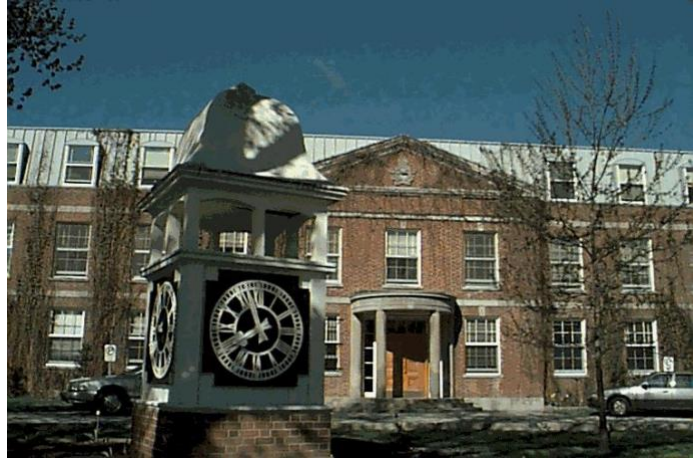National Defence — Défense nationale

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**The Battle for Office Space in the Department of National Defence**

**Major Jérémie Dulong**

Canada

CANADIAN FORCES COLLEGE – COLLÈGE DES FORCES CANADIENNES

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**The Battle for Office Space in the Department of National Defence**

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# THE BATTLE FOR OFFICE SPACE : APPLYING THE GOVERNMENT OF CANADA'S WORKPLACE FIT-UP STANDARD TO DEPARTMENT OF NATIONAL DEFENCE OFFICE SPACE

**AIM**

The aim of this paper is to contribute to improving the change process for Department of National Defence (DND) stakeholders who are, or will soon be, moving towards open concept and unassigned office space.

**INTRODUCTION**

COVID-19 has really accelerated DND's ability to work remotely. Even though there remains a number of hands on jobs, especially in the technical trades, that need to be on site, there are as many office workers that can work remotely. The treasury board has developed a Government of Canada Workplace Fit-up Standard (GC Workplace) from the lessons learned of Workplace 2.0 and enclosed office space before that. In 2021 the Assistant Deputy Minister (Infrastructure and Environment) (ADM(IE)), made it clear that DND would be adopting this standard saying that "The Government of Canada (GC) Workplace Fit-up Standards are the new vision for the Government of Canada workplace and will be the standard that DND applies department-wide for office accommodation in leased and DND custodial space."[1] This standard will mean those employed by DND can expect a new office layout in the future.

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[1] Chambers, Rob. *Department of National Defence National Accommodations Strategy* . Ottawa, ON: Assistant Deputy Minister (Infrastructure and Environment), 2021. P.9

The difference between the status quo and the new GC Workplace is substantial. This change will require a robust change management process involving various stakeholders. The intent of this paper is to virtually put GC Workplace through a first pass of known change management models to influence the change management activities currently under development.[2] Each improvement should result in a smoother change process resulting in efficiencies and happier stakeholder in DND during the change experience.

I will do this by first explaining the current situation and what GC workplace sets out to change; then defining the change management models used in this analysis; and finally highlighting key takeaways from applying the change management models to the proposed change brought on by adopting GC workplace.

This paper is not a critique of the standard itself, rather a contribution to change process of adopting the standard. It is the interpretation by one author of a number of change management resources. The paper will contribute to the discussion, but change management should be done as a collective process with the participation of those involved. After all they will be the ones that will be occupying the workspace.

**DISCUSSION**

**From Current State to GC Workplace**

At present, and for many decades, the majority of DND employees and Canadian Armed Forces (CAF) members have been accommodated in purpose built infrastructure. Each unit typically has their own lines, meaning their own building or series of buildings.

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[2] Baker, Warren. *Briefing Note for Assistant Deputy Minister (Infrastructure and Environment) Re: National Accommodations Strategy*. Ottawa, ON: 2021.p.2

Within the building, it is usually divided up into sub-unit sections and going as far as dedicating office space to sub-sub-unit commanders and some of their staff. This office space is usually enclosed and gets progressively more expansive the higher in the chain of command you go. The commanding officer of a unit typically gets the corner office and they are surrounded by their headquarters staff. This is similar to C-suite in major businesses. It is part of the perks that come with position and sends a message of the importance of the people occupying those offices.

GC Workplace sets out to change this paradigm with open concept unassigned seating for all office environments. The process starts with surveying the workforce to determine how many can work remotely and for how many remote days a week on average. Working remotely on its own will require a major culture shift for the CAF. Even if a unit is adamant that zero people can work remotely, the standard still applies and the process can continue. The next step is to determine if the organization is more autonomous, balanced or interactive. This will guide the number of work points in the office space. An autonomous workforce will have a higher number of individual workstations and focus rooms located in a quiet zone whereas an interactive organization will have a higher number of teaming areas and meeting rooms located in an interactive zone. All organizations can expect to have a quiet zone and an interactive zone separated by a transitional zone, they will simply vary in size depending on whether the organization is autonomous, balanced or interactive. Once the type of office space is determined, the type of work points are determined. All individual work points are open concept. All work points be they individual or team are unassigned. The collective work points are sometimes enclosed, like in the case of meeting rooms, and sometimes open,

like in the case of lounges. It is with this initial calculation that ADM(IE) designers can start on new or renovated work space for the DND organization being accommodated.

It is interesting to note that the calculator does not provide enough individual work points for the total staff with the thinking that there will be some working from home, some out of office for various reasons and the organization will never be fully staffed. That said there is conflicting information in the way GC Workplace is communicated, a slide on GC Workplace Myths presented to the ADM(IE) Strategic Management Board states that "there are about 2 work points per occupant."[3] This is understood to take into account places like lounges, meeting rooms and teaming rooms as work points. With this thinking, it is conceivable that some of the last people to show up for a days work in a full office environment may be working from the lounge.

ADM(IE), will take GC Workplace and create what they are calling Defence Workplace as DND's version of the standard. As this standard has yet to be drafted, the focus will remain on the government standard GC Workplace. In 2021 the National Accommodations Strategy (NAS) developed by ADM(IE) laid out a four step change management model[4] to guide the change from the tailored walls and offices of the old to the new open concept unassigned space of GC Workplace. Although "change management activities are currently under development"[5], the initial four phases outlined in the NAS are pre-planning, planning, implementation and measurement. Within the first

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[3] DG Portfollio Requirements. *GCworkplace / ABW ADM(IE) Strategic Management Board*. Ottawa, ON: 2022. p.6

[4] Chambers, Rob. *Department of National Defence National Accommodations Strategy* . Ottawa, ON: Assistant Deputy Minister (Infrastructure and Environment), 2021. p.23

[5] Baker, Warren. *Briefing Note for Assistant Deputy Minister (Infrastructure and Environment) Re: National Accommodations Strategy*. Ottawa, ON: 2021.p.2

phase of pre-planning there are three steps of assessments, change management strategy

and change management team. The second phase is composed of governance and change

management communications engagement plans. The implementation phase focuses on

communications, engagement and training. The last phase has change management

assessment and pre-post occupancy. Although there are good elements in these phases,

this paper will look at more robust change management models with the view of

improving this process. It is expected that improvements will assist in drafting Defence

Workplace and increase the chances of success in this department wide change.

**Change Management Models**

In 2018 the United Nations (UN) looked into existing change management

models with the purpose of developing their own.[6] They considered a model developed

by Kurt Lewin in the 1940s and refined after his death in 1947.[7] Secondly the UN

considered an eight step model by John Kotter first published in the mid-1990s and

refined multiple times including by himself and Dan Cohen in the early 2000s.[8] The third

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[6] Wan, James, Raafat Saade, and Ling Wang. "Deriving Significant Factors for Managing Change in UN." *Journal of Organizational Change Management* 33, no. 1 (2020). p.2

[7] Cummings, Stephen, Todd Bridgman, and Kenneth G. Brown. "Unfreezing Change as Three Steps: Rethinking Kurt Lewin's Legacy for Change Management." *Human Relations (New York)* 69, no. 1 (2016): p.1.

[8] Cohen, Dan S. and John P. Kotter. *The Heart of Change Field Guide: Tools and Tactics for Leading Change in Your Organization*. Boston: Harvard Business Review Press, 2005. https://go.exlibris.link/kHQ2bPqM.

Kotter, John P. *Leading Change*. Boston: Harvard Business School Press, 2012.

Kotter, John P., Oliver Wyman, OverDrive audiobook, and Inc OverDrive. *Leading Change: An Action Plan from the World's Foremost Expert on Business Leadership*. Unabridg ed. New York: Macmillan Audio, 2013. https://go.exlibris.link/CFMb50sT.

Review, Harvard Business, John P. Kotter, Tim Brown, Roger L. Martin, and Darrell K. Rigby. *HBR's 10 must Reads on Change Management, Vol. 2 (with Bonus Article "Accelerate!" by John P. Kotter)*. Vol. 2. La Vergne: Harvard Business Review Press, 2021.

Review, Harvard, W. Chan Kim, John P. Kotter, Renee Mauborgne, and Inc Books24x7. *HBR's 10 must Reads on Change Management*. Boston, Mass: Harvard Business Review Press, 2011.

model explored was developed by Prosci founder Jeff Hiatt in the early 2000s and is called ADKAR.[9] These are the three models that will be considered in this paper. They will be summarized and their links explained before being applied.

Lewin put forth a rather simple three phase framework. For change to occur, there must first be an "unfreezing" of the status quo. Recognition that change must occur and an openness to change must develop. The second phase is "moving" from the past reality to the future reality or the change itself. This is the high stress and often low productivity area where new concepts are introduced. The third phase is "freezing" of the change. This is where effort is put into solidifying the change and preventing a reversion back into the old ruts that were once comfortable. These three phases may not have been formally labeled by Lewin himself, but interpretations of his work formed the foundation change management models for decades to come. "Nearly every sincere effort to improve organisations from within can be traced back to him, often through a thicket of tangled, hidden influences."[10] This includes organisational change management models such as the one proposed by Kotter.

Kotter's eight steps can be broken down into the three phases that resemble the unfreezing, moving and freezing previously outlined.[11] In the first phase of unfreezing,

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[9] Prosci. "Managing Resistance to Change Overview." Accessed 18 April, 2022. https://www.prosci.com/resources/articles/managing-resistance-to-change.
Hiatt, Jeff. "The Prosci ADKAR Model: A Powerful Yet Simple Model for Facilitating Individual Change." Accessed 18 April, 2022. https://www.prosci.com/methodology/adkar.

[10] Coghlan, David and Teresa Brannick. "Kurt Lewin: The "Practical Theorist" for the 21st Century." *Irish Journal of Management* 24, no. 2 (2003): 31-37. P.1.

[11] Cohen, Dan S. and John P. Kotter. *The Heart of Change Field Guide: Tools and Tactics for Leading Change in Your Organization*. Boston: Harvard Business Review Press, 2005. https://go.exlibris.link/kHQ2bPqM.
Kotter, John P. *Leading Change*. Boston: Harvard Business School Press, 2012.

which Kotter labels as "Creating a Climate for Change", are the first three steps. Step one is "Establishing a Sense of Urgency" where crises and potential crises are discussed as well as potential opportunities. Step two is "Forming a Powerful Guiding Coalition" where a team is assembled with enough power to lead the change effort. Step three is "Creating a Vision" that helps guide the change effort. In the moving phase that Kotter describes as "Engaging and Enabling the Whole Organization" are steps four, five and six. Step four is "Communicating the Vision" where a variety of communication and teaching tools are employed to inform and enable new behaviours. Step five is "Empowering Others to act on the Vision" by getting rid of obstacles, changing structures and encouraging risk taking. Step six is "Planning for and Creating Short-term Wins" which recognize and reward employees involved in the improvements. The third freezing phase is described by Kotter as "Implementing and Sustaining the Change" which has the last two steps. Step seven is "Consolidating Improvements and Producing Still More Change" including changing structures and people that don't align with the vision. Step eight is "Institutionalizing new Approaches" which is linked to ensuring the system promotes those who align with the new changes. This process is very much focused on the organization and has been critiqued as lacking emphasis on the human nature of change. This led to Kotter providing a ninth step almost a decade after the first eight steps

Kotter, John P., Oliver Wyman, OverDrive audiobook, and Inc OverDrive. *Leading Change: An Action Plan from the World's Foremost Expert on Business Leadership*. Unabridg ed. New York: Macmillan Audio, 2013. https://go.exlibris.link/CFMb50sT.

Review, Harvard Business, John P. Kotter, Tim Brown, Roger L. Martin, and Darrell K. Rigby. *HBR's 10 must Reads on Change Management, Vol. 2 (with Bonus Article "Accelerate!" by John P. Kotter)*. Vol. 2. La Vergne: Harvard Business Review Press, 2021.

Review, Harvard, W. Chan Kim, John P. Kotter, Renee Mauborgne, and Inc Books24x7. *HBR's 10 must Reads on Change Management*. Boston, Mass: Harvard Business Review Press, 2011.

were published which focuses on changing peoples' behaviour throughout the first eight steps.[12] Others have taken it further and developed whole models based on the human aspect of change such as Jeff Hiatt.

Hiatt developed the ADKAR model to guide the individual change because an organization only changes when the individuals within change.[13] "The ADKAR Model, as opposed to the previous models [including Kotter's model], focuses on people change adaptation, as opposed to the change itself."[14] ADKAR is an acronym to describe the five steps required; awareness, desire, knowledge, ability and reinforcement. These five steps can also be divided into three phases similar to Lewin and Kotter. In the unfreezing phase described as "Prepare Approach" by Hiatt are "awareness" of why the change is necessary and a second step which is a "desire" to support the change. The moving phase described as "Manage Change" starts with "knowledge" of the end goal being sought and then moves to "ability" in terms of skills and behaviour to arrive at the end goal. The freezing phase described as "Sustain Outcomes" is where the fifth and final step of the ADKAR model is found which is "reinforcement" of the change with narratives of success and the firm stance that there is no going back.

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[12] Cohen, Dan S. and John P. Kotter. *The Heart of Change Field Guide: Tools and Tactics for Leading Change in Your Organization*. Boston: Harvard Business Review Press, 2005. https://go.exlibris.link/kHQ2bPqM.

[13] Prosci. "Managing Resistance to Change Overview." Accessed 18 April, 2022. https://www.prosci.com/resources/articles/managing-resistance-to-change.

Hiatt, Jeff. "The Prosci ADKAR Model: A Powerful Yet Simple Model for Facilitating Individual Change." Accessed 18 April, 2022. https://www.prosci.com/methodology/adkar.

[14] Joseph Galli, Brian. "Change Management Models: A Comparative Analysis and Concerns." *IEEE Engineering Management Review* 46, no. 3 (2018). p.8

"Change occurs on two dimensions: the organization and the employees. Change can only be successful if the change takes place simultaneously on both dimensions."[15] Both Kotter's 8 steps organizational change model and Hiatt's ADKAR model focused on employees can work in parallel, the former focusing on the organizational structures whereas the latter focuses on the individual needs of the people in the organization. It is with these two models superimposed over Lewin's three phases that the change to GC Workplace will be analyzed.

**Unfreezing**

Kotter begins creating the climate for change with establishing a sense of urgency. This could be done for GC Workplace on at least a couple fronts. First it could be that changing hard walls every time an organization in DND grows or transforms is cost prohibitive. There are not enough funds to maintain the footprint as is, let alone be constantly changing the footprint. If organizations want to be in acceptable office conditions, the status quo cannot continue as the status quo continues to see the facility condition index (FCI) deteriorating leading to worse and worse level of accommodations. A second front to establish a sense of urgency is the environmental front. Although GC Workplace is mostly touted as a change in how work is conducted in the offices, the standard also aims to reduce the environmental footprint and has better energy performance.[16] People around the world are working on establishing a sense of urgency

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[15] Prosci. "Managing Resistance to Change Overview." Accessed 18 April, 2022. https://www.prosci.com/resources/articles/managing-resistance-to-change.
Hiatt, Jeff. "The Prosci ADKAR Model: A Powerful Yet Simple Model for Facilitating Individual Change." Accessed 18 April, 2022. https://www.prosci.com/methodology/adkar.
[16] Chambers, Rob. *Department of National Defence National Accommodations Strategy* . Ottawa, ON: Assistant Deputy Minister (Infrastructure and Environment), 2021. p. 28

for climate change, the change to GC Workplace can hitch a ride on the wider successes to unfreeze the status quo. This sense of urgency needs to makes its way to those involved in the change.

The ADKAR model's first step is awareness and since it is a model that focuses on the people that will undergo the change, this is what needs to be focused on. It is one thing to have a group of isolated specialists tracking the urgency, it is another to have the people be aware. For example the data that shows the finances slowly moving further in the red over several years or a group of scientists tracking the heating of the planet over decades and centuries, it is another to have the people responsible for change be aware of the urgency involved with going into the red or climate change. Making people aware is not the same as Kotter's fourth step of communication. It does not involve an established communications plan. Querying those who will eventually be part of the change, whatever form that change pans out to be, will make people aware. It also helps to collect their feedback and inform the communications plan later on. Surveys on GC Workplace and getting peoples' feelings on the matter will give leaders a good idea how to navigate the feelings going forth. This step can also set the stage for the "why". Simon Sinek in his book Start with Why essentially says that a good solid understanding of why something must be done inspires people.[17] You can get short term results with carrot or the stick tactics, but inspiration is playing the long game. It is compared to transactional leadership and transformational leadership. As a start state for debate of the "why", behind GC Workplace could be "Empowering Flexibility". "Flexibility" is a word peppered by

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[17] Sinek, Simon, OverDrive audiobook, and Inc OverDrive. *Start with Why: How Great Leaders Inspire Everyone to Take Action*. Unabridg ed. New York: Penguin Random House Audio, 2017. https://go.exlibris.link/62LhxsMf. ch 1-3

senior leadership into most speeches and plans about the future of the CAF.[18] The

empowered part of the why means leadership at the local level are empowered to readily

adjust how they occupy GC Workplace type space. Units would no longer be constrained

by the hallways and offices that segregated sub-units. GC Workplace can accommodate

new growth in personnel or capacities; temporary groupings for work-up training or

exercises (from functional groupings, to operational teams); temporary accommodations

for units that lost access to their building to fire, flood etc. (read business continuity

plan); or any other short term adjustments to the organization. Therefore local leadership

no longer has to go through the years (sometimes decades long) process of capital

projects for short term adjustments therefore "empowering flexibility". People who feel

like their concerns have been heard and understand "why" change is required are more

likely to be supportive of change and can be helpful in forming a guiding coalition.

Step two in Kotter's model advocates forming a powerful guiding coalition. As

many initiatives around the office are led by teams of teams and it is seldom that a

dedicated team will lead the initiative from cradle to grave, it is important to think of the

wider coalition. Where there needs to be a central node to act as an office of primary

interest where subject matter experts work together, there is also a need to expand out.

Real Property Operations Units (RPOU) are the face of infrastructure on the bases and

wings across the country. The commanding officers (COs) of these RPOUs have face

[18] Canada, Government of. *Strong Secure Engaged: Canada's Defence Policy*. Ottawa Ontario: 2017. p. 7, 13, 14 etc.

Canada, Government o. "Departmental Plan 2020-21 (DND)." Accessed September 19, 2021. https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-plans/departmental-plan-2020-21-index.html. p. 23, 51, 54 etc.

*The Future Security Environment 2013-2040* National Defence and the Canadian Forces, 2014. p. 4, 76, 94 etc.

time with all the CAF units being accommodated. Leading those accommodated units are COs who look out for the wellbeing of their subordinates and have interest in proper accommodations for their unit. Having COs form part of the coalition will yield substantial influence over the masses of the CAF. However these people are quite busy, therefore the way to recruit them into the guiding coalition may be via their advisors. One key advisor will be the deputy commanding officers (DCOs) who are often delegated infrastructure tasks. Another will be to get environmental officers on board with the environmental urgency previously described and who advise base commanders (also COs) on all matters pertaining to the environment. A third approach to the COs are with communications folks (signals and CELE squadrons). This group also stands to gain from GC Workplace since the need for continual re-wiring through walls during change initiatives will decrease as GC workplace is implemented. A fourth option may be from the top with the help of the newly stood up level 1 Chief Professional Conduct and Culture (CPCC). There may be some links to explore between the symbol of power, or perceived power, that comes with an enclosed office and some misconduct that has occurred in the past, but this would need to be explored further before approaching CPCC. These are four avenues to approach COs to get them onboard the coalition. Once this top unit leadership gets on board, mindsets can be expected to start changing following their lead.

The desire to change is the second step in the ADKAR model and begins the preparations to approach change. Even in a command driven organization like the CAF, if the desire of the mases to change is not there, people can drag their feet substantially. For example, in the Canadian Army's Force 2025 plan there are seven initiative. One of

them is to consolidate the Leopard II main battle tanks out West, in part because of cost savings. In line with the Force 2025 plan MGen MacCaully, who is an armoured officer by trade, in his capacity as Deputy Commander of the Canadian Army signed a directive for the divisions to get on with moving the tanks. Nearly two years later, the tanks have not moved. In part, this is likely because there is little to no desire for the armoured regiments of the East to lose their tanks. There is little to no desire from anyone to put tanks into long term storage. How can GC Workplace learn from this and create the desire in the masses to move to an open concept workspace? Perhaps one carrot that will get people moving is leveraging the new technology associated with GC Workplace. With more and more members joining who have never known a life without computers, moving away from designated desktops for some to laptops and docking stations for all, may be an approach to stimulate the desire for change. Leaders need to stoke this desire, and in order to do so having a clear picture of what this change entails will help.

Leaders will need to have a clear vision of what is in store for their organizations future. The third step in Kotter's change management model is creating that vision. Stating that "GCworkplace is the shared *vision* for the Government of Canada workplace"[19], at the beginning of a 135 page document is quite difficult to visualize (i.e. clearly picture) what a future looks like in GC workplace for all but the most ardent readers. Perhaps an easier approach would be using an analogy. An analogy comparing the move from an older, larger footprint of assigned office space to a newer, smaller footprint of unassigned office space as similar to moving ones family from an old farmhouse in the country to a modern new condo in the city. Most people can relate to

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[19] Canada, Government of. *Government of Canada Workplace Fit-Up Standards* 2019. p.iv

those ideas and form an image in their minds. One may want to reduce the number of vehicles that were once parked at the farmhouse and start walking more when living in a condo leading to a healthier lifestyle. The wood burning fireplace heating the drafty farmhouse may need to be replaced by a modern heat pump in a well-insulated building leading to improved air quality. Summer dips in the private water hole may need to be at the community pool with interactions with new people. Although shared, the new amenities and services offered by the condo are likely going to be of better quality and more numerous than the farmhouse. Specific to the GC Workplace standard, the amenities to look forward to include a kitchenette and lounge area, potentially teaming rooms for group work, phone booths with modern videoconferencing hardware, options for standing desks and access to all of this regardless of rank and status because it is all unassigned space for everyone to use. With this open concept, employees can also expect to see sunshine as the standard maximizes the sunlight reaching all workstations. Once this vision of a new workspace has been established, implementation can commence.

**Moving**

As the organization begins moving on change, there is a need to engage and enable the whole organization. Kotter begins moving on change by communicating the vision. The communications need to take into account the awareness gained from the people, showing that they were heard and issues mitigated as well as leveraging the desire to change. The message has to be clear, truthful and radically honest. For instance describing the standard as "modern, efficient and inclusive"[20] is likely to draw

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[20] DG Portfollio Requirements. *GCworkplace / ABW ADM(IE) Strategic Management Board*. Ottawa, ON: 2022. p.4

skepticism. Specifically "efficient". Efficient for who? Infrastructure folks who wont have to modify buildings as often, very possible. Efficient for those who need to accomplish work in the open concept work environment, probably not. Even after adjusting standard operating procedures (SOPs), coming to terms with never knowing where anyone is seated or even if they are in the office, getting everything online (Defence Workplace is pushing towards a "paper-light" environment)[21] etc. doing the day to day work is likely not going to be more efficient for the average occupant of the building in the short term, for some even for the remainder of their career. The NAS is looking to drop the 16.6 square meters current average per person down to 14 square meters over the next 10 years.[22] Unless there is a study out there that says it is more efficient working in the subway under someone's armpit, it is doubtful that from an occupants productivity viewpoint that diminishing space will lead to a more efficient work environment. That said for some over the long term it may be more efficient such as limiting the learning curve of CAF members who have experienced a GC Workplace environment when they go work for a coalitions in an open concept operations center. Improving digital connections or having a digital repository for future incumbents in the organization may improve efficiency over the long term. But for the current people doing current work today, GC Workplace will not be more efficient. Therefore the communications plan needs to be cognizant of this otherwise there is a substantial risk of losing the audience due to cynicism, doubt or individualistic tendencies right off the bat.

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[21] Chambers, Rob. *Department of National Defence National Accommodations Strategy* . Ottawa, ON: Assistant Deputy Minister (Infrastructure and Environment), 2021. p. 29
[22] Chambers, Rob. *Department of National Defence National Accommodations Strategy* . Ottawa, ON: Assistant Deputy Minister (Infrastructure and Environment), 2021. p.7

People need to know, among other things, that there is some short term pain that will result in long term gain.

From the ADKAR perspective, managing the movement of change for the people involved begins with knowledge. This is the knowledge on how to change. By this stage the change process the vision establishes an end goal to aim for. Individually people need to know how to get there. For example knowing that GC Workplace is moving towards a "paper-light" environment means that people need to know how to navigate cloud storage in the change from an individual perspective. People need to know what the new rules are for the new open concept office environment. What are the new social norms of taking a phone call in the quiet area? Are Office 365 products going to be spliced with DWAN office products, leading to the ability to use the global access list to call anyone with a portable work device anywhere using voice over internet protocol (VoIP)? Is the default computer issued at clear in going to now be a laptop? Are library rules applicable? How do reservation of rooms work? How do receptionists, administrative assistants, executive assistants etc follow a boss that doesn't have an assigned desk and where do visitors present themselves? How do accommodations work for people with special work point needs? Where can any of this information be found? People need to know how this is going to work if they are expected to take action on it. Even though it is not a necessity, GC Workplace does encourage flexible work arrangements. This may require a digital-first work environment which goes hand in hand with a paper-light environment that will facilitate any flexible work arrangements that see people working outside the physical office. Understanding the digital-first concept will alleviate stresses caused by the change. Having employees work from home or other places outside the office poses a

challenge to supervisors that depended heavily on rigid work hours as a metric. Learning the new skill of managing people with asynchronous results-focused work environments will render the task easier. Canadian Mortgage and Housing Corporation (CMHC) has implemented it and DND's ADM(Fin) is trialing it. Overall, the knowledge to manage in this type of work environment will facilitate the change.

Once people have the knowledge and desire to act the organization needs to empower them to do so. Kotter's fifth step is to empower others to act on the vision. This includes direction in work descriptions, providing the resources to act and ensuring systems and structures are in place to act. For the change to GC Workplace this could mean leveraging the "Personnel and Resource Management" competency on the new Performance and Competency Evaluation (PaCE) system. Resources such as training budgets and access to GC Workplace subject matter experts for those undergoing the change would empower people to act. Other tools such as hardware and software will need to be made available. Resources to provide the ability to video conference needs to be reconciled with DNDs hesitance on webcams and the default towers with monitors without webcams. Does everyone get a cell phone now since no one has a desk or are web based calls using platforms like Teams the new norm? Systems and structures look at things like the organizational chart, if the current structure doesn't work, such as a staunch conservative manager blocking change, move the person to enable others to act. Once the organization allows action, the people within the organization need to be able to act.

The fourth step of the ADKAR model is ability. The difference between knowledge and ability to do something is knowing what to do and being able to do it. It is

like knowing that you keep your head down during a golf swing and being able to keep your head down during a golf swing. With the GC Workplace requirement to store more files online knowing where they will be is one thing, being able to gainfully use cloud based storage is another. The ability to upload, update, share, save, delete and move the files will need to be practiced. The knowledge-ability gap will likely be wider for the older generations that learned to navigate the online world later in life compared to their younger subordinates. Considering a safe space to hone the abilities required should be considered along with coaching or mentoring from subject matter experts to ensure a level of mastery that allows the organization to minimize the inevitable lull in productivity that occurs as the organization moves from the known way of the past to the new normal way of the future.

The technological change is but one aspect of the overall change required to adopt a GC Workplace work environment, but it can be an important aspect to leverage. Kotter's 6$^{th}$ step is planning for and creating short-term wins. Moving an organizations files online well ahead of adopting a GC Workplace type environment can be an important achievement that can be highlighted. It can also alleviate the stress of leaving a known physical storage environment for a mainly digital one. On the strategic stage highlighting the successes of DND organisations that have successfully adopted GC Workplace would be a valid short-term win. To plan for this a pilot project or two can occur with extra resources provided to ensure that it is done correctly and ends up being a success for others to emulate. The extra resources in the pilot projects would be for such things as lessons learned, development of SOP templates and monitoring metrics for future study. Monitoring metrics will also assist in showing that the new GC Workplace

is better in some way than the previous office layout, thus encouraging people to stick with the new practices.

**Freezing**

The freezing phase for Kotter is labeled as implementing and sustaining the change. It starts with consolidating improvements and producing still more change. Part of this step involves hiring or promoting people into key leadership positions that have embraced the change and removing the outliers that are still not onboard. The new PaCE system for evaluating performance of CAF members has the competency of "Personnel and Resource Management" which can once again be leveraged to institutionalize the new approach. The early adopters of change placed in key positions will then produce more positive change solidifying the change in the organization.

Hiatt for his part describes the freezing phase as sustaining outcomes. The last step his ADKAR model is reinforcement. Past practices have a profound hold on people and a pull towards what was once comfortable. Learning new habits is like breaking new trail, the beaten path most taken is easier, but the effortful breaking of new trail needs to be reinforced and rewarded. In the case of GC Workplace, once in a new office space these people are not going back. But institutionally these people need to be seen to succeed in order for others to follow down the same path.

Kotter's eighth and final step is to institutionalizing new approaches. There is an adage that you can't improve what you can't measure. Determining what success looks like will need to be determined and when achieved it needs to be shared with others. Highlighting the successes of GC Workplace will pull others into the new ruts created by the new path and before long it will just be the way the institution works.

**CONCLUSION**

The way the institution is trending is a pretty big leap from the soon to be gone days of enclosed and assigned offices. This way of designing office space is expected to be replaced by the open concept, unassigned space of GC Workplace. Changing from one standard to another can follow the basic four step process laid out in the national accommodations strategy, but more robust change management models should be used to improve the chances of success. At its most basic Lewin proposed the three steps of unfreezing the status quo, moving and freezing. John Kotter expanded on these steps from an organizational point of view. Hiatt for his part recognized that change is fundamentally human and proposed a more human centric model.

It is with these models that you can see how intrinsically complex this change can be. There is change for those designing the new layout from the strategic policy maker down to the tactical project manager. There is also change for those occupying the new installations. Even those interacting with the new occupants will need to adjust to the change. Elements from the change models presented in this paper need to be taken into consideration to develop a more robust change management process involving the various stakeholders. They are all inter related and need attention, especially in a large organization like DND.

DND has the reputation of not being at the forefront of technology. However, "[i]f you dislike change, you're going to dislike irrelevance even more."[23]  It is with these changes that even if the department is not an early adopter, at least it won't be a luddite.

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[23] Owens, Mackubin Thomas. "Marines Turned Soldiers." *National Review Online,* December 10, 2001.

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