



CM Program in-a-box

An all in one change management solution for
workplace optimization

Version 1
December 2024



Version control

Version #	Date	Sections(s)	Description of changes

First time opening the box?

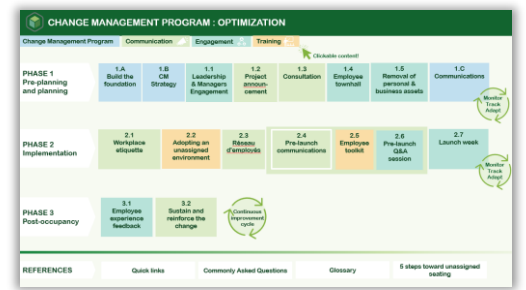
Continue to the next page to find out important information



Click here
to go to the
page!

Already familiar with how the box works?

If you're looking for Communication, Engagement and Training activities, continue to the Content Overview





This product is being developed using agile methodology principles

What does this mean?

- Regular and frequent updates to the content are to be expected. This is why we recommend bookmarking the [GCwiki page](#) rather than saving the document. Do the same for 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 as well as all the documents in it have version control numbers, dates and description of changes to help 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 created tools and activities that are prepopulated and presented in a sequential manner. They can be easily adapted to suit the needs of each organization and the 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 this guide 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.**



NEXT: How to use this box

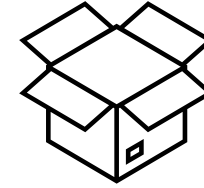




How to use this box



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](#).



② Unpack the content in sequence

① Become familiar with the [visual identifiers](#) and [glossary](#) used in the box



③ Read and follow the instructions



⑤ Complete the checklist before moving on to the next section



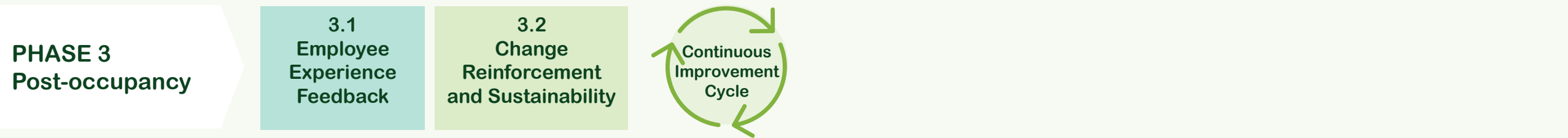
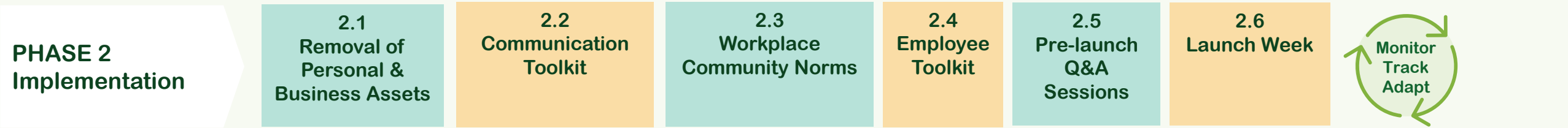
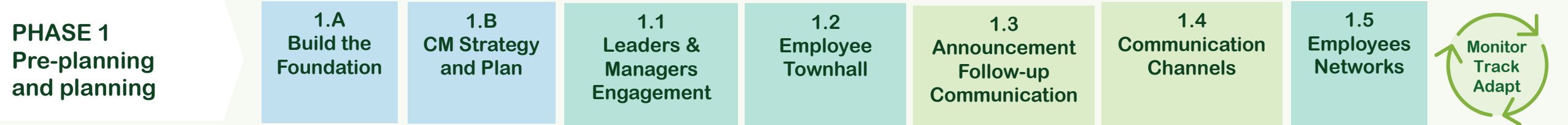
④ Download the templates and adjust

NEXT: Content overview





CM Program in-a-box: Optimization



Phase 1 : Pre-planning and planning





1.A Build the foundation (1 of 2)

To build a solid foundation for your project, here are three things your organization needs to put in place 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 employee experience.

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

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 addresses the role and responsibilities of the sponsor and better understand as well as a guide that includes meeting agendas and a detailed sponsorship plan.



[Sponsorship commitments and responsibilities](#)



[Sponsor support guide](#)



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Next: Build the foundation (2 of 2)





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.

A workplace employee 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 \(PRET\)](#)




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Next: CM Strategy and plan



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](#)

 [Change Management Strategy Blueprint](#)

 [Contributor's Table](#)

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[Next: Leaders and managers engagement](#) 



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.

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

Managers are so vital to your change project that we recommend further follow up activities to engage them, described in Continuous Support for People Managers.



[Invitation to leadership engagement session](#)



[Leadership Engagement Session](#)



[Invitation to managers engagement session](#)



[Manager Engagement Session](#)



[Continuous support for people managers](#)



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Next: 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 vision for the project and how the project will support the organization's objectives. It is also a good time to share the timeline and milestones for your project and how employees will be supported through this journey. This information is critical for employees to be in the right mindset to handle the change.

This 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](#)



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Next: Announcement follow-up communication



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 staff. In that case, we recommend providing opportunities for employees to ask questions and share their thoughts, such as through a Q&A session.

 [Announcement follow-up communication](#)

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Next: Communication channels (1 of 3) 



i 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 be accessible to employees at all times. 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.



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[Next: Communication channels \(2 of 3\)](#)





i 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.



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[Next: Communication channels \(3 of 3\)](#)

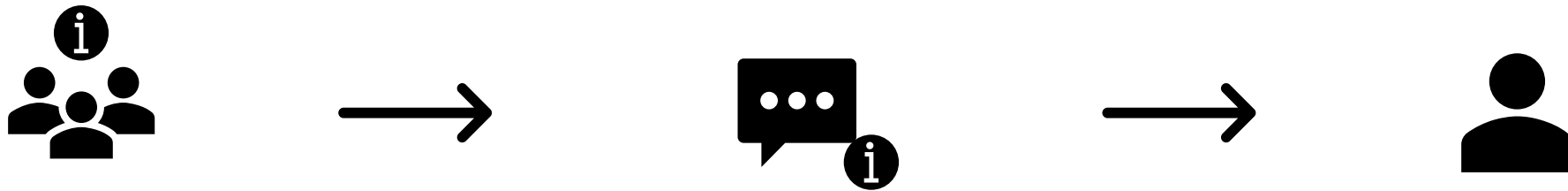




i This activity may need to be coordinated with your organization's Communication team.

Creating a MS Teams 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.



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[Next: Employee Networks \(1 of 2\)](#)





1.5 Employee networks (1 of 2)



It is strategic to incorporate activities with your organization's **existing employee networks** into your change management plan. These networks include:

- 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 mandates and can inform the staff on these issues, becoming important **information relays**.



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[Next: Employee networks \(2 of 2\)](#)





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](#)



[Change agent toolkit](#)



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



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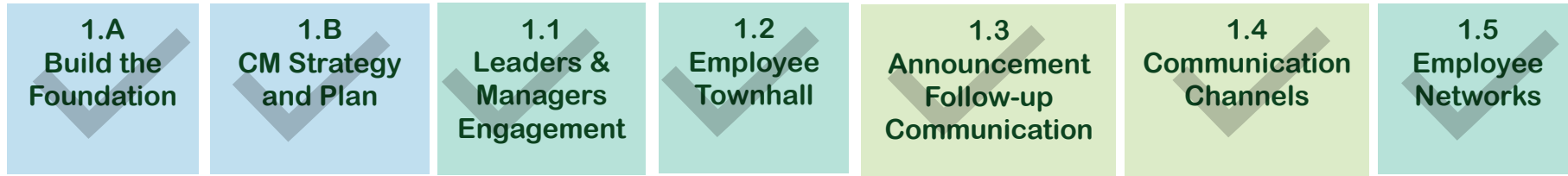
Next: Monitor, track and adapt – Phase 1





Monitor, track and adapt – Phase 1

PHASE 1 Pre-planning and planning



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](#)



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Next: Phase 2 - Implementation



Phase 2 : Implementation




 This activity is led by Accommodation and 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 modernization change 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. Coordinate these activities with the accommodations and IM representatives of your integrated project team to ensure that a process is established. The announcement and the guide will equip senior leaders and people managers with the knowledge they need to support their employees understand why the retrieval of personal and business assets needs to take place and how to do it.

We recommend that the announcement be communicated first to senior leaders and people managers, to provide them with sufficient time to ask their own questions. Then, the employees can be informed.

 [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](#)

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Coming soon!



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Next: [Workplace Community Norms](#)





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.

Workplace community norms 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](#)



[Workplace community norms announcement](#)



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



[Etiquette posters](#)





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Next: [Employee toolkit](#)



Coming soon!

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[Next: Pre-launch Q&A sessions](#) 





Coming soon!



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[Next: Launch week](#)





Coming soon!



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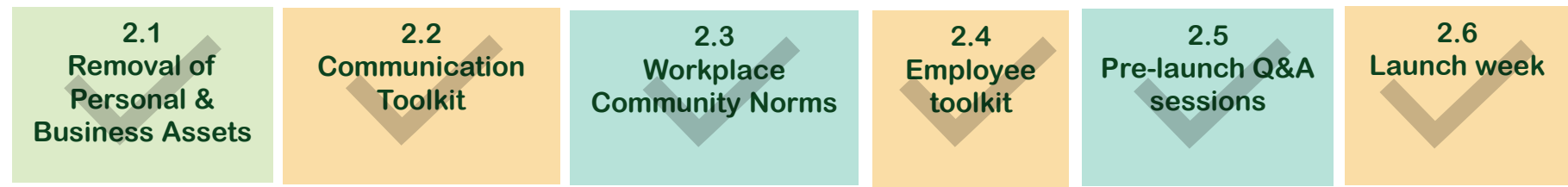
[Next: Monitor, track and adapt – Phase 2](#)





Monitor, track and adapt – Phase 2

PHASE 2 Implementation



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 new way of working?
- Are the employees adequately informed of the pre-opening and opening activities?

Monitor and track

Monitor and record the success of Phase 2 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 3.



[Change management Activity Tracker](#)



[Change Management Monitoring Questionnaire](#)



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NEXT: Phase 3: Post-occupancy



Phase 3 : Post-occupancy





Coming soon!




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[Next: Change reinforcement and sustainability](#)





Coming soon!

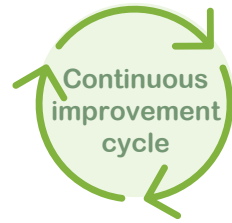
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[Next: Monitor, track and adapt – Phase 3](#) 



Monitor, track and adapt – Phase 3

PHASE 3 Post-occupancy



Ask yourself:

- Have the people occupying transitional roles shifted to new functions?
- Have we celebrated our accomplishments?
- Is the change being sustained through reinforcement communications?
- Have I put in place a follow up process?

Monitor and track

Monitor and record the success of Phase 3 activities in the **Change management Activity Tracker**.

Adapt your reinforcement activities based on your results.



[Change management Activity Tracker](#)



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References





Quick links



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[Next: FAQ, glossary and 5 steps](#)



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 his 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](#)



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Next: Other references





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 \(google.com\)](#)



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Next: Visual identifiers





Visual identifiers



Communication



Important information



Communication



Engagement



Ask yourself



Survey



Training



Tool



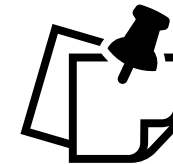
Checklist



Presentation



Guide or template



Posters and signage



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