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**Workplace Transformation Program**

**KEY MESSAGES for executives and managers**

**VERSION 1**

**Date:** MAy 11, 2022

KEY MESSAGES for executives and managers

***Object & Usage***

**Objective:** to equip Executives with easy to use, easy to recall, “talking points” in clear language for use in conversations with directors and managers about how the new WTP GCworkplace intends to meet their expectations.

**Who should use this:** These messages are drafted for the voice and from the point of view of senior Executives in Departments (“*client*” organizations) providing leadership about their *Workplace Transformation Program* project.

**Goal:**  General information to explain, to convince and to facilitate the process of establishing, with employees’ input, the new activity-based *hybrid office environments*.

**Audience:** Directors and senior managers of the employees that will occupy spaces delivered by a *Workplace Transformation Program* project. (This set of messages very much repeat – justifiably – messages prepared for all other audiences.)

**Why:** Because effective communications are achieved through repetition, uniformity and cohesion in messages regardless of messengers, and validating echoes from third-party voices.

**Workspace and workplace: context, change and change management**

The pandemic has changed work practices, business processes, how we manage our teams and the way we interact with each other: that has, somehow, prepared us for a hybrid workplace.

* Essentially, we are adopting and making ours *Gcworkplace*, the official federal workplace design standard in 2019.
* The new workspace, the digital space and our forward-looking culture will allow us to offer our employees a vibrant, engaging, inspiring and collaborative.
* We will modernize. We will build, in collaboration with Public Services and Procurement Canada (PSPC) through their *Workplace Transformation Program*. Conceived for locations that require minimum alterations to existing buildings, the *Program* aims to plan and deliver on an accelerated schedule the renewal of existing workplaces.
* Extensive engagement and research show that *GCworkplace*, in other words, the *activity-based hybrid office environments,* are by far the preference among federal employees. Nevertheless, they do constitute significant change that, together, we must manage.
* We will have to be mindful. We will have to lead the internal transformation required of some business process, policies and way to work in order to facilitate the adoption of the new workplace by our employees and create the best possible experience for them.
* Our leadership is needed, more than ever, first to promote and motivate everyone in our teams to actively engage, when called upon, in the process of planning and redesigning our workspaces.
* From the design process through to actual occupancy and beyond, our own active engagement and our leadership by example – aided by change management professionals – will ensure a transition that is as smooth as possible, while we bring together our workplace into the future.

**About GCworkplace**

* GCworkplace is an innovative and future-oriented conversation about changing and greening the way we work.
* The GCworkplace implementation goes beyond space, towards an integrated project delivery
* model that includes functional area experts in information technology (IT), information
* management (IM), human resources (HR), security and facilities.
* With GCworkplace, we want to provide greater flexibility in where and how employees work so they can be as productive as possible in delivering programs and services to Canadians.
* GCworkplace is about creating a modern workplace that puts employee experiences and quality of service at the core.
* GCworkplace:
* Provides flexibility and empowers employees.
* Fosters collaboration at all level.
* Supports employees’ health and well-being.
* Puts employee experiences and quality of service at the core.
* Uses technology in smarter ways.
* Allows the GC to attract and retain the best talents.
* Optimizes efficiency of our facilities and utilization rates.
* Is designed to service modern Canada.
* The vision for our workplace is employee-centric, principle-based and anchored in public service values.
* About activity-based workplace (ABW)
* 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 need and can choose different types of work settings to accommodate these activities. This type of work environment is known as the activity-based workplace (ABW).
* In ABW environments, individual employees are not assigned to a particular workstation.
* 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 spaces are designed 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.
* A strong virtual environment (information technology and information management) which
* supports mobile, collaborative and remote working is a key element of the ABW solution.
* ABW spaces are designed based on an assessment of employees’ activities and the
* organization’s programs and culture. Each group’s requirements and work styles can vary, and
* the ABW concept is flexible enough to be adapted to the needs of each organization.
* ABW also encourages management and executives to manage based on output and not
* employee presence, which fosters a climate of trust between employers and employee

**GCworkplace: ”NOT OFFICE 2.0”**

* Lessons were learned from previous workplace initiatives. The new workplaces are much more than office renovations: they are a Government of Canada investment in their employees – after public engagement and a good look at workplace trends and innovations worldwide. This is not a tweaking of ‘Office 2’. This is not ‘Office 3.0’. This is investment to support employees’ changing activities, needs (emotional, physical, social), and facilitate interaction and collaboration.
* Since 2019, when it became Canada’s official office design standard, all levels of Government agree that *GCworkplace* is an important investment in the government's workforce and resources. When we, the Government of Canada, have our workplace optimized and our people empowered, we'll set the new standard for service delivery.

**Genesis: from GCworkplace to Workplace Transformation Program**

* The idea, the objective is to provide a workplace, indeed a work environment, designed with and by employees. The *Workplace Transformation Program* aims to accelerate the delivery of that promise from the *GCworkplace* concepts.
* We’re talking about *Activity Based Workplace (ABW)* that is not just about space but, as importantly, about the flexibility to foster a progressive work culture and house the right technological tools.
* The idea, the objective is to provide a flexible work environment that is customized to the needs of employees and that is customized to how they want to work; that supports employees well-being and how they serve Canadians.

**Look and feel: customized, flexible, welcoming and Canadian**

* Canada’s Natural Landscapes inspired the design and color schemes for the units to be delivered by the *Workplace Transformation Program*.
* 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.
* Thanks to the pre-design consultations, each workspace is customized for its eventual group of users. Yet, following the *Gcworkplace* tested design approach, the units are designed from a common kit-of-parts which ensures a common look and feel and a consistent user experience across the country.
* Over and above the individual workpoints, as per *GCworkplace*, typically, in each location, a *Workplace Transformation Program* project features:
  + - Wi-Fi environment;
    - Audio visual equipment adapted for each workpoint;
    - Refreshed kitchenettes and business centre; and
    - Easy-to-use booking system.

**WORKPOINTS**

* Answering the call of Government of Canada employees for healthier, more flexible and collaborative workspace, equipped with the digital communications tools to support mobility and a work-life balance, each *Workplace Transformation Program* project will deliver easy-to-use *hybrid office environments* offering a variety modern workpoints.
* As per *GCworkplace*, typically, in each location, a *Workplace Transformation Program* project will deliver as many workpoints as there are employees. In the current – post-pandemic -- work culture, however reliable studies show that simultaneous attendance of 100% of employees is exceptional.
* Workpoints are unassigned. Current ways of working and the mindset of modernisation within the Government of Canada call for a variety of work settings that encourage moving throughout the day and choose the space and workpoint that best suit the task at hand.