

**STATEMENTS OF WORK-OUTLINE
CCIT MEETING HANDOUT-NOVEMBER 18, 2009**

BASIC OUTLINE

Generally, all Statements of Work (SOW) will include elements included in the following outline. Although all of these elements may not be applicable to every SOW, each of these elements should be **considered** to see if it is **applicable** to **your** project.

- I. General Description of Project**
- II. Definitions**
- III. Deliverables (Goods/Services)**
- IV. Personnel**
- V. Testing and Acceptance Criteria**
- VI. Payment**

BASIC QUESTIONS

SOWs provide the **WHO, WHAT, HOW, WHEN, WHERE** and **WHY** for projects.

I. General Description of Project

- A. Brief description

WHY is this project beneficial to the State?

WHAT are the services to be performed or goods to be delivered?

WHO will be responsible for performance and/or delivery?

II. Definitions

- A. Frequently used terms

WHO are the parties to the contract?

WHAT are the meanings of specialized terms used in the SOW?

WHAT abbreviations are used in the SOW?

III. Deliverables (Goods/Services)

- A. Final

WHAT services/goods will the State receive at contract completion?

WHO will perform services/manufacture goods?

HOW will services be performed/goods manufactured?

WHERE will services be performed/goods manufactured?

WHEN will services be performed/goods delivered?

- B. Interim

WHAT separate components must be finalized prior to completion?

WHO will perform or manufacture components?

HOW will components be performed/ manufactured?

WHERE will components be performed manufactured?

WHEN will components be performed/goods delivered?

WHAT other components must be completed prior to this component?

IV. Personnel

A. Key personnel

WHAT positions are required to complete this project?

WHO will fill these positions?

B. Levels of expertise

WHAT levels of training/experience are required?

C. Project managers

WHO will be the contract representative for the State?

WHO will be the contract representative for the vendor?

WHAT are the duties and obligations of the project managers?

D. Replacement

HOW will key employees be replaced?

WHO will be an acceptable replacement?

WHAT will happen if an acceptable replacement cannot be found?

V. Testing and Acceptance Criteria

A. Development

WHO will be responsible for developing acceptance criteria?

HOW will the criteria be developed?

WHEN will the criteria be developed?

WHAT will the criteria measure?

B. Measurements

WHAT type of measurement is required for each deliverable?

HOW will the measurement be applied?

C. Procedures

WHO will evaluate the deliverable?

HOW will acceptance or rejection be communicated?

WHERE will the evaluation take place?

WHEN must the evaluation be completed?

WHAT happens if a deliverable is not accepted?

VI. Payment

A. Contract method

WHAT payment method is identified in the contract?

WHEN will payments be made?

HOW will payments be made?

WHAT amounts will be held by the State pending final completion?

B. Standards

WHAT conditions must be met prior to payment?

WHAT standards must be met prior to payment?

WHEN will payment in full be tendered?

HOW do payments tie to acceptance of goods/services?

PROJECT DETAIL

The Statement of Work should contain all of the steps necessary to complete your project. Failure to include **all** necessary steps can result in **ambiguities** and **miscommunications** with respect to specifications, standards, timeliness or divisions of responsibility and liability.

I. General Description of Project

- A. Brief description of:
 - 1. Services
 - 2. Products or goods
 - 3. Other deliverables

II. Definitions

- A. Brief definition of **frequently used** terms:
 - 1. Terms of art
 - 2. Special or unusual usage of terms
 - 3. Agreed to by the parties

III. Deliverables (Goods/Services)

- A. **Final** deliverable(s)
 - 1. Identify **specifications** and requirements
 - a. design required or optional
 - b. performance/manufacture
 - c. quantity
 - d. quality
 - e. required or optional
 - 2. Identify **responsibilities** of the parties
 - a. documentation
 - b. schedule of completion
 - c. reporting
 - d. training
 - 3. Identify **acceptance** criteria
 - a. evaluation
 - b. testing
 - c. change mechanism
- B. Identify **interim** deliverable(s)
 - 1. Deliverable #1
 - a. Identify **specifications** and requirements
 - i. required or optional
 - ii. quantity
 - iii. quality
 - b. Identify **responsibilities** of the parties

- i. documentation
 - ii. schedule of completion
 - iii. reporting
 - iv. training
 - c. Identify **acceptance** criteria
 - i. standards
 - ii. evaluation
 - iii. testing
- 2. Deliverable #2
 - a. Identify **specifications** and requirements
 - i. required or optional
 - ii. quantity
 - iii. quality
 - b. Identify **responsibilities** of the parties
 - i. documentation
 - ii. schedule of completion
 - iii. reporting
 - iv. training
 - 3. Identify **acceptance** criteria
 - a. standards
 - b. evaluation
 - c. testing
- 3. **REPEAT** for each additional interim deliverable

IV. Personnel

- A. Identify **key personnel**
 - 1. Required or preferred
 - 2. Individual or job category
- B. Identify required levels of **expertise**
 - 1. Training
 - 2. Experience
- C. Identify **project managers**
 - 1. Responsibilities of **vendor** project manager
 - 2. Responsibilities of **State** project manager
- D. Procedures for **replacement** of key personnel

V. Testing and Acceptance Criteria

- A. Development
 - 1. **Completed** prior to contract execution
 - a. included in Statement of Work

2. **Developed** during performance
 - a. tied to original design
 - b. incorporates change orders/modifications
3. **Party responsible** for development
- B. Acceptance **measures** for:
 1. Written reports
 2. Data/statistics
 3. Products
 4. Services
- C. Procedures
 1. **Inspection** of deliverables
 2. **Acceptance** of deliverables
 3. **Rejection** of deliverables
 4. **Re-performance**
 - a. **MUST** comply with cure provision in contract
(See Model Contract Provision #)

VI. **Payment**

- A. **MUST** conform with method of payment stated in **contract**
(See Model Contract Provision #)
 1. **Lump sum** upon completion
 2. **Installments**
 - a. installment payment amount **no greater than** portion of contract completed
 - b. installments payments due upon
 - i. acceptance of **deliverable**
 - ii. acceptance of **tasks**
 - iii. **periodic** schedule
 - A. monthly
 - B. annually
 - C. other
 3. **Cost Reimbursement**
 4. **Holdback**
- B. **Standards** of performance and quality
 1. Identify **acceptance criteria** which must be met prior to acceptance
 2. Identify **conditions** or **events** which must be met prior to payment