Advanced EAM Planning & Scheduling

August 24, 2012

Cohesive Information Solutions Inc.

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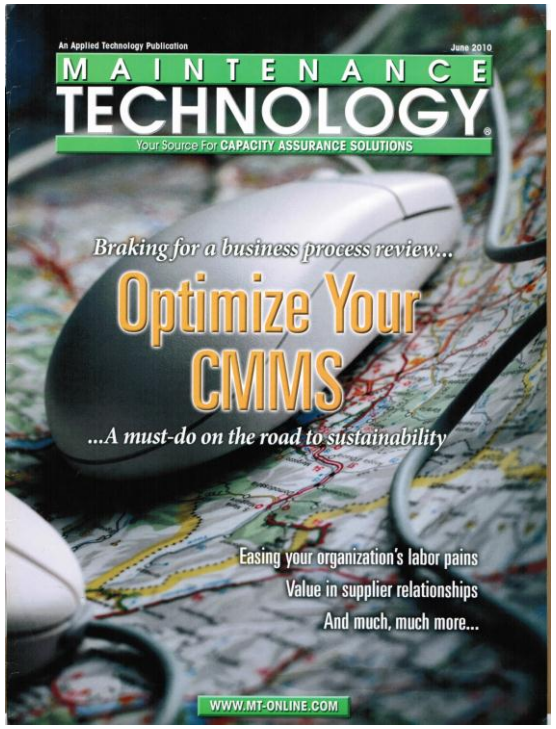
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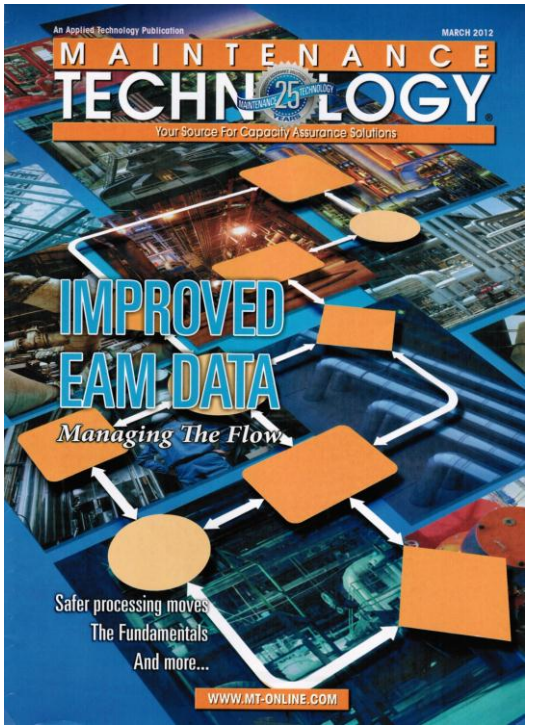
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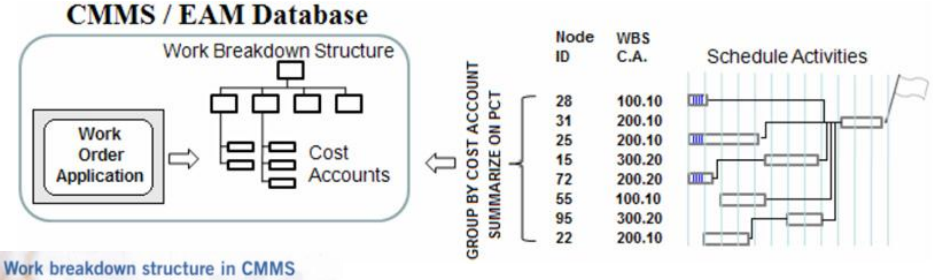
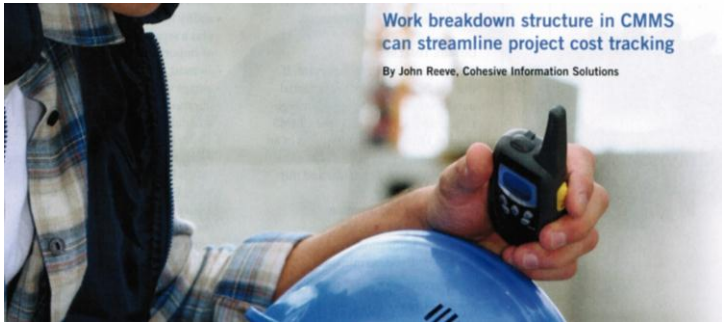

CMMS / EAM Database
Work Breakdown Structure
Work Order Application
Cost Accounts
GROUP BY COST ACCOUNT
SUMMARIZE ON PCT
Node ID
WBS C.A.
Schedule Activities
28 100.10
31 200.10
25 200.10
15 300.20
72 200.20
55 100.10
95 300.20
22 200.10


Work breakdown structure in CMMS can streamline project cost tracking
By John Reeve, Cohesive Information Solutions


management
Mm
maintenance management
The Next-Generation Maintenance Manager (NGMM)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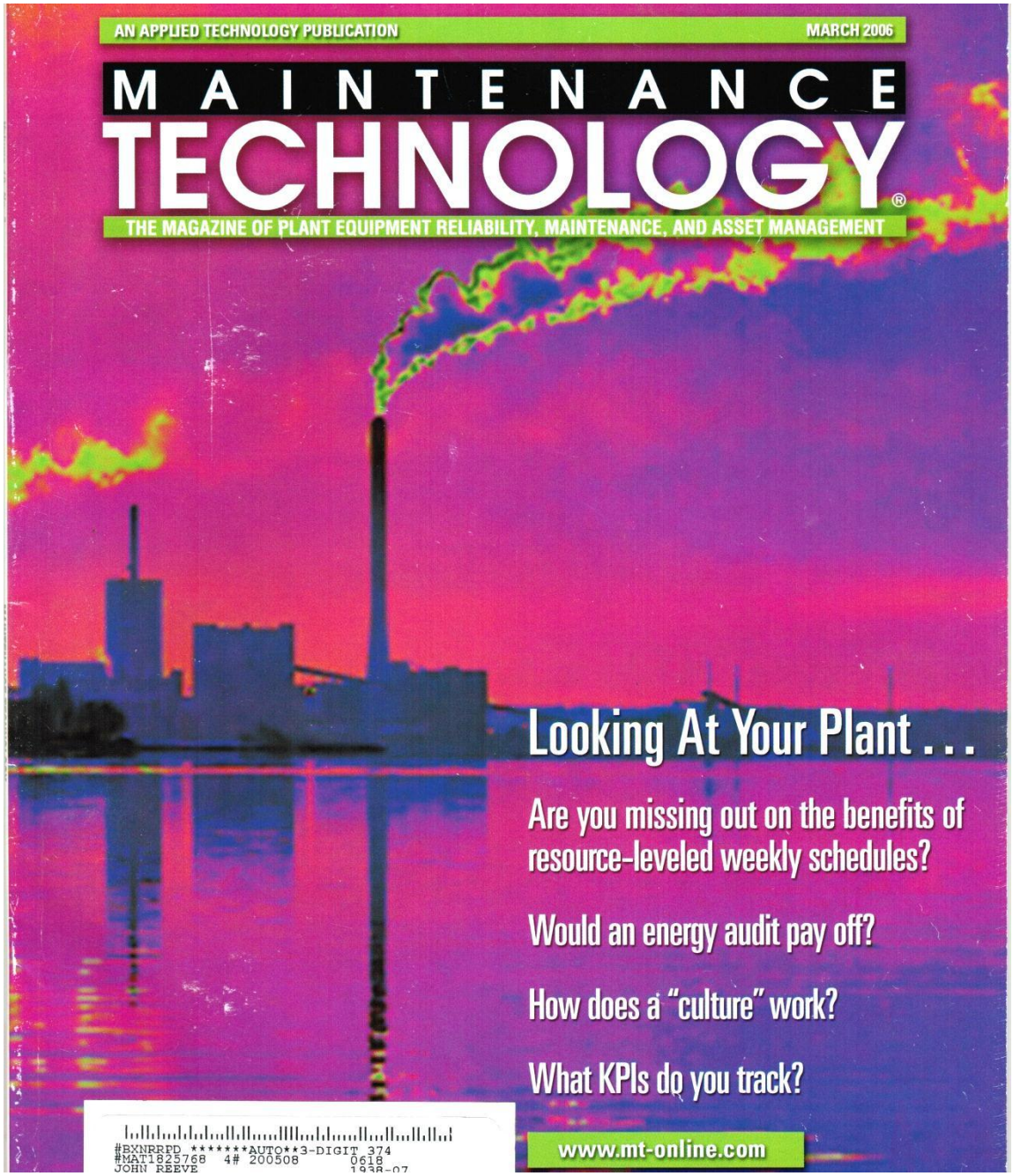

Looking At Your Plant . . .

Are you missing out on the benefits of resource-leveled weekly schedules?

Would an energy audit pay off?

How does a "culture" work?

What KPIs do you track?

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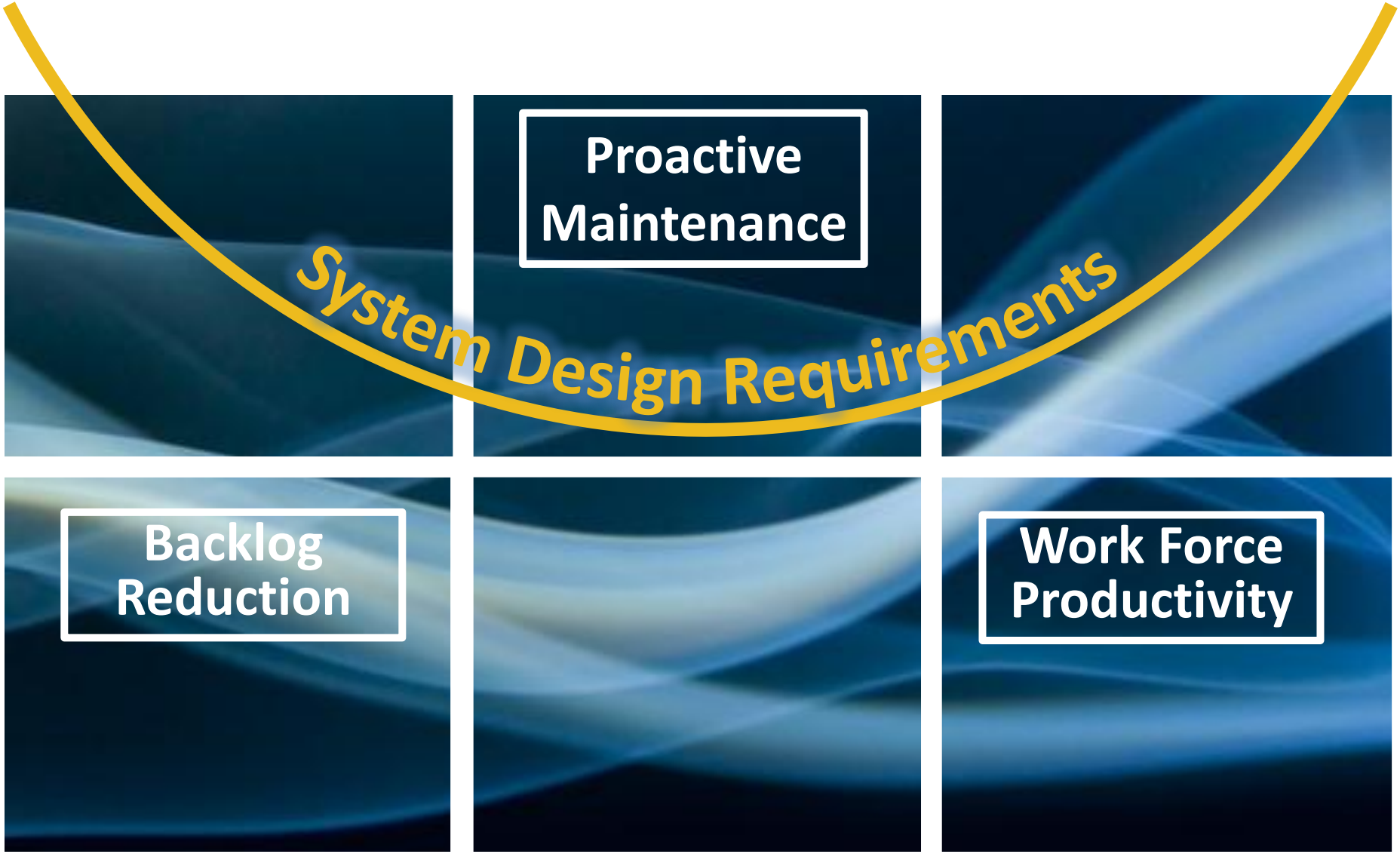
Advanced EAM Planning & Scheduling

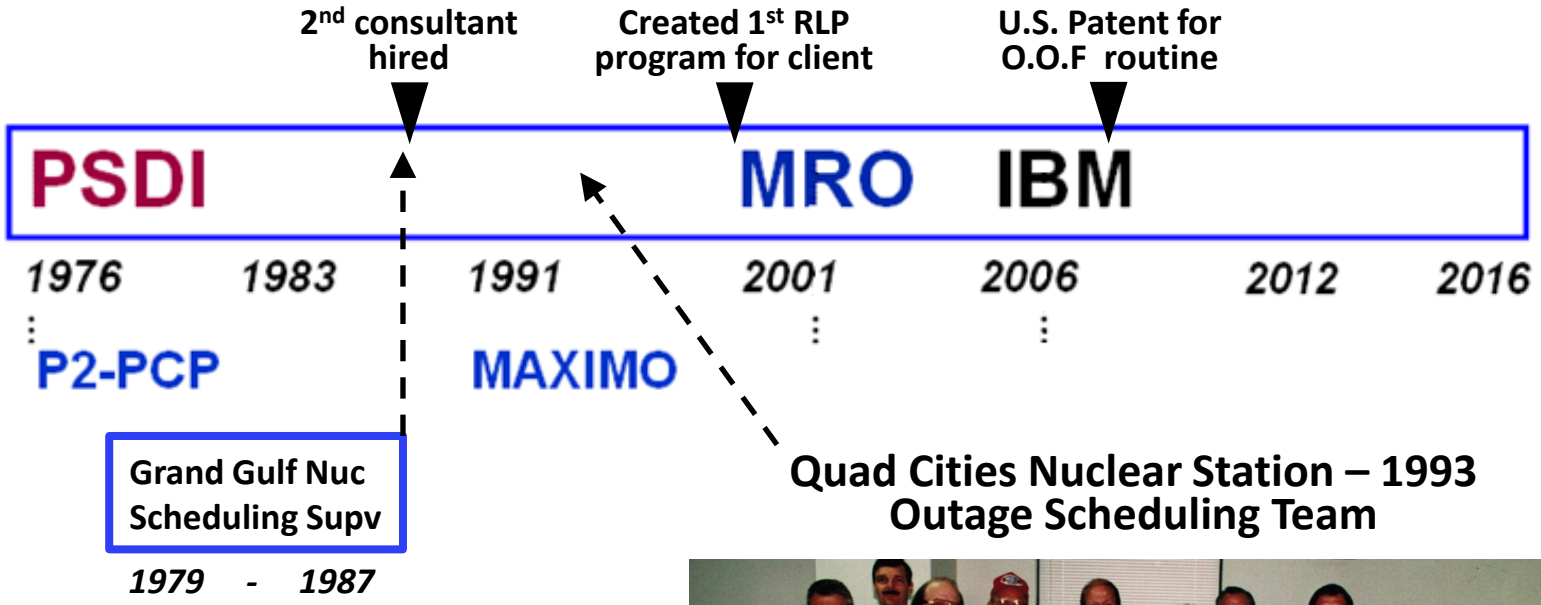


Speaker Agenda

Advanced EAM Planning and Scheduling (plus life stories)

1. **EAM System Vision**
   - EAM purpose & advanced processes overview
2. **Problem Statement & Definition**
   - Maintenance world reality – there is no guarantee of success
3. **Planning / Scheduling Theory**
   - WS Process, Business Case and Definitions
4. **Weekly Schedule Requirements**
   - Requirements, Prerequisites & Screen Design
5. **Bad Practices: be aware of what can go wrong**
   - Understand the problem – and chart a course
6. **A Strategy for Moving Forward**
   - Ideal process flow and Empowering the Users

Scheduling Background and Experience



3 year consulting assignment

Cohesive Information Solutions Inc.

Advanced Processes

but they

Provide Significant ROI

Promote Optimized Cost Management

with clever use of the system

EAM System Design

Software
Click-count Minimal

Process
Clever Design

Organization
Clear Roles and Responsibilities

Not always understood

Often Times Complex

They have many prerequisites

Require more Staff

The question is, how can **mid-to-small size organizations** take advantage of advanced processes?

Advanced Processes

- ✓ Work Order Feedback
- ✓ Failure Analysis
- ✓ Cost Tracking (budgeting & projects)
- ✓ **Resource Balanced Weekly Schedule**

- ❑ **Improved backlog management**
- ❑ **Increased departmental coordination**
- ❑ **Enhanced craft coordination**
- ❑ **Reduced reactive maintenance**

Time Commitment
Interaction by 1st line supervision
Improved Work Order Feedback

Significant ROI

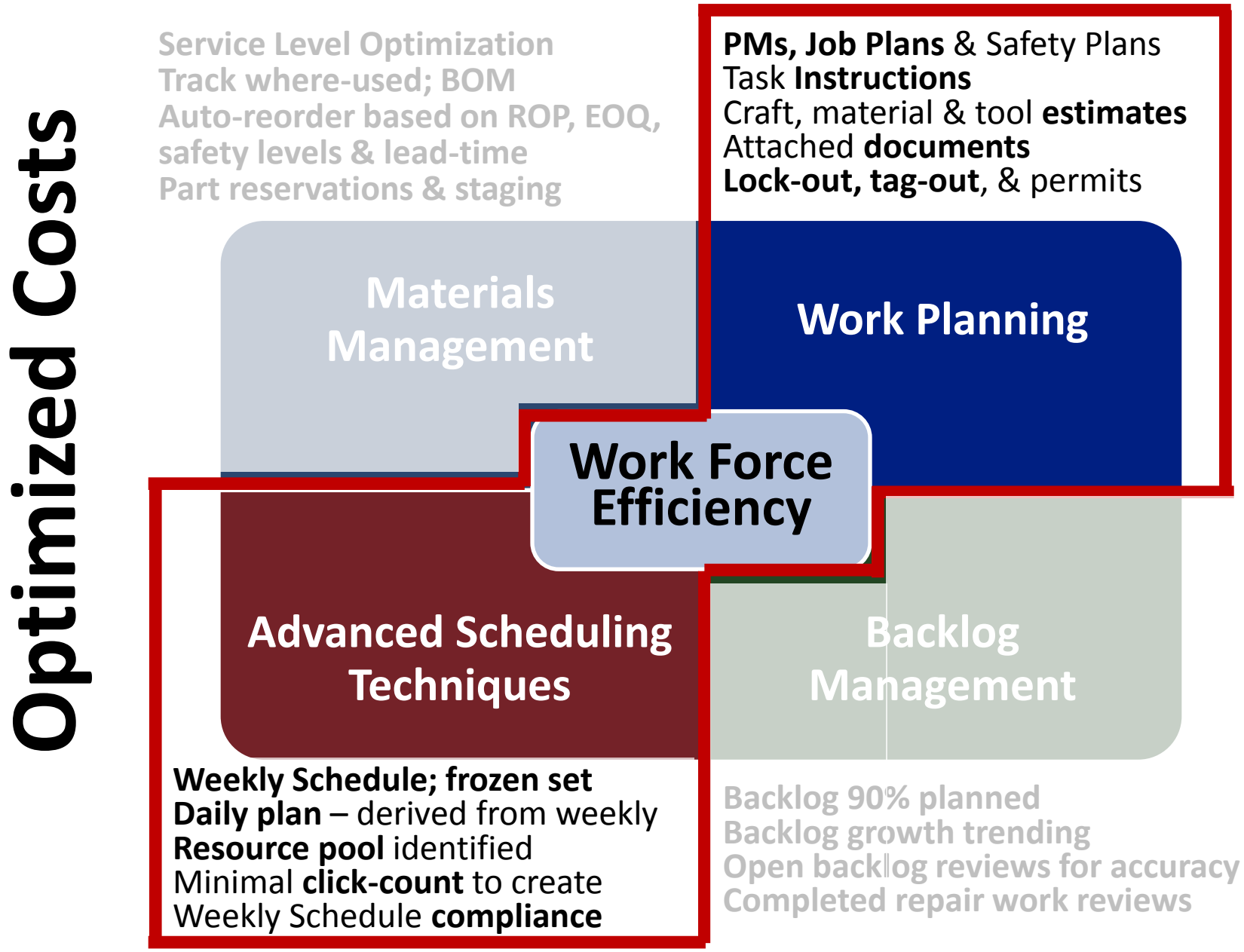
Benefit Threshold

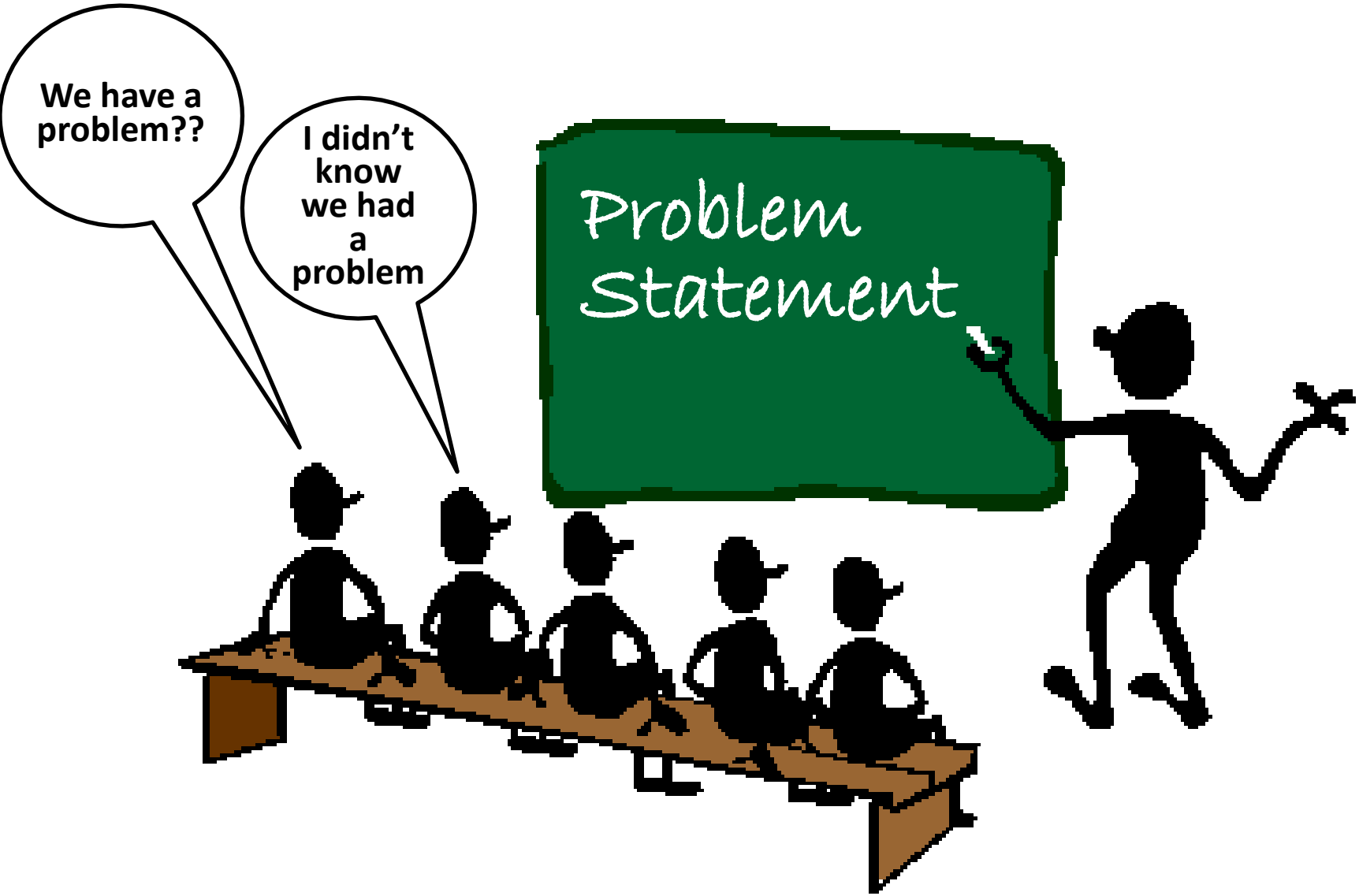
Creating "some" work tickets which are sometimes tied to the correct asset, and, sometimes have actuals

Most sites never move past basic processes

Basic Processes **have little ROI**

What are EAM Goals




We have a problem??
I didn't know we had a problem
Problem Statement

Maintenance World Realities

Of the total CMMS client sites:

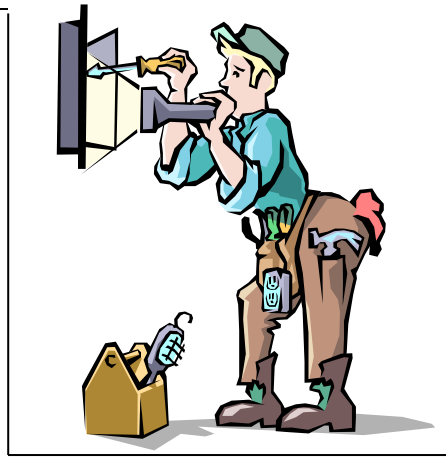
25% -- do not plan **any** work

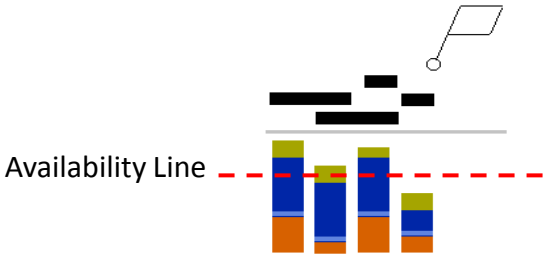
40% -- have inaccurate maintenance **backlogs**

70% -- fail to perform any form of **failure analysis.**

Further, "*failure history*" is stored in **text fields**, or in file cabinets.

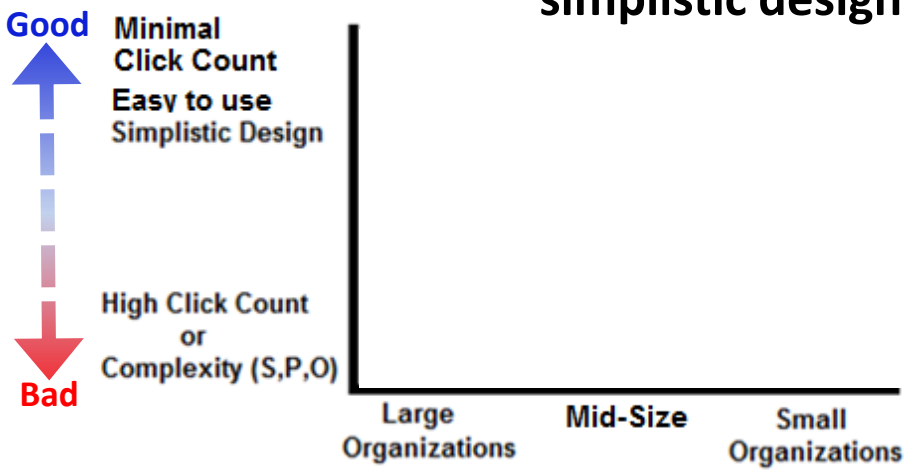
90% -- **are not able** to generate, store, or measure against a resource leveled **weekly schedule**





Advanced Processes

Medium to **small orgs** need **simplistic design**



No Guarantee of Success

- Generically speaking, you **cannot assume** that all EAM products will support true maintenance scheduling, or in this case, a **resource leveled weekly schedule**.
- Although most product implementations expect to be successful **just by installing** the software and attending training (e.g. calibrations, lockout-tagout) …
- … the **weekly schedule** design is an **advanced process** and requires careful thought. History has proven this.

Where's the Beef!

The Solution is missing a Real-World Process for Maintenance Management

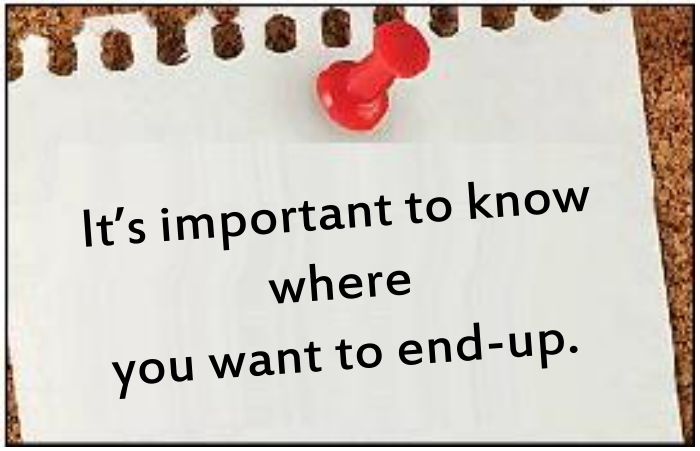
You just can't say…

> "***you need to plan*** *and* ***schedule your work***".

*What **kind** of schedule?*

Different schedules have different requirements.

This is like throwing darts at a board and hoping that something hits the target.



The best implementation would be one that combines software with process.

**** ESPECIALLY IMPORTANT FOR ADVANCED PROCESSES ****

Some Terms for Discussion

Frozen work set

Automatic resource leveling

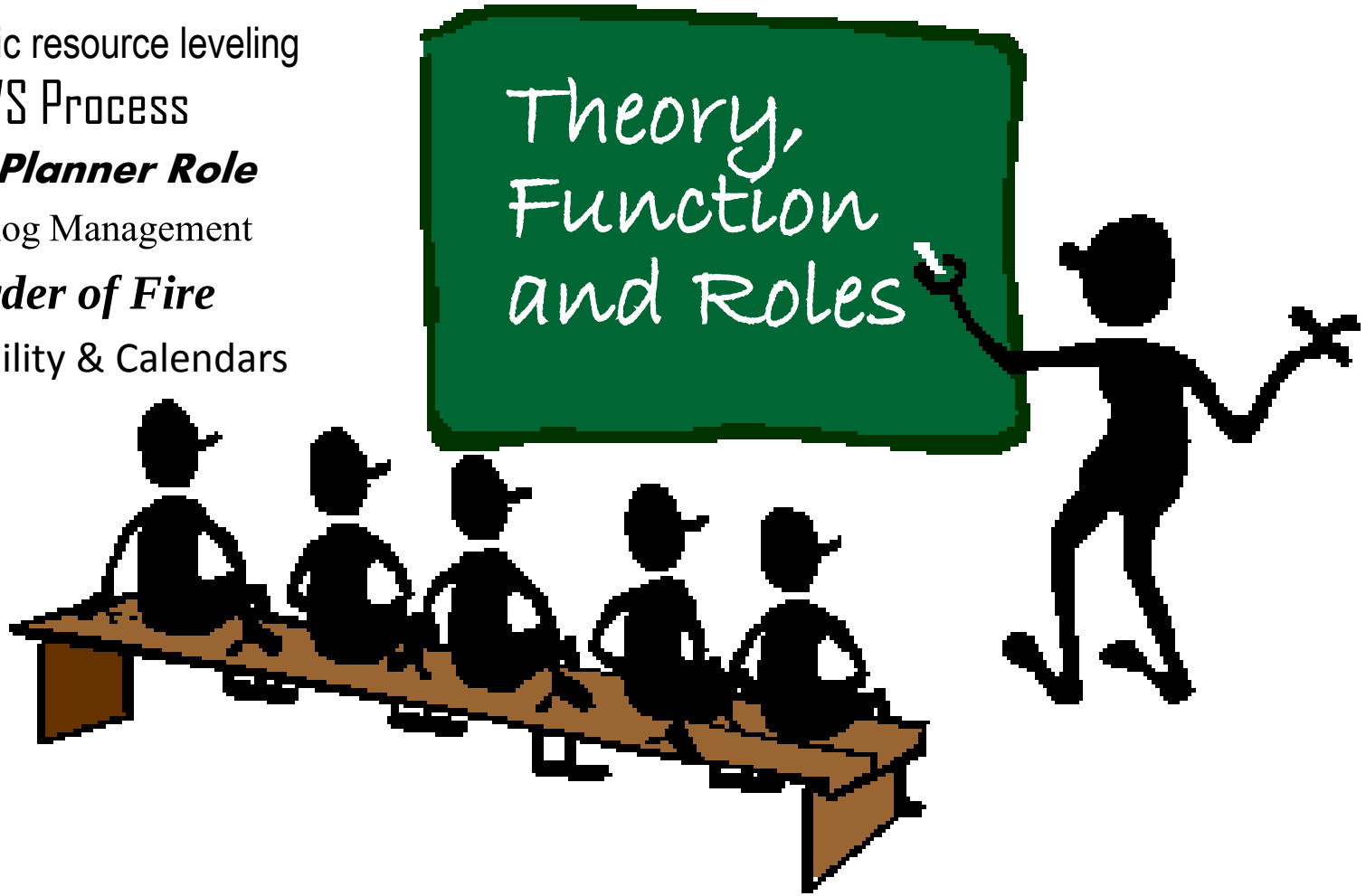
WS Process

Job Planner Role

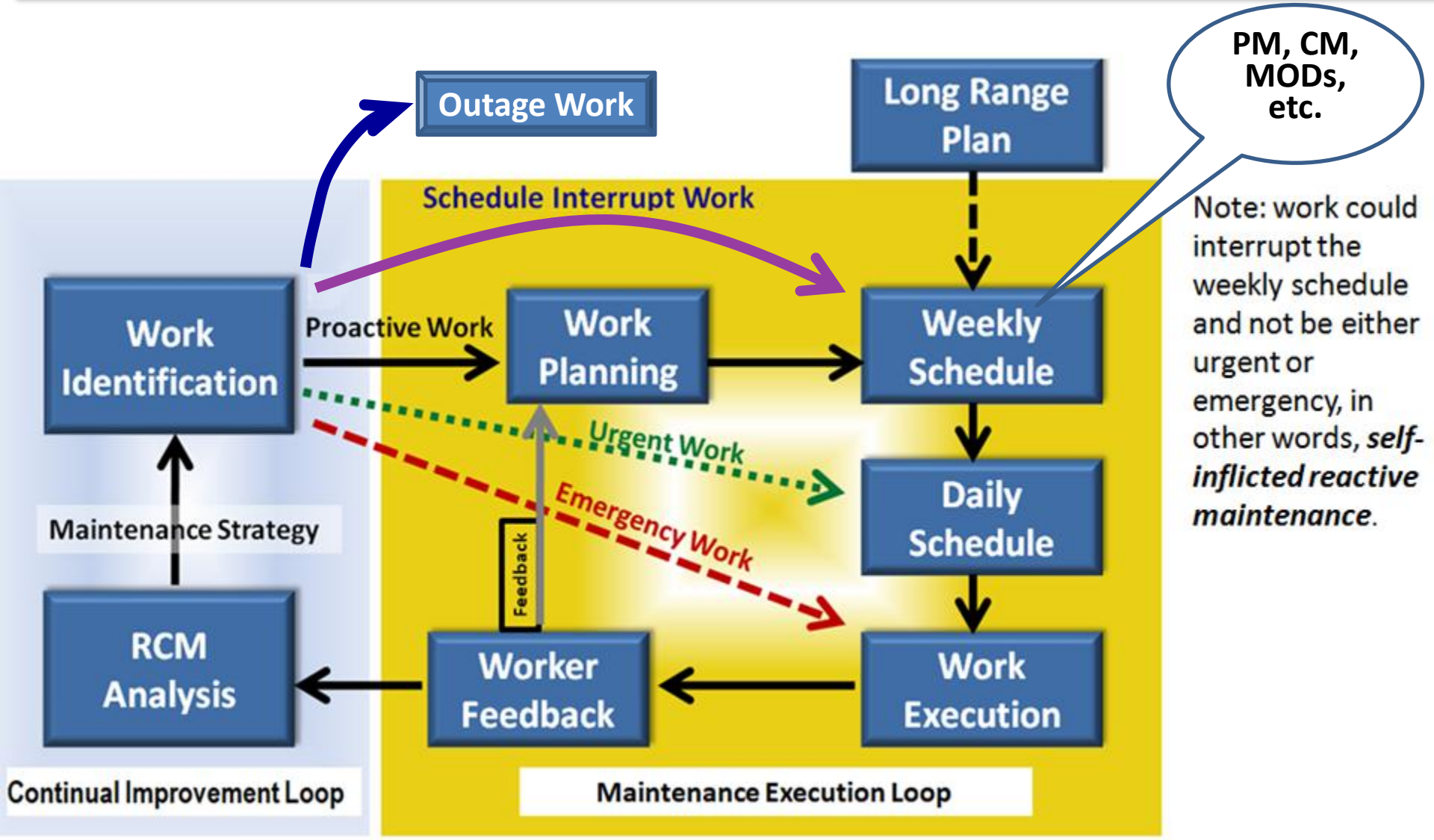
Backlog Management

Order of Fire

Availability & Calendars



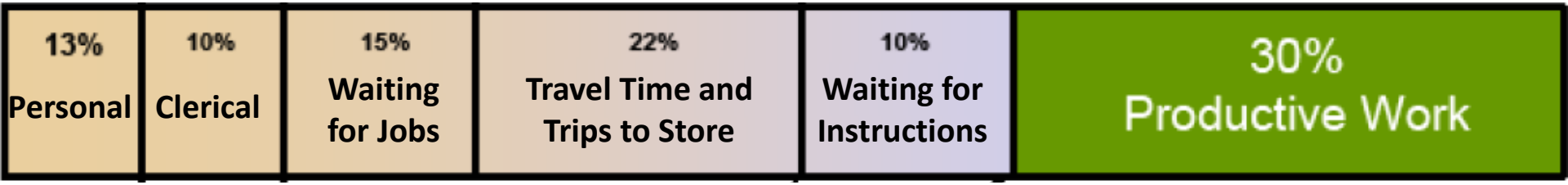
The Focus is Day-to-Day Maintenance



Note: work could interrupt the weekly schedule and not be either urgent or emergency, in other words, ***self-inflicted reactive maintenance***.

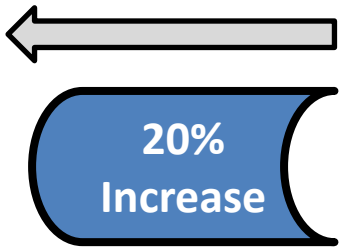
Craft Efficiency + Asset Reliability = = Cost Optimization

Planning & Scheduling
dramatically improves Productivity



*Before **P&S** is fully implemented*

Crafts generally **like to be scheduled** so they **know in advance** what to expect. Conversely they do not like to be jerked off one job to go to another which introduces more errors & impacts safety.

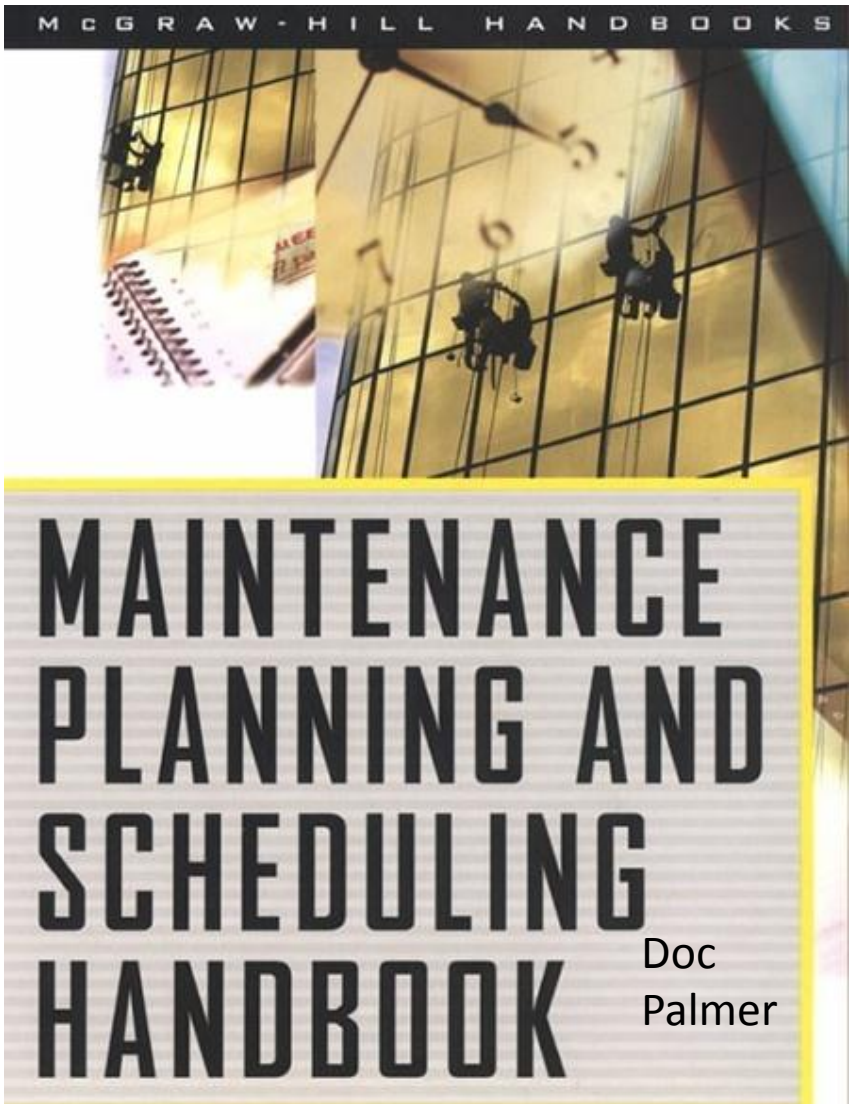


After P&S is fully implemented

As one of the most recognized **authors** and books on the subject of **Weekly Maintenance Scheduling**, **Doc Palmer** said …

Weekly Scheduling is the most significant benefit yet to be realized by the EAM community.

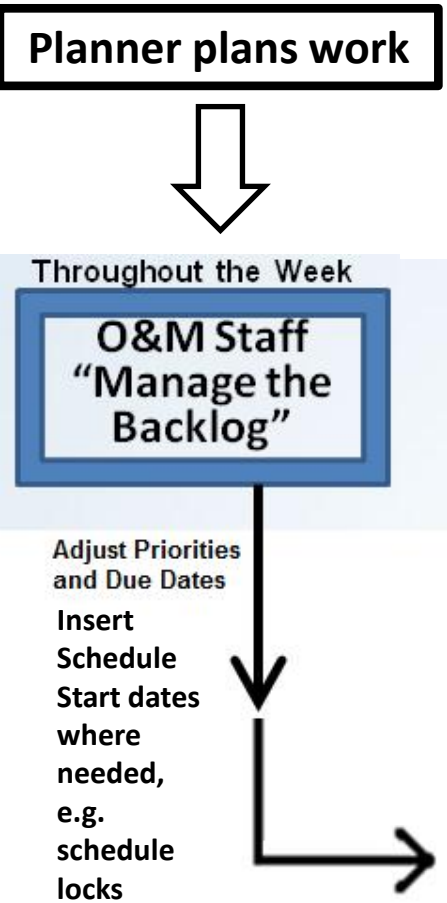
- ✓ Most **top performing** maintenance organizations desire to create a **weekly schedule** and **measure compliance** against it.



Doc Palmer – key concepts

Definition of a Weekly Schedule	A one week period strikes a balance between creating **set goals** and still allowing for the **dynamics** of an ever-changing system.
Subjective Selection	***Not a best practice***. The attendees of this meeting are mostly focused on what work came in the **last 48 hours**. Plus there is **no way they did a review of entire backlog during this meeting**.
Definition of Opportunistic scheduling	One of the purposes of holding a weekly schedule meeting is to review/approve the work. More importantly it is advantageous to **add lower priority work where similar high priority work** (on same asset or location) was selected.
70% Loading	The organization expects (on average) 30% reactive each week. The goal is to produce a **believable schedule** from which the working level is fully expected to perform in that time period.

Weekly Schedule Process

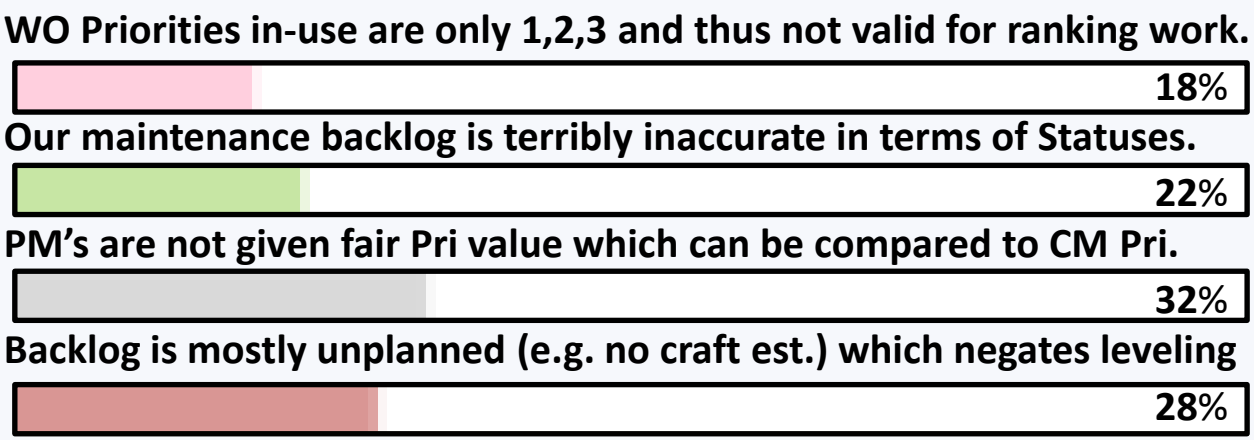


If your Backlog is large, how do you really know what jobs to work on next week?

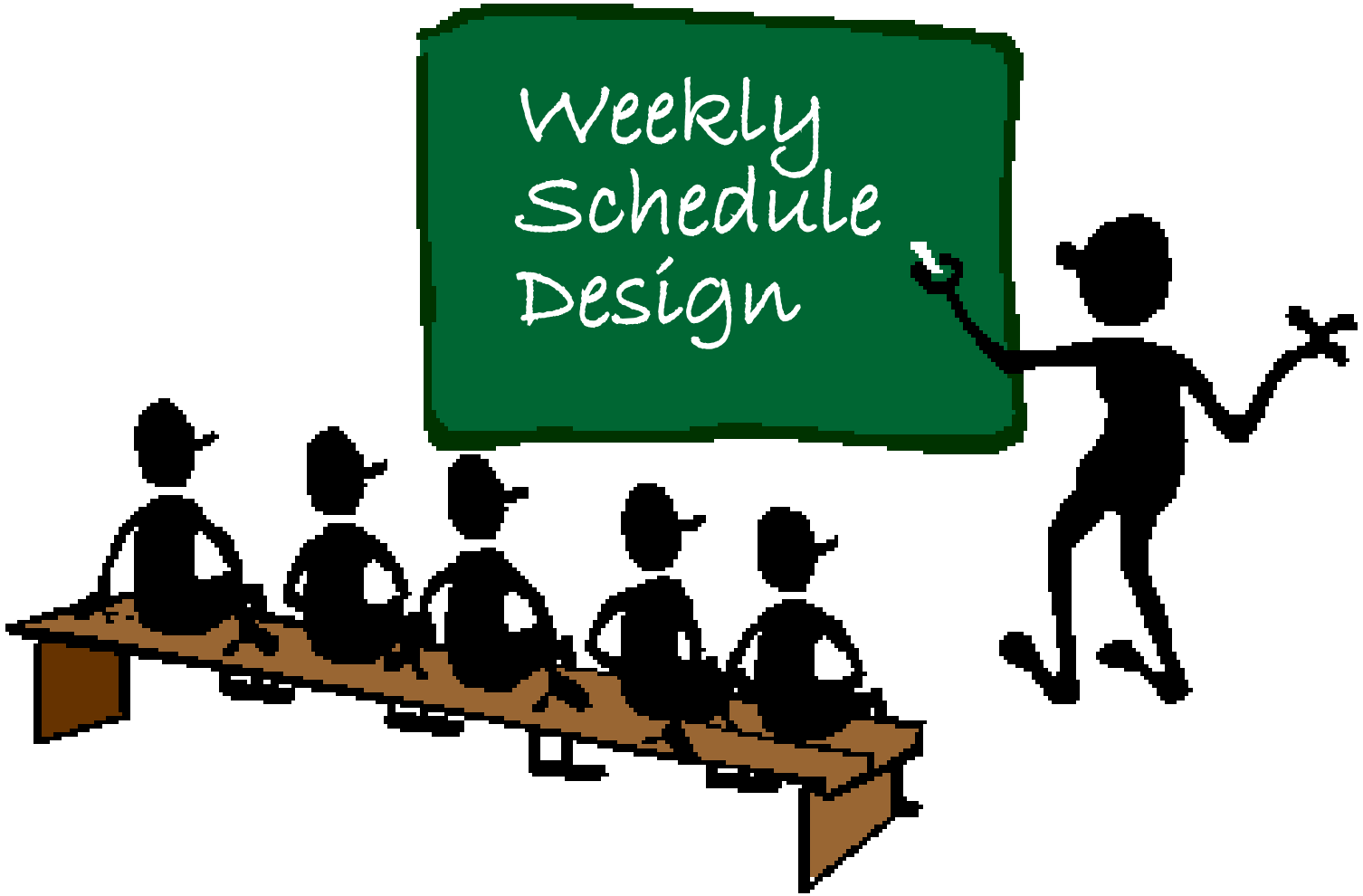
More importantly, how is it the Maint Supervisor can identify work in his head for next weeks schedule in a 45 minute meeting when you have a very large backlog?

QUICKPOLL

If you were to **rank** the **maintenance backlog** such that these work orders were selected for a **weekly schedule**, what field would you prefer to rank on? Assuming the answer is PRIORITY, then describe why this would **not be** such a good idea?



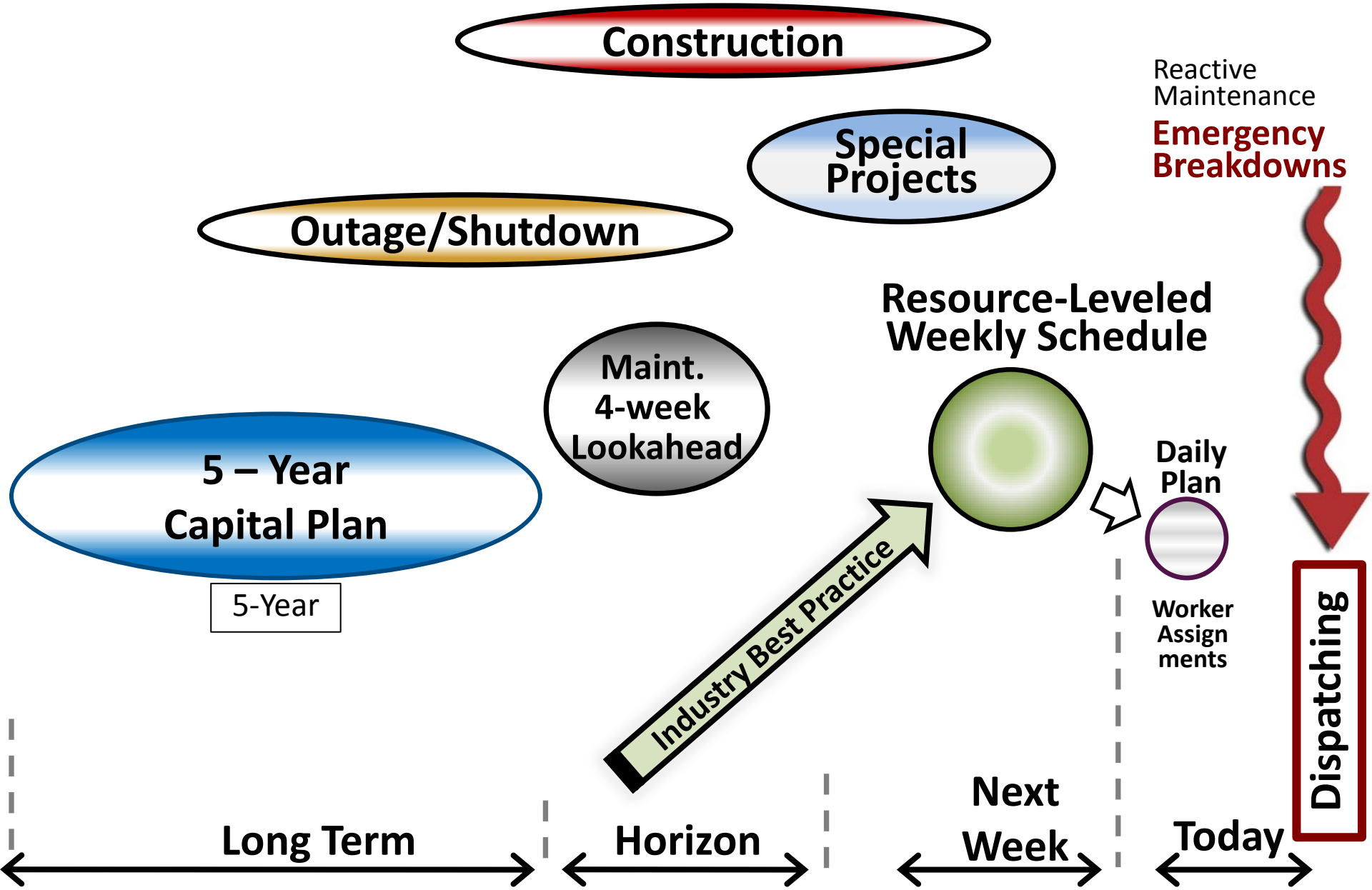
*What this really means is …. the management team is **forced** to conduct meetings to **select the work** because they cannot rely on the EAM system.*



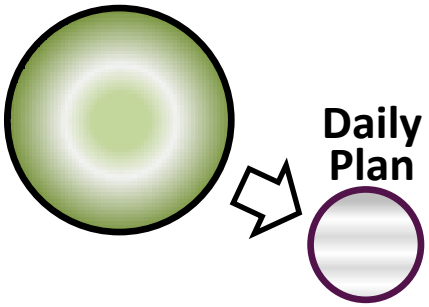
View Mind Map

to see all Prerequisites

Quick Review: Different Types of Schedules



What are the benefits of creating a Resource-leveled Weekly Schedule?



1. The schedule represents **upper management goals** and expectations. The weekly schedule (scope) is expected to be 100% done. It is not simply a "list of work".
2. The schedule improves **coordination** between maintenance, operations and engineering departments. Warehouse can stage parts for pickup.
3. A resource-leveled, weekly schedule also provides the most effective means for **reducing the backlog** !
4. **Checks-and-balances** (the Scheduler takes initial cut at scope and loads up the work week)
5. Utilize a fair & organized method of **selecting work** in backlog as opposed to ***subjective selection***. Searches entire backlog.
6. Increased visibility prevents **rework**. (weekly & long range plan)

Weekly Schedule Requirements

- ❑ Frozen work set
- ❑ A maintenance backlog with craft estimates
- ❑ Ability to capture/process ETC by craft for carry-over work
- ❑ Leveling program recognizes EAM system resource pool

Resource Pool: “how to calculate”

1) Establish company **calendar**. This should reflect annual holidays.
2) Identify number of active **workers** by craft.
3) Link each worker (person record) to company **calendar** and **shift**
4) Once a week, prior to locking down next weeks schedule, capture worker requests for **planned absences** (for next week). This would include vacations, day-off, jury duty, etc.
5) Identify by craft the **expected amount** of **reactive** (unscheduled work) which occurs each week. If 30% reactive, then multiply by 70%.

Starting Point Availability

10 Mechanics at 40 hours per week
- **400 man-hours**

16 hours planned absence
- **384 man-hours**

384
x .7
269

30% reactive
- **269 man-hours starting point availability**

Note: all maintenance craft should have a Calendar assigned

Technique for Selecting Work from Maintenance Backlog

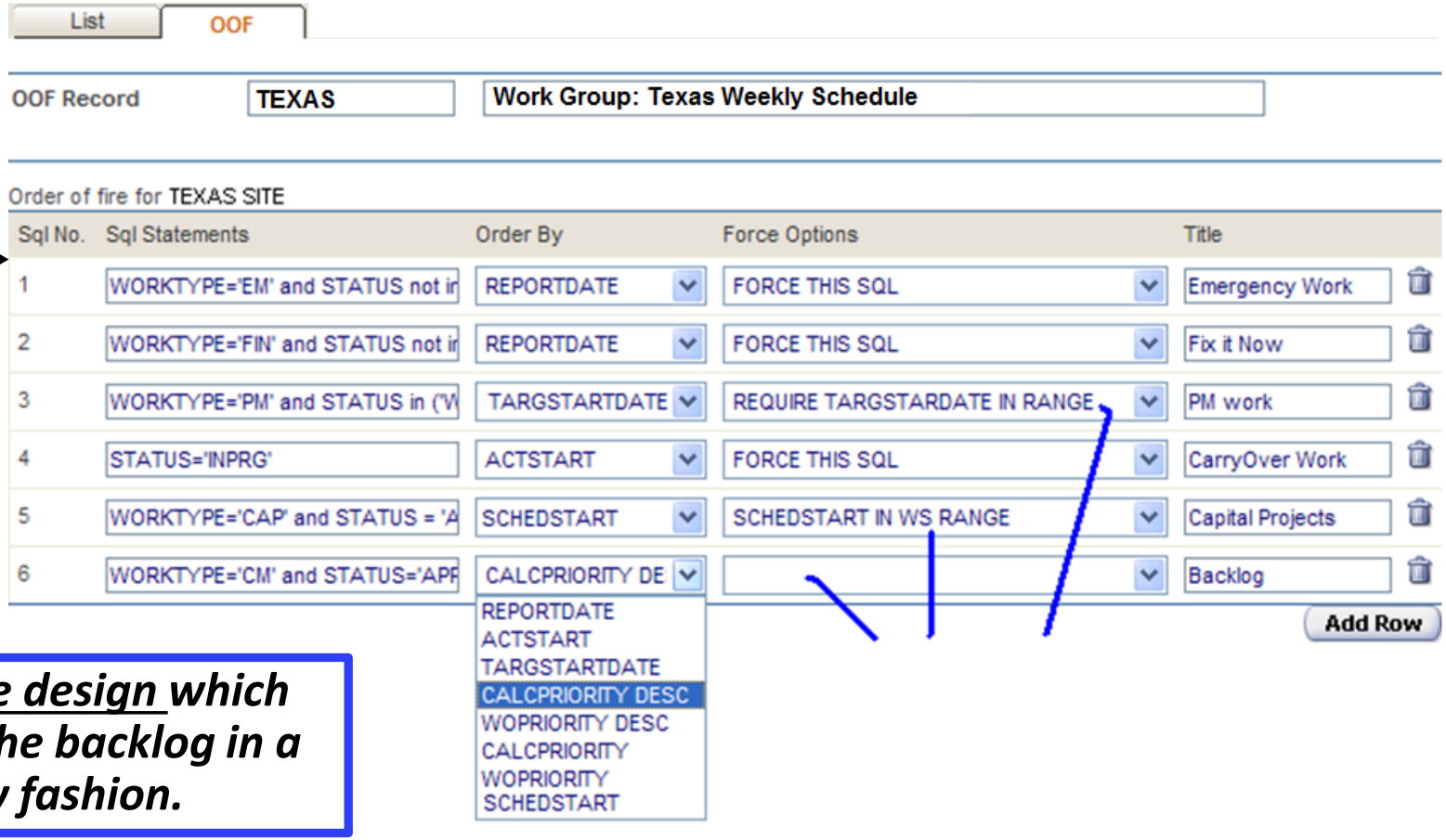
It is not as simple as selecting the backlog and sorting by priority, report date.

500-1000 Work Order Backlog

Select What??

What if you could select **any field,** not just **PRIORITY, and Create your own SQL statement.**
And, after each SQL , issue a **different SORT.**
And, you could also **force work** onto the schedule.

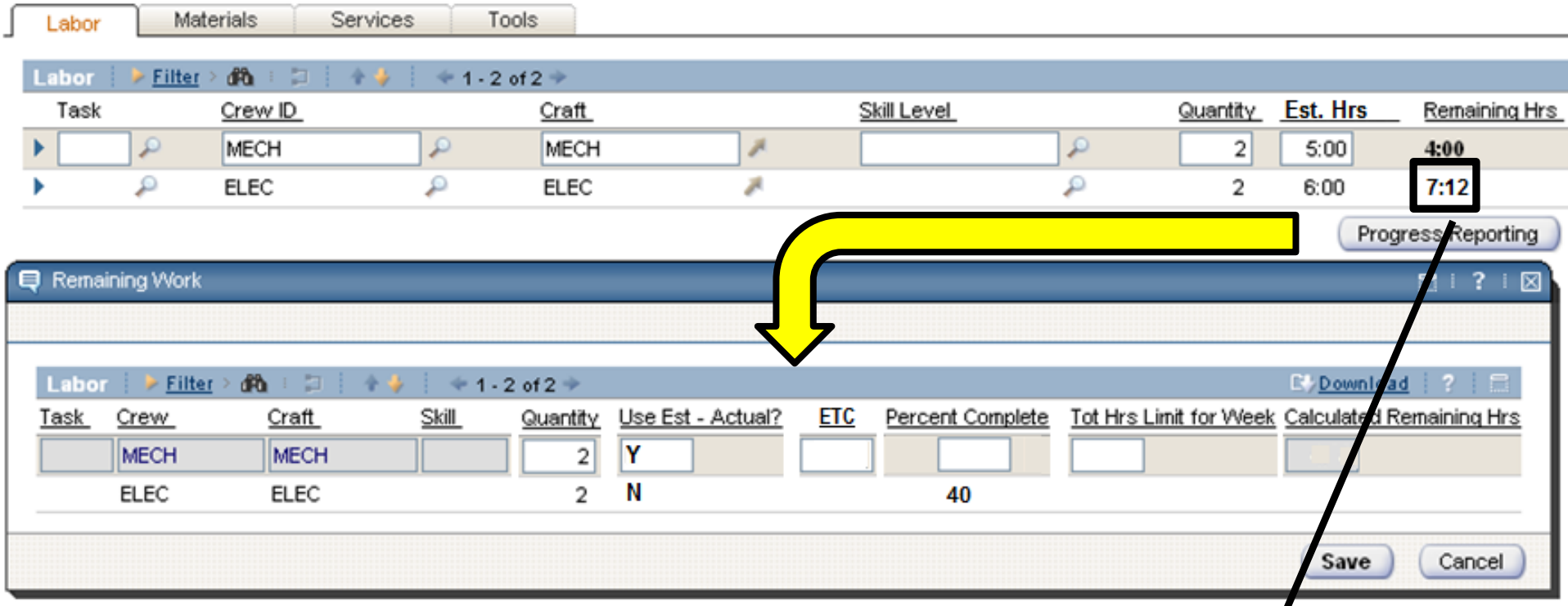
Consider selecting "locked-in" work



This is a sample design which could process the backlog in a fair and orderly fashion.

Requirements for Carry-over Work capture

ETC (estimate to complete)



- for the ELEC line ….
- 2 guys for 6 hours == 12 mnhrs total
- If 40% complete, then 60% remains.
- Thus .6 times 12 == 7.2 mnhrs
- Where .2 hours equates to 12 minutes, thus 7:12

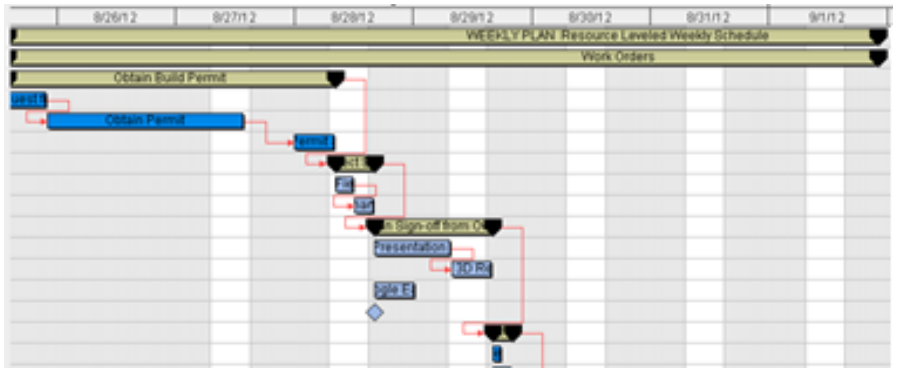
What logic do you apply to introduce **the right WO's** to Scheduler?

Big Bucket of WO's (backlog)

Apply "**Order of Fire**" Logic

Small Collection of Weekly WO's (**Frozen set** of WO #)

Maximo Scheduler

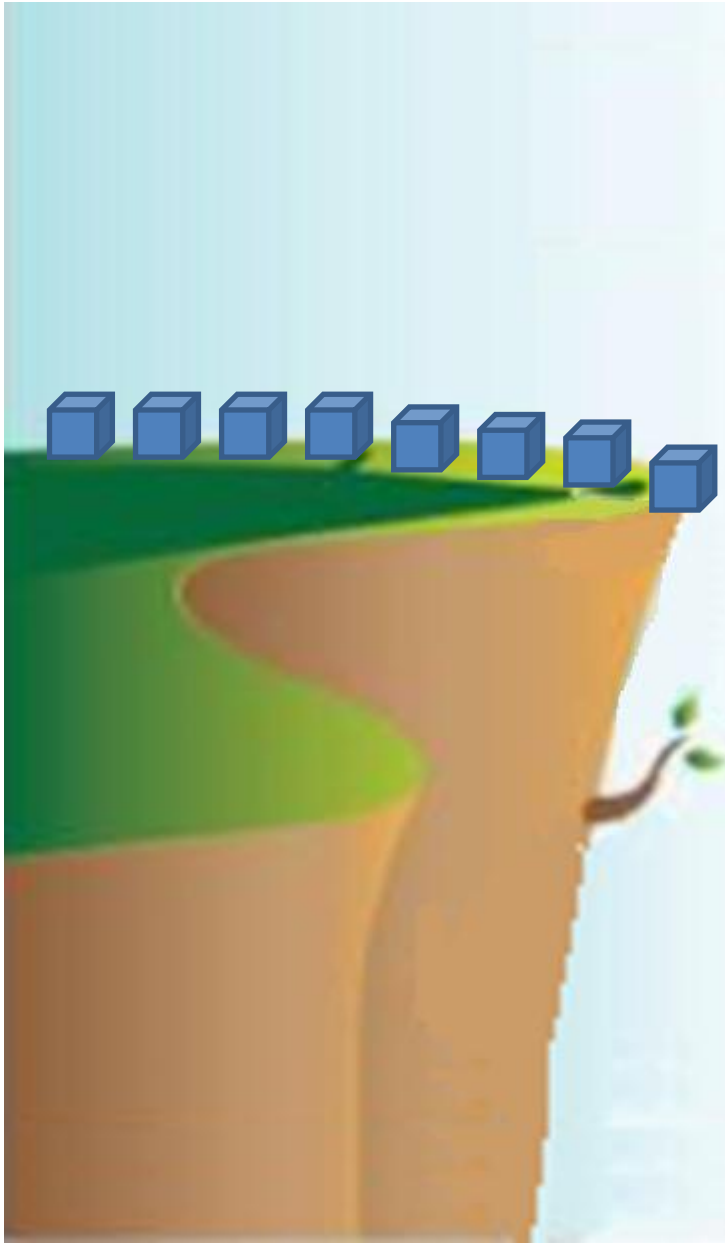


Resource Leveled Weekly Schedule

S, P, O

- ✓**S**oftware (Data, Screens, Reports)
- ✓**P**rocess (Lack of business rules, WS meeting, no freeze)
- ✓**O**rganization (Lack of buy-in, clear roles, mgmt support)

Bad Practices can lead to Bad Results



If …

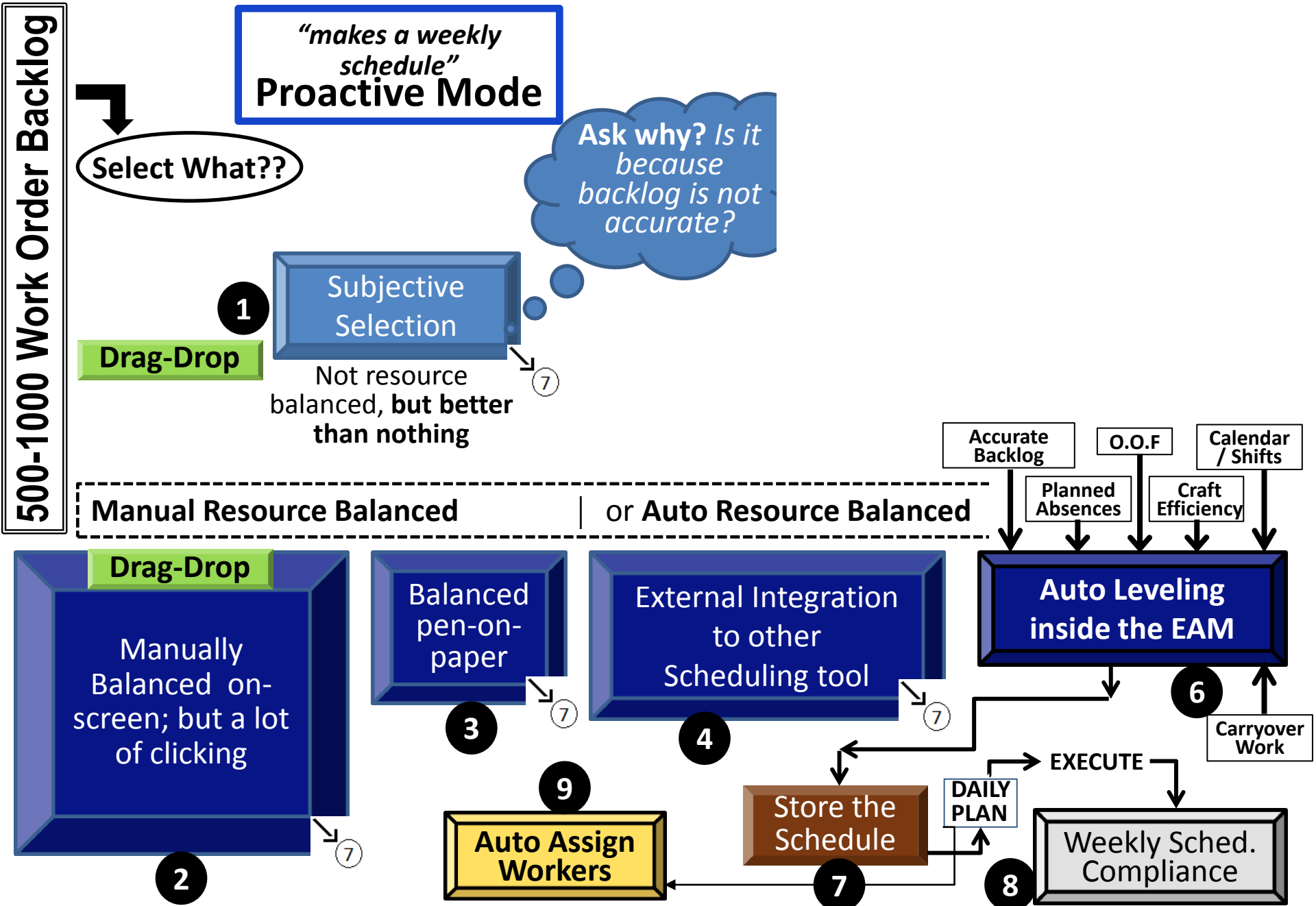
1) **Mostly *Reactive*** environment.
2) Missing **Job Planner roles.**
3) **No planning** function.
4) No P&S **fundamentals.**
5) No **craft estimates**. I**naccurate backlog.**
6) No weekly schedule **process.,** or mostly **subjective.** No frozen work set.
7) No automated **resource leveling.**
8) No schedule **compliance** .

Limited Ability

of improving **work force efficiencies** due to the above conditions.


Go-
Forward
Strategy

Choose a Path: *Proactive,* or *Reactive*



Whadaya gonna do?

1. Recognize that *technology alone will **not** solve your problem.*
2. **Become educated.** Read/listen to user forums and webinars on **leading practices**.
3. Consider external **assessment** and/or **advanced P&S** workshop.
4. Go visit other sites, e.g. **benchmarking**.
5. Communicate internally.

Is the vision clear? What type of Scheduling process are you after?

Yes

No

If you are unclear where you are going, then you may not get the **desired results**.

- **New Construction**
- **Special Project Major Maintenance**
- **Outage / Shutdown**
- **Weekly Maintenance**
- **Daily Plan**
- **Dispatching Only**

Anyone can install software. But to create a true knowledge base you need the right combination of …

Software Process Organization

Working on the right asset at the right time by the right skill.
Productive Work Force.
Minimal Delays.
Efficient Backlog Reduction.
Less rework.
Less safety issues.
Optimized costs.

Your Input, Our Knowledge, Industry Best Practice

Cohesive Information Solutions Inc.

Contact information for follow-up questions:
Matt Logsdon Mlogsdon@CohesiveSolutions.com


Reports

Long Range Plan **Visibility**

Five Year Capital Improvement Plan

Category	NO.	PROJECT NAME	Funding Source*	TOTAL - Not Including Prior Years	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012
		SEWER PROJECTS							
A	1	(CIP 730) WWTP Expansion Phase II	CS	$550,000	$550,000				
A	2	(New CIP) Sewer System Rehabilitation - Gravity Mains & Manholes	CS	$800,000		$150,000	$650,000		
A	3	(New CIP) Sanitary Sewer Lift Station Improvements Project	CS	$3,000,000			$250,000	$2,750,000	
		TOTAL SEWER PROJECTS	3	$4,350,000	$550,000	$150,000	$900,000	$2,750,000	$0
		WATER PROJECTS							
A	4	(CIP 790) Water Valve Replacement (2007-2008)	CW	$100,000	$100,000				
A	5	(CIP 760) Water Main Condition Survey (2008-2009)	CW	$200,000		$200,000			
A	6	(New CIP) Water Valve Replacement (2009-2010)	CW	$300,000			$300,000		
A	7	(New CIP) Water Main Condition Survey (2010-2011)	CW	$200,000				$200,000	
A	8	(New CIP) Water Valve Replacement (2011-2012)	CW	$300,000					$300,000
		TOTAL WATER PROJECTS	5	$1,100,000	$100,000	$200,000	$300,000	$200,000	$300,000
		STREETS/TRAFFIC PROJECTS							
A	9	(New CIP) Arterial and Collector Overlay Project (2007-2008)	MA, CC	$1,125,000	$1,125,000				
A	10	(New CIP) Residential Street Resurfacing and Repairs (2008-2009)	MA	$750,000		$750,000			
A	11	(New CIP) Arterial and Collector Overlay Project (2009-2010)	MA, GT	$750,000			$750,000		
A	12	(New CIP) Residential Street Resurfacing and Repairs (2010-2011)	MA	$750,000				$750,000	
A	13	(New CIP) Arterial and Collector Overlay Project (2011-2012)	MA, GT	$750,000					$750,000
B	14	(CIP 762) Follow-up on Biannual Caltrans Bridge Inspections	CC	$400,000			$400,000		
		TOTAL STREETS/TRAFFIC PROJECTS	6	$4,525,000	$1,125,000	$750,000	$1,150,000	$750,000	$750,000
		STORMWATER/LAGOON PROJECTS							
B	15	(CIP 736) Rehabilitation of City-Owned Lagoon Structures	CC	$100,000	$100,000				
B	16	(CIP 782) Storm Sewer Cleaning	CC	$200,000	$200,000				
		TOTAL STORMWATER/LAGOON PROJECTS	2	$300,000	$300,000	$0	$0	$0	$0
		PARKS PROJECTS							
C	17	(New CIP) Sea Cloud Park S-3 and Catamaran Park - Synthetic Turf and Park Improvements	PIL, FCF	$2,700,000	$2,700,000				
C	18	(New CIP) Park Infrastructure Improvements (2007-2008)	CC	$93,500	$93,500				
C	19	(New CIP) Park Infrastructure Improvements (2008-2009)	CC	$507,200		$507,200			
C	20	(CIP 798) Park Infrastructure Improvements (Levee / Pedway Improvements and Repairs)	PIL	$220,600		$220,600			
C	21	(New CIP) Park Infrastructure Improvements (2009-2010)	CC	$82,500			$82,500		
C	22	(New CIP) Park Infrastructure Improvements (2010-2011)	CC	$198,400				$198,400	
C	23	(New CIP) Levee Park and Sea Cloud S-4 - Synthetic Turf and Park Improvements	PIL, CC	$1,925,000					$1,925,000

LRP: Long Range Planning

New Scope

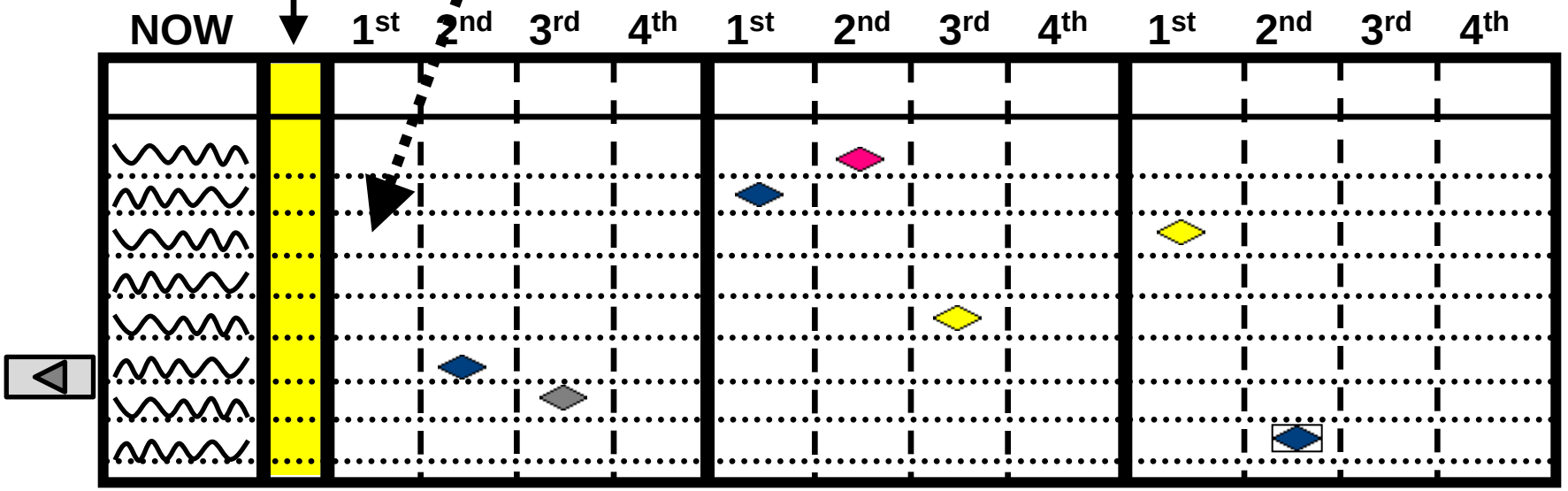
a.s.a.p.
NLT
ON
As Possible

LRP TEAM
MEET MONTHLY

Examples:

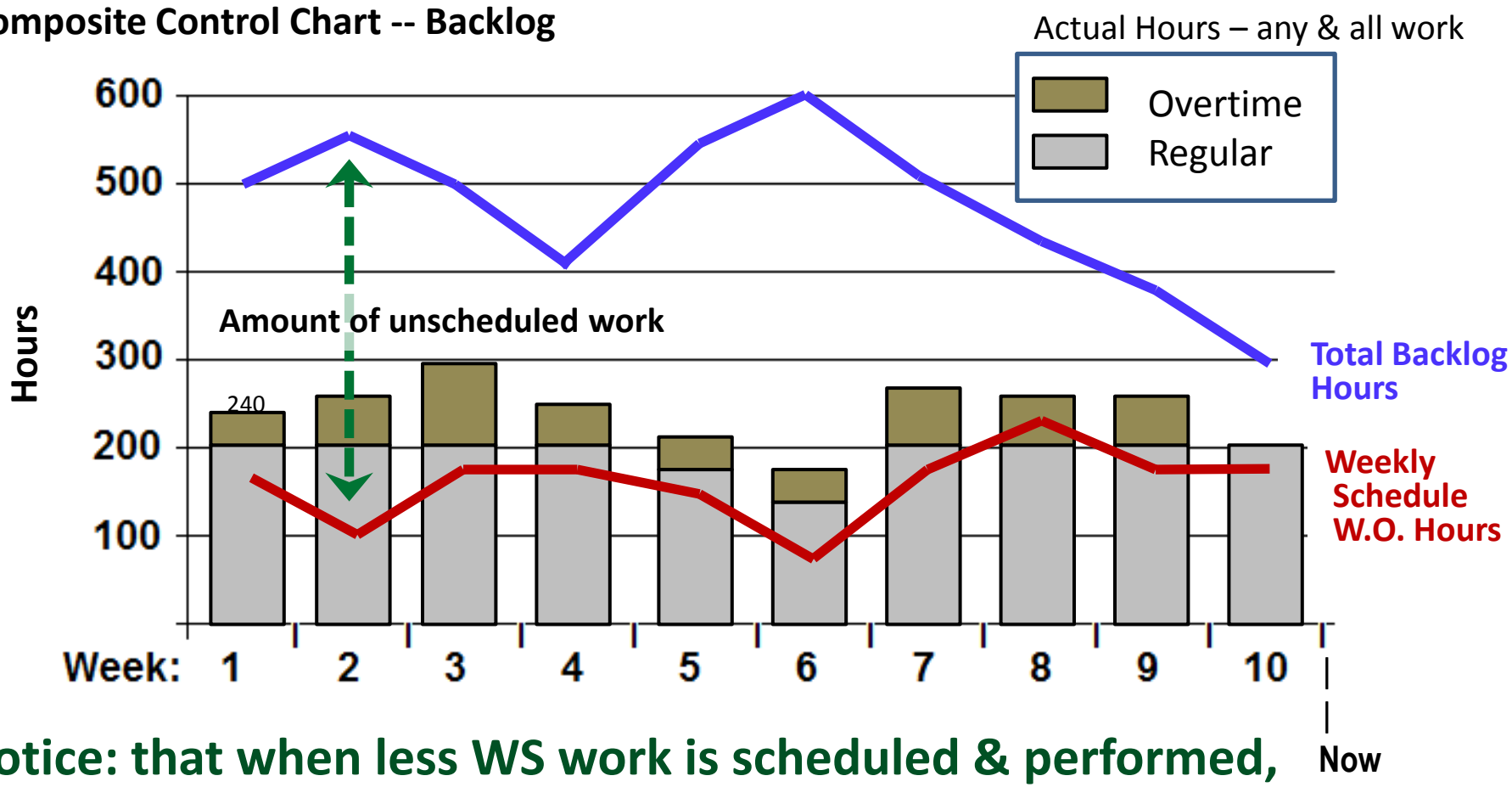
- **MODIFICATIONS**
- **BULLETINS/DIRECTIVES**
- **DEFFERED WORK**
- **NEW CONSTRUCTION**
- **UPGRADES**

Next Week



Backlog Management - - Growth Trending

It is helpful to track/trend past labor hours for completed work – scheduled and otherwise.



Notice: that when less WS work is scheduled & performed, then the Backlog typically increases for that week.

Weekly Schedule by Foreman

MEF - Mill Electrical Foreman (A Crew)

Line No.	WO NO	JOB TITLE	TYPE	STA-TUS	Work PRI.	LEAD CRAFT	SCHED DATE	TARG START	EST HRS	ACT HRS	DUR	EQnum	Location
1	95253	FLOTATION CELL MOTOR PM - B	PM	INPRG	2	ELC		10/28/07	12	63	12		24-3-79
2	95411	PLEASE TERMINATE AND TEST TAILINGS FIR	INS	INPRG	3				12	29	0		24-1-98
3	96093	REGRIND CFP MOTOR GREASING	PM	INPRG	2	ELC		11/21/07	2	1	2	24-3-71-117	24-3-63
4	96094	REGRIND CFP MOTOR GREASING	PM	INPRG	2	ELC		11/21/07	2	0	2	24-3-71-118	24-3-63
5	91092	TEST AND RECORD GROUND FAULT MO	CM	WPCO	3				2	0	0		44-E & I
6	91094	PM SANDS PLANT 600V MAIN/PUMP B	CM	WPCO	2	ELC			1	10	1		44-E & I
7	91096	TEST AND RECORD GROUND FAULT MO	CM	WPCO	3				1	0	0	41-NGR-301	41-NGR
8	91097	TEST AND RECORD GROUND FAULT MO	CM	WPCO	3				1	0	0	41-NGR-302	41-NGR
9	91098	TEST AND RECORD GROUND FAULT MO	CM	WPCO	3				1	0	0	41-NGR-303	41-NGR
10	91099	TEST AND RECORD GROUND FAULT MO	CM	WPCO	3				1	0	0	41-NGR-304	41-NGR
11	91100	TEST AND RECORD GROUND FAULT MO	CM	WPCO	3				1	0	0	41-NGR-305	41-NGR
12	91101	TEST AND RECORD GROUND FAULT MO	CM	WPCO	3				1	0	0	43-NGR-405	43-NGR
13	91102	TEST AND RECORD GROUND FAULT MO	CM	WPCO	3				1	0	0	41-NGR-401	41-NGR
14	91103	TEST AND RECORD GROUND FAULT MO	CM	WPCO	3				1	0	0	40-NGR-407	41-NGR
15	91121	PM 25KV BREAKER/HIPOT VACUUM	PM	WPCO	3	ELC			2	0	1	60-0-76-009	60-0-76
16	88362	INSPECTION OF 200 SERIES MOTOR BREAKER	PM	WPCO	2	ELC		03/15/07	2	0	1	41-GM-207	41-GE
17	88363	INSPECTION OF 200 SERIES MOTOR BREAKER	PM	WPCO	2	ELC		03/15/07	2	0	1	41-GM-208	41-GE
18	88364	INSPECTION OF 200 SERIES MOTOR BREAKER	PM	WPCO	2	ELC		03/15/07	2	0	1	41-GM-209	41-GE
19	88365	INSPECTION OF 200 SERIES MOTOR BREAKER	PM	WPCO	2	ELC		03/15/07	2	0	1	41-GM-210	41-GE
20	88366	INSPECTION OF 200 SERIES MOTOR BREAKER	PM	WPCO	2	ELC		03/15/07	2	0	1	41-GM-211	41-GE
21	89175	PLEASE INSPECT 5KV SWITCHGEAR CABINETS	CM	WPCO	3				24	0	0	24-2-73-301	24-2-73
22	90218	5KV MOTOR BREAKER PM	PM	WPCO	2	ELC		05/18/07	1	0	1	24-2-71-111	24-2-63
23	90219	5KV MOTOR BREAKER PM	PM	WPCO	2	ELC		05/18/07	1	0	1	24-2-71-112	24-2-63
24	90220	5KV MOTOR BREAKER PM	PM	WPCO	2	ELC		05/18/07	1	0	1	24-2-71-113	24-2-63
25	90221	5KV MOTOR BREAKER PM	PM	WPCO	2	ELC		05/18/07	1	0	1	24-2-71-114	24-2-63
26	90222	5KV MOTOR BREAKER PM	PM	WPCO	2	ELC		05/18/07	1	0	1	24-3-62-004	24-3-62
27	90223	5KV MOTOR BREAKER PM	PM	WPCO	2	ELC		05/18/07	1	0	1	24-3-71-117	24-3-63
28	90224	5KV MOTOR BREAKER PM	PM	WPCO	2	ELC		05/18/07	1	0	1	24-3-71-118	24-3-63
29	90225	5KV MOTOR BREAKER PM	PM	WPCO	2	ELC		05/18/07	1	0	1	24-3-71-2032	24-3-62
30	90226	5KV MOTOR BREAKER PM	PM	WPCO	2	ELC		05/18/07	1	0	1	24-3-71-2033	24-3-62
31	90227	5KV MOTOR BREAKER PM	PM	WPCO	2	ELC		05/18/07	1	0	1	53-1-71-127	53-1-65
32	90228	5KV MOTOR BREAKER PM	PM	WPCO	2	ELC		05/18/07	1	0	1	53-1-71-128	53-1-65
33	90229	5KV MOTOR BREAKER PM	PM	WPCO	2	ELC		05/18/07	1	0	1	53-1-71-129	53-1-65
34	90250	PLEASE PERFORM DOBLE TEST TRANSFORMER	SC	WPCO	2	ELC			8	0	4	41-XFMR-2303	41-XFMR
35	90251	PLEASE PERFORM DOBLE TEST TRANSFORMER	SC	WPCO	2	ELC			8	0	4	41-XFMR-2304	41-XFMR

Daily Schedule Graphic

The Maintenance Supervisor can create a Daily Schedule

DAILY SCHEDULE
AR2

08 May 2006
Monday

Wonum	Crew Zone	Eqnum	Location	Description	Dur	Morning Noon Evening Midnight	Lead Craft	Worker	Supv Instructions/Comments
CT080798		HVAC	GENERAL	REPAIR #2 .	4		BM	CELOOMIS	Check warranty on air conditione
CT108085		GN0013	REFINERY	MOVE CATAL	3			CELOOMIS	
ED092522	CONTR	GN0013	A2	A/C NOT WORKIN T OF ALKY	8			CMTALBOT	
AL107190		TK0443	REFINERY	CHAIN BROKE ON K FLOA	3			CRILEY	
CT097958		EXE001	35EXE001	AIR COND. B	32			CRSEGER	
AL107579	AREA1	INSTRUME	GENERAL	#2 SENSO	1			DLMESSER	
AL081009		GN0015	REFINERY	NEED A VAC MER.	2			DLMESSER	
AL081668		GN0015	REFINERY	A/C AT ALKY CO RDER	8			DRGARBER	
CT107697	AREA1	GN0013	A2	REPAIR CABLE ON # E POS.	1			GAWAUGH	
LM109271	AREA1	GN0026	A2	CLEAN EXTRA	4			LJGREEN	Observe safety reqmts. for tanks
CT109491	AREA1	35PC6	A2	WORK ON OWN FOR BLOWER	2			MDGOFOUR	
LM102567		T0126	11T002A	ORDER RACTOR	1			MSBLAKE	
CT110499		GN0026	404615	SUCK O	4			TJMANSFI	

Auto-Schedule a Daily Plan (post Weekly)

The Daily Schedule would read the Assignment Manager tables based on (prompt) date and output a format similar to following.

DAILY SCHEDULE
DAY: Monday DATE: 01/3/11
SUPERVISOR: MECH - DARRELL

WO#	KKS	PRI	DESCRIPTION	Scott Smith	Brian Penrose	Reuben Grim	Victor Clark	Joe Brown	Willie Hurst	Freddie Poling							COMMENTS
293601		3	Pump vibrates	6													
291800		3	Valve won't operate		6												
293105		3	Heat exchanger leaks			7											
283382		2	Steam leak				5										
282702		3	Controller No signal					6									
297111		3	Oil leak						5								
280551		4	Needs paint							5							
SPECIAL CODES: V – VACATION T – TRAINING P – PLANNED ABSENCE O – OTHER			SPECIAL CODE or HOURS														
			TOTAL	6	6	7	5	6	5	5							

Resource Pool Report

PEOPLE.sqr
22-JUN-2011 14:14

Resource Pool Validation

Name	Op Area	Group	Craft	Skill	RLP Active / Calnum	June 22 We	23 Th	24 Fr	25 Sa	26 Su	27 Mo	28 Tu	29 We	30 Th	July 01 Fr	02 Sa	03 Su	04 Mo	05 Tu	06 We	07 Th	08 Fr	09 Sa	10 Su	11 Mo	12 Tu	13 We	14 Th	15 Fr	16 Sa	17 Su	18 Mo	19 Tu	August 31 Su	01 Mo	02 Tu		
Batty, James A	8F8	ME	OR	3	CSU-HOLIDAYY	8	8	1	.	.	8	8	8	8	8	.	.	.	8	8	8	8	.	.	8	8	8	8	8	.	.	8	8	.	8	8	JBATTY	Treatment Spec
Brailsford, Russ	8F8	ME	OR	3	CSU-HOLIDAYY	8	8	8	.	.	8	8	8	8	8	.	.	.	8	8	8	8	.	.	8	8	8	8	8	.	.	8	8	.	8	8	RBRAILSFORD	Treatment Spec
Clark, Larry D	8F8	ME	OR	3	Y	No Calendar for this person.																			Default Calendar will be used											LCLARK	Treatment Spec
Conkle, Allan D	8F8	ME	OR	2	WPME_DAYS Y	.	.	No Work Periods for this Calendar.																	Default Calendar will be used							.	.	.	.	ACONKLE	Mechanic Spec (W)
Crandall, Randy M	8F8	ME	IN	3	Y	No Calendar for this person.																			Default Calendar will be used											RCRANDALL	Instr Elec & Control S
Elwell, John R	8F8	ME	OR	3	WPME_OPD Y	.	.	No Work Periods for this Calendar.																	Default Calendar will be used							.	.	.	.	JELWELL	Treatment Spec
McIntyre, Nichola	8F8	ME	ME	2	CSU-HOLIDAYY	8	8	8	.	.	8	8	8	8	8	.	.	.	8	8	8	8	.	.	8	8	8	8	8	.	.	8	8	.	8	8	NMCINTYRE	Mechanic Spec (W)
Owens, Steve	8F8	ME	IN	3	WPME_DAYS Y	.	.	No Work Periods for this Calendar.																	Default Calendar will be used							.	.	.	.	SOWENS	Instr Elec & Control S
Porvaznik, Morgan	8F8	ME	ME	3	Y	No Calendar for this person.																			Default Calendar will be used											MPORVAZNIK	Mechanic Spec (W)
Post, Joe P	8F8	ME	OR	3	WPME_OPD Y	.	.	No Work Periods for this Calendar.																	Default Calendar will be used							.	.	.	.	JPOST	Treatment Spec
Rooks, Frank	8F8	ME	%		N	No Calendar for this person.																			Default Calendar will be used											FROOKS	Treatment Spec
Sell, Chad C	8F8	ME	OR	3	Y	No Calendar for this person.																			Default Calendar will be used											CSELL	Treatment Spec
Williams, Chris W	8F8	ME	ME	2	Y	No Calendar for this person.																			Default Calendar will be used											CWWILLIAMS	Mechanic Spec (W)
						19		17	0		24		24		0	0		24		24		0		24		24		0		24			24				
							24	0		24		24		24	0		24		24		0		24		24		24	0		24		0		24			

12 Active out of
13 total records

Planned Absences

JBATTY	24-JUN-2011	7	MILITARY DUTY
JBATTY	22-JUN-2011	5	PERSONAL

Input Prompts:

8F8	%	%