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DATA INTEGRATORS

April 28, 2015

Rachel Golson
Precision Drilling Corporation
800, 525-8th Avenue S.W.
Calgary, Alberta, Canada T2P 1G1

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

The completion of Phase 1 will be followed by a stage gate review by Precision Drilling.

Completion of Phase 1 will also signify the end of the engagement with **C CUBED DATA INTEGRATORS** and Precision Drilling can decide not to proceed with Phase 2, without penalty.

If approved as part of the stage gate review, Phase 2 will commence and will consist of the following activities:

- 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



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Statement of Work

Term of Contract

Client:	Precision Drilling Corporation
Phase 1	
Start Date:	2015-05-11
End Date:	2015-05-25

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, to be incorporated into the planning, 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
- Develop any master data specific processes (sub-process to the HCM Master data processes)



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- 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 May 4, 2015 and last no more than 2 weeks

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



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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

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.

Phase 1 will be capped at a maximum of \$15,000.

<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		

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



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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	Computers for CCUBED resources	Provide access to <i>Global HCM Master Data</i> project artifacts. Provide access to key business resources: • HCM systems / basis / configuration SME • HR SME • Global HCM Master Data Project SME
Review the project plan with key stakeholders	Prepare plan synopsis/presentation	Identify key stakeholders and assist in making available
Develop a detailed execution plan	Computers for CCUBED resources	Identify Precision resources required by the plan activities
Develop a resource plan for execution	Computers for CCUBED resources	



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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	<i>BTowsley</i>	2015/04/28
Rachel Golson	Precision Drilling	HRM BSI Mgr.	<i>Rachel Golson</i>	2015/04/28
Bob Klay	Precision Drilling	VP, IT	<i>[Signature]</i>	2015/04/28



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Appendix A

Phase 2

Phase 2	
Start Date:	2015-05-19
End Date:	2015-12-05

Timeline

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.



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Deliverables

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



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- 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 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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<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



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CCUBED / Precision Drilling Accountabilities

Phase 2

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
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		Provide access to key business resources
Review HCM business processes		
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.



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Develop governance model		Provide access to key business resources as required
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

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