments and emphasize the importance to move towards a more modern workplace!

'Building a compelling vision' tool


- This [tool](#) will assist your leadership team in building a compelling vision statement.
- 10-steps process to articulate the vision for your future workplace

KEY ELEMENTS

Understandable
Culturally Relevant
Inspirational
Verifiable
Simple

TO AVOID

TO DO list
Mission Statement
Marketing Concept
Sermon
Tagline

Vision board 

Vision:	What is your purpose for the workplace? Which Positive Change should it bring about?		
Target Group	Needs	Workplace	Organization Goals, Mandate, Objectives
Facilitation Hint: Who is the Target? Employees	What problems can Workplace Solve	What is workplace?	How might Workplace benefit the Organization?
Tell us about employees	What benefits might Workplace provide?	What makes it stand out?	How might Workplace Benefit Canadians?
The workplace is their tool	Facilitation Hint: Look at horizontal linkages, and links to GC objectives for Workforce renewal	Is it feasible to develop within GCworkplace guidelines?	What are the business goals?
What are their connections			

Transformation Playbook content



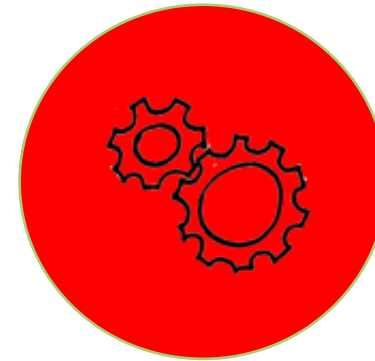
**Four Behavioral
Personas + Day in
the Life Journeys**



**Five Core Employee
Experiences**



**Maturity Assessment +
Strategic Action Plans**



Tactical Checklists

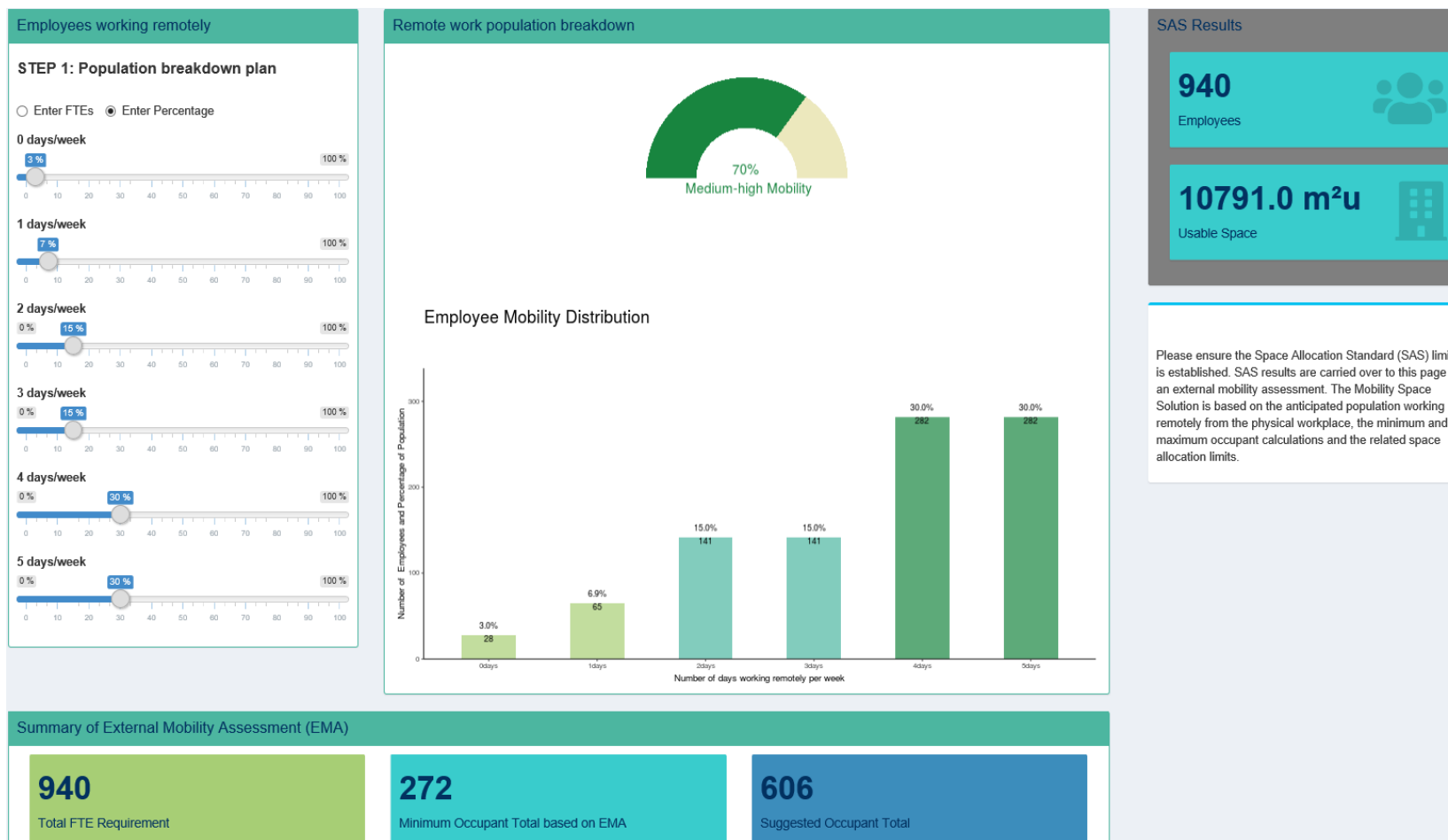


Tactical Accelerators



**Includes a Workforce Questionnaire template to help you better understand the composition of your teams
And a [GC Maturity Assessment Tool](#) that takes you step-by-step through a maturity model.**

Real Property Space Assessment and Planning App



- In this example, (Scenario 1) 940 FTEs are broken down based on their external mobility.
- The percentages of this chart are populated to represent a **70% medium-high external mobility rating** of the population breakdown based on the following percentages: (0 / 1 / 2 / 3 / 4 / 5 days) (7% / 7% / 15% / 15% / 30% / 30%)
- With this, the minimum occupant total in the workplace would be **272 occupants** (per week).
- Upon consideration of mitigating risk and changes to mobility, staff and peak periods throughout an average occupancy (5yrs), we can recommend a suggested space allocation limit calculated with **606 occupants**.

Annex A: Change Management

What is change management?

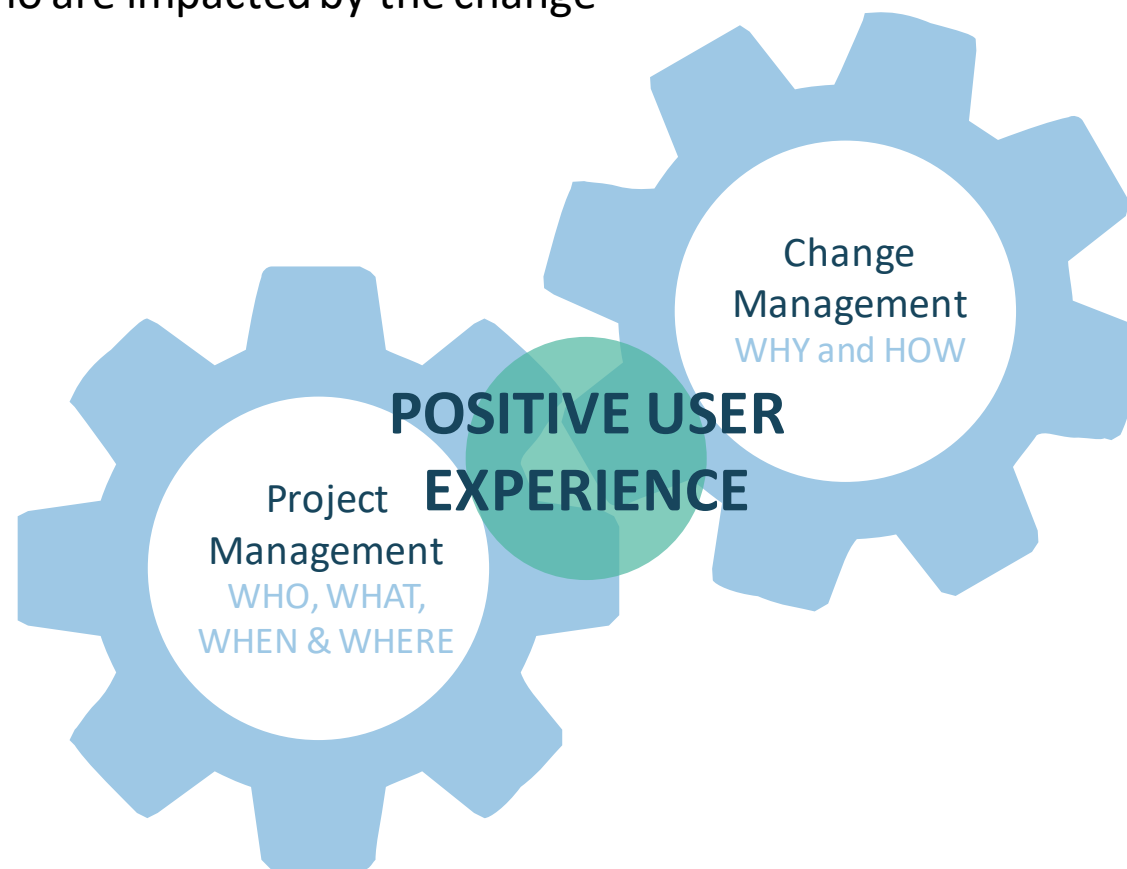


Project management focuses on delivering the workplace and its enabling elements in an integrated way

Change management ensures that the changes are embraced, adopted and supported by the employees

What is change management?

» It's an approach for **engaging with employees** who are impacted by the change



What is change management?

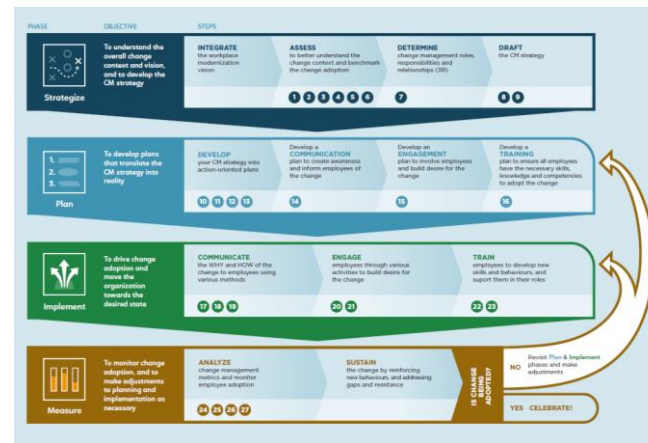
» It starts when the **change has been defined** based on the vision of your future modernized workplace

Change is defined

“INPUTS”

- How we work
- How we use the workspace
- How our business operates

Change is managed



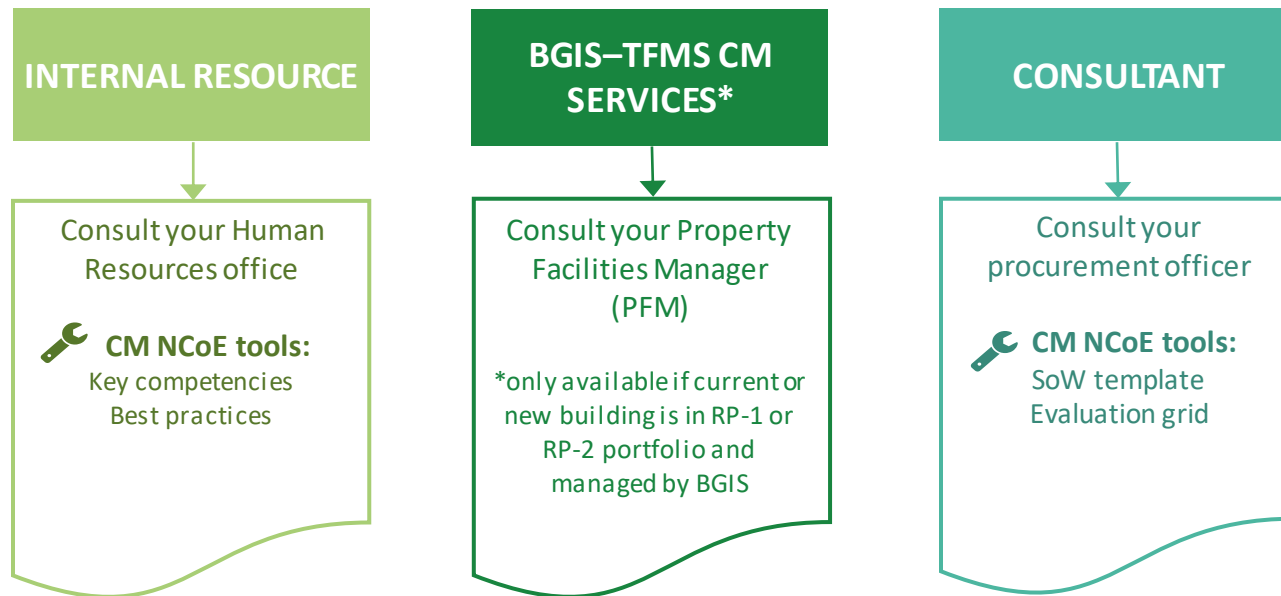
Change is adopted

“OUTPUTS”

- Employees adopt the change
- Employees realize the solution
- Employees are proficient

Finding change management resources

» The **Workplace Change Management National Centre of Expertise** can provide guidance and tools to help you find resources. Here are the 3 main options:



Contact the **Workplace Change Management National Centre of Expertise** for continuous guidance throughout the lifecycle of your workplace modernization project!

PSPC Workplace Change Management Centre of Expertise



PSPC WCM NCoE

SUPPORTER

- Introduce workplace change management to clients
- Provide change management advice and support
- Review progress and troubleshoot obstacles
- Develop tools on a continuous basis
- Coach and develop knowledge in client organizations

Client department

IMPLEMENTER

- Assess organization and identify change drivers
- Develop a change management strategy
- Create change management plans
- Implement strategy and plans
- Reinforce and ensure changes are maintained

Top key success factors for workplace change



Establish leadership and **governance** to develop and manage your Workplace Strategy



Engaging employees by way of activities, meaningful consultations and discussions at all levels on the issues that matter most



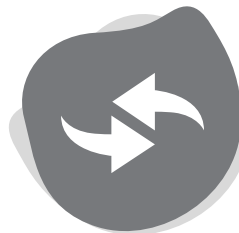
Clearly articulating a **vision** for the workplace that is aligned to vision and benefits for the organisation



Empowering and equipping managers and supervisors to support their employees through the change



Demonstrating active and visible leadership (champions and ambassadors) supporting the vision and the aspects of change throughout the life of the change initiative



Creating opportunities to **experience the change** through pilots, pathfinders and demonstration: seeing is believing, experiencing is knowing

Zone by Function (cont'd)



Zoning is imperative to cueing intended behaviors and mitigating sound and visual distractions

DESIGNING FOR TRANSITION TOWARDS A QUIET ZONE



PROMPTS A BEHAVIOURAL CHANGE PERTAINING TO NOISE LEVELS

INCLUDING VISUAL CUES SUCH AS SCREENS AND ARCHITECTURAL ELEMENTS



GUIDES CIRCULATION AND DELINEATES ZONES

GROUPING COLLABORATIVE WORKPOINTS TOGETHER

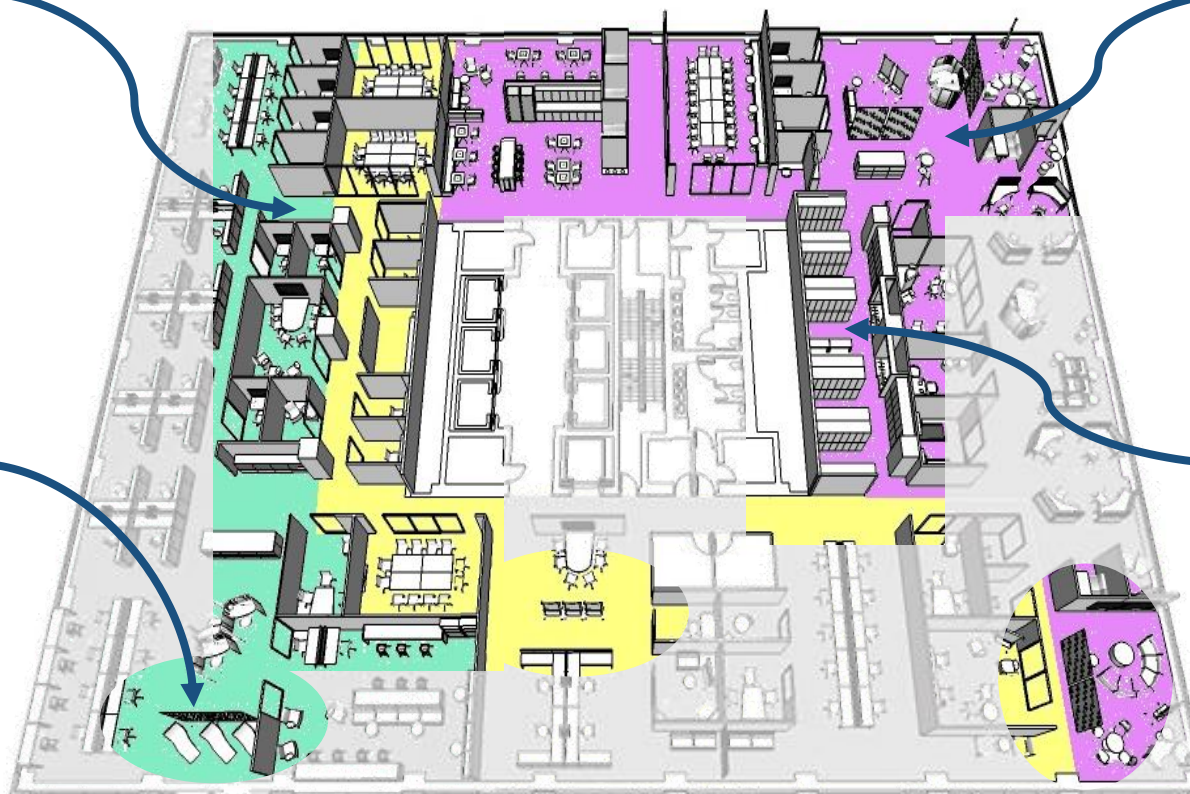


ENCOURAGES SOCIAL INTERACTION AND 'COLLISIONS'

GROUPING PERSONAL STORAGE TOGETHER



DIRECTS TRAFFIC AND ISOLATES DISRUPTIVE ACTIVITIES FROM WORK AREAS



QUIET ZONE

TRANSITIONAL ZONE

INTERACTIVE ZONE

Plan for Flexibility

Best Practices To Achieve FLEXIBILITY In Design

Promote **furniture solutions** over permanent or built-in fixtures

Use of **mobile furniture** where possible (reconfigurable)

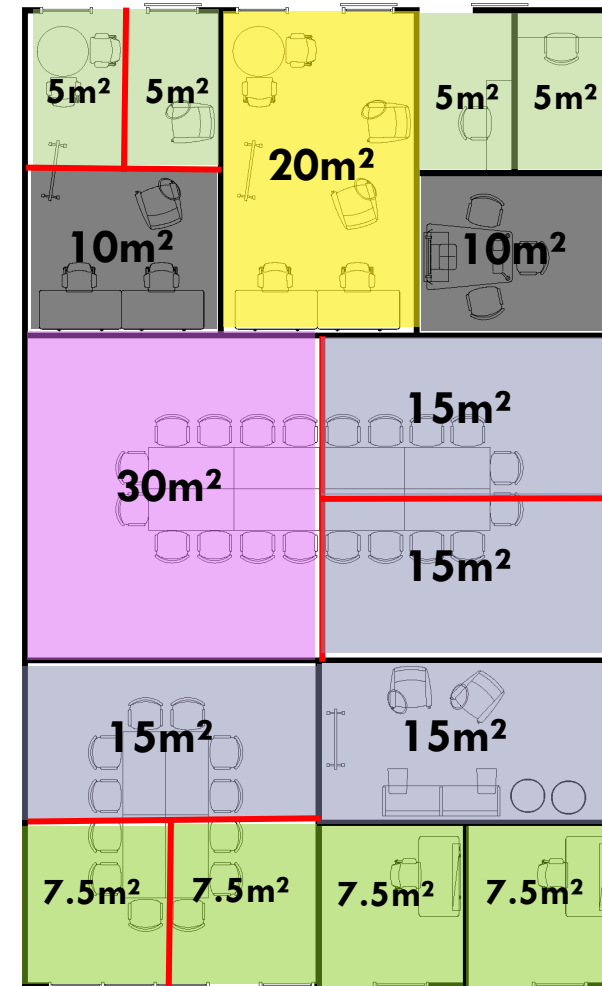
Make spaces **multi-purpose** with a variety of workpoints

Use of **demountable** partitions

Design with **modularity** in mind



Designing in an agile way allows the workplace to easily adapt to ever-evolving requirements



An Accessible and Inclusive Workplace by Design

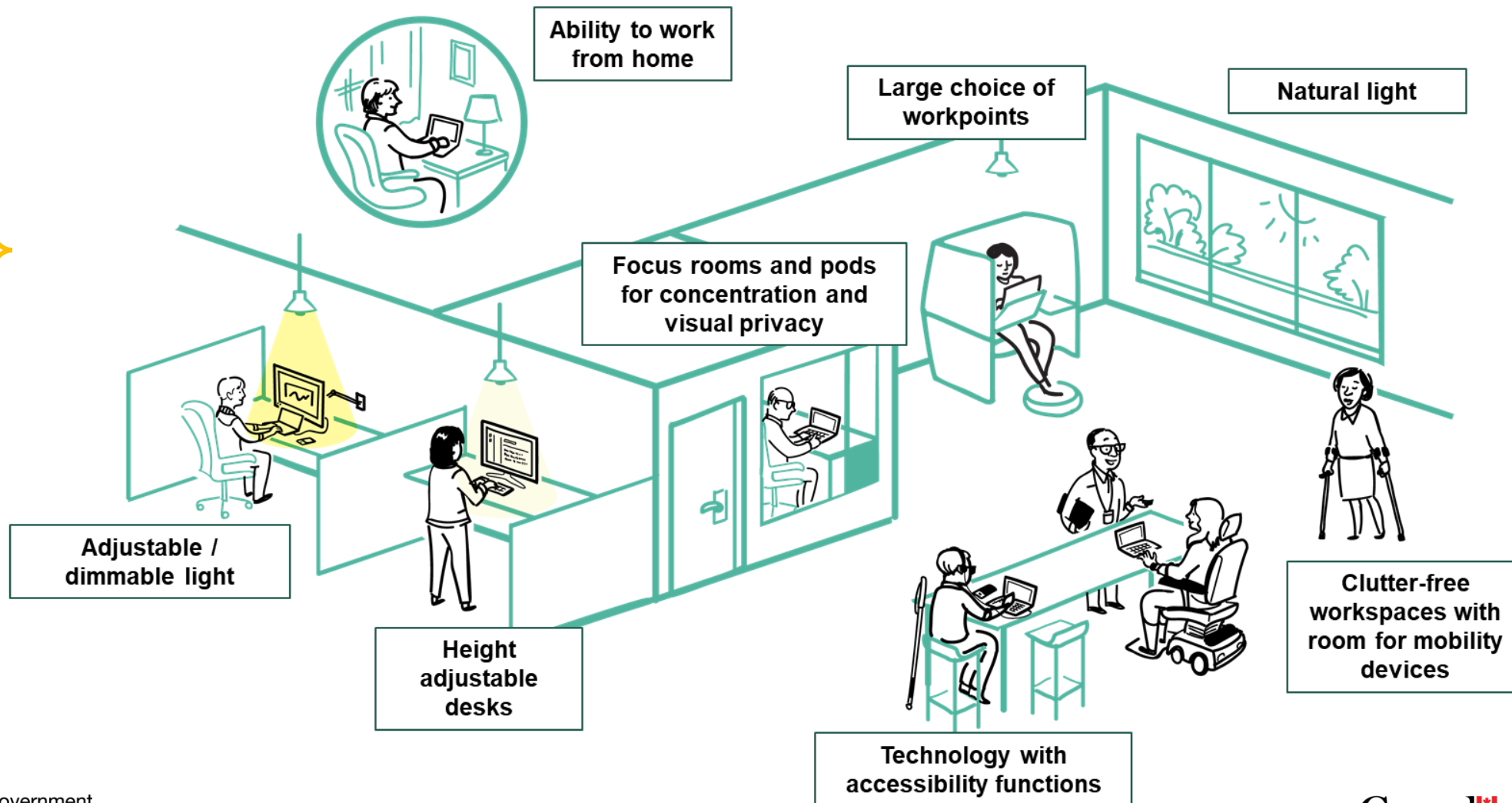
✓ USER-CENTRIC DESIGN

✓ PROMOTE EQUAL ACCESS

✓ DESIGN FOR ACTIVITIES

✓ ZONE BY FUNCTION

✓ PLAN FOR FLEXIBILITY



Workpoints

GCworkplaces are designed from one kit of parts called WORKPOINTS.

Workpoints are based on function and can vary in size and quantity.



INDIVIDUAL WORKPOINTS

- Workstation
- Touchdown
- Focus Pod
- Focus Room
- Study
- Reflection Point
- Active Workstation
- Phonebooth

COLLABORATIVE WORKPOINTS

- Chat Point
- Huddle
- Teaming Area
- Lounge
- Work Room
- Project Room
- Meeting Room

SUPPORT SPACE

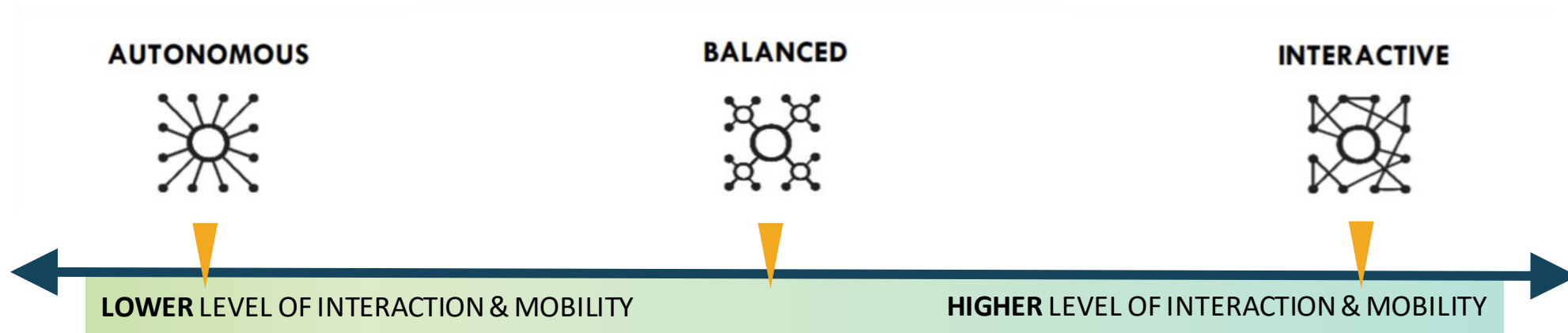
- Kitchenette
- Equipment Area
- Lockers
- Storage

Refer to the [GCworkplace Technical Reference Manual](#) for more information on each workpoint.

Activity Profiles

Workpoints are distributed to **OPTIMIZE** the workplace and to reflect the organization’s anticipated modernized way of working. These distributions are categorized as **ACTIVITY PROFILES**.

The following activity profiles support varying **levels of interaction, mobility and activities performed in the workplace**.



Activity Profiles – Sample Workpoint Distributions



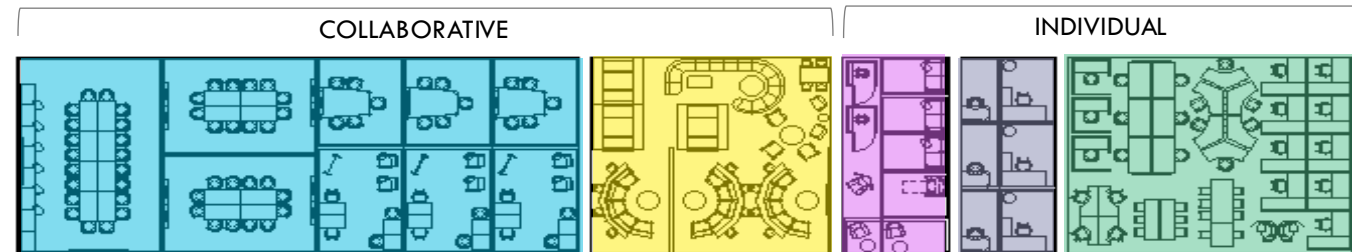
AUTONOMOUS WORKPLACE



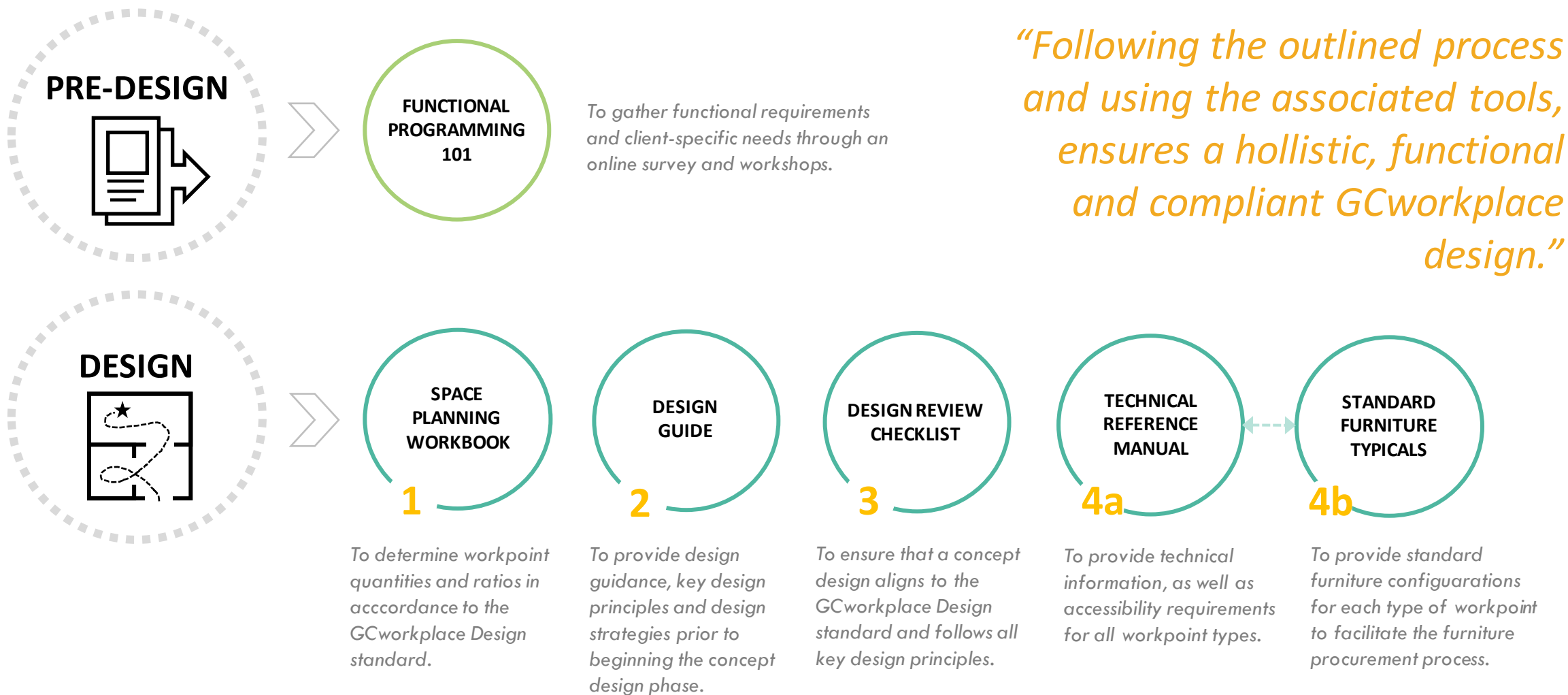
BALANCED WORKPLACE



INTERACTIVE WORKPLACE



GCworkplace Design Process



Merci / Thank you

For more information on GCworkplace Transformation and Enablement, and to access all the tools referenced in this presentation, please visit the **GCworkplace GCpedia** page:

<https://www.gcpedia.gc.ca/wiki/GCworkplace/Resources>

To contact the **Transformation and Enablement National Centre of Expertise**, please email the GCworkplace generic mailbox:

TPSGC.SIMilieudeTravailGC-RPSGCWorkplace.PWGSC@tpsgc-pwgsc.gc.ca