

Workplace Modernization

a guide for senior leaders

Presentation topics

Workplace modernization

GCworkplace

Workplace modernization trends

Ensuring success



Workplace modernization

It's not just a fit-up...

- ✓ Promotes modern and flexible ways of working
- ✓ Contributes to positive workplace experience
- ✓ Attract new talent, and improve employee retention
- ✓ Empowers a high performing workforce
- ✓ Contributes to government greening initiatives
- ✓ Optimizing office portfolio

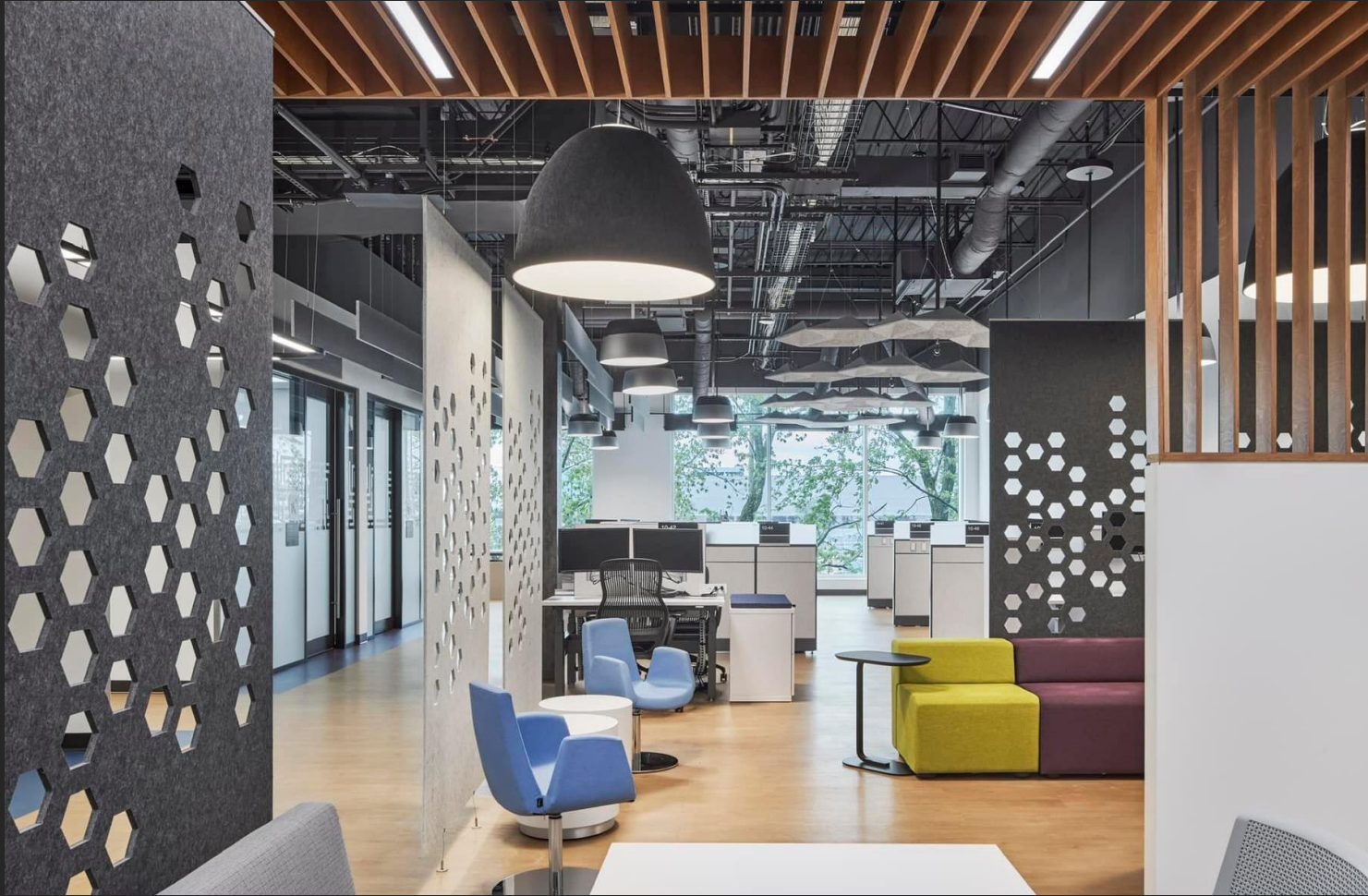


Workplace modernization is...

Transforming this...



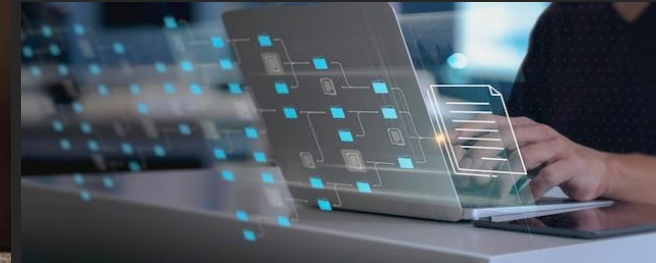
Into this!



It's also transforming this...



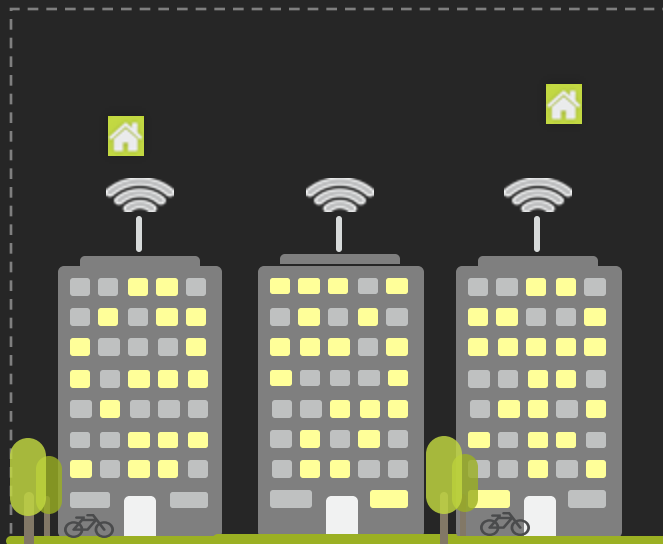
Into this!



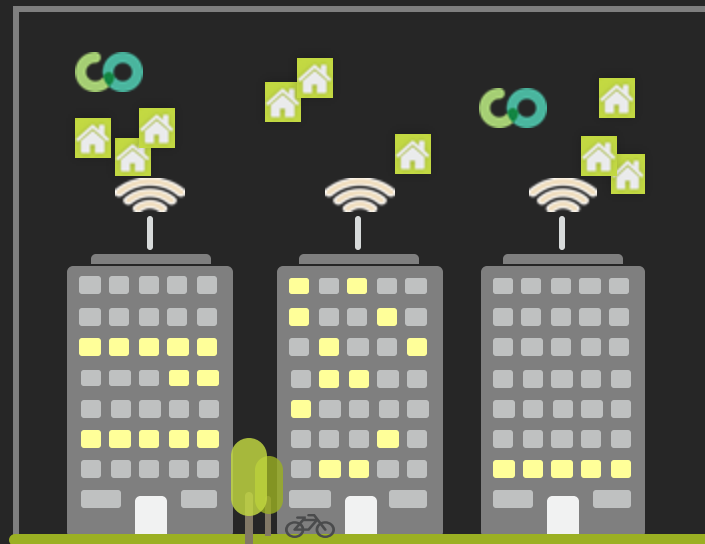
What is the future of federal office space?

Most agree, **hybrid working is here to stay**, which supports the proposed Office Long Term Plan (OLTP) goal of reducing federal office space by 45%. Meeting this target would result in a **projected annual savings of \$1 billion** for the federal government.

Where we **were**...



Where we **are**...



Where we're **going**...



GCworkplace

Doing things differently...

- ✓ To encourage hybrid collaboration
- ✓ To foster a culture of flexibility and well-being
- ✓ To work *HOW* and *WHERE* it makes sense





is designed to enable

Activity-Based Working (ABW)

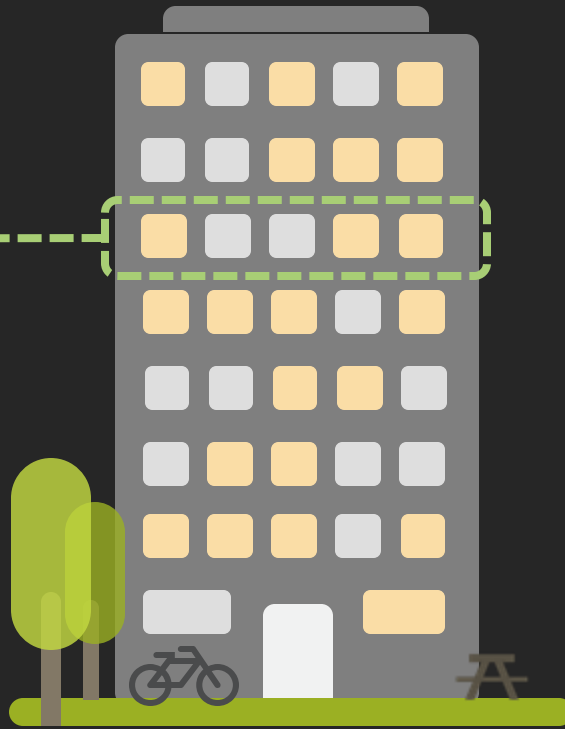
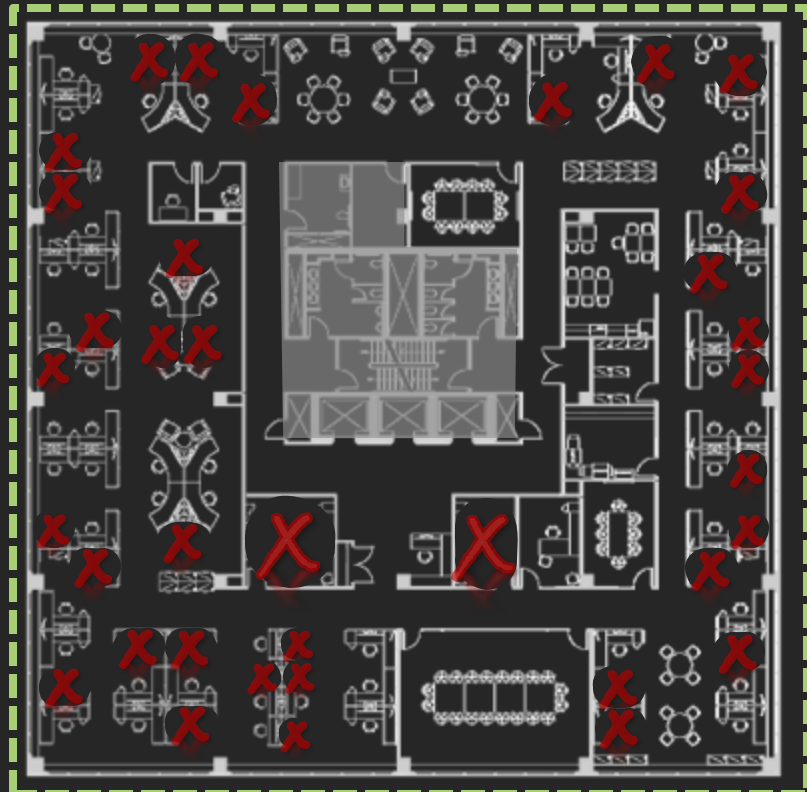
is the Government of Canada's General Purpose Office space design standard.

a modern, tech enabled, flexible way of using the workplace



Why is traditional office utilization no longer efficient?

Pre-pandemic observations have revealed a **40% average vacancy rate** in office utilization on any given day, at any given time. With a hybrid work model, this inefficient use of space is exacerbated. These space inefficiencies are then multiplied over every floor of every building...



How does ABW improve space utilization?

Optimizing is NOT about densifying space, it's understanding that with hybrid working now being the norm, regular daily vacancies, and unassigned space utilization, a GCworkplace can **serve a larger population than its onsite target occupancy.**



OCCUPANTS

the individuals physically in the workplace at any point in time

VS

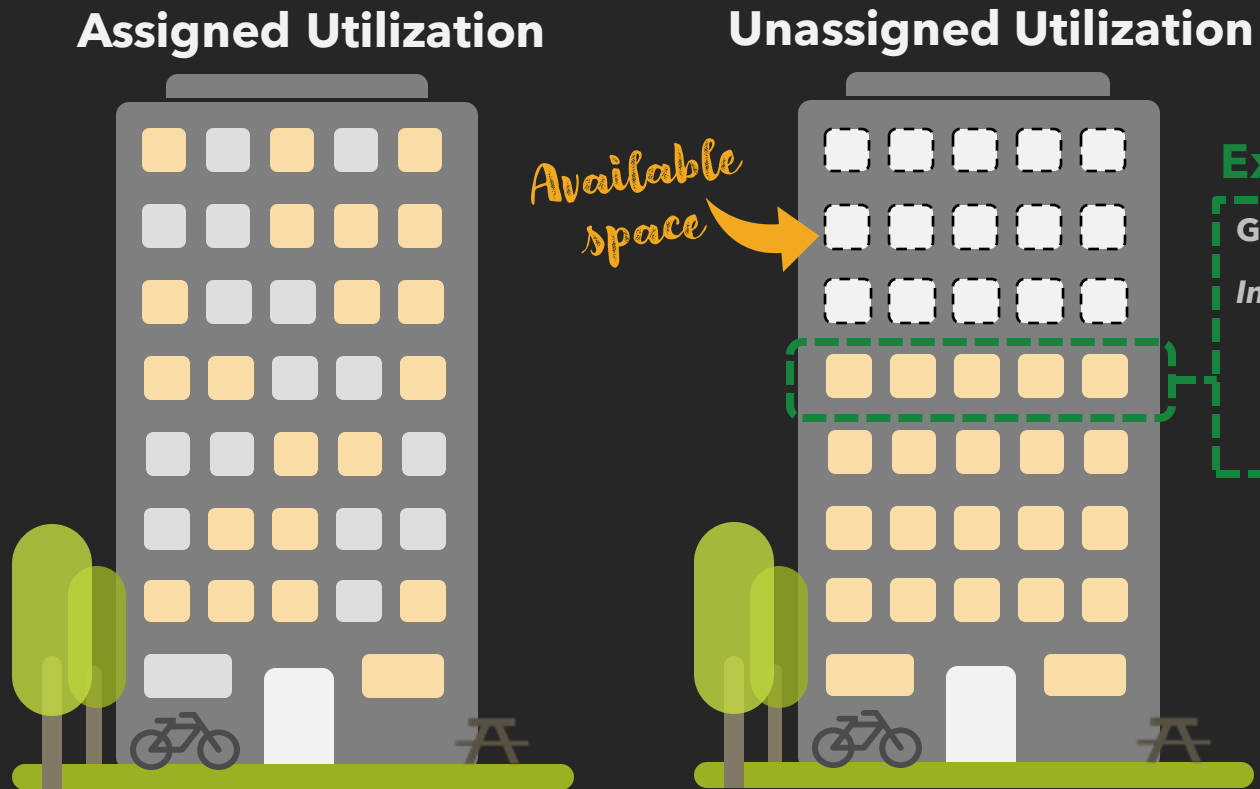
POPULATION

all individuals who have been given access and permission to use the workplace in question



How does this help 'right-size' the portfolio?

With the combination of activity-based working and a hybrid work model, where a percentage of employees are working remotely at any given time, the **portfolio can be optimized (over-programed), thus eliminating the underutilized space on a large scale.**



Example:

GCworkplace floor for 100 onsite occupants:

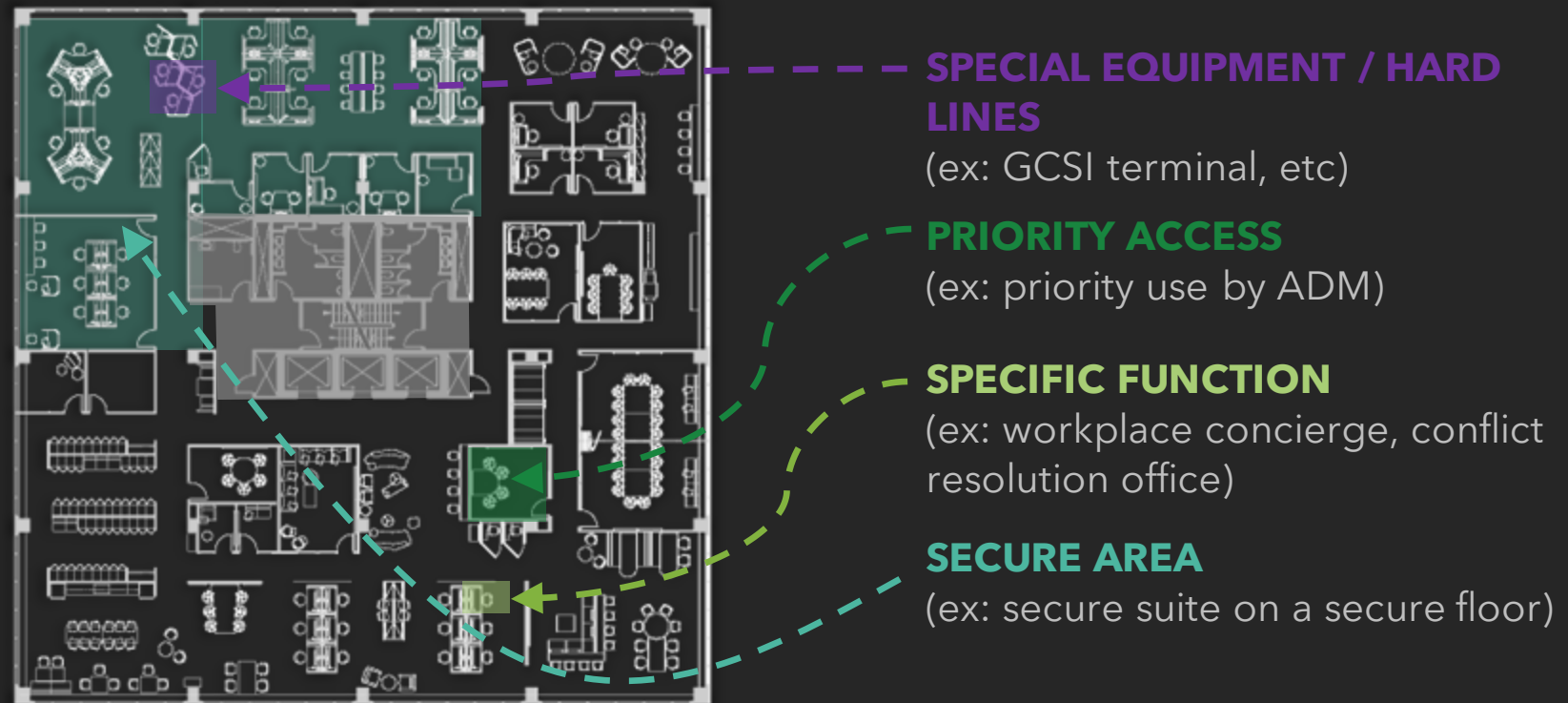
Impact of different hybrid work models:

- NO remote work ▷ can serve 100 total population
- LOW remote work ▷ can serve 120 total population
- MED. remote work ▷ can serve 150 total population
- HIGH remote work ▷ can serve 180 total population



How do you address specific requirements?

Starting with the assumption that all workpoints are **shared by default** will allow for maximum flexibility. However, certain instances, like physical security requirements, fixed equipment or hardwired lines, may require a dedicated space or priority use.



How can it cater to the needs of senior executives?

Leadership areas are an easy way to provide a space for executives, which usually include a mix of open and enclosed rooms for individual and/or collaborative work. This area can **provide priority access** to one or multiple executives when needed but can also be used by other occupants when not in use. These areas are usually for ADM level executives.



Talk to your Client Executive Representative to organize a **guided tour** of one of PSPC's first GCworkplaces.

It features a great example of a functioning leadership area.



Federal workplace modernization trends

What are other Government of Canada departments doing to modernize their workspaces?

- ✓ Pilot/trailblazer spaces
- ✓ Onboarding to GCcoworking
- ✓ Updating technology
- ✓ Digitizing archival materials
- ✓ Unassigning workstations
- ✓ Workplace Transformation Program (WTP) projects



What others are planning

31 of **32** client departments (representing **89%** of office space) are currently using or planning to use an unassigned seating approach

50% of these client departments are currently onboarded to the GCcoworking program, and another 25% are considering joining this year

22 of **32** client departments (representing 75% of office space) are onboard with the approach of reducing 50% of their office space



RCMP Trailblazer project

Completed a pilot GCworkplace to be used as a test space for employees. RCMP is now working with PSPC to modernize 3 additional floors to GCworkplace standards to support their hybrid work model.



Canada Border Services Agency

Completed a GCworkplace project in the fall of 2022. They consider the floor as their flagship space, and has been an enormous success with the employees using the space. CBSA plans to modernize and consolidate more space in the near future.



Library and Archives Canada

Building internal capacity to modernize corporate services office space to GCworkplace. Currently in pre-planning phase with PSPC for guidance on modernization plans.



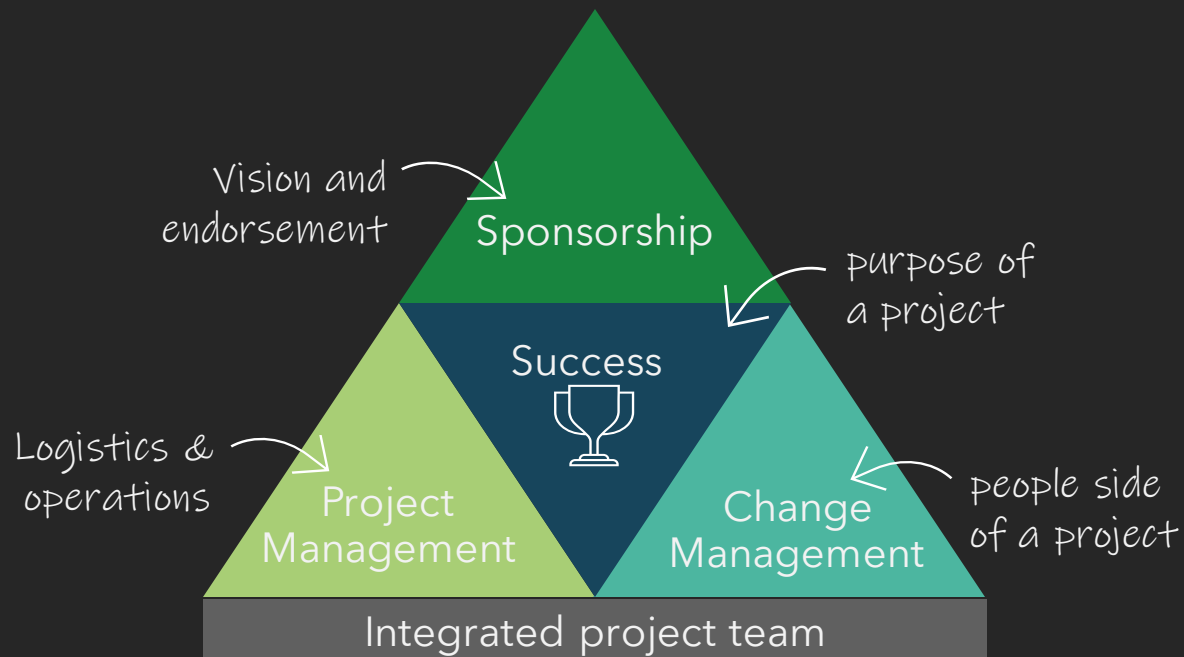
How to ensure success

The decision to undertake workplace modernization and everything that it entails is an important one, and **leaders need to be on board** with the initiative for it to be a success.

An active and visible project sponsor and executive sponsor are the **single greatest contributor** to the success of a project.



Foundation for success



By following the advice and guidance of the CM and PM, leadership can **minimize and eliminate pushback**

Executive sponsor

the organization's senior leader who sets the vision, authorizes the change and is ultimately accountable

Project sponsor

the leader who actively and visibly participates throughout the project & communicates with employees

*As the role model for the project, the sponsor must **process the change to a point of acceptance** and move past any personal resistance before taking on sponsorship responsibilities.*



Main roles and responsibilities of sponsorship

Actively and visibly participate throughout the life of the project

Build a coalition of support

Communicate directly with employees

Executive sponsor

- Launch and communicate vision
- Lead by example and demonstrate the new way of working
- Identify leaders and managers with signs of resistance and work directly with them
- Use strong supporters for the change to influence those who are opposing and not openly supporting the change
- Ensure that managers send a consistent message to impacted employees
- Communicate frequently with employees - Set expectations and communicate consequences

Project sponsor

- Get involved with the project team and provide clear directions and objectives.
- Be available to answer questions
- Build a coalition with your peers involved in project delivery (HR, IT, etc.)
- Support the Executive Sponsor and his coalition as the project SME
- Answer questions about the project and speak to employees' main concerns - know who to reach out to if answers are unknown
- Be open to receiving feedback and seek answers to questions not yet answered



Why should you do this?



Research shows that active and visible sponsorship is **the number one contributor to success** of projects and employee experience

By **actively playing your sponsorship role** you will contribute to reducing employee resistance. This leads to:

- Greater employee adoption, satisfaction and competencies in the new ways of working
- Higher employee productivity, well-being which helps with sense of belonging to the organization

*A **lack of active involvement** from the beginning could lead to **more work** down the road and **increased employee resistance**.*

It will also contribute to the following government priorities:

- Equity, diversity and inclusion
- Accessibility
- Reconciliation
- Greening

Other costs of not getting involved include:

- re-design
- re-scope
- re-train
- re-work
- re-schedule
- re-evaluate



When should you get involved ?

The biggest mistake sponsors make is failing to personally engage as the sponsor **throughout the lifecycle of the project**.

EARLY STAGES

- Develop a vision for the project
- Announce the project and vision to employees
- Host a townhall for employees and answer their questions

DURING IMPLEMENTATION

- Recurring and consistent communications and various engagement with employees
- Participate in recurring meetings with the change management team
- Participate in opening week activities

AFTER THE PROJECT

- Demonstrate the new behaviours (using the space as intended, lead by example)
- Reinforce behaviours through communications to employees

You're not in this alone! The change management team will coordinate and advise sponsors on these and many other activities that will require your involvement.



Thank you

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