



# Management Directive

## Commonwealth of Pennsylvania Governor's Office

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### Manual 260.01 Amended – Manual for Space Utilization

Date: May 19, 2022

By Direction of:

A handwritten signature in black ink, appearing to read "Curtis M. Topper".

Curtis M. Topper, Secretary of General Services

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This manual is designed to provide guidelines and procedures for determining space requirements, office planning and layouts, and allocating space.

The authority for this manual is derived from *Sections 701(l) and 2402-A(a) and (b) of The Administrative Code of 1929, Act of April 9, 1929, P.L. 177, No. 175, as amended, 71 P.S. §§ 241(l) and 651.2(a) and (b)*, and *Executive Order 2004-2, Utilization of Commonwealth-Owned and Leased Space*, whereas the Department of General Services is responsible for carrying out the responsibilities assigned to the Governor and to the department regarding control and supervision of buildings, assignment of space, leasing of space, and modifications to existing buildings.

This manual can be accessed on the Internet site [www.oa.pa.gov](http://www.oa.pa.gov). Go to the home page. Click on "Policies" located in the upper right corner of the home screen, click on "Manuals". Scroll down to M260.01.

**This manual replaces, in its entirety, Manual 260.01 Amended, dated March 11, 2004.**

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## **Introduction**

The Department of General Services (DGS), Bureau of Real Estate (BRE) promotes thoughtful engagement with employees and consideration for the changing nature of work and workplaces and aims at simplifying, collaborating, establishing trust and building relationships.

This manual provides the framework for defining and designing workspaces that support user flexibility and adaptable work patterns; promote cultural inclusivity, innovation and collaboration; enhance the quality of employee lives and customer experiences; integrate with technology; and support cost effective and efficient use of Commonwealth resources. These guidelines outline the Commonwealth's major workplace strategies, a process for determining agency space requirements and criteria for allocating appropriate space to support operational functions.

## **Background**

Advances in technology, changing customer and employee demographics, social media, telework and the economy are just a few of the factors that affect space in the workplace. The Commonwealth is building a workplace not just for today's employees and customers, but also for future generations. There are several generations in the workplace, each with changing perceptions and expectations.

Leaders in all sectors, including government, continue to nurture organizational culture, setting new business and workplace expectations. As a Commonwealth, we must balance these expectations with the resource demands required to serve the public.

To address these factors, BRE has adopted these guidelines that support modernizing the physical work environment to accomplish the following goals:

- Attract and retain talent in state government.
- Increase employee productivity and engagement.
- Serve the citizens of the Commonwealth more effectively.
- Optimize the Commonwealth's real estate footprint.
- Leverage modern technology solutions.
- Increase the ability to adapt to future business and workforce needs.
- Reduce the environmental impact.
- Support health and well-being for our employees.
- Ensure workplaces are designed for inclusivity and diversity.

## **Responsibilities**

### **DGS/BRE**

Through collaboration with customer agencies, BRE will identify appropriate space requirements and create efficient, well-designed space that promotes the joint effort of multiple individuals or workgroups in accordance with the space guidelines provided within this manual.

### **Agencies**

Each agency is responsible to designate a primary and secondary individual to serve as the Agency Space Coordinator. The Agency Space Coordinator will be the primary interface with BRE and be responsible for handling all correspondence and inquiries concerning requests for space allocation, design projects, relocation assistance, and all other space related matters.

Each agency is responsible for making a case considering space that aligns with the distinct business, culture, leadership vision and current and future user work patterns in the agency and explain that in their request to BRE. All requests to BRE must contain supporting documentation such as, but not limited to, a current organization chart reflecting the agencies official, budget approved complement, documentation to support unique federal requirements impacting space, etc. The Secretary of General Services will make the final determination for allocation of space.

The Agency Space Coordinator will be responsible for submitting a Space Request to BRE through the Commonwealth's enterprise real estate portfolio management system ([TRIRIGA](#)). Requests for authorized access, training or general questions related to TRIRIGA can be sent to [ra-gstririga@pa.gov](mailto:ra-gstririga@pa.gov).

## **Alignment of Work and Space**

It is important to identify how space will best support the agency's overarching mission, core values, leadership vision, individual employee preference and work styles, and business processes. Agencies need to make a direct connection between the work and agency space requirements. Reallocation and/or redesign of space presents an opportunity to think more strategically about how workspace is planned.

## **Flexible Space Design**

A flexible environment will support evolving business needs and changing expectations of customers and the workforce. Spaces will be designed with flexibility to allow for easy reconfigurations, with consideration of lighting, wiring, walls, and with flexible technical infrastructure, furnishings, and spatial dimensions. As a result, space can be easily adapted to support future business needs, changing work practices and employee growth while providing immediate value.

## **Variety of Settings**

Today's workplace must support different work styles. Good design allows people to easily find the type of space they need for their preferred work style. Taking a people-based approach to assessing business needs leads to workplace designs that create positive experiences. Well-designed space provides a balance of individual focus, privacy, and interaction within teams.

Choice and variety empower employees and have a direct impact on productivity and job satisfaction. While a quiet workspace is important for focused work, more interactions among employees can lead to greater collaboration and innovation.

## **Workplace Well-Being**

Workspace has an impact on employee wellness. Employee well-being is enhanced by workplace design that factors in access to natural light, air quality, thermal comfort, acoustics, and glare control. Daylight and views can be protected with strategies like lower panel heights, open layouts, semi-transparent walls, and hard wall spaces that are shifted to the interior (such as for offices and conference rooms). Acoustical needs can also be managed through design that calls for methods such as white noise systems, sound absorbent materials, and agreed-upon office protocols. Providing wellness spaces for employees to rest and rejuvenate, or at a minimum, a quiet place for employees to decompress also supports employee well-being.

## **Existing Conditions**

Renovations to existing space may be limited based on existing conditions such as plumbing, HVAC, electrical, full-height wall construction and historical preservation. Renovations impacting historical buildings in the Capitol Complex may require approval by the Capitol Preservation Committee (CPC). All requests for renovations to existing space must comply with *Management Directives 625.01 Amended, Repairs, Alterations, and Improvements to Commonwealth Buildings Under the Direct Supervision of the Department of General Services* and/or *Management Directive 625.06 Amended, Leasehold Improvements*, whichever is applicable.

## **Space Utilization**

Growth alone does not qualify an agency for additional space. Consideration must be taken as workplace trends evolve, such as increased teleworking, environmental concerns, or future unforeseen circumstances impacting space utilization. Understanding how your current space is being used and how the adoption of the strategies highlighted in this manual will change utilization is paramount. Where feasible, BRE will facilitate the use of common spaces, such as hoteling workstations, conference rooms, lunchrooms, for use by multiple agencies to maximize utilization of space.

### **Balanced Space**

The composition of the modern workplace is evolving to a more balanced mix of “we” spaces and “me” spaces. Shared space promotes collaboration and community and makes the best use of real estate. The higher the mobility, the greater the potential to increase the number of occupants in a space without increasing the amount of square footage or number of workstations.

### **Types of Space:**

*NOTE: Typical diagrams and photos are provided below and are intended to be examples only. BRE will work closely with the Agency Space Coordinator to identify specific requirements for each space type required by the agency based on operational functions. Spaces will be designed in accordance with the Pennsylvania Universal Accessibility Standards, 34 Pa. Code Part I, §§ 60.1-60.34, as well as the Americans with Disabilities Act, 42 U.S.C. §§ 12101-12213.*

## Private Offices

Designated for Executive Staff (who directly support the Agency Head, such as Deputy Secretary), attorneys and Bureau Directors. These rooms contain floor-to-ceiling walls and a minimum of one (1) door.

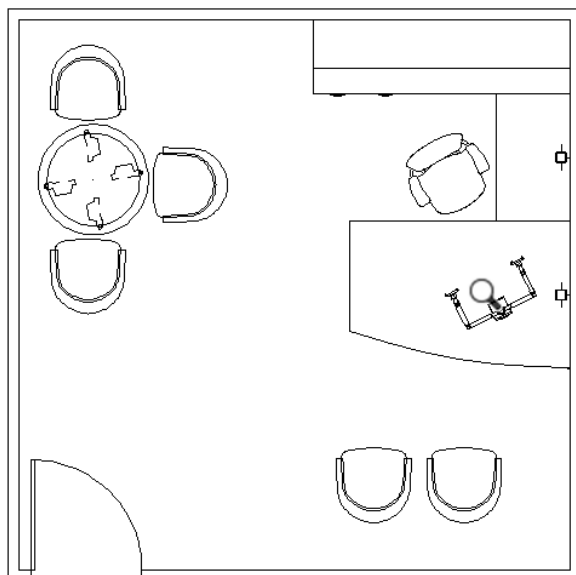
### Executive Office with Large Conference Area (Private Office A)

#### Ideal for the following positions:

Secretary and Deputy Secretary

#### The following components are typically included:

1. U-shaped desk with 2 pedestal file cabinets
2. Dual monitor arm
3. Task/Desk light
4. Overhead storage unit
5. Guest chairs
6. Small conference table with chairs



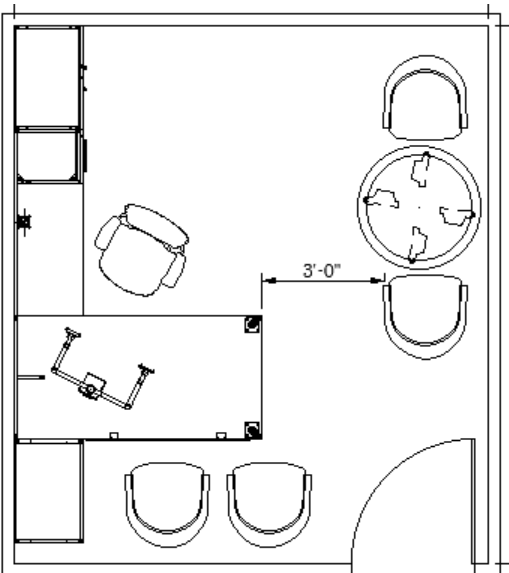
## Executive Office with Small Conference Area (Private Office B)

Ideal for the following positions:

Director

The following components are included:

1. L-shaped desk with 2 pedestal file cabinets
2. Dual monitor arm
3. Task/Desk light
4. Overhead storage unit
5. Guest chairs
6. Small conference table with chairs





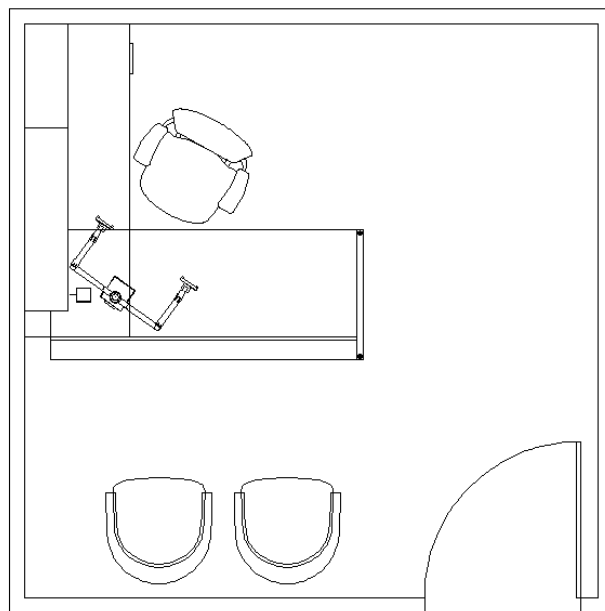
## Manager/Attorney Office (Private Office C)

### Ideal for the following positions:

Managers, Attorneys

### The following components are typically included:

1. L-shaped desk with 2 pedestal file cabinets
2. Dual monitor arm
3. Task/Desk light
4. Overhead open storage unit
5. Guest chairs



## Workstations

Workstations are panel systems that are typically located in an open office area and do not contain a door. Workstations may vary in size and panel height ranging 30" to 69" high, depending on agency requirements and manufacturer. Panels 69" or higher require a permit issued by the Department of Labor & Industry, which will be obtained by BRE and will be incorporated into the project timeline. Larger workstations may contain space for guest chairs.

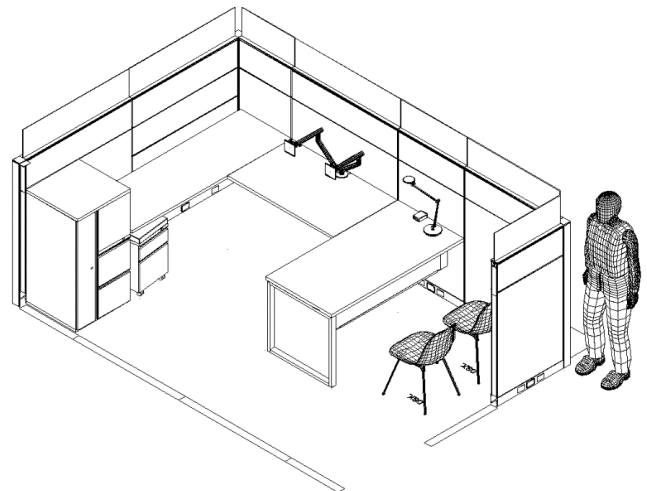
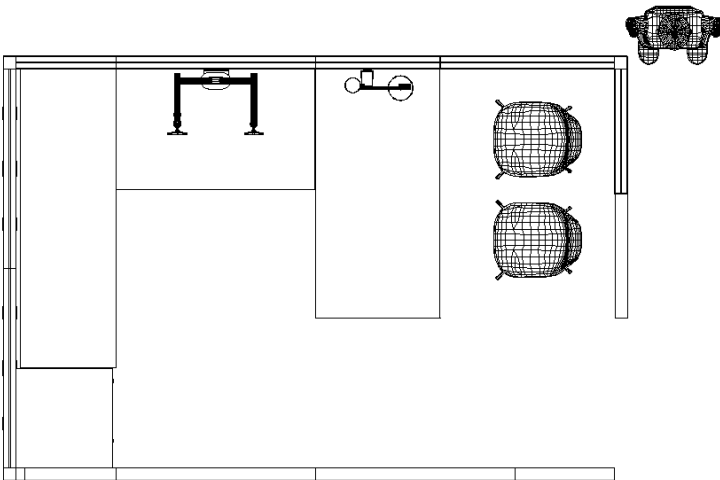
### Workstation A

**Typically consists of 68" +/- high panels and is ideal for the following positions:**

Division Chief / Administrative Manager / Assistant / Coordinator / Analyst

**The following components are typically included:**

1. Dual monitor arm
2. Task/Desk light
3. Mobil pedestal
4. Storage tower
5. Fixed worksurfaces 24" deep
6. Guest chairs



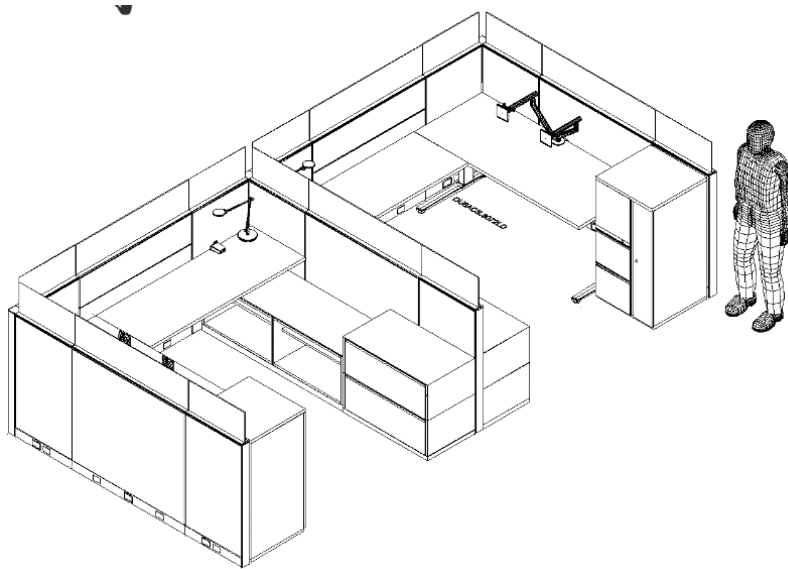
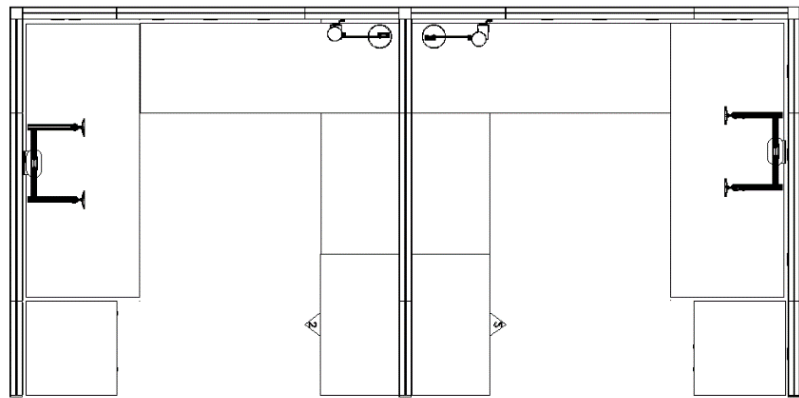
## Workstation B

Typically consists of panels ranging from 30" to 68" high (depending on manufacturer) and is ideal for the following positions: (\*Paper intensive/filing)

Clerical / Secretary / Administrative Manager / Assistant / Coordinator / Analyst

The following components are typically included:

1. Dual monitor arm
2. Task/Desk light
3. Mobil pedestal
4. Storage tower
5. Credenza
6. One (1) of the following options:
  - a. Height adjustable desk 24" deep with one (1) fixed worksurface **OR**
  - b. Two (2) fixed worksurfaces 24" deep (not height adjustable)



## Workstation C

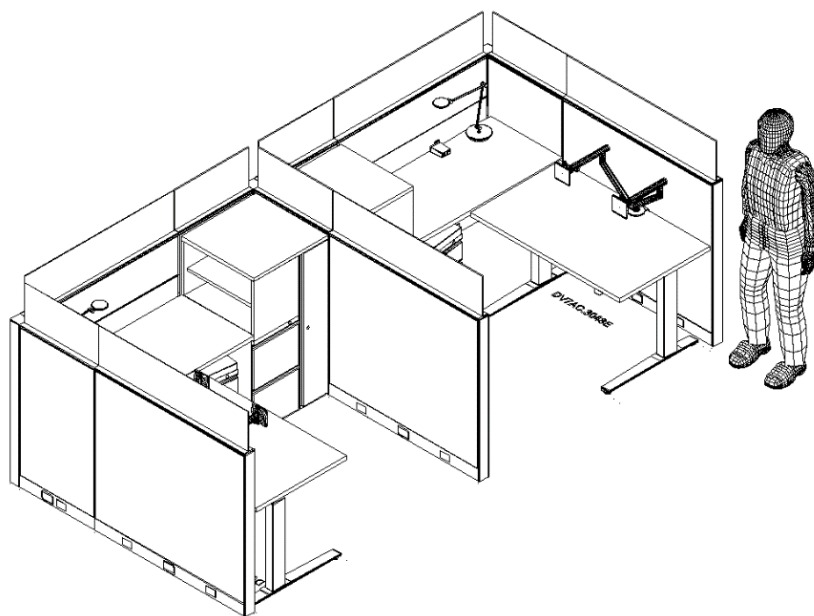
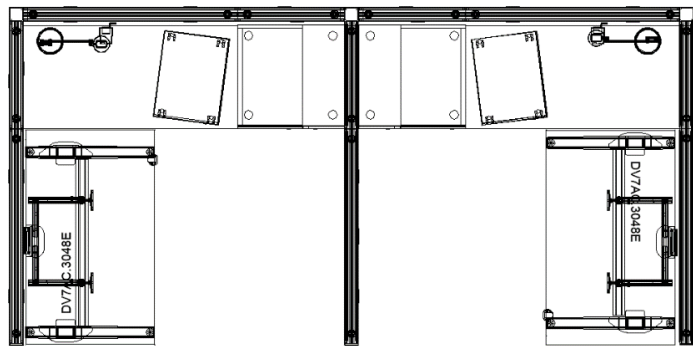
Typically consists of panels ranging in height from 30" to 69" (depending on manufacturer) and is ideal for the following positions:

Clerical / Secretary / Administrative

Administrative Manager / Assistant / Coordinator / Analyst

**The following components are included:**

1. Dual monitor arm
2. Task/Desk light
3. Mobil pedestal
4. Storage tower
5. One (1) of the following options:
  - a. Height adjustable desk 24" deep with one (1) fixed worksurface 24" deep **OR**
  - b. Two (2) fixed worksurfaces 24" deep (not height adjustable)



## Workstation D

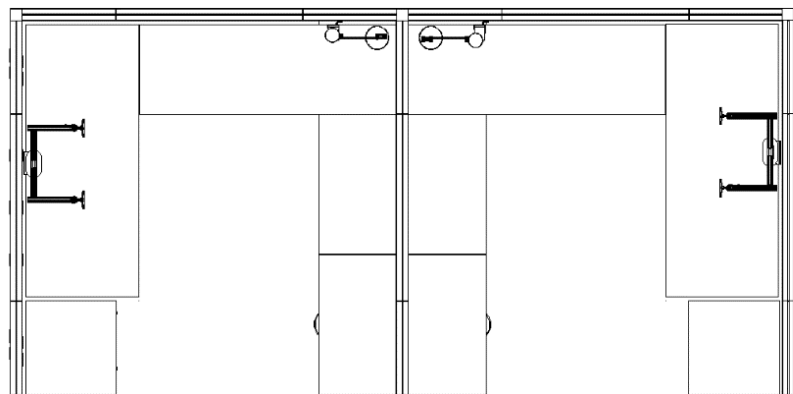
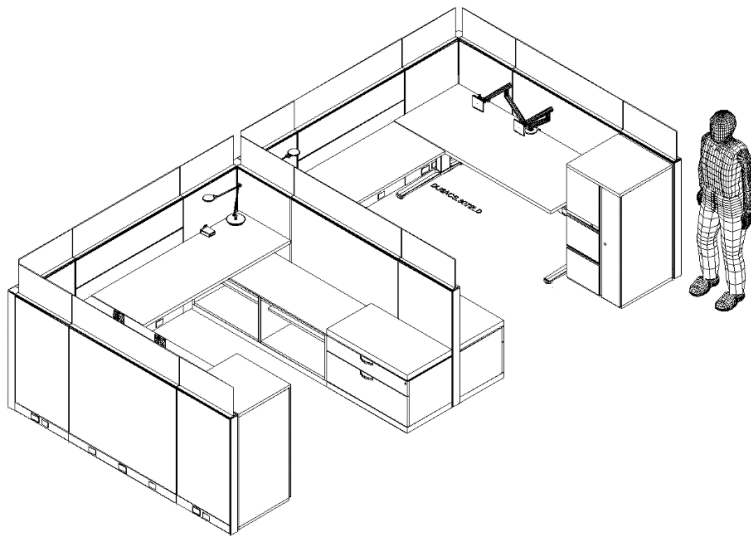
Typically consists of panels ranging in height from 30" to 69" (depending on manufacturer) and is ideal for the following positions:

Clerical / Secretary / Administrative

Administrative Manager / Assistant / Coordinator / Analyst

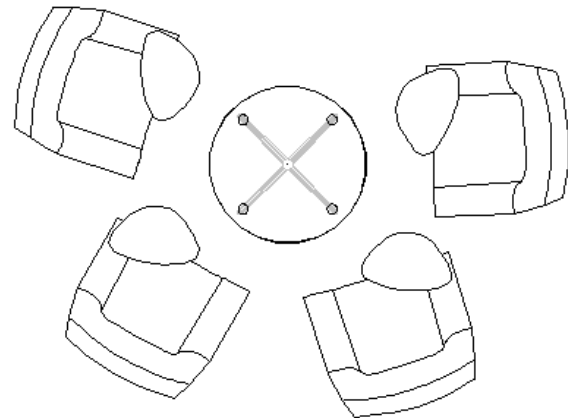
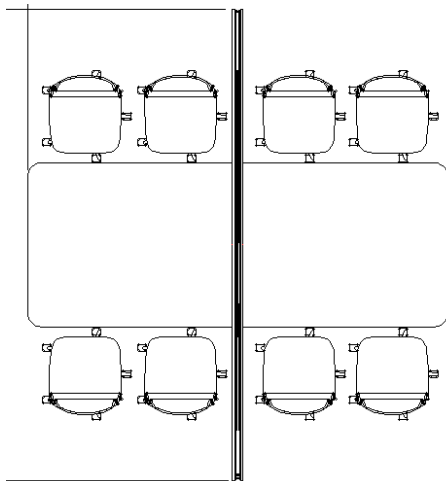
The following components are typically included:

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3. Mobil pedestal
4. Storage tower
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6. One (1) of the following options:
  - a. Height adjustable desk 24" deep with one (1) fixed worksurface 24" deep **OR**
  - b. Two (2) fixed worksurfaces 24" deep (not height adjustable)



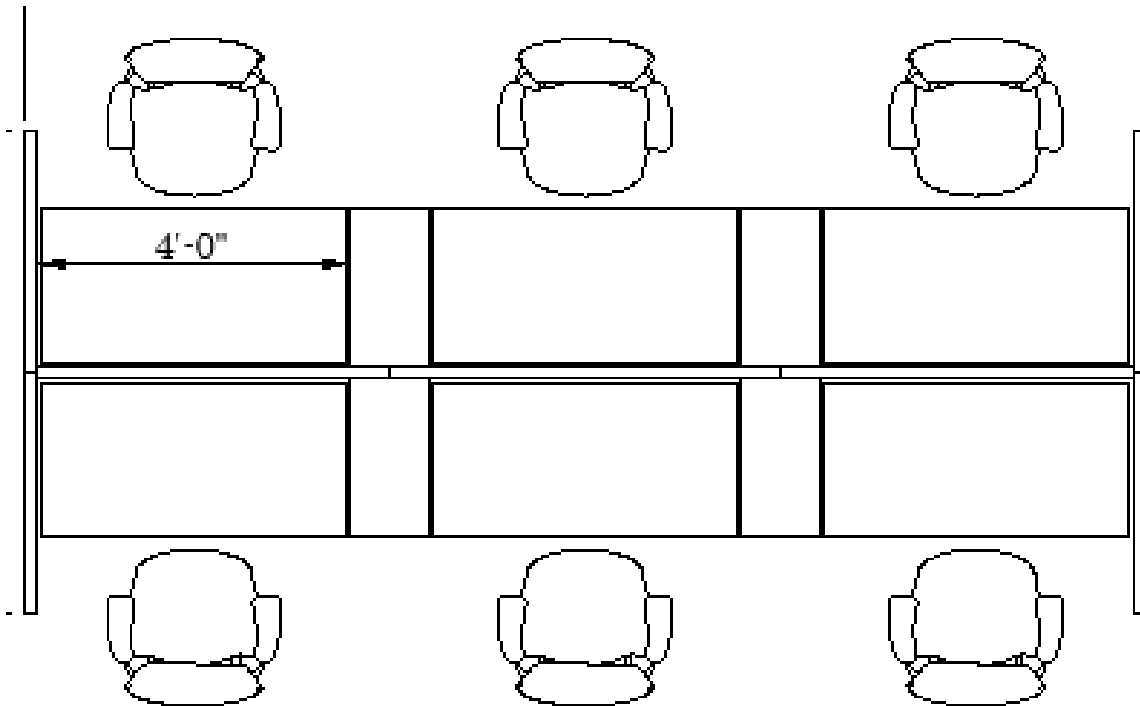
## Collaboration Area

This is an open, multi-functional, flexible space which allows small teams of employees to connect face-to-face and share knowledge and ideas. This type of space could be used for various purposes such as for board meetings, daily huddles, or one-on-one brainstorming sessions.



## Hoteling Area

This is an area consisting of multiple workstations that are unassigned and may be reserved by employees that work remotely or need a place to work intermittently.



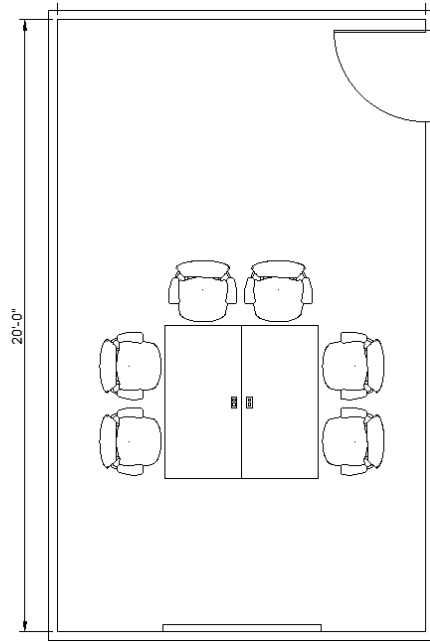
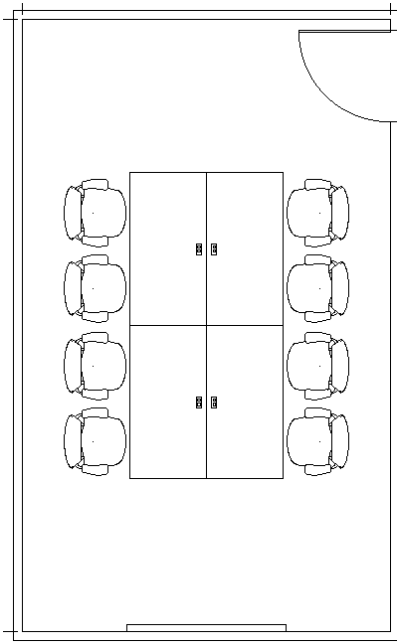
# Conference/Training Rooms

These rooms typically contain floor-to-ceiling walls with a minimum of one door. A second door may be required depending on the size and occupancy of the space. These rooms are ideal for singular events such as conferences and meetings, brainstorming with colleagues or training sessions.

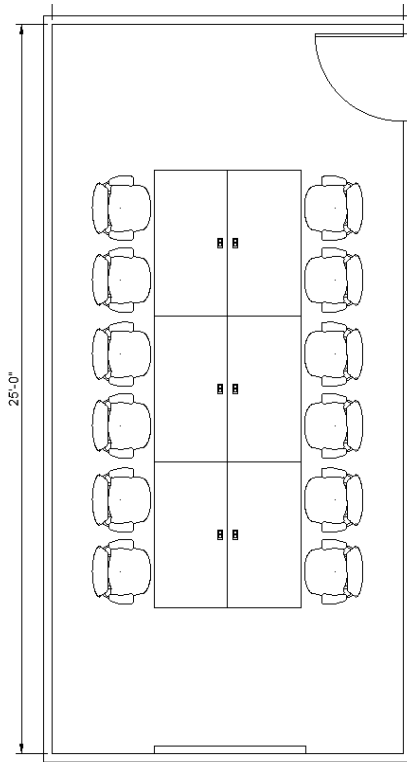
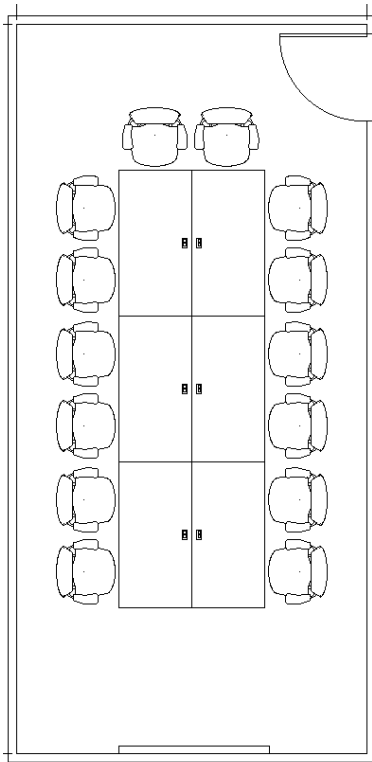




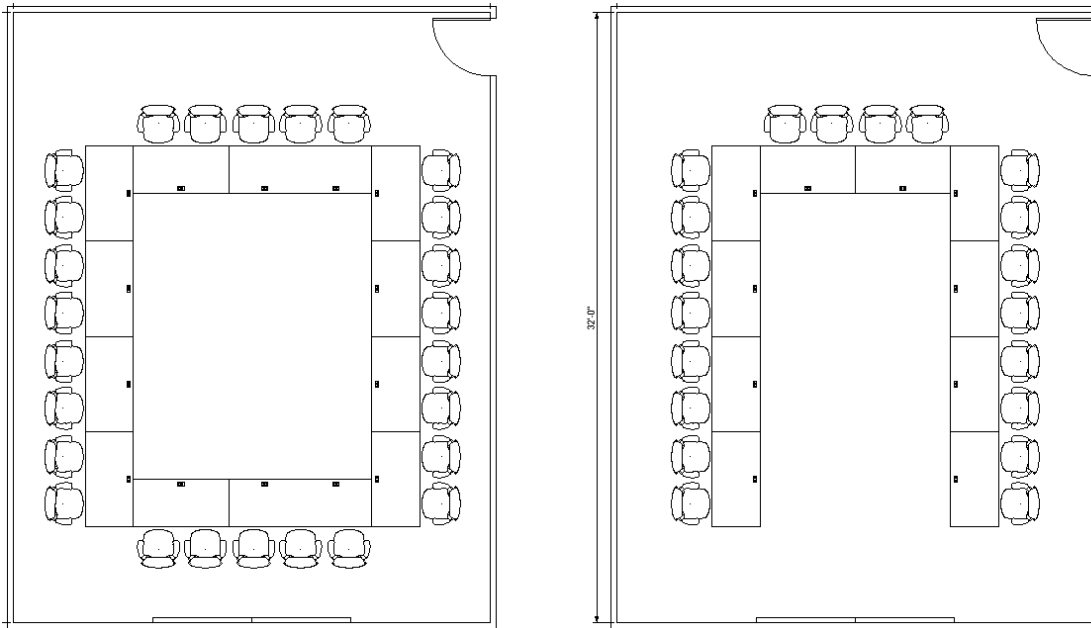
**Small Conference/Training Room A (6-10 people)**



**Medium Conference/Training Room B (12-16 people)**

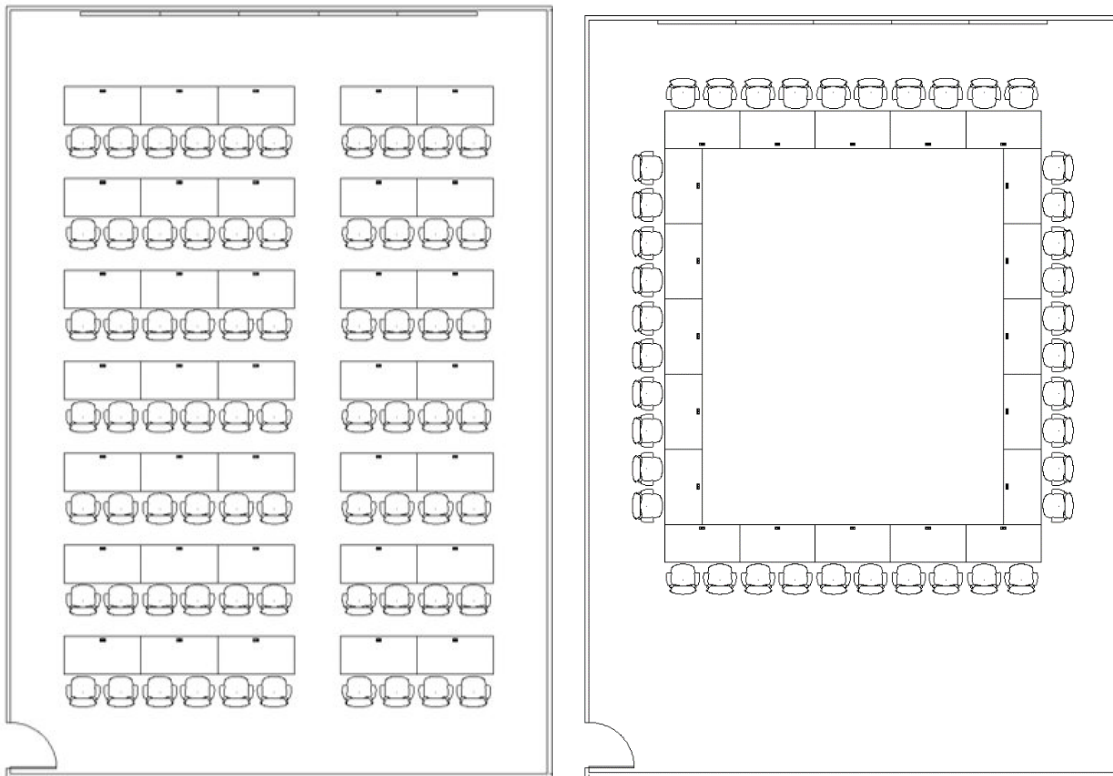


**Large Conference/Training Room C (18-25 people)**



**Extra Large Conference/Training Room D (40-70 people)**

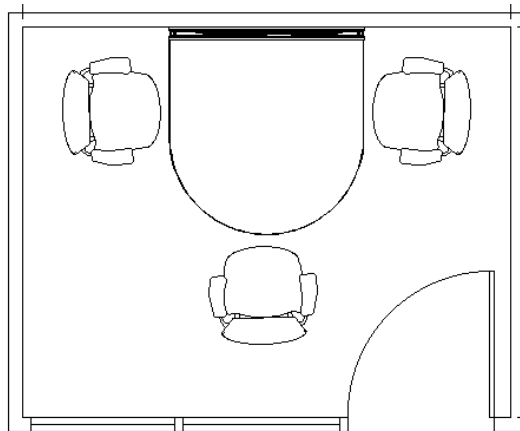
The extra-large room can accommodate a folding partition for flexibility to allow the room to be divided into smaller rooms.



## Privacy Rooms

These rooms typically contain floor-to-ceiling walls with a minimum of one door and are intended to be used for private phone calls or one-on-one meetings between supervisors and employees. These rooms can typically accommodate 2-4 people.

Walls can be frosted glass or drywall. If walls are not floor to ceiling, sound management panels can be installed.



## Nursing Parents Room

Commonwealth policy requires Commonwealth agencies to identify and establish Nursing Parents Rooms and contains requirements for such rooms. In addition, the Nursing Parents Room Construction – Statement of Policy, available at *4 Pa. Code §§ 67c.1-67c.6*, requires that at least one Nursing Parents Room must be created in all new Commonwealth-owned buildings and Commonwealth-leased buildings. To the extent feasible, at least one Nursing Parents Room must be included in all renovations of existing Commonwealth-owned buildings and Commonwealth-leased buildings. The location of Nursing Parents Rooms will be determined in consultation with BRE based upon the operational needs of the agency.

This room contains floor-to-ceiling walls with a minimum of one door, locking hardware so that door can be locked from the inside, and exterior hardware that displays the word “occupied” when door is locked. These rooms provide visual and sound privacy. Voice/data and electrical requirements are met so that the room may be used for multi-purposes. These rooms may contain a sink, or otherwise be adjacent to a lunchroom or women’s restroom containing a sink (note: this room MAY NOT be a restroom, toilet stall, storage room or janitor’s closet). A waste receptacle, full length mirror, mini refrigerator, paper towel and soap dispensers are typically provided, however, a wet wipe dispenser may be provided if the room does not contain a sink.

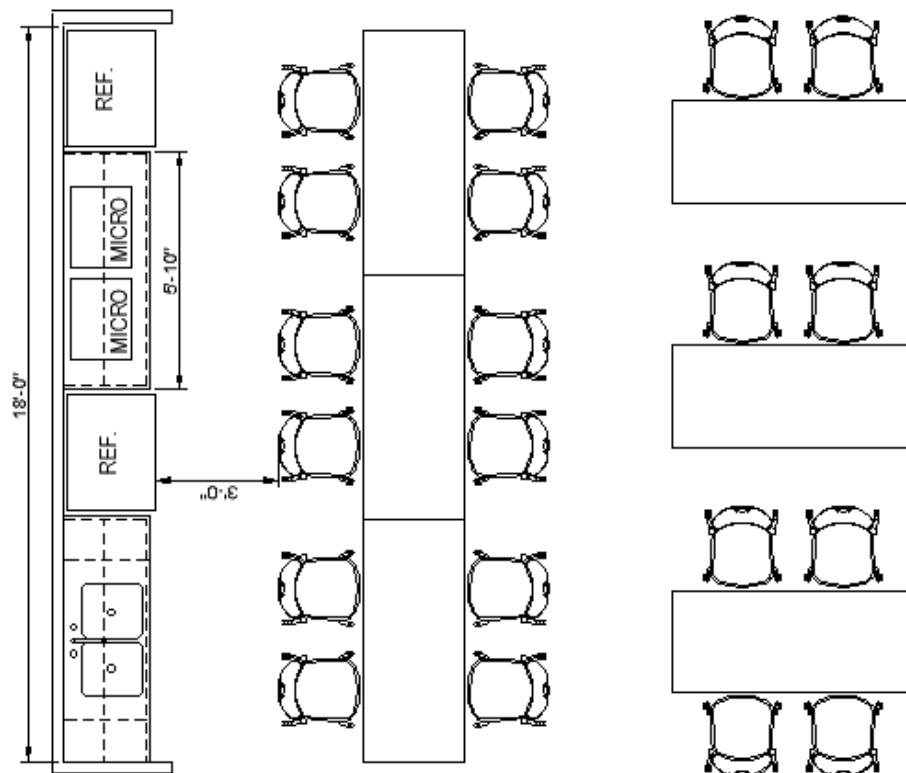


## Break Areas

There are various types of break areas that may be provided based on the size and occupancy of a space. BRE will collaborate with agencies to determine the appropriate break area(s) that will be provided.

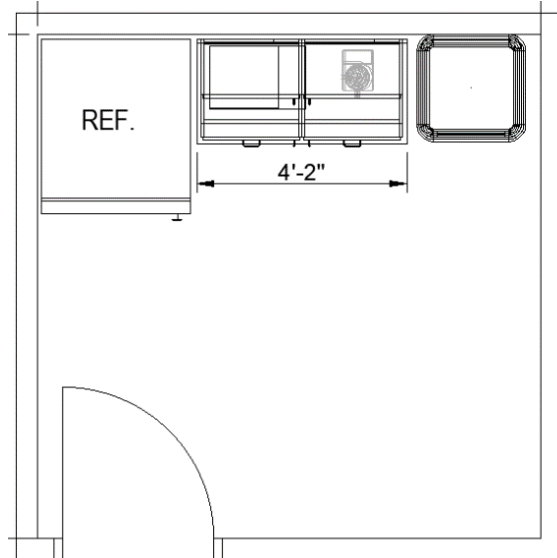
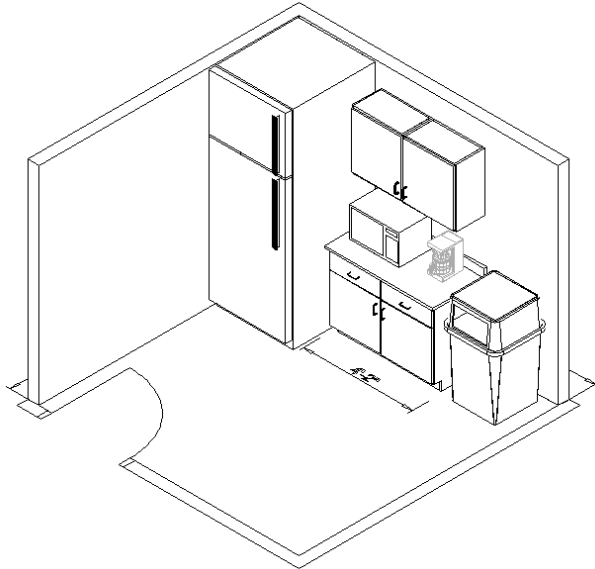
### Lunchroom

This room is enclosed with floor-to-ceiling walls and a minimum of one door. Lunchrooms typically contain a minimum of one (1) microwave and one (1) commercial refrigerator, self-contained ice and water dispenser, storage cabinets and a countertop for microwave(s), a double deep-bowl sink with faucet, liquid soap dispenser, paper towel dispenser, and 5-gallon waste receptacle and may also contain recycling containers, if applicable based on local ordinances. The number of appliances may vary depending on the size of the room and anticipated utilization. This will be determined through consultation meetings between BRE and the using agency. This room may also contain vending machines.



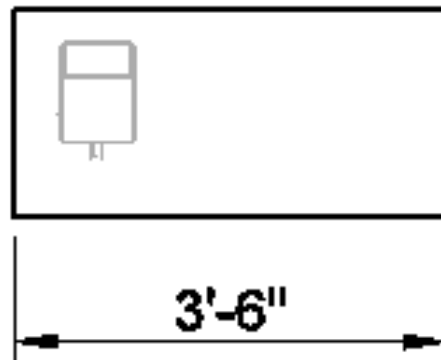
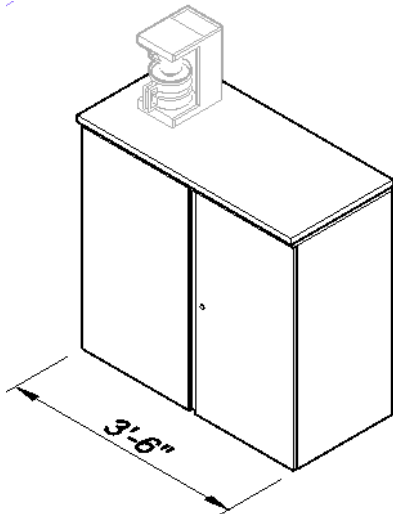
### Kitchenette

This area typically consists of panels that are not floor-to-ceiling and contains one (1) microwave, one (1) refrigerator with icemaker, a water cooler, storage cabinets with countertop, and a 5-gallon waste receptacle. There is no sink provided in this area.



### Coffee Counter

This is a semi-open area containing cabinets with a countertop to accommodate a coffee maker and supplies and a 5-gallon waste receptacle.



## Centralized Mail Area

This area is typically located in close proximity to a loading dock and/or security guard station and is the central location of all incoming and outgoing mail processing and may contain mailroom equipment such as postage machine, scanner and computer.



## Centralized Print/Copy/Supply Area

This area is typically enclosed with floor-to-ceiling walls and a minimum of one (1) door to accommodate a multifunction device for copying, printing and scanning. This area may also be used as a centralized supply storage area.



## **Lobby/Waiting Area**

This area is typically an open area inside the main office entrance to receive visitors. Depending on agency requirements, this area may include a variety of features such as a reception area and/or workstation, security station, seating for clients waiting for service, self-service kiosks, and wall-mounted monitors.

## **Warehouse/Secure Storage**

This area is sized according to agency requirements as determined through consultation with BRE. This space may contain industrial shelving to accommodate pallets with sufficient space to operate heavy machinery.

## **Telecommunications Equipment Room**

This is a secure room with floor-to-ceiling walls and a minimum of one (1) door with either a keyed lock or card reader access and is intended to accommodate all telecommunications and data equipment necessary to support the Commonwealth's operations. This room typically contains a temperature-controlled cooling system independent from the building HVAC systems. The size of this room is dependent on the overall size of the building. Multiple rooms will be provided in multi-story buildings. Appropriate voice/data cabling will be coordinated between the Using Agency and the designated Office of Administration, Information Technology Delivery Center.