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Workplace Transformation Program

KEY MESSAGES for executives and managers

*to be used by the project sponsor/champion*

**VERSION 1**

**Date:** August 31, 2022

# Key messages for executives and managers – Workplace Transformation Program

***Object & Usage***

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

**Who should use this:** The client project team can use these key messages to develop communication to the executive team and managers. They can also be used by executive and managers as talking points when having discussion with their teams about the upcoming workplace modernization project.

**How to use this for optimal results and effects:** It is strongly recommended that BEFORE using these “talking points,” the performing Executive in Departments (“*client*” organizations) adds a few project & organization specific bullets about organization vision for workplace of the future, exact address/location, project leaders, local change management resources, etc. Key words and facts from these added bullets should be, when possible, inserted in the delivery of the following prepared messages.

**Audience: Executives and 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.

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

**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.
* 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.
* Extensive engagement and research show that *GCworkplace*, in other words, the *activity-based working 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 – supported and guided by a change management program – will ensure a transition that is as smooth as possible, while we bring together our workplace into the future.

**Sensible, evidence-based, affordable and employee-centred**

* Canadians expect their federal government to prioritize employees’ wellbeing and productivity while, all along, greening our operations, planning efficiently and budgeting with diligence.
* For the Government of Canada, the employees and their capacity to serve Canadians are a paramount priority. This does not contradict that we all know Canadians also expect their federal government to be diligent and careful with its budgets and resources.

* The *Workplace Transformation Program*, using *GCworkplace* standards will make our workplaces more effective and affordable; they will, potentially, reduce the financial (and environmental) impact of our operations for the government and for all Canadians.
* Extensive engagement and research provide evidence that in our offices, less than 60% of the spaces are occupied at any given time. As the pandemic recedes, the work from home regime, that was supposed to be temporary, is creating expectations for a new office culture that give relevance – and urgency - to the Government of Canada’s adoption in 2019 of the *GCworkplace* standards.

**About GCworkplace**

* GCworkplace provides greater flexibility in where and how employees work so they can be as productive as possible in delivering programs and services to Canadians; thus, employees feel more empowered.
* Implementing GCworkplace design standards goes beyond space, towards an integrated delivery model that includes functional area experts in information technology (IT), information management (IM), human resources (HR), security and facilities.
* All at once, the GCworkplace design standards foster collaboration at all levels, uses technology in smarter ways and optimizes facilities efficiency and utilization rates.
* Because *GCworkplace* is about creating a modern workplace that puts employee experiences and quality of service at the core, it supports employees’ health and well-being and will increase Government of Canada’ ability to retain and attract the best talents.
* The GCworkplace design standards rest on the concept of activity-based workplace (ABW) 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.

**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.

**Activity-based workplace (ABW): efficient and more enjoyable**

* In ABW environments, individual employees are not assigned to a particular workstation. Spaces are designed – with a strong virtual environment -- 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.
* 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.

**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. However, in the current – post-pandemic -- work culture, 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.

**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.

**Your role as a leader**

* Promote the vision consistently and positively! Employees want to hear about the project from their leadership team, this creates a sense of trust and transparency throughout the organization. Reinforcing the vision doesn’t necessarily need to mean repeating a set of words; adopt the change yourself, positively influence others and acknowledge the early adopters. You hold an essential and influential role during a workplace modernization. By showing you understand and support the change, employees will be encouraged to do the same.
* Participate actively and visibly throughout the project
* Show your support of the change by piloting new ways of working
* Recognize and reward individuals/teams that have taken extra steps to achieve change
* Communicate and engage directly with employees to showcase your support
* Listen, understand and address employees’ concerns