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**Workplace Transformation Program**

CONTINUOUS SUPPORT FOR PEOPLE MANAGERS

**VERSION 1**

**Date:** FEBRUARY 2023

Continuous support for people managers – Workplace Transformation Program

**Objectives:** Provides suggestions on opportunities to engage and support the People Manager community post-People Manager Toolkit.

**Whom should this be used by:** Change managers

The **French version** of this document is available here : [FR version](https://wiki.gccollab.ca/images/4/4c/WTP_-_People_managers_toolkit_Guide_for_continuous_support_FR.docx)

People Managers are an integral part of successful change adoption. Knowing their team members best, People Managers operate as on-the-ground, local-level support for all employees. Because of this, People Managers often experience a higher magnitude of change and may require constant support and intervention from Change Managers.

After you have shared the People Managers Toolkit, it is important to continuously check-in with People Managers to ensure that feedback is being heard and addressed by the Project Team, and shared with other People Managers.

This guide offers suggestions and advice on how Change Managers can continuously check-in and support People Managers. A Change Manager can opt to use any combination of opportunities mentioned in this guide to support People Managers but should consider their current communications and training strategy, the project milestone schedule, and the client department’s capabilities. This will be important to avoid communications and training fatigue that might discourage a successful change adoption.

Change Managers should also ensure that these opportunities align with their existing Change Agent Network and escalation/feedback paths determined between the Project Team and People Managers. All People Managers should be welcomed to participate in any of these activities regardless of whether they are undergoing the change directly or indirectly (i.e., People Managers that remotely support impacted employees).

## Opportunity: People Manager Roundtables

People Manager roundtables allow Change Managers to address material provided within the People Manager Toolkit. The intention should not be to present the toolkit, but to allow People Managers a chance to ask questions about their role, how to provide feedback and how to support their team members. Keep the setting within one hour and keep it informal—encourage People Managers to build on the ideas of others.

The Change Manager will lead the discussion and act as the moderator. All people managers should attend these sessions to share feedback and get answers. This is an ideal forum to share experiences that others may relate to in order to establish a way forward on common issues.

It is also a great opportunity to provide a higher level of change management education to People Managers that would potentially overwhelm them within the toolkit. Being prepared with examples and best practices is helpful but not necessary.

To avoid overwhelming your People Managers, roundtables should only occur 1-3 times prior to post-occupancy.

## Opportunity: Pulse check Survey

In alignment with your communications strategy, a People Manager pulse check survey is a great way to obtain instant feedback from People Managers without consuming a large amount of time and effort.

It is recommended that your pulse check survey only occur 2-3 times within the implementation stage but aligns well with any design and post-occupancy surveys within your project milestone schedule.

The pulse check survey should be five questions or less and take no more than five minutes to complete. The questions should be simple and confidential. Anonymity can be determined by the client department but may not be helpful if you are looking to address concerns for specific People Managers.

Sample questions could include:

1. How would you rate your preparedness for change as a People Manager?
2. How would you rate your team’s preparedness for change?
3. Do you feel equipped as a People Manager to support your employees through the Workplace Transformation?
4. What concerns do you have regarding our upcoming change?
5. What concerns does your team have regarding our upcoming change?
6. Does your team have any feedback related to our change or require additional support/resources?

Utilize any survey software available to the client department such as MS Forms, Qualtrics, Slido, etc.

A pulse check survey works best when accompanied by opportunities to communicate feedback with People Managers, such as roundtables or a MS Teams channel.

## Opportunity: People Manager Teams Channel

A MS Teams Channel is a great way for Change Managers to continuously communicate with People Managers. Depending on the capabilities of the client department, Change Managers can open a new MS Teams Channel specifically designed for People Managers.

Change Managers can post updates on project milestones that impact People Managers and their teams, including resources, tools, and links to helpful articles/websites. Utilize materials and tools found within the CM Program-in-a-box but confirm that any client-specific material can be shared on this platform.

For continuous improvement, it is recommended that Change Managers appoint the Change Agent Network to manage and monitor chats and posts on the MS Teams channel. Create an engagement schedule to manage your time and communicate these expectations to the group (i.e., comments will be addressed every Friday between 1-2pm).

## Opportunity: Centralized Email Inbox

Like the MS Teams Channel, the creation of a specific, centralized email inbox allows People Managers to continuously communicate with Change Managers.

Depending on the ability of the client department, Change Managers can work with internal IT departments to create a People Manager distribution list. Change Managers can post updates on project milestones that impact People Managers and their teams, including resources, tools, and links to helpful articles/websites.

For continuous improvement, it is recommended that Change Managers appoint the Change Agent Network to manage and monitor chats and posts on the MS Teams channel. Create an engagement schedule to manage your time and communicate these expectations to the group (i.e., comments will be addressed every Friday between 1-2pm).

## Opportunity: leverage existing resources

Existing People Manager Networks, meetings and communications tools should be considered and leveraged by Change Managers.

Work with the organizers of these resources to determine what opportunities can be leveraged and where Change Managers should fill gaps with other engagement activities.

For example, a Change Manager could request 10-15 minutes of a People Manager Network meeting to ask open ended questions related to feedback and support. Record these questions and formulate answers that can be communicate directly through existing or newly created communications channels.

## Opportunity: Fire-Side Chats

Like People Manager roundtables, fire-side chats are more of an optional drop-in support service that Change Managers can provide to People Managers. In these sessions, People Managers are provided a chance to ask questions about their role, how to provide feedback and how to support their team members. Keep the setting within one hour and keep it informal—encourage People Managers to build on the ideas of others.