



**Knowledge Transfer Plan**  
**For**  
**(Process, Tools, Automation) PTA**

**Prepared by:**  
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# Preface

## Purpose

This document gives the detailed knowledge transfer plan of Process Tools and Automation (PTA) - Development / Sustainment for knowledge transition from AT&T Wireless (AWS) to Tata Consultancy Services (TCS). This is intended as a reference document, to be used during the transition phase of this project. In addition, it also aims to give details of the methodology to be followed during the transition phase for the out sourcing project that is being carried out by TCS.

## Audience

AWS PTA Product Owner  
AWS PTA Dev Manager  
AWS CS-GDS Manager  
AWS CS-GDS Application Transition Lead  
TCS Onsite Program Manager for CS-GDS  
TCS Onsite Project Manager for Application Transition  
TCS Offshore Project Leader  
TCS PTA-Development/ Sustainment Onsite Team  
TCS PTA-Development/ Sustainment Offshore Team  
AWS SMEs

## Organization of the Document

This document is organized in the following Chapters:

Chapter 1 **Introduction** - Gives a brief description on the project and scope.

Chapter 2 **Project Details** - Describes the technical environment and application tracking summary Template.

Chapter 3 **Organization and Responsibilities**- Contains AWS and TCS Organization charts and Responsibilities

Chapter 4 **Knowledge Transfer and Transition**- Describes knowledge elements and transition methodology.

Chapter 5 **TCS Staffing Plans**- Contains the staffing

distribution between Onsite and Offshore among systems and the details for the staffing estimate.

Chapter 6 **Communication Mechanism** - Describes the Communication channel details and the distribution list.

Chapter 7 **Risks and Risk Management**- Identifies the risks involved and the contingency plans.

Appendix A Schedule of Activities for Transition

Appendix B Acronyms

## Chapter 1 - Introduction

### 1.1 Project

'Process, Tools and Automation Development/Sustainment' team supports the development, enhancement, and Sustainment activities of Helpdesk, Change management, and some dynamic pieces of Help web.

### 1.2 Scope

During the transition phase, the knowledge of following components of PTA-Development and Sustainment Support activities will be transitioned from AWS to TCS.

Help Desk

Help Desk Application

Reporting Tool

Reporting Server

Service Assurance Net cool Process

RAT

Root Cause Analysis System

Paging System

DOR

ED

SED (My Facilities) feed to Request Center (Location Data feed)

3G EMA/EHS -Coordination and Support Activities.

## Help Web

Website

My Questions (Knowledgebase(FAQ))

3G EMT Knowledge Look up

Help desk Query

Outage News

)

## My Logins (UAM)

### Support Activities

Support the My Facilities feed to Request Center

Support the My passwords feed to SED(Shared Employee DB)

Support the SSOFA(Single sign on for Associates) feed to populate new Siebel(Odyssey2)

### Change Management

Change management Application

Change Management Server

CRB

## My Logins

Ticket Service Creation from Request Center

Help Web Link interface details

## My Passwords

SED -Support My passwords feed to SED(Shared Employee DB)

Support the SSOFA(Single sign on for associates) feed to populate new Siebel

(Odyssey 2)

QS (Quality & Service) Website

DOR

CRB

Time Tracking Tool (TPS)

Market Expansion Tool (MET)

RA (recognition.attws.com)

### **1.3 Transition**

In order to place the entire set of activities (by both AWS and TCS personnel) in a sound framework, there is a need to define the application maintenance process and the methodology for knowledge transfer during the transition phase. Such a process definition with appropriate procedures will ensure the long-term success of offshore operations.

It should be noted that these processes and procedures are meant for the transition period. They will be suitably modified to facilitate periodic update of the Maintenance Manual. They are intended to:

- be basis for successful steady-state Onsite/Offshore Development and Sustainment activities

- aid meeting current day-to-day work requirements

### **1.4 Critical Success Factors**

This transition plan is developed keeping in mind the following critical success factors.

#### **1.4.1 Knowledge Transfer**

Ensure successful Knowledge Transfer with all the deliverables (Induction Manual, Maintenance Manual) completed. Knowledge Transfer evaluation will be completed successfully with the acceptance of AWS.

#### **1.4.2 Maintenance Process**

Ensure that the maintenance processes are documented with the procedure to raise problem reports, sequence of events to fix the problem reports, change control and version control procedures, special software/tools. Service levels in terms of turn around time are also documented.

### 1.4.3 Project Management

Project Key Milestones and Deliverables as per the detailed project plan are completed on time, schedule, and budget. Ensure quality of the deliverables and project risks are addressed.

### 1.4.4 AWS Staff support during the transition phase

AWS Staff support is absolutely essential to facilitate a smooth transition to TCS Personnel. In addition to participation in transition, AWS staff will also review TCS deliverables and provide feedback on knowledge transfer. The project transition time is expected to be approximately 9 weeks and Project SMEs should be available till then.

## Chapter 2 - Project Details

This chapter gives details of the phases for this outsourcing project, its technical environment, and application summary.

### 2.1 Project Phases

The project is to transfer the responsibility of Development/Sustainment support of PTA Tools from AWS to TCS, which will be carried out in *two phases* namely:

Transition Phase (Aug 11, 2003 - Oct 10, 2003)

Post-Transition Phase (Oct 13, 2003 Onwards )

During the transition phase, the TCS teams will assume the responsibilities from AWS in various stages as per the plans detailed in **Appendix A - Schedule of Activities for Transition** in this document.

During the Post-Transition phase, TCS will have complete ownership of all of the day-to-day activities of the PTA-Development, and Sustainment support services from both onsite as well as Offshore. The PTA-Development/Sustainment Maintenance Manual will explain in detail the services to be provided and procedures governing the Post-Transition phase.

A decision to retire the application or discontinue support from TCS would trigger the Reverse Transition phase. During this phase, TCS will reverse transition its knowledge and hand over all the Project items to AWS. It will also ensure that all contractual requirements in the project have been fulfilled.

## 2.2 Technical Environment

Hardware Platform	Sun-Solaris, Windows
Operating System	Sun-Solaris 5.8
Servers	Remedy , Cold fusion
Languages & Software	CFML, HTML, Java scripts, Remedy, Perl, Shell Scripts, Sybase Stored procedures, XML , C
Database	Sybase 12, Sybase 12.5, SQLServer2000

## Chapter 3 - Organization and Responsibilities

### 3.1 Introduction

This chapter outlines the organization structure of AWS and TCS for the PTA-Development/Sustainment project for the transition phase and the Service phase.

### 3.2 Onsite GDC Organization Structure

The Onsite GDC organization structure for the PTA-Development/Sustainment project is as shown below:

### 3.3 Offshore TCS-GDC Organization structure

The Offshore project organization structure for the transition phase is as follows.

#### Offshore TCS-GDC Organization Structure

### 3.4 Roles and Responsibilities

The roles and responsibilities of the TCS and AWS teams during the transition phase are described in this section.

#### 3.4.1 TCS Team

During the transition period, the TCS project team will be headed by onsite **Project Leader (PL)**. After transition two of the onsite resources will join Offshore. One of them will be Offshore Project Leader. After transition, among the remaining two onsite resources one of them will act as onsite-Project Lead.

The onsite Project Leader will lead the TCS team at on-site and carry out the following responsibilities:

- Plan and monitor activities

- Monitor progress and consolidate Status Reports

- Coordinate training activities

Coordinate with TCS Management regarding the infrastructure setup for the project, at the offshore facilities of TCS.

Allocate tasks to Off-site team members

During the transition phase the TCS team will work on the following activities:

Participate in the on-going Development and sustainment activities.

Understand the functional aspects and the implementation details of PTA tools.

Document the functional and implementation aspects of the systems/tools that are within the scope of work for TCS.

Understand and document the software configuration management procedures and practices.

Preparation of Induction and Maintenance manuals.

### **3.4.2 AWS Team**

During the transition period, the AWS organization, headed by the AWS CS-GDS Project Manager, is responsible for the following functions:

Single point contact for management related activities/issues.

Subcontract Management.

Ensuring the clarity and correctness of work request specifications given to TCS.

Review documents delivered by TCS.

Verify the achievement of work request objectives.

Ensure availability of AWS staff to train TCS staff on all aspects (functional, design and implementation) of the systems.

Ensure a smooth knowledge transfer by motivating cooperation.

Improve the acceptability of TCS at AWS and among their users.

## **3.5 Status Reviews**

### **3.5.1 Regular Status Reports to the Project Manager**

TCS onsite Project Lead prepares a consolidated weekly report, for onsite and offshore, every Friday and submit it to the AWS CS-GDC Project Manager, TCS CS Program Manager.

Typically it will contain the details of the work completed, in-progress and planned for the next period. This report will highlight deviations/slippages from plans and address concerns/issues, if any.

## **3.6 Issues and Resolution**

Refer to Transition SOW document

## Chapter 4 - Knowledge Transfer and Transition

### 4.1 Scope

This chapter describes the knowledge transfer process that is to be set up during the transition phase and explains the knowledge elements. The organizational elements involved, their inter-relations, the methods adopted, details of deliverables, schedules of activities, progress monitoring system and issue resolution mechanisms have also been presented.

### 4.2 Constituents of Knowledge

Knowledge, in the current context, could be defined as the information elements necessary for TCS personnel to execute work and meet AWS expectations. The following constitute the "knowledge" that needs to be transferred to TCS team:

- Procedures and Standards

- Knowledge of the system

- Knowledge of the application

- Business functionality

#### 4.2.1 Procedures and Standards

It is essential that the administrative and technical procedures used in AWS are well understood and followed by TCS. These relate to the following:

Procedures for coding, compiling and unit testing.

Procedures followed during deployment

Software configuration procedures.

Production and Test environments.

Processing of CRs in terms of seeking clarifications and closing them after tests and verification

Change management procedures and methodology

Availability and Accessibility of relevant documents and manuals

Guidelines followed for utilizing software tools and utilities

Software configuration procedures

Understanding of Developer responsibilities

Understanding of checklists/Guidelines available for release

Understanding the Service Level Agreements(SLA)

#### **4.2.2 Knowledge of System Architecture and Design**

Knowledge of the system, in terms of design aspects, is a very important component in carrying out effective maintenance and enhancement operations.

Basically, this comprises of system flow charts, job run-streams and program specifications. This following information is probably the single most important element in maintenance operations.

System/Tools Overview

UI Demo/Walkthrough

Functional/Business Overview

Coding and development

External Interfaces(Input and Output files)

Test and Production environments

Deployment

Production Support

Error Messages or Logs

Current Release and Release plans

Software Configuration Management - CVS

History of Releases and Production Fixes

Deployment Process of System

Future enhancement options/plans - Both Internally Identified and Business Driven

Internal Code and Architecture

Unit Test data, Unit test cases, error reporting

#### **4.2.3 Knowledge of Application**

Application knowledge is as important as system knowledge when it comes to critical CRs, which have impact on multiple systems. From this point of view, TCS personnel need to have:

A global knowledge of the application area

Information about relevant user manuals that can be used for specific queries

Overview of application functions of each system

#### **4.2.4 Business Functionality**

Business Functionality is as important as System knowledge and Application knowledge to keep abreast with the industry changes. From this point of view, TCS personnel need to have/understand:

Changing trends in the Telecom and IT Industry

Information about the state-of-the-art technology in Wireless Communications

Relevance of these applications in the prevailing business context

### **4.3 Transition Organization**

The tasks of building up knowledge are intertwined with those of maintenance activities. Hence no separate organization is proposed for this purpose; however, it is essential that a portion of the effort and time of AWS' current development/support staff and TCS personnel will contribute to knowledge building.

### **4.4 Methodology for Knowledge Transfer**

Various methods will be adopted to achieve knowledge-transfer effectively. Some of these are outlined below. System information will also be gathered through informal discussions

Formal Presentations/Training

Query-Responses

Self Study/Review of Documents

Shadowing Day-2-Day Activities

TCS will document all business/system knowledge gained during the transition phase.

#### **4.4.1 Formal Presentations/Training**

A formal presentation/lecture (Class room sessions) by an SME may be arranged to give a detail view of the application to understand efficiently about the system.

#### **4.4.2 Query-Response**

While engaged in normal day-to-day work (working on CR or providing production support), queries raised by TCS personnel will have to be clarified by AWS staff. Valuable system-related information is shared through this process.

The TCS team will also have ad-hoc and informal discussions with AWS personnel to understand key design and implementation issues.

#### **4.4.3 Self-Study/Review of Documents**

TCS personnel are expected to study the available documents and create new documentation to supplement the existing ones.

AWS staff will validate documents prepared by TCS team

#### **4.4.4 Project Specific Transition Approach**

For PTA, the Knowledge Transition phase comprises the following activities:

Overview session by AWS SMEs followed by Self study by TCS consultants and cross training

## **4.5 TCS Deliverables**

### **4.5.1 Induction Manual**

The *Induction Manual* will be prepared during the transition phase. All knowledge acquired during the transition phase about the system will be documented here.

Typical Induction Manual shall contain the following details.

About the Project

Getting started

Environment

System description

Business overview - of PTA Tools

Interface details

Configuration details

Technical operation and details of programs

Standards

Where to find what?

Systems Inventory

Glossary of terms used

The new documentation about each of the module(s)/program(s) created by the TCS/AWS teams will supplement the *Induction Manual*.

The *Induction Manual* will be used to educate and train the TCS Offshore team and also people joining on-site team directly, about the system.

### **4.5.2 Maintenance Manual**

Maintenance manual involves recording the special procedures to be followed in maintaining the product. This activity is necessary when the required information is not available in other

technical manuals. This manual would include the peculiar aspects of the product being maintained, procedures, tools and techniques for analysis, simulation and fixing, techniques for debugging, simulating a problem or any other data relevant to the maintenance process.

## 4.6 Schedules

A schedule for the transition phase has been drawn and is placed as *Appendix A* Detailed schedules and activities may be worked out over a period of time by the Project Leads in consultation with AWS SME's and Developers.

Globally, a time frame of 9 weeks has been set for knowledge transfer to be completed, to the extent necessary to induce the necessary level of confidence, to transition the maintenance activities offshore, owing to the complexity of the systems.

The schedules will be reworked, if necessary, after joint consultations between TCS and AWS.

## Chapter 5 - TCS Staffing Plans

In general, all staffing plans will be made by TCS project lead in consultation with the AWS Project Manager and the plan will be notified to the TCS Program Manager.

### 5.1 Staffing Plan

The staffing plan for the Transition Phase and the Post-transition Phase is given below.

Staff	Transition Phase Aug 11, 2003 through Oct 10, 2003	Post Transition Phase Oct 13, 2003 onwards		
	Onsite	Offshore	Onsite	Offshore
Project Leads	1	0	1	1
Developers	34	2	21	43
<b>Total</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>4</b>

## 5.2 Revision of Staffing Plan

The overall staffing plan in terms of the total number of persons required in the project will be determined by AWS based on the size of the systems and the anticipated workload during the current financial year. The table presented above illustrates the skeletal staff and is subject to vary depending on enhancements that necessitate quick turn around time frames.

If needed, a revision on the staffing requirement could be made as the situation demands by the TCS Project Manager, AWS Development Manager and TCS Global Relationship Manager/Regional Manager (RM) within the contractual limitations after the approval of the AWS Development Manager.

## 5.3 Staff Rotation Procedures

TCS has a policy of rotating staff among various projects on a periodic basis. On completion of about 12-18 months after assignment to a project, TCS will replace an individual. To minimize the impact of such rotation on the project functions, a person would be introduced offshore and given adequate training. To replace the onsite person, an individual from the offshore team would be posted after the new entrant at the offshore facility is fully productive.

## 5.4 Staff replacement Procedures

in the event of an unexpected situation, when the TCS employee needs to be replaced, TCS will quickly identify a suitable replacement and present the details to AWS. However, such a need is expected to be more an exception than the rule.

# Chapter 6 Communication Mechanism

Onsite and offshore communication is one of the success criteria for this project

For all PTA transition activities the primary contact will be TCS onsite team lead.

Onsite team lead will be

Communicating to Dev Manager & Product Owner

Communicating to SMEs

Guiding the offshore in KT and Documentation

## 6.1 Communication Medium

For all PTA activities onsite and offshore uses the following communication medium

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	<b>Activity</b>	<b>Mode Of Communication</b>	<b>Responsibility</b>	<b>Remarks</b>
<b>Onsite</b>	Assigns the work to offshore	E-mail, Net Meeting, Teleconferences	Onsite team lead	On daily basis onsite team lead updates 1. PTA Transition Summary tracking 2. Documentation ( PTA Maintenance manual, Induction Manual ) 3. KT Notes(like FAQs) And informs the same to offshore and onsite project manager thru E-mail Onsite Team lead sends the consolidated status report to AWS CS-GDS Project Manager Onsite Team does presentation on the TCS understanding of the Tools during the check point presentations. First PTA Check Point Presentation is scheduled for Sept 16, 2003 Second PTA check Point presentation is scheduled for Sept, 30, 2003
	Internal KT	E-mail, Informal discussions	Onsite team	
	Day-to-Day Activities	E-mail, Informal discussions	Onsite team	
	Status Updates	E-mail, Teleconferences	Onsite team lead	
<b>Offshore</b>	Internal KT	Teleconferences, E-mail	Offshore Team	On daily basis offshore updates 1. Documentation ( PTA Maintenance manual, Induction Manual ) 2. KT notes (Like FAQs) And informs the same to onsite team lead and onsite project manager thru E-mail. Depending upon the requirement, offshore will call onsite team lead for further clarifications/ discussions Offshore shall call or E-mail onsite lead with queries/issues/findings. Depending upon the nature

				of call, Onsite Team lead will document and record the details in Minutes of Meeting document and distribute it across the team On weekly basis on every Thursdays offshore sends Weekly status report to onsite project manager and team lead.
	Day-to-Day Activities	Teleconferences , E-mail, Informal discussions	Offshore Team	1.
	Status Updates	E-mail, Weekly status report	Offshore Team Lead	

**Note:**

During the transition period offshore can reach AWS SMEs thru E-mail/conference call with the help of onsite team lead vice versa.

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## 6.2 Distribution List

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## Chapter 7 - Risks and Risk Management

The following possible risks are identified. Prevention and contingency actions of such unlikely situations are discussed below:

Availability of critical AWS personnel during the transition phase

Inadequate support from AWS or TCS

Communication link failure

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### **7.1 Availability of critical AWS personnel during the transition phase**

The AWS Project Manager needs to ensure that the critical AWS personnel are available during the transition phase so as to facilitate smooth transition to TCS. The availability of the right people is very critical for the success of a smooth transition.

### **7.2 Inadequate Support from AWS or TCS**

This is not likely to be a problem and ideally should never happen; however the weekly review meetings with project managers and monthly meetings with AWS and TCS management will help resolve this issue quickly.

In case of personnel related issues such as performance, communications etc., suitable measures to rectify the situation will be taken by AWS/TCS, as appropriate.

Every effort will be made to create a friendly and congenial work atmosphere to minimize this risk. In this regard the involvement and commitment of TCS and AWS management will play a significant role.

### **7.3 Scope Creep**

It has been assumed that the tools that are supported by the PTA-Dev/Sustainment team are only the tools mentioned in the Scope section of this document. During transition, when it is identified that there are more tools supported, then KT schedule will be adjusted to incorporate those tools also. During Post transition, when it is identified that there are more tools supported, then AWS and TCS will jointly workout the plan to address support of those tools also

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## **Appendix A - Schedule of Activities for Transition**

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Refer to Reference PTA Knowledge Transfer Schedule

## Appendix B - Acronyms

S.No	Acronym	Expansion
1.	AWS	ATT Wireless
2.	CR	Change request
3.	CS	Customer Systems
4.	CVS	Concurrent versioning system
5.	DOR	Daily operations review
6.	ED	Enhancement and Defect Tracking
7.	GDC	Global Delivery Center
8.	GDS	Global Delivery Solutions
9.	KT	Knowledge transfer
10.	MET	Market Expansion Tool
11.	Onsite	TCS Onsite Team at Bothell
12.	Offshore	TCS Offshore Team at Chennai
13.	PL	Project Leader
14.	PM	Project Manager
15.	PTA	Process, Tools, Automation
16.	RA	Recognition and Accreditation

17.	RAT	Remedy Admin Tool
18.	RM	Regional Manager
19.	SME	Subject Matter Expert
20.	TCS	Tata Consultancy Services
21.	TPS	Time Processing system
22.	UAM	User Account Management

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