

Statement of Work: Quick Guide

A SOW is a formal document that captures the contractual obligations between the state and contractor. **The SOW is the most essential document in any solicitation and/or contract.** A full and complete SOW protects the ITD and the contractor by defining a contractor's work activities to be performed, deliverables to be completed, and the timeline adhered to in the performance of specified work for the state.

Throughout the SOW, each responsibility and/or deliverable must clearly define:

- Who is responsible
- What are they responsible for
- When it is due
- What process is to be used
- What criteria/metrics is used to evaluate completion

A SOW is unique to each purchase document, so use your own expertise of your business objectives to write a tailored SOW, but it is recommended that you consider/include the following:

- A detailed statement of the purpose, objective or goals to be undertaken by the contractor
- The job classification or skill level of the personnel being contracted, including educational qualifications, prior experience, etc.
- An identification of all significant material to be developed by the contractor and delivered to ITD
- An identification of all significant materials to be delivered by ITD to the contractor
- An estimated time schedule for the provision of these services by the contractor
- Completion criteria for the work to be performed—how do we know that it's complete?
- An identification of maintenance that will be provided by the contractor
- An identification of support that will be provided and by whom before, during, and after the project
- The name or identification of the contractor personnel to be assigned.
- The contractor's work hours required to accomplish the purpose, objective or goals
- The contractor's billing rates per work hour (as provided in the contract documentation)
- The cost per deliverable
- Invoice procedures
- Contractor's total cost, including any applicable taxes
- Product specifications
- Description of when and where product is to be delivered
- Delivery personnel requirements

Sections for your Statement of Work

Depending on the specific project, the sections you decide to include in the SOW will be unique, but the following is a list of sections that you should fully consider and put into your SOW if necessary. If you would like a detailed description of what information is included in these sections, you can refer to this [link](#), which will take you to the IT Statement of Work Guidelines developed by the State of California.

1. Background and Purpose
2. Description of Proposed New System or Service
3. Term of the Contract
4. Contract Contacts
5. Solution Requirements
6. ITD Data Center or Contractor Hosted Facility Environment
7. ITD's Roles and Responsibilities
8. Contractor's Roles and Responsibilities
9. Key Staff Qualifications and Skills
10. Key Personnel Changes
11. Escalation Process
12. Change Control Procedures
13. Project (Contractor) Tasks and Deliverable Requirements
14. Deliverable Acceptance/Rejection Process
15. Data Handling and Ownership
16. Reporting
17. Security
18. Disaster Recovery
19. Delivery (Hardware and Software)
20. Hardware and Software Needs
22. Compatibility and Interface
23. System Installation
24. System Implementation or Integration
25. Technology Refresh
26. System Testing and Acceptance Procedures
27. Transition of Operation to New Contractor or to State
28. Knowledge Transfer and/or Training
29. Maintenance and Operations (M&O)
30. Help Desk/Call Center
31. Insurance Requirements
32. Warranty
33. Service Level Agreements (SLAs)
34. Liquidated Damages
35. Unanticipated Tasks
36. Budget Detail and Payment Provisions
37. Miscellaneous
38. Glossary of Terms

TIPS AND TRICKS FOR COMPLETING YOUR STATEMENT OF WORK

1. Research

- **Research** prior purchases that are similar in nature when preparing the SOW language (however, prepare a unique SOW for each procurement.)
 - **Do not** simply cut/paste together clauses from previous procurements as they could result in inconsistencies or erroneous references to older technology.

2. Contractor Minimum Qualifications

- **Define** the resource minimum qualifications (MQs) when preparing the solicitation for services. Experience MQs should be compatible with the skill level required of the project.

3. Legal Questions

- **Include** anything that should be legally-binding upon the contractor in the SOW and Exhibits/Attachments.
 - **Do not** duplicate language that is already included or is more appropriate to include in the solicitation document. One can risk contradicting language when it is duplicative in nature.
- **Include** provisions to protect ITD in the event of a system failure.
 - **Do not** assume the system will function correctly all the time.

4. Readability of your SOW

- **Include** illustrations, diagrams, tables, and charts if they assist in describing the work or related requirements.
 - **Do not** overlook the opportunity to include as much information as you can to aid the contractor in understanding your business, technical, and functional needs.

5. Specificity of your SOW

- **Describe** the work and associated requirements as fully and clearly as possible to assume a complete understanding.
 - **Do not** use ambiguous statements or words with multiple meanings, such as “include,” “average,” “adequate,” or “equal,” etc.
- **Describe** the extent of the need, how the extent is to be determined, and the maximum extent not-to- exceed.
 - **Do not** use “catch-all” phrases, such as “to the extent necessary,” “as required,” or “as applicable.”
- **Use** the same descriptive terminology each time a part, component, or item is referenced.
 - **Do not** infer a requirement or state a requirement as an adjunct to another requirement. The contractor may overlook the inference or true objective.

6. Reviewing your SOW

- **Have** the SOW critiqued by others. Such reviews often uncover discrepancies, inconsistencies, conflicts or ambiguous descriptions.
 - **Do not** rely solely on spell check and copying information provided by business and technical teams into your SOW without a third-party review.