

Software that brings
together the ideas and techniques
of **TameFlow Kanban** and
TameFlow Scrum, Agile/Scrum,
Critical Chain Project management,
TOC and **LEAN** in one integrated
solution

TIME AND CALENDARS

Calendars, Workload, Time and Durations in LYNX



Topics

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- ▣ Workload, Time and Duration definitions
- ▣ Working with “units” and workload calculations
 - ▣ ETTC and Workload Interpretation
- ▣ Special Calendars and Resource Selection
- ▣ Critical Chain Duration and Non-Working Periods

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Workload, Time and Duration

LYNX Calendar System

Set-up of the calendar system

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- ▣ Function of the Calendar:
 - ▣ Sets Opening Times:
 - Determines the default “opening times” :
 - Organisation
 - Department
 - Time that can be worked on a project
 - Typically the opening time is 8 hours a day
 - Exclusion of non working days, like public holidays
 - ▣ Sets Resource Availability:
 - Determines the availability of resources
 - Normal working times
 - Exclusion of non working days, like public holidays
 - Can take into account exceptions, like “Friday Free” or “Part-Time 50 %”
 - Typically the working hours are set to 8 hours per day

Add your Standard Calendar

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Select **Configure**

The screenshot shows the main application window with the 'Configure' menu open. The sidebar on the right lists several categories: Objects, Skills, Resources, and Units of measure. Under the 'Objects' category, the 'Calendar' option is highlighted with a blue box. A blue callout box with the number '1' points to the 'Calendar' option. At the top of the sidebar, there is a text input field with the placeholder text 'enter your'.

1

The 'Create new calendar' dialog box is shown. It has a 'Parent' dropdown menu set to 'Standard'. The 'Calendar name' text field contains 'Default Calendar'. There are 'OK' and 'Cancel' buttons at the bottom. To the right of the dialog, there is a 'Show' section with two radio buttons: 'Rules per date' (unselected) and 'All rules' (selected). In the background, a 'Calendar' window is visible, showing a calendar for October 2020 with a grid of days and times. A blue callout box with the number '2' points to the 'Calendar' window.

2. You can choose any name.

Calendars are linked to projects, skills and resources. A calendar drives the capacity or availability in terms of resource hours.

Define working hours and non-working days

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Calendar

October 2020

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
40	28	29	30	1	2	3	4
41	5	6	7	8	9	10	11
42	12	13	14	15	16	17	18
43	19	20	21	22	23	24	25
44	26	27	28	29	30	31	1
45	2	3	4	5	6	7	8

Add rule [Tuesday, October 6, 2020]

Description

Rule type

Working period Non working period

Recurrence pattern

No recurrence

Recurs weekly every **Friday** of every 1 week(s)

Recurs monthly

Recurs yearly

Range of recurrence

No start date No end date

Start by 10/ 6/2020 End after 10 occurrences

End by 10/ 6/2020

Period

Entire day

During these hours of the day 9:14:12 AM till 9:14:12 AM

Working hours

Enter the daily working periods in the grid below. You can add as many intervals as you like. Make sure that intervals do not overlap.

Enter intervals using your standard time notation (i.e. 08:00:00)

Start	Stop
09:00:00	17:00:00

Working hours

3.

4. Add Rule: exclude Saturday & Sunday as a non-working day

Rule description

Rules for calendar 'Standard'

- Resources are normally working between 9:00 and 17:00
- Resources are not working on Sunday
- Resources are not working on Saturday

Standard Calendar - Result

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The screenshot displays a calendar application interface. On the left, a 'Calendar' window shows a description for a 'Standard' calendar. In the center, a calendar for October 2020 is shown with a grid of dates. To the right, a table displays working hours for each day of the week. Below the calendar, there are buttons for 'Add rule', 'Edit rule', 'Delete rule', and 'Working hours'. A 'Show' dropdown menu is set to 'All rules'. A 'Create new calendar' dialog box is open in the bottom left, showing a parent calendar of 'Standard' and a name of 'Default Calendar'. Three blue callout boxes provide additional information: 'You can add more (sub) calendars', 'You can add holidays, like 25th December and 1st January.', and 'No hours available on Saturday and Sunday'.

Mon	Tue	Wed	Thu	Fri	Sat	Sun
			1 8:00	2 8:00	3 0:00	4 0:00
5 8:00	6 8:00	7 8:00	8 8:00	9 8:00	10 0:00	11 0:00
12 8:00	13 8:00	14 8:00	15 8:00	16 8:00	17 0:00	18 0:00
19 8:00	20 8:00	21 8:00	22 8:00	23 8:00	24 0:00	25 0:00
26 8:00	27 8:00	28 8:00	29 8:00	30 8:00	31 0:00	

Rule description
Rules for calendar 'Standard'
Resources are normally working between 9:00 and 17:00
Resources are not working on Sunday
Resources are not working on Saturday

OK Close

Calendar Assignment per Resource

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Resource editor [Mike Dempsey]

enter your search text

Ref.	Description
BH	Barry Huberts
CB	Carl Brandon
JM	Jack Morgan
JS	Jane Sanders
MD	Mike Dempsey
SH	Steve Horner
SC	Sven Cramer
TS	Tom Smith

Properties Assignments Financial User Availability schedule Skills Property values

Set general properties for this resource
A calendar controls the availability for this resource

Description Reference 99800
Mike Dempsey MD

Resource manager
Mike Dempsey Clear

Calendar
Standard Edit New
Netto availability (%)
100

October 23, 2020

OK Apply Close

A pre-defined calendar needs to be assigned to each resource and virtual skill.

Calendar Assignment for “Virtual Skills”

Skill Editor

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The screenshot shows the Skills Skill Editor window with the following components:

- Skills List:** A list of skills on the left, including Designer, Electronics Engineer, Engineer, Engineering Team, Hardware Engineer, Marketing, Mechanical Engineer, Project Manager, Software Developer, Software Engineer, Software Team, Supplier, System Engineer, System Tester, and Trainer. The "Marketing" skill is highlighted with a blue dashed oval.
- Search Bar:** A search bar at the top right with the placeholder text "enter your search text".
- Navigation Tabs:** Tabs for General, Scheduling, Output, Properties, Team managers, Financial, and Resources. The "Scheduling" tab is selected and highlighted with a blue box.
- Multi-project resource leveling:** A section titled "How do you want the scheduler to handle this skill" with two radio button options:
 - Resolve conflicts across all projects use this setting for virtual drum resources/capacity constraint resources
 - Resolve conflicts within projects, allow conflicts between projects
- Skill type:** A section titled "Skill type" with four radio button options:
 - Normal: resources are assigned from the list of resources supporting this skill
 - Virtual: no resources are assigned, availability is set under 'Skill availability'
 - Team: resources are assigned as a team. Use 'Skill availability' to set the number of teams available
 - Global: global skills are placeholders for properties shared among skills
 - Virtual drum
- Skill availability:** A section titled "Skill availability (this skill is supported by 0 resource(s), total netto availability is: 0 unit(s))" with two radio button options:
 - Availability is controlled by the number of resources implementing this skill
 - Set availability for this skill to 1
- Skill calendar:** A dropdown menu showing "Standard" with "Edit" and "New" buttons.
- Buttons:** "Edit" and "Clear" buttons next to the availability input, and "Edit" and "New" buttons next to the skill calendar dropdown.
- Footer:** A status bar at the bottom right showing "1 update is waiting to be applied" and "OK" and "Cancel" buttons.

Availability of the Virtual Skill “Marketing” is determined by the “Standard” calendar.

Calendar Assignment by Project

Workload Calculation

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Project properties

General Documents Custom fields Project dates Scheduling Resource availability Critical chain

General project properties

Project ID unique ID, 3 - 9 characters long

Description

Reference

Status

Calendar

Hours per day

Project manager

Shared with

Save project as a template

The “opening time” for this project is driven by the “standard calendar”.

The “Hours per day” is used to tell LYNX what is considered the default or **initial “workload”** when entering the duration of a task in “days”.

If the planner enters a duration of 3 days, LYNX will assume and calculate a workload of 24 hours

Note:

Keep “hours per day” equal to the regular work hours of the organization and equal to the working hours in the calendar selected (in this case the standard calendar).

Workload Task 1

A Gantt chart bar is drawn, spanning 3 days.

The planner creates Task 1 and enters a duration of 3 days.

#	ID	Name	Size	Prj duration	Resource requirement
1		Task 1		3 days	Add +

Property Value
Project start Fri 23 Oct
Calculated start Mon 26 Oct 9:00
Calculated finish Wed 28 Oct 17:00
Due date
Due date performance On time
Shortest path 3 days
Critical chain 3 days

The default **workload assumption** is that the execution of Tasks 1 will take 24 hours after assignment of a skill/resource to a task.

Tom Smith is now assigned to Task 1. He will have a workload of 24 hours (3 project days * 8 hours).

Estimated Workload

Resource/Skill	Estimated time	Units	Status
R: Tom Smith [24h]	3 days/24h	100%	Not s

Team members

Skill	Resource	Units
<input checked="" type="checkbox"/>	Tom Smith	
<input type="checkbox"/>	Barry Huberts	
<input type="checkbox"/>	Carl Brandon	
<input type="checkbox"/>	Jack Morgan	
<input type="checkbox"/>	Jane Sanders	
<input type="checkbox"/>	Mike Dempsey	
<input type="checkbox"/>	Steve Horner	

Automatic change of task duration

Tom Smith is not available on Tuesday and Wednesday

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CCPM

#	ID	Name	Size	Prj duration	Resource requirement	Mon 26 Oct 2020	Mon 02 Nov 2020
1		Task 1		[5 days]	TS X Add +	m t w t f s s	m t w t f s s

Duration is now 5 days.

Due to the 2 non-working days of Tom Smith the duration has **automatically** increased from 3 to 5 days.

Property	Value
Project start	Fri 23 Oct
Calculated start	Mon 26 Oct 9:00
Calculated finish	Fri 30 Oct 17:00
Due date	
Due date performance	On time
Shortest path	3 days
Critical chain	3 days
Critical chain gap	

Task 1 100%

Task status: Not started, Started, Completed, Paused, Aborted

Requirements (edit)

Resource/Skill	Estimated time	Units	Status
R: Tom Smith [24h]	3 days/24h	100%	Not s

Team members

Skill	Resource	Units
-------	----------	-------

Visible on My Activities page?

Workload Remains the same (24 hours/3 project days)

Automatic change of task duration

Robert Tillman is assigned. Robert is **working part-time** (9.00 -13.00 hrs).

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The duration of the task is automatically increased from 3 to 5,5 days. 5,5 days are needed for Robert to produce the 24 hour workload (6 X 4 hours = 24 hours)

Workload for Task 1 remains 3 project days / 24 hours.

#	Name	Size	Prj duration	Resource requirements
1	Task 1		[5.5 days]	RT X Add +

Property	Value
Project start	Fri 23 Oct
Calculated start	Mon 26 Oct 9:00
Calculated finish	Mon 2 Nov 13:00
Due date	Fri 23 Oct
Due date performance	On time
Shortest path	3 days
Critical chain	3 days
Critical chain gap	

Requirements (edit)	Team members				
Resource/Skill	Estimated time	Units	Skill	Resource	Units
R: Robert Tillman [24h]	3 days/24h	100%			

Working with Units

Workload calculations

Working with “Units” – *normal skills*

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- ▣ The value for “unit” can be anything between 0 % and 100 % for skills of type **normal**
- ▣ LYNX will use the unit value to recalculate the workload, keeping the same duration

The screenshot shows the LYNX software interface. The main workspace displays a Gantt chart for a task named "Task 1" (ID: N02-T1) with a duration of 3 days. The task is assigned to "Tom Smith" with a workload of 50%. The task details panel on the right shows the following properties:

Property	Value
Project start	Fri 23 Oct
Calculated start	Mon 26 Oct 9:00
Calculated finish	Wed 28 Oct 17:00
Due date	Fri 23 Oct
Due date performance	On time
Shortest path	3 days
Critical chain	3 days
Critical chain gap	

At the bottom of the interface, the "Requirements" table shows the following data:

Resource/Skill	Estimated time	Units	Sta
R: Tom Smith [12h]	3 days / 24h	50%	No

Blue callout boxes provide additional context:

- Left callout: "Workload is now 12 hours, to be produced in 3 days." (with arrows pointing to the 12h workload and 3 days duration in the requirements table)
- Right callout: "Tom Smith is assigned for 50 % to Task 1. His workload is now $3 * 8 * 50 \% = 12$ hours." (with an arrow pointing to the 50% units in the requirements table)

Working with “Units” – *Virtual* skills

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- ❑ The unit value can **be more than 1** – you can assign multiple Virtual Skill / Resources
- ❑ The maximum is determined by the availability set in the Skill Editor
- ❑ LYNX will use the unit value again to recalculate the workload, keeping the same duration

The screenshot shows the LYNX software interface. At the top, there is a toolbar with various icons and a 'Design view' dropdown. Below the toolbar is a Gantt chart area showing a task 'Task 1' with a duration of '[3 days]' and a resource requirement of 'Marketing'. The Gantt chart shows the task duration from Monday to Wednesday. A search bar on the right contains the text 'enter your search text'. Below the search bar is a list of skills with checkboxes: Designer, Electronics Engineer, Engineering Team, Hardware Engineer, Marketing, Mechanical Engineer, and Project Manager. The 'Marketing' skill is selected. At the bottom, there is a task details panel for 'Task 1'. The 'Task status' section shows 'Not started' selected. The 'Requirements' table has the following data:

Resource/Skill	Estimated time	Units	Stat
V: Marketing [72h]	3 days/24h	300%	Not

The 'Team members' table is empty. A blue dashed circle highlights the '300%' value in the 'Units' column, and a blue arrow points from this circle to the text box at the bottom of the slide.

3 Marketing people have been assigned to Task 1 for 3 days. Workload is $3 * 8 * 300 \% = 72$ hours.

Virtual Skill Availability Setting

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The screenshot shows the 'Skills' configuration window with the following details:

- Left Sidebar:** A list of skills including Designer, Electronics Engineer, Engineering Team, Hardware Engineer, Marketing (highlighted with a blue box), Mechanical Engineer, Project Manager, Software Engineer, Software Team, Supplier, System Engineer, System Tester, and Trainer.
- Search Bar:** A search input field with the placeholder text 'enter your search text'.
- General Tab:** The active tab, containing the following sections:
 - How do you want the scheduler to handle this skill:**
 - Multi-project resource leveling:** This setting controls how Lynx will synchronize projects when conflicts exist between tasks requiring the same skill:
 - Resolve conflicts across all projects use this setting for virtual drum resources/capacity constraint resources
 - Resolve conflicts within projects, allow conflicts between projects
 - Skill type:** This setting controls how Lynx selects resources to work on a task:
 - Normal: resources are assigned from the list of resources supporting this skill
 - Virtual: no resources are assigned, availability is set under 'Skill availability'
 - Team: resources are assigned as a team. Use 'Skill availability' to set the number of teams available
 - Global: global skills are placeholders for properties shared among skills
 - Virtual drum
 - Skill availability:** (this skill is supported by 0 resource(s), total netto availability is: 0 unit(s))
 - Availability for this skill is set to:
 - Availability is controlled by the number of resources implementing this skill
 - Set availability for this skill to 5
 - Skill calendar: Standard

There are 5 Marketing people who are available to be assigned simultaneously to projects.
See previous slide.

Project Statistics – Duration & Workloads

Workload Interpretation based on ETTC

Project Statistics

Calculation Resource Hours + Remaining Workload

This project has one task of 40 hours:

- Resource hours = 40h (total work hours in the project)
- Remaining = 40h (remaining work hours)

5 x 8u x 100 % = 40 hours

ETTC (x 8u x 100 %) = 40 hours

Property	Value
Project start	Fri 23 Oct
Calculated start	Mon 26 Oct 9:00
Calculated finish	Fri 30 Oct 17:00
Due date	Fri 23 Oct
On time performance	On time
Shortest path	5 days
Critical chain	5 days
Critical chain gap	
Project buffer	None
Resource hours remaining	40h
	40h

Resource/Skill	Estimated time	Units	Status	Estimated time to complete
R: Tom Smith [40h]	5 days/40h	100%	Not started	

Task Resource Hours / Baseline

1-day progress according to plan and baseline

Task 1 requires in total 5 days/40 hours: **1-day (8 hours)** progress achieved → still 4 days (32 hours) to go

My activities | Messages (0) | Project portfolio | Active tasks | Assignments | Reporting | Calendar Demo Project

Save | Goto | Print | Resource load | Properties

Schedule view

#	ID	Name	Prj duration	Status	Constraint
1	D02-T1	Task 1	[4 days]	Started	Start no ea

Mon 26 Oct 2020 | Mon 02 Nov 2020

5 x 8u x 100 % = 40 hours

4 x 8u x 100 % = 32 hours

Project start: Mon 26 Oct
Calculated start: Mon 26 Oct 9:00
Calculated finish: Thu 29 Oct 17:00
Due date: Fri 30 Oct
Due date performance: 1 day early
Shortest path: 4 days
Expected finish: Mon 2 Nov 17:00
Critical chain: 5 days
Project buffer: None
Current longest chain: 4 days
Longest chain compl.: 20%

Resource/Skill	Estimated time	Units	Status	Estimated time to complete
R: Tom Smith [32h]	5 days/40h	100%	Started	4 days/32h

Task status: Started

Requirements (edit):

Team members: Skill Resource Units

Team cannot be set, skill is not a team

Updated: Mon 26 Oct 12:02 by you

This project has only 1 task of 40 hours:

- Resource hours = 40h (total work hours in the project)
- 1 day progress at 8 hours
- Remaining = 32h (remaining work hours)

Effect of 1 extra day at 8 hours

Task 1 takes 6 days instead of 5 days (ETTC = 6)

ETTC & Workload Interpretation:
 $1 \text{ day ETTC} = 1 \text{ day} * 8 \text{ hours} * \text{Unit } \%$
 $= 1 * 8 * 100\% = 8 \text{ hours}$

- Resource hours = 40h
- Remaining = **NOW** 48h

Property	Value
Project start	Mon 26 Oct
Calculated start	Mon 26 Oct 9:00
Calculated finish	Mon 2 Nov 17:00
Due date	Fri 30 Oct
Due date performance	1 day late
Shortest path	6 days
Expected finish	Thu 5 Nov 17:00
Critical chain	5 days
Project buffer	None
Current longest chain	6 days
Longest chain compl.	-20%
Curr. longest chain gap	
Critical buffer	
Buffer consumed	
Resource hours	40h
remaining	48h

Resource/skill	Estimated time	Units	Status	Estimated time to complete
R: Tom Smith [48h]	5 days/40h	100%	Started	6 days/48h

ETTC is 6 days (48 hours)

ETTC Workload interpretation

Based on planned "Unit percentage" for the task

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1 day ETTC for task 1 at 100 %
= 8 hours per day ETTC.

Task 2 is planned "part-time" at 50 %.
→ LYNX assumes that each day ETTC is likely to represent 50% * 8 hours = 4 hours per day ETTC.

#	ID	Name	Buffers	Start	End	Resource	ETTC
1	D02-T1	Fulltime Task - 100%	0% n/a	Tue 03 Nov 2020	Mon 09 Nov 2020	Tom Smith	8 hours/day
2	D02-T2	Partime Task- 50%	0% n/a	Tue 03 Nov 2020	Mon 16 Nov 2020	Mike Dempsey	4 hours/day
3	D02-T3	Project buffer	0% n/a				0%

Property	Value
Project start	Wed 4 Nov
Calculated start	Wed 4 Nov 9:00
Calculated finish	Wed 11 Nov 17:00
Due date	Mon 16 Nov
Due date performance	3 days early
Shortest path	6 days
Expected finish	Mon 16 Nov 17:00
Critical chain	6 days
Project buffer	3 days
Current longest chain	6 days
Longest chain compl.	0%
Curr. longest chain gap	
Critical buffer	Project buffer
Buffer consumed	0%
Feeding chain	6 days

Resource/Skill	Estimated time	Units	Status	Estimated time to complete
R: Mike Dempsey	[24h]	6 days/48h	50%	Not started

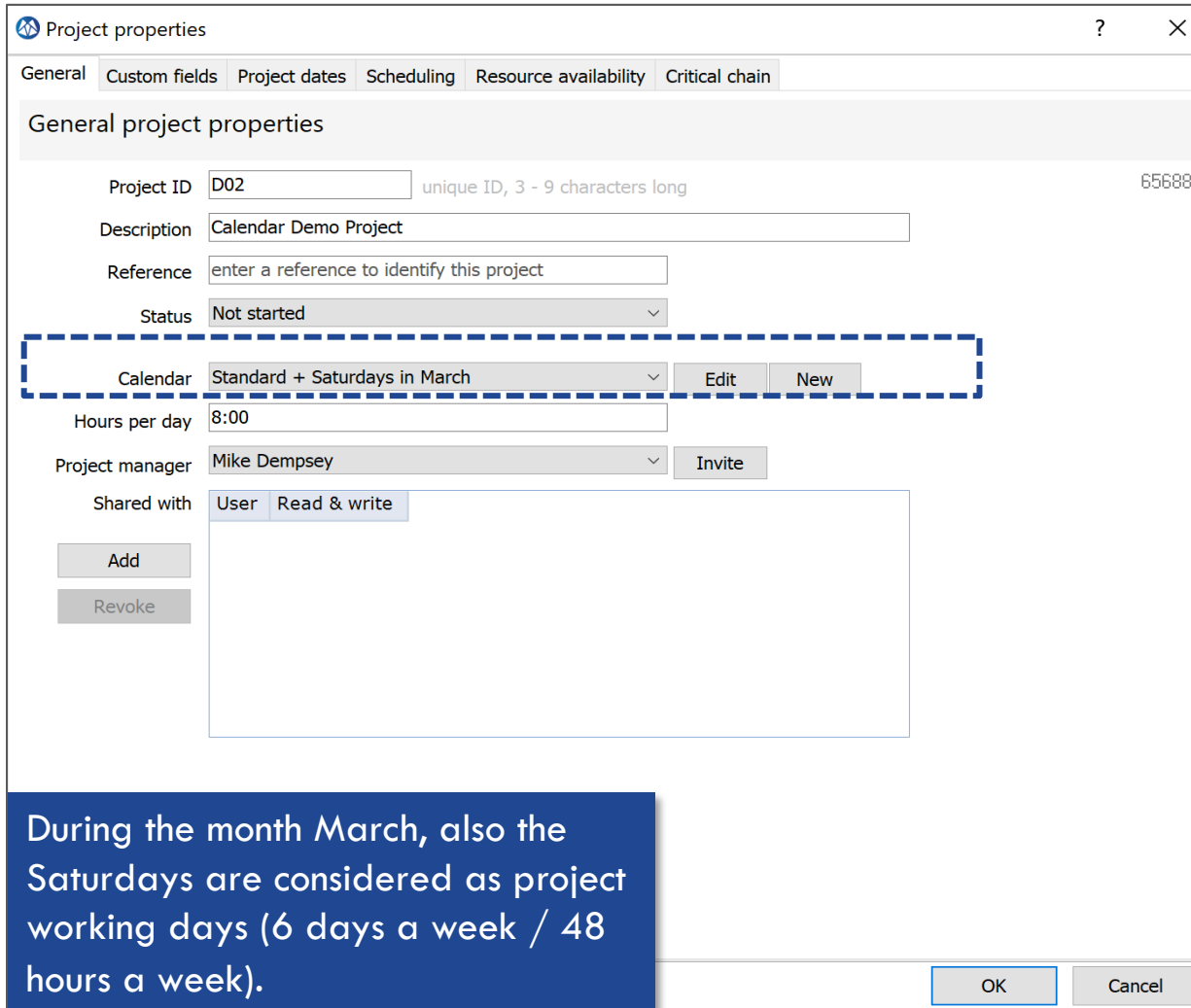
6 days ETTC * 4 hours = 24 hours calculated estimated work

Resource selection

Special Calendars – Working on Saturdays

Project Calendar includes Saturdays in March

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The screenshot shows a 'Project properties' dialog box with several tabs: General, Custom fields, Project dates, Scheduling, Resource availability, and Critical chain. The 'General' tab is active, displaying the following fields:

- Project ID: D02 (unique ID, 3 - 9 characters long)
- Description: Calendar Demo Project
- Reference: enter a reference to identify this project
- Status: Not started
- Calendar: Standard + Saturdays in March (highlighted with a dashed blue box)
- Hours per day: 8:00
- Project manager: Mike Dempsey
- Shared with: User, Read & write

Buttons for 'Edit', 'New', 'Add', 'Revoke', 'OK', and 'Cancel' are visible.

During the month March, also the Saturdays are considered as project working days (6 days a week / 48 hours a week).

Resource Selection (soft-assignment)

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My activities | Messages (0) | Project portfolio | Active tasks | Assignments | Reporting | **Calendar Demo Project**

Save | Goto | Print | Resource load | Release | Properties

Filter enter your search text

Design view | Date 11/ 1/2020 | CCPM

#	ID	Name	Prj duration	Status	Sun	Mon 02 Nov 2020	t	w	t	f	s	Mon 09 Nov 2020	t	w	t	f	s
1	D02-T1	Task 1	[6 days]	Not sta							Engineer						

Property Value

Project start	Mon 2 Nov
Calculated start	Mon 2 Nov 9:00
Calculated finish	Sat 7 Nov 17:00
Due date	Mon 16 Nov
Due date performance	On time
Shortest path	6 days
Critical chain	6 days
Critical chain gap	
Project buffer	None
Resource hours	48h
remaining	48h

Task status

- Not started
- Started
- Completed
- Paused
- Aborted

Ready to start?

Resource/Skill	Estimated time	Units	Status	Esti
S: Engineer [*Mike Dempsey:48h]	6 days/48h	100%	Not started	

LYNX will automatically elect a resource, which is available on these Saturdays. In this case Mike Dempsey is the only "Engineer" who can work on Saturdays, according to his Calendar. Hence, he is selected.

Critical Chain and Non-Working Periods

Impact of Non-Working periods on the Critical Chain

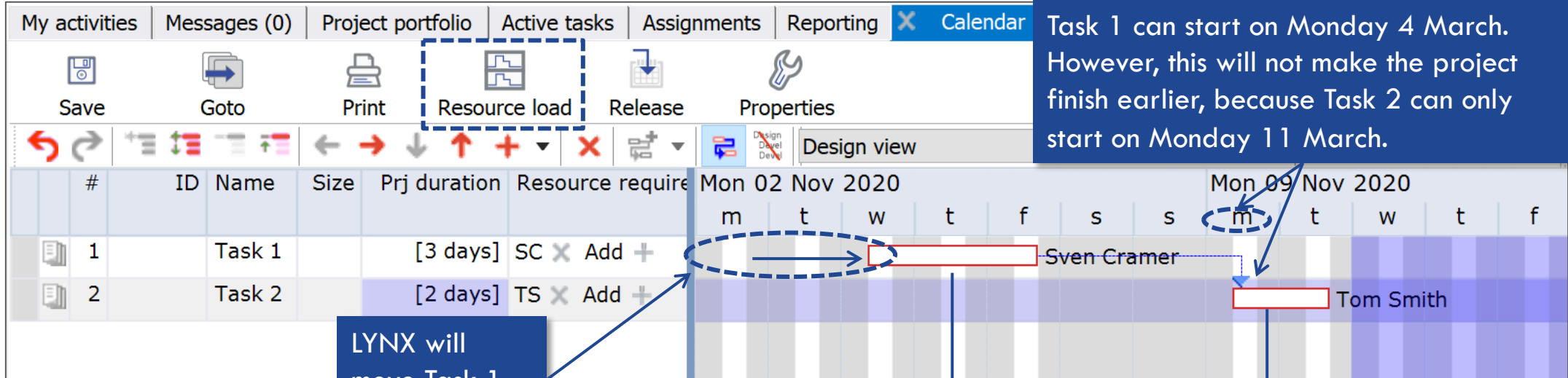
Background

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- The Critical Chain Calculation process of LYNX will take into account non-availability periods of resources:
 - Vacation period
 - Training period
 - Non-availability for other reasons
- The following use-cases may occur, due to non-working periods during the project:
 - Automatic change of a start date, to keep a short CC
 - Identification of a “Critical Chain Gap”
 - Extension of the Critical Chain Duration, in case the CC is spanning a non-working period
 - Existing Resource assignments, impacting the CC when releasing a new project to the multi-project pipeline
- The examples in the next pages reflect desired and expected behaviour of LYNX, however:
- ***When reviewing the Critical Chain duration, we recommend to take into account these special use-cases can occur***

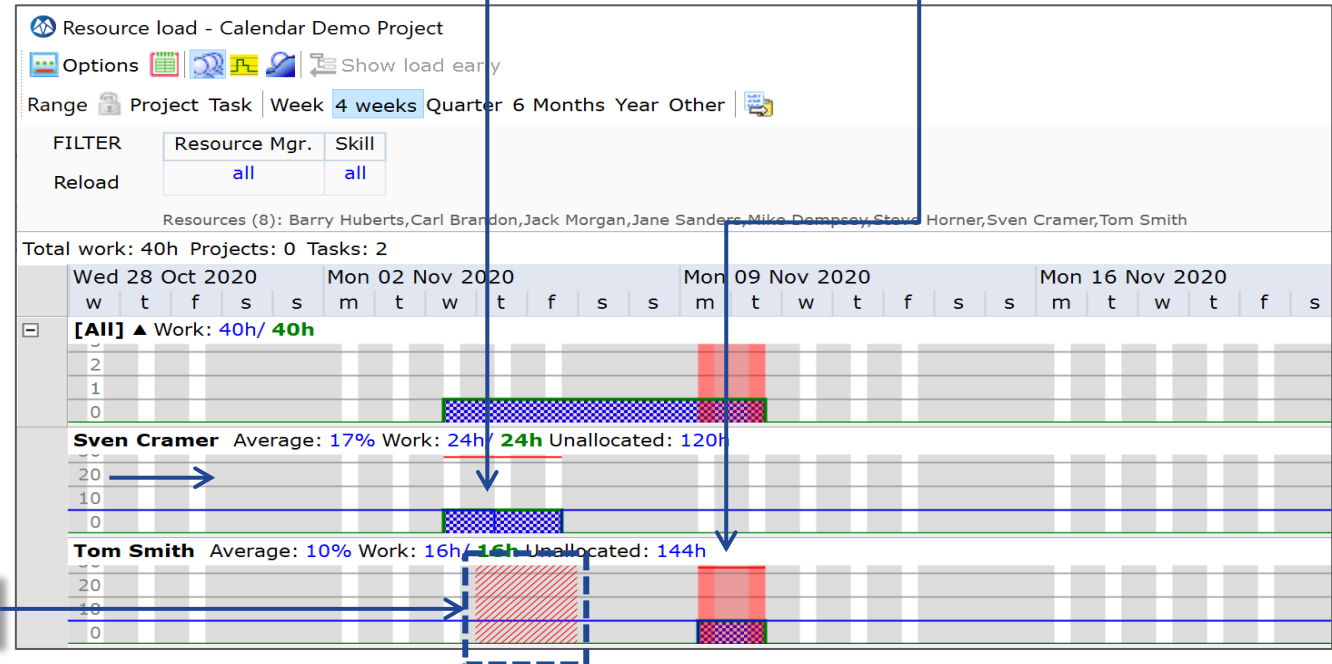
Impact non-working periods on the Critical Chain

Automatic Change of Project Start Date, to keep a "short CC"



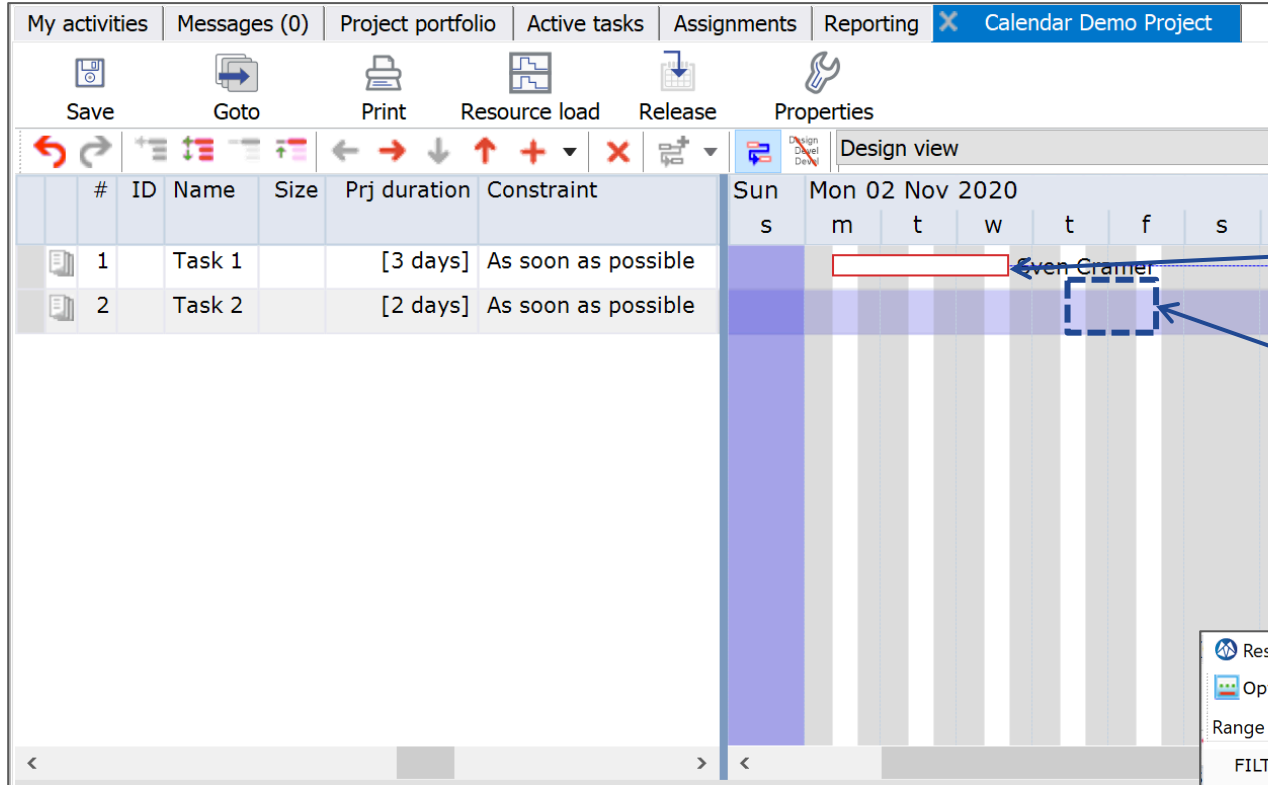
Explanation: Tom Smith has a non-working period of 2 days (Thursday and Friday). Task 1 finishes on Wednesday, but Task 2 cannot start on Thursday, but only Monday.

Non-working period Tom Smith



Impact non-working periods on the Critical Chain

Critical Chain Gap Situation

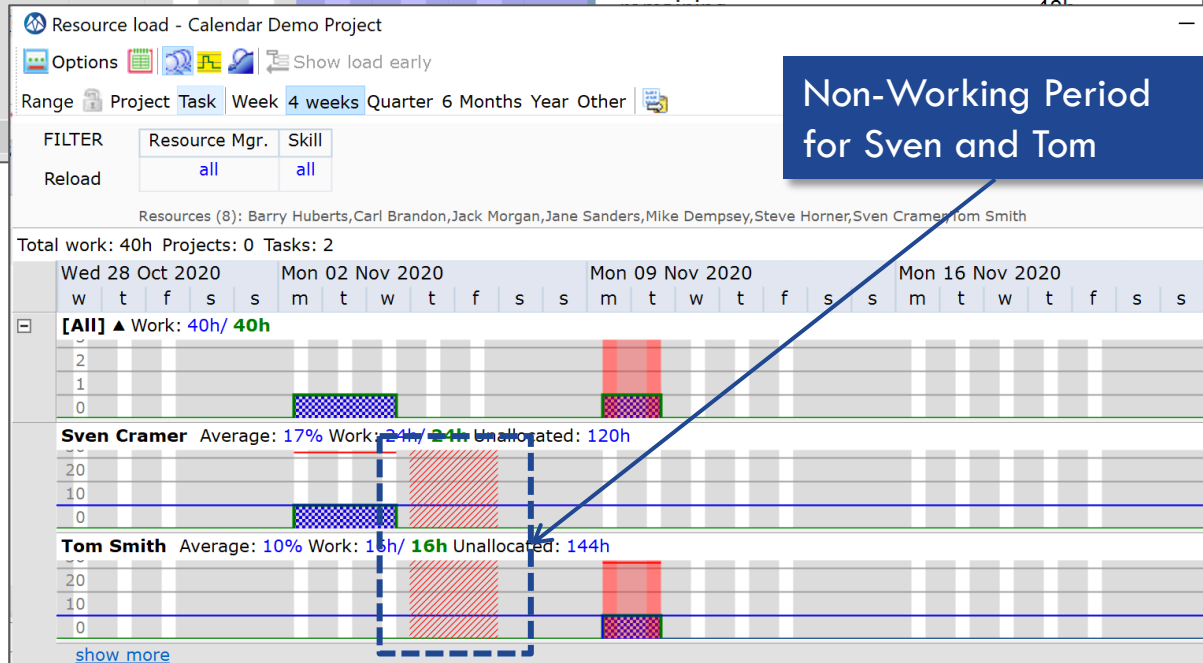


Task 1 cannot be placed directly before task 2, with a delay of 2 days like in the previous example on the previous slide. Hence, the fastest path is therefore to allow a Critical Chain gap of 2 days.

Property	Value
Project start	Mon 2 Nov
Calculated start	Mon 2 Nov 9:00
Calculated finish	Tue 10 Nov 17:00
Due date	Tue 10 Nov
Due date performance	On time
Shortest path	5 days
Critical chain	5 days
Critical chain gap	2 days
Project buffer	None
Resource hours	40h

Explanation: Sven and Tom have a non-working period at the same time.

LYNX will let Sven start with Task 1 on Monday and continue with Task 2 on Monday 11th, allowing a “gap” of 2 days on the Critical Chain.



Non-Working Period for Sven and Tom

Non-Working days can extend the duration of the Critical Chain
The CC is extended with 2 days (2 + 5 (3+2) = 7 days), spanning the Non-Working period of Tom Smith

The screenshot shows a task list with two tasks:

#	Name	Size	Prj duration	Constraint
1	Task 1		[2 days]	As soon as possible
2	Task 2		[5 days]	As soon as possible

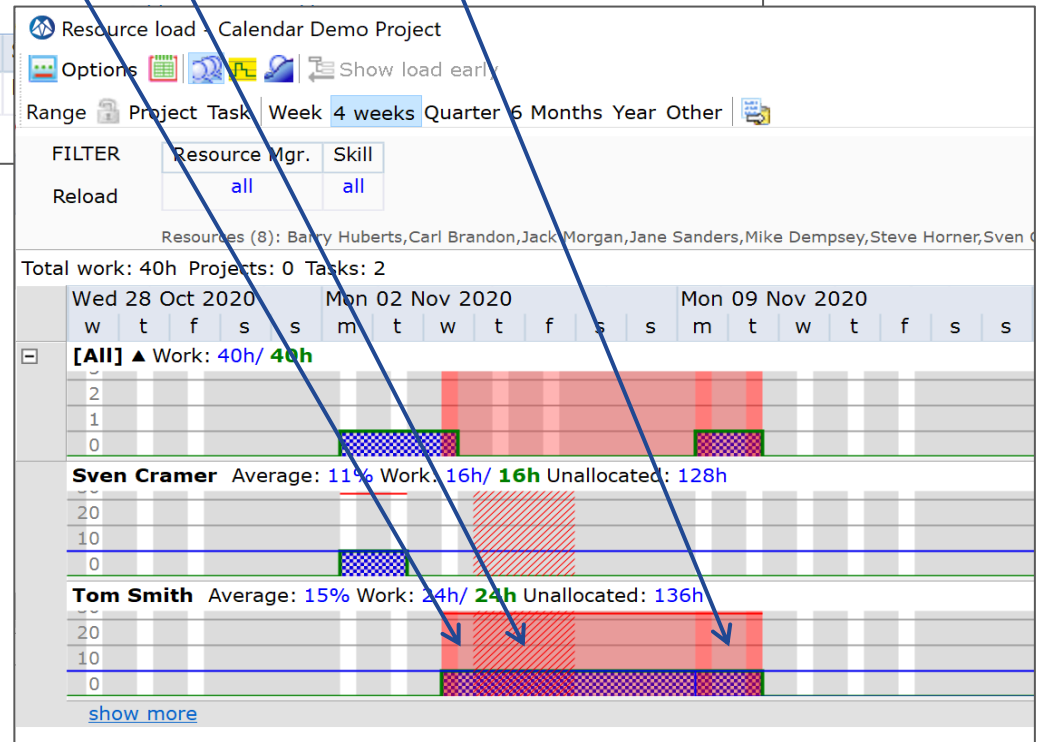
Below the task list, the 'Requirements' section shows:

Resource/Skill	Estimated time	Units
R: Tom Smith [24h]	3 days/24h	100%

The interface also shows a calendar view for November 2020, with a 'Non-working period' highlighted for Tom Smith from Monday 09th to Tuesday 10th.

NOTE:
 The length of the calculated **buffers**, are not affected by the insertion of non-working periods! LYNX takes the net length of the CC as the starting point. In this example 5 days.

Explanation: Task 2 has a workload of 3 days. The first day is scheduled at Wednesday 4th of November. The second and third day are scheduled after the non-working period of Tom Smith: on Monday 09th and Tuesday 10th of November.



Multi-project impact of non-working periods

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- Non-Working periods in case of “Assignment by Skill” process:
 - The “**Project B**” plan contains **Task 1**, which requires the skill “Developer” in week 34
 - There are 2 resources implementing this skill (John and Sven). John is not available in week 34 due to a short vacation
 - LYNX will therefore automatically nominate Sven as the candidate resource, available to work on **Task 1** in week 34
 - However, “**Project A**”, which is already released and executed, also needs a developer in week 34. Therefore Sven is already confirmed to work on the task in Project A, which requires a developer in week 34

- What happens if **Project B** is released (staggered with **Project A**):
 - Since Sven is already allocated to Project A, the only option is to assign John to the project. The consequence is that project B is impacted with the Non-Working Period of John.
 - As a result the duration and schedule of project B will be extended

- **Considerations / Implementation:**
 - Masterscheduler, Resource management and/or project manager to review possible impact
 - A consequence may be that the “Buffers” need to be reevaluated, with John assigned to Task 1
 - Please contact A-dato for more information on possible scenarios