

# Writing Statements of Work: The Heart of Any Contract

Widely considered the “heart of the contract,” the Statement of Work (SOW) is the foundation of the relationship between buyers and sellers. The purchase or sale of products and services can only be executed by skillfully creating the SOW document. This course is designed for practical use by requirements developers, in-house SOW team members and other project managers and contract managers whose responsibilities include properly identifying needs and turning them into quality contracts. It provides the information you need, including basic contract management concepts, to consistently develop and administer effective SOWs.

This course employs challenging team exercises and case studies that will take you through the process of building a solid statement of work. You will learn how outsourcing needs emerge within companies and how these needs are eventually recognized and articulated. You will identify methods by which needs are analyzed using proven tools to yield contract objectives that generate logic, flow and consistency in the resulting SOW.

The skills learned in this practical course can be immediately applied by anyone involved in writing, negotiating, awarding or administering SOWs.

## Course Topics

1. **The Basics of SOWs in Business**
  - a. The role and importance of the SOW
  - b. A well-written SOW
  - c. The essential elements of a contract
  - d. Addressing risk management in SOWs
  - e. Basic concepts of agency—agent law
  - f. Types of authority at your company or organization
  - g. Basic concepts in contract law
2. **The Purpose of the SOW**
  - a. Relationship between master contract and SOW
  - b. Conflicts in contracts
  - c. Contract interpretation guidelines
3. **A SOW’s Concept Development**
  - a. Needs and requirements evolution in SOW development
  - b. Sources of requirements
  - c. Initiating requirements identification
  - d. Ensuring clarity of requirements
  - e. Use of a requirements analysis checklist
4. **The Use of a Requirements Definition**
  - a. The work breakdown structure’s (WBS) relationship to requirements and the SOW
  - b. Integral parts of the SOW format
  - c. Outline for typical SOW
  - d. Preparing an actual WBS
5. **Creating the Narrative**
  - a. Problems associated with poor writing and poor construction
  - b. Guidelines for writing SOWs
  - c. Locating errors in a draft SOW
  - d. Drafting an actual SOW
6. **Quality Assurance Through the Use of a SOW Master Checklist**
  - a. The purpose/rationale of a SOW master checklist
  - b. The use of the master checklist by the SOW writer
7. **Standard Tools Used for Preparing Quality SOWs**
  - a. Standard outline for a typical SOW
  - b. Checklists for identifying typical problems of poor or complicated narratives
  - c. Master checklist for the SOW writer
  - d. Basic project management glossary
  - e. Basic contract management glossary
8. **Long-Term Issues for Quality SOWs**
  - a. Ways to monitor SOWs and performance issues
  - b. Responsibilities of team members
  - c. Having a sound contract administration plan
  - d. Post-award orientation
  - e. Proactive problem resolution
9. **Different approaches to SOWs**
10. **Uncertainty and risk in contracting**
11. **Categories and types of contracts**

## Learn how to:

- Identify the most common errors found in inappropriate, confusing or misconstrued narratives
- Employ easy techniques and “best practice” methods that will help you maintain consistently high quality in your SOW documents
- Identify what a “breach of contract” entails
- Assist others more effectively in critiquing SOWs for quality, clarity and completeness
- Utilize information on how the courts historically interpret disputes in contract language according to long-standing principles

PDUs: 18.0

CEUs: 1.8

CPE credits: 21

This course has been updated to reflect the *PMBOK® Guide—Fourth Edition*.

