2. *Objectives*—provide a concise overview of the project and how the results or end products will be used.
3. *Scope*—covers the general scope of work the contractor will be performing.
4. *Tasks or requirements*—describe detailed work and management requirements, and also spell out more precisely what is expected of the contractor in the performance of the work.
5. *Selection criteria*—identify objective standards of acceptable performance to be provided by the contractor.
6. *Deliverables or delivery schedule*—describes what the contractor shall provide; identifies the contractor's responsibilities; and identifies any specialized expertise and services, training, and documentation that is needed. In addition, it clearly states the deliverables required, the schedule for delivery, the quantities, and to whom they should be delivered. Finally, it describes the delivery schedule in calendar days from the date of the award.
7. *Security*—states the appropriate security requirement, if necessary, for the work to be done.
8. *Place of performance*—specifies whether the work is to be performed at the government site or the contractor's site.
9. *Period of performance*—specifies the performance period for completion of the contracted project.

Notice how the Statement of Work moves from the general to the specific, first articulating the project's background, including a brief history of the reasons the project is needed, and then identifying the component tasks before moving to a more detailed discussion of each task objective and the approach necessary to accomplish it.[7]

A more detailed example of a generic statement of work is shown in Table 5.2. The SOW covers the critical elements in a project proposal, including description, deliverables, resource requirements, risks, expected outcomes, estimated time and cost constraints, and other pending issues. Table 5.2 can serve as a standard template for the construction of a reasonably detailed SOW for most projects.

The Statement of Work is important because it typically serves as the summary of the conceptual development phase of the project plan. Once armed with the SOW, the project manager can begin moving from the general to the more specific, identifying the steps necessary to adequately respond to the detailed SOW.

The Project Charter

After a comprehensive SOW has been developed, many organizations establish a project charter. The **project charter** is defined as a document issued by the project initiator or sponsor that formally sanctions the existence of the project and authorizes the project manager to begin applying organizational resources to project activities.[8] In effect, a charter is created once the project supporters have done the needed "homework" to verify that there is a business case for the project, that they fully understand the elements of the project (as demonstrated through the SOW), and have applied more company-specific information for the project as it begins. The project charter demonstrates formal company approval of the project and that can only occur when all necessary information during conceptual development has been satisfied. For some organizations, the formal signoff of the SOW constitutes the project charter, while other organizations require that a separate document be created. An example of a project charter is shown in Appendix 5.1 at the end of the chapter.

PROJECT PROFILE

Statements of Work: Then and Now

Modern weapon systems have traditionally contained many more specifications and greater detailed SOWs than those of the past. Contrast the Army Signal Corps' SOW for the Wright Brothers' heavier-than-air flying machine in 1908 to the Air Force's SOW for the Joint Strike Fighter, originally approved in 2001. The requirements in the 1908 SOW—for example, that the plane be easily taken apart for transport in Army wagons and be capable of being reassembled in an hour—and other contract conditions were specified on one page. The requirements section in the 2001 SOW for the Air Force Joint Strike Fighter is nearly 100 pages long with more than 300 paragraphs of requirements. Today's SOWs are much more complex and require greater attention to detail, perhaps because the products are so much more complex, the equipment and materials are technically challenging, and legal requirements need much greater specification.[9]