



**STEPS Online Collaborative Research Community
Enhancement Proposal – Phase 2**

Appendix A: Statement of Work

**Prepared for:
Petroleum Technology Research Centre Inc. (PTRC)**

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1 SERVICES DESCRIPTION

1.1 Background

An important aspect of PTRC's mandate is the transitioning of research activities and projects into industry adoption, and to realize intended commercial and economic benefits. This is vital to ensuring long term sustainability of PTRC's operations, not just for the sake of commercialization benefits, but for the sake of demonstrating to partners and sponsors the continuing value of PTRC as a source of differentiated, innovative applied research and global relevance to the international energy community.

Two important pillars of PTRC sustainability are:

1. The engagement of small and medium businesses in order to expand the markets for adoption of PTRC research as well as to align with specific goals of PTRC funding sources, specifically, BL-NCE, and the competitive criteria¹ that PTRC needs to satisfy in order to win access to additional funding sources of up to \$700,000.
2. The demonstration of accountability to results and realization of intended outcomes of the of research projects PTRC has undertaken under the BL-NCE program.

Towards achieving these ends, PTRC has initiated a 3 phase program: one year transformation and business recovery effort to ensure these pillars are in place while mitigating sustainability risk from dependency on public sector funding through concerted research alignment and engagement with industry. PTRC must attract more Private sector funding while still satisfying the criteria by the governments of Canada and Saskatchewan.

Program Objectives

The name of this program is "PTRC's Business Transformation and Sustainability Initiative". The objectives of this program, set by PTRC management for January 1, 2012 are:

- PTRC is recognized as the "go-to" organization for Enhanced Oil Recovery knowledge and know-how by professionals and organizations in the oil & gas industry;
- PTRC research results are delivered in formats, information products / services and knowledge domains which are more important to and easily adopted and used by industry for purposes of decision making and management of change;
- PTRC has engaged in domestic collaborations which benefit a wide array of firms, sectors and regions of Canada;
- PTRC Intellectual property is exposed to a global, inclusive target universe of stakeholders, small and large businesses, users and researchers and funding entities;
- The value of PTRC Intellectual Property as well as its realization potential is enhanced through the implementation and introduction of information management and commercialization service delivery processes. With regards to the STEP Program, PTRC objectives are to:
 - a. Increase industry R&D capacity, including among SMEs, and receptivity to the results of R&D
 - b. Provide services to support the realization of commercialization benefits to partners and members that position them in high value segments of production chains and capture new markets with new innovations

Current Program Status

Phase 1 of the project is complete. 50 new publications have been created to better express and position the inherent value that has been achieved through these projects. A collaborative research, knowledge management and information services delivery platform has been deployed to provide a long term capability for delivering an unprecedented and flexible range and mix of new services to researchers and industry partners. 2 industry partners who had terminated relationships with PTRC have been reengaged freeing up matching funds for use by PTRC.

¹ See Appendix A: BL-NCE SME Co-operative Fund, 2011 Guidelines for Application

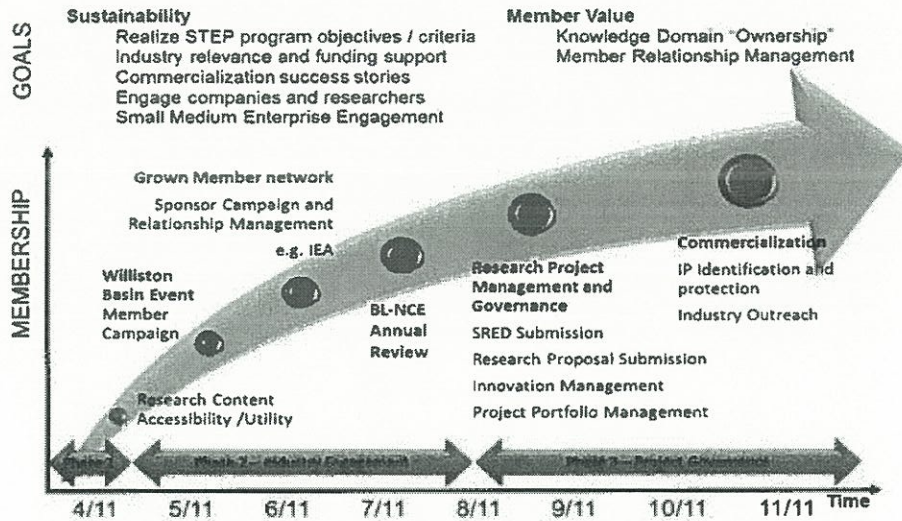
1.2 Engagement Context and Vision

Phase 2, the subject of this proposal, will build on PTRC's investment made in a collaboration and knowledge management platform with research content republishing, will implement member relationship management information and project management services to support researchers and PTRC management in managing research projects for success.

The intended business objectives of this project are to:

- Improve responsiveness of PTRC research to industry requirements, with an emphasis on Small Medium Enterprise through the research capabilities of sponsors organizations;
- Improve research collaboration and flow through of know-how, technology to industry.

Business Transformation and Sustainability Initiative Roadmap



Program Deliverables

Small Medium Enterprise Submission Deliverables - These deliverables are intended to support a successful submission from PTRC to BL-NCE for the Small Medium Enterprise (SME) Co-Operative Fund.

- A list of the projects for consideration with a description of the processes used for project selection
- Objectives, milestones and deliverables of each project;
- A list and description of all new and existing SME partners involved in each project and their level of involvement including their capacity to develop and/or absorb specific project outcomes;
- A ranking and detailing of the links between each project and the BL-Network Strategic Plan;
- A budget of the planned expenditures for the activities of each project across each fiscal year;
- The position of the each project on a technology roadmap for the products or services to be developed, including the model for the exploitation of technology and involvement of SMEs;
- The economic impact of the project, including which Network Members will act as the pathway to market and the potential increase of future investments in R&D; and

- The specific project descriptions for each of the proposed projects.

1.3 Purpose of Work

Deliverables – These deliverables are intended to achieve PTRC sustainability objectives through increased private sector funding and a reduced dependency on public sector funding sources. The following deliverables will be delivered as part of a change request to Phase 1 and this proposal termed Phase 2 (see section 2.1 Deliverables)

- Information services to track member relationships, contacts, significant event notifications;
- Researcher on boarding campaign to increase research professional members;
- Dynamic profiles of each researcher and research organization to demonstrate and articulate their unique knowledge, competency and research capability;
- Private, secure, project team workspaces where members and researchers can conduct research and engage outside researchers to work with in-house research in complete privacy ensuring confidentiality of research results and controlled release of information under conditions and terms set by PTRC;
- Publish and produce remaining PTRC research content to members;
- Provide information and intelligence services to members from water flood database;
- Collaboratively engage members to determine research direction and support requirements;
- Blogging, posting and wikis to increase discussions and information exchange amongst members;
- Advanced information search to ensure high value information is only disclosed to members with assigned privileges;
- Feedback mechanisms including tagging, notes, ratings, noteboard to increase member engagement and enable PTRC management to govern research community services and behaviours;
- Expertise tagging to enable industry members to identify expertise in specific areas of interest;
- Project Portfolio Management - for PTRC internal use

1.4 In Scope

The scope of services for this proposal include the following

1. Project Management
2. Project Server 2010 consulting, customization and deployment
3. Project site design, development, testing and production
4. CRM provisioning and user training
5. Project Server system and service level management and maintenance
6. Project Server system hosting and administration

1.5 Project dependencies

The scope of proposed services and their service delivery is predicated on the assumption that PTRC will provide the following functions.

1. Knowledge content from PTRC.
2. Timely availability of PTRC personnel for the purposes of issue management, community management, content loading and training in aforementioned activities.
3. Materials such as images or photography.
4. Reasonable turnaround time on feedback and review of CLIMBIT deliverable drafts and acceptance signoff.
5. Timely availability, accessibility, accuracy, completeness and currency of requested PTRC internal information.

Service quality impacts and increased costs as a result of these dependencies not being met by PTRC will be handled through the Change Management Process identified Appendix B.

2 DESCRIPTION OF WORK

2.1 Deliverables

ClimbIT has identified the following Phase 2 deliverables to be completed by Aug 1, 2011:

a) STEPS Project Server Infrastructure

- System design and deployment
- Software (Project Server and enabling technology) deployment and configuration
- Infrastructure hosting, maintenance and management

b) Project Server Deployment and Integration

- Project Server integration
- Project Portfolio Management
 - o Project portfolio management will allow the centralized management and tracking of research projects by the PTRC and STEPS program managers, providing demonstrable accountability on research projects and funding dollars. An online project management capability will allow this internal business process to take place more efficiently and with less wasted resources.
- Determining branding requirements
- Review design objectives
- Plan branding approach
- Business and technical specifications
- User Interface design and testing
- Usability and functionality testing

c) Project Team Workspaces

The addition of dedicated project workspaces will facilitate the collaboration between research groups and industry partners. Providing secure workspaces that are accessible only to project team members, will allow the STEPS program to achieve collaborative objectives, as well as lay the foundation to streamline reporting processes.

d) Customer Relationship Management (CRM) System

A formalized tool for CRM will be important for ensuring that the needs of STEPS members and potential members are consistently met and documented. A CRM tool will allow the PTRC to easily and effectively keep track of member relations and progress by centrally storing information.

- Provisioning Microsoft Dynamics CRM system and user accounts

e) PTRC Administration Space

Information services to ensure effective management and governance of PTRC.

f) Enhanced Messaging and Calls to Action

In the review of Phase 1, Board feedback suggested that the Phase 1 STEPS site provide more calls to action by visitors that would encourage membership in STEPS.


g) User Training

- Training of key PTRC staff in CRM usage
- Project Server user administration and functionality training

2.2 Development Workplan (Non-Recurring)

Activity	Functional Requirements and Deliverables
STEPS Project Server Infrastructure Project Server Deployment and Integration Project Team Workspaces	Discovery & Requirements Deliverables Business Requirements Deployment Plan Communication Plan Functional Requirements Process Integration Architecture & Installation Architecture Document Base Installation Desktop Readiness Migration Design & Configuration Design document Schedule template Scheduling standards Reports Business Case Business Drivers Governance workflow Training & Deployment Test plan Test scripts Training procedures
CRM Provisioning	Microsoft Dynamics CRM Deployment User access provisioning User desktop configurations
PTRC Administration Space	Site Collection Deployment User access provisioning Site Configuration
Enhanced Messaging and Calls to Action	
User Training	User Training Requirements Definition Training Plan Scheduling Training Sessions Training delivery (CRM, Project Server)

2.3 Project Deliverables Schedule

September 

The above project deliverables will be implemented by ~~August~~ ^{September} 1, 2011.

Project Deliverable schedules and costs for subsequent phases will be formalized as specific requirements and deliverables are agreed to by PTRC, through the change management process.

All services specific in the Statement of Work will be initiated immediately upon approval of the Statement of Work.

3 ROLES AND RESPONSIBILITIES

Overview

CLIMBIT envisions a breadth of roles will be required to deliver Phase 1 of this project such as IT and Technology Expertise, deep Subject Matter expertise, as well as expertise in the areas of Design, Development and Project Portfolio Management. CLIMBIT has engaged a world class team which will collaborate on all areas of this project.

3.1 CLIMBIT Roles and Responsibilities

CLIMBIT will be responsible for all tasks and all deliverables as outlined in this Statement of Work. The CLIMBIT project team will assume the following roles during this project. A staff member may assume more than one role.

3.1.1 CLIMBIT PROJECT MANAGER – TYLER LECOUFFE

The CLIMBIT Project Manager will be responsible for the day-to-day management of the project and will assume overall responsibility for the project delivery from the perspectives of time, cost, and quality. In addition, the CLIMBIT Project Manager will assist PTRC's Project Manager in assessing the implications of requests for changes in scope or service levels, developing risk management strategies, measuring deliverables and gaining acceptance as well as coordinating the various aspects of the project, services, identifying issues, and either resolving them or escalating them to PTRC's Project Manager.

3.1.2 CLIMBIT PROJECT DIRECTOR – HENRY JAFFE

The CLIMBIT Project Director will oversee the project and service status, validating critical success factors and overall alignment of the services with PTRC's requirements. This includes responsibility for the overall project progress and deliverables.

3.1.3 INFRASTRUCTURE BUSINESS CONTINUITY MANAGER – NIAL WILSON

The Infrastructure Business Continuity Manager is responsible for ensuring the high availability and of the system infrastructure and minimal disruption of infrastructure outages on PTRC operations.

3.1.4 COLLABORATIVE COMMUNITY MANAGER – BRYAN O'CONNOR

The Collaborative Community Manager is responsible for the on-boarding of new members and for stimulating collaboration and knowledge activity within the community and reporting on such activity.

3.1.5 SENIOR SHAREPOINT DEVELOPER – GARY GHROTA

The Senior SharePoint Developer is responsible for architecting and implementing functional requirements as defined by the Business Analysis in a best practices fashion with an eye to configuration repeatability, reuse and low ongoing maintenance and total cost of ownership by PTRC.

3.1.6 BUSINESS ANALYST – MARK FLEWELLING

The Business Analyst is responsible for documenting PTRC requirements, confirming their scope and functionality with the PTRC Secretariat, documenting and reporting on these requirements and developing an Enterprise and Information Architecture in alignment with the PTRC business architecture.

3.2 PTRC Roles and Responsibilities

PTRC is responsible for the following and will assume the following roles during this project. A Petroleum Technology Research Centre staff member may assume more than one role.

3.2.1 PTRC PROJECT SPONSOR

The PTRC IT Project Sponsor will approve the final plan and obtain the budget to implement it. The Project Sponsor will oversee the status of the project effort, validate progress against PTRC's business objectives, and monitor issues. The PTRC Project Manager will be responsible for reviewing and approving the Statement of Work, the detailed project plans, and estimated costs.

3.2.2 PTRC PROJECT MANAGER

The PTRC Project Manager will serve as the primary PTRC contact for the overall coordination of CLIMBIT and PTRC activities. The PTRC Project Manager will ensure that deliverables are reviewed and approved, that issues beyond the project team's control are escalated and resolved in a timely manner, and that PTRC are available as agreed to.

3.2.3 PROJECT STEERING COMMITTEE

The Project Steering Committee, composed of the key project stakeholders from Climbit and PTRC, will be required on a part-time basis to oversee the project. They will be responsible for approving overall direction and strategy for the project, overseeing project progress, signing off on change requests and being the final arbiter for issue resolution.

The Project Steering Committee will be composed of:

- Dr. Malcolm Wilson, PTRC Project Sponsor
- Henry Jaffe, Project Director, CLIMBIT

3.2.4 RESPONSIBILITY FOR ACCEPTANCE/CHANGE APPROVAL

The PTRC Project Sponsor will be responsible for the acceptance of work completed by CLIMBIT and accepting or rejecting all change requests.

4 STATEMENT OF WORK ACCEPTANCE

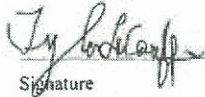
The work defined in this Statement of Work will be performed in accordance with this Agreement dated _____, 2011 between PTRC Inc. and Climbit Inc.

Signatures indicate acceptance of the Statement of Work and signify authorization to proceed with scheduled activities.

ACCEPTED BY:

Climbit Inc.

PTRC Inc.


Signature


Signature

Tyler LeCouffe
Managing Director

Dr. Malcolm Wilson
Executive Director

Climbit Inc.

PTRC Inc.

26/ Feb / 2013
Date

26/ Feb / 2013
Date

ANNEX I CHANGE MANAGEMENT

It is CLIMBIT's experience that all projects change throughout the course of their implementation and particularly so when a new organization is developing. It is important that changes to a project are properly managed. In order to manage change, we recommend that a formal change procedure be followed.

Potential changes include:

- An additional deliverable not defined in this document
- An additional activity or step not defined in this document for a planned deliverable
- A change in the scope of a deliverable defined in this document
- Further changes to an accepted deliverable
- A contradiction to items or assumptions stated in this document
- Time spent to investigate/estimate any change request
- Time lost due to reasons such as unavailability or inappropriateness of hardware/software or delays in expected turnaround for answers to questions, information needed or decisions from client personnel.

Requested changes will be documented in writing. The impact of the change to both project cost and schedule will be assessed and included in the documentation. All change requests will be summarized and logged in a Change Request Log.

Changes will be subject to a management review process, in which estimated effort, costs, and impact on project schedules will be examined, and decisions will be made to approve or not approve the changes. CLIMBIT will assess the impact of each proposed change on both project cost and schedule, and the relevant information will be presented to the client's Project Manager. The Client's Project Manager will review all change requests for acceptance. The project schedule and cost estimates will be revised to accommodate approved changes.

Criteria for Change

Change is the request to adjust any portion of the SOW, approved deliverable or approved change request. Change can be more than an adjustment to scope.

A compliance change request adjusts something previously agreed to. A non-compliance change request defines something that did not happen as planned. Any changes to planning assumptions and their risks detailed in the dependencies section will be handled using Change Control.

Change Procedure

Change Request

The purpose of a change request is to provide a formal written communication vehicle among the client, the CLIMBIT project team and CLIMBIT management concerning changes. The formality of a notification in writing is critical to communicate that there is a need for discussion, agreement, and planning for handling changes that can and will affect a CLIMBIT deliverable.

All change requests will be forwarded to the CLIMBIT Project Manager who will be responsible for evaluating the request and estimating scope, schedule and cost impacts. The request will then be forwarded to Petroleum Technology Research Centre for review, discussion and approval/rejection. Three business days are provided for a response. If there is no response within this timeframe, the change request becomes an issue and is handled through the Issue Management process. These change request issues are subject to an adjustment as the impact can change over time. Approved changes will immediately be included in the project plan. All change requests will be logged, tracked and reported on in status reports and meetings.

All change requests will be summarized and logged in a Change Request Log.

Change Acceptance

Formal change acceptance is required before working on any changes outside of the scope of the project. Change acceptance is given when both the client and CLIMBIT formally approve the change by signing off on the request form.

Authorization for project Changes

The client is the only party authorized to approve use of the budget for project changes.

ANNEX 2 DELIVERABLES ACCEPTANCE MANAGEMENT

Acceptance Procedure

The acceptance procedure for all deliverables outlined in this Statement of Work is as follows:

- CLIMBIT will attach a Deliverable Acceptance form to each aggregate deliverable presented to the client for review and approval.
- The Deliverable Acceptance form should be signed and returned to CLIMBIT upon review of the deliverable within three business days. The form must be marked approved or disapproved. Deliverables not acted upon within three business days of submission, will be treated as an issue and handled by Issue Management. Any subsequent changes to the deliverable will be handled via change requests.
- If a deliverable is acceptable, but needs changes made, the client should signoff the deliverable as approved and clearly indicate what changes need to occur. In this case, the client may indicate on the deliverable acceptance form that the changes are required.
- If a deliverable is disapproved, a detailed description of why it was rejected must be included on the form. If required, a meeting can be held to discuss the deliverable in detail. All errors and omissions must be detailed in the first rejection.
- The rejected deliverable will be modified to address the items that were specifically rejected and resubmitted for acceptance. Errors or omissions not detailed in a first rejection will be handled by a Project Change Request.

The Client Project Manager is responsible for the review and approval of deliverables. If Petroleum Technology Research Centre requires review and approval of a deliverable from other staff, it will be Petroleum Technology Research Centre's responsibility to arrange for those additional approvals.

Note that the first deliverable and initial use of the Acceptance Management process is approval of the SOW including its appendices such as the Project Schedule.

Final Acceptance

At the conclusion of the project, the client will be presented a final acceptance form to acknowledge that all requirements as defined in the SOW and amended through approved change requests are complete.

ANNEX 3 – CHANGE REQUEST FORM
Change Request (CR)

Client Name _____ Client No. _____
Project Name _____ Project No. _____

SECTION A: CHANGE REQUEST DESCRIPTION

PCR Initiator _____ PCR Date _____
PCR No. _____ Priority (High/Medium/Low)
Type of Change _____ (Scope/Compliance/Informational)

Description of Requested Change:

SECTION B: IMPACT OF CHANGE

Resource(s) Impacted by Change:

Estimated Impact to Budget and Schedule:

Total Estimated Cost:

Estimated Revised Completion Date:

SECTION C: PROJECT MANAGEMENT APPROVAL

Date Submitted:
Comments:

Client Approval: _____ Title: _____ Date: _____
CLIMBIT Approval: _____ Title: _____ Date: _____

ANNEX 4 – DELIVERABLE ACCEPTANCE FORM

Deliverable Acceptance/Task Completion

Client Name	_____	Client No.	_____
Project Name	_____	Project No.	_____
Deliverable Name	_____	Deliverable No.	_____
Start Date	_____	Completion Date	_____
Date Submitted	_____	Date Reply Due	_____

Description

Acceptance Criteria

Client Acceptance

Approve Disapprove Value \$ _____

Remarks:

Signature _____ Date _____

CLIMBIT Acceptance

Approve Disapprove

Remarks:

Signature _____ Date _____

ANNEX 5 – STATUS REPORT FORM

Status Report

Client Name _____ Client No. _____
 Project Name _____ Project No. _____
 Week Ending _____

To: Client Management (list specific names)
 From: CLIMBIT Project Manager (provide name)
 cc: CLIMBIT Management (list specific names)

Schedule:

Milestone	Planned Start	Actual Start	Planned End	Actual End	Status
Milestone 1					
Milestone 2					

Accomplishments This Week:

Application 1

-

Application 2

-

Planned For Next Week:

Application 1

-

Acceptance and Change Management

Deliverable	Status	Delivered Date	Response Date
Deliverable 1			
Deliverable 2			
PCR 1			
PCR 2			

Lost Time:

Issues: *NOTE: Could instead attach issues log showing open and recently closed issues.*

- Issue:

Staffing/Comments: