Your Company Name

Statement of Work

Date

Revision History

Date	Version	Author	Change

Table of Contents

Note: Text displayed in blue italics is included to provide guidance to the author and should be deleted before publishing the document. In any table, select and delete any blue line text; then click Home→Styles and select "Table Text" to restore the cells to the default value.

1   Introduction

Provide a brief summary of the project using the Project Charter and Business Case as a basis for this text if available.

1.1   Referenced Documentation

Provide information about all documentation referenced in this document, e.g., number, title, version, and date.

Document Number	Version	Date	Document Name

1.2   Stakeholders and Contacts

Provide information about the stakeholders (e.g., sponsors, project and functional managers) and contacts for the project.

Stakeholders

Name	Company or Department	Title	Phone	Email address

Contacts

Name	Company or Department	Specialty, Area, or Role	Phone	Email address

2   Business Objectives

Provide a statement of the business vision to help ensure project traceability. Business goals and objectives are linked back to the vision, and each project objective is also linked to the business vision. Business objectives can be stated as business measures, e.g., increasing profits by 20%.

2.1   Business Need or Opportunity

The discussion of the need / opportunity should be stated in business terms and should provide an understanding of:

- *What created the need or how the opportunity was recognized?*
- *The magnitude of the need / opportunity.*
- *Contributing factors, such as workload increases or staff reductions, and fiscal constraints.*
- *An understanding of the extent to which the need / opportunity would be addressed if an appropriate alternative were implemented.*
- *The consequences for the company / department and its customers if the need or opportunity is not addressed.*

By understanding the magnitude of the need or opportunity, the company / department will be better able to estimate reasonable amounts of resources to expend in responding to it, and the extent to which a response will resolve it.

2.2   Business (Product) Description and Solutions

Describe the business description, proposed solution, and how it meets the business goals.

Project objectives describe the proposed solution and help define how the project supports the business objectives. Include such things as:

- *Solution description.*
- *Benefits of doing the project. Benefits should link back to the business need or opportunity.*
- *The criteria by which the project will be deemed successful by key stakeholders.*

Examples:
- *New service implementation will reduce operational expenses by $100,000 per year.*
- *This project will be successful if delivered within 15% of the approved budget.*

2.3   Deliverables

Deliverables are tangible products or things that the project will produce, stated at a high level. They describe what the business clients will get when the project is finished. It is important to also state exclusions, or what will not be included in the project.

Examples:

Deliverables included:
- *A new system or service*
- *Recommendations on new automation*
- *A feasibility study*
- *Software development life cycle functions.*

Deliverables excluded:
- *Implementation of the new system or service*
- *Implementation of the feasibility study recommendations*
- *Maintenance of the new system or service.*

2.4   Software Verification and Validation-optional

Provide a detailed methodology on how hardware and software functions will be verified and validated according to government and company regulations and procedures.

3 Project Description

3.1 Completion Criteria

What will be created in terms of deliverables (and their characteristics) and/or what constitutes a successful phase completion.

3.2 Risk Assessment

Describe the top two or three project risks and a high-level mitigation plan. This brief assessment will be expanded in the formal Risk Management Plan-optional, completed as part of the Project Plan.

3.3 Constraints

All projects have constraints, and these need to be defined from the outset. Projects have resource limits in terms of people, money, time, and equipment.

3.4 Dependency Linkages

In some cases, one project may be dependent upon another project's deliverables, this linkage needs to be identified and its progress monitored. In other cases, a project may be dependent upon information from several departments, the tasks and activities of the information gathering process need to be monitored.

3.5 Impact

Provide information about impacts that can affect the project, e.g., organizational change management, retraining, increases / decreases in operating budgets, etc.

3.6 Measures of Project Success

This section describes the project metrics that will be used to determine how success will be measured. Such metrics might include how to measure customer satisfaction or what a "user friendly" system is.

3.7 Key or Critical Success Factors

Describe those factors that will ensure the project success or failure, e.g., the Organization Change Management Plan will be accepted, the system infrastructure environment will be adequate, etc.

3.8 Assumptions

Project assumptions need to be defined before project activities take place so that time is not spent on a project that has no basis for funding or development, e.g., support and attention will be provided by the Business Sponsor. Resources will be available to adequately staff the project, etc.

3.9 Roles and Key Project Participants

Provide the resources assigned to this project.

4   Project Approach

4.1   Planned Approach

Describe how the project will be implemented, e.g., discuss development methodology, outsourcing plans or the hiring of temporary resources, creation of various testing environments, etc.

5   Project Estimates

5.1   Estimated Schedule

Provide information about key project milestones relative to the project.

Project Milestones	Target Date

5.2   Resource Requirements – Team and Support Resources

The following personnel resources are required to complete this project:

EXAMPLE ONLY – Revise as appropriate for the project

Personnel Resource Type	Quantity
Project Sponsor	1
Project Owner	1
Stakeholders	5
Project Manager	1
Architect	1
Analysts	3

Personnel Resource Type	Quantity
Testers	3
Total	15

State resource assumptions here.

5.3   Estimated Costs-optional

Cost Information	Cost
Labor	
• *Internal IT*	
• *Internal Business*	
• *External*	
Hardware	
Software	
Other	
Total (cost to production)	

6   Project Controls

6.1   Risk / Contingency Management

Risks are stated at a high-level and will not replace more formal management plans on large projects. Major risks should be identified, quantified, and periodically reviewed with the project owner. The overall risk rating for this project is: High, Medium, and Low-Select one.

The top risk items for this project are as follows: (EXAMPLES ONLY)

1   *Getting acceptance of the project objectives and required support by key executive stakeholders.*

   Mitigation Strategy: Meet with each executive stakeholder and provide an overview of the project objectives and approach. Follow-up with key stakeholders to validate interim results and get buy-in.

2   *Availability of qualified resources.*

   Mitigation Strategy:

3   *Limited time / availability from the stakeholders could limit the information available to define the scenarios for the prototype demonstrations.*

   Mitigation Strategy:

4   *The timeframe for the project along with the number of departments.*

   Mitigation Strategy:

6.2   Issue Management

Project-related issues will be tracked, prioritized, assigned, resolved, and communicated in accordance with Project Management Procedures:

- *Issue descriptions, owners, resolution, and status will be maintained on an issues database in a standard format.*
- *Issues will be addressed with the project owner and communicated in the weekly status report.*

6.3   Change Management

The change control procedures to be followed will be consistent with Project Management Procedures, e.g.,

- *A Change Control database will be established by the project manager to track all changes associated with the project effort.*
- *All Change Requests will be assessed to determine possible alternatives and costs.*
- *Change Requests will be reviewed and approved by the project owner.*
- *The effects of approved Change Requests on the scope and schedule of the project will be reflected in updates to the project plan.*
- *The Change Control database will be updated to reflect the current status of Change Requests.*

6.4   Communication Management

The following strategies have been established to promote effective communication within and about this project:

- *The Project Manager presents the project status to the project owners on a weekly basis; however, ad hoc meetings will be established at the project manager's discretion as issues or change control items arise.   The project manager provides a written status report to the project owners on a monthly basis and distributes the project team meeting minutes. The project owners will be notified via email on all urgent issues. Issue notification will include time constraints, and impacts, which will identify the urgency of the request for service.*
- *The project team will have weekly update / status meetings to review completed tasks and determine current work priorities. Minutes will be produced for all meetings.*
- *The project manager will provide project sponsors with project team minutes and status reports.*
- *A project collaboration web site (optional) will be established on the internet to provide access to project documentation by geographically dispersed project members.*

7   Authorizations

The following table outlines the individuals and/or levels and roles that can provide project approval and authorization.

Company / Department	Name and Title	Role
IT		*Project Manager*

Specific project resource task responsibilities will be defined in the Project / Work Plan.

8   Glossary

The following table includes a glossary of all terms and abbreviations used in the document.

Topic	Description

9   APPENDIX