



Project Management Plan
Project/Operation Configuration
Documentation

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By: Gary Neshanian (PMP®)

Nish Consulting
2336 Elden Ave., Suite G
Costa Mesa, CA 92627
Phone (949) 631-2871
consulting@gnish.com
<http://consulting.gnish.com>

Project Manager
Gary Neshanian

Distribution List –

Gary Neshanian

Executives (Chief)
Chief Information Officer - CIO
Information Systems Manager - ISM
Managers (Functional)
Systems Manager - SM
Webmaster - WM
Operator(s) - Ops
Stakeholders (Customers)
Sponsor
Business Unit Manager – BUM
Vendors

Authorization (who)

Introduction

[Gary Neshanian](#) is a Project Manager and certified [Project Manager Professional](#) (PMP[®]), with a Bachelor's Science in [Computer Science Engineering](#) from [California State University at Long Beach](#). He does his independent IT consulting work through his [Nish Consulting](#) since 1986.

Stakeholders (who)

Sponsor (authorizer):

interest, influences, impact.

Team member(s):

interest, influences, impact.

Customer(s):

interest, influences, impact.

Vendor(s):

Products, services.

Business Case (why)

What need is this filling?

Was there a feasibility study or steering committee involvement?

Charter (what)

Purpose (objectives)

Gary has authored [this document](#), and it has evolved during his many years of enterprise and information technology work. It is based on his training from the [Project Management Institute](#), and his [experience](#) in both private LAN/Intranet and public WAN/Internet environments.

Requirements (needs)

What product, service, or result is being developed?

Any constraints or dependencies.

Scope (how)

Description

This is intended as a **boilerplate/template** for an Information Technology – Project

Management Plan. It is intended as a starting point that can be used anywhere from charter, analysis, planning to post project documentation.

Deliverables

Deliverable documents or attachments.

Acceptance

Expectations and criteria for formal completion and acceptance by the sponsor and stakeholder(s).

Project Plan (methodology)

Project Management

Project management is the discipline of planning, organizing, securing, managing, leading, and controlling resources to achieve specific goals. A project is a temporary endeavor with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables), undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value.

PM approaches: Phased (*Waterfall*), Incremental, *Iterative* (Agile/Scrum), and Lean.

Infrastructure/ Service Management

Information Technology service management ([ITSM](#)) information and solutions are based on *Information Technology infrastructure library* ([ITIL](#)) best practices.

Best practices ensure data centers have comparable services. Today ITIL is the worldwide de-facto-standard for service management and contains broad and publicly available documentation on how to plan, deliver and support IT services. ITIL core: Strategy, Design, Transition, Operation, Continual Service Improvement.

Waterfall

Waterfall approach means that you complete a number of phases in an ordered sequence: requirements analysis, design, implementation/integration, and testing.

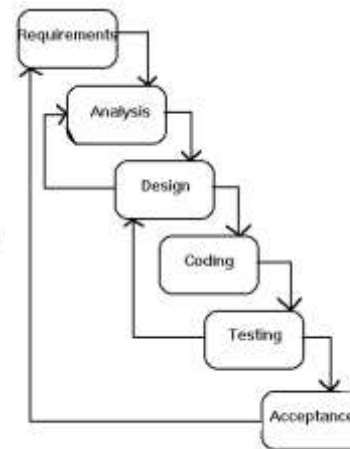
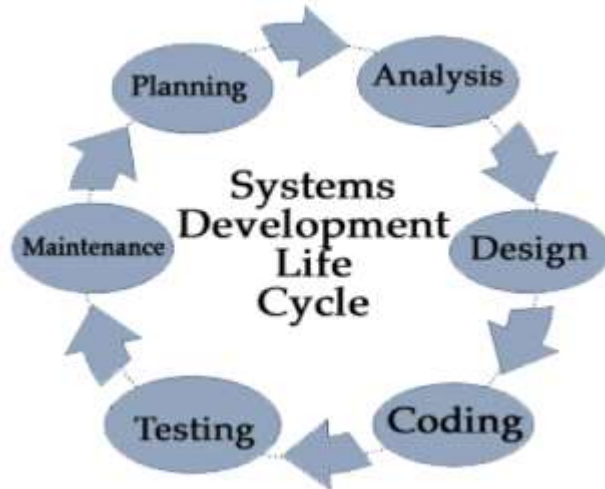
Traditional phased approach identifies a sequence of steps to be completed, five developmental components can be distinguished (four stages plus control):

1. Initiation
2. Planning and Design
3. Execution
4. Monitor and Control
5. Completion

This approach can be more risky since problems may not be discovered until much later in the project, and don't show any value until completion.

Modified waterfall approach breaks the project down into two or more parts, sometimes called phases or stages. Manageable pieces allow you to prototype areas, and modify your design, with fewer risks to the project.

[Project Management Institute](#), Project Management Body of Knowledge ([PMBOK](#)).



The waterfall model (Systems Development Life Cycle)

Waterfall - PMBok

Iterative

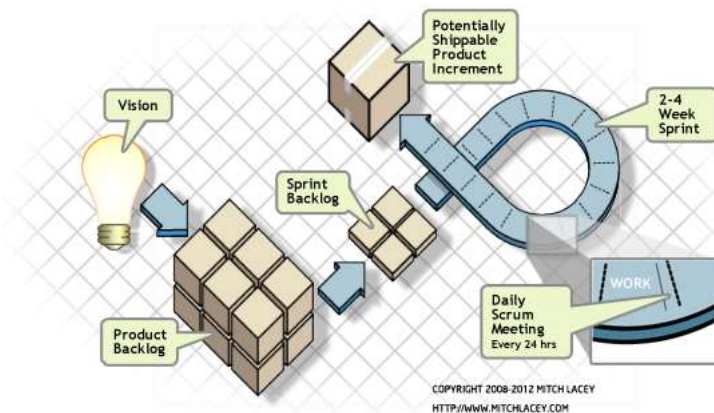
Iterative approach involves a sequence of incremental steps, or iterations.

Iterations include some of the development disciplines (requirements, analysis, design, implementation...), have a well-defined set of objectives, and produce a partial working implementation of the final system.

Successive iterations build on the previous iterations to evolve and refine the system until the final product is complete.

Agile (Manifesto) - founded on a process view of human collaboration, is adaptive manner, rather than as a completely pre-planned process or difficult to plan ahead.

Scrum - agile software development method, rugby approach of one cross-functional team across multiple overlapping phases "team passing the ball back and forth".



http://www.scrumalliance.org/pages/what_is_scrum



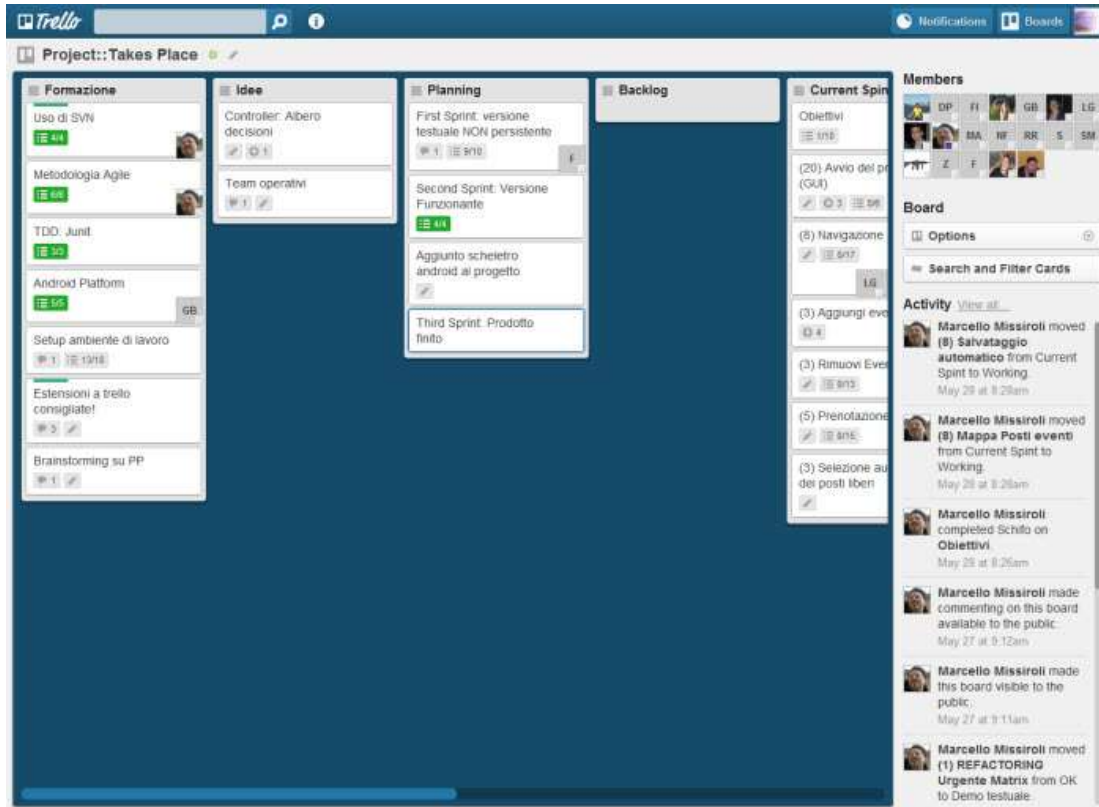
<http://scrumpad.wpengine.com/features/scrumpad-overview>

Iterative - Scrum

Collaborative

[Trello](#) - is a collaboration tool that organizes your projects into boards. In one glance, Trello tells you what's being worked on, who's working on what, and where something is in a process.

Infinitely flexible. Incredibly easy to use. Great mobile apps. It's free. Trello keeps track of everything, from the big picture to the minute details.



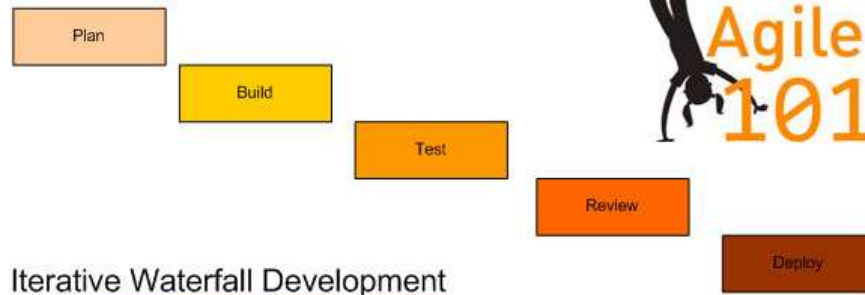
Collaboration - Trello

With Trello you can:

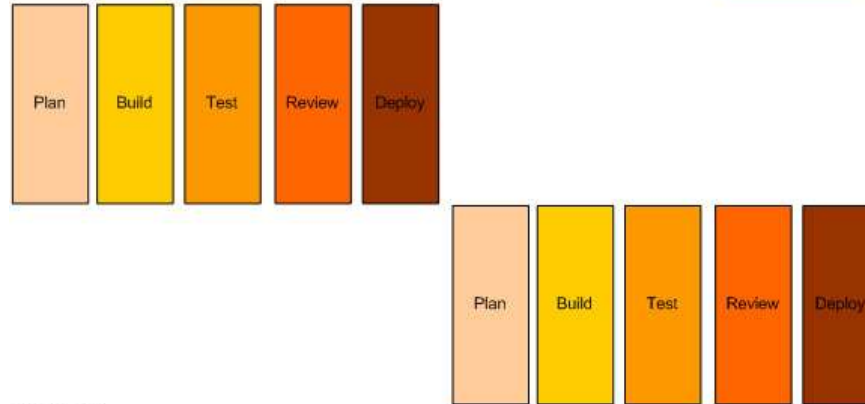
- Create boards to organize anything you're working on
- Use them solo or invite coworkers, friends and family to collaborate
- Customize workflows for different projects
- Add checklists of "To-Dos" on cards
- Assign tasks to yourself and coworkers
- Comment on items with your friends
- Upload photos and videos
- Attach files
- Display cards in a calendar view with the Calendar Power-Up
- Trello is free to use forever with options to upgrade to Gold for loads of extra fun and functionality

<https://www.microsoft.com/en-us/store/p/trello/9nblqgh4xxvw>

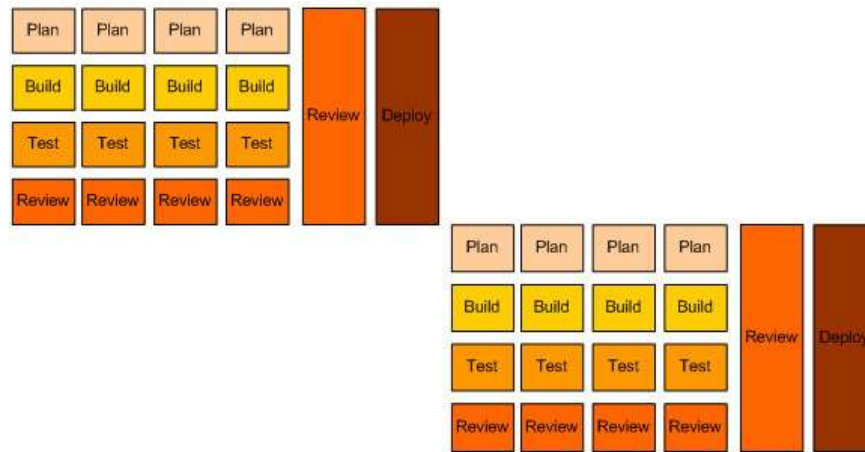
Waterfall



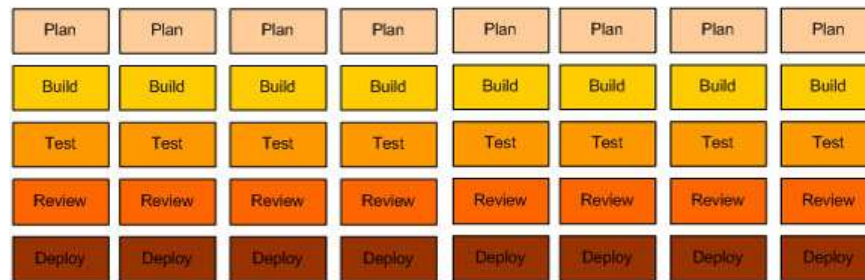
Iterative Waterfall Development



Scrum



Lean



Methodologies

<http://agile101.net/2009/09/08/the-difference-between-waterfall-iterative-waterfall-scrum-and-lean-in-pictures/>

Conventions

Used in this document: [Fill-in] values are used to prompt you for information that will be linked to other places in the document. **Bold** to highlight a particular word or statement. *Italic* to highlight a particular phrase. *Gray* words have been used for linked values that you shouldn't have to modify.

Sections

Authorization (who)

Introduction

purpose, charter, scope, wbs and conventions of this document

document

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listed by section and page

Table of Diagrams

listed by page

1 Project Plan

object, requirements, scope of project

2 Work Break Structure

breakdown of the work into manageable pieces

3 Statement of Work

statement of work to be provided

4 Communications Plan

roles and responsibilities with the communications defined

5 Change Management

project changing process after the project has started

A Reference

External document references

B Glossary

Terms sorted alphabetically

Notes

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1 Project Plan

The Introduction provides a high level overview of the project and what is included in this Project Management Plan. This should include a high level description of the project and describe the projects deliverables and benefits. Excessive detail is not necessary in this section as the other sections of the project plan will include this information. This section should provide a summarized framework of the project and its purpose.

1.1 Personnel

Discuss how you plan to staff the project. This section should include discussion on matrixed or projectized organizational structure depending on which is being used for this project. This section should also include how resources will be procured and managed as well as the key resources needed for the project.

1.1.1 Client

Customer

1.1.2 Business Area

Business Unit

1.1.3 Project Manager

Gary Neshanian

1.1.4 Development

Gary Neshanian

1.1.5 Review

Gary Neshanian

1.1.6 Delivery

Gary Neshanian

1.1.7 Acceptance

Customer

1.1.8 Other Vendors

1.2 Approach

This section is where you outline the overall project management approach for the project. In general terms, the methodology and style being implemented (SDLC).

- Waterfall – Project Management Institute
- Iterative – Agile/Scrum
- Collaborative – Jira, Trello

1.3 Objective

PROJECT will deliver a solution to CLIENT's problem.

PROJECT will provide a...

Currently the CLIENT ...

1.4 Requirements

1.4.1 Business Requirement Document

Client requirements.

1.4.2 Request for Proposal

Vendor responses.

1.5 Scope

State the scope of the project in this section. The scope statement from the project charter should be used as a starting point; however, the project plan needs to include a much more detailed scope than the charter. This detail should include what the project does and does not include. The more detail included in this section, the better the product. This will help to clarify what is included in the project and help to avoid any confusion from project team members and stakeholders.

1.5.1 In Scope

Features.

Functions.

RFP.

1.5.2 Out of Scope

Topics of previous discussions that will not be part of this project.

1.6 Timeline

Microsoft Gantt chart:

Project Timeline		May	June	July	Aug	Sep	Oct
1	Initiate (Requirements)	■					
2	Plan (Analysis)		■				
3	Manage (Develop)			■	■		
4	Execute (Refine)				■	■	
5	Close (Final Delivery)					■	■

Project Timeline

1.7 Resources

Microsoft Resources table:

Project Resources

1.8 Milestones

Provide a summary list of milestones including dates for each milestone. Include an introductory paragraph in this section which provides some insight to the major milestones. This section should also mention or discuss actions taken if any changes to the milestones or delivery dates are required.

1.8.1 Analysis

Completion of needs analysis. (hours, date)

1.8.2 Development

Completion of development. (hours, date)

1.8.3 Review

Completion of client review. (hours, date)

1.8.4 Delivery

Completion of delivery/installation. (hours, date)

1.8.5 Completion

Formal transfer to acceptance team. (hours, date)

1.9 Risks

Known risks.

Budget.

Business.

Schedule.

Resource.

Technology.

1.10 Dependencies

Known Dependencies.

1.11 Cost Baseline

This section contains the cost baseline for the project upon which cost management will be based. The project will use earned value metrics to track and manage costs and the cost baseline provides the basis for the tracking, reporting, and management of costs.

Project Phase	Budgeted Total	Comments
Planning	\$	Includes work hours for all project team members for gathering requirements and planning project
Design	\$	Includes work hours for all project team members for work on conceptual design
Coding	\$	Includes all work hours for coding
Testing	\$	Includes all work hours for testing (including beta testing) of software
Transition and Closeout	\$	Includes all work hours for transition to operations and project closeout

1.12 Acceptance

Acceptance testing and date requirements.

1.12.1 Requirements

1.12.1.1 Testing

1.12.2 Date

1.12.3 Signoff

Who?

2 Work Breakdown Structure (WBS)

This section should discuss the WBS, WBS Dictionary, and Schedule baseline and how they will be used in managing the project's scope. The WBS provides the work packages to be performed for the completion of the project. The WBS Dictionary defines the work packages. The schedule baseline provides a reference point for managing project progress as it pertains to schedule and timeline. The schedule baseline and work breakdown structure (WBS) should be created in Microsoft Project. The WBS can be exported from the MS Project file.

2.1 Costs

2.2 Budget

2.3 Activities

2.4 Procurements

2.5 Risks

3 Statement of Work (SOW)

3.1 Introduction

3.1.1 Background

3.1.2 Scope

3.1.3 Objectives

3.2 Requirements

3.2.1 Work Breakdown Structure (WBS)

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3.3 Costs

3.4 Assigned Responsibilities

3.5 Assumptions, Risks, Constraints and Dependencies

3.5.1 Assumptions/Exclusions

3.5.2 Risks

3.5.3 Constraints

3.5.4 Dependencies

3.6 Applicable Documents, Abbreviations/Acronyms

3.6.1 Applicable Documents

3.6.2 Abbreviations/Acronyms

3.7 Appendices

4 Communications Plan (CP)

The purpose of the Communications Management Plan is to define the communication requirements for the project and how information will be distributed to ensure project success. You should give considerable thought to how you want to manage communications on every project. By having a solid communications management approach you'll find that many project management problems can be avoided. In this section you should provide an overview of your communications management approach. Generally, the Communications Management Plan defines the following:

- Communication requirements based on roles
- What information will be communicated
- How the information will be communicated
- When will information be distributed
- Who does the communication
- Who receives the communication
- Communications conduct

For larger and more complex projects, the Communications Management Plan may be included as an appendix or separate document apart from the Project Management Plan.

4.1 Client Roles

Client and customer personnel involved in the project.

Business Owner.

Project Manager.

Subject Matter Experts.

4.2 Project Roles

Project delivery personnel.

Program Manager.

Project Manager.

Implementation Team.

Compliance Team.

Subject Matter Experts.

4.3 RACI

Responsibility Accountability Consulted Informed (RACI) chart, assigns one four levels to individuals for their roles on the project. The RACI model clearly lays out roles and responsibilities for any activity or group of activities. A very technical tool used in the most complicated projects, but a term you might hear. Example below.

Job functions or titles are noted across the top, such as "IT," "Human Resources," "Project Manager," etc.

Tasks or responsibilities are noted down the left hand side, such as “Conduct weekly communication meeting with sales team,” or “Analyze prior-month performance and send out summary the first week of each month.”

The cells inside the RACI model or chart are filled in based on the following criteria –

- R = Responsible = The person who performs the work. There must be one “R” on every row, no more and no less. “R” is the only letter that must appear in each row.
- A = Accountable = The person ultimately accountable for the work or decision being made. Use this letter where appropriate, but not to excess – only when a key decision or task is at hand. There can be from zero to one “A’s” in each row, but no more than one.
- C = Consulted = Anyone who must be consulted with prior to a decision being made and/or the task being completed. There can be as many “C’s” as are appropriate in each row.
- I = Informed = Anyone who must be informed when a decision is made or work is completed. There can be as many “I’s” as are appropriate in each row.

Maintenance Crew KPI RACI Chart

Tasks	Maint Supervisors	Maint Analyst	Maint Planner	Maint Technician	Maint Supert	Rel Specialist	CSMS Proj Engr
Inputting Failure Data	A	C	I	R		C	C
Work Order Completion	R	C	C	C	A	I	I
Work Order Close Out	C	R	C		I	I	A
QA of Failure Data Input	C	R	I	C	I	C	A
Analyze Failure Reports	C	C	I	C	A	R	I
Maintenance Strategy Adjustments	C	I	I	C	A	R	R
Implementing new strategies	R	I	R	C	A	I	I

Responsibility	"the Doer"
Accountable	"the Buck stops here"
Consulted	"in the Loop"
Informed	"kept in the picture"

RACI

4.4 Project Reporting

Define daily, weekly, Sprint, Release reports, distribution, and method (hardcopy, email, meeting, etc...)

Communication Type	Description	Frequency	Format	Participants/ Distribution	Deliverable	Owner
Weekly Status Report	Email summary of project status	Weekly	Email	Project Sponsor, Team and Stakeholders	Status Report	Project Manager
Weekly Project Team Meeting	Meeting to review action register and status	Weekly	In Person	Project Team	Updated Action Register	Project Manager

Project Monthly Review (PMR)	Present metrics and status to team and sponsor	Monthly	In Person	Project Sponsor, Team, and Stakeholders	Status and Metric Presentation	Project Manager
Project Gate Reviews	Present closeout of project phases and kickoff next phase	As Needed	In Person	Project Sponsor, Team and Stakeholders	Phase completion report and phase kickoff	Project Manager
Technical Design Review	Review of any technical designs or work associated with the project	As Needed	In Person	Project Team	Technical Design Package	Project Manager

Communications Conduct:

Meetings:

The Project Manager will distribute a meeting agenda at least 2 days prior to any scheduled meeting and all participants are expected to review the agenda prior to the meeting. During all project meetings the timekeeper will ensure that the group adheres to the times stated in the agenda and the recorder will take all notes for distribution to the team upon completion of the meeting. It is imperative that all participants arrive to each meeting on time and all cell phones and blackberries should be turned off or set to vibrate mode to minimize distractions. Meeting minutes will be distributed no later than 24 hours after each meeting is completed.

Email:

All email pertaining to the Project should be professional, free of errors, and provide brief communication. Email should be distributed to the correct project participants in accordance with the communication matrix above based on its content. All attachments should be in one of the organization's standard software suite programs and adhere to established company formats. If the email is to bring an issue forward then it should discuss what the issue is, provide a brief background on the issue, and provide a recommendation to correct the issue. The Project Manager should be included on any email pertaining to the Project.

Informal Communications:

While informal communication is a part of every project and is necessary for successful project completion, any issues, concerns, or updates that arise from informal discussion between team members must be communicated to the Project Manager so the appropriate action may be taken.

5 Change Management (CM)

This section should describe your change control process. Ideally, this process will be some type of organizational standard which is repeatable and done on most or all projects when a change is necessary. Changes to any project must be carefully considered and the impact of the change must be clear in order to make any type of approval decisions. Many organizations have change control boards (CCBs) which review proposed changes and either approve or deny them. This is an effective way to provide oversight and ensure adequate feedback and review of the change is obtained. This section should also identify who has approval authority for changes to the project, who submits the changes, how they are tracked and monitored.

For complex or large projects the Change Management Plan may be included as an appendix to the Project Management Plan or as a separate, stand-alone document. We have a detailed Change Management Plan template available on our website.

5.1 Scope changes

It is important that the approach to managing the projects' scope be clearly defined and documented in detail. Failure to clearly establish and communicate project scope can result in delays, unnecessary work, failure to achieve deliverables, cost overruns, or other unintended consequences. This section provides a summary of the Scope Management Plan in which it addresses the following:

- Who has authority and responsibility for scope management
- How the scope is defined (i.e. Scope Statement, WBS, WBS Dictionary, Statement of Work, etc.)
- How the scope is measured and verified (i.e. Quality Checklists, Scope Baseline, Work Performance Measurements, etc.)
- The scope change process (who initiates, who authorizes, etc.)
- Who is responsible for accepting the final project deliverable and approves acceptance of project scope

We have a detailed Scope Management Plan available on our website which can be included as an appendix to the Project Management Plan for larger or more complex projects. Be sure to review it and determine if it's necessary for managing your project..

5.2 Schedule changes

This section provides a general framework for the approach which will be taken to create the project schedule. Effective schedule management is necessary for ensuring tasks are completed on time, resources are allocated appropriately, and to help measure project performance. This section should include discussion of the scheduling tool/format, schedule milestones, and schedule development roles and responsibilities.

Be sure to check out the detailed Schedule Management Plan available on our website. The separate Schedule Management Plan is suitable for larger projects or projects where the schedule management is more formalized

5.3 Risk Reporting

This section provides a general description for the approach taken to identify and manage the risks associated with the project. It should be a short paragraph or two summarizing the approach to risk management on this project.

Since risk management is a science in itself, we have many risk management templates available on our website. Look for the detailed Risk Management Plan, Risk Register along with templates for performing a risk assessment meeting.

5.3.1 Risk Registry

5.3.2 Mitigation or Resolution

Appendix A – Glossary

Project Plan (PP)

how and when of objectives, products, milestones, activities and resources required.

Service Level Agreement (SLA)

part of a service contract where the level of service is formally defined.

Standard Operating Procedure (SOP)

fixed instructions or steps for carrying out usually routine operations.

Scope Of Services (SOS)

lists of tasks which are, or may be, required for a vendor.

Statement Of Work (SOW)

document defining work activities, deliverables and timeline for a vendor.

Terms Of Service (TOS)

rules of on-line service provider, break and risk being "TOS-sed" (disconnected).

Work Breakdown Structure (WBS)

division of a project into tasks and subtasks.

Communications Plan (CP)

assignment of roles and responsibilities with communication plans.

Change Management (CM)

definition of the process for changes to the project after it has started.

Appendix B – Reference

[PMI.org](#) is the world's leading not-for-profit membership association for the project management profession.

[PMP®](#) credential recognizes demonstrated knowledge and skill in leading and directing project teams and in delivering project results within the constraints of schedule, budget and resources.

[Scrum Alliance](#) – [Certified Scrum Master](#) – Scrum is a simple yet incredibly powerful set of principles and practices that help teams deliver products in short cycles, enabling fast feedback, continual improvement, and rapid adaptation to change. [Getting-Started](#)

[Project Management.com](#) – Our mission is simple: To make project managers more successful. ProjectManagement.com is the experience bridge that fills in the gaps-- providing help to project managers in a number of ways. It is a community, your community, for project managers in all industries. [PMP-Template](#)

[Trello](#) – is a collaboration tool that organizes your projects into boards. Trello tells you what's being worked on, who's working on what, and where something is in a process.

[Jira](#) – whether you're a seasoned agile expert, or just getting started, Jira Software unlocks the power of agile. Agile teams can stay focused on delivering iterative and incremental value, as fast as possible, with customizable scrum boards.

Copies of vendor needs analysis, request for proposal responses, sales configurations, purchase orders, and maintenance contracts should all be inserted here.

Instructions and locations of all hardware, software and application documentation should be inserted here.

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