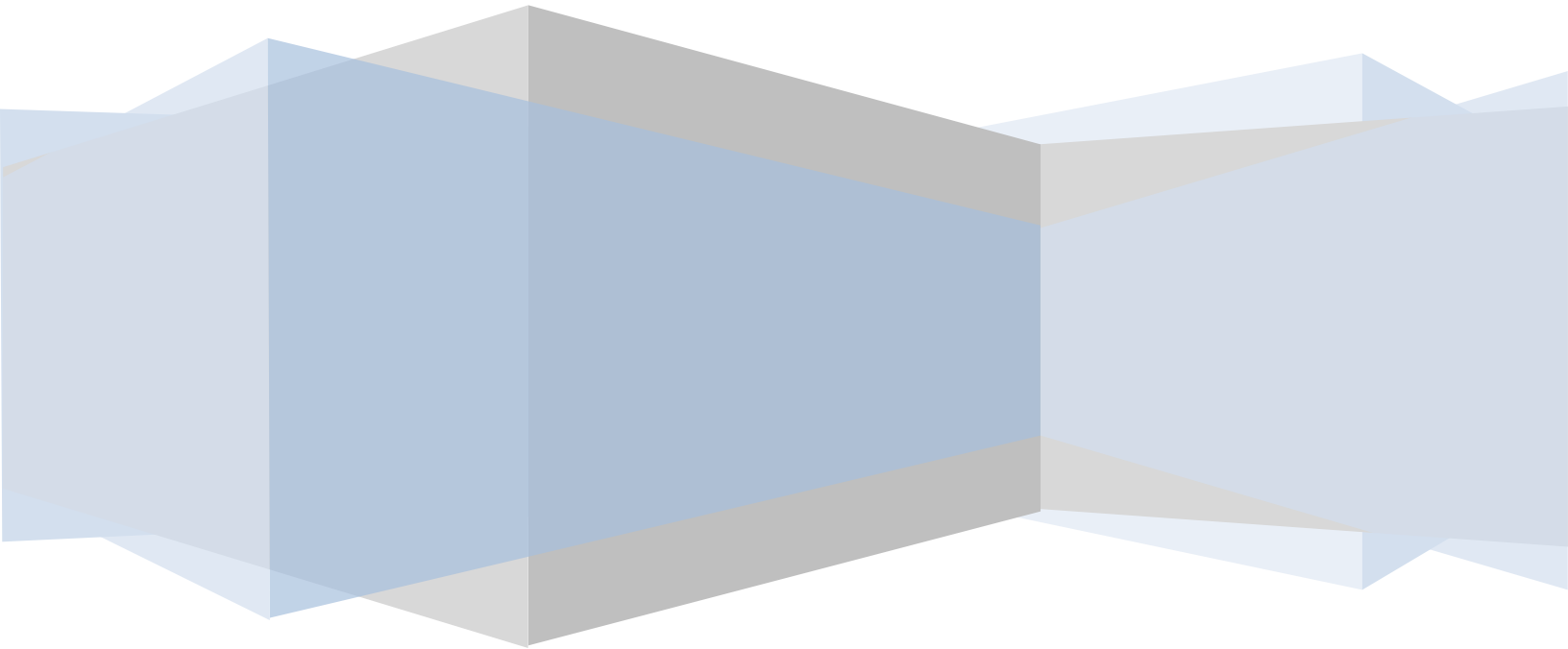
U.S Air Force

Air Force Civil Engineer Center

WORK PRIORITIZATION IMPLEMENTATION PLAN

VERSION 1.2 - October 2015

AFCEC/CO



SUMMARY OF CHANGES

This revision updates and clarifies guidance on work priorities and charging labor. Version changes from 1.1 to 1.2 and page numbers are added so members can better follow along. Updated verbiage and provided link to location of Frequently Asked Questions (FAQ) guidance (Page 2). Sentence added about new terminology replacing legacy direct schedule work (DSW) and In-House Work Order (WOs) terms (Page 3). Verbiage updated to clarify Base Maintenance Contract (BMC) use of work priorities (Page 4). Table 1 updated: Work Priorities and Priority 4A Enhancement example (Page 5). Guidance on how personnel should be assigned to shops and time accounted (Page 6). Clarifications were made that emergencies should be completed and corresponding follow up tasks are initiated as a new task (Page 7). Further ambiguities on emergencies are removed in Priority 3A discussion (Page 9). Updated Table 3 (Page 10). Standardized terminology and provided Priority Asset List (PAL) playbook link where page is under development (Page 10). Clarification of Element of Expense Investment Code (EEIC) in relation to Operations Flight IWIMS work tasks (DSWs) and facility projects (WOs) (Page 11). Updated example of Priority 4A Enhancement work (Page 11). Provided clearer guidance that work tasks (DSW) suspense dates are no longer being used (Page 12). Priority 1 placement in SI Code field is explained in detail (Page 13). Screen shot update to show correct placement of Priority 1 (Page 13). Removed references to AFPAM32-1125V1 and AFI32-1001 as Attachment 2 eliminated from AFI32-1001 (Page 13). Non-Training TDYs, LUC 34-5, clarified for usage (Page 18). Chart updated to reflect correct SI Code for emergencies (Page 19). Clarified temporary duties that fall under LUC 34-5 (Page 20). Points of Contact were updated (Page 21). Added Frequently Asked Questions (FAQ) link (Page 21). Paragraphs or charts that have been modified will be premised with the following annotation **(|). September 2015: Updated links and changed guidance to use 'S' in SI Code to '3C' in Table 5. Use of 'S' in SI Code field for LUC 18 was incorrect. Eliminated reference to RAC 4 and 5 in Tab 1 that was mistakenly placed under Priority 3C. October 2015: Standardized Facility Project (Legacy Work Order) requirements such as Snow Removal and Typhoon Work as Priority 3A.**

OVERVIEW

The work priorities described in this guide principally apply to in-house Operations Flights and serve as a tool to prioritize limited work hours to accomplish workload received. Facility Projects that will be accomplished by contract, e.g. SABER, etc. need to use other forms of work prioritization systems.

This guide is not a full business solution and was created to help ease the CES into the new priorities and to aid IWIMS information for migration. Currently IWIMS information is not standardized throughout the Air Force in the use of LUC codes and work classification. This guide will facilitate the CES to bridge from IWIMS into TRIRIGA by creating like data fields in IWIMS. Standardization of this data will also limit possible data lost when migrating to TRIRIGA and prepare the CES to operate within the new priorities. **(|)** This guide also does not answer all the unique situations that individual units have, so there will be a Frequently Asked Questions (FAQ) section set up on the AFCEC/COO site. The FAQ site location can be accessed by clicking on the following link: Frequently Asked Questions (FAQ) section: https://cs3.eis.af.mil/sites/OO-EN-CE-A6/24048/CO%20Support%20TRIRIGA%20Deploy/Lists/FAQs/Master%20FAQ%20List.aspx

EXECUTIVE SUMMARY

The Air Force Civil Engineer community is moving forward with the transformation program. Several initiatives are on-going to facilitate this transformation including a significant change from recurring work program (RWP) to a preventive maintenance (PM) program, improvements in the way we prioritize facilities and assets, and aligning our resources to established maintenance priorities which will result in ensuring we are dedicating our resources to the right mission priorities. This plan is designed to implement a new methodology for categorizing and prioritizing work and ensuring we are assigning our scarce resources to the right priorities.

Work Order Management and Priorities

The need to create a new Civil Engineer (CE) work prioritization model is paramount as we transform to a more Asset Management (AM) centric organization. Constrained resources (manpower and money) have driven the need to place more emphasis on what CE should be doing by establishing a model that classifies and prioritizes work that drives optimization, and preserves our ability to sustain installations. A clear and uniform approach to maintenance risk management will also offer CE an opportunity to better control and manage backlogs of corrective and deferred maintenance. The key concepts to this discussion are identified below:

BACKGROUND:

In April 2012, AFCEC/CO assembled a team from every level of Air Force Civil Engineering (MAJCOM to base-level) and conducted an Operations Flight of the Future summit. One of the products derived was a work prioritization model. Since April 12, this model has transformed from a concept to a working model. Once codified in CE Playbooks and AFIs, this model will provide the installations with a method to optimize how work is accomplished with the primary focus on sustainment based on mission and life-cycle management of real property assets and real property installed equipment (RPIE) through an optimized PM program.

METHODOLOGY:

The basic premise behind identifying and prioritizing work is to **effectively manage maintenance risk**. We must first consider safety and mission risks; however, we must also respond to those areas where failure to act or respond would lead to further degradation versus those requirements that can be delayed. Since we do not have unlimited manhours to spend, we have to employ an overall work accomplishment methodology that directs our actions to minimize overall maintenance risk and provide customers rationale why their requirement may be delayed. We will continue to place emergency maintenance response as a number one priority. As we migrate towards an enterprise wide asset management approach, we must refocus our limited direct work hours in the most optimal means possible. The new methodology accomplishes this goal by requiring our most critical caretaker work, preventative maintenance and plant operations, is accomplished right after emergency response. We will continue to focus on **sustainment, e.g. Corrective Maintenance (CM)**, with the remaining available hours. If there are still direct hours left, we will use in-house resources to address **enhancement work**. This new maintenance risk methodology re-focuses on those specific types of maintenance and repair needs that mitigate emergencies and implements an asset management approach to sustaining real property and RPIE assets.

WORK SCHEDULING PRIORITIES:

The new work priorities contain two priority sub-elements, priority of ***work type*** as well as priority of ***corrective maintenance risk***. We perform three major types of work: PM and Plant Ops, CM, and enhancement. There is no change to responding first (Work Priority 1) to emergency work which is an unscheduled subset of CM. The second priority (Work Priority 2A) will now be the scheduling of all hours required for PM and plant operations. Since emergency work amounts to less than one percent of all direct time, there should *always* be hours available to schedule and accomplish PM and plant operations. Note, the new focus is to not only accomplish the recurring elements of PM but to also do more in-depth technical assessment using various predictive tools and analytical work such as vibration tests, thermography, etc. which should identify future CM work. **(|)** No longer equate PM to 'just' the old RWP and MAS task list! If direct hours are still available after scheduling all PM and plant operations, the Ops Flight will use a three priority approach (3A-3C) combining safety, maintenance risk and asset (mission) priority (4-Tier Asset priority pyramid), e.g. Priority Asset List (PAL), to schedule CM work. Maintenance risk plays a bigger role in determining which priority to apply as will the PAL when fully developed. Immediate, 'do-it-now', maintenance risk work will be priority 3A. Schedule maintenance risk workload requiring expedited response or PAL 3 assets to priority 3B. A good rule of thumb is if work is not accomplished in the immediate future and runs the risk of becoming a 3A then treat as 3B. All remaining CM that provides sustainment but does not have a specific maintenance risk need date or may be a PAL 4 asset will be scheduled as 3C. Remember that there might be cases where there are other factors such as a FSD/RAC is being associated that would drive a higher priority. If time is still left in the direct labor pool of hours, schedule enhancement work last (Work Priority 4). Details of the new work priorities are outlined in Table 1.

(|) Bases with Operations Flight work performed by contract, e.g. Base Maintenance Contract (BMC), must use these same overall work types and scheduling priority unless otherwise stated in this document, directed by Government to deviate, or specifically prohibited by the contract. For example, BMC are not required to structure their manpower, follow staffing procedures, or manning directives called out in this plan. Following the guidance will ensure consistent infrastructure sustainment maintenance levels of service by on site staff across the Air Force. Furthermore, this guide provides a scheduling priority which enables the government contract management team and service provider to deliver capability in line with non-contracted bases. Contracted sites should deliver the same focus to sustainment and operations (Work Priority 1-3) over enhancement (Work Priority 4). At contracted locations, Work Priority 2B, Contingency Construction Projects, is not applicable.

The work priorities described in this guide principally apply to in-house Operations Flights and serve as a tool to prioritize limited work hours to accomplish workload received. Work requests that will be accomplished by contract, e.g. SABER, etc. need to use other forms of work prioritization systems.
Manpower assets permanently assigned to a function, such as Requirements and Optimization should be moved to the appropriate cost center.

(|) *TABLE 1. Work Priorities (Use as guide and adjust as condition, mission, and BCE dictate)*

Work Pri	Work Classification	Definition	Remarks	Examples
1	Emergency Work	• **All/Only Unscheduled (24 hrs)** • Needed to sustain/ensure continued mission operations • "Don't go home" type work until emergency is mitigated/fixed	• Work ONLY to fix the emergency/sustain service • Prioritize remainder accordingly • Performed in ALL facilities (all tiers/priorities)	• Water, Elec Outages, No A/C & Heat etc. • Imminent Life/Health/Safety • Post storm damage repair • Broken Stop Sign at major intersection • Sweep intersection following vehicle accident • Roof leak directly impacting facility mission
2A	Preventive Maintenance (PM) Physical Plant Operations	• Right-sized PM (right work/frequency) • Risk based PM • Operations and maintenance of base utility plants	• Number one area of direct hours to be scheduled by the Operations Flight • Same priority as PM	• HVAC feeding RAPCON Scopes gets PM to sustain, while HVAC at RAPCON feeding office space minimal maintenance • Ex. Water & waste, HVAC, exterior electric, power, liquid fuels, and alarms
2B	Contingency Construction Projects (CCPs)	• TTPs will be Multi-craft W/Os • TTPs infused to meet AFI 10-210 requirements	• CCPs needed to sustain ECS/ACS skill sets/capabilities (mil/civ) • Once Identified, CCPs will be coded in Tririga for tracking	
3 A (High)	Scheduled Sustainment Work Corrective Maintenance (CM)	• High Mission/Equip Sustainment Risk • RAC 1-3 (Unabated) • FSD 1 & 2 • High Return on Investment (ROI) CM	• **Not all work in tier 1 & 2 facilities support the MDI mission set; i.e. office space** • Alleviate RAC/FSD then reprioritize remainder of work if needed • 1st priority is work centered around installations primary mission • Analysis to determine PM go/no-go, root cause of poor asset performance, and CM payback will be executed by Operations Engineering using standard data sets, procedures, and reporting.	• Rpr Elec circuit to avionics test station • HVAC feeding RAPCON radar equip room • RPIE GenSet feeding NAVAIDs • Rpr door closure in AFRL Laboratory • Repair broken fire detection sys in CDC • Street Lighting (at intersections) • Perimeter Fencing
3B (Med)	Scheduled Sustainment Work (CM)	• Medium Mission/Equip Sustainment Risk • RAC 4 and 5 (Unabated)	• Same concept as Pri 3 A work but at slightly lower category/mission dependency • Not intended to substitute for projects not scoring well on the IPL	• HVAC at RAPCON feeding office space • Admin Facility • Base Gym • NCO Professional Development Center
3C (Low)	Scheduled Sustainment Work (CM)	• Low Mission/Equip Sustainment Risk	• Same concept as Pri 3 B work but at slightly lower category/mission dependency • Not intended to substitute for projects not scoring well on the IPL	• Rpr broken window in Club • Road/Parking signs NTSB driven reqmt etc. • Warehouse Space • Bowling alley • Auto Hobby Shop
4A	Scheduled Enhancement Work	• Work defined and prioritized by base • Work that does not contribute to sustainment sustain/ensure continued mission operations	• Incorporates Wing/CC priorities specific to local mission/issues • Work can be accomplished via contract/Saber and "funded by others"	• Lighting upgrades • Installation of electrical outlets • **Replacement of carpet with new materiel (repair is sustainment)**
4B	All other Enhancement Work	• Work that does not contribute to sustainment sustain/ensure continued mission operations	• Work can be accomplished via contract/Saber and "funded by others" • Not intended to substitute for projects not scoring well on the IPL	• Irrigation systems • Parking Signs • Static Displays • Building Signage • Air Shows • Ornamental Landscaping • Marquees

Preparation (IWIMS Bridging).

Effective management of the Operations Flight workforce is critical to efficient and accurate response to any work request received. Decades of IWIMS use have eroded execution of fundamental concepts of flight workforce management. An AFCEC analysis of all FY12 IWIMS data plus all FY12 shop rates revealed many foundational issues. NexGen (TRIRIGA) will, in many cases, significantly alter the terms and business rules we used (or ignored) in IWIMS. AFCEC reviewed the use of current Labor Utilization Codes (LUCs) and Cost Centers (shops) and discovered some inconsistencies across the CE enterprise. **(|)** This guide provides bases how each LUC should be used so to seek elimination of inconsistent reporting and standardize processes. Assigning our personnel to the right cost centers is also an important factor and directly affects shop rates which in turn directly affect amounts customers reimburse, and directly impact capitalization records. **(|)** This document also seeks to clarify that personnel should be assigned to where they were earned within the CE organization. If CE leadership utilizes them within another area of the unit they should be assigned to that shop/location. If an Actual Time Accounting (ATA) shop loses the use of personnel to outside organizations the tables and charts provided within the guide outline how their labor should be accounted for. It should be noted that this is a bridging tool until we implement NexGen and further guidance is issued. Both the proposed use of the legacy system along with what you will see in NexGen is provided so that familiarization of the priorities and the implementation of NexGen will be a smooth transition. Table 2 provides a side-by-side comparison of terms between legacy and NexGen and bridging actions to make IWIMS perform more closely to the NexGen application TRIRIGA.

TABLE 2. Legacy to NexGen Bridging

DIRECT ATA Work Description	New Ops Priority	Legacy IWIMS	IWIMS Bridging	NexGen Term - Priority Classification	Quick Comments – see detailed priority description for more
Emergency	1	LUC 12 (Emergency)	LUC 12 DSW, Track Indicator E	Work Task	Always respond, supersedes all other direct and indirect work
• **Preventative Maintenance (PM)** • **Physical Plant Ops**	2A	LUC 11 (RWP) LUC 19 (Util Ops)	LUC 11 (RWP) - MAS Sheet LUC 19, CWON	Work Task	PM and Plant Ops are the top, non-emergency sustainment work priority
Contingency Constr Projects (CCP)	2B	LUC 20 (Readiness) 5-digit W/O	LUC 20 (Readiness) -5-digit W/O	• Facility Project • Capitalization Project	CCPs will be multi-craft CCPs infused to meet AFI 10-210
Sustainment **Corrective Maintenance (CM)** ***Only CE internally generated CM work, typically PM identified, may be multi-craft. NOT customer generated.**	3A High	LUC 14 (Urgent)	• LUC 14 DSW, Track Indicator U • LUC 18, 5-digit W/O*	• Work Task – High Maint Risk • Facility Project*	Maint risk is primary driver to respond urgently, e.g. if left unattended gets worse. Often the follow-up to emergency work
	3B Medium	N/A	• LUC 16 DSW, Track Indicator R • LUC 18, 5-digit W/O*	• Work Task - Med Maint Risk • Facility Project*	Maint risk requires expedited response. Also work with key deadline, high profile, etc.
	3C Low	LUC 16 (Routine DSW)	• LUC 16 DSW, Track Indicator S • LUC 18, 5-digit W/O*	• Work Task - Low Maint Risk • Facility Project*	Low maint risk supports delayed response. *Must be completed before enhancement work started*, e.g. no backlog allowed
Enhancement PAL may be used to prioritize	4A	LUC 18 (Prog W/O) LUC 15 (M/C) 5-digt W/O	LUC 18 (Prog W/O) LUC 15 (M/C) - 5-digit W/O	• Facility Project • Capitalization Project	Work task or capitalization NOT requiring new RPIUD (e.g. replacement)
	4B	LUC 18 (Prog W/O) LUC 15 (M/C) 5-digit W/O	LUC 18 (Prog W/O) LUC 15 (M/C) - 5-digit W/O	• Facility Project • Capitalization Project	Any work requiring **new** RPUID m*ust be Capitalization Project*. Event support, any decorative versus operational need (signs, landscaping, static displays, etc.)
The work priority philosophy is to place emphasis on caretaker work from emergency response to sustainment corrective maintenance. Should available direct hours remain, the Ops flight may engage larger work with emphasis on CM multi-craft work. All priority 1-3 work, except 2B, must be prioritized FIRST by maintenance risk. In the event of competing equal requirements, the PAL may be used to break the tie. Example: 3 same urgency plumbing calls with 1 plumber will require mission criticality defined by PAL (or CRP/IDP, etc) to resolve.					

Explanation of Work Priority Terms

Priority 1 – EMERGENCY (Work Type: Sustainment, Corrective Maintenance)

(|) Priority 1 is all emergency (unscheduled) work. Emergency work represents **immediate maintenance, safety, or mission risk** and will always be accomplished before all other work. The goal is to eliminate the emergency hazard or perform a temporary fix until sufficient materiels or resources are made available to complete a final repair. **(|)** The emergency work tasks will be completed and any follow-on work will be initiated as a new requirement and reprioritized as corrective maintenance (sustainment 3A/B/C) work IAW this model. When an Emergency (1) requirement is mitigated, the work task should have appropriate time that was spent to mitigate the emergency, along with any parts used when it was deemed an emergency, charged to it. Once the requirement is no longer an emergency close the work task. If subsequent work is still needed to make a complete repair then a new work task should be created with the appropriate priority based on the PAL and situation at hand. The methodology for identifying man-hours to support emergencies is to draw upon historical information. Typically, the average labor hours expended against emergency work during the last 12 months should be used as a start point for planning and scheduling purposes.

Priority 2A – PREVENTIVE MAINTENANCE (PM) and PLANT OPERATIONS

PM and Plant Operations will be the **first work types to schedule** direct hours after blocking time for emergencies.

PM. Schedule preventive maintenance actions aimed at the prevention of breakdowns and failures. The primary goal of PM is to prevent the failure of equipment before it actually occurs. Thus, PM is more than just doing recurring tasks on a maintenance action sheet as our old RWP program. Instead, PM is designed to preserve and enhance equipment reliability by replacing worn components before they actually fail. PM activities include equipment checks, partial or complete overhauls at specified periods, oil changes, lubrication, belts, filters, and so on. In addition, workers can record equipment deterioration so they know to replace or repair worn parts before they cause system failure. Recent technological advances in tools for inspection and diagnosis have enabled even more accurate and effective equipment maintenance. The ideal PM program would prevent all equipment failure before it occurs. A major output of PM should be to self-identify future corrective maintenance work which will be scheduled in the work priority 3A, B, or C categories.

The overall PM schedule will be determined by first identifying the total number of preventive tasks scheduled for the planning/scheduling period and the total required man-hours to execute those tasks. Additionally, Operations Engineering (CEOE) R&O will examine the need for extended PM requirements, e.g. in-depth analysis using predictive measuring tools (thermography, vibration analysis, etc.). If shop level personnel are working on these requirements supplementing CEOE then their hours should be loaned to the appropriate ETA cost center as these are duties falling under CEOE and part of CE Transformation changes. These hours will be charged in TRIRIGA (NexGen IT) differently. The change from current practices is that we will now execute all of the scheduled PMs before assigning any labor hours to priority levels 3 and 4. In the past, we tried to execute this methodology but were overwhelmed with competing priorities i.e., work tasks and enhancement type facility projects (legacy 5-digit). When building work schedules we must also take into account deployments, future resource reductions, and during those times of the year when both military and civilians participate in Holidays or are in a “use or lose” annual leave situation.

Physical Plant Operations. Physical Plant Ops provides the operation and maintenance of base utilities. These normally include water and waste, HVAC plant, exterior electric, power plant, liquid fuels, and environmental control alarms. Infrastructure Systems Element objectives include performing operations work; performing real property maintenance, repair and modification. The water distribution operation includes taking samples, testing, and performing chemical treatment on the water. The wastewater collection system includes maintaining oil separators and pretreatment facilities. Operation of heating plants includes maintaining adjacent heat distribution systems.

The recommended change needed by the plant operator is to create a PM schedule in the same manner as any other shop. The result of this would be that the plant operation, in coordination with Operations Engineering, must create a PM schedule and associated RS Means or AF Built PMTLs for the PM task identified so that we can account for a more complete PM program. All other asset requirements above and beyond PM should still require the plant operator to create a work task or facility project. Accountability of work performed above normal plant operator requirements is needed to ensure

accountability of funding expenditures and to program for future maintenance and repairs requirements.

Priority 2B – CONTINGENCY CONSTRUCTION PROJECTS (CCP)

Contingency Construction Projects will either be large sustainment or enhancement type work. Emphasis must be placed on ensuring our military and civilian work force is fully qualified and trained to operate and perform their assigned duties. Bases with military members are required to execute Expeditionary Combat Support/Agile Combat Support training projects in accordance with AFI 10-210 Prime Base Engineer Emergency Force (BEEF) dated 6 Sep 12. Bases without military personnel are highly encouraged to parallel this program to maintain their skill levels. These projects are either multi-crafted or multi shop, facility projects that require skills not typically performed during normal PM execution. By assigning Work Priority 2B, bases should treat the scheduling of these opportunities above the general sustainment (Work Priority 3) or enhancement (Work Priority 4) workload. Operations Flights are encouraged to examine their full list of Priority 3 and 4 requirements and select those which will best fulfill the readiness training requirements. This action effectively will accelerate the scheduling of the selected work. Contingency Construction projects will amount to a small fraction of the total workload and should be easily accommodated in the annual schedule. CCP is not applicable to contracted operations flights such as a BMC.

Priority 3 – SUSTAINMENT CORRECTIVE MAINTENANCE (CM)

Priority 3 is classified as Sustainment Corrective Maintenance. The majority of customer generated daily workload will fall within this category. This work category is also classified as scheduled, non-discretionary work. As caretakers of the base infrastructure, Operations Flights will typically be overwhelmed with requirements that will exceed capacity (available direct hours). Further tools are needed to help triage this workload. Priority 3 work is divided into three sub-levels based on the type and description of the work and the maintenance risk of not performing the task as well as priority of the asset. We are dropping our legacy terms of urgent and routine work as outlined below. Priority 3 work, regardless of sub-category, should be complete prior to any Work Priority 4 enhancement work. All available resources will be applied to Priority 1, Priority 2 and then Priority 3.

Priority 3A High risk work. **(|)** This sub-category priority is often associated with follow-up work to an Emergency (Work Priority 1) that was responded to and subsequent new work task created to complete the follow through requirement. Work that corrects life, health and safety deficiencies should also fall under 3A, i.e. RAC, FSD, etc. Within the current Legacy system, bases will assign LUC 14 Urgent and insert the special indicator 3A for work tasks. This identifies the task as having the potential for high risk to the asset and left unattended could become potentially worse. This priority can also be associated with a facility project which would use LUC 18 with special indicator 3A. When scheduling conflicts arise, asset priority must be used to further refine to where to respond first. A comprehensive base Priority Asset List (PAL) may be additionally useful in assigning response priority. For the present, bases typically have installation Contingency Response Plans which do list critical mission assets and infrastructure.

Priority 3B Medium risk work. The priority is based on the scope of work, typically medium risk, and should be responded to in an expedited manner to prevent failure. Failure to respond could lead to

requirement becoming a 3A high risk. When scheduling conflicts arise, asset priority must be used to further refine to where to respond first. This sub-category of prioritization will use LUC 16, work task and special indicator 3B. Internal facility projects created within this category will use LUC 18 and special indicator 3B with tracking indicator of R. Work orders in this category are only CE internally generated work, typically CM found during PM inspections, and to repair and maintain RPIE assets.

Priority 3C Routine risk work. This is low priority and low risk maintenance. Low maintenance risk supports delays longer time periods to complete. When scheduling conflicts arise, asset priority must be used to further refine to where to respond first. This sub-category of prioritization will use LUC 16 and special indicator 3C. Internal work orders created will use LUC 18 and special indicator 3C.

(|) *TABLE 3. Additional Priority 3 Examples (Use as guide and adjust as condition, mission, and BCE dictate)*

Priority 3A – High Risk	Priority 3B – Medium Risk	Priority 3C – Low Risk
• No heat/cool in alert facility crew rest quarters • Aircraft paint booth exhaust fan #2 needs belt • Steam clipper inoperative in dining facility • HVAC unit is showing inoperative air flow - required for equipment cooling • Repair outdoor condenser fan – required for equipment cooling • All bathrooms backed up • Roll up doors, crush hazard is inoperative • Repair clogged toilet - only one restroom in facility • Repair turnstile for secure facility • Repair inoperative base perimeter/sensitive area vehicle gate • Breaker keeps tripping to mission critical equipment • Generator panel is flashing "battery trouble" • No hot water in bldg (medical or food preparation facility only) • Multiple roof leaks throughout the facility - damaging office equipment/finishes • RAC/FSD: See Table 1	• No heat/cool in entire facility during extreme environmental conditions or secure area w/ no other ventilation method • Adjust heat/cool - caller stated that facility was too hot • Several rooms with no power coming out of the power outlets • Repair emergency lighting at HVAC plant • Conference room lighting and emergency circuit inoperative • Water backed up in handicap shower • Fire door will not close properly, binds in door jam • Gate was blown down – medium priority security concern • Multiple roof leaks throughout aircraft hangar • Repair roof damage • No hot water in dorm room • Repair/replace several ballasts in room • RAC: See Table 1	• Repair concrete base to tanks • Attached lock to fire hydrant • Repair drywall • Leaking faucet in kitchen area • Repair inoperative vehicle gate to compound area – low security concern • No hot water in bldg (non-medical/food preparation facility) • Breaker to outlet keeps tripping • Conference room lighting and emergency circuit inoperative • Outlet out in a room • Repair/replace one ballast in room • Break in the fire wall in the electrical closet • Sink water sensor inoperative

Priority 4 – ENHANCEMENT WORK

Priority 4 is classified as Enhancement or discretionary work. Because this category does not sustain the installation's as-is state but instead seeks to enhance, the category is assigned the lowest scheduling priority. As mentioned above, Priority 4 work should only be accomplished if all hours necessary for priorities 1-3 have been scheduled and there are still hours left over. Some would call this "nice to have" versus "need to have" type work. However, be considerate of excellent scheduling candidates which may be necessary for other planning and management factors. Enhancement work supporting a space management consolidation is a great example. **(|)** All work in this category will be managed through a review committee within CE, typically called the Work Request Review Board or WRRB. The WRRB will apply both asset management and PAL type factors to these kinds of requests. See the PM Playbook for more information on the PAL process. The Mission Dependency Index (MDI) Playbook and PM Playbook can found at https://cs1.eis.af.mil/sites/ceportal/CEPlaybooks/Pages/default.aspx. Candidates for in-house accomplishment will be chosen first to satisfy any CCP (Work Priority 2B) needs. If available hours exist within the Operations Flight this work may be executed in-house as the last tier to be scheduled.

(|) The Operations Flight O&M function does not perform work based on **Element of Expense Investment Code (EEIC) but rather on shop rates** derived from a combination of labor and materiels. EEICs are represented in generalities by work order indicators. There is a similarity to EEICs and PECs (using the work order indicators and work class) but IWIMS does not delineate between EEICs and PECs. The costs are rolled up under cost centers and AF Account Codes. The Operations Flight should be mindful of AFI32-1032 requirements when it comes to determining if work is Maintenance, Repair, or Minor Construction along with requirements with using Troop Labor and In-House Work Forces. NOTE: Work not being considered for in-house accomplishment does not fall within the Enhancement category and would proceed directly to Engineering Flight for contract execution consideration.

Priority 4A. Work orders in this category are for facility enhancement, or "nice to have" work. They could also be for a new mission requirement when an addition to or new RPIE is required. **(|)**Examples include replacement of carpet with different materiel, lighting upgrades, installation of additional electrical outlets, or repair of aesthetic appurtenances, such as landscape lighting. Work orders in this category may require capitalization. These work orders should be routed to the Real Property Officer to make the final determination of whether capitalization is required and if so Operations will create the DD Form 1354. In this category, LUC 18 with the 4A special indicator will be used to account for programmed work orders and LUC 15 for minor construction work orders to existing facilities. Note: Items such as original carpet that is in need of replacement due to extreme wear & tear would be considered sustainment.

Priority 4B. These are work orders classified as Minor Construction or work requiring capitalization where a new RPUID is required. Work done to upgrade, replace, or install a system may need to be capitalized. This includes most minor construction work orders. Since the experts on this subject are in the real property element, when replacing or upgrading any system or performing minor construction, flag the work order as requiring capitalization by typing a "Y" in the capitalization indicator field on the work order. Forward work orders with a "Y" indicator along with all major projects to real property for review when closing them out. Within this category the use of LUC 18 will be used for programmed work orders and LUC 15 with special indicator 4B and capitalization code Y for capitalization work orders. In this category any new work requiring a RPUID must be a capitalization project. Event support and any decorative versus operational need (signs, landscaping, status displays etc.) fall in this category.

(|) Note: There might be situations where CM sustainment requirements meet MC levels and should be prioritized as sustainment with a correlating sustainment priority accordingly. Also, completing Work Priority 4 enhancement work ahead of Priority 3 sustainment work should be done only on a case-by-case basis under exceptional circumstances.

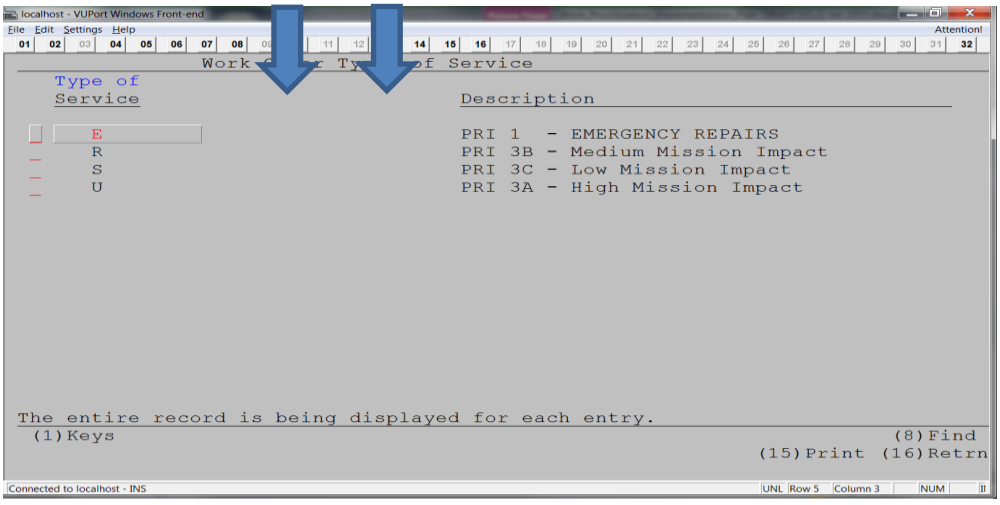
"This is the first step in making the leap from the way we have always done business to adopting and implementing an asset management program." Maj Gen Byers

Implementation Directions

In order to effectively change the CE work accomplishment culture now and implement the new work priorities before NexGen IT FOC, the Interim Work Information Management System (IWIMS) will need to be used in a somewhat atypical manner. In order to use IWIMS as a bridge to NexGen IT, the use of labor utilization codes (LUC) and the Special Interest (SI) block on work tasks and facility projects is necessary. This process will allow the tracking of work in these priority levels with the focus on the resources used to accomplish them. All work in the system will have to be reviewed and coded with the new LUC and SI codes. Conversion to the IWIMS bridging process requires units to start purging IWIMS of work requirements that have not been validated and to inform customers on the new priority levels for maintenance. Units can then begin to evaluate future work requirements and funding needs. **(|)** No longer assign suspense dates to work tasks as was done in the past because there will no longer be legacy urgent and routine requirements as prescribed above.

- An IWIMS administrator will have to reset all the dates in the Work Order Type of Service page to 999 so that there is no time limit on work request in IWIMS. Most if not all systems should now show this section without any fields as seen below.

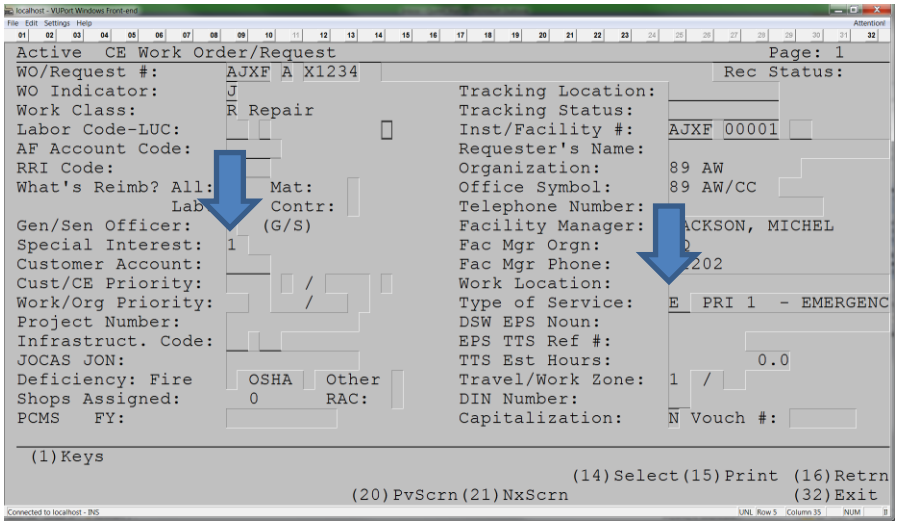
EXAMPLE: CHANGE IN WORK ORDER TYPE OF SERVICE



Priority 1 Emergency

- **(|)** Emergencies whether base support or Military Family Housing/Unaccompanied Housing will continue to use Labor Utilization Code (LUC) 12 with the Special Interest tab have "1_" inserted (not 1A). The 1 should be in the first of the two places in the field as seen below. The "_" underscore represents the blank field but should not be used.

(|) *EXAMPLE: 1*



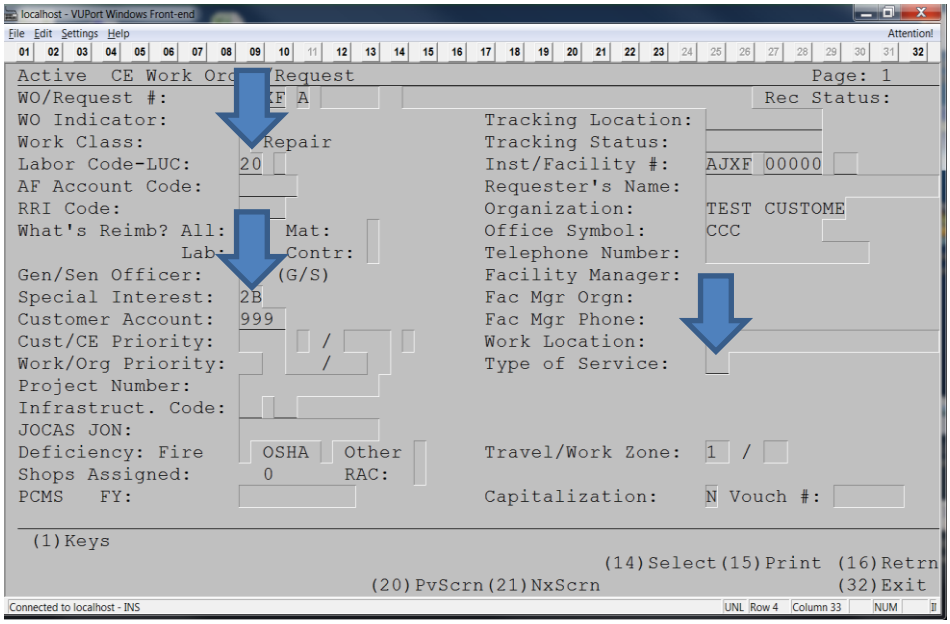
Priority 2 Preventive Maintenance, Plant Operations, and Contingency Construction

- 2A Preventive Maintenance (PM) will continue to use CWON LUC 11 and be tracked on the labor sheet as such. Work that comes out of a PM inspection will be inputted at the level that it requires.
    - **(|) Note** – CWONs 00001 through 00020 are reserved for Air Force use. These are tied to FM/Logistics files and will be used until migration into NexGen. The only other CWON that will be used is LUC 19 (utility plant operations) Priority 2A.

    - **(|)** Legacy **RWP (non-PM) type work** currently on a CWON (such as work like entomology services, sweeping Military Family Housing/Unaccompanied Housing streets, snow removal, air field lighting, and heating/cooling turn on/off as examples) will be opened as a Facility Project, **LUC 18, with the correlating priority (LUC 18 is needed because of the approval/cost limits associated with this type work)**.

- 2B Contingency Construction Projects will utilize LUC 20 and the type of service will depend on the work as in the past. The only difference is the use of the Special Interest tab; it will have 2B inserted in the Special Interest block to track the work. If the work meets the requirement to be coded as minor construction, AF Account Code 80010, then LUC 15 will be required in legacy IWIMS. Units will still be able to run reports against the SI of 2B to derive what Contingency Construction Projects were accomplished in-house.

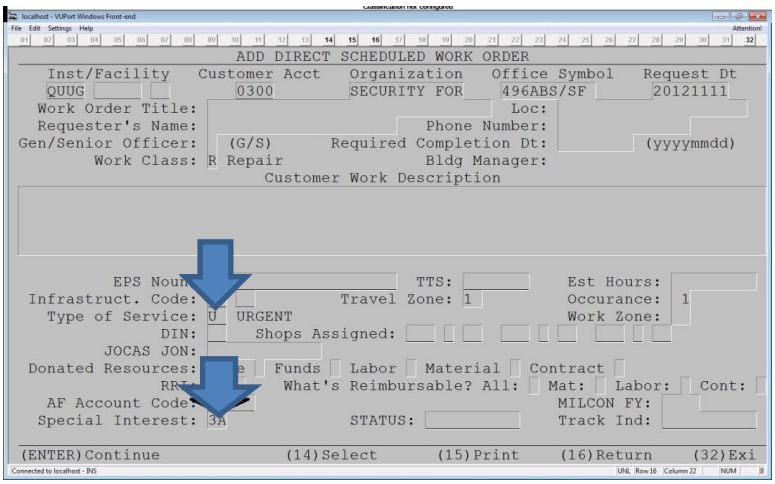
EXAMPLE: 2B



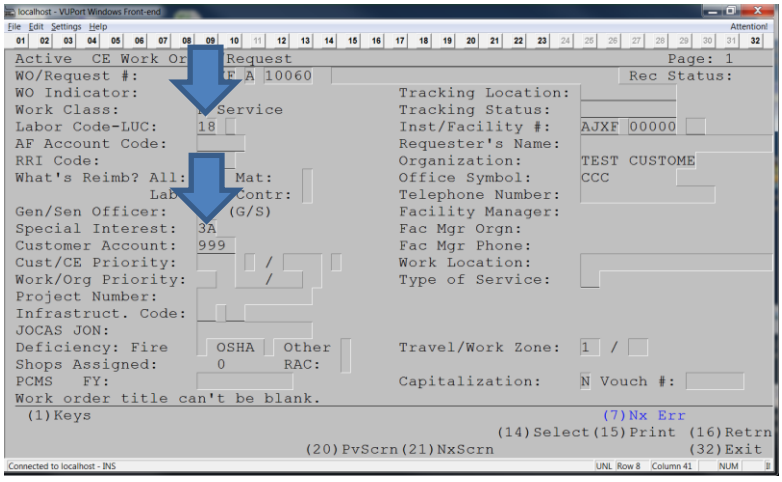
Priority 3 Scheduled Sustainment Work

- Priority 3A work will use LUC 14 and 3A in the Special Interest block and type of service code U when work task level work or it can be submitted on an AF Form 332 through Operations Engineering. This work has high mission impact if not done (EX RAC 1-3 or FSD 1&2) and this is also Military Family Housing/Unaccompanied Housing 3A/Urgent. When work type and cost levels require an AF Form 332, the LUC code 18 would apply and 3A in the Special Interest block.

Example: 3A Work Task

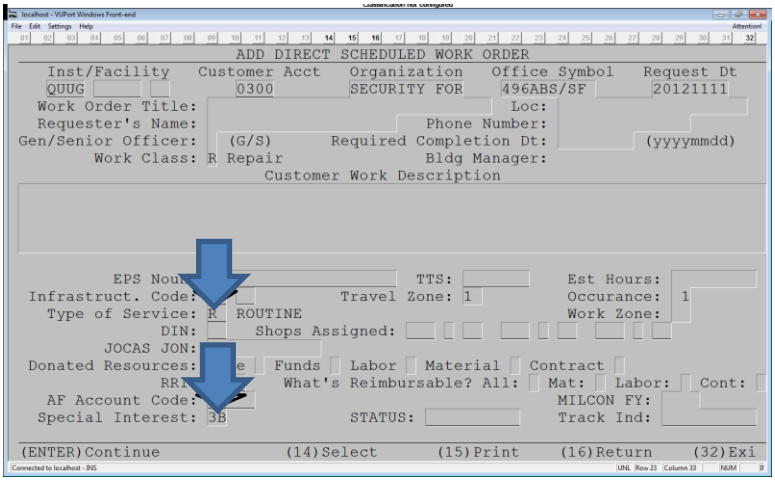

ADD DIRECT SCHEDULED WORK ORDER
Inst/Facility
Customer Acct
Organization
Office Symbol
Request Dt
QUUG
0300
SECURITY FOR
496ABS/SF
20121111
Work Order Title:
Loc:
Requester's Name:
Phone Number:
Gen/Senior Officer:
(G/S)
Required Completion Dt:
(yyyymmdd)
Work Class:
R Repair
Bldg Manager:
Customer Work Description
EPS Noun
TTS:
Est Hours:
Infrastruct. Code:
Travel Zone:
1
Occurance:
1
Type of Service:
U
URGENT
Work Zone:
DIN:
Shops Assigned:
JOCAS JON:
Donated Resources:
Funds
Labor
Material
Contract
What's Reimbursable? All:
Mat:
Labor:
Cont:
AF Account Code:
MILCON FY:
Special Interest:
3A
STATUS:
Track Ind:
(ENTER)Continue
(14)Select
(15)Print
(16)Return
(32)Exi

Example: 3A Facility Project (Work Order)



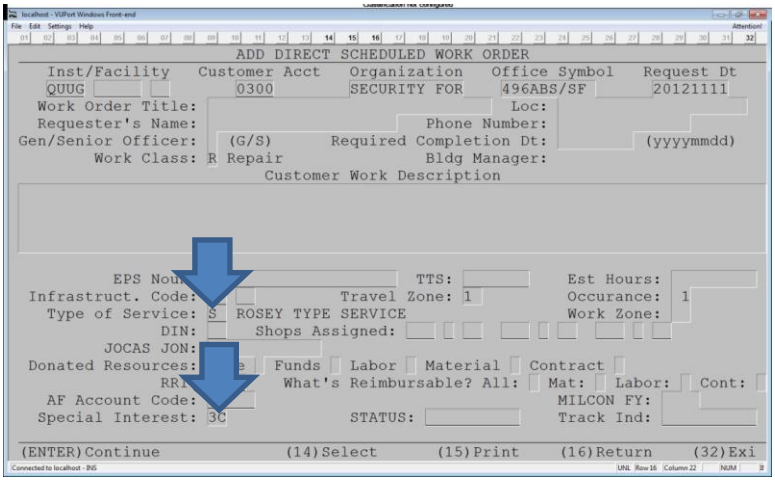
- Priority 3B will use LUC 16 and 3B in the Special Interest block and type of service code R. This work has medium mission impact if not done. This also includes Military Family Housing/Unaccompanied Housing service requests.

Example: 3B Work Task



- Priority 3C will use LUC 16 and 3C in the Special Interest block and type of service code S. This work has low mission impact if not done.

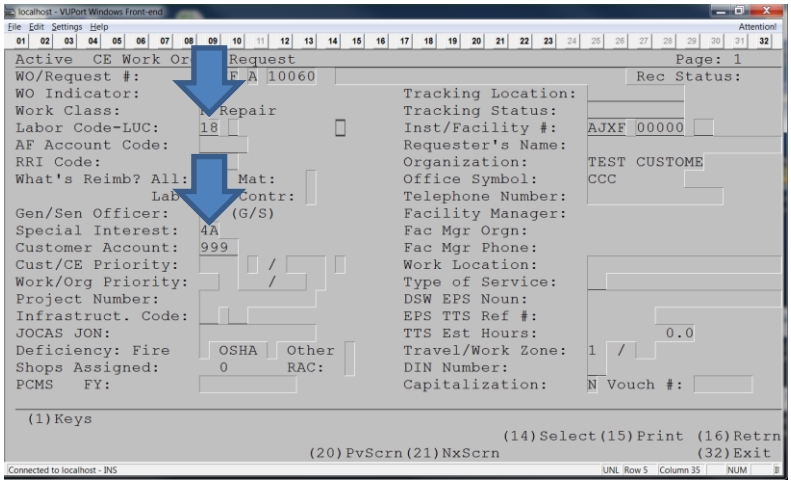
Example: 3C Work Task



Priority 4 Enhancement Work

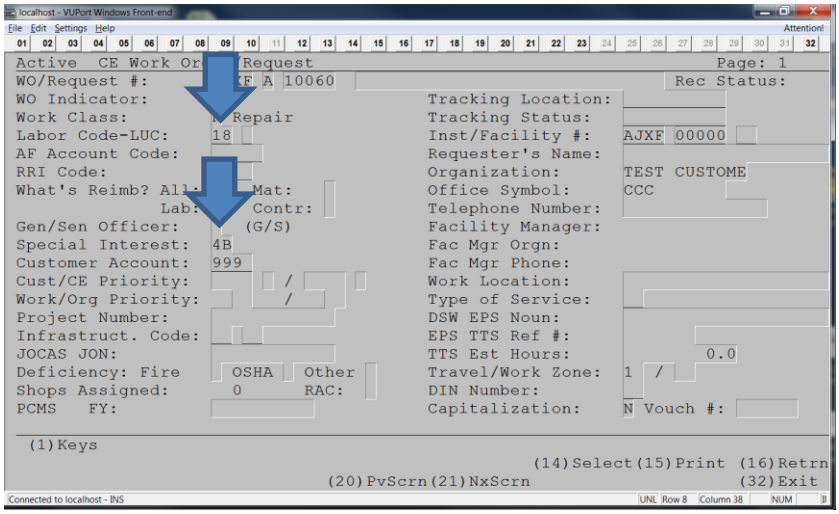
- Priority 4A Scheduled Enhancement Work will be submitted on a 332 and use LUC 18 with 4A in the Special Interest block.

Example: 4A



- Priority 4B All Other Enhancement Work will be submitted on a 332 and will use LUC 18 with 4B in the Special Interest block. 4B should be used for contract by requestor or other Engineering Contract methods (e.g. SABER).

Example: 4B



Indirect Labor Utilization Codes (LUCs)

In conjunction with the changes made to the LUCs utilized to capture work priorities (direct work), the indirect LUCs have been changed to better capture the way we are using indirect labor hours. Currently, much of the indirect labor that is not specifically assigned a LUC is lumped into LUC 34. There is no way to differentiate between physical training time, appointments, TDYs, etc. When large percentages of labor hours are grouped into one LUC with no explanation or are assigned to an incorrect LUC, the indirect labor hours look like time that is being used inefficiently; even though the indirect time is equally important for personnel readiness and squadron operations. Additional indirect LUCs will help CE leaders better understand where indirect labor hours are used and help justify the required time for manpower actions.

(|) *TABLE 4. Indirect Labor Utilization Codes*

LUC	Shred-out	Title	Comments
31	none	Supervision	Use ***only*** for time accounted to the *shop superintendent or foreman*. All other personnel's supervisory duties should be assigned to another, appropriate LUC
32		Training: LUC 32 will be shredded to identify the type of training being conducted. This will aid career field force development mangers in identifying how different types of training affect a shop's man-hours. For example, whether CBTs need to be reduced to more efficient timelines or whether shops are allotted enough time for OJT and upgrade training.	
	32_1	Upgrade Training/OJT	
	32_2	Readiness Training	
	32_3	Computer Based Training	Non-skill level upgrade
	32_4	Training Temporary Duty	Combat Skills or other deployment related training attended enroute to the deployed location ***should not be assigned under a LUC***. The deployed member should be removed

			from the work center by an IWIMS administrator the last duty day before he/she travels. Place deployers into work center 479 (AEF/Natural Disasters/Etc).
33		Leave: Time *away from the duty section* that does not fall under another, more appropriate LUC	
	33_1	Leave-formal	Chargeable leave or medically driven convalescent leave
	33_2	Leave-informal	Military passes, sports days, or supervisor approved sick or child care days
(|) **34**		Other Indirect time inherent in shop responsibilities	
	34_1	Meetings, briefing and appointments	
	34_2	Physical Training (PT)	PT includes PT Testing
	34_3	Vehicle and shop clean-up	
	34_4	Administrative tasks	Such as EPRs, civilian appraisals and awards
	34_5	Non-training TDYs	**(|)** Not related to training TDYs that fall under LUC 32_4 and also not for deployments. Place deployed members into work center 479 (AEF/Natural Disasters/Etc.).
	34_6	Planning, Design and Contract Administration (COR)	
38	none	Overtime	Overtime will not need to be separately identified in NexGen IT
39	none	Loaned Labor	

The following quick reference sheet can be used to assist schedulers in assigning the correct LUC, Special Interest code and Type of Service code

(|) *TABLE 5. Terminology Quick Reference Table*

LUC	SIC	TSC	Legacy Title	NexGen Title	Description
Direct Labor					
11*			Recurring Work	Preventive Maintenance	**New Ops Flight Work Priority 2A** **Note – CWONs 00001 through 00020 are reserved for Air Force use. These are tied to FM/Logistics files and will be used until migration into NexGen. The only other CWON that will be used is LUC 19 (operations of utility plants). Non RWP (PM) type work on a legacy CWON (such as entomology services not on PM, sweeping MFH streets, and heating/cooling turn on/off) will be turned into a LUC 18 Work Order with the SI Code of 3C.* **(|)**
12	1_		Emergency Direct Scheduled Tasks	Emergency Work Tasks	**New Ops Flight Work Priority 1.** Work tasks to eliminate an emergency condition. Respond to emergencies within 1 hour. Correct and/or secure the emergency within 24 hours
14 or 18*	3A	U	Urgent Direct Scheduled Work Tasks	Priority 3A Scheduled Sustainment Work (Corrective maintenance)	**High Priority 3A Work Tasks.** Scheduled Sustainment Work. Corrective maintenance necessary to mitigate: - High risk of mission impact - Frequent system interruptions - Some operations not currently possible - Health/safety/security shortfalls - Will require a major upgrade within 2 years - System that is near failure or failed - Military Family Housing/Unaccompanied Housing Urgent **When work type and cost levels require an AF Form 332, the LUC code 18 would apply with 3A in the Special Interest block. **To standardize FO Facility Project priorities' it was determined that FO Facility Projects (Legacy LUC 18 WOs) created for such requirements as Snow Removal and Typhoons should be prioritized as 3A.*
15			Minor Construction	Minor Construction	Minor Construction (MC)
16 or 18*	3B	R	Priority 3B Corrective Maintenance Work Tasks	Priority 3B Scheduled Sustainment Work (Corrective maintenance)	**Medium Priority 3B Work Tasks**. Scheduled Sustainment Work. Corrective maintenance necessary to mitigate: - Low risk of mission impact - Impacts system capability - Negative effect on operations and/or morale - Work around often used - Major upgrade within 2 to 6 years - May require frequent labor-intensive maintenance - Military Family Housing/Unaccompanied Housing Routine **When work type and cost levels require an AF Form 332, the LUC code 18 would apply with 3B in the Special Interest block*
16 or 18*	3C	S	Priority 3C Corrective Maintenance Work Tasks	Priority 3C Scheduled Sustainment Work (Corrective maintenance)	**Low Priority 3C Work Tasks.** Scheduled Sustainment Work. Corrective maintenance necessary to mitigate: - Little to no mission impact - 90% to full system capability - Quality facilities/systems to operate, work and live - Minor deficiencies may exist

The following quick reference sheet can be used to assist schedulers in assigning the correct LUC, Special Interest code and Type of Service code

					When work type and cost levels require an AF Form 332, the LUC code 18 would apply with 3C in the Special Interest block
17			Do Not Use	(Not required)	
18	4A		Priority 4A Scheduled Enhancement Work	Priority 4A Scheduled Enhancement Work	Work defined and prioritized by base, Work not accomplished over sustainment work , Work can be accomplished via contract/SABER and "funded by others"
18	4B		Priority 4B Scheduled Enhancement Work	Priority 4B Scheduled Enhancement Work	Work that does not contribute to sustainment sustain/ensure continued mission operations, Work can be accomplished via contract/SABER and "funded by others"
19			Utility Operations	Physical Plant Operations	Utility operations identifies all labor expended in support of plant or utility operations (e.g., water plant operations)
20	2B		Contingency Construction Projects	Contingency Construction Projects	Approved Special projects -related to PRIME BEEF Contingency Construction *Note: In IWIMS you'll have to use LUC 15 (in IWIMS) if the work is Minor Construction*
Indirect Labor					
31			Supervision	Work Center Lead	Shop Superintendent, Foreman, etc. Only used when performing Supervisory / Management duties and responsibilities
32-1			Upgrade Training/OJT	Upgrade Training and/or OJT	CDCs, CDC testing, QTPs, OJT includes CBTs primarily required for skill level upgrade, 797 tasks
32-2			Readiness Training	Readiness Training	Home station training for readiness or pre-deployment preparation, i.e. field exercises, chemical warfare training, weapons qualification, CPR, SABC (excludes CBTs and Contingency Construction projects)
32-3			Computer-Based Training	Computer-Based Training	All other CBTs (includes CBRNE, SABC, Force Protection, Information Assurance, etc. CBTs)
32-4			Training Temporary Duty	Training Temporary Duty	TDYs for Formal Training, PME, skill enhancement
33-1			Chargeable Leave	Chargeable Leave	Chargeable Leave and Sick Leave (military and civilian)
33-2			Passes	Passes	3-day passes, time off, sports days, volunteer activities that occur during the duty-day, Convalescent Leave
34-1			Meetings/Briefings/Appointments	Meetings/Briefings/Appointments	Commander's Call, briefings, meetings, military appointments
34-2			Physical Training	Physical Training	Physical Training and Testing
34-3			Vehicle and Shop Clean-up	Vehicle and Shop Clean-up	Vehicle and Shop Clean-up
34-4			Administrative	Administrative	EPRs, civilian appraisals, awards, etc
34-5	(I)		Temporary Duty	Temporary Duty	Non-Training & Non-Deployment TDYs. IE,. SAVs, inspection, Honor Guard, SFS, Bay Orderly, etc
34-6			Planning, Design, & Contract Administration	Planning, Design, & Contract Administration (COR)	Document craftsman's time performing COR or service/contract related tasks
38			Overtime	(Not required)	Overtime
39			Loaned Labor Hours	Loaned Labor	Personnel assigned to another branch or flight that does not execute work. i.e., Operations Engineering or a ATA cost center

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(|) NOTE: See Frequently Asked Questions (FAQ) site on AFCEC/COO Operations Work Force Management AF Portal Site for details questions and answers on business processes.