

Executive summary

The following project focuses on evaluating the impact of Bombardier's move from the previous Downsview facility to their new factory near the Pearson airport, with a primary emphasis on change management of people. The objectives of this study are to assess the challenges employees face during the relocation process, propose mitigation strategies, and ensure a smooth transition with minimum impact on the company's aircraft production levels. Four analytical change management models, such as the Kubler-Ross Change curve and Kotter's eight-step change model, were considered and incorporated into a customized change management model to achieve these objectives.

Information was gathered from different sources: plant visits to Bombardier's Downsview and Pearson facilities, interviews with company representatives and managers, Bombardier's Consulting company, and research on the Internet.

As more information came in, various ideas were generated with brainstorming and research techniques. Some ideas were then selected, filtered, and arranged to solve several problems directly. Key findings reveal that the company lacks an established post-relocation plan because it primarily focuses on the ongoing move's operational aspects. Identified issues encompass facility-related concerns, such as a lack of parking space and individual lockers, and workplace challenges, such as insufficient lockers, smoking, and noise issues. The project proposes solutions for the major issues, such as multilayer parking, bird control, shared lockers, smoking rooms, and personal protective equipment (PPE). Also, a problem-solving mechanism is developed based on leadership, participation, communication, and training to help address unforeseen issues after the relocation.

While potential solutions are suggested, it is important to note that the alternatives proposed in this study were not studied in-depth because of the lack of available information. Despite this limitation, the project successfully identifies the major challenges the move will cause and presents creative solutions aligned with the set objectives. Recommendations include acquiring additional company input to tailor the solutions to Bombardier's needs. Overall, the project contributes valuable insights to support the company in facilitating a successful factory relocation from people's perspective.