



CM Program-in-a-box

An all in one change management solution for workplace optimization projects

Version 2
July 2025



Public Services and
Procurement Canada

Services publics et
Approvisionnement Canada

Canada



Version control

Version #	Date	Sections(s)	Description of changes
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About our team

This program was developed by the **Workplace Change Management National Centre of Expertise** at Public Services and Procurement Canada (PSPC). As part of the Real Property Services branch, our team brings specialized knowledge in change management and workplace strategy to support departments across government.

With experience advising hundreds of organizations, we help navigate transitions such as:

- ✓ unassigned seating
- ✓ GCworkplace implementation
- ✓ space optimization
- ✓ interdepartmental colocation

The content of this program reflects our deep expertise, lessons learned, and best practices to support effective, people-centered workplace transformation.



Visit our [GCXchange](#) page for more information!

First time opening the box?

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

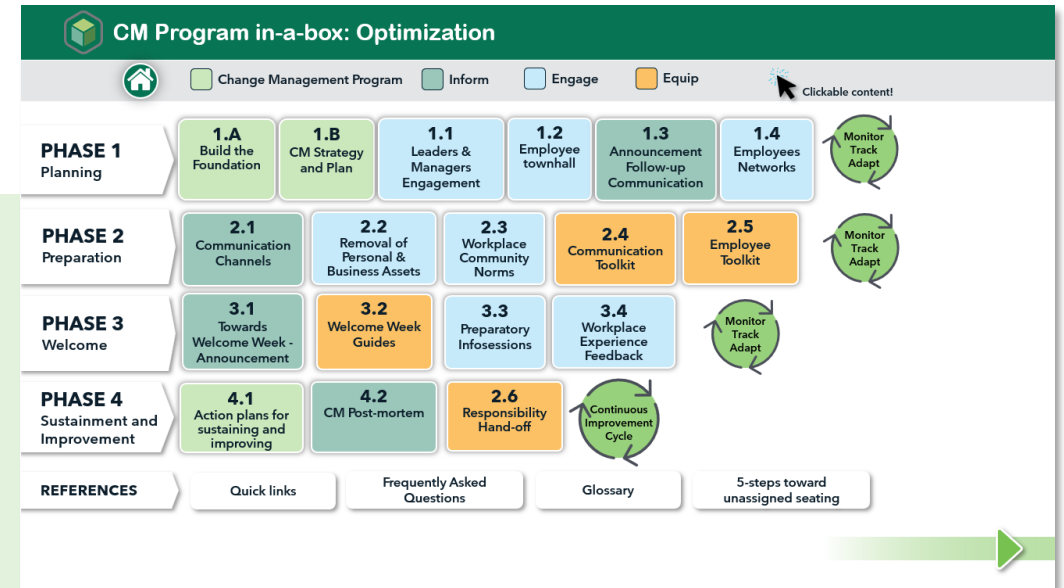


Already familiar with how the box works?

Continue to the **Content Overview**



Click here
to go to
the page!





What does this mean?



This product is being developed following agile methodology principles

- Regular and frequent updates to the content are expected. Therefore, we recommend bookmarking the GCwiki page instead of saving the document. Apply this practice to 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 and the documents within it include version control numbers, dates and description of changes. This helps you know if you are still working with the most current versions.
- Your feedback and comments are invaluable to the continuous improvement of these products! Don't hesitate to share them with us!

Thank you!

**Workplace Change Management
National Centre of Expertise**





What is this box?

The **Workplace Change Management National Centre of Expertise** has developed tools and activities that are prepopulated and presented sequentially. These can be easily adapted to meet the needs of each organization and the specific implementation sequence and timeline of each initiative. **They can also be adapted for any change project, please don't hesitate to use them as you see fit!**



Who is this box for?

- **All change management resources** (employees and/or consultants) assigned to implement a change management program as part of a workplace transformation.
- **Integrated project team members** should also become familiar with the box and its contents. This will provide them with an understanding of how employee support will be delivered through the initiative 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.





How to use this box



If you need an introduction to the box's tools or advice on how to personalize them, contact the Change Management National Centre of Expertise.

Become familiar with the [visual identifiers](#) and [glossary](#) used in the box

1



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





CM Program in-a-box: Optimization



Change Management Program



Inform



Engage



Equip



Clickable content!

PHASE 1 Planning

1.A
Build the
Foundation

1.B
CM Strategy
and Plan

1.1
Leaders &
Managers
Engagement

1.2
Employee
townhall

1.3
Announcement
Follow-up
Communication

1.4
Employees
Networks



PHASE 2 Preparation

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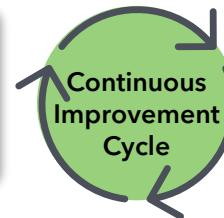


PHASE 4 Sustainment and Improvement

4.1
Action plans for
sustaining and
improving

4.2
CM Post-mortem

4.3
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Hand-off



REFERENCES

Quick links

Frequently Asked
Questions

Glossary

5-steps toward
unassigned seating



Phase 1



Planning





1.A Build the foundation (1 of 2)

To build a solid foundation for your project, your organization needs to establish the following three elements at the very start of your project to increase its chances of success:

- name an active and visible sponsor;
- assemble an integrated project team;
- define the workplace experience.

As a change manager, these elements will be central to the success of your change management program.



[Sponsorship commitments and responsibilities](#)



[Sponsor support guide](#)

An active and visible sponsor

An active and visible sponsor is one of the key contributors to a project's success. Their **leadership**, level of **influence** and **visibility** throughout the transformation will have a major impact. Your sponsor should be an **executive** who is ready to adopt the optimized solution and encourage their peers to do the same.

As a change manager, you'll need to support the sponsor by **explaining and clarifying their role**, and by recommending activities that would be beneficial for them to take part in.

To help you, here is a presentation that outlines the role and responsibilities of the sponsor along with a guide that includes meeting agendas and a detailed sponsorship plan.





1.A Build the foundation (2 of 2)

Integration with the project team

Another key factor in the success of your change management plan is the early and close collaboration between the change manager and the project team. By understanding each team member's roles and progress on their respective files, the change management plan can propose timely and appropriate activities.

PSPC's **Project Realization Evaluation Tool (PRET)**, to be completed by the project manager, highlights key project resources, change readiness, enabling activities and workplace utilization strategies. This information will help you effectively engage with the project team. Don't hesitate to show initiative by organizing regular meetings with them.

Workplace experience vision

The vision is a **brief statement that summarizes the initiative**, its desired outcome and the elements that will be implemented to achieve them. To be meaningful, it must be **simple, concise and tangible**. Your project sponsor should be involved in creating the vision, as they will be reiterating it throughout the project.

For the change manager, the vision will become the **backbone of the communication tools** to be developed. In the PRET document, you'll also find a vision statement that you can use or that your organization can draw inspiration from.



[Project Readiness Evaluation Tool \(PRET\)](#)





1.B Change management strategy and plan



We recommend that you use these documents to present the change management strategy and secure the endorsement of your **sponsor**, the **integrated project team**, and the **executive committee**.

The **Change Management Strategy** defines the approach for managing change within your workplace optimization project. It is based on four core objectives: **inform, equip, involve and reinforce**. These objectives guide the selection of optimal activities and interventions for a successful change project. For further guidance, refer to the [PRET](#)'s Change Readiness tab, as well as to the Contributors Table to assess your organization's strengths and challenges that might need to be addressed in your plan.

The **Change Management Strategy Blueprint** provides an overview of your change management plan, showing the high-level activities associated with each objective.



[Change management strategy](#)



[Contributor's Table](#)



[Change Management Strategy Blueprint](#)





1.1 Leaders and managers engagement

In **1.A**, you identified and engaged an executive sponsor and a project sponsor to be the voice of your change. While the sponsors will serve as the project's main leaders, you will also need to engage and inform senior leaders across the organization to ensure a successful change. The presentation will serve to introduce the vision, as well give guidance to senior leaders as to their roles in the change.



[Invitation to leadership engagement session](#)



[Invitation to managers engagement session](#)



[Continuous support for people managers](#)



[Leadership Engagement Session](#)



[Manager Engagement Session](#)

Once you have announced your project to the senior leaders, you will also want to engage your organization's managers. Managers play an essential role in a change project. The Manager Engagement Session will further explain the change project to managers and their important role in it.

We also recommend further follow up activities to engage them, described in Continuous Support for People Managers.





1.2 Employee townhall



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

We recommend hosting an employee townhall to **announce** and **introduce** the workplace optimization project to all employees impacted by this initiative.

This is a great way to inform them on the project's vision and how it will support the **organization's objectives**.

It is also a good time to **share the timeline and milestones** as well as how employees will be supported throughout this journey. This information is critical for employees to be in the right mindset to handle the change.

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

A presentation for the townhall has been developed to help your sponsors introduce the project to all employees. There is also an invitation template you can use to invite employees to the townhall. We recommend sharing a townhall follow-up announcement after the event (see 1.3.).



[Presentation for the townhall](#)



[Invitation for the townhall](#)





1.3 Announcement follow-up communication

This message, to be sent by the project's executive sponsor, reviews the key points from the townhall. It also ensures that employees who couldn't attend get the information. It's best to send it within a few days after the event.

Include your **updated FAQ**, reflecting the questions asked during the event. You can also add clarifications on any points that caused questions or discussions during the meeting.

If an information session can't be held, this message can be used to announce the project to the employees. In that case, we recommend providing opportunities for them to ask questions and share their thoughts, such as through a Q&A session.



[Announcement follow-up communication](#)





1.4 Employee networks (1 of 2)

Incorporating activities with your organization's **existing employee networks** into your change management plan is important and strategic. Examples of these networks include (but are not limited to) the following:

- Equity, diversity and inclusion committee;
- Wellness committee;
- Occupational health and safety committee;
- Management network;
- Young professionals network;
- Labor relations team.

You can also create a specific **Change Agent Network** for your initiative (see next page).

Present the project to these groups, **tailoring your presentation** to their mandates. This will allow you to gather **valuable feedback** to integrate into your plan. For example, some groups might raise concerns that you can address by enhancing your FAQ or developing relevant tools.

With direct access to the project team, these groups will ask questions specific to their specific mandates and can inform the staff on these issues, becoming important **information relays**.





Creating a Change Agent Network

A Change Agent Network consists of employees representing the organization's different branches. These agents, **enthusiastic** and **optimistic**, are the first to adopt the change and guide employees through the process. They **actively engage** with employees, promote support and interest in the change, and communicate recent updates.

As ambassadors, they need to be well-informed to effectively fulfill their roles.

To create a network of change agents, start by consulting the **guidance document** to establish the network. Use the **announcement document** to invite interested employees to join. Then, **share the toolkit** with the agents to help them support the initiative.



[Guidance document on establishing a Change Agent Network](#)



[Announcement - seeking change agents for the project](#)



[Change agent toolkit](#)





Monitor, track and adapt – Phase 1

PHASE 1 Planning

1.A ✓
Build the
Foundation

1.B ✓
CM Strategy
and Plan

1.1 ✓
Leaders &
Managers
Engagement

1.2 ✓
Employee
townhall

1.3 ✓
Announcement
Follow-up
Communication

1.4 ✓
Employees
Networks

Monitor
Track
Adapt



Ask yourself:

- 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 Frequently Asked Questions document with all the questions received?
- Are there any indicators of resistance?



Monitor and track

Monitor and record the success of Phase 1 activities in **the Change Management Activity Tracker**. 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 plan based on your results and the corrective measures in the tool before moving onto Phase 2.



[Change management Activity Tracker](#)



[Change Management Monitoring Questionnaire](#)



Phase 2



Preparation





2.1 Communication channels (1 of 3)



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

Creating a web page

Launching a dedicated page to share information with employees is a key part of your communication plan. This page should always be accessible to employees. Whether you use an **intranet**, **GCxchange**, **SharePoint**, or another tool, it can serve as a one-stop shop for employees to learn about all aspects of the workplace optimization. This channel allows for **continuous communication**, ensuring information is always available and easy to navigate when employees need it.

Many topics can be explored on the page you decide to create. For inspiration, consider looking at the Communication toolkit. You might also integrate content from the Employee toolkit and Frequently asked questions (FAQs).

This page will grow as the project progresses. While you might not have all the information right now, think about how to **organize the page** to make it easy for employees to find and use the information as it becomes available.





2.1 Communication channels (2 of 3)



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

Creating a newsletter

Creating a newsletter series is an effective way to keep employees informed about project updates. Use it to share **key dates, critical milestones, upcoming activities**, and more. This ensures important information reaches employees promptly.

You might also consider including your content in an existing organizational newsletter. This can give your project greater visibility and reduce the work needed for this communication channel.





2.1 Communication channels (3 of 3)



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

Creating a MS Team channel

A Microsoft Teams channel allows you to connect with employees in a more casual way. **Q&As, polls, "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.

You can customize your MS Teams channel to fit your needs. If you want to share information, 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.

After the project is completed, you can use the MS Teams channel to **send reminders** about how to use the space, community norms, lost and found, and more.





2.2 Removal of personal and business assets



This activity is led by Accommodation and Information Management (IM) representatives of your integrated project team

The removal of personal and business assets is vital in facilitating unassigned seating and a digital-first approach to processes and business activities. It is thus a crucial step in the workplace optimization project.

To accomplish this step, 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.

Change manager's role :

- Ensure that **employees understand** the process
- **Coordinate these activities** with your project team's facility management and information management leads
- **Adapt the guide** that will help executives and managers explain to their employees why and how to remove their personal and business assets.



[Announcement - removal of personal and business assets to leadership and managers](#)



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



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



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





2.3 Workplace Community Norms

Workplace community norms are an **agreed upon set of values or principles** that help employees share and use the space and collaborate with others. They contribute to a **harmonious and productive** work environment, benefiting both individuals and the organization.

They provide a framework for interacting with others in a way that promotes **harmony and mutual understanding, politeness, courtesy, and sensitivity to others' feelings**. In short, they facilitate moving from “**me**” space to “**we**” space.

Our comprehensive guide is designed to help your organization **create and promote** its own workplace community norms or use the ones we have developed for you. It also includes **best practices**, as well as **examples** of real-life scenarios you can use to explain how employees can put **norms into action** on a daily basis.



[Guide for Workplace community norms creation](#)



[Presentation for the Workplace community norms in action workshop](#)



[Workplace community norms announcement](#)



[Community norms posters](#)



[Etiquette posters](#)





2.4 Communication toolkit

This toolkit includes a set of communication materials to support the successful rollout of your workplace optimization project. These resources are designed to help change management and communications teams deliver clear, consistent, and timely messaging.

Articles

The pre-written articles are built around a “**write once, publish everywhere**” approach and are intended for use across multiple internal platforms, such as your intranet page, newsletter, and collaboration tools like MS Teams. Each article covers a key theme or message related to the unassigned workplace model and can be adapted to reflect your organization’s specific context.

Don’t hesitate to customize the articles as needed and schedule them to **align with project milestones**. Republish strategically to **reinforce key messages** over time.

Posters

The poster templates are designed to raise awareness and visually reinforce the behaviours and mindset shifts associated with workplace optimization. They can be printed and displayed throughout workplaces or adapted for digital signage. Each poster is fully customizable to align with your organization’s branding.

We recommend aligning visuals with **other communications** for maximum impact.



[Pre-written articles - Communications toolkit](#)



[Posters templates - Communications toolkit](#)





Coming soon!



Phase 3



Welcome





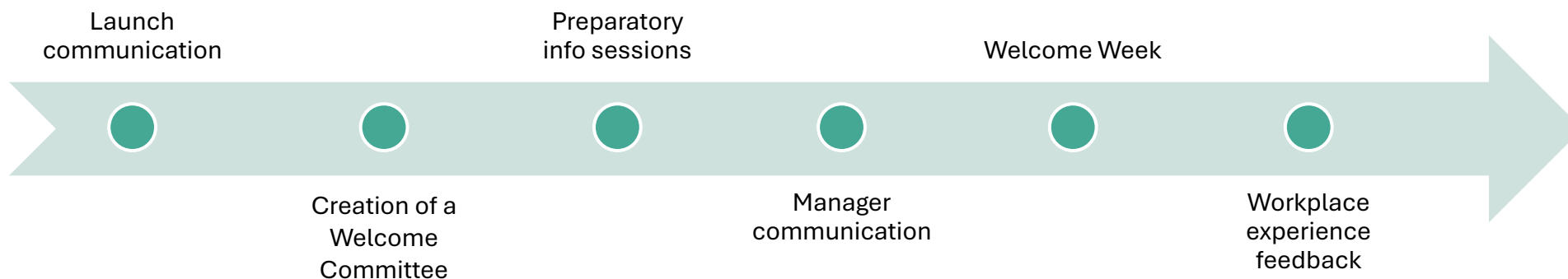
3.1 Towards Welcome Week - Announcement

i Review all the content in Phase 3: Welcome. Activities should be planned in parallel.

The activities leading up to and taking place during Welcome Week are critical to the success of this strategy. These are the moments that will have the **greatest impact on employees** and will truly prepare them for a sustainable transition. It's essential to **allocate both time and resources** to this important and demanding phase.

We're suggesting a **series of activities** that have proven effective in workplace transformation projects across the Government of Canada. These are based on best practices and lessons learned from past experiences.

Here's an overview of the proposed sequence:



We've also prepared a **communication template** to help you introduce this series of activities to employees.



Welcome Week launch communication (upcoming)





3.2 Welcome week guides

Welcome Week is an exciting time when employees can explore and try out the optimized workspace.

The *Welcome Week Guide* will help you **plan** this series of events and activities and officially launch the optimized work environment. The goal during this week is to **support employees** as they adapt to new ways of working, **reassure** them, and create a **positive experience** from day one.

We're also providing a detailed guide on the **role of the welcome committee**. This group can become a **true pillar** of the transition. A recruitment message and a checklist for committee members are included.

Explore a **variety of community-building activities** designed to highlight the shared nature of the new workspace and celebrate this important milestone—the integration of the optimized work environment.

To engage employees and ensure their full participation and collaboration, **managers should send a message** to their teams in the days leading up to Welcome Week.

You can use and adapt the sample message provided below.



[Welcome Week guide](#)



[Community Activity Guide](#)



[Welcome Committee Guide](#)



[Managers communication](#)





3.3 Preparatory info sessions



The info sessions should be held within 4 weeks of the Welcome Week.

The preparatory info sessions should be chaired by the **project sponsor**, with the **change manager** and **members of the integrated project team** present to address more specific employee questions.

These sessions aim to provide an **overview of the optimized workplace**, how to navigate it, and expectations regarding community norms and etiquette. You can include **floor plans** and **photos** to make the information more tangible.

A **template for inviting employees** to the info session is also included.



[Preparatory info sessions presentation](#)



[Preparatory info sessions invitation](#)



Best practices to get the most out of these sessions

- Hold a session **exclusively for managers and directors**: Their concerns are often different from those of employees
- **Organize sessions by branch or sector**: Being among peers encourages more meaningful interaction
- **Allow enough time for a Q&A period**: This helps address specific questions and build engagement





3.4 Workplace experience feedback

Gathering employee feedback is essential to understanding how the transition is being experienced, gauging satisfaction with the new workplace, and identifying opportunities for improvement.

From the initial announcement, employees are encouraged to **explore** the new environment and **share their impressions**. Now is the time to take action and **give employees a voice**.

This guide will help you **set up a feedback process** using multiple sources, providing a well-rounded and diverse view of the employee experience.

Finally, by sharing your findings and demonstrating that employee input is valued and acted upon, you'll build trust and encourage continued engagement.

The four data sources proposed in the guide:

- Observations
- Self-service feedback
- Survey
- Discussions and consultations

Use the **Feedback consolidation table** to bring together all your insights in one place.



[Guide to collecting employee experience feedback](#)



[Employee feedback consolidation table](#)





Monitor, track and adapt – Phases 2 and 3

PHASE 2

Preparation

2.1

Communication Channels



2.2

Removal of Personal & Business Assets



2.3

Workplace Community Norms



2.4

Communication Toolkit



2.5

Employee Toolkit



PHASE 3

Welcome

3.1

Towards Welcome Week - Announcement



3.2

Welcome Week Guides



3.3

Preparatory Infosessions



3.4

Workplace Experience Feedback



Ask yourself:

- Has there been any indication of resistance? Don't hesitate to introduce additional activities to remove barriers.
- Have I continuously engaged the people manager community and employee networks?
- Are employees skilled and equipped for the optimized workplace and the new way of working?
- Are the employees adequately informed of Welcome Week activities?



Monitor and track

Monitor and record the success of Phase 2 and 3 activities in **the Change management activity tracker**.

Use the **Change management monitoring questionnaire** to assess employee

readiness.

Work with your employee networks to help answer the questions.



[Change management activity tracker](#)



[Change management monitoring questionnaire](#)



Phase 4



Sustainment and Improvement





4.1 Action plans for sustainment and continuous improvement



To support your next steps, feel free to reuse the tools provided throughout this program—such as the community norms, communication toolkit, or preparatory information session materials.

Once data collection is complete and key insights have been identified, the action plans help you organize and prioritize the areas you want to address in a clear and structured way.

The [Employee feedback consolidation table](#) helped you identify potential medium- and long-term initiatives. The action plan builds on this by supporting delegation, **follow-up, and implementation of these activities and initiatives.**

This tool is structured around **two** complementary components:

- **Sustaining and reinforcing expected behaviours** in the new work environment
- **Continuously improving the workplace experience**, particularly in how the space is used



[Action plans templates - Sustainment & continuous improvement](#)





4.2 CM Post-mortem

Conducting a post-mortem is an opportunity to reflect deeply on the change management strategies that were implemented, the outcomes achieved, the challenges encountered, and the lessons learned.

The insights gathered through this exercise will help you identify what worked well so you can:

- Replicate **best practices** in future projects
- Acknowledge the team's **efforts** and celebrate key **achievements**

It also allows you to examine:

- What **didn't** deliver the expected results
- The **obstacles** faced along the way

To support this process, we've provided a **presentation** that can be used as a **visual aid** to guide the discussion, along with a **report template** to document key takeaways and inform future initiatives.



[Change management post-mortem report](#)



[Change management post-mortem presentation](#)





4.3 Responsibility hand-off

Once the workplace optimization project is complete, **day-to-day management of the space typically shifts to the branch** or occupying group. These responsibilities should be clearly outlined in a **Responsibility hand-off guide**.

A clear and structured handover of responsibilities is essential to maintain the efficiency, functionality, and harmony of the new work environment.

Use the tools provided in this program to create your **Responsibility hand-off guide**, summarizing how the workplace will operate moving forward.

Be sure to include references to your organization's policies on personal storage (e.g., lockers), health and safety, and any other relevant guidelines.

Key areas to define in your Guide

Include who is responsible for:

- Technical support for IT and audiovisual equipment
- Managing office supply inventory in equipment zones and meeting rooms
- Ensuring order and cleanliness in shared spaces (e.g., lockers, meeting rooms)
- Following up with facilities management in case of equipment, furniture, or appliance issues, carpet cleaning, etc.
- Onboarding new employees





Continuous improvement cycle

PHASE 4 Sustainment and Improvement

4.1

Action plans for
sustaining and
improving



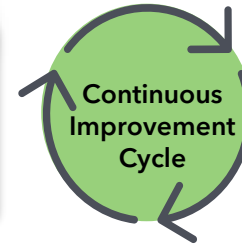
4.2

CM Post-mortem



4.3

Responsibility
hand-off



Ask yourself:

- Is the change being sustained through reinforcement communications?
- Have I put in place a follow-up process for the action plans?
- Has clear governance been established for the day-to-day management of the workspace once the project is complete?
- Have I shared the results of our change management plan with key collaborators across the organization?
- Should I conduct a new round of data collection to support continuous improvement initiatives?
- Have we celebrated our accomplishments?





References





Coming soon





Additional resources

1

Frequently 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 : [Frequently asked questions](#)

2

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](#)

Note that this glossary was created for the Workplace Transformation Program and includes references to workplace modernization that may not apply to an optimization project.

3

5-steps toward unassigned seating

This roadmap includes a proposed sequence of activities and tools for the transition to an unassigned workplace model.

It has been developed in response to the portfolio reduction plan and the optimization of workspaces to meet the evolving needs of departments and agencies with unmodernized spaces.

Access it here: [5-steps toward unassigned seating](#)





Other references

[SWAG Guide](#)

[Workplace Transformation Program
\(Modernization\) - 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 \(google.com\)](#)





Visual identifiers



Important information



Ask yourself



Tool



Presentation



Communication



Survey



Checklist



Guide or template



Posters and signage

