

Statement of Work Guidelines– Technology Contracts

Background

The Statement of Work (SOW) Guidelines are designed to provide County Departments assistance in developing and reviewing a SOW.

Overview

An SOW is a formal document that captures the contractual obligations between the County and vendor. It defines a vendor's work activities to be performed, deliverables to be completed, and the timeline adhered to in the performance of specified work for the County. The SOW is a critical part of the contract as it provides a concise and accurate description of the products and services to be provided. The SOW includes, but is not limited to, traceability to the detailed solution requirements, contractor requirements/responsibilities, project schedule, payment milestones, and standard regulatory terms and conditions.

The SOW is read, interpreted, and used by both technical and non-technical personnel with different backgrounds. Therefore, clearly written, high quality SOWs easily understood by both technical and non-technical personnel will:

- Enable the vendor to clearly understand the requirements and needs of the County
- Minimize the need for change orders during project implementation, which can increase cost and delay project completion
- Allow both the County and the vendor to assess performance
- Help to reduce claims and disputes under the contract
- Ensure the business requirements of the project are met

Minimum Criteria

- Detailed statement of the purpose, objective, or goals
- Identification of all significant material to be developed/delivered
- Completion/acceptance criteria
- Delivery timeframe
- Time schedule (timeframe from project start to completion; timeframe for the completion of milestones)

- Everything pertinent to the successful completion of the contract
- Contingency Budget if applicable

Assume that the required deliverable will not be provided by the vendor unless it is specifically stated in the contract or the SOW. Do not rely on verbal agreements or assumptions.

Sample SOW Criteria

- Interfaces
- Resumes/References
- Risk Factors
- Installation locations (multiple-sites)
- Interfaces
- Maintenance / Software support and maintenance.
- Data conversion
- Project management
- Security
- Backup
- Timelines
- Deliverables
- Needs, features, reports etc.
- User Acceptance Testing
- Software licensing
- Unanticipated task considerations/ budget
- Training
- Late delivery/completion penalty
- Warranty
- Data handling
- Post implementation support delineation

Questions for Developing a SOW

In the development of a SOW, Departments should consider the following:

Description of Goods/Services to be Provided (overview)

- What product(s) or service(s) is to be provided? Who will be using the new products or services?
- What is the proposed solution and architecture? What system data dependencies exist?
- What is the required network typology, documentation, diagram, and schematic requirements?
- What hardware will be purchased?
- Are there any cabling or wiring requirements?
- What software will be included? What modules will be included? What are the licensing requirements?
- What reports or dashboards are required?
- What process is used for Data Validation (Scrubbing, Migration, Record Count, etc.)

Period of Performance

What is the period of performance or term of the contract? This should be based on the timeframe from project kick off to completion.

Tasks to be accomplished/functions to be performed

- What are the specific tasks to be accomplished? What function or service is to be performed?
- What results are desired? What is the current state and what is the proposed state? What are the success metrics? Be as specific as possible.
- What are the tasks and who is the task owner? Define what tasks will be completed by the vendor and what tasks will be completed by County staff.

Systems Integration

- Are there systems integrations functions included in the procurement?
- What systems will be integrated? If the proposed solution will be integrating

with another system, consider the costs for system integration by both vendors.

Training

- Is training required?
- Who will be trained? How many users?
- Will training be provided in person or virtually?

Test and Acceptance Procedures

- What are the test and acceptance procedures?
- What are the criteria for acceptance? What happens if the results are unsatisfactory?

Security Requirements

What are the security requirements? Departments should keep in mind all security requirements they are required to meet by regulation and/or any contracts with State or Federal agencies that contain security requirements.

Performance Measurement

- If the product or services are not met, how will the vendor be held accountable? Departments should consider structuring payments based on the completion of requirements. If the SOW does not contain a mechanism to withhold payments, Departments should consider how they can hold the vendor accountable if requirements are not met.
- What are the deliverables

Additional Considerations

- Are there any additional assumptions or dependencies?
- What is out of scope or excluded from the proposed solution? What is the change is the change control procedure?
- Are there any vendor travel or other expenses not covered by the contract?
- Is there anything that has been stated verbally by the vendor that is not included in the SOW or contract?

Information Contained in SOW

In summary, a SOW should take into consideration all areas identified above and should include the following:

- Establish a scope statement identifying the project objective or purpose that includes a description of the type of work being performed with any boundaries associated with performance and duties
- List all tasks performed and indicate any performance requirements and all project requirements the vendor must comply with during contract performance
- Identify resources necessary to complete each task, specifying labor, equipment, hardware requirements, cabling/wiring or material
- Documentation, diagram, and schematic deliverables
- Identify project deliverables required for the project completion
- Identify time-sensitive milestones or deliverables
- Describe quality expectations and applicable deadlines in terms of quality, quantity, time, and appearance. Performance deliverables must be realistic, objective, and measurable
- Determine method to monitor, validate, and approve deliverables
- County Roles and Responsibilities
- Change Control Procedures
- Vendor Roles and Responsibilities
- System Testing and Acceptance Procedures
- Deliverable Acceptance/Rejection Process
- Budget Detail and Payment Provisions
- Knowledge Transfer and/or Training

- Accountability for vendor if requirements are not met.

“Vendors will not live with the results of a failed implementation – but the organization will.” Steven Scott Phillips

The County can increase our success rate by ensuring a contract with a solid SOW are in place.

Reference: www.dgs.ca.gov>CMAS

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