CM Program in-a-box

**AN ALL IN ONE CHANGE MANAGEMENT SOLUTION
FOR THE WORKPLACE TRANSFORMATION PROGRAM**

Version 2
February 2023

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VERSION CONTROL

Version #	Date	New section(s)	Description of changes
1.0	09/06/2022	- How to use the box - Planning and Pre-planning - References	First release of these sections.
2.0	02/07/2023	- Implementation	• Release of activities 2.A to 2.6 • New communication template in Activity 1.C • New CM Monitoring questionnaire at the end of Phase 1 • New reference document : Communication content collection • New Acknowledgments and other references page • Update of the look and feel • Update of the content overview • Update of the CM Workbook • Activity 1.6 becomes 1.C • Update of the visual identifiers page

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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

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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!

Workplace Change Management National
Centre of Expertise

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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.

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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.

Workplace vision and strategy ✓	Sponsor and leadership support ✓	Integrated project team ✓	PRET ✓
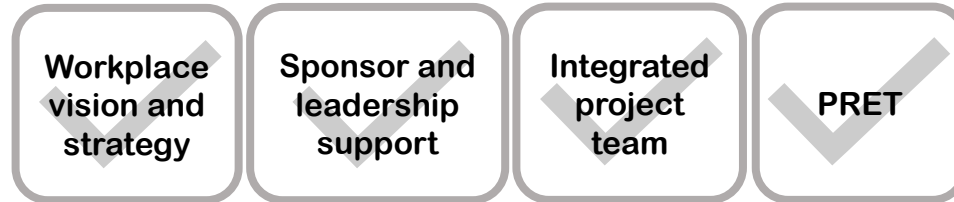
To ensure the success of the delivery of the project and of the change management program, it is key that the organization clearly defines their **vision for the future workplace** and that the **sponsor and leadership team are engaged** early in this project and are ready to lead the way. The statement 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.

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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!**

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- **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**.

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

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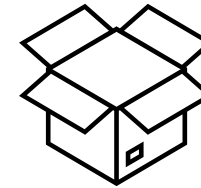
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Using the CM program in-a-box is simple! Just follow these steps

1 Become familiar with the *visual identifiers* and glossary used in the box

2 Unpack the content in sequence
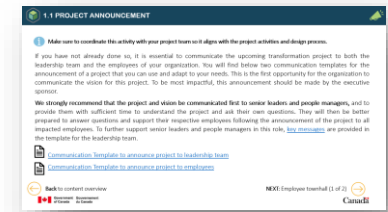
3 Read and follow the instructions

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: Content overview

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CONTENT OVERVIEW

Change Management Program	Communication 📣	Engagement 👥	Training 👨‍🏫

Clickable content!

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.C Communication channel(s)

Monitor Track Adapt

PHASE 2
Implementation

2.A Communication framework	2.B Training framework	2.1 People manager toolkit	2.2 Floor plan announ-cement	2.3 Meeting room naming	2.4 Community norms for the new workplace	2.5 Team charters

2.6 ''A day in the life'' presentation	2.7 Pre-opening communications	2.8 Employee toolkit	2.9 Pre-opening Q&A session	2.10 Tours of the new workspace	2.11 Opening week

Celebration!

Monitor Track Adapt

PHASE 3
Post-occupancy

3.1 Employee experience feedback	3.A CM sustainment checklist	3.2 Sustainment communications	3.3 PSPC Project Story Collection

Sustain

REFERENCES

Key messages	Commonly Asked Questions	Communication Content	Glossary

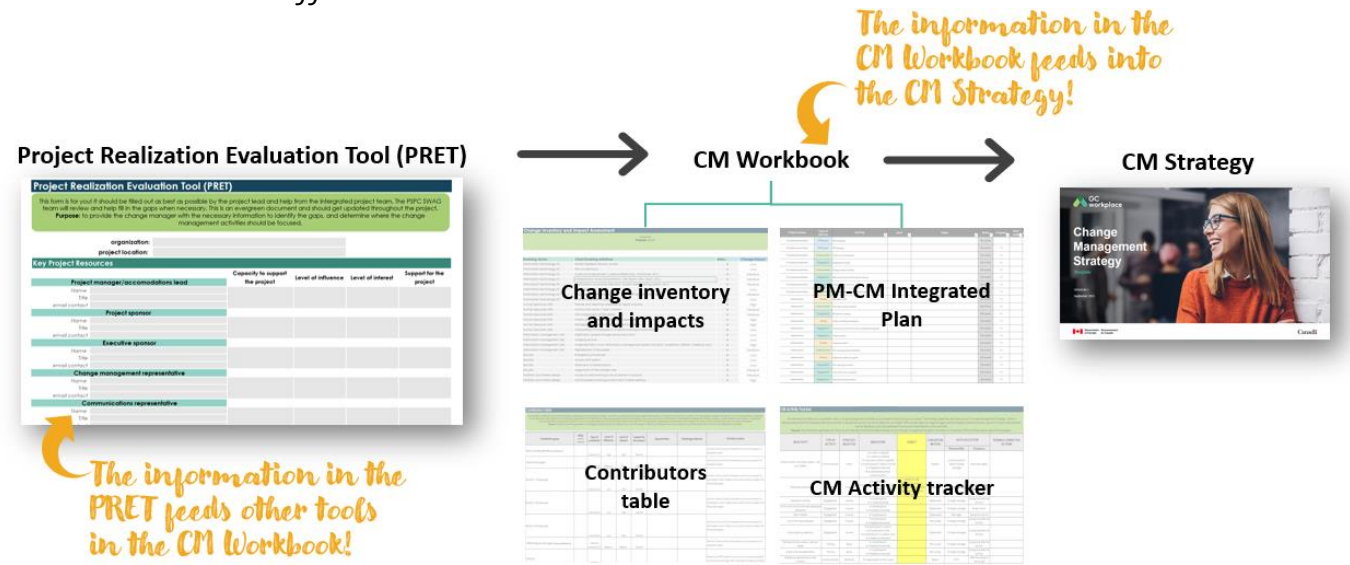# Phase 1 : Pre-planning and planning

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 **Change Management (CM) 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)

The information in the CM Workbook feeds into the CM Strategy!

Project Realization Evaluation Tool (PRET) → CM Workbook → CM Strategy

Change inventory and impacts | PM-CM Integrated Plan

Contributors table | CM Activity tracker

The information in the PRET feeds other tools in the CM Workbook!

[CM Workbook](#)

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i 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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ℹ️ 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](#)

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ℹ️ **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.

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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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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](#)

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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.

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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](#)

[Guide for the removal of personal and business assets](#)

[Announcement – removal of personal and business assets to employees](#)

[Signage for the removal of personal and business assets](#)

[Reminder – removal of personal and business assets to employees](#)

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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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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. Continuous and transparent communication should occur throughout the project, even when it seems there is nothing to communicate. When no information is shared, employees will tend to fill in the blanks resulting in potential rumours and early resistance.

Choosing which communication channel will be the most effective for your organization is very important, including a webpage, newsletter series or a Microsoft Teams channel. We recommend setting up more than one to ensure the information you want to communicate reaches all employees. One or two of the choices may be more appropriate and depending on the capabilities of your organization, there may be additional ways to communicate with employees that are not mentioned above. More information on how to create communication channels is found on the following pages. Once the communication channels are established, you can inform all impacted employees about the various ways or platform that will be used throughout the project to share information. To do so, you can use the **Communication channels announcement** template below.

Each platform is different to manage, but the content shared can be sourced from by the same document. Consult the *Communication Content Collection* for guidance and inspiration on topics to share throughout the project using various communication channels.

📄 Communication channels announcement

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

Launching a dedicated page to share information with employees can be an integral part of your communication plan and should be accessible for employees at all times. The chosen tool (intranet, webpage, GCxchange, GCdocs, etc.) can be the one-stop shop for employees to learn about all aspects of the project. This channel can be used to communicate with employees in a continuous 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 the confidence to find information when they need it.

Many topics can be explored on the page you decide to create. We suggest looking in our *Communication Content Collection* to get inspired about the kind of content you want to make available to your employees. The content of the *Employee Toolkit (coming soon)* and *Commonly Asked Questions* may also be integrated on this webpage. These two documents includes tactical information on a variety of subjects including "how to get prepared to come of the office", to "how to use the AV equipment" and "how to book a workpoint".

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

When communicating project updates, the creation of a newsletter series could be an effective way to stay in touch with employees and provide updates on key dates, critical milestones, upcoming activities, etc. This channel can be used to share the information in a more timely way and ensure important information gets across to employees.

Take a look at the *Communication Content Collection* to know what to include in your newsletters to employees. For a sample newsletter structure, you can use this template : *Newsletter template.*

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

A Microsoft 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 through a Teams channel. It is a great way to make shared information entertaining and educational for employees.
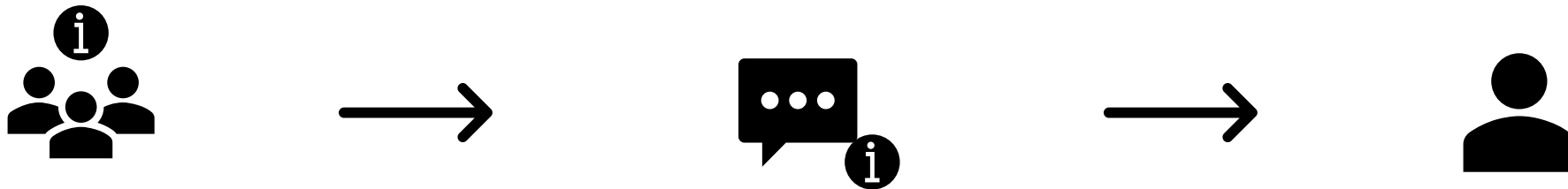
Note that you can customize your MS Teams channel to ensure the settings align with the intention you have for this platform. If you wish to push information casually, but don't plan on gathering instant feedback from employees, you can restrict posts and comments to administrators only. If you wish to make it more interactive, you can change the settings to allow everyone to post and reply. You can refer to the *Communication Content Collection* for ideas on what to share in your channel.

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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.C Communication channel(s) |

Monitor Track Adapt

? Ask yourself:

- Have I monitored and recorded the success of these activities in the _CM Workbook_ (CM Activity Tracker)?
- Do I have the proper channels in place to communicate with employees?
- Am I using the communications channel(s) effectively?
- Am I recording and updating the _Commonly Asked Questions_ document with all the questions received?
- Are there any indicators of resistance?

ℹ Use the 🛠_Change Management Monitoring Questionnaire_ to assess the readiness of employees. Work with your Change Agent Network to help answer the questions. Adapt your change management program based on your results and the Corrective Measures in the tool before moving onto Phase 2.

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Phase 2 : Implementation

Communication plays a vital role in getting employees and managers engaged in the change, ensures that they understand what the changes are, why they are important, and what the benefits are for them (What's in it for me). This Change Management Program-in-a-box proposes various communications activities as stand-alone activities or as part of an engagement and training plan. This Communication Framework lists all proposed communication activities included in the Implementation phase of the CM Program in-a-box. You can use it as a reference document for an overview of all proposed communication activities, their objectives, order, and frequency, and to validate whether these activities are required and/or sufficient for your organization. Those same communication activities are also integrated in the *CM/PM Plan* which we recommend Change Managers use to outline and implement all change management activities. For more information on how to use this document, you can refer to the *Communication Framework* How-to tab.

As mentioned in the first phase of this program, *the Communication Content Collection*, also propose models and story ideas on topics for which you might want to create a communication activity. If you do add a new communication activity, do not forget to add it to the CM/PM plan.

Do not forget to collect feedback, monitor and evaluate the effectiveness of your communications. Refer to the *CM Activities tracker* included in the *CM Workbook* and use the *Change Management Monitoring Questionnaire* to assess the employees adoption and readiness.

[Communication Framework](#)

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Collaborate with all key enablers of the integrated project team to capture technical training requirements and frequencies

Training is a critical tool for building knowledge and ability in your organization during a workplace transformation program. Providing training on the new workplace, including the use of new tools, will ensure employees feel confident and comfortable in their new workplace—generating excitement. The Training Framework includes relevant and common topics for employees that will support the development of their knowledge and ability; preparing them to adopt changes in the new workplace. Similar to the *Communication Framework*, it is important to validate and identify the required training for your organization based on any considerations or gaps identified. Make sure that all developed training activities are being added in the *CM/PM Plan* included in the [CM Workbook](#). For more information on how to use this document, you can refer to the **Training Framework** How-to tab. Once your training activities are defined and a roadmap is developed, you can inform employees of the activities that will be offered during the implementation of the project in order to support them in developing new skills and knowledge in preparation for using the new tools and workspace. To do so, you can use the roadmap announcement template available below.

As a best practice, training content and material produced by subject matter experts should be developed from the viewpoint of an "average user." For example, if a booking system is being implemented, the training material should be developed from the perspective of a first-time user with clear steps on how to independently use the tool. This ensures that the content is well adapted to the employees.

Do not forget to collect feedback, monitor and evaluate the effectiveness of your communications. Refer to the *CM Activities tracker* included in the [CM Workbook](#) and use the [*Change Management Monitoring Questionnaire*](#) to assess the employees adoption and readiness.

[Training framework](#)   [Skills and knowledge roadmap announcement](#)

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As you enter the implementation stage of the Workplace Transformation Project, there will be rapid levels of communication and training. To prepare employees for their journey through the implementation, it is important that you first prepare and equip people managers as they will have a large role to play in supporting their teams. The role of people managers will expand beyond their daily operational duties during this project. They will play a vital role in employees' adoption of the change and in the success of the project.

The **People Manager Toolkit** provides a brief overview of managing change, communicating change updates, as well as identifying and overcoming resistance. It is intended to be self-directed and is an invaluable reference tool for people managers.

The toolkit should be sent using the **announcement** to people managers prior to all Phase 2 communications and engagement activities. Work with your executive sponsor to ensure that the message is delivered from a person with influence within the organization.

[People Manager Toolkit](#)

[Announcement: People Manager Toolkit](#)

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Providing the toolkit to people managers is the first step to establish a trusted relationship with this community; the most important actions come after. You will need to frequently engage often with this group to provide them updates on your project, upcoming activities and to ensure they have an opportunity to share feedback and insights from their teams.

In order to communicate and engage easily with people managers, look at existing managers committees or networks to establish a channel of communication. You should communicate and engage with all people managers regardless if their teams are impacted directly or indirectly by the project (i.e., remote, off-site, regional or national managers). Work with your administration team or HR team to ensure you have an updated list of all people managers. This will be important if you plan on communicating with people managers over email.

The **Continuous Support for People Managers guide** offers suggestions on how you can check-in and support people managers throughout your Workplace Transformation Project. You can opt to use just one or any combination of opportunities mentioned in this guide. When choosing which opportunities work best for your organization and project, consider your current communications and training strategies and the project milestone schedule.

[Continuous Support for People Managers: A Guide for Change Managers](#)

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ℹ️ Coordinate with your project team to ensure the right timing to introduce the floor plan to the employees. The floor plan should be approved by both PSPC and your organization before announcing it.

The goal of this activity is to build awareness and desire among employees, and provide them a first glance of their new workplace. A new floor plan can be exciting for some employees as it is a direct result of all their support during the information gathering that occurred in Phase 1. But for some employees, it might be stressful and confusing especially if it deviates from the workplace they were familiar with. Though the new floor plan may come as a shock for some and raise discontent, it is important that employees understand that comments and revisions to the floor plan are no longer possible at this time.

Using the **Announcement Template**, work with your executive sponsor to send out the floor plan. You may also wish to announce to different groups at different times. For example you should consider announcing the floor plan to the executive team first, then people managers, then the Change Agent Network, and finally the employees. Informing managers and change agents first can better equip them to answer employees' questions and concerns. When you communicate the Floor Plan, refer employees to your intranet web page for more information on zoning and workpoints (you will need to ensure that this information is available then).

The **Floor Plan One-Pager** is a quick overview of the new floor plan with a focus on the variety of workpoints and functional zones. Work with your design team/contractors to obtain a furniture-only floorplan with functional zones and customize the one-pager document as needed. If multiple floors are undergoing a workplace transformation in different ways, complete a separate one-pager for each floor. If all floors are transformed in the same way, one typical floor plan one-pager is sufficient.

✉️ [Floor plan Announcement](#)   📋 [Floor plan One-Pager](#)

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Coordinate with your project team to ensure the right time to launch this activity as it is closely tied to the creation of project signage.

This activity can be started once the floor plan has been shared with employees. The Executive Sponsor will use these documents to invite all impacted employees to participate in a meeting room naming activity. The submission process and timing, as well as selecting a winner should respect the deadline imposed by the project team. This activity aims to identify names for all meeting rooms in the new modernized environment and includes employees in a personalized and collaborative way. As a change manager, your support is required to help the Executive Sponsor communicate this activity.

Using a survey software tool such as Microsoft Forms or requesting nominations through email are the most effective and accessible ways to complete this activity. Communication templates are available for the **invitation to participate in the meeting room naming activity**. You can use one of the proposed activities and update it according to your project or create your own.

We strongly recommend that change managers read the **Activity guide** prior to conducting the activity since every project is different. The meeting room activity should be customized and tailored to your unique project requirements.

This activity will promote participation, empower employees and foster a connection to the new workplace.

[Meeting room naming activity guide](#)   [Communication to announce meeting room naming contest](#)

[Communication to announce meeting room naming results](#)

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The Community Norms are meant to be used in conjunction with the *Workplace Etiquette: Zone and Workpoint Digital Posters* that are included in 2.8 *Employee toolkit*; these are generic posters that are provided as part of all WTP projects. The Community Norms will also be part of 3.2 *Sustainment Communications* in Phase 3.

The Community Norms included in the CM Program-in-a-box were created from similar models implemented as part of two workplace modernization projects with positive change outcomes. They encourage healthy dialogue with others, which promotes collaboration and a shared approach to problem solving. They are flexible, adaptable and easy to adopt—based on situational context and personal accountability, and are focused on desired behaviours. These Community Norms have the potential to become the main norms your organization uses in all their spaces, even those that have not been modernized. They are general enough that they can account for regional perspectives. Consider if having the same norms at all locations might be the right approach for your organization.

The key to successfully implementing Community Norms relies on communication:
- Leverage your recurrent touch-points with the People Manager community to inform them of the Community Norms and encourage them to have open and honest discussions with their teams after Community Norms are communicated.
- Consider how the activity might be received by various groups such as unions, diversity and equity groups, etc. and determine if you should present the Community Norms to them before all impacted employees. Doing these pre-launch meetings can help you gather important cultural considerations and feedback that you may be able to include in the announcement to employees.
- Use the Announcement template to communicate Community Norms Main Poster to all impacted employees.
- You can also include the poster on your intranet page.

Community Norms poster *coming soon

[Announcement of Community Norms](#)

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ℹ️ Make sure to coordinate this activity with your Human Resources representative as a team charter may already exist or is planned to be deployed within your organization.

Team charters are meant to be a list of principles and team norms that team members establish together and agree to follow. They usually cover things like when to be online, what communication platforms to use for different tasks, and what is the flexibility of the team to work from an ecosystem of various spaces. One of the benefits of this activity is the collaborative process required to develop the team charter with all team members - it is as important as the document itself. The true value of this activity lies in taking the time to have a discussion amongst all team members, to share individual expectations and ways of working, to define as a group, the most efficient ways to work in this new working environment to achieve the vision and mandate of the team.

To launch this activity, you can review the content of the **Invitation to create a Team Charter** below, before sending it to people managers. In this document, there is the process to facilitate the Team Charter creation workshop and an email template that can be used by people managers to inform their respective employees of the upcoming activity. Once the invitation is reviewed, make sure to send it to people managers along with the **Team charter template** and, if applicable, the division, sector or branch team charter.

✉️ [Invitation to Create a Team Charter](#)   📋 [Team Charter and User Guide to me templates](#)

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Guiding employees to understand an activity-based workplace and how they will need to change the way they work in this new ecosystem of workspaces, is one of the biggest changes to manage. Most employees have not had the opportunity to work in an activity-based workplace that as been designed to support their work activities and various personal preferences. This change requires each employee to redefine their work journey and develop new habits to plan their work weeks, using the new workplace to its full potential.

This ready-to-use **"A day in-a-life" presentation** helps educate employees (including executive leaders) on how to work efficiently in an activity-based working (ABW) environment and equip them with the skills they need to develop new ways of working.

The presentation can be delivered in person or virtually and should be approximately one hour to account for questions. More guidance on how to facilitate the presentation is provided on the first few pages of the presentation. We recommend offering this presentation two months before the workspace is ready.

"A Day in a life" presentation

Invitation to employees to participate

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Activities 2.7 to 2.11 will be available soon

Stay tuned!

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Phase 3 :
Post-occupancy

Coming soon!

References

1 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

ℹ️ Some of the content might have to be customized to suit your project

2 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

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

3 Communication Content Collection

This document proposes content that can used to disseminate information about the project and its principles. It is separated in two sections: **Informative content** and **The Story Ideas.**

Information provided in this documents helps to build awareness about the project via the various channel established previously (activity 1.C).

Access it here : Communication content collection

ℹ️ Some of the content might have to be customized to suit your project

4 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

ℹ️ Information that will be shared between the first 3 documents should be aligned to ensure consistency of messages. You should define your communication channels (Activity 1.C) before disseminating information from those documents.

Communication

Important information

Invitation

Engagement

Ask yourself

Communique

Training

Tool

Survey

PSPC change experts

Presentation

Document

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- Our partners on the BGIS change management team
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Other references

Workplace Transformation Program - GCpedia

GCworkplace - GCpedia

GCworkplace design - GCpedia

GCworkplace Indigenous Design Guidelines - GCpedia

GCworkplace Project Story Collection - GCpedia

GCWorkplace Change Management Playbook - GCpedia

Workplace Change Management Community of Practice (gcconnex.gc.ca)

The Prosci ADKAR® Model | Prosci

Individual Barriers to Change and What to Do About Them (prosci.com)

FlexGC - Home/Accueil (google.com)

And many documents and tools shared by our colleagues and clients that inspired us to create this program!

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