

## ADMINISTRATIVE PROCEDURES AND METHODS

### OUTSIDE PLANT JOB SCHEDULING

CONTENTS	PAGE
1. GENERAL . . . . .	1
2. RELATING JOB SCHEDULING TO THE CONSTRUCTION CONTROL PLAN . . . . .	1
3. MANAGEMENT RESPONSIBILITIES . . . . .	2
4. CONSTRUCTION AND MAINTENANCE PROGRAM REQUIREMENTS . . . . .	2
5. MECHANICS OF JOB SCHEDULING . . . . .	3
6. ENGINEERING ROUTINE ORDER FILE . . . . .	5
7. IMPLEMENTATION OF JOB SCHEDULING . . . . .	5
8. OUTSIDE PLANT ENGINEERING AND CONSTRUCTION SCHEDULE . . . . .	5
9. ADMINISTRATIVE REPORTS . . . . .	6
10. SUMMARY . . . . .	6

#### 1. GENERAL

1.01 This section provides instruction in the proper management of outside plant job scheduling for all designed C, X, and M work. The procedure permits the engineer to accurately sequence the time of job completions, with resultant benefits for the customer and for all departments concerned. The process eliminates earlier methods wherein relief dates furnished by plant engineers were given without adequate work load knowledge, resulting in a high percent of job slippages, partial completions, incomplete records, and considerable customer dissatisfaction.

1.02 This practice assumes that the construction force is properly sized to spend the approved dollars contained in both the outside plant construction program and outside plant maintenance budgets.

1.03 The relative inflexibility of this force requires an even flow of work with the exception of certain contracted items.

1.04 This requirement can be most effectually achieved by controlling the output of work, within budget limitations, by a formal scheduling process.

1.05 *Job completion* as used in this practice is defined as the completion of all work, including the reporting of completion advice.

1.06 The material introduced in this section is designed to complement the Construction Control Plan developed by the AT&T Operations Department. However, it may also be used as a separate entity.

#### 2. RELATING JOB SCHEDULING TO THE CONSTRUCTION CONTROL PLAN

2.01 The Construction Control Plan facilitates a number of functions directly concerned with construction productivity. These include a controlled procedure for establishment of job plans with hour estimates that are later compared with actual results. The plan facilitates the pre-assignment of portions of work to crews with specific responsibilities and includes delegation of work to high-production equipment where applicable.

2.02 The plan also provides a means for maintaining current work load status to determine force manipulation requirements and overtime administration on an inter- or intradistrict basis. This job scheduling section expands information received

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from this source to permit the outside plant engineer to manage job completion specifications actively.

### 3. MANAGEMENT RESPONSIBILITIES

**3.01** The outside plant engineering and construction job is a service function requiring the close coordination of all related groups. Each must meet its commitment or the work of the team is not successful, with the customer suffering a penalty. Job scheduling must be planned so that each unit has adequate time for completion, and once these schedules have been established, they should be met with a minimum of exceptions. The district engineering manager and the division construction superintendent, working with the district plant manager, are responsible for the overall administration for job scheduling. They must provide the discipline to see that the elements of the procedure are adhered to. The monthly construction work load report (Form E-5243E) provided by the Construction Control Plan will indicate the success of their efforts. It should be emphasized that the job scheduling procedure in itself will not solve operating problems. The process will only reflect problems as they occur and bring them to the attention of management. The solutions to these problems remain a management skill.

**3.02** The facility manager is responsible for the scheduling of jobs to meet necessary in-service dates within the limitations of the budget as outlined in Part 4. This individual, through his people, is aware of all job requirements and is best able to determine priorities for all types of work. With the basic data furnished by the construction coordinate, the facility manager should be able to place jobs in a workable schedule so that reliable timing information can be furnished to customers and others depending on outside plant work items. This responsibility is not confined to individual jobs released to the construction coordinate, but applies to the total job work load within corresponding geographical areas. As conditions change and unforeseen requirements develop, the facility manager must revise the schedule to meet service needs. This should be done by rearrangements of his own work load items and should be kept within the capacity of the construction force. In some instances, it may be necessary to trade work volumes with other facility managers in the district. These people should work as a team to best meet the needs of the customers. In some of the more complex districts, an engineering coordinator may

be warranted to accomplish the job scheduling function.

**3.03** In order to develop the job sequence for the forthcoming periods, the facility manager will require a force availability schedule from the supervising construction foreman. In addition, an up-to-date schedule of released work items on a job-by-job basis must also be provided for the facility manager to place new items in the continuing work load. The construction control center will be the source of the latter. The primary responsibility of the supervising construction foreman in connection with this process is to see that jobs are worked on and completed on schedule.

**3.04** Plant assignment and frame forces should be given job scheduling information, so that support work can be programmed and made ready in time for field force use. Both of these support groups should be full participants of job scheduling meetings since their time commitments are essential to the success of the program.

### 4. CONSTRUCTION AND MAINTENANCE PROGRAM REQUIREMENTS

**4.01** The job scheduling process is directly related to the *approved* construction program budget as well as the *approved* outside plant maintenance budget and can be instrumental in meeting expenditure allowances through the control it provides.

**4.02** The approved plant maintenance budget dollars and hours should be made available to each engineering unit as required. These dollars were approved by the same authority that approved the construction program dollars and should be treated in a similar responsible manner.

**4.03** At the beginning of the year, when the approved C, X, and M dollars are allocated to the various accounts and thence to the outside plant districts, the specific estimates are scheduled. Associated items include programmed amounts of cable and other material, as well as labor and contract expense. The routine portion is also developed at this time and may be used to some degree as a load leveler.

**4.04** The construction force level must be a direct result of the approved outside plant construction and maintenance program, and supervision should be able to predict hour availability for each of the

12 months in the year. If, for some reason, the proper force level is not attainable and the work cannot be contracted, the program dollars should be adjusted accordingly.

**4.05** Each district engineering manager should monitor actual expenditures and design output monthly. The number 21 report of expenditures and monthly work load report (Form E-5243E) will provide basic data for the analysis. These should be summarized to develop cumulative monthly positions with respect to the approved construction and maintenance programs. Through a coordinated effort, engineering and construction supervision should balance program items and develop recommendations for use or discontinuance of overtime and other force adjustment media. This procedure should enable them to meet their program allocation while continuing to provide necessary customer service. The process places full managerial responsibility on the district team for capital investment and maintenance expenditure control along with customer service.

## 5. MECHANICS OF JOB SCHEDULING

**5.01** The job scheduling process requires the use of a number of forms to record and transfer pertinent information between engineering and construction forces. These forms are listed as follows and are described in detail in this practice.

- (a) Construction Monthly Force Capacity (Fig. 1)
- (b) Specific Estimate Control Log (Fig. 2)
- (c) Routine Job Scheduling Log (Fig. 3)
- (d) Engineering Routine Order File (Fig. 4).

**5.02** Hours are used as the basis of all job scheduling data, and suggested forms defined in this section are developed on such a base. However, it should be noted that companies using broad gauge work units instead of hours for job data may substitute these items through the application of performance factors. The principle of job scheduling will work equally well for either component, provided that adequate care is used in predicting job completion periods. As the job is prepared, the engineer makes the preliminary estimate of hours. These should be used until analyzed by construction forces, who will be expected to make any appropriate adjustments on the forms.

**5.03** Since splicing activity is usually the critical item in meeting prescribed completion dates, forms developed in this section include work of only that force. In districts where high proportions of work are done by line crews, schedules may also be prepared for the latter on an optional basis.

**5.04** The total planning period for job scheduling should be 3 months, and this time should be divided into six half-month segments. The first period in any month should include the days between the first day of the month and the fifteenth day of the month. The second period should include days between the sixteenth day of the month and the last day of the month. Half-month segments are used because they have adequate length to schedule hours while narrowing the period to the smallest reasonable time for predicting service completion dates.

**5.05** At the first of each month district engineering, construction, and appropriate plant service and central office personnel should meet to reappraise the job schedules. Prior to this meeting, all scheduling documents should be updated to reflect changes in force or hour (WU) detail. All participants should inform themselves in advance of the status of their activity related to current work items. A 2-part session is recommended, to permit review of the estimate portion of the program in an initial meeting and subsequent coverage of the routine jobs in a succeeding period. Some individuals will be involved in both sessions, whereas others will only attend one, as appropriate.

### **5.06** *The Construction Monthly Force Capacity Form:*

This item, shown in Fig. 1, is the document for informing the outside plant engineer of the work capacity for the oncoming 3-month period, with details for each of the six half-month segments. The form should be prepared by the supervising construction foreman about one week prior to the start of each month. It is anticipated that data developed for the Construction Control Plan (Form E-5243E) will be used as the source for entries on this form, although they will have to be adjusted on the half-month time segments. The minimum information required by plant engineering for the job scheduling plan is the hour availability for each of the time segments. This data is shown on line 10 of the form. Lines 11 through 14 are provided for companies using the work unit option. The force level provided by the supervising foreman for the current 3-month

period should be reasonably close to that developed for the approved construction and maintenance programs. If changes have occurred, managers should review their present position before proceeding with job scheduling.

**5.07 Specific Estimate Control Log:** The specific estimate scheduling document, shown in Fig. 2, is designed with time periods similar to those provided for the construction monthly force capacity form (Fig. 1) and the routine job scheduling log (Fig. 3). Generally, specific estimates have a higher priority and are reviewed and scheduled ahead of routine work. Specific estimate construction periods are usually more dependent on pulp cable shipments, contract completions, and other outside factors. The facility manager does have some latitude in the balancing of estimate and routine work and should make adjustments where service requirements indicate such a need. Summaries from the specific estimate control log are required prior to detailed job scheduling of routine work.

**5.08 Routine Job Scheduling Log:** The routine job scheduling log, shown in Fig. 3, is the key planning tool of the district in meeting customer service requests. The current work load data provided on this form permit the facility manager to schedule jobs within a time frame, so that they can be realistically completed by a planned date. The procedure works this way. At the coordination meeting held the first of each month, the loads for each of the coming six half-month segments (also called work hoppers) are adjusted to care for minor changes and differences in construction and engineering records. If the work hoppers are not filled at this time, the engineer should introduce additional jobs from his file to fill each segment to its proper level. New jobs entered are referred to under Note A on sheet 1 of Fig. 3. The work hoppers are filled to a sliding scale level. The immediate period, 9-I in the example (see sheet 2, Fig. 3 summary), may be filled to about 110 percent. Succeeding hoppers are loaded, beginning with 90 percent for the second segment and ranging downward to 50 percent in the sixth segment (11-II). During the month, the engineer may place new jobs into the work hoppers, provided that *they do not exceed* the level for the upcoming month. For example, the second period of November, with a current full level of 50 percent, will have a 70 percent level on 10-I, and the facility manager may add to the new point during the interim month of September. The sliding scale principle permits

the orderly entry of jobs into an early period and facilitates prompt attention to service and other commitment work. At the beginning of the first period of the first month, certain adjustments will have to be recognized and cared for. Although planning may be very meticulous, certain items will carry over to subsequent periods. This carry-over, noted on the second period of August in the example (see Note B), must be rescheduled to later periods. *Carry-over* is defined as work that cannot be completed only for reasons beyond the control of company forces. This includes items such as building projects falling behind schedule, other utilities not completing joint pole work, and road projects being canceled. Delays due to company reasons should be investigated and minimized through appropriate action. Generally, carry-over should be about 10 percent of a period's capacity and participants should anticipate that some carry-back occurring in subsequent periods will tend to nullify it. *Carry-back* is defined as work the construction foreman pulls back from a subsequent period to fill a void caused by other cancellation. Although no formal record is kept of carry-back, it should be held to a minimum to keep job scheduling within the engineer's responsibility. The first period is kept higher to challenge the performance of the construction force. In the example, a 109 percent level was set to begin the first period. It is anticipated that during that period a number of rush jobs will raise the total work requirement another 5 or 10 percent. The Construction Control Plan work load report (Form E-5243E, line 12) will indicate the actual percentages. The amount over 100 percent will be cared for by increased performance and careful application of overtime. Job scheduling should be done with a maximum amount of planning by the facility manager. Considerable thought should be given to material procurement problems, permit difficulties, cable transfer sequences, and other elements that tend to retard the fast completion of work orders. In addition, the facility manager should make an accurate estimate of construction hours but still procure the efficiencies gained through the use of broad gauge units with clerical forces. Construction forces should assist with their analysis by promptly making hour adjustments on the scheduling forms.

**5.09 Job Schedule Changes:** New customer demands often require the facility manager to shift a previously planned job to make way for a new entry. This can only be done by finding a new spot for the displaced job. *In no case can*

*work be scheduled above the capacity of the work force* except as noted for the first period of the first month. If service commitment work is high, a trade may be required with another facility manager. When the job schedule change has been determined, the facility manager should notify the appropriate construction representatives of the new sequence so that necessary personnel changes may be arranged. All members of the district team should work cooperatively to complete work items in their proper priority. When a change causes the supervising construction foreman to miss a completion date, the facility manager should be informed so that adjustments may be made. Such a miss should occur only for reasons beyond the supervising foreman's control. If the engineer has not provided adequate "get ready" time, such notification should be immediately provided by the construction forces and appropriate schedule changes made by the facility manager. Certain emergencies such as storms, floods, etc., occur that may cause dislocation of construction crews and resultant delays in planned job scheduling. At the cessation of such an event, adjustments should be made and work rescheduled according to a revised plan.

## 6. ENGINEERING ROUTINE ORDER FILE

**6.01** To prepare entries for the routine job scheduling log described in 5.08, the engineering force should maintain a file of active jobs. The main purpose of this file is to permit quick analysis of the unreleased work as opportunities for new job scheduling assignments occur. The information provided in this file should be held to a minimum, since inclusion of the many entries found in typical routine order lists would tend to obscure necessary items. If this secondary data is required for other administrative reasons, an additional file may be kept elsewhere in the office.

**6.02** Figure 4 is an example of a recommended engineering routine order file. As stated previously, only pertinent entries are provided to select new jobs for release to construction forces. The file may be taken to monthly scheduling meetings for updating and for use in additional job releases. Two options are recommended for use in creating an engineer's job file. The first and most preferred is a flexoline unit where new jobs may be entered and completed jobs withdrawn with ease. Regular paper forms may also be used. They offer the disadvantage of a cluttered record,

however, since completed entries will be lined out to reduce preparation time of new forms.

**6.03** As completion notices are received from construction forces, the active job file should have the entry removed. The notice should then be forwarded to the records group for review of accounting department editing completion and for final verification of plant location records.

## 7. IMPLEMENTATION OF JOB SCHEDULING

**7.01** To implement the orderly job scheduling procedure effectively, construction and engineering files must be purged of overage, partially completed, or "dead" items. The files will have to be verified with accounting department records. In some cases, items of work will have to be done to close out jobs. These should be considered as priority items by the facility manager and should be scheduled as soon as practicable. Others may be found that should be cancelled due to a change in field conditions. If the total work load on hand exceeds the allowable amounts to program the work hoppers properly, low priority jobs will have to be placed in a "hold file" until they can be worked into the schedule. Jobs that are not started may be returned to the engineers for future release.

## 8. OUTSIDE PLANT ENGINEERING AND CONSTRUCTION SCHEDULE

**8.01** A necessary part of job scheduling is the outside plant engineering and construction schedule used for program planning. This document, used principally by the engineer, supplements the hour (WU) detail shown in the specific estimate control log in Fig. 2. The tool will ordinarily be used in the monthly scheduling meeting to assist in material ordering and other matters. This schedule is essentially a long-range document, whereas the specific estimate control log of hours is short-range and is designed to match the total job scheduling procedure.

**8.02** The manually prepared outside plant engineering and construction schedule is described in the companion practice, AG11.420. This specification is provided pending redesign of the Engineering Administration System (EAS) under the new title, Construction Program Administration System (CPAS). It is anticipated that the new documents will

## SECTION AG11.440

facilitate improvement of planning procedures and further enhance the job scheduling plan.

### 9. ADMINISTRATIVE REPORTS

**9.01** An important control report should be provided monthly to show the age status of routine orders currently in the job scheduling process. Figure 5 shows a working example of an area summary. It is recommended that the number of jobs over 3 months old not be allowed to exceed 25 percent of the total jobs on hand. Supervisors for both construction and engineering in the districts should participate in the joint preparation of the report for submission to division managers. A summary should be developed in the area office.

**9.02** No formal specific estimate completion status report is suggested; however, managers should continuously scrutinize this performance and insist on prompt completion of these projects. Expedient completion of all outside plant work items contributes immeasurably to operational efficiencies in both plant and engineering and should be reviewed frequently by managers.

**9.03** Engineering forces should summarize monthly the man-hours (WU) of work held in the active file but not released to construction forces. This backlog should be large enough to continuously fill the work hoppers of the job scheduling process.

Failure to provide an engineering capability to do this will seriously affect construction performance, since maintenance of a relatively small backlog must be supported by constant flow of work orders. On the other hand, development of too large a backlog may require extensive engineering maintenance to make changes for facility growth. The engineering manager should inform his construction coordinate of the summarized, unreleased work load. In addition, the construction supervisor should provide a monthly report of actual hours worked versus hours estimated on job activity.

### 10. SUMMARY

**10.01** The job scheduling process furnishes engineering supervision with a tool that provides positive control over the completion of all job-connected work items. The plan places responsibility for service and for construction program administration in the hands of the district managers.

**10.02** It is anticipated that the mechanics of the plan will ultimately be computerized. In the interim period, managers should familiarize themselves with the principles and take advantage of the features that promote a businesslike operation in contrast to an uncontrolled dispatch of work orders at random. Adoption is strongly recommended.

## CONSTRUCTION MONTHLY FORCE CAPACITY

SUPV FOREMAN

*J. Jones*

DATE

*8/24/65*

	PERIOD	MONTH		MONTH		MONTH	
		9-I	9-II	10-I	10-II	11-I	11-II
		WORK DAYS	9	11	11	12	11
1	TOTAL CRAFTSMEN	45	45	45	45	45	45
2	TOTAL MANHOURS AVAILABLE (LINE 1 x 8 x WORK DAYS)	3240	3960	3960	4320	3960	3240
3	VACATION HOURS	240	120	120	160	160	120
4	UNDISTRIBUTED HOURS (SPECIFY)						
	<i>UTV-UTC</i>	30	50	50	50	50	50
5	OTHER HOURS (SPECIFY)						
	<i>Training</i>	40	80	80	40	80	80
6	RECONCENTRATION HOURS	30	40	40	40	40	40
7	STATION C & X CODE HOURS						
8	MTCE R HOURS	200	250	250	250	250	250
9	TOTAL NONSCHEDULED HOURS (SUM OF LINES 3 - 8)	540	540	540	540	580	540
10	TOTAL HOURS AVAILABLE FOR SCHEDULING (LINE 2 MINUS LINE 9)	2700	3420	3420	3780	3380	2700
11	SIX MONTH AVG. PERFORMANCE						
12	PRODUCTION CAPACITY BASED ON AVG PERFORMANCE (WORK UNITS) (LINE 10 x LINE 11)						
13	PERFORMANCE OBJECTIVE						
14	PRODUCTION CAPACITY BASED ON PERFORMANCE OBJECTIVE (WORK UNITS) (LINE 10 x LINE 13)						

NOTE: LINES 11, 12, 13, AND 14 ARE  
OPTIONAL FOR COMPANIES.  
USING WORK UNITS AS THE  
BASIS FOR SCHEDULING.

APPROVED: \_\_\_\_\_

DIST CONSTRUCTION SUPT

*P. Smith*

Fig. 1—Sample Construction Monthly Force Capacity Form

SPECIFIC ESTIMATE CONTROL LOG

DATE OF ISSUE 8/27/65

WIRE CENTER	DUE DATE	PROJ OR EST #	DESCRIPTION	HOUR TOTAL		SPlicing HOURS OR WU BY PERIOD												REMARKS											
				COMPL LINE	PROJ SPL	JAN I	JAN II	FEB I	FEB II	MAR I	MAR II	APR I	APR II	MAY I	MAY II	JUN I	JUN II		JUL I	JUL II	AUG I	AUG II	SEP I	SEP II	OCT I	OCT II	NOV I	NOV II	DEC I
Bellevue	10/5	15792	Hunts Pt	670	220																								
	12/1	69708	T1 Carrier	-	200																100	100							
	11/10	15314	Feeder 128th St	440	1900																300	300	200	200					
	11/20	15655	Woodridge	500	1200																200	200	200	200	100				
	12/8	15737	No. of WC 148th St	360	1600																		400	400	400	400			
	12/8	15956	NE 8th	230	1100																		200	300	300	300			
	2/1/66	15326	Hwy Bypass I-95	900	2200																								
	11/20	14971	Mitromont	200	280																								
	11/25	15363	Hwy Widening 16th Ave	260	400																								
	9/20	15086	Bellevue-Alpha Trunks	200	600																	150							
Alpha	-	15144	Fairwood T	100	200																								
	6/1/66	14890	CE T Centrex	200	2800																								
	9/17	15441	Fletcher Rd	540	2500																								
	12/15	68713	Victoria Park	100	200																								
	11/20	15043	Boulevard Lane	-	600																								
	9/20	15323	Beharoya	300	2400																								
	10/20	15748	Meeker St	190	450																								
	9/20	15983	Covington St	170	250																								
				Specific Totals by period																									
				Total Force-Hours (WU) available (Spec & Routine)																									
			Hours (WU) available for Routine Scheduling																										

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Fig. 2—Sample Specific Estimate Control Log

AREA <i>Bellevue &amp; Alpha</i>		LABOR CLASS <i>Splicing</i>	ROUTINE JOB SCHEDULING LOG												SHEET 1 OF 2	
JOB NUMBER	DUE	REMARKS Describe Reason for Carryover	8-II HOURS or W U	9-I HOURS or W U	9-II HOURS or W U	10-I HOURS or W U	10-II HOURS or W U	11-I HOURS or W U	11-II HOURS or W U	12-I HOURS or W U	12-II HOURS or W U	I HOURS or W U	II HOURS or W U			
<i>81722</i>	<i>10-11</i>		<i>Carryover</i>			<i>70</i>										
<i>81724</i>	<i>3-26</i>				<i>40</i>											
<i>81748</i>	<i>12-13</i>										<i>48</i>					
<i>81730</i>	<i>10-30</i>								<i>20</i>							
<i>81596</i>	<i>9-27</i>			<i>90</i>	<i>110</i>											
<i>81731</i>	<i>10-28</i>				<i>50</i>				<i>50</i>							
<i>81649</i>	<i>12-30</i>	<i>Held for Subs Cond</i>											<i>602</i>			
<i>81749</i>	<i>9-20</i>				<i>110</i>											
<i>81688</i>	<i>10-15</i>	<i>Held for Building Completion</i>	<i>30</i>			<i>30</i>										
<i>81679</i>	<i>11-29</i>								<i>440</i>	<i>320</i>						
<i>81704</i>	<i>10-2</i>	<i>Job Being Revised</i>	<i>50</i>			<i>50</i>										
<i>81649</i>	<i>9-28</i>															
<i>81642</i>	<i>9-30</i>					<i>90</i>										
						<i>30</i>										
<i>81618</i>	<i>9-17</i>	<i>Held for Customer Trench</i>	<i>40</i>	<i>40</i>												
<i>81617</i>	<i>9-24</i>															
<i>81712</i>	<i>9-30</i>					<i>210</i>										
<i>81713</i>	<i>9-16</i>	<i>Held for PSC</i>	<i>30</i>	<i>30</i>												
<i>81744</i>	<i>10-4</i>				<i>230</i>	<i>270</i>										
<i>81695</i>	<i>9-14</i>				<i>170</i>											
<i>81801</i>	<i>9-15</i>	Note A.		<i>90</i>												
<i>81802</i>	<i>11-5</i>	Note A.			<i>40</i>			<i>80</i>								
<i>81805</i>	<i>11-18</i>	Note A.							<i>30</i>							
<i>81715</i>	<i>10-20</i>							<i>80</i>								
<i>81701</i>	<i>11-13</i>							<i>400</i>	<i>400</i>							
<i>81692</i>	<i>9-15</i>				<i>120</i>											
<i>81684</i>	<i>11-30</i>					<i>100</i>	<i>150</i>			<i>160</i>						
<i>81512</i>	<i>9-18</i>				<i>30</i>											

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Note A: Indicates new entry made during meeting.  
 Note B: Carry-over items re-scheduled to later periods.

Fig. 3—Sample Routine Job Scheduling Log (Sheet 1 of 2)



## ROUTINE JOB STATUS REPORT

DISTRICT	AGE OF ROUTINE ORDERS				% OVER 3 MO
	0-3 MO	4-6 MO	7-12 MO	Over12 Mo	
Roxbury	36	4	-	2	
Easton	28	2	1	1	
Main	64	6	1	3	
Capital	44	2	2	1	
Central District	172	14	4	7	15%
Hamilton	62	5	4	1	
Kingston	18	5	3	-	
Sherbrooke	33	6	3	1	
East District	113	16	10	2	25%
Raleigh	43	12	4	3	
Woodward	27	7	3	-	
Montgomery	63	9	6	2	
South District	133	28	13	5	Note A 35%
Area Total	418	58	27	14	24%

Note A: South District has an unusually high number of jobs over 3 months old.  
The situation should be investigated and appropriate corrective action taken.

Fig. 5—Sample Routine Job Status Report