**Project Step 1**

**Statement of Work**

20 points

In both your individual assignment and in your team project, you will be required to create a statement of work (SOW). It simply states what and who is required to do the project. *(Note: The SOW is often inserted into a contract to provide clarity regarding the work to be performed—it is NOT the contract itself!)*

In creating an SOW, you should include all of the following: *(see p52 of text)*

1. **Purpose**
   What is the reason this project is being done? The assumption here is that the project has already been approved and given the go-ahead. This section provides context for the readers of this SOW and gives a basis for decision-making during the project.

2. **Scope.**
   Describe the scope of your project in one or two paragraphs. Often, a list of activities is the most useful *(see example on p53; notice they all start with verbs)*. Scope should describe what the project will accomplish and, also, what it will not accomplish. Be as specific here as possible to avoid scope creep later in the project.

   Verify that it is a project by asking yourself four questions: is it goal oriented; does it involve the coordinated undertaking of interrelated activities; is it of finite duration; is it unique? To earn full points for this assignment, your project must meet these qualifications.

3. **Objectives/Deliverables.**
   While scope describes what you are going to do; objectives are what you get when you are done doing it. Objectives can be of various types: A physical product or service, an effect of a product or service, or an organizational benefit.

   Sometimes you may see the words objectives and deliverables used interchangeably; however, deliverables are simply a subset of objectives and are essentially physical objects handed off to someone else. For example, an objective of this class is that you learn about the first stages of project management. Some of the associated deliverables for me are documents like this one that describe the assignments or supplement the text.

   Deliverables are tangible outcomes and can be either customer-based or project-based. As the name implies, customer-based deliverables are those items you deliver to the customer; some during the project, some at the end of the project. Project-based deliverables are those necessary for the ongoing functioning of the project such as status reports, change logs, or budget estimates.

   Make your objectives SMART, as follows:
   - **Specific:** Define your objective clearly, in detail, with no room for misinterpretation.
   - **Measurable:** Specify the measures or indicators you’ll use to determine whether you’ve met your objective. How will you know when...you are done?...have been successful?
   - **Aggressive:** Set challenging objectives that encourage people to stretch beyond their comfort zones.
   - **Realistic:** Set objectives the project team believes it can achieve.
   - **Time-sensitive:** Include the date by which you’ll achieve the objective.
4. **Constraints.**

State the project constraints under the categories: budget, skills/training, deadline, and quality specifications *(specifications may overlap with scope—be sure they are as clear and measurable as possible).* Explain which of these constraints are the least flexible, and why.

One thing to keep in mind is that constraints don’t limit what you can accomplish but **how you will accomplish it.** You still have to do the task but may not have all of the right resources at the right time and in the right place. You may not have the budget to contract out some of the work so you choose to do it in-house, which then, because your labor resource is busy, limits the amount of hours you can dedicate to other work you need to do. You may also have plenty of bodies, but no person trained on a particular machine or software.

Think of constraints as either those forces working against you or the boundaries of what you have to work with.

5. **Stakeholders (Environment).**

List at least 5 stakeholders in this project. Identify each person’s role, including at least 3 of the following categories: top management, boss, team members (including colleagues and/or staff), managers who control resources, customers (both internal or external), and vendors/suppliers. Explain the goal of each stakeholder—what he or she cares about, what motivates him or her. (Remember, the role is different than the motivation.)

Here is a list of possible stakeholders you should consider:

- **Internal:** People and groups inside your organization
- **Upper management:** Executive-level management responsible for the general oversight of all organization operations
- **Requester:** The person who came up with the idea for your project and all people through whom the request passed before you received it
- **Project manager:** The person with overall responsibility for successfully completing the project *(On the individual project this is you!)*
- **Team members:** People whose work the project manager directs
- **Groups normally involved:** Groups typically involved in most projects in the organization, such as human resources, finance, contracts, and the legal department
- **Groups needed just for this project:** Groups or people with special knowledge related to this project
- **External:** People and groups outside your organization
- **Clients or customers:** People or groups that buy or use your organization’s products and services
- **Collaborators:** Groups or organizations with whom you may pursue joint ventures related to your project
- **Vendors, suppliers, and contractors:** Organizations that provide human, physical, or financial resources to help you perform your project’s work
- **Regulators:** Government agencies that establish regulations and guidelines that govern some aspect of your project work
- **Professional societies:** Groups of professionals that may influence or be interested in your project
- **The public:** The local, national, and international community of people who may be affected by or interested in your project

Source: Project management For Dummies (Wiley, 2007)
6. **Risk Analysis.**

Identify and describe (a brief paragraph EACH) three potential pitfalls, or problems that are likely to come up during this project. The risks must be **specific to this project** and specific in their detail.

The risks must be related to the process of completing the project. You may wish to start by asking this question: “given the organizational context of this project, the information about what the customer really needs, the type and nature of the relationship we have with the customer, the constraints of the project, and the strengths/weaknesses of the PM and/or the team, what is LIKELY to go wrong?”

This is different than constraints. Constraints limit how you will approach a task. What you want to look at here is, not the limits, but, once you have decided on an approach, what could go wrong (*Parts not delivered; Weather not cooperating; Employees on strike, etc.*). The intention is that you can then make contingency plans (*a Plan B*) in order to keep the project on track.