

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

SKILL – RESOURCE ASSIGNMENT PROCESS

Resource Management



Topics

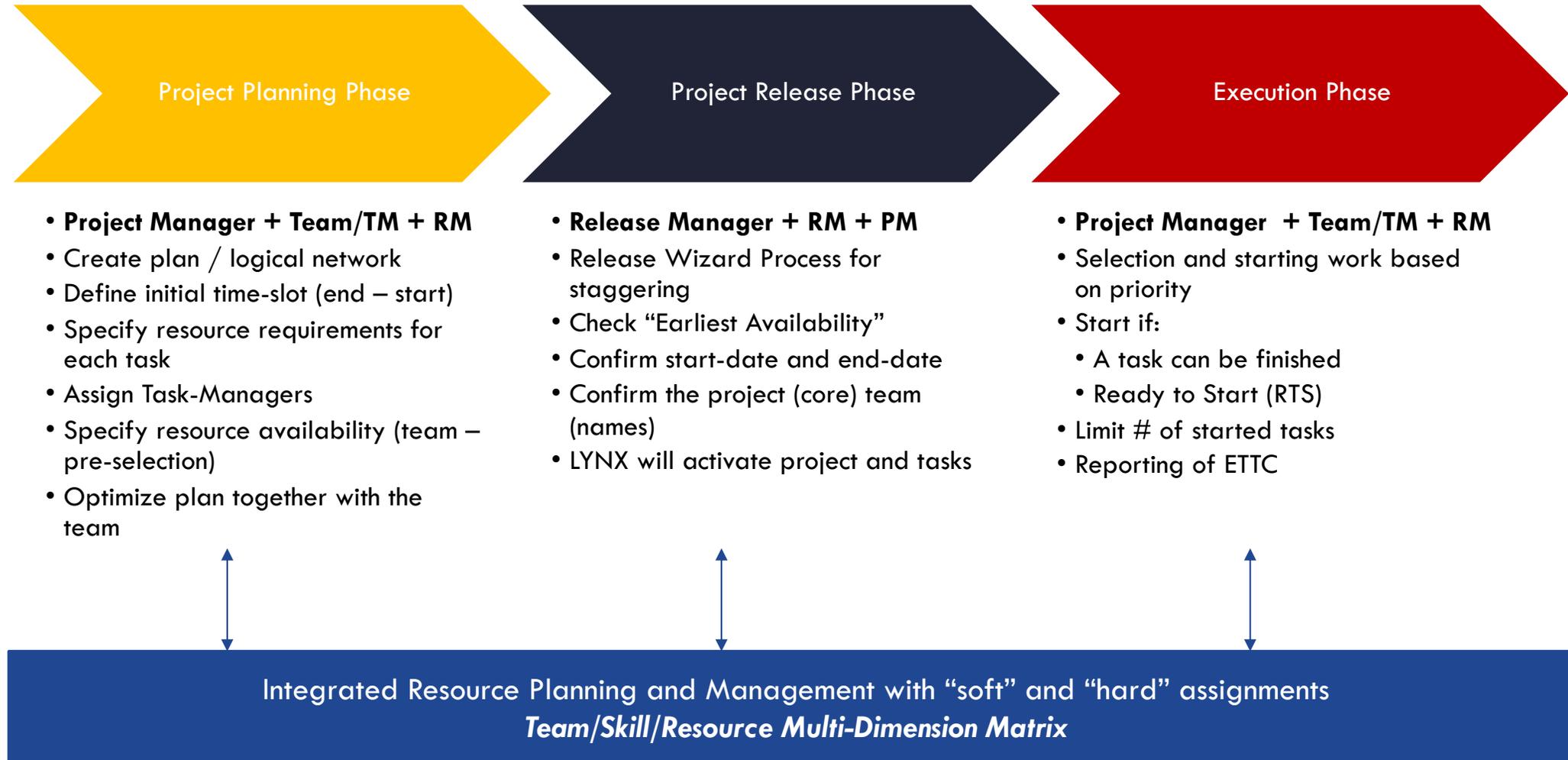
2

- ▣ Resource / Skill Model
- ▣ Resource Management
 - ▣ Assignment Options
 - ▣ Timing & Responsibility
 - ▣ Pre-Selection – Definition of Core-Team / “Dream Team”
- ▣ Who is available when?
- ▣ Competencies and Properties
- ▣ Multi-Project Resource Load Information
 - ▣ Blue-Line Availability information

Process Flow and (Typical) Roles

Planning – Release - Execution

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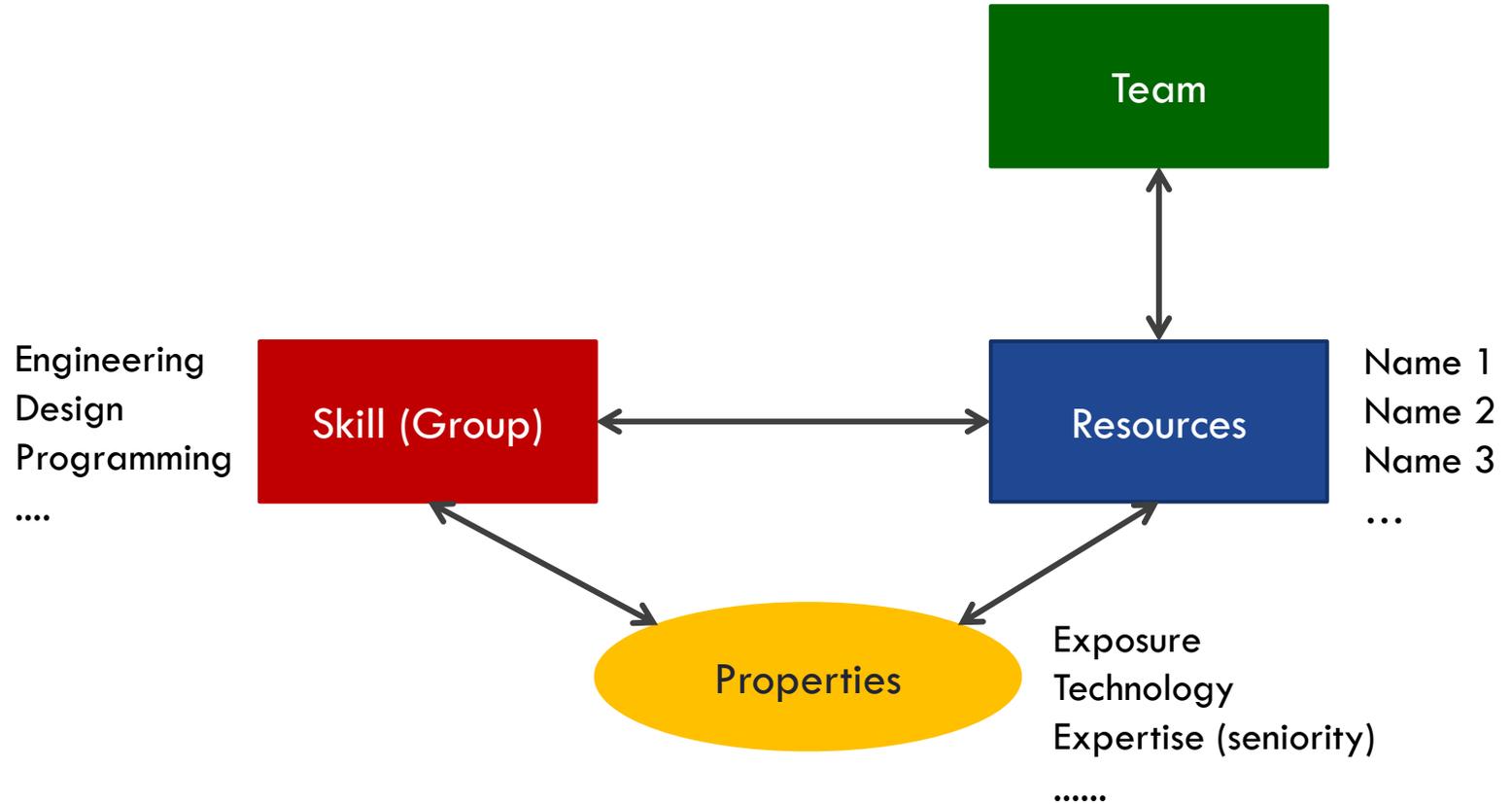
Configuration Resource/Skill Model

LYNX Resource/Skill and Team Model

Multiple-properties

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- Resources and skills are separated and have an “N to N” relationship:
 - A resource can have multiple skills
 - A skill can be implemented by multiple resources
- Special “competencies” identification via (unlimited) properties at skill and resource level
- Team assignment: Resources are assigned to a team



This model is following the
ISA 95 Standard

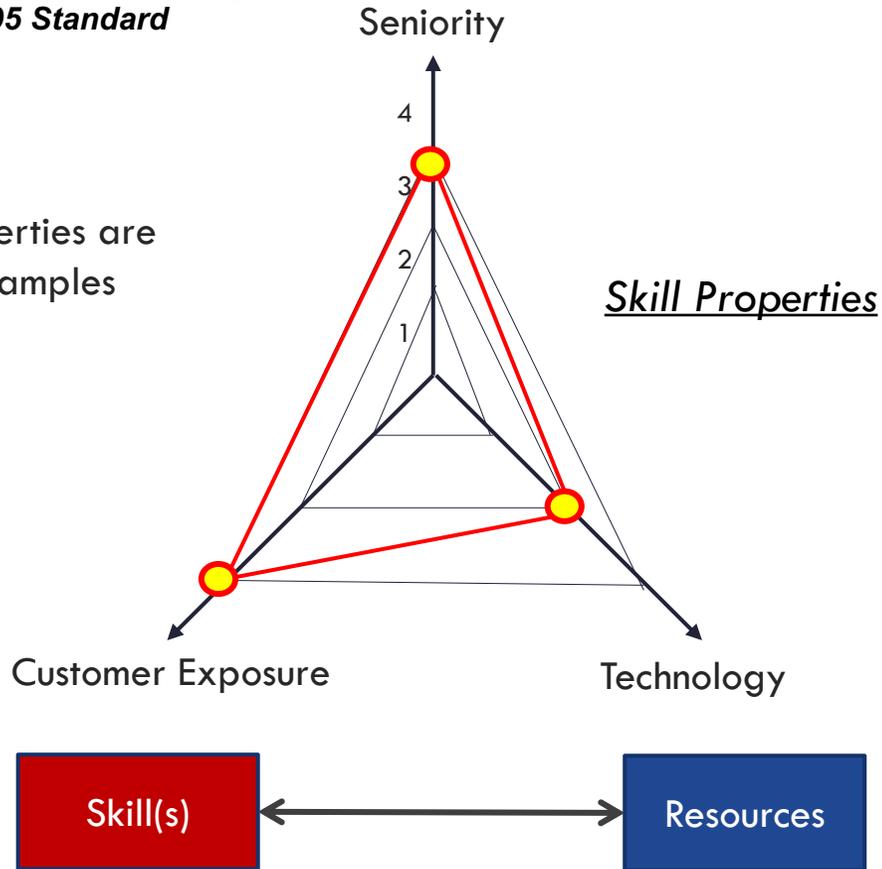
LYNX “protects” resources with unique competencies or domain know-how!

Multiple-Properties Example

Skill (Role) Properties and Global Properties

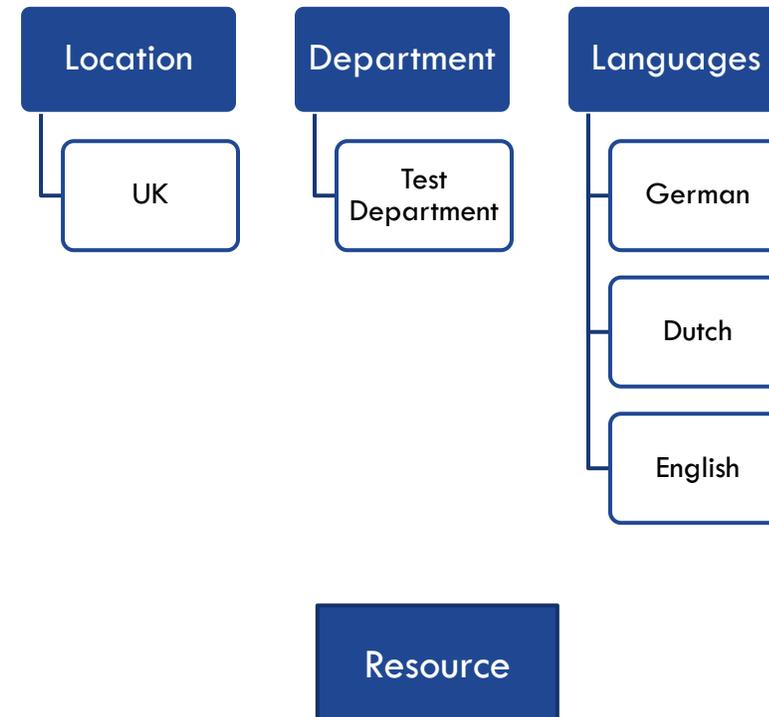
This model is following the
ISA 95 Standard

Properties are
examples



Steve Horner: is a System Tester + Cannondale/.. + Carbon/... + Senior

Global Properties



Steve Horner: Based in the UK, works for the Test Department and speaks German, Dutch and English

Skills and Resources in LYNX

Configure → Skills

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The skill Hardware Engineer is implemented by 3 resources.

Which resources implement this skill?
Please use the resource editor to assign or remove resources

Resource editor [Patrick Johnson]

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

Add, edit or remove skills for the selected resource
Skills are used to define the capabilities of a resource

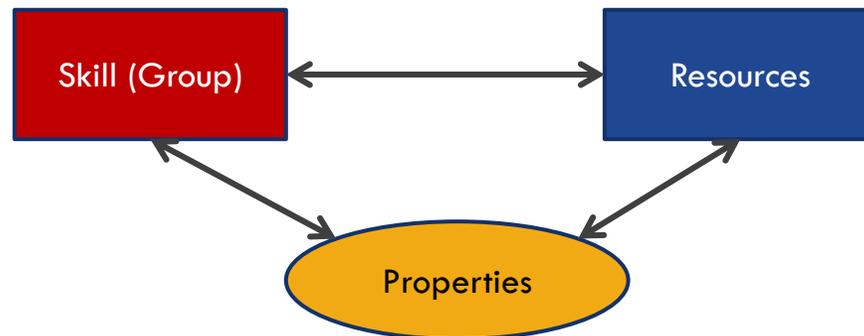
Available skills	Assigned skills
Designer	Hardware Engineer
Electronics Engineer	Software Developer
Engineer	
Engineering Team	
Marketing	
Mechanical Engineer	
Project Manager	
Software Engineer	
Software Team	
Supplier	
System Engineer	
System Tester	
Trainer	

Patrick Johnson has 2 skills.

Assignment options

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- ▣ Assignment options to activities or tasks:
 - ▣ By “Skill”
 - ▣ By “Skill” and “Property”
 - ▣ By “Virtual Skill” - for example “Supplier” or “Marketing”
 - ▣ By “Resource Name”
- ▣ Assignment levels via “Assignment by Skill”:
 - ▣ Soft-Assignment → S:*Resource Recommendation by LYNX
 - ▣ Hard-Assignment → S: Resource Confirmed by user



Skill Settings – “Normal Skill”

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

- Left Panel:** A list of skill categories including Designer, Electronics Engineer, Engineer, Engineering Team, **Hardware Engineer** (highlighted with a blue box), Marketing, Mechanical Engineer, Project Manager, Software Developer, 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' and a red 'X' icon.
- Navigation Tabs:** General, Scheduling, Output, Properties, Team managers, Financial, Resources.
- Main Content Area:**
 - Header:** 'How do you want the scheduler to handle this skill'
 - Multi-project resource leveling:** A section with a description and two radio button options: 'Resolve conflicts across all projects' (selected) and 'Resolve conflicts within projects, allow conflicts between projects'.
 - Skill type:** A section with a description and four radio button options: 'Normal: resources are assigned from the list of resources supporting this skill' (selected and highlighted with a blue box), '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', and 'Global: global skills are placeholders for properties shared among skills'.
 - Skill availability:** A section with a description '(this skill is supported by 3 resource(s), total netto availability is: 3 unit(s))' and two radio button options: 'Availability is controlled by the number of resources implementing this skill' (selected and highlighted with a blue dashed circle) and 'Set availability for this skill to' (with an input field).
 - Skill calendar:** A section with a dropdown menu and 'Edit' and 'New' buttons.
- Bottom Right:** A blue callout box with white text: 'There are 3 “named resources” who have the “Engineering Skill”'. An arrow points from this box to the 'Skill availability' section.
- Bottom:** 'OK' and 'Close' buttons.

Skill Settings – “Virtual Skill”

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Skills

enter your search text

General Scheduling Output Properties Team managers Financial Resources

How do you want the scheduler to handle this skill

Multi-project resource leveling
This setting controls how Lynx will synchronize projects when conflicts exists 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

Skill calendar:

1 update is waiting to be applied

It is also possible to assign resource names to virtual skills.

We assume that there are 2 **Marketing** FTE available, where their availability is determined by the “standard calendar”.
The availability can be increased to any number (including decimals) as appropriate.

Virtual Skill "Availability Profile"

The screenshot shows the 'Skills' application window. On the left is a list of skill categories: Designer, Electronics Engineer, Engineer, Engineering Team, Hardware Engineer, Marketing (highlighted with a blue box), Mechanical Engineer, Project Manager, Software Developer, Software Engineer, Software Team, Supplier, System Engineer, System Tester, and Trainer. The main area has tabs for General, Scheduling, Output, Properties, Team managers, Financial, and Resources. The 'Scheduling' tab is active, showing options for how the scheduler handles the skill. Under 'Multi-project resource leveling', there are radio buttons for 'Resolve conflicts across all projects' (selected) and 'Resolve conflicts within projects, allow conflicts between projects'. Under 'Skill type', there are radio buttons for 'Normal', 'Virtual' (selected), 'Team', 'Global', and 'Virtual drum'. Under 'Skill availability', there is a text input field containing '2' and an 'Edit' button. A blue callout box points to the 'Edit' button with the text: 'Enter "default value", then select "Edit"'. Below the input field is a 'Skill calendar' dropdown set to 'Standard' and a 'New' button.

Availability of a "Virtual Skill" may vary (for example due to holidays).

LYNX allows to set up an "Availability Profile" for a "Virtual Skill".

This feature is especially useful in for LYNX users who plan only at "skill" level.

Enter "default value", then select "Edit"

Add a new row with the arrow down key.
Use "insert" to insert a row and "delete" to delete a row.

The 'Availability graph' dialog box shows a calendar view for the period from Wednesday, October 28, 2020, to Friday, November 20, 2020. The calendar grid shows days of the week and dates. To the right of the calendar is a table with two columns: 'Date' and 'Units'. The table contains the following data:

Date	Units
default value	2
Tue 10 Nov	1
Wed 18 Nov	2.5
Tue 24 Nov	2

At the bottom of the dialog are 'OK' and 'Cancel' buttons.

Assignment Options

The screenshot shows a software interface for task management. At the top, there are tabs for 'Task 1', 'Messages (0)', 'Project portfolio', 'Active tasks', 'Assignments', 'Reporting', and 'Resource Demo'. Below these are icons for 'Save', 'Goto', 'Print', 'Resource load', 'Release', and 'Properties'. A Gantt chart shows a task named 'Assignment Options' with a duration of '[5 days]' from 'Wed 28 Oct 2020' to 'Mon 02 Nov 2020'. The task is assigned to 'Jeremy Grand, Marketing, Carl Brandon, Software Dev'. Below the Gantt chart is a 'Task status' section with radio buttons for 'Not started', 'Started', 'Completed', 'Paused', and 'Aborted'. The 'Assignment Options' panel is open, showing a 'Requirements' table and a 'Team members' table.

Resource/Skill	Estimated time	Units	Sta
S: Hardware Engineer [Jeremy Grand:40h]	5 days/40h	100%	No
V: Marketing [40h]	5 days/40h	100%	No
R: Carl Brandon [40h]	5 days/40h	100%	No
S: Software Developer [*Patrick Johnson:40h]	5 days/40h	100%	No

Skill	Resource	Units

(S) The skill "Hardware Test Engineer" was assigned to this tasks first. Secondly it was decided to "Hard Allocate" Jeremy Grand to this task.

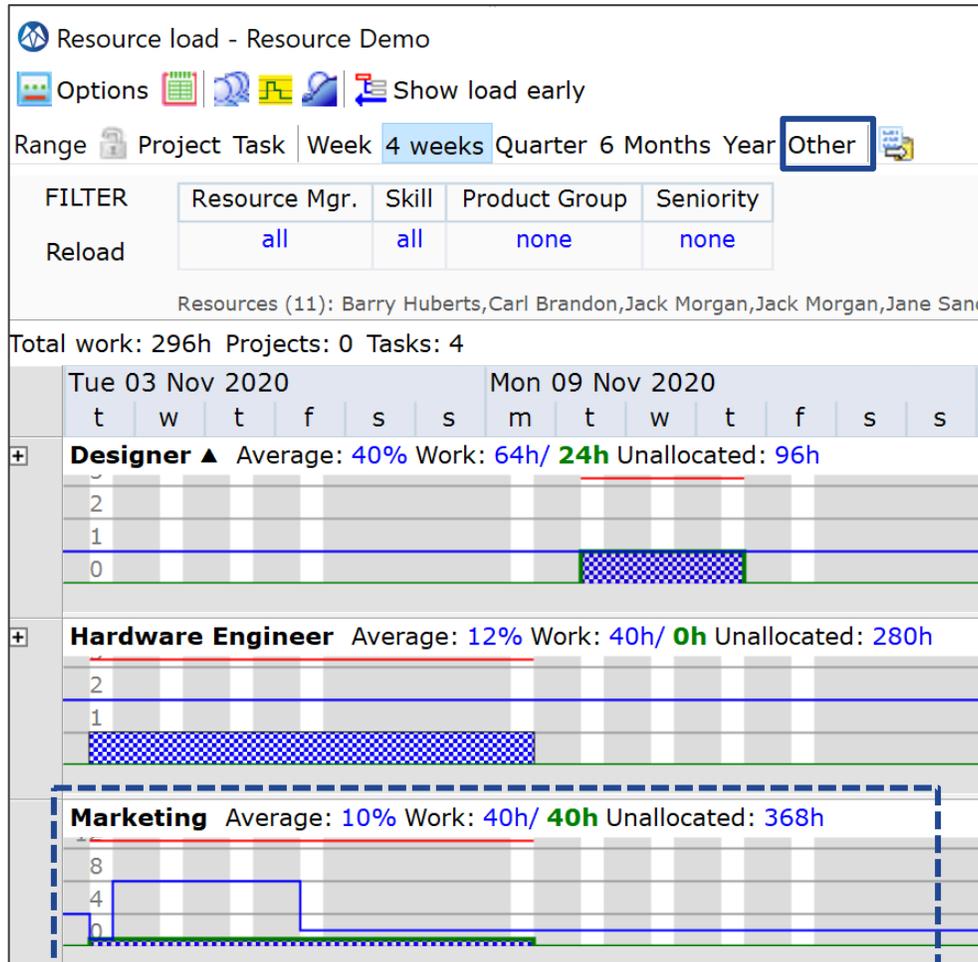
(V) Marketing is assigned as a "Virtual Skill"

(R) Carl Brandon is assigned to this task as resource

(S) The skill "Development" is assigned to Task 1. LYNX has "Soft Allocated" Patrick Johnson as best choice at this point. This is indicated by an *.

Resource Load – Availability Profile

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Select *other* to choose for resource load in absolute values

LYNX will also show the availability profile in the resource load graph (see the blue line).

Initial Assignments: By Skill or Resource?

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- ▣ Implementation Decision
 - ▣ Some organisations assign resources directly (**R**) with the “skill in mind”
 - ▣ Others prefer first to specify the resource requirements by skill (**S**), and final assignment of a named resource is subject to the “**Resource Management**” process
 - ▣ CCPM advocates to start with assignments by skill first, and worry later about which named resource will execute a task

- ▣ Advantages of an “Assignment by Skill” process:
 - ▣ LYNX will do an automatic “*soft assignment” recommendation of a named resource to tasks that are planned by “skill”
 - ▣ Less mismatches between task requirements and assigned resources
 - ▣ **2- step process**, where specification of resource requirements are uncoupled from final (hard) assignment through **resource management**
 - ▣ Better and meaningful **Resource Load information “By Skill”** → **Constraint resource identification by skill group**
 - ▣ More optimisation (aggregation) options for the overall planning: selection of named resource can be postponed to the latest moment

Resource Management

Soft → Hard-Assignment of Resources

(Applicable for “Normal” Skills)

Soft-assignment → Hard-assignment

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The screenshot displays a project management interface with a Gantt chart and a task properties window. The Gantt chart shows two tasks: Task 1 (ID: D03-T1, Name: Assignment Options, Duration: [5 days]) and Task 2 (Name: From soft to hard assignment, Duration: [2 days]). Task 2 is assigned to the skill 'Software Engineer'. The task properties window for Task 2 shows the resource requirements table below.

Resource/Skill	Estimated time	Units	Status	Estimated time to complete
S: Software Engineer [*Jane Sanders:16h]	2 days/16h	100%	Not started	

The skill “Software Engineer” is assigned to task 2. LYNX has soft-assigned Jane Sanders

Hard-Assignment via the Project Plan

→ Task Properties/ Resource Requirements

- Manual Hard-Assignment in the project plan
- Idem, but via the Resource Requirements editor
- Automatically by entering an ETTC
- By Project → Accept Soft-Assignment

Hard-Assignment via the Desktop

→ Progress Tab / Progress Dialog

- Automatically by:
 - Changing status to started
 - Entering an ETTC
- Manually by selecting a named resource in the drop-down box

Hard-Assignment via the Project Plan

The screenshot displays a project management application with a Gantt chart and a resource requirements panel. A right-click context menu is open over a resource requirement, showing options for assigning resources. A blue dashed box highlights the 'Properties' option in the context menu, which is linked to a callout box containing the text 'Assign resource 'Jane Sanders' to skill 'Software Engineer''. Another blue dashed box highlights the 'Requirements' tab in the bottom toolbar, with a callout box labeled 'OPTION 2:'. A blue box labeled 'OPTION 1:' is positioned near the context menu. A blue box labeled 'Right Mouse click opens this box' points to the context menu. The resource requirements panel shows a list of skills and a table of selected resources.

Resource/Skill	Estimated time	Units	Status	Estimated time to complete
S: Software Engineer [*Jane Sanders:16h]	2 days/16h	100%	Not started	

Resource requirements

Skills Resources

Selected resources

Resource/Skill	Estimated time
S: Software Engineer [*Jane Sanders:16h]	2 days

matching resources:
<-let scheduler decide>
Jane Sanders

other resources:
Barry Huberts
Carl Brandon
Jack Morgan
Jack Morgan
Jeremy Grand
Mike Dempsey
Patrick Johnson
Steve Horner
Sven Cramer
Tom Smith

OPTION 2:

OPTION 1:

Properties

- Assign resource 'Jane Sanders' to skill 'Software Engineer'
- Accept all resources
- Release resource

Right Mouse click opens this box

Hard-Assignment via the Project Plan (automatically)

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File Edit Tabs Configure Help

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

Save Goto Print Resource load Release Properties

Design view Date 11/ 3/2020

#	ID	Name	Size	Prj duration	Tue 03 Nov 2020	Mon 09 Nov 2020	Mon 16 Nov 2020	Mon 23 Nov 2020
1	D03-T1	Assignment Options		[5 days]		Software Developer, Carl Brandon, Marketing, Hardware Engineer		
2		From soft to hard assignment		[2 days]		Jane Sanders		
3		Validation of concept		4 days				
4		Build Part 1		5 days				

OPTION 3 & 4:

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

From soft to hard assignment

Resource/Skill	Estimated time	Units	Status	Estimated time to complete
S: Designer [Jane Sanders:24h]	2 days/16h	100%	Started	3 days/24h

By updating either the Estimated time to complete or changing the status.

Hard-Assignment via Active Task Tab *Only available after a project is "released"!*

The screenshot shows a software interface with a menu bar (File, Edit, Tabs, Configure, Help) and a tab bar (My activities, Messages (0), Project portfolio, **Active tasks**, Assignments, Reporting, Calendar Demo Project). A search bar is present with the text "enter your search text".

ID	Description	c/m	Start date	TM	Priority	RTS	Resources
D01-T7	Confirm requirements D1 Product development project		Tue 10 Nov 9:00 [w46]	MD		Yes	Barry Huberts [2 days, not started] Sven Cramer [2 days, not started]

The right pane shows "Task details" for ID D01-T7. Fields include: Description (Confirm requirements), Project (D1 Product development project), Project manager (Mike Dempsey), Scheduled dates (Tue 10 Nov 9:00 - Wed 11 Nov 9:00), Milestone constraint (n/a), Last update (Mon 12 Oct 11:41 by Mike Dempsey), and Task manager (Mike Dempsey). Below are tabs for Resourcing, Notes (1), Working hours, and Workpackage. The "Update all resources:" section shows Status (Not started) and Etc (2 days/16h). A "Sven Cramer" section shows Your role (Task manager), Skill (Project Manager), Resource(s) (Sven Cramer), Status (Not started), and Etc (2 days/16h).

A "filter resources" dialog box is open, showing "matching resources:" and "other resources:". The "other resources:" list includes Barry Huberts (checked), Carl Brandon, Jack Morgan, Jane Sanders, Jeremy Grand, Mike Dempsey, Patrick Johnson, and Steve Horner. A blue callout box points to the checked box for Barry Huberts with the text "Filter and Confirm Barry Huberts by (re-)ticking the box." The dialog has OK and Cancel buttons and a note: "Pressing OK will 'hard' assign the selected resource(s) to the task".

Hard-Assignment via My Activities

The screenshot shows a web application interface for Mike Dempsey. The main area displays a table of tasks with columns for ID, Description, c/m, Start date, TM, Priority, RTS, and Resources. Two tasks are listed: 'Assignment Options' (D03-T1) and 'Task 1' (D02-T3). The 'Assignment Options' task is assigned to Carl Brandon, Marketing, and Hardware Engineer. 'Task 1' is assigned to Sven Cramer. A right-hand pane shows 'Task details' for ID D03-T1, including description, project, manager, and scheduled dates. Below this, a 'Software Developer' resource is highlighted with a blue box, showing 'Your role' as 'Manager for skill 'Software Developer'', 'Skill' as 'Software Developer', and 'Resource(s)' as '*Patrick Johnson'. Other fields include 'Status' (Not started), 'Etc' (5 days/40h), 'Expected completion' (Mon 9 Nov 17:00 at 100%), 'Scheduled duration' (5 days (40h)), and 'Updated' (Wed 28 Oct 17:59 by Mike Dempsey).

ID	Description	c/m	Start date	TM	Priority	RTS	Resources
D03-T1	Assignment Options Resource Demo	c			●	Yes	Software Developer [5 days, not started] Carl Brandon [5 days, not started] Marketing [5 days, not started] Hardware Engineer [5 days, not started]
D02-T3	Task 1 Calendar Demo Project	c			●	Yes	Sven Cramer [2 days, not started]

Task details

ID D03-T1
Description Assignment Options
Project Resource Demo
Project manager Mike Dempsey
Scheduled dates -
Milestone constraint n/a
Last update Mon 2 Nov 15:23 by Mike Dempsey
Task manager

Resourcing | Notes (0) | Working hours | Workpackage | Predecessors

Software Developer

Your role Manager for skill 'Software Developer'
Skill Software Developer
Resource(s) *Patrick Johnson
Status Not started
Etc 5 days/40h
Please enter the 'expected time to complete' for this task
Expected completion Mon 9 Nov 17:00 at 100%
Scheduled duration 5 days (40h)
Updated Wed 28 Oct 17:59 by Mike Dempsey

Mike Dempsey is team manager for the skill "Software Developer". He can confirm/change resource assignments to the skill

Resource Management: Timing and Responsibility

Soft-assignment → Hard assignment (Confirmations)

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- ▣ Implementation decision

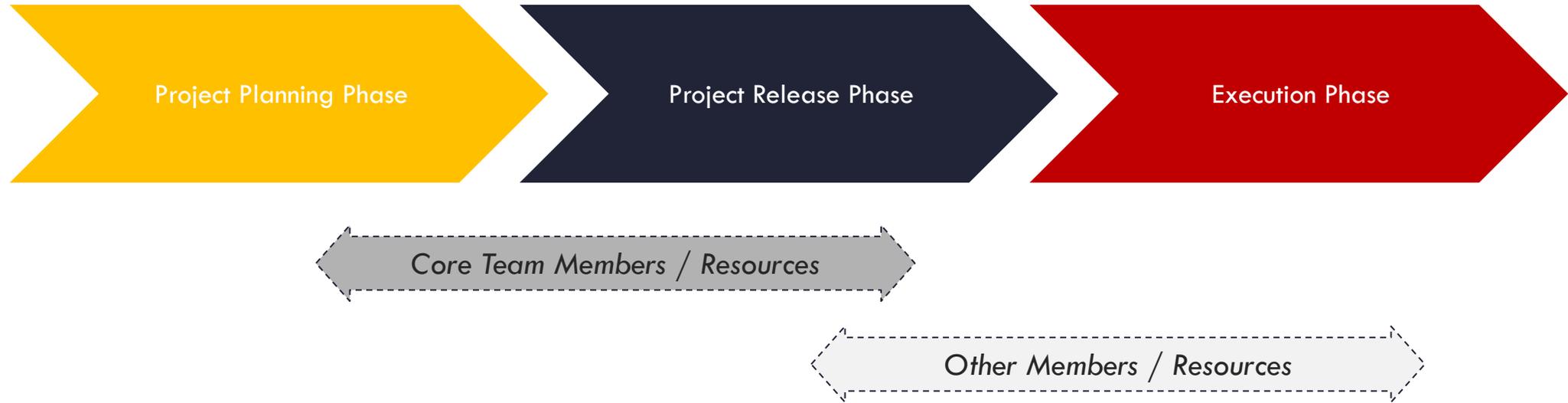
- ▣ Responsibility of, for example:
 - ▣ Project Manager
 - ▣ Team Manager
 - ▣ Task Manager
 - ▣ Portfolio Manager
 - ▣ OR: ***Resource Management Meeting***

- ▣ **Timing:**
 - ▣ As late as possible – keep your options open as long as possible!
 - ▣ **BEFORE** a task is due to start!

Timing Resource Confirmations

As late as possible

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Changes can be made at any time but preferably **as late as possible** (when tasks are RTS !)

Resource Availability Settings

Pre-Selection of a “Dream Team” or “Core Team” for a project

Resource Availability Matrix

Pre-selection and definition of (dedicated) core-teams

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- When creating the project, the project manager is able to pre-select his “**dream**” team:
 - Apply soft-criteria for selection:
 - Behavioural characteristics
 - Likely fit for the team

- Create realistic plans:
 - Typically a plan is built with a subset or maximum number of resources in mind
 - Although there may be, for example, 10 developers available, the project manager is allowed/ likely to :
 - Consider only an availability of 3 out of 10 developers OR:
 - Nominate a selection of 3 named resources out of the total pool of 10

- LYNX provides a pre-selection process:
 - Via project properties / resource availability

Select the Project Properties.

Project properties

General Custom fields Project dates Scheduling **Resource availability** Critical chain

Resource Management
Configure the number of resources available to work on this project (only skills actually used in the project are shown)

Skill	Type	Availability
Hardware Engineer	Normal	# of resources available: 2 Selected resources: Let scheduler decide or click to select
Marketing	Virtual	<input type="radio"/> Use all available resources <i>3 resources implement skill 'Hardware Engineer'</i>
Software Developer	Normal	<input checked="" type="radio"/> Maximum number of resources to assign simultaneously: <input type="text" value="2"/>

OK Cancel

2 out of 3 resources may be considered simultaneously

Removing the filter allows to select also other named resources in the role of Development (for this project only)

Resource Pre-Selection

Project properties

General Custom fields Project dates Scheduling Resource availability **Critical chain**

Resource Management
Configure the number of resources available to work on this project (only skills actually used in the project are shown)

Skill	Type	Availability
Hardware Engineer	Normal	# of resources available: 2 Selected resources: Let scheduler decide or click to select
Marketing	Virtual	<input type="radio"/> Use all available resources <i>3 resources implement skill 'Hardware Engineer'</i>
Software Developer	Normal	<input checked="" type="radio"/> Maximum number of resources to assign simultaneously: <input type="text" value="2"/>

filter resources

matching resources:

- Jack Morgan
- Jeremy Grand
- Patrick Johnson

other resources:

- Barry Huberts
- Carl Brandon
- Jack Morgan
- Jane Sanders
- Mike Dempsey
- Steve Horner
- Sven Cramer

OK Cancel

2 out of 3 resources may be considered simultaneously

Advanced Multi-Property Resource Management

(Request the quick start guide with A-dato)

More information on property values:
[Help Center](#)

The screenshot displays the A-dato interface with a project task 'Validation of concept' (D03-T3) selected. The 'Project properties' dialog is open, showing the 'Resource Management' tab. A table lists skills and their availability settings. A dashed blue box highlights the 'Selected resources' and 'Property values' sections. A blue arrow points from the 'System Tester' skill in the table to a 'Skill property values' dialog box. This dialog contains a table with columns for Property, Operator, Value, and Unit of measure.

Skill	Type	Availability
Designer	Normal	# of resources available: Use all available resources Selected resources: Let scheduler decide or click to select
Hardware Engineer	Normal	# of resources available: Use all available resources Selected resources: Let scheduler decide or click to select
Marketing	Virtual	# of resources available: Custom profile Calendar: Standard (default)
Software Developer	Normal	# of resources available: Use all available resources Selected resources: Let scheduler decide or click to select
System Tester	Normal	# of resources available: Use all available resources Selected resources: Let scheduler decide or click to select Property values: Not set, click to configure Resources (2): Steve Horner, Tom Smith

Resource/Skill	Estimated time	Units	Status	Estimated time to complete
S. System Tester [*Steve Horner:32h]	4 days/32h	100%	Not started	

Property	Operator	Value	Unit of measure
Product Group	= Equal		Domain
Seniority	= Equal		Seniority

The skill System Tester can be further specified by property values, which drives the pre-selection of resources.

Who is Available When?

LYNX Calendar Availability tab

LYNX Assignments Tab

Select the skill first

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

Trainer

Allocated (1) | Available (2) | Unassigned tasks (0)

See who is still available on the 16th of November

Right Click to open this box

Assign resource

Release resource 'Sven Cramer'

LYNX shows by day the total availability for the skill and how many hours are assigned (in this case there are 16 hours available and 48 minutes assigned (to Sven Cramer))

Week	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Monday, November 16, 2020							
44	26 - 16h	27 - 8h	28 - 8h	29 - 16h	30 - 16h	31 - -	1 - -
45	2 48m 16h	3 48m 16h	4 48m 16h	5 48m 16h	6 48m 16h	7 - -	8 - -
46	9 48m 16h	10 48m 16h	11 48m 16h	12 48m 16h	13 48m 16h	14 - -	15 - -
47	16 48m 16h	17 48m 16h	18 48m 16h	19 48m 16h	20 48m 16h	21 - -	22 - -
48	23 48m 16h	24 48m 16h	25 48m 16h	26 48m 16h	27 48m 16h	28 - -	29 - -
49	30 48m 16h						

Hours	Resource	Role	Project	Task
48m	*Sven Cramer	Project Manager	NP01 New product development project (80 days)	Project Management

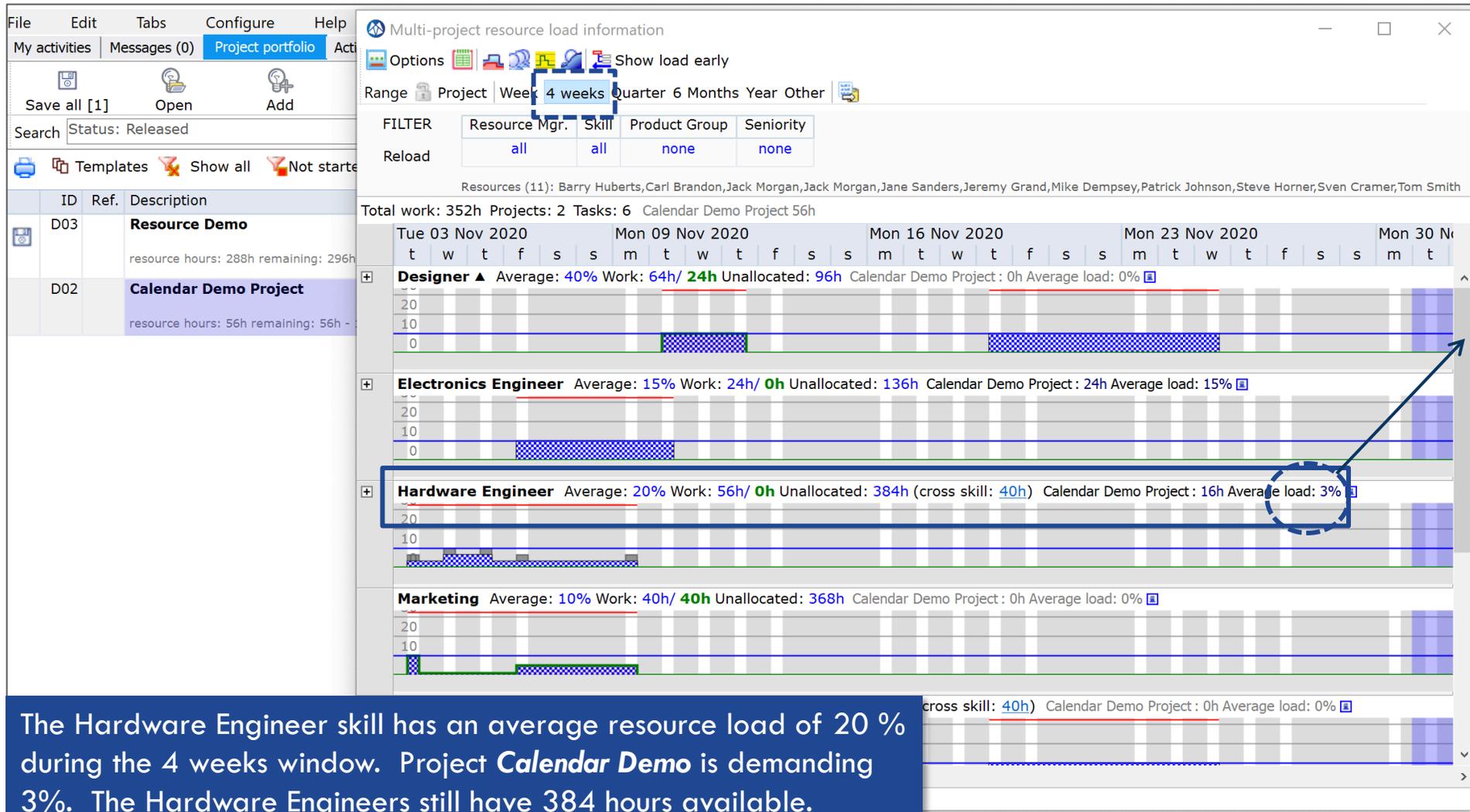
(t)	Resource	Skill(s)
8h	Sven Cramer	Project Manager,Trainer
8h	Tom Smith	System Tester,Trainer

Multi-Project Resource Load Information

Skill based Resource Load for identification of the constraint resource group (skill group)

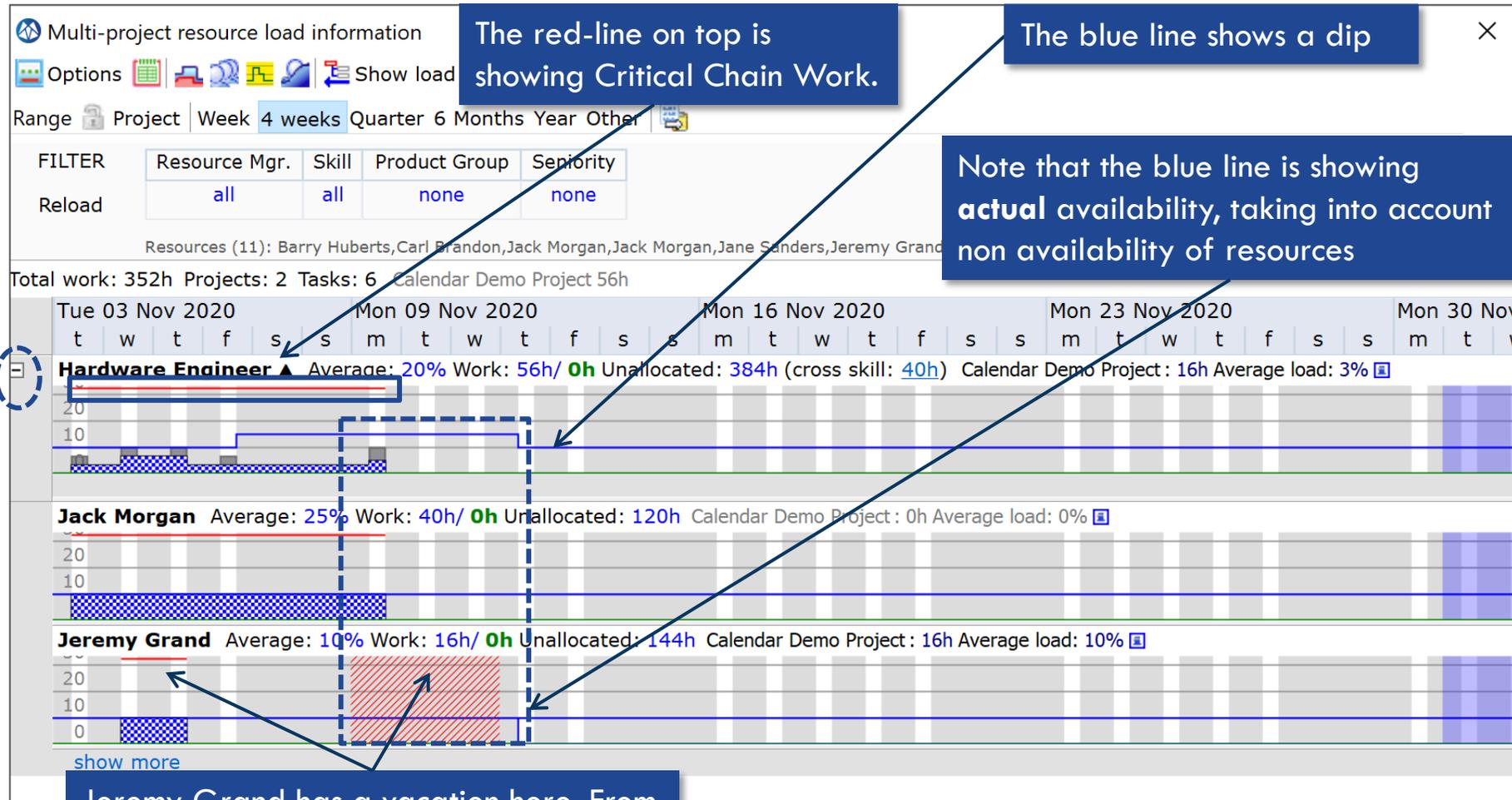
Multi-Project Resource Load Information

Available by skill when assignments are done via the skill



The Hardware Engineer skill has an average resource load of 20 % during the 4 weeks window. Project *Calendar Demo* is demanding 3%. The Hardware Engineers still have 384 hours available.

Multi-Project Load Resource Load – Blue Line Unfolded



The red-line on top is showing Critical Chain Work.

The blue line shows a dip

Note that the blue line is showing actual availability, taking into account non availability of resources

Jeremy Grand has a vacation here. From 09 until 11 November

Non-Availability Periods

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Resource editor [Jeremy Grand]

enter your search text

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

Properties Assignments Financial User Availability schedule Skills Property values

This schedule marks non-working periods
Resources are not available during the periods listed in this grid

Period start	Period end	Description
Monday, November 9, 2020	Wednesday, November 11, 2020	Holiday

Jeremy Grand has a non-working period from 9 November until 11 November