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DATA INTEGRATORS

April 20, 2015

Rachel Golson
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Rachel,

In reference to your Global HCM Master Data project, **C CUBED DATA INTEGRATORS** would like to offer the following statement of work for you to consider.

We have broken the proposal into 2 phases. The first phase will:

- Develop the charter
- Develop the project plan
- Develop a detailed execution plan
- Develop a resource plan for execution

Upon receiving approval of the project plan, phase 2 will consist of:

Identify data object owner

- Document the current data requirements
- Review gaps
- Review HCM business processes
- Develop a data standard
- Develop any master data specific processes
- Identify gaps by profile existing data against the standard
- Identify gaps in SAP configuration when compared to the standard
- Develop governance model
- Implement configuration changes
- Cleanse data
- Implement data standard
- Implement governance

Bill Towsley
Managing Partner
C CUBED Data Integrators



Statement of Work

Term of Contract

| | |
|--------------------|--------------------------------|
| Client: | Precision Drilling Corporation |
| Phase 1 | |
| Start Date: | 2015-04-27 |
| End Date: | 2015-05-15 |
| Phase 2 | |
| Start Date: | 2015-05-19 |
| End Date: | 2015-12-05 |

Background

Precision Drilling has launched the *Global HCM Master Data* project that will deliver a set of standardized business processes, enterprise-wide, for the management of HCM master data (organizations, positions, personnel).

Not included in that project is any form of master data ownership, standards and governance that would ensure the revised processes deliver consistent content within the master data.

Without these additional components, there is a very real risk that, while the processes for requesting and creating are aligned across the enterprise, the data will not be able to support enterprise-wide management and reporting because of inconsistencies in the data content.

CCUBED DATA INTEGRATORS will deliver the additional components efficiently and cost-effectively in conjunction with the *Global HCM Master Data* project.

Methodology

A synopsis of the approach is outlined below. All aspects of this will conform to SAP best practices and the SAP ASAP Methodology.

Considering each master data object (e.g. Position) separately:

- Identify data object owner
- Document the current data requirements
- Review gaps (reporting, process “pain points”, inconsistencies)
- Review HCM business processes (new from HCM project and existing out-of-scope for HCM master data)
- Develop a data standard
 - Based upon HCM business processes
 - Focus on required and conditionally required fields first
 - Consider “use-cases” (significant regional requirements, per-hire vs. post-hire enrichment)
 - Include naming conventions and hierarchy models as applicable



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- Develop any master data specific processes (sub-process to the HCM Master data processes)
- Identify gaps by profile existing data against the standard
 - Use existing tools/reporting
 - Develop as sustainable for post go-live data quality management
- Identify gaps in SAP configuration when compared to the standard
- Develop governance model
 - Owner accountabilities
 - Identify governance SMEs and their accountabilities
- Implement configuration changes
- Cleanse data
- Implement data standard
- Implement governance

Timeline

Phase 1 to commence April 27, 2015 and last no more than 3 weeks

Phase 2 timeline is dependent upon the number of data objects in scope and the to-be-developed project plan.

However, assuming 3 key objects (Org Unit, Position, Person) and upon approval to proceed, a rough estimate for Phase 2 is:

- Commence May 19, 2015
- Complete draft of first objects standard by June 26, 2015
- Complete draft of second object's standard by July 24, 2015
- Complete draft of third object's standard by August 14, 2015
- Complete testing of cleansing and configuration changes by October 16, 2015
- Go live November 16, 2015
- Wrap up December 5, 2015

The project plan and resource plan may be able to identify ways to parallel activities and shorten the overall timeline.



Deliverables

Phase 1

- 1) Charter (subset of *Global HCM Master Data* charter)
 - a) State Objectives
 - b) Identify stakeholders
 - c) Outline accountabilities (RACI)
 - d) Describe risks
 - e) Set out approach/plan/budget estimate
 - f) Review with key stakeholders
- 2) Project Plan
 - a) Conform to ASAP and Precision Drilling methodologies
 - b) Integrated with overarching *Global HCM Master data* project plan
 - c) Identify key dependencies
 - d) Review with key stakeholders
- 3) Detailed execution plan
 - a) Expansion of project plan
 - b) Identify resources and best estimate of duration for each
- 4) Resource plan
 - a) Driven by detailed execution plan
 - b) Outlines resource requirements by resource and timeframe

Phase 2

- 1) Identify data object owner
 - a) Define ownership
 - b) Define accountabilities within the project
- 2) Document the current data requirements
 - a) As-Is for data object
 - b) Include reporting key fields
 - c) Include business KPI key fields
- 3) Review gaps (reporting, process “pain points”, inconsistencies)
 - a) Leverage existing *Global HCM Master Data* project work)
 - b) cursory examination of data “defects” or inconsistencies
- 4) Review HCM business processes (new from HCM project and existing out-of-scope for HCM master data)
 - a) Develop process driven data requirements
 - b) Establish data requirements to facilitate existing and desired reporting
- 5) Develop a data standard
 - a) Assemble business and master data SMEs
 - b) Based upon HCM business processes
 - c) Focus on required and conditionally required fields first
 - d) Consider “use-cases” (significant regional requirements, per-hire vs. post-hire enrichment)
 - e) Include naming conventions and hierarchy models as applicable



- 6) Develop any master data specific processes (sub-process to the HCM Master data processes)
 - a) Enrich *Global HCM Master Data* project processes with detailed sub-processes for the request for and execution of master data create/update/delete
- 7) Identify gaps by profile existing data against the standard
 - a) Use existing tools/reporting
 - b) Enrich with additional tools as required
 - c) Develop as sustainable for post go-live data quality management
 - d) Prepare knowledge transfer for post go-live
- 8) Identify gaps in SAP configuration when compared to the standard
 - a) Standard may drive requirement to alter SAP master data configuration
 - i) Reference values
 - ii) Changes to info types
- 9) Develop governance model
 - a) Establish data owner accountabilities
 - b) Identify governance SMEs and their accountabilities
 - c) Develop working model/relationship diagram
 - d) RACI
- 10) Implement configuration changes
 - a) Determine impacts and assess best approach (cutover vs “routine” change window)
 - b) As required, build/test/implement changes to SAP
- 11) Cleanse data
 - a) Identify approach
 - b) Leverage existing tools
 - c) Identify additional tools required
 - d) Build and test
 - e) Run mock loads in non-production instance
- 12) Implement data standard
 - a) Develop implementation approach
 - b) Develop informational/educational materials
 - c) Implement with business users
- 13) Implement governance
 - a) Develop informational/educational materials
 - b) Hand over Data Quality Management reporting/tools



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Resourcing

Phase 1

| Activity | Primary | Add'l |
|---------------------------------------|---------------------------|--------------------------|
| Develop the charter | Chris Marko 20 hours | Bill Towsley 10 hours |
| Develop the project plan | Chris Marko 17.5 hours | Bill Towsley 4 hours |
| Develop a detailed execution plan | Chris Marko 19 hours | Bill Towsley 2 hours |
| Develop a resource plan for execution | Chris Marko 18.5 hours | Bill Towsley 2 hours |



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Phase 2

| Activity * | Primary ** | Add'l *** |
|--|----------------|--|
| Identify data object owner | Bill Towsley | Chris Marko |
| Document the current data requirements | Debabrata Rout | Bill Towsley Chris Marko |
| Review gaps | Debabrata Rout | Bill Towsley Chris Marko |
| Review HCM business processes | Bill Towsley | Debabrata Rout Chris Marko |
| Develop a data standard | Bill Towsley | Debabrata Rout Chris Marko |
| Develop any master data specific processes | Bill Towsley | Debabrata Rout Chris Marko |
| Identify gaps by profile existing data against the standard | Debabrata Rout | Pradeep Venneti Bill Towsley Chris Marko |
| Identify gaps in SAP configuration when compared to the standard | Debabrata Rout | Bill Towsley Chris Marko |
| Develop governance model | Bill Towsley | Chris Marko |
| Implement configuration changes | Debabrata Rout | Pradeep Venneti Chris Marko |
| Cleanse data | Debabrata Rout | Pradeep Venneti Bill Towsley Chris Marko |
| Implement data standard | Bill Towsley | Chris Marko |
| Implement governance | Bill Towsley | Chris Marko |

*tasks and estimated hours to be determined as part of the project and resource planning

** additional resources are available and may be added/substituted to meet detailed project execution requirements

*** SME from still to be investigated / determined



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Rates

CCUBED DATA INTEGRATORS would prefer to engage directly with Precision Drilling Corporation and these rates reflect that type of arrangement. Should CCUBED resources be required to engage through a third-party (e.g. SI Systems) then third-party overheads would be in addition to rates indicated below.

| <u>Resource</u> | <u>Job</u> | <u>Billing Rate</u> | <u>GST</u> | <u>Travel/Exp*</u> |
|-----------------|-------------------------|---------------------|------------|--------------------|
| Chris Marko | Project Manager | \$130 | extra | included |
| Bill Towsley | MD SME | \$155 | extra | N/A |
| Bill Towsley | Delivery Manager | included | | |
| Debabrata Rout | Functional Data analyst | \$100 | extra | N/A |
| Pradeep Venneti | Data analyst/developer | \$110 | extra | N/A |

* Travel, if required, to client locations outside Calgary not covered here

CCUBED / Precision Drilling Accountabilities

Phase 1

| Activity | CCUBED | Precision Drilling |
|---|--|--|
| Travel and expenses for site visits as required | Comply with Precision Drilling travel and expense policy | Provide Precision Drilling travel and expense policy guidance |
| Develop the project plan | | Provide access to <i>Global HCM Master Data</i> project artifacts. Provide access to key business resources as required |
| Review the project plan with key stakeholders | Prepare plan synopsis/presentation | Identify key stakeholders and assist in making available |
| Develop a detailed execution plan | | Identify Precision resources required by the plan activities |
| Develop a resource plan for execution | | |



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Phase 2

| Activity | C CUBED | Precision Drilling |
|--|--|---|
| Travel and expenses for site visits as required | Comply with Precision Drilling travel and expense policy | Provide Precision Drilling travel and expense policy guidance |
| Identify data object owner | | Provide access to <i>Global HCM Master Data</i> project artifacts. Provide access to key business resources as required |
| Document the current data requirements | | Provide access to <i>Global HCM Master Data</i> project artifacts. Provide access to existing HCM processes, data "requirements" and reporting (as can be permitted) |
| Review gaps | | |
| Review HCM business processes | | Provide access to key business resources |
| Develop a data standard | | Provide Precision resources required by the plan activities |
| Develop any master data specific processes | | |
| Identify gaps by profile existing data against the standard | | Provide access to tools and technologies for data profiling/reporting. Consider requests for additional tools as recommended. |
| Identify gaps in SAP configuration when compared to the standard | | Provide SAP access and/as necessary, resources. |
| Develop governance model | | Provide access to key business resources as required |



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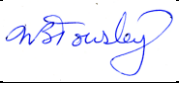
| | | |
|---------------------------------|--|---|
| Implement configuration changes | | Provide SAP access and/as necessary, resources. |
| Cleanse data | | Provide access to tools and technologies for data cleansing Consider requests for additional tools as recommended. |
| Implement data standard | | Provide access to key business resources as required |
| Implement governance | | |

Termination

This engagement can only be terminated:

- by the Precision Drilling or **CCUBED DATA INTEGRATORS** on 30 days' notice for any reason
- immediately by the Precision Drilling for cause or breach of any term by **CCUBED DATA INTEGRATORS** or its representative
- automatically on expiry of the Term

Approvals

| | | | | |
|---------------|--------------------|------------------|--|------------|
| Bill Towsley | CCUBED DI | Managing Partner |  | 2015/04/20 |
| Rachel Golson | Precision Drilling | | | |
| Bob Klay | Precision Drilling | | | |
| | | | | |