



**U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL AVIATION ADMINISTRATION**

William J. Hughes Technical Center Policy

**ORDER
CT 4665.4**

Effective Date
02/02/2012

SUBJ: Administrative Office Space Management

1. Purpose of This Order. The purpose of this Order is to set forth policy for the allocation and use of administrative office space at the Federal Aviation Administration (FAA) William J. Hughes Technical Center (Technical Center).

2. Audience. This order applies to all FAA Organizations and non-FAA Tenant organizations occupying administrative office space in Technical Center buildings and to those individuals who are responsible for planning, implementing, or maintaining Technical Center administrative office space.

3. Where Can I Find This Order? You can find this order on MyFAA Employee Website at https://employees.faa.gov/tools_resources/orders_notices/.

4. What This Order Cancels. Technical Center Space Management Policy dated August 13, 2003 and Order CT 4665.3, Private Office Policy, dated March 14, 2006 are cancelled.

5. Background.

a. The Technical Center is a unique laboratory facility that conducts engineering, research, development, test and evaluation, maintenance, and operation of aviation systems. The Technical Center's ability to fulfill its mission, provide world-class products and services to its customers, retain its role and status in the aviation field, and create and maintain a model work environment is impacted by the availability of physical space (including real estate, laboratories, test facilities, utility plants, warehousing, offices and support or special spaces).

b. The Code of Federal Regulations, Title 41 – Public Contracts and Property Management, Part 102-79 – Assignment and Utilization of Space, requires Federal Agencies to provide a quality workplace environment that supports program operations and mission requirements while promoting the maximum utilization of workspace at an economical cost. Further, FAA Acquisition Management Policy for Real Property and FAA Space Order 4665.4 provide operating processes, procedures, guidelines and administrative office space utilization rates.

c. Prudent administrative office space management and planning at the Technical Center is essential in order to enable mission growth, promote organizational efficiencies and control operational costs.

6. Roles and Responsibilities.

a. **Space Manager:** The Technical Center Executive Director shall designate a Technical Center Space Manager. The Technical Center's Space Manager is responsible for the overall management of all administrative office space in all Technical Center buildings. The Space Manager's objective is to promote the optimum use of administrative office space throughout the Technical Center. Specific Space Manager roles and responsibilities relative to administrative office space are:

(1) Develops, maintains and updates (as needed) proposed overall administrative office space management policy and assures coordination with FAA Space Order 4665.4.

(2) Develops, maintains and updates (as needed) procedures, tools (e.g., software) and reports necessary for the proper management of administrative office space.

(3) Receives all administrative office space type work requests, collects requirements, develops proposals, and implements approved solutions.

(4) Serves as Chair of the Technical Center Spaceholder's Management Council (CSMC), conducts regular operational meetings with Council members (Spaceholders and ad hoc Council members as needed) and works with Council members in reviewing administrative office space allocation requests, collecting requirements and developing/facilitating proposals and solutions. Drafts meeting minutes. Submits meeting minutes and summary of recommendations/actions to CSMC members.

(5) Establishes and maintains records of organizational allocation of administrative office space (space inventory). Maintains workstation, cubicle and private office nameplates with assistance from Spaceholders. Conducts yearly utilization surveys and audits against organizational administrative office space inventories and prepares usage/audit report, including current administrative space utilization rate.

(6) Gathers organizational administrative office space requirements and proposes a yearly Administrative Office Space Plan, including budget estimates and schedules for associated administrative office space re-allocations, renovations or acquisitions. Executes approved Administrative Office Space Plan.

b. **Organization Managers:** Organization Managers shall ensure their respective organizations follow all Administrative Office Space Management policies and procedures related to their allocated administrative office space. Specific Organization Manager roles and responsibilities are:

(1) Manages allocated administrative office space in terms of use, assignment, outfitting, reconfiguration, renovation, change of use, or release in a manner consistent with the requirements of this policy. Assures that management and use of allocated administrative office space is in agreement with applicable statutory and contractual bargaining obligations.

(2) Designates an organizational Spaceholder to serve on the CSMC.

(3) Approves work requests for re-allocation of administrative office space and work requests for space assignments, outfitting, reconfiguration, and renovations within allocated administrative office space. Formal submission of work requests by the organizational Spaceholder shall be deemed to be approval of such work request by the respective Organization Manager.

(4) When appropriate, provides funding to implement requested space assignments, outfitting, reconfigurations or renovations within allocated administrative office space.

(5) Reviews and concurs with proposed Administrative Office Space Management policy, including updates, and proposed annual Administrative Office Space Plan prior to approval by the Technical Center Executive Director.

(6) Resolves unusually difficult space requests left unresolved by the CSMC, or, forwards to the Technical Center Executive Director for a final decision.

(7) Non-FAA (Tenant) Organization Managers: In addition to this policy, non-FAA organizations occupying administrative office space in Technical Center buildings shall abide by their respective agreements, licenses, leases or contracts with respect to the allocation and use of administrative office space in Technical Center buildings.

c. Spaceholders: The Manager of each FAA and Tenant Organization shall designate a Spaceholder. The Spaceholder shall be the point of contact to the Space Manager regarding the use of their organization's allocated administrative office space as well as requests for additional administrative office space or release of administrative office space (re-allocation). Each Spaceholder shall be aware of their respective organization's current administrative office space usage and needs. Specific Spaceholder roles and responsibilities are:

(1) Serves as the authoritative spokesperson for their respective organization with regard to all administrative office space issues, usage and needs.

(2) Serves as a member of the CSMC.

(3) Follows and communicates all Administrative Office Space Management policies and procedures

(4) Submits and coordinates all requests for new administrative office space, release of previously allocated administrative office space, assignment of administrative office space, and outfitting, reconfiguration or renovation of administrative office space with the Space Manager and, as appropriate, with the CSMC. Provides appropriate justification for all requests for new administrative office space and reconfiguration or renovation of administrative office space. Justifications shall be in the form of business case assessments demonstrating a clearly defined organizational mission need and demonstrated alignment with corporate goals for requests involving significant increases in administrative office space or significant reconfigurations or renovations. Provides organizational approval of implemented/installed administrative office space outfitting, reconfigurations and renovations.

(5) Approves organizational administrative office space inventory as provided by the Space Manager. Assists Space Manager in maintaining workstation, cubicle and private office nameplates in allocated administrative office space.

(6) Provides yearly projections of organizational administrative office space needs to the Space Manager each October. Provides appropriate justification when submitting a projection indicating the need for additional administrative office space. Justifications shall be in the form of business case assessments demonstrating a clearly defined organizational mission need and demonstrated alignment with corporate goals for projections indicating a need for significantly more administrative office space than currently allocated.

d. Center Spaceholder's Management Council (CSMC):

(1) Charter: The mission of the CSMC is to work together to:

- (a) provide guidance, oversight, and stewardship of administrative office space,
- (b) ensure the optimum use of administrative office space in accordance with this policy and mission needs,
- (c) resolve administrative office space allocation requests or issues in a proactive, responsive, efficient, cooperative, consistent, fair and equitable fashion, and
- (d) concur on long-term use and needs for administrative office space.

(2) Membership: Membership shall consist of the Space Manager, who serves as the CSMC Chair (Chair), and the FAA and Tenant Organization Administrative Spaceholders. In addition, appropriate Union and Labor Relations representatives may serve as ad hoc CSMC members and participate in CSMC meetings. The Chair shall maintain a current list of CSMC members and distribute this list to all CSMC members.

(3) Roles and Responsibilities: Specific CSMC roles and responsibilities are:

- (a) Review proposals and develop and approve final solutions for administrative office space allocation requests,
- (b) Review proposals and develop and approve final solutions for administrative office space renovations or reconfigurations to ensure consistency with this policy (as needed),
- (c) Review and concur with proposed Administrative Office Space Management policy, including updates, prior to management review and approval,
- (d) Review and concur on Administrative Office Space Management procedures,

(e) Review and approve annual Administrative Office Space Usage Audit. Review and concur with proposed annual Administrative Office Space Plan prior to management review and approval.

(4) Meetings: For each space allocation request, a working committee, convened by the Space Manager and consisting of the Spaceholders from those organizations whose allocated space is affected by the particular space request and/or proposed solution, shall review the request/proposal. The working committee shall meet (if needed) to discuss the request/proposal, and approve a final solution. The full Council membership may meet to address space allocation requests left unresolved from the working committee(s), to review and concur with proposed updates or changes to space management policies or procedures, to review and concur with the proposed annual space plan, or as otherwise may be required by the Space Manager to address special requests or issues relative to space use or requests. The Council should adopt an analysis-driven and consensus-based decision-making process and should encourage open and candid discussions. Every effort shall be made to resolve issues at the CSMC level. In unusually difficult instances where the working committee(s) and full Council membership are unable to reach a consensus, the CSMC shall prepare a summary of the issues and request that affected organization managers agree on a solution. Short of organizational manager agreement, the Technical Center Executive Director shall be solicited for a final decision.

e. **Technical Center Executive Director:** With respect to Administrative Office Space Management, the Technical Center Executive Director:

- (1) Designates a Technical Center Space Manager.
- (2) Resolves unusually difficult space requests left unresolved by the CSMC and organization managers.
- (3) Approves Administrative Office Space Management policy.
- (4) Approves the yearly Administrative Office Space Plan and recommendations

7. Administrative Office Space Management Policy.

a. **Utilization Rate for Administrative Space:** The Space Manager shall ensure the average utilization rate for all administrative space (i.e., occupiable square feet/person) is in accordance with the guidelines set forth in FAA Acquisition Management System (AMS) real estate guidance and FAA Space Order 4665.4. The Space Manager will track and provide the current administrative space utilization rate to the CSMC. Each Organization Manager and Spaceholder will use this information to determine the optimum use of administrative space within their groups, including an appropriate mix of private offices and cubicles, work areas, file areas, copy areas, etc.

b. **Priorities for Primary Office Space Assignment:** The priority for primary office space assignment shall be:

- (1) FAA employees (i.e., Technical Center, straight-lined, primary tenants, secondary tenants);

- (2) on-site contractor support;
- (3) FAA support (e.g. credit union, daycare, etc.); and
- (4) other Government entities (non-FAA Tenants).

The CSMC may deviate from this priority subject to critical need and program priorities, justified by business case analysis and management determination. In addition, the CSMC must review and approve allocations of on-site primary office space for contractors prior to any contract commitments.

c. **Allocation of Administrative Space:** The Space Manager and CSMC will allocate administrative space to FAA organizations and non-FAA Tenant organizations. Typically, the organization currently occupying a space will be allocated that space. Occupying a space means that the space is used as employee workspace (i.e., primary office space) or the space is used for administrative office support space functions (e.g., reception areas, work areas, file areas, processing areas, reference areas, etc.) as defined in the FAA Acquisition Management Policy for Real Property. In the case of vacant space, the Space Manager and CSMC will allocate the vacant space to various organizations based on mission needs. When organizations temporarily vacate previously allocated administrative space, the organizations shall inform the Space Manager (via the work request process) who will update the space inventory to indicate the space as vacant but still reserved by the organization. Reservations must be based on quantifiable mission needs along with expected dates for occupancy. When organizations fail to occupy reserved space by the expected date(s) or otherwise permanently vacate (i.e., formally release via the work request process) previously allocated administrative space, the Space Manager and CSMC may reallocate the vacated space based on current space allocation requests and mission needs. Based on mission needs, organizations may outfit their currently allocated space for better efficiency of operations, or reconfigure or renovate their currently allocated space to create primary office areas such as private offices, cubicles and shared workstations/offices. Proposed reconfigurations and renovations of currently allocated space are subject to the review and approval of the Space Manager and the CSMC to ensure consistency with this policy.

d. **Safety:** All space at the Technical Center shall be occupied in a safe manner and in accordance with all applicable building, life safety and fire codes.

e. **Furniture:** The Space Manager or his/her delegate will coordinate all furniture purchases and grant approval if justified. The Technical Center has standardized sources for systems furniture, as well as case goods and chairs, for purposes of uniformity and long-term maintenance. The Space Manager will consider deviations from these standards to accommodate special needs or circumstances and approve the purchase if justified.

8. Procedures. There are three primary procedures for administrative office space management:

a. **Allocation of Space:** This procedure encompasses the processes for procurement of additional space or the release of previously allocated space.

b. Management of Allocated Space: This procedure encompasses the processes for use of allocated space, including reservation, assignment and requests for outfitting, reconfiguration, or renovation of allocated space.

c. Management of Total Space: This procedure encompasses the processes for tracking space usage, conducting space usage audits, and space planning, including preparation of reports.

d. The Space Manager is responsible for developing, disseminating, implementing and maintaining the necessary processes for each of these procedures with review and concurrence of the CSMC. A central electronic depository for all administrative office space management policy, procedures, information and reports shall be established and maintained by the Space Manager.

9. Distribution. This order is distributed electronically to all William J. Hughes Technical Center federal, tenant, and contractor employees.



Wilson N. Felder
Director, William J. Hughes Technical Center