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CM Program in-a-box

An all in one change management solution for the Workplace Transformation Program

Version 1
September 2022

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Version Control

Version #	Date	Section(s)	Changes
1.0	09/12/2022	- How to use the box - Planning and Pre-planning - References	First release of these sections.

Index

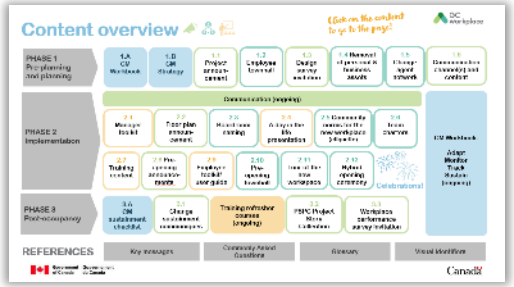
First time opening the box?

Continue to the next page to find out **important information**

Click here to go to the page!

Already familiar with how the box works?

If you're looking for **Communication, Engagement and Training activities**, continue to the Content Overview



Important information about the CM Program in-a-box

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This product is being developed using agile methodology principles in order to be delivered in a timely and efficient manner

What does this mean?

- Regular and frequent updates to the content are to be expected. This is why we recommend bookmarking the GCwiki page rather than saving the document. Do the same for all the documents and templates; only save them once you are ready to use and adapt them. This will ensure you have the most up to date information! The box as well as all the documents in it have version control numbers, dates and description of changes to help you know if you are still working with the most current versions.
- Clients of the Phase 1 of the Workplace Transformation Program are essentially helping test out this new methodology and products. Your feedback and comments is invaluable to the continuous improvement of these products! Don't hesitate to share any findings with Sophie.Genereux@tpsgc-pwgsc.gc.ca

Thank you!

Getting ready to manage the change (1 of 2)

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As a change manager assigned to your organization's Workplace Transformation Project, there are a few things your should understand in terms of context before you can begin to unpack the contents of the **CM Program in-a-box**. Some key foundational elements need to be defined, implemented or assessed in order for you to be well equipped to use this program and to tailor it with some specific change attributes that relate to your organisation.

It's also important to recognize that, in the context of this Workplace Transformation Project, the transition towards the future modernized workplace will come quickly! Organizations will want to ensure that all employees will be well supported and equipped to transition smoothly towards the future working environment. Employees will need to learn new ways of working in a new ecosystem of spaces supported by new IT tools.

A good change management program will ensure that employees will be well prepared to embrace the new workplace and that they experience a smooth transition throughout.

NEXT: Getting ready to manage the change (2 of 2)

Getting ready to manage the change (2 of 2)

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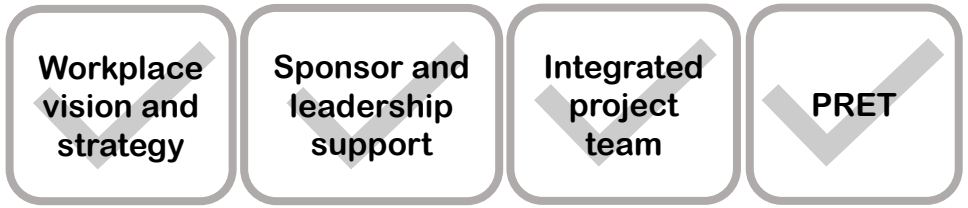
The first 3 elements below, also criteria to participate in the Workplace Transformation Program, should be defined by your project and executive team, right after your organization has been onboarded in the WTP.



To ensure the success of the delivery of the project and of the change management program, it is key that the organization clearly defines their **vision for the future workplace** and that the **sponsor and leadership team are engaged** early in this project and are ready to lead the way. The statement of a unifying vision will also be a key element of the first communications to employees as part of the change management program.

The establishment of an **integrated project team** that include representation from the Information Technology, Information Management, Human Resources, Security, Facilities Management and Occupational Health and Safety functions is equally important as many business processes and equipment will need to be adapted or transformed for the future workplace.

The PSPC Strategic Workplace Advisory Group have developed a tool, the **Project Realization Evaluation Tool (PRET)**, that should also be completed by the project and change teams prior to unpacking the contents of this box. This tool helps gather important information and identify gaps and opportunities for the project and change teams.

NEXT: What is this box?

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WHAT

IS THIS BOX?

The **Change Management Program in-a-box** was created specifically for organizations who have been admitted into the Workplace Transformation Program (WTP). The content is adapted from the CM Playbook proposed by the Workplace Change Management National Centre of Expertise and has been condensed and reviewed for the scope of the WTP. Tools and activities included in this change management program are prepopulated and presented in a sequential manner that aligns with the project process. They can be easily adapted to suit the needs of each organization and the implementation sequence and timeline of each project. **They can also be adapted for any change project, please don't hesitate to use them as you see fit!**

NEXT: Who is this box for?

WHO IS THIS BOX FOR?

- **All change management resources** (employees and/or consultants) assigned to implement a change management program as part of a workplace transformation project.

- **Integrated project team members** of the Workplace Transformation Project, should also become familiar with this guide and its contents. This will provide them with an understanding of how employee support will be delivered through the project and how various communication, engagement and training activities will need to be integrated into the project management process. **The key to creating a smooth transition for employees is to align change management activities with project activities**.

NEXT: How to use this box (1 of 2)

Attend the CM Kick-Off Session to go through the box and assess change readiness

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HOW TO USE THIS BOX
(1 of 2)

Objectives of the session

- Learn about change management and the employee experience
- Get ready to manage the change and understand our approach
- Unpack the contents of the CM Program in-a-box
- Review the information provided in the Project Readiness Evaluation Tool (PRET)
- Start to fill out the CM Workbook to understand the change context
- Define and customize your CM Strategy

NEXT: How to use this box (2 of 2)

Using the CM program in-a-box is simple! Just follow these steps

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HOW TO USE THIS BOX
(2 of 2)

1. Become familiar with the visual identifiers and glossary of terms used in the box
2. Unpack the content in sequence
3. Read and follow the instructions

4. Download the templates and adjust
5. Complete the checklist before moving on to the next section

Remember you can consult PSPC Centres of Expertise as needed

NEXT: Overview of activities

Content overview

Click on the content to go to the page!

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PHASE 1 Pre-planning and planning

- 1.A CM Workbook
- 1.B CM Strategy
- 1.1 Project announ-cement
- 1.2 Employee townhall
- 1.3 Design survey invitation
- 1.4 Removal of personal & business assets
- 1.5 Change Agent Network
- 1.6 Communication channel(s) and content

PHASE 2 Implementation

Communication (ongoing)

- 2.1 Manager toolkit
- 2.2 Floor plan announ-cement
- 2.3 Boardroom naming
- 2.4 A day in the life presentation
- 2.5 Community norms for the new workplace (etiquette)
- 2.6 Team charters
- 2.7 Training content
- 2.8 Pre-opening announce-ments
- 2.9 Employee toolkit/ user guide
- 2.10 Pre-opening townhall
- 2.11 Tour of the new workspace
- 2.12 Hybrid opening ceremony

Celebrations!

CM Workbook:

Adapt
Monitor
Track
Sustain
(ongoing)

PHASE 3 Post-occupancy

- 3.A CM sustainment checklist
- 3.1 Change sustainment communiques
- Training refresher courses (ongoing)
- 3.2 PSPC Project Story Collection
- 3.3 Workplace performance survey invitation

REFERENCES

- Key messages
- Commonly Asked Questions
- Glossary
- Visual Identifiers

Phase 1 :
Pre-planning and planning

1.A CM Workbook

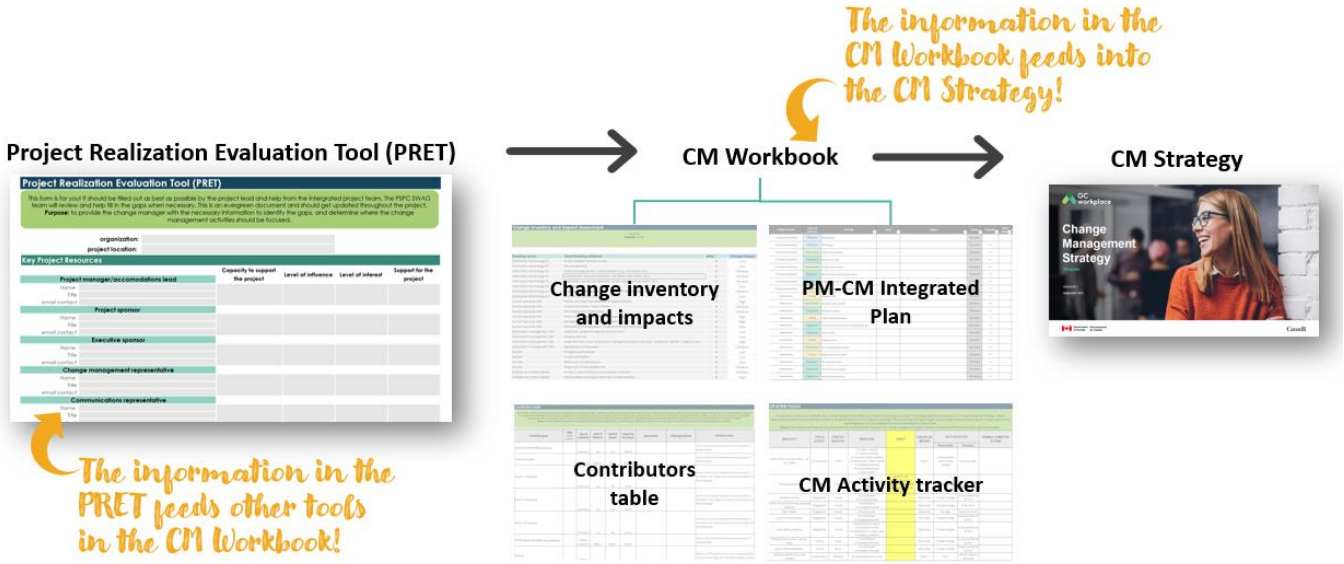
Completing the PRET form is a prerequisite before using this workbook.
Attend the CM Kick-Off Session to understand how to use this workbook.

This workbook is the first tool to explore when opening this program. It includes several documents that you will be able to use a reference throughout the project or to use on a more recurring basis. This workbook will assist you in identifying key elements or organizational attributes that are specific to your organization and that will allow you to adapt the proposed generic change management strategy and personalize it for your organization. More information is provided in the CM workbook directly or you can communicate with us to organize a CM Kick-Off Session.

This **CM Workbook** includes several documents to:

- Analyze the impact of the changes on employees
- Validate the stakeholders and contributors of the project
- Identify certain risks, challenges and opportunities
- Plan the implementation and sequence of change management activities
- Measure the effectiveness of program activities

The proposed sequence to use the various tools in the Workbook is as follows (refer to image on the right)



CM Workbook

Back to content overview

NEXT: CM Strategy

1.B Change Management Strategy

We highly recommend that you complete the first three tabs of the CM workbook before adapting this change management strategy.

This Change Management Strategy has been developed to help change managers to define the approach needed to manage change as part of their Workplace Transformation Project. This generic change management strategy is proposed based on the assumptions that projects selected in the Workplace Transformation Program have similar scope of change and similar level of readiness. The proposed sequence of activities of this CM Program supports the employees impacted so they understand the upcoming change, participate in the change and get excited and equipped to adopt the future workplace. Given the unique characteristics of each organization, some elements will need to be adapted to better fits the need of your organization. The CM workbook, that you have previously unpacked, will have highlighted certain aspects of your organization that need to be considered as you refine your strategy. This strategy template is not a long narrative change management strategy but rather a document that can be used to inform your organization and the integrated project team on what is proposed to support employees during this workplace transformation project.

Change management strategy

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1.1 Project announcement

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Make sure to coordinate this activity with your project team so it aligns with the project activities and design process.

If you have not already done so, it is essential to communicate the upcoming transformation project to both the leadership team and the employees of your organization. You will find below two communication templates for the announcement of a project that you can use and adapt to your needs. This is the first opportunity for the organization to communicate the vision for this project. To be most impactful, this announcement should be made by the executive sponsor.

We strongly recommend that the project and vision be communicated first to senior leaders and people managers, and to provide them with sufficient time to understand the project and ask their own questions. They will then be better prepared to answer questions and support their respective employees following the announcement of the project to all impacted employees. To further support senior leaders and people managers in this role, key messages are provided in the template for the leadership team.

Communication Template to announce project to leadership team

Communication Template to announce project to employees

1.2 Employee townhall (1 of 2)

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Make sure to coordinate this activity with your project team so it takes place before engaging employees for the design survey

Following the project announcement, we recommend organizing an information session townhall with all employees that will be impacted by your project. This is a great way to inform them on the vision for the project, how the project will support the organization's objectives for the future of work, what is activity based-working (ABW) and how it supports employees' daily functions and activities. It is also a good time to share the timeline and milestones for your project and how employees will be supported through this journey. This information is critical for employees to be in the right mindset to participate to the first project activity: the design survey (mini-functional program).

This townhall can help set expectations for employees and give them meaningful information on what the organization is doing and WHY they are doing it.

1.2 Employee townhall (2 of 2)

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Option 1 – Hosting an Employee townhall (recommended): A presentation for the townhall has been developed to help your project sponsor and senior leaders introduce the project to all employees. This townhall session can be facilitated jointly by your organization and a PSPC representative, if necessary. We recommend sharing the presentation with employees after the townhall. There is also an invitation template you can use to invite employees to the townhall.

Option 2 – Information package in lieu of townhall: If a townhall cannot be organized, the same presentation can be sent to employees before they complete the design survey. If you chose this option, a communication template for sharing the presentation is provided below.

For both **option 1** and **option 2**, you will need this presentation* : Presentation for the townhall

If you choose **option 1**, this is the document you should use to invite employees : Invitation template for a townhall

If you choose **option 2**, you can use this communication template: Communication template to send the information package (presentation) to employees

The presentation should be adapted to your organization and project. The template slides have been labeled with instructions.

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1.3 Design survey invitation

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This activity is led by the project team and the PSPC design team

Once employees have been informed of the launch of your Workplace Transformation project, the mini-functional programming can begin. This project activity will allow the PSPC design team to identify the work activities performed in the workplace as well as the employees' expectations of the future workplace. These needs will be gathered using a survey that should be sent to all employees impacted by the project. As a change manager, your support is required to help the executive sponsor communicate this activity. Communication templates are available for the invitation to complete the design survey as well as templates for reminders and a thank you note. Once you have reviewed the content of those templates, they will be ready to be sent to employees by the executive sponsor.

We recommend that the survey be distributed to all employees impacted by the project. This will ensure that the appropriate activity profile will be defined for the project. If your project is for a coworking/generic design, your organization could decide to send the invitation to groups of employee representatives only; a communication template to that effect has also been included in the document below.

Communication Templates for the design survey

1.4 Removal of personal & business assets (1 of 2)

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This activity is led by Accommodation and IM representatives of your integrated project team

The removal of personal and business assets is one of the first steps in the transition to a hybrid workplace where employees will have the option to work from modern office environments, possibly GCcoworking locations, or from home. This is necessary steps to modernize the workspaces and to give employees more choice over where they choose to work, to support a digital-first approach, prioritizing paperless filing, note taking and signature tools.

To do so, we offer a bundle of communiques to announce the activity to leadership and employees, as well as a guide and signage to fully assist you in this activity.

Your role in this project activity as a change manager is to ensure that employees are well informed of the process to retrieve their personal and business assets. Coordinate these activities with the Accommodations and IM representatives of your integrated project team to ensure that a process is established. Communication will equip senior leaders and people managers with the knowledge they need to support their employees understand why the retrieval of personal and business assets needs to take place and how to do it.

1.4 Removal of personal & business assets (2 of 2)

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The communique for senior leaders and people managers should be sent once the clean-up of the existing space is ready to commence. **We recommend that the announcement be communicated first to senior leaders and people managers**, and to provide them with sufficient time to ask their own questions. Then, the employees can be informed. The proposed messages must be adapted to ensure the message follows your internal cultural attributes, organizational vision, name of the project, and any other specifics details.

The guide will help ensure senior leaders and people managers are well equipped to answer any questions or concerns from their own employees.

- Announcement – removal of personal and business assets to Leadership and managers
- Announcement – removal of personal and business assets to employees
- Reminder – removal of personal and business assets to employees
- Guide for the removal of personal and business assets
- Signage for the removal of personal and business assets

1.5 Change Agent Network

We recommend you create a Change Agent Network, composed of appointed leaders, managers, and representatives within the organization that have the capacity to actively participate in leading employees through the change. Change agents are early adopters of change—those who are excited and optimistic about the change ahead. Their colleagues will look to them to better understand the change and what it really it means for them. Key tasks include actively engaging with employees, advocating support and interest for the change and communicating the most current updates. Change agents should always be informed or engaged prior to communicating to or engaging with employees. As they act as ambassadors, they need to be in the know of what is coming up for them to play their role efficiently.

To support you in creating a Change Agent Network, you will find below 3 key documents. You should first consult the **guidance document** to understand how a change agent network should be established. The **announcement document** can be used to invite interested employees to join the network. Then the **change agent toolkit** is a good information document that can be shared with your newly created change agent network, so they understand how they can support the workplace initiative by being a great ambassador!

Guidance document on establishing a Change Agent Network

Announcement – seeking change agents for the project

Change agent toolkit

In some projects, working group leads or move captains within the integrated project team may also be selected as change agents. When selecting contributors for these roles, it is important to consider how functions may evolve across the project lifecycle.

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1.6 Communication channel(s) and content

Regular communication to employees on project progress, upcoming training or engagement activities and the benefits they will gain with the new workplace is a key part of a change management program. Constant and transparent communication should be continuous throughout the project, even at times where it seems there is nothing to communicate. When no information is shared, employees will tend to fill in the blanks themselves and that is when rumours can start and cause some resistance to build.

There are many options to choose from when deciding which communication channel might be the most effective for your organization: a webpage, a newsletter or an MS Teams channel. We recommend setting up more than one to make sure the information you want to communicate gets through to all employees. However, you might feel like only one or two of the choices is more appropriate for your organization. More information on how to create communication channels will be found on the following pages.

Each platform is different to manage, but the content shared can be sourced by the same document. Consult the **Communication content guide** to get guidance and inspiration on topics that you might want to share throughout the project using various communication channels.

Communication content guide

As questions from employees are answered through the different channels of communications, they should be added to the Commonly Asked Questions document.

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NEXT: Creating a webpage to share information

1.6.1 Creating a webpage to share information

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This activity may need to be coordinated with your organization's Communication team

Launching a dedicated page to share information with employees, accessible at all time, can be an integral part of your communication plan for your project. The chosen tool (intranet, webpage, Gcxchange, GCdocs, etc.) can be the one-stop shop for employees to learn about all aspects of the project underway. This channel can be used to communicate with employees in a static way. The information will be available to them at all times and they can navigate through it to find the information they need when it is convenient for them to do so.

This channel gives employees autonomy in looking for information.

Many topics can be explored on the page you decide to create. We suggest looking in our communication content guide to get inspired about the kind of content you want to make available to your employees on this platform.

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NEXT: Creating a newsletter

1.6.2 Creating a newsletter

This activity may need to be coordinated with your organization's Communication team

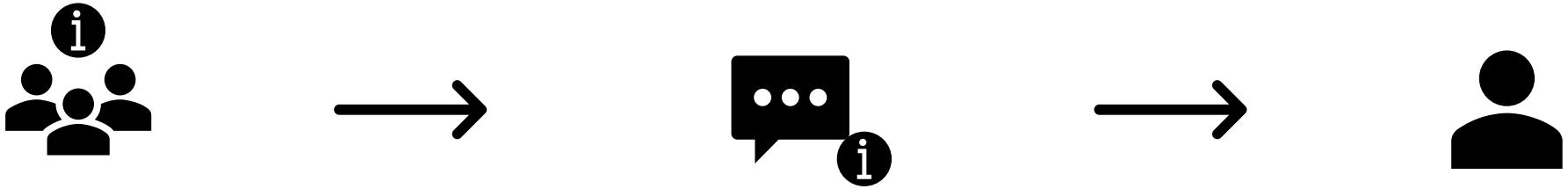
To communicate regular updates about the project, the creation of a newsletter could be a good way to stay in touch on a regular basis and provide updates on the project, upcoming activities, etc. This channel can be used to share the information in a more timely way and make sure important information gets across to employees.

Take a look at the communication content guide to know what to include in your newsletters to employees.

1.6.3 Creating a MS Teams channel

This activity may need to be coordinated with your organization's Communication and IT teams

An MS Teams channel allows you to connect with employees in a more casual way. Q&As, mini quizzes, ''Did you know'' segments, and much more can be broadcasted via this channel. It is a great way to make the shared information entertaining and educational all at once.



Note that you can customize your MS Teams channel to make sure the settings match the intention you have in using this platform. If you wish to push information casually, but don't plan on gathering instant feedback from employees, you can allow only admins to post on the channel. If you wish to make it more interactive, you can change the settings to allow everyone to post and reply. You can refer to the communication content guide for ideas on what to share in your channel.

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Phase 1 Checklist

PHASE 1
Pre-planning and planning

- 1.A CM Workbook
- 1.B CM Strategy
- 1.1 Project announ-cement
- 1.2 Employee townhall
- 1.3 Design survey invitation
- 1.4 Removal of personal & business assets
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- 1.6 Communication channel(s) and content

Ask yourself:

- Have I monitored and recorded the success of these activities in the CM Workbook (CM activity tracker)?
- Has there been any indication of resistance?
- Are the employees adequately informed of the upcoming changes?
- Do I have the proper channels in place to communicate with employees?
- Am I using the communications channel(s) in the most effective way?
- Am I recording and updating the Commonly asked questions document with all the questions received?

Use the Change Agent Network to help answer these questions!

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NEXT: Phase 2 - Coming soon!

Phase 2 : Implementation

Coming soon!

Phase 3 :

Post-occupancy

Coming soon!

References

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Key messages

The key messages are meant to explain and reassure the various audiences about the new initiative.

There are key messages available for leadership and employees about the Workplace Transformation Program.

Access them here : Key messages

Some of the content addressed in the key messages might have to be customized to suit your project

Commonly asked questions

This document addresses the most common questions from your employees.

It ensures employees get consistent answers to all questions. Those questions can be gathered through engagement sessions or informal chats, amongst others.

Access it here : Commonly asked questions

This should be updated as you receive more information about the project or additional questions from employees

Glossary

This glossary is designed to help you navigate the CM Program in-a-box.

It contains **terms** and **roles** that will ensure you have the resources and information you need to succeed while navigating through this process.

Access it here : Glossary

The glossary is meant to be educational as well as a reference for the program.

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NEXT: Visual identifiers

Visual Identifiers

Communication

Important information

Presentation

Engagement

Ask yourself

Invitation

Training

Template

Communique

PSPC change experts

Tool

Survey

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