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INTRODUCTION

ABOUT THIS HANDBOOK
The purpose of this handbook is to provide you with important information related to eligibility requirements, policies, and procedures for obtaining and maintaining the Certified Petroleum Data Analyst (CPDA™) credential.

All candidates are expected to read this handbook.

KEY CONTACT INFORMATION

WHY CERTIFY?

CERTIFICATION BACKGROUND AND DESCRIPTION
In today’s complex Exploration & Production (E&P) environment, poor quality in data analysis and management can result in major environmental and human impacts with serious, even fatal consequences.

To help mitigate this problem, the PPDM Association established the Certified Petroleum Data Analyst certification in 2014. This credential helps to meet our industry’s need for a competence measure of data management professionals and provides our professionals with an opportunity to demonstrate their skills.

The Certified Petroleum Data Analyst credential is awarded to individuals who meet the PPDM Association’s established eligibility requirements and successfully complete an examination of professional-level knowledge. CPDA certification establishes a standard of excellence in data management for data analysts who have a minimum of five (5) years of oil and gas data management experience.
A CPDA certification validates to employers, clients, and colleagues that a CPDA credentialed professional possesses data management aptitude, knowledge, experience, and skills to bring success in petroleum data management. This leads to the professionalization of petroleum data management, ensuring that best practices are shared and upheld within our industry, reducing risk, and supporting better decision making.

**HOW TO APPLY**

**ELIGIBILITY REQUIREMENTS**

To successfully complete the examination and maintain the CPDA designation, candidates should have a minimum of five (5) years of oil and gas data management experience. To reach the required sum of education and experience, candidates must demonstrate training, education, and work experience (either paid or volunteer), directly or indirectly related to the petroleum and/or the data analyst profession in their application. Data Analysts may come from a variety of backgrounds (e.g., technical, analytical, numerical, or scientific).

The examination has been constructed upon the competencies expected of a petroleum data analyst with five (5) years of work experience, recognizing that working as a petroleum data analyst offers experience that cannot be gained through coursework and study alone.
APPLICATION PROCESS
Visit www.ppdm.org/certification and click on ‘Register Now’ to begin the application process.

You must complete and submit an application form, via email, to the Office of the Registrar (certification@ppdm.org).

On receipt of an application form, applications will be reviewed by the Registrar. You will be notified of your application status and receive an invoice for your application fee, along with payment instructions.

PPDM ASSOCIATION MEMBERSHIP
PPDM Association membership is not a mandatory requirement for certification by the PPDM Association. However, membership does offer benefits including cost reductions for exam administration and annual renewal fees, educational training sessions and data management events organized by the PPDM Association.

If you are not a current member, and do not have an existing free guest account, you will be provided with instructions to create a free guest account, which is required for invoicing purposes.

Please see Appendix A: Responsibilities regarding the administration of the examination.

CERTIFICATION FEE SCHEDULE
There is an Administration Fee and an Exam Fee associated with this credential, and PPDM Association Members receive a reduced rate. All administration fees for residents outside of Canada are in USD.

Once you have passed the CPDA Examination you will transition to an annual renewal fee schedule.

<table>
<thead>
<tr>
<th>Certification Fee Schedule</th>
<th>PPDM Member</th>
<th>Non-Member</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration Fee</td>
<td>$400.00</td>
<td>$500.00</td>
</tr>
<tr>
<td>Examination Fee (Yardstick)</td>
<td>$81.00 (CAD)</td>
<td>$81.00 (CAD)</td>
</tr>
<tr>
<td>*Annual renewal fees</td>
<td>$75.00</td>
<td>$150.00</td>
</tr>
</tbody>
</table>

Plus, applicable taxes
*Please Note*: The payment of the annual renewal fee is required for your credential to remain in good standing, as a part of the credential maintenance requirements. For additional information on credential maintenance please visit either the Credential Maintenance section of this handbook, or the Credential Maintenance Handbook.

Once the payment of the Administration Fee has been received, you will have twelve (12) months to complete the CPDA exam. Certification fees are non-refundable.

**EXAM ACCOMMODATIONS AND PROVISIONS**

Questions related to accessibility or special accommodations to take the exam, should be directed to the Registrar by email, at certification@ppdm.org.

**SCHEDULING THE EXAM**

Upon successful approval to sit the exam by the PPDM Association Registrar, you will receive an email from Yardstick Assessment Strategies (one of the PPDM Association exam administration partners) confirming that you have been granted access to take the CPDA examination. This message contains critical information, including:

- how to log in to the exam site,
- how to complete the payment of your booking fee,
- and, how to book a CPDA exam.

You will be able to access 3-month booking window from which you will need to select your preferred exam date and time from those available. Here is a short **video detailing the booking process**.

Once your exam has been booked you will receive a booking confirmation email from Yardstick Assessment Strategies, including:

- what must be done prior to exam day, including but not limited to:
  - completion of the demonstration exam,
  - computer capability testing,
  - internet download and upload speed tests, and
  - disconnecting and removal of any additional screens,
- and what must be done on exam day.

Here is a short **video detailing the connection process on exam day**.
EXAM BOOKING TRANSFER
If you do not feel quite ready to take your exam on your scheduled date and time, or an emergency should arise, you may transfer exam reservation to an alternate date, within a 3-month period, without penalty or additional fees, if you do so a minimum of 48-hours prior to your scheduled exam time.

Instructions for transferring or withdrawing your examination will be included in your Booking Confirmation Email. Contact the Registrar (certification@ppdm.org) with any questions.

HOW TO PREPARE
EXAM CONTENT
The CPDA Examination consists of 200 multiple choice questions that assess knowledge, application, and critical thinking related to the management of exploration & production data types including well, seismic, and spatial data.

The examination questions cover eight (8) competency areas:

1. Data governance
2. Data analysis
3. Data quality management
4. Data security
5. Knowledge of spatial location data
6. Knowledge of E&P
7. Communication
8. Master data management

Each competency contains a set of behavioral indicators that are observable and measurable. These behavioral indicators will be referenced in the examination questions (see Appendix B: Competency Definitions, Indicators, and Resources for more detailed information).

Some questions will be case-based or will refer to images that candidates should be familiar with from their day-to-day work in petroleum data analysis.
SELF-ASSESSMENT

We encourage you to complete a self-assessment of your knowledge is recommended. Using the competency definitions and indicators to highlight any areas where you may wish to focus your preparation for the exam, referring to the resources supplied to direct your study.

<table>
<thead>
<tr>
<th>Competency</th>
<th>Approximate Percentage of Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Governance</td>
<td>11%</td>
</tr>
<tr>
<td>Data Analysis</td>
<td>30%</td>
</tr>
<tr>
<td>Data Quality Management</td>
<td>15%</td>
</tr>
<tr>
<td>Data Security</td>
<td>9%</td>
</tr>
<tr>
<td>Spatial Data</td>
<td>9%</td>
</tr>
<tr>
<td>E&amp;P Life-Cycle Processes</td>
<td>15%</td>
</tr>
<tr>
<td>Master Data Management</td>
<td>9%</td>
</tr>
<tr>
<td>Communication</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

The Exam Blueprint, above, will prove useful to you when allocating your study time to each competency area, bearing in mind the prevalence of each area on the exam.

The competency definitions, indicators and resources are available in Appendix B of this handbook and on the How to Prepare page.

SAMPLE QUESTIONS

The Sample Questions can be found on the How to Prepare page on the certification website. These are questions that did not pass the rigorous testing required to be included on our exam forms, however they provide a good example of the style and format to expect.
TAKING THE EXAM

EXAM REQUIREMENTS
You must provide your own computer equipment for the exam and are responsible for ensuring that the equipment meets the requirements necessary to successfully access the CPDA exam.

Hardware:
- PC operating system: Windows 8 or later
- Macintosh operating system: Mac OS 10.13
- Minimum 4 GB RAM (less than 95% usage)
- Minimum screen resolution: 1366 x 768
- CPU: more than 2 core CPU (less than 85% CPU storage)

A single monitor environment is required for the examination. Additional screens must be disconnected and removed or turned away from you during the exam.

You will be prompted to install a program upon connection to your exam that is not available prior to examination day. You will need to ensure that you have the necessary permissions to install programs on the computer that you intend to use on exam day.

Internet/ Browser:
A hard-wired high-speed internet connection is recommended. A wireless connection may be used; however, this comes with an increased risk of disconnection during the exam. If you choose to use a wireless connection, we recommend a minimum speed of 10 Mbps. We also recommend disconnecting from any VPNs prior to the exam.

We recommend completing an internet speed test to confirm that a sufficient upload and download speed can be met:
- http://speedtest.googlefiber.net/
- http://beta.speedtest.net/
- https://fast.com

You will need to use Google Chrome as your web browser for this exam (any testing should be conducted with this in mind).

You will need to disable the browser pop-up blockers on exam day by following these instructions:
1. Open the Chrome browser.
2. At the top right, click More, then Settings.
4. Click Pop-ups and redirects.
5. At the top, turn the setting to Allowed or Blocked
Additional Requirements:
- Webcam: Minimum resolution 640 x 480
  If your webcam is not adjustable, for example if you will be unable to pan around work area prior to the exam, you will need to ensure that you have access to a mirror or front-facing camera on a cell phone on exam day.
- Microphone (some web cameras have built in microphones)
- Valid government issued photo identification with a signature to validate your identity on exam day. (E.g., Driver’s License, Passport or Permanent Resident Card).
- You will have access to a demonstration exam prior to your exam day. Use the demonstration exam to familiarize yourself with the exam platform.

Location
Select a quiet, private location, with no additional aides for your exam sitting.

Please note: Offices with large glass internal windows are not suitable for taking this examination. If this is the most ideal location for you to take your exam precautions should be taken to cover the window(s). Please contact the Registrar at certification@ppdm.org for further information.

WHAT TO EXPECT ON EXAM DAY?
One exam day candidates will be expected to do some final preparations to ensure that they are prepared to take the exam.

You will need to:
- do one last test of your system,
- ensure that you have taken the demonstration exam and are familiar with the exam environment,
- disable your browser pop-up blocker,
- clear your physical workspace of all materials, and
- have your valid government issued photo id to validate your identity.

Technical issues which are the result of your failure to meet the exam requirements, that require a rebooking will be subject to an additional Examination Fee.

The following items you may have with you during the exam sitting:
- a beverage in a clear spill-proof container, and
- scrap paper and pencils.

You will need to connect to your exam a minimum of five (5) minutes prior to your scheduled exam time. Detailed instructions on how to access the exam will be provided in the Booking Confirmation email.
The exam is proctored by a live virtual proctor. The proctor will guide you through the exam process and offer support with any technical issues. The proctor will have access to your screen, webcam, and will be listening through the microphone to observe and record your session. You will be able to communicate with the proctor via a chat window.

Any anomalies observed by the proctor once the test has begun will be reported to the PPDM Association.

Before you begin your exam, you will be required to validate your identification by showing the proctor your government-issued ID. You are also required to provide a 360-degree pan of your workspace before the exam commences. The connection process may take up to 30 minutes before you begin your examination.

You will have four (4) hours to complete the 200-question examination. With the addition of an optional 15-minute break once Part 1 of your examination has been submitted.
Examination Results

Examination results will be delivered to you within two to four (2-4) weeks of successfully completing the examination.

Raw scores will not be released. You will be notified you have been successful (Pass) or unsuccessful (Fail).

SUCCESSFUL CANDIDATES

If you are successful, you will receive a digital credential (official certificate and badge), and information related to maintaining your CPDA designation. Please refer to the Credential Maintenance section of this handbook, or the Credential Maintenance Handbook, for more information on Credential Maintenance requirements.

Those scoring eighty percent (80%) or higher will be recognized as having passed the examination “with Distinction,” which will appear on their certificate.

Once you access your digital credential you will have the ability to add your credential to your social media sites, email signature, embed on a web page, and add to your Mozilla digital backpack. You may also download a PDF certificate and a PNG image of your badge.

In addition to receiving a digital credential, your name will be listed on the online credential registry, indicating your name, location, and credential status. You must notify the Registrar (certification@ppdm.org), if you do not want your name listed in the registry.

UNSUCCESSFUL CANDIDATES

If you are unsuccessful in passing the examination, the PPDM Association will recommend, two to four (2-4) weeks of taking the examination, competency areas to focus on for future examination attempts.

If you rewrite the exam within twelve (12) months of submitting your initial application, you will only need to pay the Exam Booking Fee to book a future examination attempt. Rewriting past this twelve (12) month period requires a new application submission, Administration Fee, and Exam Booking Fee. See the Certification Fee Schedule for more information.
CREDENTIAL MAINTENANCE

The CPDA credential requires ongoing credential maintenance to maintain an active certification status. Certified professionals must follow the credential maintenance program by earning and submitting Professional Development Units (PDUs) and remit annual renewal fees.

The purpose of this program is to:

- Enhance continuous learning and development among certification holders,
- Provide direction in development areas to ensure relevancy of certified practitioners,
- Encourage and recognize individual learning opportunities, and
- Sustain the global recognition and value of the CPDA credential.

All CPDAs are required to complete a minimum of ninety (90) hours of Professional Development Units (PDUs) per three-year credential maintenance term.

PDUs can be earned through various professional development activities that relate to any of the eight (8) CPDA competency areas, under two categories:

- **Group A: Education**
  Learning opportunities that allow you to expand and enhance your technical, leadership, or strategic and business management skills.
  A minimum of sixty (60) PDUs required per certification term.

- **Group B: Giving back to the Profession**
  Activities that enable you to share and utilize your knowledge and skills to contribute to and help build the profession.
  A minimum of thirty (30) PDUs required per certification term.

Please refer to the Credential Maintenance Handbook for a complete discussion of the credential maintenance program.

POLICIES

All CPDA Applicants must adhere to Ethical Integrity policy. For more information on this policy and the PPDM Association Privacy Policy, see Appendix C: Policies.
APPENDIX A: RESPONSIBILITIES

PPDM ASSOCIATION’S RESPONSIBILITIES

PPDM Association
The PPDM Association is committed to serving the public interest by ensuring that petroleum professionals registered with the PPDM Association are competent and act in an ethical manner.

Energy Data Management Certification Committee (EDMCC)
The PPDM Association’s EDMCC, comprised of Subject Matter Experts (SMEs), was established to support, and maintain the needs of the upstream petroleum data management profession. The EDMCC provides certification of professional skills within the discipline and upholds certification as a standard of excellence in petroleum data management.

CPDA Certification is governed by the EDMCC with oversight from the PPDM Association Board of Directors.

Registrar
The role of the Registrar is to enable effective and efficient decision-making by the committees. The Registrar is a gatekeeper, router, and executor of decisions made by regulatory committees and sub-committees (Professional Regulation and Standards Committee, Certification Sub-Committee, Recertification Sub-Committee, Educational Standards Sub-Committee, Complaints, Investigations, & Discipline Committee, and Appeals Committee). The Registrar is empowered to make decisions within established parameters and bounds.

To this end, the EDMCC has assigned the following functions to the Registrar:

1. Managing regulatory processes,
2. Providing support to regulatory committees and sub-committees,
3. Managing administrative processes that support regulatory activities, and
4. Providing regulatory policy support to the EDMCC and regulatory committees and sub-committees.

The Registrar is a member ex-officio of all regulatory committees and sub-committees. Nonetheless, the Registrar does not participate in committee or sub-committee deliberations, which involve decisions related to individual cases. The Registrar is a full participant in the policy development process with respect to regulatory matters and can review and provide meaningful input to all regulatory policy development discussions. The Registrar may bring forward policy proposals for consideration by the various regulatory committees and sub-committees.
ADMINISTRATION PARTNERS
Yardstick, ProctorU and Meazure
The PPDM Association contracts the consulting services of Yardstick Software Inc. for its specific expertise related to psychometrics and certification exam development.

ProctorU
ProctorU, an integrated Yardstick company, provides secure live online proctoring services for the PPDM Association. Their virtual proctors will guide candidates through the exam experience and assist with any issues that may arise.

Meazure Learning
Meazure Learning has established a secure testing network and platform launched by Yardstick and ProctorU. The PPDM Association CPDA Examination is secure through this platform.

Accredible
Accredible is the industry-leading digital credentialing platform that enables organizations to securely issue, manage, track, and verify digital certificates and badges.
## APPENDIX B: COMPETENCY DEFINITIONS, INDICATORS AND RESOURCES

### DATA GOVERNANCE

<table>
<thead>
<tr>
<th><strong>Definition</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Explain how an organization manages its data assets, including business rules, policies, practices, procedures, roles, and responsibilities. (Data governance is developed at an organizational level, and a data analyst is expected to follow the organizational policies and processes rather than define them.)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Indicators</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Describe data governance in an organization (e.g., industry standards for data loading).</td>
</tr>
<tr>
<td>Describe the rationale for data governance within an organization and its relationships with external stakeholders, such as regulatory bodies and partners.</td>
</tr>
<tr>
<td>Describe the impact of data governance on the daily activities of a data analyst.</td>
</tr>
<tr>
<td>Comply with internal data governance policies (where they exist).</td>
</tr>
<tr>
<td>Use common organizational terms and definitions.</td>
</tr>
<tr>
<td>Explain the reasons for maintaining data over time.</td>
</tr>
<tr>
<td>Describe the data lifecycle (e.g., acquire, load, use, refine, archive, and delete data).</td>
</tr>
<tr>
<td>Promote the value of data governance and the need to comply with it.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Resources</strong></th>
</tr>
</thead>
</table>
DATA ANALYSIS

Definition
Analyze data and oversee the maintenance of data stores and data-related solutions.

Indicators

Identify appropriate sources of raw data:
- National and regulatory data repositories
- Internal managed and unmanaged data stores
- Data vendors
- Service companies
- Joint venture partners
- Other

Investigate new sources of data from vendors and regulators.

Describe physical and digital data.

Describe data domains (e.g., well, seismic, production, land), including units of measure.

Explain how data from different domains is used by an organization.

Describe major elements of the data retention policy and schedule as applied to data.

Describe the mapping of data across data stores, including:
- Data rules
- Translation of data
- Transformation of data
- Basic data workflow

Examine and describe the data workflow for all types of data (e.g., structured, unstructured, and semi-structured).

Cross-correlate data between different domains and data stores to ensure accuracy, consistency, and coherence.

Create necessary reports to identify missing data, duplicates, anomalies, and availability.
- Build queries and filters to find physical and digital data items.
- Provide the correct coordinate reference system (CRS) when loading data with location information.
- Validate geospatial data precision.
- Describe processes for data loading.
- Ensure that loaded data adheres to the approved standards.
- Solve basic workflow problems with close supervision.
- Take ownership for metadata (e.g., data about data) management.
- Ensure that the metadata is loaded to document data context, quality, and provenance.
- Use receipt-tracking systems to ensure consistency.
- Provide status information about requests to management and clients.

Document data movement procedures between data stores.

Adhere to internal naming standards.

Explain archiving in the data management process.

Follow retention standards for data.
Ensure that the history of data transformations is captured as it goes through the data lifecycle.

Explain backup and recovery procedures in an organization.

**Resources**


**DATA QUALITY MANAGEMENT**

**Definition**

Apply quality management methods to assess, improve, and ensure the fitness of data for business use in accordance with industry and organizational business rules.

**Indicators**

Describe criteria for data quality:
- Completeness
- Consistency
- Coherence
- Accuracy
- Timeliness
- Relevance

Recognize the source of data and data state (e.g., raw, processed, and edited data).
Examine the quality of data to determine its fitness for a specific purpose.
Confirm the quality requirements for data with a business owner or a vendor.
Describe mandatory elements for data quality control (e.g., for wells, well header: name, location, spud date, and organization).
Verify that the data is uploaded in the right format.
Apply standard industry business rules to data:
  - Align a well header with the legal description (e.g., UWI)
  - Check the integrity of dates and depths
Apply organizational business rules to data.
Identify and resolve duplicate data for confirmation with a business owner: (e.g., well header, seismic survey, and well log).
Identify data reliability:
  - Identify data sources
  - Describe the preferred source list using the trustworthiness of the source as a criterion (e.g., internal reports, national data repository, and a vendor)
  - Review the reliability grade to data
- Publish the information on the reliability of the data source in the format that is useful to users.
- Report data quality metrics to raise awareness of data quality status and potential issues.
- Notify business owners of data about data quality issues.

**Resources**


---

### DATA SECURITY

**Definition**

Explain and comply with organizational policies and processes for data security management. (Data security management is set at an organizational level, and a data analyst is expected to follow the organizational policies and processes rather than define them).

**Indicators**

- Comply with internal data security management policies.
- Comply with necessary regulatory security policies (e.g., Sarbanes-Oxley, embargoed countries).
- Explain different security categories by domain and role of systems of record (e.g., confidential, public, tight holes, and edit vs. view).
- Explain the security policies used for master data stores.
- Explain the security policies used for document management.
- Ensure that data security rules are applied to data rooms, applications, and data stores.
- Comply with rules for access to and release of data to stakeholders.

**Resources**

**SPATIAL DATA**

**Definition**

Use knowledge of coordinate reference systems and mapping technologies to accurately represent the position of assets.

**Indicators**

- Explain the importance of coordinate reference data and its accuracy to an organization.
- Explain how to transform coordinates from one coordinate system to another.
- Explain the difference between geographic and projected coordinate systems.
- Understand the major differences between the CRS and the concepts of projections, spheroids and datums.
- List domains where coordinate reference data is used.
- Explain the relationship between the Geographic Information Systems (GIS) and attribute data.
- Describe the required metadata to be captured for coordinates.
- Perform quality control on coordinate data, including:
  - Expected coordinate ranges
  - Magnitude of variability
  - Consistency with other sources
- Verify the location within acceptable tolerances using GIS.
- Identify ways to deal with common issues when handling coordinate data (e.g., mixed coordinate datum, different versions of local grids, mixed survey acquisition methods).
- Use appropriate mapping technology to retrieve datasets based on location information.
- Use mapping applications appropriately.
- Verify the accuracy of coordinates.

**Resources**


**Additional Resources**

International Association of Oil and Gas Producers, https://epsg.org/home.html
# EXPLORATION AND PRODUCTION (E&P) LIFE CYCLE PROCESSES

<table>
<thead>
<tr>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Explain the major players, business life cycle, roles, and processes involved in E&amp;P.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Explain the roles of major players in E&amp;P, including operators, regulators, data vendors, software vendors, and service companies.</td>
</tr>
<tr>
<td>Explain the roles and work functions of internal clients.</td>
</tr>
<tr>
<td>Explain how internal clients consume data (e.g., planning, appraisal, delineation, and interpretation).</td>
</tr>
<tr>
<td>Describe the phases of the business lifecycle (e.g., planning, drilling, completing, producing, and disposing).</td>
</tr>
<tr>
<td>Explain basic terminology used in the E&amp;P industry.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Resources</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Additional Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="https://www.energistics.org/">https://www.energistics.org/</a></td>
</tr>
</tbody>
</table>
**MASTER DATA MANAGEMENT**

<table>
<thead>
<tr>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Explain a set of policies, practices, and procedures used in master data management and comply with them.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Describe master data management in an organization (e.g., creation of a &quot;golden version&quot; of master data attributes).</td>
</tr>
<tr>
<td>Describe the rationale for master data management within an organization.</td>
</tr>
<tr>
<td>Describe the impact of master data management on daily activities.</td>
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<tr>
<td>Identify master data sources and contributors.</td>
</tr>
<tr>
<td>Comply with internal master data management policies (where they exist).</td>
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<th>Resources</th>
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**COMMUNICATION**

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<tr>
<th>Definition</th>
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<tr>
<td>In a clear and timely manner, communicate with others on the appropriate aspects of data management to support the business.</td>
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<tr>
<th>Indicators</th>
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<tr>
<td>Use active listening skills when communicating with others.</td>
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<tr>
<td>Ask probing questions to better understand business requirements and priorities.</td>
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<tr>
<td>Clearly articulate problems and suggestions to internal and external clients.</td>
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<tr>
<td>Build effective working relationships within an organization.</td>
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<tr>
<td>Establish working relationships with external clients (e.g., vendors, partners, and regulators).</td>
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<tr>
<td>Identify and engage the appropriate expert for a task or problem.</td>
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<tr>
<td>Explain problems using appropriate technical language.</td>
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<tr>
<td>Provide constructive feedback to others.</td>
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<tr>
<td>Actively seek feedback from internal clients.</td>
</tr>
<tr>
<td>Work with business units to ensure the optimal use of data to meet analytic requirements of end users.</td>
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<tr>
<td>Communicate the availability of data to internal clients in a timely manner.</td>
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<tr>
<td>Use the communication media appropriate to the audience and purpose of communication.</td>
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<tr>
<td>Coordinate the movement of data amongst users, disciplines, applications, and stakeholders.</td>
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<tr>
<td>Communicate data management standards to users in an organization.</td>
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<tr>
<td>Provide an estimated time of delivery of completed tasks to others.</td>
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APPENDIX C: POLICIES

ETHICAL INTEGRITY POLICY
Ethical misconduct includes actions that have a negative effect on the integrity of the certification program. All candidates are expected to familiarize themselves with the actions that are defined as ethical dishonesty and misconduct. Candidates who are unclear should consult the PPDM Association.

Candidates are required to agree to and comply with the Ethical Integrity and the PPDM Association Privacy policies when they complete their CPDA Application form.

Candidates are also required to reaffirm their ethical integrity upon the completion of each three-year term with the submission of their professional development units (PDUs).

Ethical Integrity Policy.

PPDM ASSOCIATION PRIVACY POLICY
The PPDM Association Privacy Policy outlines the PPDM Association’s legal and ethical commitment to protect the privacy and personal information of our members and visitors to our website.

PPDM Association Privacy Policy.