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**Workplace Transformation Program**

**GLOSSARY**

**VERSION 1**

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Glossary – Workplace Transformation Program

**What is this document :** Proposed definitions of roles and terms that are used throughout the change management program as well as some other useful terms for an educational purpose. Project management roles and terms are also included in this glossary to insure they are well understood by everyone working on the project.

**Who is this for:** This glossary will serve the project and change management teams.

The **French** version of this document is available here : FR version

Part I: Roles

# Accommodations/Design Representative

*Also known as facilities representative*

A member of the [integrated project team](#_Integrated_project_team), the accommodations/design representative supports any initiatives and activities related to how the space is managed and designed as it relates to the workplace transformation project. The accommodations/design representative works with the design team and consultants who support the functional programming and information gathering components of the project, ultimately informing the final design of the space.

# Change Agent

Change agents are early adopters of change. They understand and represent the interests of their colleagues going through the transition and will work with [change managers](#_Change_manager) and/or [project managers](#_Project_manager) to facilitate a successful transition. A change agent's key tasks include actively engaging with employees, advocating support and interest for the project, and communicating the most current updates. They may also act as a two-way communicator between the project/change team and employees. Their role goes beyond communicating the vision of the modernized workplace and the reasons behind it. As an employee undergoing the change themself, change agents are integral in spreading awareness amongst their colleagues.

# Change Manager

*Also known as change management representative or change resource*

A change manager plays a key role in ensuring the project meets its objectives on time and on budget by increasing employee adoption and usage. The change manager works to drive faster adoption, higher ultimate utilization of and proficiency with the changes that impact employees. The change manager's primary responsibility is to create and implement a [change management strategy](#_Change_management_strategy) and plans that maximize employee adoption and usage and minimize resistance. Key tasks may include leading a [change management team](#_Change_management_team), coaching [senior leaders](#_Senior_Leaders) to fulfill their role of [project sponsor](#_Project_sponsor), providing support to [peoples managers](#_People_manager) to help their employees through the change, supporting the project team, conducting impact analyses, assessing change readiness, identifying key contributors, leading and coordinating communication, engagement and training activities, identifying resistance and providing assistance to manage that resistance, defining and measuring success through metrics, and monitoring change progress.

# Communications Representative

*Also known as communication officer or communication advisor*

A member of the [integrated project team](#_Integrated_project_team), the communications representative supports the production and distribution of all internal employee communications related to the Workplace Transformation project. The communications representative should also be able to advise on communications scheduling and impacts. The assigned representative is often in a senior leader position or has a strong understanding of the communications process across the organization and location undergoing a transformation.

# Contributor

*Also known as stakeholder or partners*

Contributors may have different levels of interest and influence over the outcome of a [change initiative](#_Change_initiative). Some contributor groups will be directly or indirectly impacted by the change initiative (ex. employees), while other groups may not be impacted but have a role to play in the delivery of the change initiative (ex. IT representative). Understanding contributors’ position towards the change can provide invaluable insights that can be used to inform the change management strategy and plans.

# Diversity, Equity, and Inclusion Employee Group

Any employee resource group or network that currently exists within the organization based on grounds of diversity, equity, and inclusion that can consult and advise on decisions that impact employees. Employee groups/networks supporting, women, people of colour, people living with disabilities, religious groups, and 2SLGBTQIA+ people are examples.

# Enabling Sector

*Also known as support sector or operational sector*

Sectors within an organization that are not leading the workplace modernization but might have specific projects or initiatives to manage in support of the workplace transformation. Examples of enabling sectors may include human resources, IT, information management, OHS, security, and facilities management. Enabling sectors need to be consulted when preparing a [change management strategy](#_Change_management_strategy) and plans.

# Executive Sponsor

*Also known as change champion or champion*

The executive sponsor advises and supports the [project sponsor](#_Project_sponsor) in decision making, and usually occupies an executive level role (ADM, DG, etc., as applicable). The executive sponsor must be an early adopter of the change, adapting quickly and advocating to employees for the change. In addition, the executive sponsor must build employee morale, engage employees impacted by the change and demonstrate desired behaviours. The executive sponsor brings the change vision to life.

# IM Representative

A member of the [integrated project team](#_Integrated_project_team), the Information Management (IM) representative supports any initiatives and activities related to how information is managed, stored, and digitized in support of the workplace transformation project. The assigned representative is often in a senior leader position or has a strong understanding of the information processes across the organization and location undergoing a transformation.

# Indigenous Employee Group

The Indigenous employee group advises the [integrated project team](#_Integrated_project_team) and design team on Indigenous design elements and/or Indigenous engagement.

# Integrated Project Team

The integrated project team is made up of project manager, representatives from the key [enabling sectors](#_Enabling_Sector) (IM, IT, Security, HR, OHS, Facilities) and change manager. The team’s role is to ensure timely and integrated project delivery and a user-centric solution.

# IT Representative

A member of the [integrated project team](#_Integrated_project_team), the IT representative supports any initiatives and activities related to setting up and equipping the new space with technology. The IT representative supports the procurement and deployment of laptops, setting up videoconferencing tools and arranges for technology training. The assigned representative is often in a senior leader position or can make IT decisions on behalf of the organization at the location undergoing a transformation.

# HR Representative

A member of the [integrated project team](#_Integrated_project_team), the Human Resources (HR) representative supports any initiatives and activities that impact employee-based policies within the organization. The assigned representative is often in a senior leader position or has a strong understanding of the HR policies across the organization and location undergoing a transformation. Ideally they should be in control of determining HR directions or in direct contact with HR decision makers.

# Local-level Sponsor

Someone who is integrated into a team and has great influence among team members—often people managers and/or change agents. Local-level sponsorship is important for a successful change outcome; local-level sponsors have the capacity to work with each employee, understand [barriers to change](#_Barrier_to_Change) and provide feedback on business outcomes to the project team.

\***See also :** [**People managers**](#_People_manager)**,** [**change agent**](#_Change_agent)

# OHS Representative

A member of the [integrated project team](#_Integrated_project_team), the Occupational, Health and Safety (OHS) representative supports any initiatives and activities related to maintaining and updating health and safety policies related to the workplace transformation project such as arranging and updating information with Commissionaires, assigning new floor wardens, arranging evacuation points, etc. The assigned representative is often in a senior leader position or has a strong understanding of the OHS policies across the organization and location undergoing a transformation.

# People Manager

*Also known as manager or supervisor*

Someone who has direct reports operating within a branch/directorate. People Managers have great influence over their teams and support the change at a local level. They play a key and vital role in their employees’ adoption of the change and in the success of the project. During periods of change, people managers must communicate with their direct reports about the change, demonstrate support for the change, coach employees through the change process, engage with and provide support to the project team as well as identify and manage resistance.

# Project Manager

*Also known as accommodations lead, project leader, or project integrator*

The person who is responsible for maintaining all work streams related to the Workplace Transformation project. They maintain all lines of communication and act as the administrative backbone for the execution of the project.

# Project Sponsor

The project sponsor’s role is to actively and visibly participate throughout the project, build a coalition of sponsorship with peers and people managers and communicate directly with employees. This role is usually occupied by the person who is accountable for the project and who has influence on the individuals who implement the change (ADM or DM, as applicable). The project sponsor has the authority to provide the funding, resolve issues, approve major deliverables and provide high-level direction. The project sponsor has a clear vision, identified goals and measurable outcomes for the [change initiative](#_Change_initiative).

# Security Representative

A member of the [integrated project team](#_Integrated_project_team), the security representative supports any initiatives and activities that include managing security protocols, commissionaires, access cards and security zones. The assigned representative is often in a senior leader position or has a strong understanding of the security policies across the organization and location undergoing a transformation. Ideally, they should be in control of determining security directions or in direct contact with security decision makers.

# Senior Leaders

*Also known as senior management or executives*

Someone who has multiple teams and/or an entire branch/directorate reporting to them. Senior leaders include Deputy Ministers, Associate Deputy Ministers, Directors General, Directors and Senior Managers.

# Working Group Lead

*Also known as branch representatives*

A specific contributor to the project during the initiation and functional programming phase of a workplace modernization or workplace transformation project. Often senior leaders, these branch/directorate representatives support information gathering for the project team but also act as a point of contact for their employees for feedback on the change. Working group leads may also be change agents.

\***See also :** [**People manager**](#_Project_manager)**,** [**change agent**](#_Change_agent)

Part II: Terms

# Activity-Based Working

Activity-based working is a design concept that recognizes that through the course of any day, employees engage in many different activities and that they may need and can choose different types of work settings to accommodate these activities. It offers all employees shared useto a variety of workpoints, allowing them to choose the optimal setting to perform their tasks and functions.

# Activity-Based Workplace (ABW)

Activity-based workplace (ABW) is an environment that supports a new way of working and is based on the principle of [activity-based working](#_Activity-based_working_(ABW)).

# Activity Profile

Activity profiles are models for workpoint distribution assigned to organizations by the design team and informed by the design survey and/or workshops. There are three activity profiles: autonomous, balanced, and interactive based on a distribution of individual and collaborative workpoints. These profiles demonstrate how the GCworkplace design concept can be adapted to different work environments based on the types of activities, typical duration and frequency, patterns of interaction within and among teams, levels of mobility, workstyles and overall functional and technical requirements of an organization.

# ADKAR Model

The *Prosci* ADKAR® Model is a goal-oriented change management model that guides individual and organizational change. Created by *Prosci* founder Jeff Hiatt, ADKAR is an acronym that represents the five tangible and concrete outcomes that people need to achieve for lasting change: awareness, desire, knowledge, ability and reinforcement. By outlining the goals and outcomes of successful change, the ADKAR Model is an effective tool for planning change management activities, equipping leaders to facilitate change, and supporting employees throughout the change.

# Barrier to Change

Like [resistance to change](#_Resistance_to_Change), a barrier to change may occur when an employee requires further understanding and/or training related to the change (i.e., an employee cannot adopt collaborative meeting tools because they experience a barrier to the knowledge level and require further training). Working with and understanding barriers to change on an individual level will support full organizational adoption and reinforcement of change. [Change fatigue](#_Change_fatigue) may also be a barrier to change for many employees.

# Change Agent Network

Network managed by the [change manager](#_Change_manager) and composed of [change agents](#_Change_Agent_1) who actively engage with employees, advocate support and interest for the project, and communicate the most current updates about the project to employees. The change agent network is informed of what is coming next over the course of the project before the employees.

# Change Attribute

*Also known as change characteristic*

Characteristics related to the change initiative and how incremental or disruptive the change is to the organization.

# Change Communication

Any communication related to providing awareness, desire, knowledge, ability or reinforcement to employees undergoing the change. They may be combined with [project communications](#_Project_Communication) and other engagement activities. Change communications are outlined in a communications plan prepared by the change manager.

# Change Curve

A visual representation of how individuals typically experience change. It expresses the individual’s confidence, morale, and competence through a period of change.

# Change Fatigue

Change fatigue is neither an acceptance or rejection of change but is a state of being overwhelmed and exhausted by the amount or rate of change going on both in their personal and professional lives.

\***See also :** [**Rate of change**](#_Rate_of_change)**,** [**Barrier to change**](#_Barrier_to_Change)

# Change Initiative

Any organized effort to alter part or all of an organization. A large change initiative may have smaller, micro-change initiatives that are required to support the success of the project. For example, IT needs to procure, deploy, and train all employees on using laptops on a wireless network in order for employees to work in an unassigned work environment.

# Change Management Program

The change management program is the group of related activities designed and managed to support employees through the change. It is the sum of your strategies and plans.

# Change Management Program in-a-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 PSPC Workplace Change Management National Centre of Expertise and has been condensed and reviewed for the scope of the WTP. It is made of tools and activities that are prepopulated and presented in a sequential manner that aligns with the project process.

# Change Management Strategy

A change management strategy serves as a launching point for organizations seeking to introduce workplace changes and wanting to ensure that the impacts on employees are managed successfully. It defines the approach needed to manage change given the unique characteristics of a project. It includes an understanding of the changes, a supporting structure to implement the strategy, and an analysis of the risks of the change and potential resistance to the change.

# Change Management Team

The change management team’s role is to manage the people side of the change. The change management team develops change management related strategies and plans, and then implements them and measures their effectiveness and success. The change management team assists employees in adopting the changes and provides support to people managers and the project team. The team can include resources such as [change manager(s)](#_Change_manager), [communications representative](#_Communications_Representative), engagement specialist, training specialist, graphic designer, etc.

# Community Norms

*Also known as workplace etiquette*

Community Norms are a set of behaviors that are aligned across the organization and established to support a safe and equitable work environment for all. Community Norms may drastically change when undergoing a workplace modernization or workplace transformation project. For example, employees are expected to operate under a clean desk policy and appropriately use functional zones.

# Cultural Attribute

*Also known as organizational attribute*

The characteristics and value systems are related to the organization’s change maturity and change history.

# Current State

How things are today. The current state is known and comfortable, and is generally preferred by employees. The current state lays the foundation and context for change management.

# Employee Experience

How employees are interacting and responding to the project or change initiative. It is based on the investments that an organization and the project team make to impact and influence the overall reaction and opinions of the project or change initiative by all employees of varying levels and titles.

# Future State

How things will be. The future state is the primary focus of the [integrated project team](#_Integrated_project_team) and executive sponsor. The future state describes the outcome change management is working to achieve.

# GCworkplace

GCworkplace is the term adopted by the Government of Canada for workplace modernization. It is based on the implementation of [activity-based working (ABW)](#_Activity-based_working_(ABW)). 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. GCworkplace is a modern, efficient and inclusive workplace which responds to the public service workforce’s needs and supports a flexible way of working.

# History of change

*Also known as change maturity*

An understanding of how much change and how change was received in the past within an organization. [Change Agents](#_Change_agent) can support employees to understand history of change at an individual level.

# Project Communication

Any communication related to providing updates on project milestones and activities to employees. [Change communications](#_Change_Communication) and engagement activities may also be announced in a project communication. Typically prepared and sent by the project team.

# Rate of change

An understanding of how much change an organization and/or individual is going through at the time of a change initiative (i.e., the organization is undergoing flexible work arrangement changes, return to the workplace policy changes, and a move). Understanding the rate of change may impact your communication and training plans, as well as your overall change management strategy.

# Resistance to Change

Resistance to change occurs when an employee willingly refuses to accept the change implementation. It is important to identify areas where resistance may occur and understand steps to mitigate risks.

# Team Charter

*Also known as team norms*

Guidelines for how team members will interact and communicate. A team charter clarifies the expected behaviors of individuals on the team and prevents unnecessary conflict. A team charter is team-specific and forms an agreement between people managers and their employees. It can be built on the objectives of the organization and should align to the [Community Norms](#_Community_Norms).

# Transition State

The process of changing the way work is done, happens between the [Current State](#_Current_State) and the [Future State](#_Future_State). For employees, the transition state can be a period of stress and anxiety. It is also described as the implementation phase of a project and is the period that the greatest level of resistance can occur.

# Vision Statement

A forward-thinking statement of what the organization should look like post-change initiative. It should be established by the [executive sponsor](#_Executive_Sponsor) and [working group leads](#_Working_Group_Lead) in collaboration with the change manager, and easily understood by all employees within the organization.

# Workplace Change Management

Workplace change management is a process for engaging with employees who are about to experience workplace change. Its goal is to help the people impacted by the change be properly equipped to understand, participate in and adopt the change successfully.

# Workplace Transformation Program

The Workplace Transformation Program is a PSPC funded initiative that modernizes existing workplaces through furniture-first solutions and minimized alterations to existing constructed elements, all while fully aligning to GCworkplace design standards. This program addresses the requirements of the workplace post-pandemic in a shorter time frame and at a lower cost.