Capacity Planning Template

Paper Kite Design: a date the team can support

Original fictional example. All dates, commitments and estimates are invented for learning. This printable PDF does not calculate; change the inputs in the Excel workbook to test your own plan.

The decision

Do not accept the full brand-refresh package for 13 November 2026. Offer 20 November only if the client agrees and the diary and task sequence work.

Mara handles discovery and final review. Luis produces the artwork. The proposed package needs six Mara hours and ten Luis hours. Mara, the decision owner, will review the commitment on 6 November.

What the plan shows

All weeks start on Monday. Accepted jobs are entered once, separate from unavailable hours. The proposed package is still unaccepted.

Row	Resource	Monday date	Gross scheduled h	Unavailable h	Accepted work h	Proposed work h
1	Mara (owner)	9 Nov 2026	32	10	18	6
2	Luis (production)	9 Nov 2026	36	12	12	10
3	Mara (owner)	16 Nov 2026	32	10	14	0
4	Luis (production)	16 Nov 2026	36	4	20	0

Row	Resource and week	Available h	Total load h	Headroom h
1	Mara (owner) 9 Nov 2026	22	24	-2
2	Luis (production) 9 Nov 2026	24	22	2
3	Mara (owner) 16 Nov 2026	22	14	8
4	Luis (production) 16 Nov 2026	32	20	12

For 9 November, Mara has four hours free before the proposed six hours, leaving a two-hour shortage. Luis has twelve free before ten hours of artwork. His remaining two hours cannot replace Mara's review. Spare hours the following week cannot meet the earlier promise.

A later date, then a changed fact

Keep the existing promises

First ask whether the client can accept 20 November. If that date is agreed, remove the six and ten proposed hours from the week of 9 November and allocate them to the week of 16 November. Do not silently move accepted jobs or remove protected duties.

Resource	Monday date	Available h	Accepted work h	Proposed work h	Headroom h
Mara (owner)	16 Nov 2026	22	14	6	2
Luis (production)	16 Nov 2026	32	20	10	2

Both resources would have two hours remaining in that later week. This supports discussing the date; it does not establish the sequence is possible or that the work is profitable.

Three owner hours change the answer

Mara then becomes unavailable for three more hours that week. Unavailable hours rise from 10 to 13, so available hours fall from 22 to 19. Accepted work is still 14 and the proposed work is 6: 19 - 14 - 6 = -1 hour.

Reopen the scope, date or resource decision. Luis still has two hours remaining, but adding artwork capacity does not fix the owner-review constraint.

The evidence behind the hours

These are fictional diary and accepted-job estimates, not a real customer forecast. Mara's ten unavailable hours are eight internal/admin hours plus two deliberately protected response hours. Luis's first-week twelve are eight hours of leave plus four internal hours; his second week has four internal hours.

The six owner hours assume two for discovery and four for review. The artwork follows discovery; review follows artwork. Confirm actual diary slots, customer inputs and response timing before committing. No overtime, new hire, reduced review or extra wages are assumed.

Use the correction

Mara's next action is to offer the conditional later date, confirm the client's response and check the diary. If the absence is confirmed, agree a revised scope/date or qualified review support before accepting. Keep the hours and response current.

In the Excel example: set J14/J15 to 0, J16 to 6, J17 to 10 and B7 to 20 November. C16/C17 become 2/2. Change G16 to 13 and C16 becomes -1. The delivered workbook keeps the original starting case.

Methods

Asana, Capacity planning (23 June 2026): asana.com/resources/capacity-planning. Demand, resources, bottlenecks and review.

APM, What is scheduling in project management?: apm.org.uk/resources/what-is-project-management/what-is-scheduling-in-project-management/. Dates and dependencies.