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**Workplace Transformation Program**

communication content collection

**VERSION 1**

**Date:** february 2022

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Communication content collection – Workplace Transformation Program

***To be removed before sending***

**Objective:** this document is intended to provide Change Managers with informative content that can be used in a newsletter series, an intranet page or in an MS Teams channel as well as Story Ideas for any content related to their workplace transformation project.

**Who should use this:** Change Managers should work with the integrated project team and communication representative to customize the content of this document prior to circulating to employees.

**How to use this:** This document can be used by the change manager to disseminate information of specific topics throughout the project. The content provided here is only intended to be starting point—it can be adapted to the needs of the organization.

**Expected outcome**: increased understanding of various aspects of the new workplace; raised sense of adoption/ownership of the new workplace; increased team cohesion and mutual support among employees.

The **French** version of this document can be found here : FR version

# Section 1 : Informative content

## Workplace Transformation Program (WTP)

The Workplace Transformation Program (WTP) improves the ways to provide Government of Canada organizations with modernized workplaces that supports a hybrid working model.

The WTP delivers, on an accelerated timeline, up-to-date equipped workspaces following the GCworkplace fit-up standards, fit for hybrid work that support flexibility, collaboration and the new ways of working that contribute to a positive employee experience.

The organization that starts a project under the Workplace Transformation Program, with guidance from PSPC, brings specialists to design the new employee experience. Together as a multi-disciplinary team, these specialists map out the workplace strategy, the design and change management dimensions of the project.

Canada’s Natural Landscapes inspires the design and color schemes for the projects. The natural world is full of colors that blend beautifully and create extraordinary displays: the *Program*’s workplaces strives to highlight the beauty of our country and the inspiration provided by the colors found in nature.

The designs apply Indigenous - First Nations, Inuit, and Métis -- design guiding principles such as maximizing access to daylight and connection to the outdoors, using natural textiles (preferably bio-based) and materials.

A Workplace Transformation Program project also features a Wi-Fi environment, audio visual equipment adapted for each workpoint, refreshed kitchenettes and business centres and an easy-to-use booking system.

## GCworkplace

The Government launched *GCworkplace* in 2017 and made it the official federal workplace design standard in 2019. A GCworkplace is a modern, efficient and inclusive workplace which responds to the public service workforce’s needs and supports a flexible way of working. It is based on the implementation of Activity Based Working (ABW), which is a concept that offers all employees shared use to a variety of workpoints, allowing them to choose the optimal setting to perform their tasks and functions.

GCworkplace is designed based on an unassigned seating environment, where employees have access to all workpoints in both open and enclosed work areas. By promoting an unassigned environment, GCworkplace design contributes to a more efficient use of space, as all workpoints are shared. It fosters an environment where all occupants have equal access to various workpoints. This principle allows occupants to choose the functional settings that best accommodates their various tasks and activities according to their personal work preference. An unassigned environment allows space utilization to be optimized and promotes equity in access to resources such as privacy or supporting tools.

A well designed and comfortable workplace that encourages social connections and provides places to focus is a positive part toward keeping employees mentally and physically healthy. GCworkplace promotes wellbeing by encouraging movement throughout the day and by offering choice to suit professional and personal work preferences. When employees are encouraged to make use of a variety of workpoints throughout the day, the movement and change in posture reduce fatigue and improve cognitive function, leading to greater productivity and a more enjoyable work experience. Ergonomics are an important aspect of supporting physical health and wellbeing as well as inclusivity.

Lessons were learned from previous workplace initiatives. This new workplace is much more than office renovations: its an actual Government of Canada investment in employees – after public engagement and a good look at workplace trends and innovations worldwide. This is not tinkering with ‘Office 2.0’. This is not ‘Office 3.0’. This is investment to support employees’ changing activities, needs (emotional, physical, social), and facilitate interaction and collaboration.

## Activity Based Working (ABW)

To make work effective, efficient and more enjoyable for both the organization and the employee, ABW focuses on the employees and provides them freedom to decide for themselves: how to work, where to work, which tools to use and with whom to collaborate to get the work done.

In ABW environments, individual employees are not assigned to a particular workstation. Spaces are designed – with strong technological support -- in such a way that it allows employees to perform different activities over the course of the workday, such as learning, focusing, collaborating and socializing.

In addition, ABW environments offer:

* Choice and flexibility of where & how to work
* Adaptable to personal needs & preferences
* Access to a wide range of workpoints and amenities
* Accessible and inclusive
* Enhances employee experience
* Supports all workplace activities such as learning, focusing, collaborating and socializing

## New ways of working

Working in a modern way requires a new way of planning. Activity-based working starts with the activities, deliverables and what employee’s weekly schedule looks like.

Employees are encouraged to choose the workpoint that best suits their needs. Their work days may consist of participating in several virtual meetings on MS Teams. Although it seems more logical to work at home during these days, it is still possible to carry out these activities in an office environment. Employees can book, via an easy-to-use booking system, a workpoint that is suitable for this type of activity; an enclosed workpoint, a workpoint away from quiet work areas, etc.

ABW also encourages management and executives to manage based on output and not employee presence, which fosters a climate of trust between employers and employees.

Neighbourhoods **[AS APPLICABLE]**

A neighbourhood is a workplace where employees from the same branch or sector come together to connect. Neighbourhoods create opportunities for employees to meet in person with colleagues.

## Zoning

The workplace offers employees a choice of three zones. Zoning helps manage acoustics, supports concentration and collaboration and provides employees choice and control over their work setting and their productivity.

A **quiet zone** includes open, semi-enclosed, and enclosed individual workpoints. In this zone, the intent is to encourage individual focus work and to support the need for quiet or private spaces.

In an **interactive zone**, socialization and group collaboration is promoted and strongly encouraged. Providing a variety of group workpoints, and locating these activities away from the quiet zone.

A **transitional zone** includes a variety of open and enclosed spaces where less intense concentration is supported. The transitional zone may include open individual and group workpoints, semi-enclosed collaboration, and support spaces such as lockers or shared equipment areas.

## Workpoints

Our new workplace offers a variety of workpoints that support the diverse functions of our organization. These diverse workpoints provide employees the mobility and flexibly to choose a work setting that is optimal for their task and personal preference.

Here are the options employees can choose from when working in our new workplace :

**Open individual workpoints** include workstations, touchdowns, and focus pods. These spaces are intended for quiet focused work or routine individual tasks, such as research, reading, emailing, writing, etc.



***Focus Pod***



***Touchdown***



***Workstation***

**Closed individual workpoints** include focus rooms and phone booths. They are intended for short periods of confidential work or private calling. Secondary individual workpoints include reflection points, active workstations, and study rooms. They are indented to provide alternative solutions to the primary individual open workpoints.



***Study***

***Phonebooth***



***Focus Room***

**Open collaborative workpoints** include chat points, huddles, teaming areas and lounges. These workpoints are intended for agile or social team meetings and quick, informal conversations between team members.



***Teaming Area***



***Lounge***



***Huddle***



***Chat Point***

**Closed collaborative workpoints** include work rooms, project rooms, and meeting rooms. These workpoints are intended for private and formal meetings between team members and/or clients in groups of four or more.



***Work Room***



***Project Room***



***Meeting Room***

## Support spaces

**Kitchenettes** are equipped with refrigerators, microwaves [ADD ADDITIONAL SMALL APPLIANCES AS APPLICABLE] and a variety of seating and table arrangements. They are great areas to collaborate with colleagues or read emails with a coffee or a snack. They can also be good areas for team gatherings.

**Equipment areas** house centrally located multi-functional devices that can print [WITH FOLLOW-YOU PRINTING AS APPLICABLE], photocopy and scan, shredders [OR SHREDDING SERVICES BIN AS APPLICABLE], recycling bins, space for collating and closed storage for office supplies.

**Personal storage areas** contain lockers of various sizes at the entrance the workspace. Lockers are secured with a digital lock. Coat closets are also available next to the lockers for both smokers and non-smokers. [Assigned lockers will be available [insert locker strategy determined by the Facilities/Design team] - AS APPLICABLE]. Day lockers are provided to all employees to temporarily store personal items, including ergonomic equipment. If the ergonomic equipment needs to remain in the workplace, employees can work with their managers to find a suitable area to store the ergonomic equipment. If employees have a specific ergonomic chair, it can be stored every night in the dedicated space for personal ergonomic furniture.

**Wellness rooms** are designed to meet mental health needs, physical needs, or maternal necessities. The rooms can be used for quiet contemplation, stretching, meditating, to perform relaxation exercises, listening to music, breastfeeding, as a refuge or a private sensory relief space. The rooms provide a comfortable environment that is meant to help those that use it feel as secluded as possible from the sometimes-overstimulating office environment.

## Accessibility and ergonomics

GCworkplace standards acknowledge and promote an inclusive, equitable and adaptive workplace. Accessibility requirements and inclusive principles are integrated in the design to provide employees with full control over work settings that best suits their needs.

In a GCworkplace environment, furnishings and equipment accommodate a range of ergonomic needs including height, width and angle adjustability, thus reducing individual ergonomic accommodation requests. Ergonomic needs are integrated into the overall design solution, rather than only at specific workpoints so that all employees can benefit from it. For cases where the range of typical workpoint options does not address a specific concern, special accommodations can be further developed on a case by case basis.

Design standards of GCworkplace that support accessibility and inclusivity:

* Access to natural light
* Dimmable and adjustable lighting
* Height adjustable workpoints
* Large choice of workpoints to suit work functions and personal requirements
* Enclosed spaces for private, quiet working
* Clutter-free workspaces with improved internal circulation space for mobility devices
* Technology with accessibility functions in mind
* Ability to work from home as instructed by [ORGANIZATION]’s flexible working arrangements

# Section 2 : Story Ideas

## Your voice, your next workplace

**Timing proposed :** after 1.1, before 1.4

**Headline**: “Get engaged! Let’s rethink our working environment” says our Exec. Project Sponsor

**Story** (Interview with pictures): Executive Sponsor speaks in plain language, in an interview that is like a mundane conservation with one his employees. The Executive Sponsor talks about 1) changes coming in the workplace; 3) the sound value and the promises of the *GCworkplace* model; 4) the choice of the *Workplace Transformation Program* to deliver the new work environment for his teams and their members; 5) the wish that every single member in every single team feels engaged and contributes in full when call upon.

**The Goal:** Raise confidence among all staff about the coming transition with some info on how decisions were made and a heartfelt insistence on engagement (consultation, participation) in the planning processes.

**Key Messages**:

* The way we work has changed and the way we use our offices will change. At [organization name], we’re no strangers to change—in fact, change plays an integral role in the evolution and growth of our organization.
* GCworkplace has been conceived by GC employees for GC employees; it puts people first.
* A *Workplace Transformation Project* includes: Wi-Fi environment; Audiovisual equipment adapted for each workpoint; Refreshed kitchenettes and business centre; and, Easy-to-use booking system.
* The inclusion of a skills and knowledge roadmap to support you in this transition will provide you with the essential information and tools you need to participate, get equipped and be involved!

**Background (context) :** Employees received the announcement that a decision has been made to provide a new workplace environment. The announcement also states: “*The end results will provide employees [of branch XYZ, specify as required] with a modernized space [or modernized spaces] that will support [name of organization]’s new vision of providing a workplace that sustains wellbeing, inclusivity, collaboration, productivity, flexibility and mobility. To do this right, our* Workplace Transformation *project will start with consultations with the employees who will be assigned to occupy those workspaces. Your active participation will ensure a transition that is as smooth as possible, while we build together our workplace of the future; a new, modernized environment where we thrive and succeed.*”

## Jo’s a Change Agent

**Timing proposed :** 1.5 / 1.6

**Headline**: Your colleague Jo A. is on a mission

**Story** (Reportage. Article with pictures): (Reportage. Article with pictures) Jo has joined the Change Agent Network with a deep conviction of being useful to colleagues in the transition to the new workplace. Volunteer or volunteered? Personally, what is the most important aspect of being a Change Agent? Discussion about the ‘job description’ and the expectations?

**The Goal:** Foster engagement. Jo’s activities as a Change Agent will make it real that a GCworkplace has been conceived by GC employees for GC employees; it puts people first.

**Key Messages**:

* To make work effective, efficient and more enjoyable for both the organization and the employee, ABW focuses on the employees and provides the freedom to decide for themselves: how to work, where to work, which tools to use and with whom to collaborate to get the work done;
* ABW encourages management and executives to manage based on output and not employee presence, which fosters a climate of trust between employers and employee.

**Background:** (from the ‘Recruitment Poster’) “Becoming a Change Agent is a very exciting opportunity as it allows for increased employee recognition, an improved understanding of change management, and provides opportunities to improve leadership skills. Change Agents will become super users of the change and all new policies and technologies the organization adopts as part of this change. Overall, Change Agents dramatically increase the potential for success of the project, as well as sustainment of our new workplace.

## Understanding Change Management

**Timing proposed :** 1.5 / 1.6 or as Phase 2 starts for real

**Headline**: Introducing Sam C., your Change Management Team leader

**Story**: Sam works for the Department/branch... add an anecdote or some personal life details; has been associated with this *Workplace Transformation Program’s* project since the very beginning (# of months) and is doing this (fact + skill = preventative) and that (fact + skill = helpful) and that too (fact + skill = appreciated); will carry on until post-occupancy. – Preferably, the story should include at least one third party validation from an employee at the receiving end of Sam’s accomplishments. Third party validation (praise!) from Project Sponsor Executive level not necessary.

**The Goal:** Create dynamic trust and mutual help *(entraide)* by showcasing a colleague/employee who is a friendly, welcoming and available human whose job it is to make the transition smooth. Not a boss, not a public relations operative, just a dedicated helper.

**Key Messages**:

* Change management is an approach for preparing employees and its leaders to understand and adapt to changes.
* Change management is the “people side” of change. It includes activities that will prepare employees in an organization for the transition from the way things are now to a new way of doing things. An integrated solution that focuses on a positive user experience will facilitate the adoption of the new workplace.
* To effectively achieve re-occupancy, increase the number of users and provide great employee experience, program implementation will rest on integrated project teams enjoying change management advice and guidance throughout.
* New modern designs of shared office spaces will bring internal transformation of some business process, policies and work routines that teams and their leaders will expect, plan and manage to create the best possible employee experience.
* Change Management guides and equips the people who will be affected by the change so that the change is successfully adopted.
* In the context of the *Workplace Transformation Project*, the transition towards the future modernized workplace will come quickly! Organizations will want to ensure that **all** employees will be supported and equipped to transition smoothly towards the future state. They will need to learn new ways of working in a new ecosystem of space supported by new IT tools.

## First Impressions, Three Voices

**Timing proposed** : between 2.11 and the ‘*opening ceremony’*

**Headline**: Feelings about the New Space

**Story**: Three interviews focusing on (positive) lived experience. Three employees: diverse age, gender, function. Highlight the feelings, the first impressions of three employees that are getting used to the new space, their new office environment. How do you feel? What do you like the best? How are you going about developing a new routine? What thoughts are you sharing with colleagues about your time in the new spaces?

**The Goal:** Strengthen the feeling that the new ABW environment is people centred. It puts people first. Strengthen solidarity and mutual help by sharing the *all-in-this-together/all-going-through-same-phases* sense.

**The Key Message**: The workplace addresses teams’ needs and activities: Every employee can choose the optimal context to carry out their duties and functions.

**Background:** The interviews’ results – the implied take-away from the article -- should aim to match the 5 design principles: 1) *User-Centric Design.* GCworkplace considers the specific work activities identified as well as the varying user preferences to create a functional, supportive workplace. 2) *Promotion of Equal Access*. GCworkplace promotes a more equitable workplace where everyone has access to the levels of visual and acoustic privacy they require for the task at hand. Users are untethered from their workstations and encouraged to choose the work setting they prefer. 3) *Design for Activities*. Based on the concept of Activity Based Working, the workplace provides a variety of workpoints to support different activities and tasks. 4) *Zone by Function*. Designed with 3 functional zones to ensure that like activities are grouped together, hence reducing noise disruptions and addressing personal preferences and variety in tasks. 5) *Plan for Flexibility*. Planning for change with more agile spaces to optimize the functionality of a space. Focus on furniture solutions and multi-purpose spaces.

## Pictures of the new workspace

**Timing proposed** : just **after** 2.12 – the ‘*opening ceremony*’: the photo album

**Headline**: “It’s official: We have pictures!”

**Story**: Four or five pictures from the ‘*opening ceremony*’ bracketed by an introduction and a conclusion. One of the photos is or looks official. One is a selfie. The three others are regular souvenir snapshots.

**The Goal:** Show and share adoption and celebration of the new place. Joy. Accomplishment. Pride of place. Belonging. Team spirit.

**Key Messages**: Success – the new workspace’s success and the team’s success – depends on how much employees participate in the change and get excited and equipped to adopt the future workplace.

**Background:** Change becomes concrete, real with the new workspace, the new environment. Like the invitation to an opening ceremony very honestly said: *“Our new space will provide us with the opportunity to work in a hybrid approach by spending time working from home, working remotely and in a flexible office environment. Our goal was to create an attractive and modern working environment to help advance our workplace culture and better support our vision of the future. The space provides the highest standards of inclusivity and accessibility, as well as helps to support a better work-life balance, improved mental health and wellbeing. This change requires a significant transformation in the way we use our new office space, we will pilot this new space together and ensure that our working environment is modern, supportive and flexible.”*

## Sweet Second Thoughts, Three Voices

**Timing proposed** : one/two/three weeks after occupancy

**Headline**: “It works for me!” says Claude C.

**Story**: A sequel to STORY IDEA FOUR. Same pattern. Similar content, but about life after a few meaningful days of occupancy. Three interviews focusing on (positive) lived experience. Three employees: diverse age, gender, job description/ranking. Highlight their feelings as they are using the new space, their new office environment. How do you feel? What do you like the best? Do you automatically know where the washrooms are? What are the new routines you have developed? How did you do it? What thoughts are you sharing with colleagues about your time in the new spaces? Etc.…

**The Goal:** Successful adoptions of the new spaces serve as models, as stimulation for the whole team.

**Key Messages**:

* The workplace addresses teams’ needs and activities: Every employee can choose the optimal context to carry out their duties and functions.
* When onsite, the Workplace Coordinators are always there to support with IT technical issues, how to use the booking system or specific meeting room equipment. They enhance my workplace experience!
* We are all learning new ways of working in the new ecosystem of space with its new IT tools.

**Background:** See the *Background* section in STORY IDEA FOUR about the guiding design principle. But this specific case, at this particular moment, also calls for a reminder. Employees want to hear from colleagues and from their leadership team: this creates mutual trust and transparency about where everyone is at. The sense of adopting the change as a group influences positively.

## Workpoints

**Timing proposed** : Early after occupancy

**Type of content** : A did-you-know feature

**Headline**: Practical, shared, yet personal

**Story**: I share it but, yes, I have my own *workpoint*!

**The Goal:** Assert and reinforce the idea that **workpoints** are designed specifically to support different functional requirements and/or personal preferences.

**Key Messages**:

* Workpoints are the building blocks and refer to any area where work can be done—this can range from a lounge chair or a desk, to a meeting room or a teaming area.
* The new office environments assign spaces according to activities, needs and schedules. New modern designs of shared office spaces will promote collaboration, team cohesion and innovation.
* Each workpoint is equipped with furnishings and digital tools that support a variety of tasks and varying degrees of interaction or concentration.
* There are at least 13 different workpoint types.
* The employees’ well-being, their productivity and their positive experience at work in the office environment drive the relevance and the expected success of the GCworkplace environments.
* Over and above the value of getting many more diverse workpoints for their employees, the new environments will provide Departments and Agencies with added benefits, ecological and financial economies, by freeing up space for additional modernization or disposal.

**Background:** See slide **17** of the Power Point presentation titled “[*Our Workplace Transformation Project, Getting ready to participate*](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwiki.gccollab.ca%2Fimages%2F5%2F5f%2FWTP_-_Townhall_Presentation.pptx&wdOrigin=BROWSELINK)*.*”

## Design Inspiration

**Interview with a Public Service and Procurement Canada Design Manager**

**COMING SOON!**

**Key Messages**:

* The new place should feel beckoning, flexible and Canadian. Thanks to the pre-design consultations, each workspace is customized for its eventual group of users.
* Standard Design Features: 1) common kit-of-parts; 2) Three functional zones; 3) Plants, natural materials; 4) Indigenous elements, art, recognition; 5) Accessibility and inclusive solutions; and 6) Predefined color schemes.
* The design inspiration is Canada’s natural landscapes; the natural world is full of colors that attract attention, that blend beautifully with its background and create extraordinary displays.
* The workplaces delivered through this program will strive to highlight the beauty of our country and the inspiration it provides by showcasing the stunning colors found in nature.
* The designs will incorporate imagery of Canadian landscapes, natural colors and materials and deliberate emphasis on consideration of Indigenous design elements.
* The design concept will feel consistent everywhere across Canada, but each workplace will be unique. Because of pre-design consultations, each workspace is customized for its eventual group of users.

**Background**: As presented to the project team at the initial phase of the *Workplace Transformation Project*. Referring to the slides **16**, **20** to **23** of the Power Point presentation titled “[*Our Workplace Transformation Project, Getting ready to participate*](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwiki.gccollab.ca%2Fimages%2F5%2F5f%2FWTP_-_Townhall_Presentation.pptx&wdOrigin=BROWSELINK)*.*”

## Indigenous Dimension

**INTERVIEW WITH A PUBLIC SERVICE AND PROCUREMENT CANADA DESIGN MANAGER**

**COMING SOON!**

**Key Messages**:

* The systematic roll-out of *GCworkplace* Indigenous Design Guidelines provides opportunities for non-Indigenous employees and visitors to be exposed to and to learn about Indigenous cultures;
* New workplace environments built with *GCworkplace* Indigenous Design Guidelines improve the health and wellness of everyone because they embrace a holistic, natural and sustainable design approach, which celebrates interconnectedness
* The *GCworkplace* Indigenous Design Guidelines create concepts that conveys a strong connection to nature (land, water etc.).
* *GCworkplace* Indigenous Design Guidelines follow principles such as maximizing access to daylight, views and the connection to the outdoor environment.

**Background:** See slide **16** and slide **24** of the Power Point presentation titled “[*Our Workplace Transformation Project, Getting ready to participate*](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwiki.gccollab.ca%2Fimages%2F5%2F5f%2FWTP_-_Townhall_Presentation.pptx&wdOrigin=BROWSELINK)*.*”

## IT deployment and roll-out

**Type of content** : a *did-you-know* feature

**Headline**: “Did you reboot?” Gaby F. asks with a big laugh.

**Story**: Going beyond the most annoying question (“Did you reboot?”) from our friendly IT professional. This profile interview/story of one of our own IT team leaders will survey the challenges, accomplishments and one or two cute anecdotes of setting up the IT equipment and its infrastructure for work environment. Hundreds of metres of cables. Interface. Multiplicity of equipment and software. Diversity of needs. Wi-Fi compatibility. Security issues. Access cards. Booking (reservation) tools, etc.

**The Goal:** Make IT human and attractive. Remind the audience that humanity, efficiency, security (vulnerability), reliability, responsibility, compatibility, generosity and availability of the IT services, equipment and infrastructure are built by people we only call when we have a problem.

**Key Messages**:

* No remote work or hybrid workplace are possible without strong IT professionals and significant investments in IT infrastructure, equipment and servicing.
* IT was involved in putting together this workplace even before the consultations for the design phase.
* IT will accompany us through and through from moving into the new workplace environment until long after we have developed new habits, new routine and a new work culture.

**Background:** See slide **13** of the Power Point presentation titled “[*Our Workplace Transformation Project, Getting ready to participate*](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwiki.gccollab.ca%2Fimages%2F5%2F5f%2FWTP_-_Townhall_Presentation.pptx&wdOrigin=BROWSELINK)*.*”

## Changes, Transitions & Memories

**Type of content** : a *did-you-know* feature

**Headline**: Manu H. shares memories of three transitions

**Story**: Interview, photos and illustration with an employee (old timer!) that can compare and have anecdotes or fun-facts about standalone wooden desks, metal and plastic desks, cubicles and partitions, Office 2.0 and *GCworkplace*.

**The Goal:** 1) Show evolution, improvements and progress; 2) Highlight the current willingness to listen to employees and to give priority to employee well-being.

**Key Messages**:

* Lessons were learned from previous workplace initiatives. The new workplaces are much more than office renovations: they are an investment from the Government of Canada in their employees – after public engagement and a good look at workplace trends and innovations worldwide.
* New workplace environments are not a tweaking of ‘Office 2.0’. Not ‘Office 3.0’. They are the investments made after listening to the employees, investments to support employees’ changing activities, needs (emotional, physical, social), and facilitate interaction and collaboration.

**Background:** [GCworkplace Toolkit/Key messages - GCpedia](https://www.gcpedia.gc.ca/wiki/GCworkplace_Toolkit/Key_messages)