Guidebook for Easing Restrictions

A guide to support a gradual, safe and sustainable easing of COVID-19 restrictions at federal worksites
June 4th, 2020

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Getting Started
table of contents

The purpose of this digital document is to provide a **"how to guide"** for deputy heads and their departmental leaders, teams, and managers to develop a staged and phased **progressive return to workplace strategy.**

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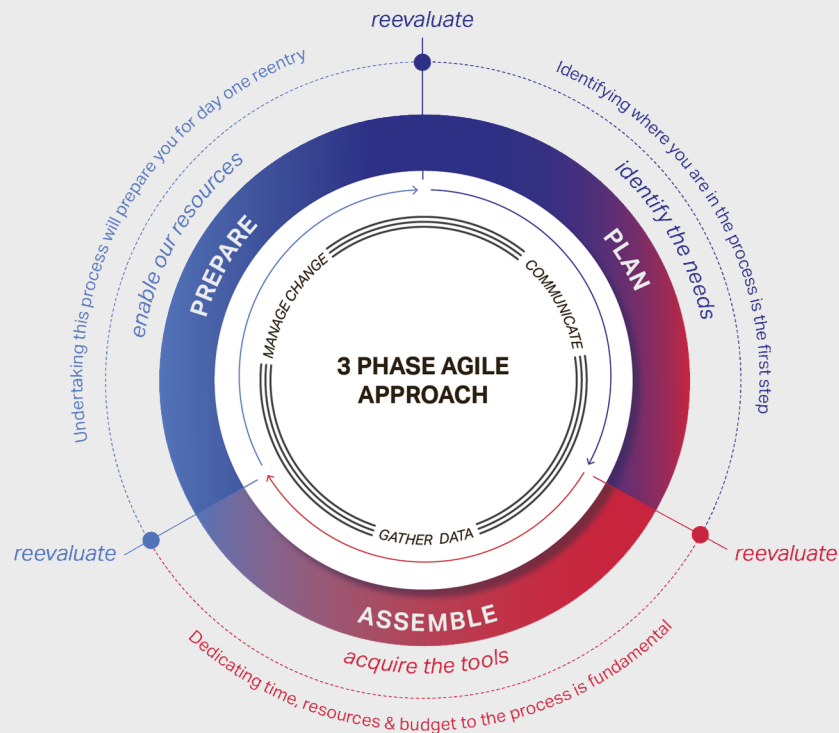
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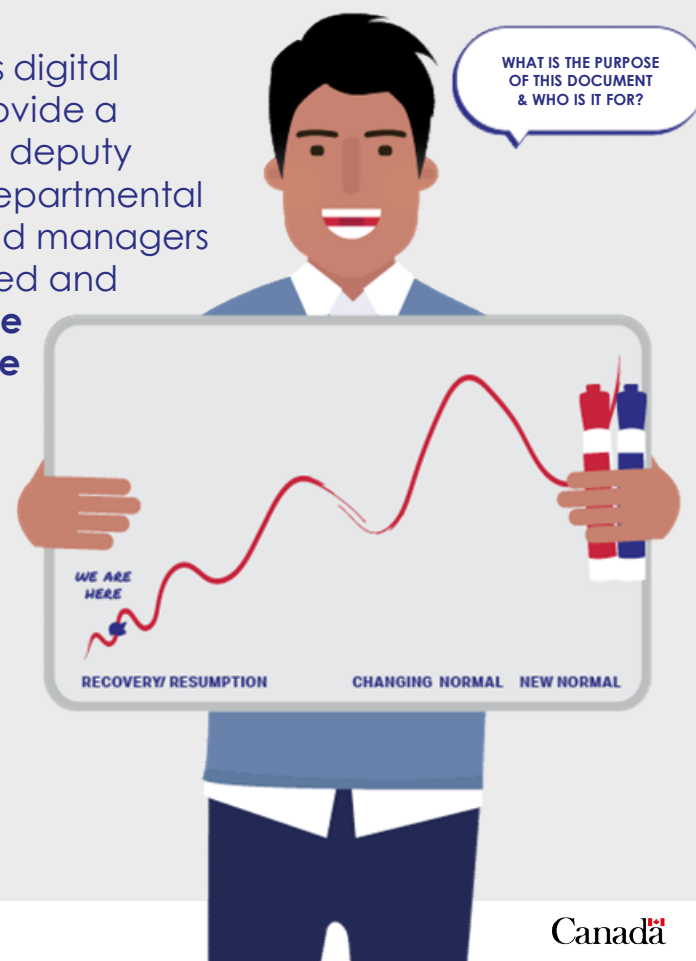
Understanding the Process
what to know & what to do

There are several important foundational principles that are important to acknowledge, they are:

- **The health, safety and wellness of public servants are paramount.**

- **Public health instructions to contain the spread of the Coronavirus will be adhered to.**

- **Programs and services that the Government of Canada and Canadians rely on will be maintained.**

- **The manner in which employees experience a progressive return to workplace will influence the outcomes of the strategy itself.**

WHAT DO WE NEED TO KNOW BEFORE WE START PLANNING A RETURN TO WORKPLACE STRATEGY?

reevaluate

Identifying where you are in the process is the first step

identify the needs

Undertaking this process will prepare you for day one reentry

enable our resources

PREPARE

PLAN

MANAGE CHANGE

COMMUNICATE

3 PHASE AGILE APPROACH

GATHER DATA

reevaluate

reevaluate

ASSEMBLE

acquire the tools

Dedicating time, resources & budget to the process is fundamental

### IMPORTANT CONDITIONS FOR THE PROCESS

- Signal from employer to start planning your return to workplace

- Critical public health, Employer & Departmental pre-conditions are met, which may vary regionally

- The fluid context requires ongoing reevaluation of the process and integration of the results of the assessments

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3 Guiding Pillars
workforce, workplaces & workspaces guidelines

WHAT ARE OUR GUIDING REFERENCE MATERIALS?
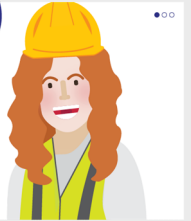
This framework for progressive return to the workplace takes into consideration public health guidance in conjunction with any direction from the Treasury Board of Canada Secretariat's Office of the Chief Human Resources Officer, and applied through departmental occupational health and safety processes as per the accountabilities of Deputy Heads.

Below are additional references including the link to communication for Government of Canada employees, references specific to your department and a link to research, webinars and media that have informed this document.

https://www.canada.ca/en/government/publicservice/covid-19/easing-restrictions/departmental-guidebook.html

TREASURY BOARD (OCHRO) EMPLOYER DIRECTION TO DEPUTY HEADS

OCHRO has developed a Guidebook that aims to support robust delivery of programs and services to Canadians during a gradual, safe and sustainable easing of COVID-19 restrictions related to federal public service worksites, while supporting the physical and mental health of federal public servants. The guide summarizes roles and responsibilities of key parties, offers a planning toolbox, and points to available resources. It is meant for the Core Public Administration and separate employers alike, as applicable.

HEALTH CANADA GUIDELINES ON OCCUPATIONAL HEALTH

Health Canada's Public Service Occupational Health Plan (PSOHP) group has developed an Occupational Health Tool Kit to support the prevention of the spread of Coronavirus (COVID-19) in workplaces in the Government of Canada's Core Public Administration.

- This Tool Kit is based on public health guidance and is to be used in conjunction with any direction from TBS OCHRO, and applied through departmental occupational health and safety processes as per the accountabilities of Deputy Heads.

- The Tool Kit is general by designed so that Departments and Agencies can adapt and tailor the guidance to their unique circumstances and needs. Updates can be made as required, based on any changes to public health advice. Tips apply to a wide range of work environments including operational centres, laboratories and other science-based activities, regulatory enforcement activities, field operations, and office settings.

PSPC WORKPLACE STANDARDS & BUILDING MANAGEMENT STANDARDS

PSPC has developed Guidance and Practices for the Safe Return to Workplaces in light of the Easing of Restrictions during the ongoing Coronavirus disease (COVID-19) pandemic primarily to support GC departments and agencies as the employer in their responsibility to ensure the health and safety of their employees in the workplace.

PSPC has also developed the PSPC building management direction for coronavirus disease 2019 (COVID-19). This functional guidance applies to all PSPC real property inventory, including crown-owned, lease-purchase, and leased facilities including those managed by a third party real property contractor. While this guide was developed for general purpose office space, other government departments who have real property custodial responsibilities may adapt this guide for their own unique program requirements as appropriate.

In developing our plans, we will consider the following thrusts: digital, greening, accessibility, sustainability, and diversity and inclusion.

WORKFORCE

Maintaining a focus on wellness, inclusion and diversity

ORGANIZATION OF WORK

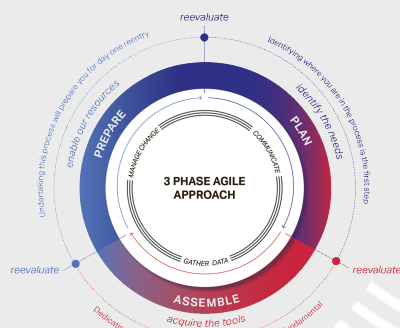Re-imagining work, reshaping how work gets done

Workplace

Supporting the re-occupation of physical workplaces

Roadmap
for a progressive return

Now that you have an understanding of the three guiding pillars, be mindful that undertaking a progressive return to workplace strategy will require time, effort and deep collaboration. Although the activities and outputs will vary by phase, communication, data gathering and change management are continuous workstreams that tie the roadmap together. The progressive return plan should be developed keeping in mind that employees need to have the best experience possible while getting to their workplace and working in their workspace.

WHAT DO WE NEED TO DO & IN WHAT ORDER?

COMMUNICATE GATHER DATA MANAGE CHANGE

Continuous strands that tie the roadmap together

3 PHASE AGILE APPROACH

PLAN
identify what you will need

WORKFORCE
- ✓ Multidisciplinary leadership / regional teams
- ✓ On-site workers
- ✓ Continued remote workforce
- ✓ List of employees who cannot return
- ✓ Bargaining agents

ORGANIZATION OF WORK
- ✓ Define the current state (productivity / on-site versus continued telework processes)
- ✓ Examine departmental objectives and guiding principles
- ✓ Change in workflow, tools (on site or telework), strategic sourcing
- ✓ Financial impacts of approaches

WORKPLACE
- ✓ New workplace capacity respecting distancing, building capacity
- ✓ Sanitation protocols
- ✓ Remote ergonomics / technology /collaboration tools

ASSEMBLE
acquire the necessary tools

WORKFORCE
- ✓ Resumption / daily screening approach
- ✓ Manager / leadership protocols, training, and prepared communications for their staff
- ✓ On-site / remote workplace solution setup
- ✓ Notification to building managers to prepare workplace

ORGANIZATION OF WORK
- ✓ Digital enablement: IM/IT, applications, etc.
- ✓ Information / tools needed for resumption (remote / on-site)
- ✓ Standards and processes

WORKPLACE
- ✓ On-site space utilization reconsideration & reassignment
- ✓ Building operations / cleaning service standards / protocols
- ✓ Database of required work sites / employees

PREPARE
enable and equip our resources

WORKFORCE
- ✓ Employee training for new ways of working, including any new tools
- ✓ Resumption health standards
- ✓ "Safety as the priority"

ORGANIZATION OF WORK
- ✓ New digital tools
- ✓ New processes
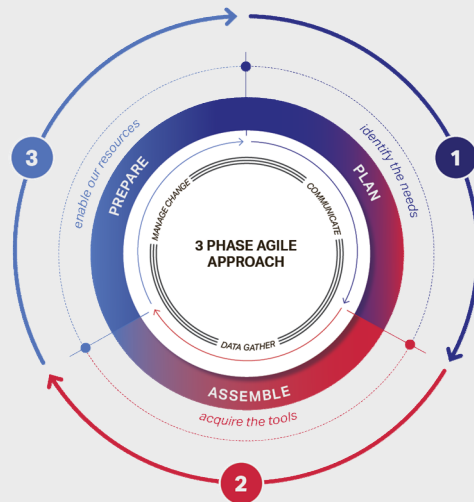
WORKPLACE
- ✓ Training for building managers and service providers, as applicable
- ✓ Installation / reconfiguration / sanitation procedures

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Activities & Outputs
of collaborative working

WHAT ARE OUR PLANNING
ACTIVITIES & WHAT WILL
THEY PRODUCE?

Clarity is created when we understand the activities we will undertake and the outputs we will produce. This chart outlines the typical activities and outputs you can anticipate during the **Plan, Assemble** and **Prepare** phases. Please be reminded that reevaluation is a critical step in moving from one phase to the other.

3 PHASE AGILE APPROACH

PREPARE — *enable our resources*
PLAN — *Identify the needs*
ASSEMBLE — *acquire the tools*

MANAGE CHANGE · COMMUNICATE · DATA GATHER

1 PLAN **ACTIVITIES** → PLAN **OUTPUTS**

PLAN ACTIVITIES	PLAN OUTPUTS
• Establish the team and governance	• 30/60/90 day action plans
• Consult guidance	• Documented service gaps and investments required
• Baseline your current status	• Communications strategy
• Define your target activities or functions	• Change management strategy
• Determine what you will leave for a future step	• Data gathering, monitoring and assessment strategy
• Identify what what activities and/or functions will change and its impact on stakeholders	

2 ASSEMBLE **ACTIVITIES** → ASSEMBLE **OUTPUTS**

ASSEMBLE ACTIVITIES	ASSEMBLE OUTPUTS
• Review policies and procedures	• Demand plan (volume of work/who needs to return to work)
• Technical resources implement their action plans and develop required products	• Supply plan (which workplaces will be made available)
• Consult guidance documents and available toolkits	• Workforce availability
• Seek guidance from leadership and report progress	• Workforce accommodation strategy
• Plan content and office equipment moves for remote workers	• Technology upgrade requirements
• Conduct employee surveys	• Acquire new products to fill gaps
• Prepare communication, engagement, or training activities to support users' experience	• Develop new policies, procedures and enabling elements
	• Identify data and measurement mechanisms
	• Asset tracking mechanisms for furniture and equipment
	• Progress tracker and reporting dashboard

3 PREPARE **ACTIVITIES** → PREPARE **OUTPUTS**

PREPARE ACTIVITIES	PREPARE OUTPUTS
• Operationalize your plans to enable functions during transition	• Contracts for specialty cleaning requirements and additional building services
• Develop "day in the life" scenarios to test readiness and how new behaviours and ways of working will be enforced	• Signage, circulation and physical space preparation
• Custodial departments: prepare the building, engage the responsible building authority	• Prepare the workforce through education and training
• Deployment of training sessions, communications and feedback loops	• Space usage governance and protocols document
• Procure supplies	• Transportation and parking considerations
• Provide new tools for the remote workforce	• Cleaning Standards (Service, volume & quality inspections)
• Plan moves	• Health reporting (Self-assessments, sick days, personal time off)
	• Employee surveys (wellness, perception, organization scorecard)

Identifying Where You Are
in the return process

HOW DO WE START THE PROCESS?

You may be revising or progressing within your BCP or you may have not enacted it at all. In either case, here are key questions that you should consider as you take your first steps. Please don't forget to consult your department playbook for program specific guidance.

3 PHASE AGILE APPROACH

reevaluate · identify your needs · reevaluate · PREPARE · PLAN · MANAGEMENT · COLLABORATE · DATA GATHER · reevaluate · ASSEMBLE · acquire the tools

TREASURY BOARD (OCHRO) EMPLOYER DIRECTION TO DEPUTY HEADS

HEALTH CANADA GUIDELINES ON OCCUPATIONAL HEALTH

PSPC WORKPLACE STANDARDS & BUILDING MANAGEMENT STANDARDS

FIRST STEPS IN THE PLANNING PHASE

WORKFORCE	KEY QUESTIONS	EXAMPLES
Multidisciplinary leadership, regional, local teams	What is our organizational and governance approach?	Leadership Team, Regional Steering Committee, Local Technical Building, People Manager and Change Management teams
On-site workers	Who are on-site workers?	Follow local guidelines, must self-monitor for symptoms & understand should not attend workplace if symptomatic
Continued remote workers	Which employees are willing and able to return to the workplace? Do employees have the tools necessary to continue working remotely?	Employees who require access to tools, technologies or materials to increase productivity and healthy healthy employees who wish to improve social connections.
The list of employees who cannot return	Which employees are facing barriers?	Caregivers, immune-compromised employees, those experiencing anxiety, or recently returned from travel and those whose daily commute is on public transit.
Bargaining agents	Do you have a regular engagement with you bargaining agents?	Special Covid-19 committees, OHS committees, etc.
ORGANIZATION OF WORK	**KEY QUESTIONS**	**EXAMPLES**
Define the current state (productivity / on-site versus continued telework processes)	What is my department's program-based definition of types of work?	On-site or in the field, customer facing, remote work
Examine departmental objectives and guiding principles	What are the impacts on departmental programs? Do we need to alter our guiding principles?	Examine DM mandate letter, revisit Departmental Reporting Framework DRF, Integrated Business Plan (IBP)
Change in workflow, tools (on site or telework), strategic sourcing	Is our current workflow in line with our organization's mandate? Are there processes that have changed or need to be changed? What tools do we need to provide? Does the remote workforce need additional equipment to work effectively for an extended period? What services will we need to provide, modify or suspend?	Analyze key services and adapt a workflow that ensures encompasses all. Physical and digital tools. Cleaning, security, waste collection, food service, fitness, mail/courier, visitor self-assessments, etc.
Financial impacts of approaches	Have you elaborated a business case for your options?	Funding for tools to alter service delivery, reallocation of resources, etc.
Examine departmental objectives and guiding principles	What are the impacts on departmental programs? Do we need to alter our guiding principles?	Examine DM mandate letter, revisit Departmental Reporting Framework DRF, Integrated Business Plan (IBP)
WORKPLACE	**KEY QUESTIONS**	**EXAMPLES**
New workplace capacity respecting distancing, building capacity	What is the new capacity of our workplace? Where are my workspaces. Are there special sites or unique requirements that need to considered?	Occupancy and physical distancing guidelines (refer to 3 Guidance Pillars)
Sanitation protocols	What physical and operational changes do we need to make to our workplace to adhere to sanitary guidelines?	Cleaning frequency, repairs and maintenance, entrance and exit protocols, elevator use, circulation, signage, behaviour protocols, workspace utilization
Remote ergonomics / technology / collaboration tools	What tools do employees need to function more effectively either in the workplace or remotely? Is there a requirement for a space reservation system? What technology improvements may be necessary to enable flexibility for employees as they may need to change where they occupied space in the workspaces?	Examples, Implementation of Microsoft 365 (Enterprise licensing) including Teams, enhancements to the IT infrastructure to permit increased bandwidth utilization resulting from greater video and audio transmission over the network, identification of applications available for the management and reservation of all spaces in the workplace.

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Teams Working Together
at the leadership, regional, & local levels

Led by a Resumption Champion, the multidisciplinary Leadership Team should be composed of diverse functional areas working together as a collaborative unit. Governance, project integration and change management are the streams of work that unify the team and create the conditions for smooth and consistent integration with the Regional and Local Teams.

HOW DO WE CLEARLY DEFINE A GOVERNANCE STRUCTURE?

YOU'RE NOT ALONE, THERE ARE MANY COMMUNITIES OF PRACTICE YOU CAN TAP INTO!

DEPUTY HEAD

RESUMPTION CHAMPION

RECOMMENDED SENIOR EXECUTIVES / FUNCTIONAL COMMUNITY LEADS

GOVERNANCE
- ACCESSIBILITY
- BEYOND 2020 CHAMPIONS
- COMMUNICATIONS

INTEGRATION
- DIVERSITY & INCLUSION
- FINANCE
- GBA+
- HUMAN RESOURCES
- INFORMATION MANAGEMENT
- INFORMATION TECHNOLOGY
- LABOUR RELATIONS

CHANGE MANAGEMENT
- OCCUPATIONAL HEALTH & SAFETY
- PROCUREMENT
- REAL PROPERTY
- SECURITY

REGIONAL TEAMS

Building Technical Committee, Bargaining Agents, Communication Committee, Responsible Building Authority, and Stakeholders

ROLE OF DEPUTY HEAD
- Aligns leadership, is an active and visible leader to all employees communicates frequently, maintains momentum, reinforces and rewards

ROLE OF RESUMPTION CHAMPION
- Provide clear direction and objectives to leadership team, play a role in all critical decision, maintain momentum, provide direct support

ROLE OF LEADERSHIP TEAM
- Run Progressive Return to Workplaces as a project
- Ensure cross-functional team have skills/experience to meet objectives outlined by Resumption Champions
- Confirm scope and phases as appropriate
- Communicate status and progress
- Monitor, measure and report
- Close out with Lessons Learned for continuous learning

ROLE OF REGIONAL TEAMS
- Provide direction and decisions that impact multiple locations
- Ensure alignment between multiple stakeholders and service delivery providers
- Documenting and disseminating best practices and lessons learned across the portfolio

ROLE OF LOCAL TEAMS
- Apply all national and regional guidance and policies, as applicable
- Document a Building Transition Plan for the specific building
- Create an action log or project plan of items to be completed in common and public spaces and in client workspaces

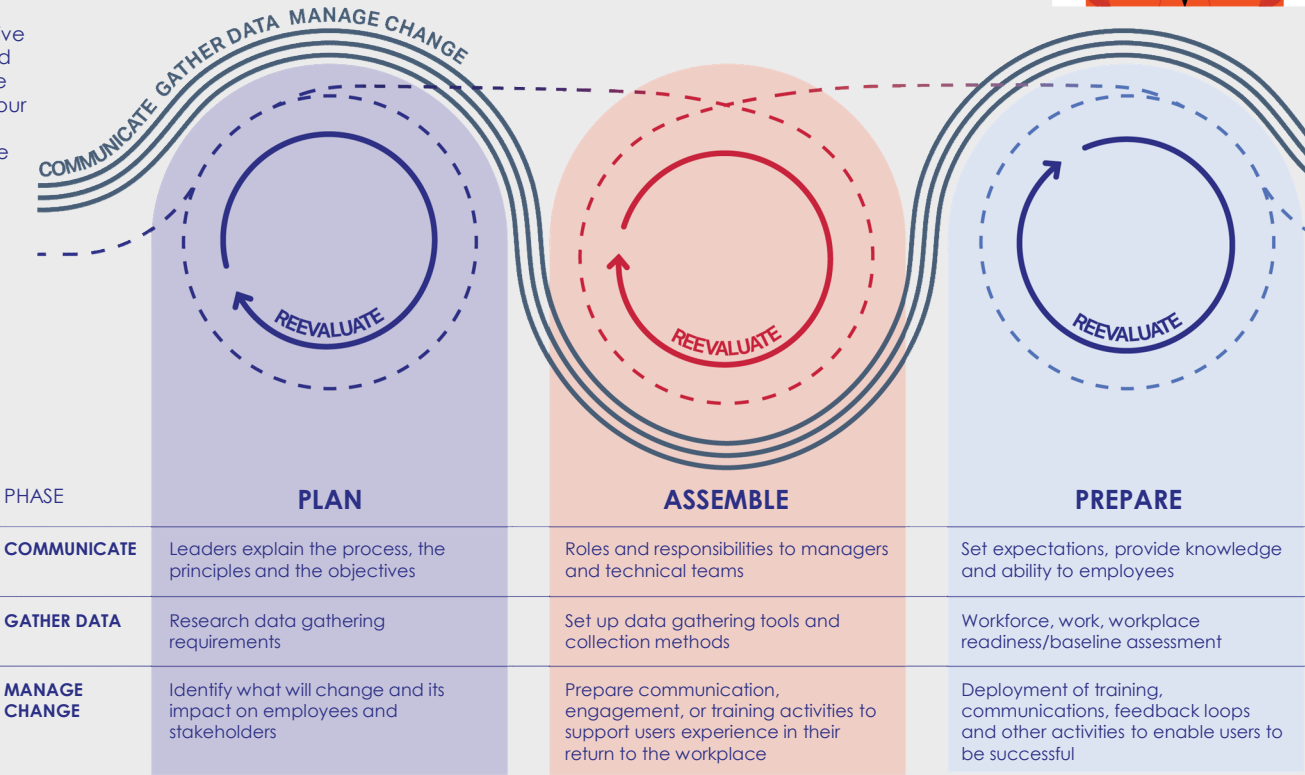Services publics et Approvisionnement Canada

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Tying the Roadmap Together
by managing change

Recall our foundational principle that a progressive return plan should be developed keeping in mind that employees should have the best experience possible. Their experience will be cultivated by your organization's capability to lead and manage change. In a perfectly executed state of change management, every employee is aware, has adopted and is actively practicing the change. This page outlines change management fundamentals, reinforced by proactive, clear and consistent communications to stakeholders and ongoing data gathering strategies.

HOW DO WE SUCCESSFULLY MANAGE CHANGE?

WHAT ARE THE CHANGES? WHO'S AFFECTED? DO THEY KNOW? ARE THEY READY?

COMMUNICATE GATHER DATA MANAGE CHANGE

REEVALUATE

PHASE	PLAN	ASSEMBLE	PREPARE
COMMUNICATE	Leaders explain the process, the principles and the objectives	Roles and responsibilities to managers and technical teams	Set expectations, provide knowledge and ability to employees
GATHER DATA	Research data gathering requirements	Set up data gathering tools and collection methods	Workforce, work, workplace readiness/baseline assessment
MANAGE CHANGE	Identify what will change and its impact on employees and stakeholders	Prepare communication, engagement, or training activities to support users experience in their return to the workplace	Deployment of training, communications, feedback loops and other activities to enable users to be successful

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Engaging Employees
taking the pulse, generating insight
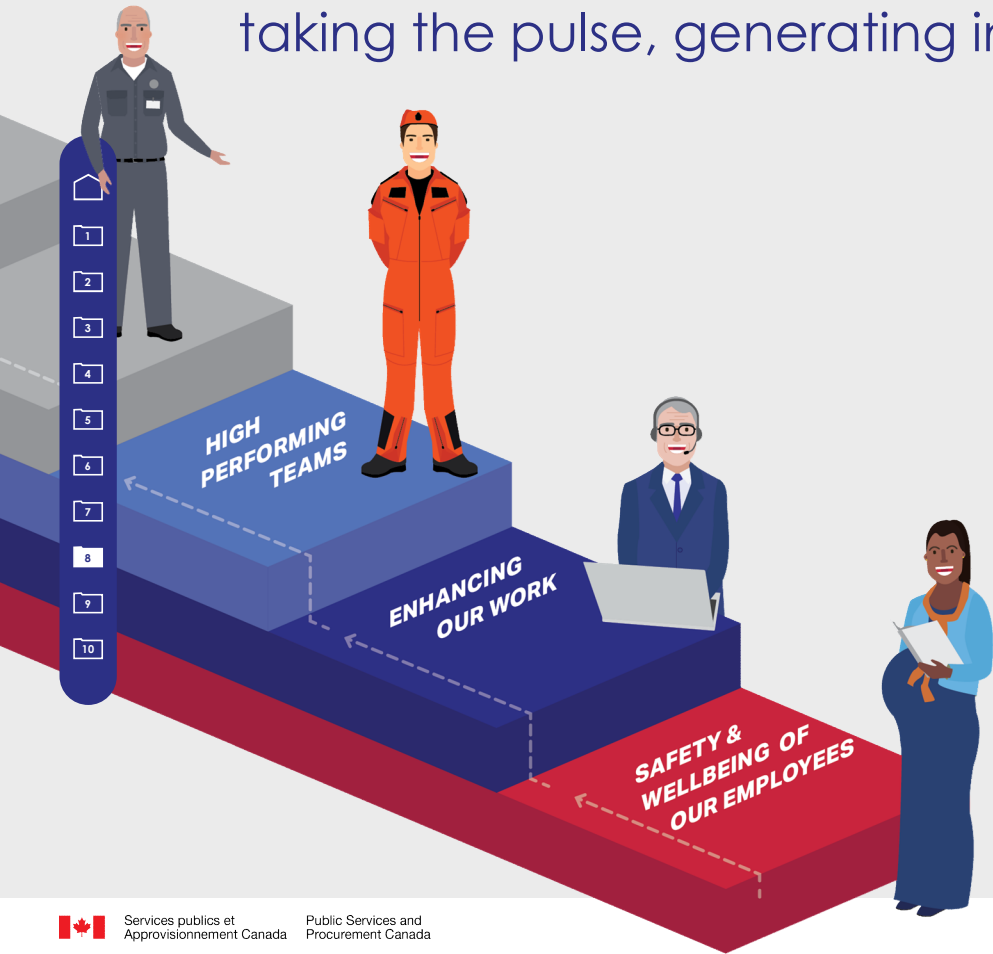
WHAT DO WE COLLECT FEEDBACK & INSIGHT ON?

HIGH PERFORMING TEAMS

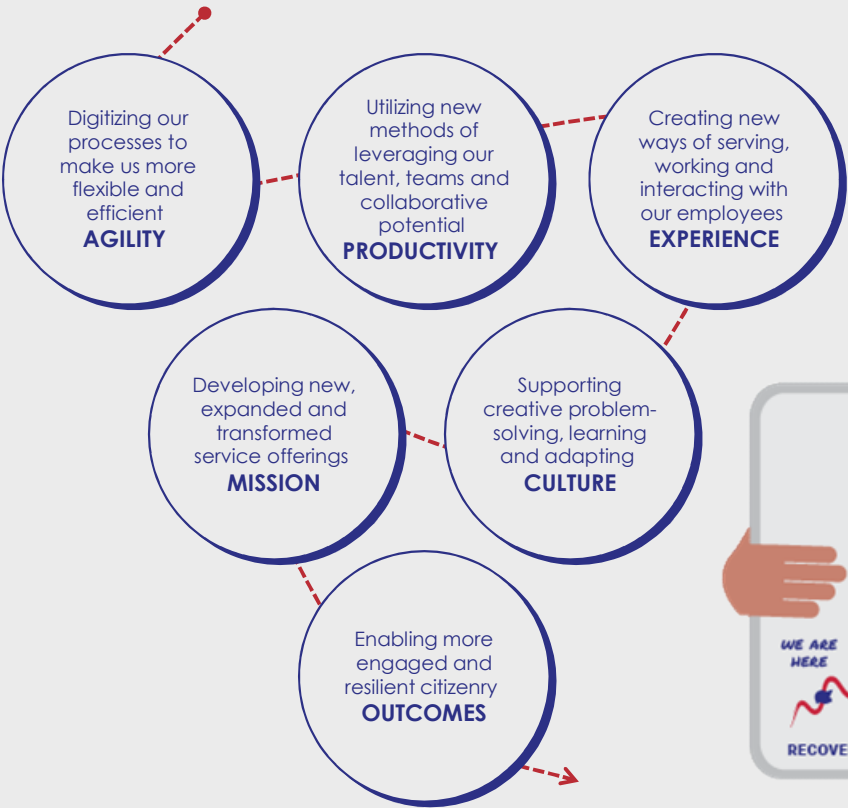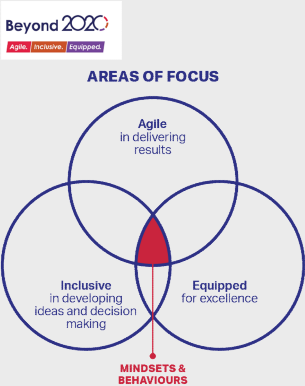ENHANCING OUR WORK

SAFETY & WELLBEING OF OUR EMPLOYEES

Ongoing data gathering enables us to better understand our employees, their needs and creates opportunity for responsiveness and improvement. Aware that employee experience is central to our plan, we can start by garnering insight into the most basic of needs: their safety, mental health and wellness. We can expand our engagement strategy into topics that reveal how we can enhance our work, collaborate better and use tools more effectively. Building on this momentum, we can collect data to gauge our business performance and explore possibilities around working in new and different ways.
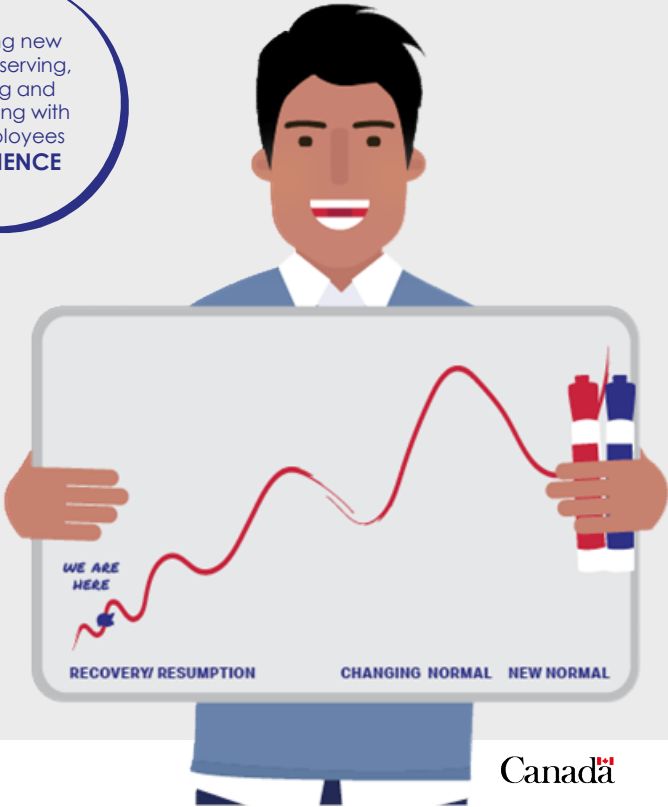
FOCUS TOPIC AREAS	PERFORMANCE MEASURES
• Innovation & Future of Work • Customer satisfaction • Business performance	• Management Accountability Framework • Client Satisfaction Surveys • Audits and Control Frameworks • Workplace performance survey
• Situational reporting • Collaboration support • Access to information management (portals / platforms)	• Departmental Reporting Framework • GOSS and PSMAC • GOC Digital Agenda Progress Report
• Mental health and wellness • Occupant perceptions (feelings / facts) • Level of engagement (readiness, reluctance, enthusiasm)	• Public Service Employee Survey & Mental Health Ombudsmans' reports • Real Property Client Surveys • Departmental GCWorkplace Readiness Assessments

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Opportunities for change
in a time of disruption

Disruption affords great opportunity to imagine our business in new and different ways. We can empower ourselves to think creatively about how we work, collaborate, serve our clients and the public. With our adopted Beyond2020 mindset and behaviours, we recognize we are in the very initial recovery phase that will give way to a dynamic, changing and new future. As we embrace the unique moment in time, six areas of opportunity for change guide our investigation.

Beyond 2020
Agile. Inclusive. Equipped.

AREAS OF FOCUS

Agile
in delivering results

Inclusive
in developing ideas and decision making

Equipped
for excellence

MINDSETS & BEHAVIOURS

Digitizing our processes to make us more flexible and efficient
AGILITY

Utilizing new methods of leveraging our talent, teams and collaborative potential
PRODUCTIVITY

Creating new ways of serving, working and interacting with our employees
EXPERIENCE

Developing new, expanded and transformed service offerings
MISSION

Supporting creative problem-solving, learning and adapting
CULTURE

Enabling more engaged and resilient citizenry
OUTCOMES

WHAT ARE THE OPPORTUNITIES FOR GROWTH & CHANGE?

WE ARE HERE

RECOVERY/ RESUMPTION   CHANGING NORMAL   NEW NORMAL

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Tools & Templates
additional reference materials

Aligned to the 3 pillars presented on page 4, To the right are linkage opportunities for departmentally developed guidance.

WORKFORCE LINKS

https://www.canada.ca/en/government/publicservice/covid-19/easing-restrictions/departmental-guidebook.html#part1

ORGANIZATION OF WORK LINKS

https://www.canada.ca/en/government/publicservice/covid-19/easing-restrictions/departmental-guidebook.html#part4

WORKPLACE LINKS

https://www.canada.ca/en/government/publicservice/covid-19/easing-restrictions/departmental-guidebook.html#part2

WHERE CAN WE FIND MORE INFORMATION?

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