

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

* * * * *

Investigation of:

*

*

ENBRIDGE - LINE 6B RUPTURE IN
MARSHALL, MICHIGAN

*

*

*

Docket No.: DCA-10-MP-007

* * * * *

Interview of: ALLAN BAUMGARTNER

Crowne Plaza Hotel
Edmonton, Alberta
Canada

Thursday,
February 2, 2012

The above-captioned matter convened, pursuant to notice.

BEFORE: MATTHEW NICHOLSON
Investigator-in-Charge

APPEARANCES:

MATTHEW NICHOLSON, Investigator-in-Charge
Office of Railroad, Pipeline, and
Hazardous Materials Investigations
National Transportation Safety Board

[REDACTED]

BARRY STRAUCH, Ph.D.
Supervisory Investigator
National Transportation Safety Board

[REDACTED]

KALU KELLY EMEABA, Group Chair
SCADA Operations
National Transportation Safety Board

[REDACTED]

KAREN BUTLER, Supervisor
Accident Investigations
PHMSA

[REDACTED]

JAY JOHNSON, Supervisor
U.S. Compliance
Enbridge Pipelines

[REDACTED]

<u>ITEM</u>	<u>I N D E X</u>	<u>PAGE</u>
Interview of Allan Baumgartner:		
By Dr. Strauch		5
By Ms. Butler		33
By Mr. Emeaba		42
By Dr. Strauch		43

I N T E R V I E W

1
2 MR. NICHOLSON: This is NTSB Pipeline Case Number DCA-
3 10-MP-007, Enbridge Energy July 2010 crude oil release in
4 Marshall, Michigan. These are the Human Factors Group interviews
5 being conducted at the Crowne Plaza Hotel in Edmonton, Alberta,
6 Canada. Today is Thursday, February 2nd, 2012.

7 This interview is being recorded for transcription at a
8 later date. Copies of the transcripts will be provided to the
9 parties and the witness for review once completed.

10 For the record, Al, please provide your full name with
11 spelling, employer name, and job title.

12 MR. BAUMGARTNER: Allan Baumgartner, A-l-l-a-n, B-a-u-m-
13 g-a-r-t-n-e-r. I'm employed with Enbridge Pipelines, Inc., and I
14 am the Director of Control Center Operations here in Edmonton.

15 MR. NICHOLSON: Okay. And, Allan, for the record,
16 please provide a contact phone number and e-mail address that you
17 may be reached at.

18 MR. BAUMGARTNER: Phone number would be [REDACTED]
19 That's my work number. And e-mail address,

20 [REDACTED]
21 MR. NICHOLSON: Okay, thank you. Allan, you're allowed
22 to have one other person of your choice present during this
23 interview. This other person may be an attorney, friend, family
24 member, co-worker, or no one at all. If you would, please
25 indicate whom you've chosen to be present with you.

1 MR. BAUMGARTNER: I have chosen no one.

2 MR. NICHOLSON: Okay. We'll now go around the room and
3 introduce each person for the record. I'll start. My name is
4 Matthew Nicholson, spelled M-a-t-t-h-e-w, N-i-c-h-o-l-s-o-n. I am
5 the NTSB IIC. My phone number is (202) 314-6468. My e-mail is
6 matthew.nicholson@ntsb.gov.

7 MR. EMEABA: My name is Kalu Kelly Emeaba, spelled K-a-
8 l-u, K-e-l-l-y, E-m-e-a-b-a. My contacts: phone number, [REDACTED]
9 [REDACTED] My e-mail address, [REDACTED]. In this
10 project, I'm the SCADA Operations Group Chair. Thank you.

11 MR. JOHNSON: Jay Johnson, Enbridge, Supervisor of U.S.
12 Compliance, [REDACTED]

13 MS. BUTLER: Karen Butler, K-a-r-e-n, B-u-t-l-e-r. I am
14 the Supervisor of Accident Investigations for PHMSA Central Region
15 Office out of Kansas City, Missouri. I can be reached at

16 [REDACTED]

17 DR. STRAUCH: I'm Barry Strauch with the NTSB, B-a-r-r-
18 y, S-t-r-a-u-c-h. My phone number is [REDACTED] and my e-
19 mail is [REDACTED]

20 MR. NICHOLSON: Okay. As I explained, these are
21 primarily human factor interviews, so we'll let Barry start with
22 the questioning.

23 INTERVIEW OF ALLAN BAUMGARTNER

24 BY DR. STRAUCH:

25 Q. Al, I don't know, but were you interview before by us as

1 part of this investigation?

2 A. No, I've never been interviewed as part of this
3 investigation.

4 Q. Okay. Could you walk us through your career at
5 Enbridge?

6 A. Yeah. I'm a 29-year employee. I've been through a
7 number of field roles and responsibilities right from field
8 maintenance, electrical maintenance, mechanical maintenance,
9 through to supervisor of area operations in the field. I spent
10 about 15 or 16 years there throughout Western Canada, I guess.

11 In 2000, I was brought into the control center in
12 Edmonton as a supervisor and I was responsible for consolidating a
13 lot of our terminal operations and so forth into the control
14 center from control centers within North America. During that
15 time, I was also given responsibility for pipelines throughout
16 North America on our main line side and did that for about 5
17 years, from 2000 to 2005. And then I spent about 3 years as the
18 manager of measurement services here in Edmonton, responsible for
19 oil losses and so forth on our pipeline system.

20 And then in 2008, I took another role back in field
21 operations, because I have a real liking for field operations, as
22 the manager of Pipeline Services with our Western Region here out
23 of Edmonton, and was responsible for our pipeline maintenance,
24 crews, as well as a lot of the integrity digs that went on
25 throughout the region, our land agents that interacted with our

1 land people, that type of thing. And in March of 2011, I was
2 brought into my current role as the director of control center
3 operations.

4 Q. Okay. And who do you report to?

5 A. I report to Kirk Burdis (ph.), who is the VP of pipeline
6 control.

7 Q. And who reports directly to you?

8 A. My direct reports are Blaine Reinbolt, Curt Goeson, Jim
9 Johnson, and I've got a couple of admins that report to me as
10 well.

11 Q. Okay. Do you know why we came back to these interviews
12 in this go-around?

13 A. My understanding is they're human factor interviews and
14 there was a continuation based on some interviews that took place
15 in the last round. I have limited knowledge of those interviews.

16 Q. Okay. One of the interviewees, a former employee and a
17 former pipeline controller, made allegations regarding the control
18 room environment, regarding a supervisor regarding potential
19 gender discrimination, so we really came back to pursue those
20 issues. Were you aware of any such charges when you came back
21 into the control room in March of 2011?

22 A. No, I wasn't.

23 Q. Are you aware of any instances of hostile environment or
24 gender discrimination?

25 A. Not gender discrimination. Hostile environment, I think

1 part of the reason that I was brought back into the control center
2 was to, I think, change the culture of the control center. You
3 know, what was communicated to me is that we wanted to go back to
4 a culture, you know, back in probably 7 or 8 years ago, and that
5 was part of the reason that I was brought in. So I was aware of
6 some people issues, that type of thing, when I came into the role,
7 yes.

8 Q. Uh-huh. Well, you had been in the pipeline in 2008 --
9 no, 2005, and then you came back in 2011?

10 A. That's correct, yes.

11 Q. Okay.

12 A. So I was gone for about 6 years, yes.

13 Q. Who told you that, that this is why you're being brought
14 back into the control room?

15 A. The person that recruited me, Kirk Burdis.

16 Q. Okay. And what kind of changes did you see when you
17 returned in 2011 from the time you were there -- had been before
18 in 2005?

19 A. What kind of changes?

20 Q. In the control room environment, not the number of
21 controllers or number of consoles and so on, but what kind of
22 changes you saw in the environment, the way supervisors interacted
23 with controllers and so on, that was different than what you had
24 seen when you left?

25 A. It was a lot larger than when I left.

1 Q. Okay.

2 A. Like, it had grown considerably since 2005. There was a
3 bit of a change in the organizational structure in relation to
4 there being two shift leads on board, a lot of new people. Like
5 the experience levels had probably dropped within the room since
6 that time. The -- we were entering into a new structure where
7 we're going back to a structure where, you know, we had a manager
8 or a person responsible for terminal operations versus pipeline
9 operations and trying to get back to areas of expertise there in
10 relation to some of them.

11 Q. Why are you doing that?

12 A. I think, again, just to put people with the level of
13 expertise in those areas back into those areas for accountability
14 and direction and that type of thing.

15 Q. Okay. You said that Kirk Burdis referred to people
16 issues and that's why he was bringing you back; is that correct?

17 A. I think culture, just the culture of the control center
18 wasn't primarily where we thought it would be. And, you know, we
19 mentioned some of the staff turnover that had been happening
20 within the control center, those types of things, right, and
21 that's part of the reason that they wanted me coming in there.
22 Employee engagement was a big item, you know, having engaged
23 employees, you know, that wanted to be working for the company,
24 that felt good about working for the company, that had good things
25 to say about the company, and that wanted to do, you know, a good

1 job for us, those types of things, right.

2 Q. So by culture, we're talking about employee morale,
3 employee turnover, those kinds of --

4 A. Those types of things, yes.

5 Q. Okay. Are there any others?

6 A. Employee morale, turnover. I guess from a culture
7 perspective, ensuring that our priorities are right, that, you
8 know, safety is our number one priority, that we start setting up
9 and introducing measurements, like performance metrics, along the
10 lines of safety as our number one priority, but also along the
11 lines of operational excellence, those types of things. Really
12 looking at, you know, the control center and ensuring that we're
13 putting our time into our people, the time that we should be
14 putting in, in relation to training, those types of things, right?
15 We had gone through a considerable period of growth over the last
16 3 to 4 years prior to that and there was some catching up and
17 stuff that we needed to do.

18 Q. Uh-huh. Well, one of the things that happened while you
19 were gone was that there was an increased emphasis on selecting
20 and training managers for interpersonal skills, managerial
21 abilities, and not just technical. Wouldn't that -- that
22 reemphasis on interpersonal skills among shift leads, wouldn't
23 that improve morale and, yet, it sounds like morale had actually
24 gone down? Why would that have happened?

25 A. Can you clarify that? You mean morale has gone down in

1 what period of time?

2 Q. Well, when you were brought back, one of the issues that
3 was discussed in terms of culture was employee morale, you --

4 A. Uh-huh.

5 Q. -- as you refer to employee engagement, and I guess my
6 question is one would think that while you were gone, there was a
7 reemphasis -- or an emphasis on supervisory managerial skills and
8 interpersonal skills, that employee morale would, at a minimum,
9 have stayed the same and, if anything, have improved if there was
10 a reemphasis on supervisory and managerial abilities, and I'm just
11 kind of curious as to why it would have gone down in your absence.

12 A. I'm not sure I can answer that.

13 Q. Okay.

14 A. Like, I wasn't there while I was gone, right, so I'm not
15 sure that I can answer.

16 Q. When you came back, what did you observe about morale?

17 A. I think that morale had taken an impact in relation to
18 the Line 6B incident and some of the things that had happened
19 around that. We had a number of the people that were involved in
20 the incident that were on, you know, reassignment until, you know,
21 the findings and the results of the incident, you know, fully came
22 out. You know, and I think morale had taken an impact. I think
23 there was, you know, probably with some of the staff, there was
24 concerns about some of the leadership and so forth and I think
25 that's why some of the changes were made, and that I was brought

1 in as a change in that management and Ian Milligan actually took
2 my spot out in Western Region, which was a good move for him. You
3 know, it allowed him an opportunity to go from a control center,
4 you know, where he had spent most of his career, into another area
5 of the company and broaden himself, that type of thing. So I
6 think there was a change of management there and I think there's
7 probably been a change of management style as well in Kirk Burdis
8 coming in, as well as myself.

9 The other thing is, is that there was an organizational
10 structure change, you know, just prior to myself coming in where
11 the department was actually under our customer service group
12 before and basically brought back to our operations under Leon
13 Zupan, our senior VP of operations, and I think that's important
14 as well, right.

15 Q. What makes -- what would have resulted from that change
16 from customer service to Leon Zupan and how would that have -- how
17 would that manifest itself in terms of control room operations?

18 A. I think it provides the structure to align us more
19 closely with our field operations and our operation groups in the
20 field versus being aligned with our customer service groups that
21 does our scheduling, that interfaces with our customers or our
22 shippers on a regular basis, right. And I think it reemphasizes
23 the priorities on our operation and on our safety, those types of
24 things. The structure, in my mind, promotes closer alignment
25 along those lines.

1 Q. Well, under the previous alignment -- and you mentioned
2 this about getting the priorities focused on safety. What had
3 happened to those priorities in the interim?

4 A. I'm not sure. I'm not sure. I can't really say exactly
5 where they are because I wasn't part of it at that time, right.

6 Q. Okay. And what have you done since you came to reorient
7 the priorities to affect morale and so on?

8 A. Really tried to connect with our people again and really
9 emphasize with our leadership groups the connection with our
10 people. And we've done a number of things, you know, right from,
11 you know, communication mechanisms and those types of things so
12 that our operators, you know, can bring forth ideas, concerns,
13 those types of things. We've done town hall sessions so that
14 we're connecting and we're listening to our people, those types of
15 things as well. We've come up with engagement plans that we take
16 very seriously based on engagement surveys that have been
17 conducted and really trying to define where areas of concerns may
18 be in relation to employee morale, engagement, what our operators
19 need, the tools, the processes, those types of things. And we've
20 really put that as a high priority, right --

21 Q. Okay.

22 A. -- and I think we're making good progress with that.

23 We've also set direction in relation to, you know, where
24 our priorities are and our objectives, through our objectives
25 settings, and really communicated that to our staff and tried to

1 make improvements.

2 The other thing that we've done, of course, is we're
3 participating in our safety culture enhancement initiative as
4 well, as one of the groups that are doing that. And we're working
5 very closely with Dupont to really emphasize safety, ensure that
6 we have the proper leadership commitment, the proper processes,
7 the proper management systems, those types of things, to really
8 promote safety within the control centers.

9 Q. Okay. About how many town hall meetings have you
10 participated in since you came back?

11 A. We did four town hall sessions probably within 6 or 8
12 weeks of when I first came on board. We did another kind of set
13 of town hall sessions with more of an orientation session for when
14 we moved into our new control center here in September, and we've
15 got another round of town hall sessions coming up here in February
16 again.

17 Q. Okay. Now, at these town hall sessions, is there an
18 agenda and/or do people have the opportunity to just kind of speak
19 up regardless of the agenda?

20 A. Yeah, there's an agenda, but the atmosphere is town hall
21 atmosphere, right. So if there's questions or whatever, they have
22 the opportunity to bring it up. We also build into it open
23 discussion type time periods and do set forth an agenda where, you
24 know, we key in on some of the key things that we think may be out
25 there. Engagement or engagement survey may be one of them and

1 we'll talk about, you know, the survey and try to get a better
2 feel of where people are coming from in relation to some of the
3 survey results and those types of things, right.

4 Q. Okay. Were you surprised at all by any of the issues
5 that people brought up in these town hall meetings?

6 A. I'm not sure I was surprised. I think I was surprised
7 from the fact that people were surprised that we would listen, you
8 know, that we'd go out there and solicit their input and listen,
9 right. That surprised me a little bit. I think we're still
10 trying to, you know, gain that level of trust where people will,
11 you know, come forward and really communicate their thoughts and
12 their ideas and those types of things to us, right, or concerns,
13 you know, and that surprised me a bit.

14 You know, some of the areas that are outlined within our
15 engagement plan that we wanted to take action on, I guess I knew
16 going into the meetings, like from the surveys, kind of that some
17 of the areas of concerns and where some of the low ratings weren't
18 right. So, you know, stuff like, you know, workload was a
19 concern, compensation was a concern, being heard, you know, our
20 leadership group caring and committed to them, those types of
21 things, right.

22 Q. All right. So let me see if I can kind of characterize
23 what you're saying. It sounds like at these town hall meetings
24 that people expressed a sense that they had not been heard before,
25 they had not been listened to, and that they were kind of

1 surprised that someone in your position would actually listen to
2 them. Is that accurate?

3 A. Somewhat, I guess. I think -- I wouldn't say surprised.
4 I think they welcomed the opportunity, okay? I'd probably
5 characterize it as that more so, right. The opportunity to
6 actually sit down in a session like that and have a candid
7 conversation back and forth and listen to each other's
8 perspectives, and then try to formulate an action plan to move
9 forward, right, and improve.

10 Q. And where do you stand today in terms of people's
11 ability to be candid with you in terms of the issues that concern
12 them? Are you where you want -- where you think you should be or
13 are you still --

14 A. No, I still think we've got work to do, right. I'm
15 still not certain that there's a clear level of trust between all
16 of our employees within the control center and our management
17 group and I still think we've got work to do there, and it means
18 more communication and more talking and probably a period of time
19 where they do, you know, see that we are, you know, willing to
20 listen and if they bring a concern forward, they're not going to
21 be, you know, penalized, that type of thing, right.

22 Q. In your opinion, what do you think led to that mistrust
23 that you're trying to break down now?

24 A. I don't know. Like, you know, I probably shouldn't
25 comment on that because I wasn't there. But it was probably a

1 lack of communication and listening, right, or a lack of, you
2 know, just being there and open and willing to listen, connected
3 with the people, I guess --

4 Q. Okay.

5 A. -- which is important in my mind, right.

6 Q. In the last few days, we've talked to people who are
7 current employees in the control center, people who were in the
8 control center and have since left Enbridge, and we've heard from
9 some people who felt that there was a double standard in the way
10 control center personnel were treated by supervisors, that if
11 somebody made an error, it could or could not be classified as an
12 error depending on how that person was perceived by their
13 supervisor. Were you aware of anything like this in -- since you
14 took over in the control center?

15 A. I'm aware that there was a perception of favoritism, and
16 that's something that we're really trying to move away from, or
17 that there could have been a perception of favoritism. I'm aware
18 of an error program that's been -- that was ran, you know, for a
19 period of time within the control center that our operators did
20 not like. We have changed that error program. We've gone to more
21 of an incident reporting format.

22 And one of the concerns that I had in relation to that
23 program, you know, when you start looking at incidents and those
24 types of things as to whether they went down to the systemic
25 causes and so forth, whether there was a proper investigation,

1 whether people that were doing the investigations and so forth
2 were trained well enough to get to the systemic causes of the
3 incident themselves. In a lot of cases, you know, on the operator
4 error ones, you know, there was potential for it to end there.
5 Well, the operator made an error or the operator didn't follow the
6 general operating standards, right. Instead of going into, you
7 know, asking the questions along the lines of why didn't they.
8 You know, is it a lack of training or do we have a leadership
9 issue here, or is there systemic issues that potentially could be
10 there?

11 So that's where we're trying to go today. And rather
12 than just putting the blame on the operator, you know, that made
13 the error and, you know, tapping him on the fingers through his
14 performance review, that type of thing, trying to get to the
15 bottom of what's really going on there to prevent the errors from
16 occurring, right.

17 Q. How are you doing that? I know you said you've changed
18 it from an error monitoring system to an incident reporting
19 system. How are you changing the examination of errors to get
20 away from that, from it being focused on the operator to a more
21 system focus?

22 A. Leadership is training is one of them and through our
23 Dupont, you know, safety culture enhancement. We're going through
24 leadership training on safety that covers, you know, observations,
25 like observation, safety observations, those types of things, as

1 well as incident investigation.

2 We're starting in to where our technical services groups
3 is going through SCAT training. And don't ask me what SCAT is,
4 but it's a process, right. It's an industry process for getting
5 to root cause on incidents and that type of thing. The processes
6 changed. We're really trying to communicate with the staff in the
7 control center that our intent is not to discipline operators.
8 Disciplinary action may be part of a corrective action if it's
9 warranted, if there was, you know, a blatant procedure violation
10 or something like that. But the intent is to learn and to take
11 the proper corrective actions to prevent in the future, right.

12 And, you know, our operators, to a certain degree, you
13 know, what I -- some of my observations is they've had a problem
14 with us investigating incidents or going through an operator error
15 process, but we've got -- we are regulated to a certain degree
16 with our operator qualification to take steps, with our drug and
17 alcohol testing policies to take steps, those types of things that
18 we have to adhere to, right. It's a matter of communicating why
19 we're doing it and making sure that we have the commitment and the
20 proper communication so that people are aware of that. It's not
21 to discipline them; it's to ensure that we correct whatever's
22 wrong and make sure that that incident doesn't happen again. So
23 that's where we want to go, right.

24 Q. Okay. And this is part of what you're referring to as a
25 safety culture enhancement --

1 A. Yes.

2 Q. -- and the retention of Dupont to assist you with that?
3 Are there any other endeavors under the safety culture enhancement
4 in addition to what we've already just talked about, the
5 addressing the system versus operator perspective on errors,
6 increased communication, any other actions --

7 A. Oh, yeah, there's lots. Like the CRM plan and the
8 implementation of the CRM plan and everything around that over the
9 course of the last couple years and the changes that have come out
10 of that. In relation to fatigue management, you know, alone has
11 been huge; you know, proper processes, policies, training, you
12 know. All of those types of things are steps that we've taken to,
13 you know, to move forward, right.

14 Q. Of course, fatigue management is required by regulation,
15 so is there anything that you're doing that's not required by
16 regulation?

17 A. Well, I think with our CRM plan that in a lot of the
18 areas and processes, we probably, to a certain degree, have gone
19 beyond the regulations. We're getting a feel of where we are
20 through the audit process and stuff and, you know, there's
21 probably some things that we need to change and tighten up within
22 some of our procedures and those types of things. But, you know,
23 an example is fatigue management. I'm not sure we're regulated to
24 have a fatigue management working group, but we decided to do that
25 so that we would have employee engagement and participation in

1 looking at our fatigue management, how we go about things, and
2 making improvements to it, right. So those types of things, I
3 guess. And I'm excited about that because, you know, I do believe
4 in getting our people involved as much as possible, and it can be
5 difficult at times, but getting them involved as much as possible
6 and coming up with the solutions for the control center and stuff.

7 Q. Okay. We also heard this week, people referred to
8 insufficient -- I may not be using the right word, but an
9 inadequate number of operators to cover in case somebody needs to
10 leave because of family reasons, personal reasons, or for medical
11 reasons. We've heard instance, reported instances where people
12 who had called in sick were specifically contacted and asked to
13 come in even though they were sick because there were no other
14 people available to cover for them. Are you aware of these
15 reports and, if so, what are you doing in response?

16 A. Yeah, I'm aware of some of these, and I think that goes
17 back to our safety culture initiative and our commitment to safety
18 and our safety policy. And we've had discussions with our
19 operators about incidents that have happened in the past where an
20 operator has had to come in sick. I think that over the past 3
21 years, we've struggled to a certain degree in relation to our
22 staffing levels and we are really working hard to get our staffing
23 levels to where we need them to be to allow that work-life
24 balance, to allow that flexibility and so forth, to ensure
25 coverage. Like, we are a control center and there is an

1 expectation that we will have a qualified operator at those
2 consoles, you know, 24/7 on a daily basis, right, and that's a big
3 responsibility.

4 But we're also emphasizing that if we have an operating
5 that is fatigued or is unable to operate for one reason or
6 another, we will shut our systems down, and those are some of the
7 conversations that have gone in our town hall sessions and so
8 forth that, to a certain degree, our operators have been
9 surprised, right. But I don't view it any different than in our
10 field operations that if we've exceeded hours of work limits, then
11 the job gets shut down unless we can bring in other people to take
12 over, and it's shut down until we rest our people and can continue
13 again, and it should be no different in our control center. And I
14 believe that we have our management commitment to that now. They
15 have my commitment to it anyway.

16 Q. Now, how many operators will need to be trained and
17 qualified before you have sufficient coverage that if somebody
18 calls in sick they won't have to be compelled to come in to duty?

19 A. We're getting very close on our staffing levels to a
20 full staffing level from what we've designated in our 2012
21 workforce plan. And the other thing is our org structure is
22 changing as well, where we're going to on-shift technical
23 advisors. I talked a little bit about the experience levels
24 coming down and that's part of the reason for us looking at the
25 org structure that we put into our place with our tech advisors,

1 senior tech advisors, is because we do have, you know, a lot of
2 newer operators with, you know, a couple, 3 years experience or
3 whatever, and we're looking at these people to come on shift and
4 provide some of that technical coaching and mentoring for them,
5 right. They will remain qualified operators on the consoles that
6 they're qualified for today, but they will at least allow us some
7 extra flexibility as well for emergency coverage like what we're
8 talking about.

9 So there's that, plus we've added staff. There's -- I
10 won't say that we've added staff from what the workforce plan was
11 -- well, we have added staff from what the workforce plan was in
12 2010 when the incident occurred, but we're ensuring that we're
13 getting to full complement, right, and that's a big thing. We're
14 also making provisions and putting a reprioritization on cross-
15 training within our pods so that we have more flexibility that if
16 an operator is sick that's working over here, we have a group of
17 10 operators that we can call upon versus a group of 5, right. So
18 expanding, you know, those limitations, right.

19 Q. What kind of issues are you facing with retention of
20 operators?

21 A. It's been difficult. In the last year, we've had more
22 turnover than what I would have liked, some of it internal. Like,
23 again, we're a company that's growing so there's lots of
24 opportunities inside the corporation, and we've had some people
25 that have left and gone away from Enbridge as well. And, you

1 know, we're trying to learn as much as possible about, you know,
2 when a person leaves why. In a lot of situations, it can be due
3 to personal stuff, life changes, those types of things, had enough
4 of shift work and the demands of that. In other cases, yeah, it
5 may have turned out that the fit for the role just wasn't there.
6 And it's important.

7 We're putting reemphasis on our recruiting programs to
8 ensure that when we do bring somebody into the organization, into
9 the control center, and make that, you know, 9 months of
10 investment into training before they're even able to operate, you
11 know, that is, is a fit, right. So a reemphasis within our
12 recruiting on getting the right person both technically and from a
13 fit perspective as well, and that's not easy. It's -- it can be
14 difficult.

15 The other thing is, is that the job market and the
16 economy in Alberta is heating up and we've got competition for
17 talent. There's no question about that, right.

18 Q. And how are you addressing that, the competition?

19 A. We're doing things like pre-hiring. That's one of the
20 things that we're looking at right now. Insisting that, you know,
21 our recruitment is aggressive, that we stay ahead of it and we get
22 caught up. But we're also looking, as we're going into, you know,
23 another growth expansion and so forth, potentially doing pre-
24 hiring where we're bringing operators well in advance of when we
25 expand consoles and those types of things so that we don't get

1 behind. We have time then to do transitioning, taking experienced
2 operators and putting them over here and training new people that
3 are coming in on some of our less taxed or less busy consoles as
4 well.

5 Q. Okay. In looking at potential operators in terms of
6 both their technical abilities and their -- I know you used a
7 different word, but I'll use the word interpersonal skills. Is
8 that an appropriate characterization?

9 A. No. When I said fit, I'm thinking more along the lines
10 of fit from a standpoint of working in a closed control center
11 environment versus a plant environment.

12 Q. Okay.

13 A. I'm thinking more along the lines of working shift work,
14 which is a big consideration, like, with our control center.
15 There's challenges around shift work, there's no question about
16 that. So more along those lines. But interpersonal skills and
17 adhering to our Enbridge team values and those types of things is
18 important as well, yes.

19 Q. Okay. Well, how do you assess whether someone's a good
20 fit or not?

21 A. A new recruit, per se?

22 Q. Yes.

23 A. It's difficult. It's very difficult. That -- we do
24 some technical assessments. We've got a COBRA system that we use
25 for technical aptitude. We use resumes. We use reference checks,

1 and we're starting to get into where we're looking at personality
2 profiling and looking at, you, know, the personalities in relation
3 to, you know, some of experienced operators and top operators
4 within the rooms.

5 Q. Okay.

6 A. And on the recruitment side, we are getting more support
7 from our human resources department, right. I was just talking to
8 our manager of our human resources group and we are going to be
9 doing -- have more expertise available and more support available
10 from a recruitment standpoint, right, in, you know, making a
11 determination and assessments and those types of things to help
12 our supervisory management going forward, so --

13 Q. Have you given any thought, if people object to shift
14 work and that's the reason they're leaving, to changing shift work
15 and so that people work either nights or days and they don't have
16 to alter, you know, daytime to nighttime and so on?

17 A. We've had some discussion. We've had lots of discussion
18 on the shift schedule and, you know, the feedback that we've given
19 -- been given from our operators is they like our shift schedule,
20 the shift schedule that we're currently using. It goes from, you
21 know, a period of days to nights and always ends on nights, and
22 then a period of time off for them to recoup and stuff. Have I
23 personally been involved in discussions about nights versus days,
24 I cannot say that I have.

25 Q. Okay.

1 A. But we're open to looking at anything that I think our
2 group would -- you know, that would help to accommodate the shift
3 work and the challenges of it.

4 Q. Okay. Now, maybe I'm naïve, but I would imagine that
5 people wouldn't like shift work, so it's kind of interesting that
6 people -- the operators, the feedback that you've gotten is that
7 really prefer it. Why is that?

8 A. Did I say that they preferred it?

9 Q. They didn't want to change it.

10 A. No, I -- the specific shift schedule is what I'm talking
11 about there --

12 Q. Oh.

13 A. -- not -- I didn't say shift work in general, like going
14 to, you know, strictly a day role, you know, 5 days a week kind of
15 thing. I'm talking about shift work where they're working days,
16 nights, the 12-hour schedule, that type of thing, and the
17 challenges of that.

18 Q. Why would they not want to change it?

19 A. I'm not sure I understand your question.

20 Q. Why do they not want to change the shift work, the
21 current schedule that they're using, that is being used right now
22 in the control center, the one that you described, days, then
23 nights, and ends in nights, and then there's several days off?

24 A. Well, the feedback that I'm -- that I've been given is
25 they like the schedule because of that. It's easier to

1 accommodate. Like, it's the days, the nights, the time off. I
2 think it gives them a number of days, consecutive days in the time
3 that they're off, that type of thing. That's the feedback that
4 I've been given.

5 Q. Okay. In other words, they get a number of consecutive
6 days off that they would not get in a regular schedule or, you
7 know --

8 A. It depends on the schedule, yeah.

9 Q. Okay. Now, we've also had reports of people leaving a
10 supervisor's in tears, specifically, Curt Goeson's office. If you
11 heard of that, what would you tell -- would you say anything to
12 Curt? If so, what would you say if you heard that somebody had
13 left his office in tears?

14 A. I'd probably want to talk with Curt about it, yeah, and
15 find out what happened and make sure that we understand what went
16 on, yeah. Some of the conversations with the operators can be,
17 you know, very personable. Like, you know, if they're dealing
18 with personal situations, those types of things that, you know,
19 are very delicate, there is potential that people can come to
20 tears, yeah.

21 Q. Okay.

22 A. I would want to probably check and make sure that
23 everything's okay, that, you know, that the people -- the person
24 that came to tears is okay and do whatever we can to help him.

25 Q. Okay. Does Enbridge have any kind of policy regarding

1 relationships of people on the same shift or in the same position?

2 A. How do you mean relationships?

3 Q. Sexual relationships. Are there any kind of policies
4 prohibiting sexual relationships among controllers who may be
5 working the same shift or between supervisor and controllers?

6 A. Well, Enbridge has our harassment policies and our
7 respectful workplace policies, our code of business conduct
8 policies, those types of things. So I'm not sure if we have a
9 policy against somebody being in a relationship with each other.
10 I'm not aware of one, but --

11 MR. JOHNSON: Only if one of them is a supervisor.

12 MR. BAUMGARTNER: Yeah --

13 DR. STRAUCH: And then what is the policy then?

14 MR. JOHNSON: Then they can't be in the same department.

15 MR. BAUMGARTNER: Okay. All right. So it's prohibited
16 only because they're in the same department. If one were to
17 leave, then it would be okay to continue?

18 MR. JOHNSON: Correct.

19 MR. BAUMGARTNER: I think it's more along the lines of
20 leadership and, you know, you've got a person in a position here
21 versus, you know, a position -- a person that's working for them.
22 We try to stay away from that, you know, wherever possible.

23 BY DR. STRAUCH:

24 Q. Has that policy ever had to have been enforced in your
25 knowledge? Have you ever had to -- has anybody --

1 A. Which policy?

2 Q. The policy against a relationship between a superior and
3 a subordinate or somebody in the superior's chain of command. Has
4 anybody had to have been told, you know, this person's going to
5 have to be transferred or you're going to have to end the
6 relationship?

7 A. Within the control center?

8 Q. Yes.

9 A. Not that I'm aware of.

10 Q. Okay. And, finally, this position that you're currently
11 in, was that something that you applied for or Kirk said to you
12 you're the person I'd like for this position?

13 A. I was approached for this position, yes.

14 Q. Okay. And did he say why he approached you and not
15 somebody else?

16 A. He said that he wanted the breadth because of my
17 background with, you know, field operations, with the control
18 center before, some of the other departments that I've been in,
19 those types of things, and, yeah, he wanted my management style, I
20 guess, to a certain degree.

21 Q. Okay. And what was he looking for when he wanted your
22 management style? In other words, what was it about your style
23 that made this a good fit?

24 A. I don't know. You'd have to ask him that question, I
25 guess, but --

1 Q. Okay.

2 A. -- that's what he communicated to me. He communicated
3 to me that, you know, he needed me to come in to change the
4 culture and the direction that Kirk and Leon wanted to go in, and
5 it was in alignment with, you know, my management style and I how
6 I led people and that type of thing.

7 Q. Okay. Did he indicate any expectation as to the time
8 frame in which you would be given to accomplish this turnaround in
9 the culture and the direction?

10 A. No. Culture change takes time though. Like, it doesn't
11 happen overnight. It does take time. But, no, he didn't give a
12 time limit on it, but Kirk does set some pretty clear expectations
13 on an annual basis on those types of things, so, you know --

14 Q. Well, what do you envision as a reasonable amount of
15 time to accomplish this turnaround, I mean, since you started in
16 March of last year? When do you think it will have been
17 successful, at what point?

18 A. Well, I think our goal is to become best in industry or,
19 you know, best in class, right. Are we there today? I don't
20 think so. Have we made progress or taken steps towards getting
21 there? I think we have. Will we be there in the next year or so?
22 Probably not. We'll be in the middle of the pack someplace and
23 it's probably multiple years before we become, you know, best in
24 class or world class. That's our timelines, right.

25 Q. Okay. And --

1 DR. STRAUCH: I know I said that was the last question.

2 MS. BUTLER: You're fine, Barry. No complaints from me.

3 DR. STRAUCH: Well, thank you. I think this will be the
4 last question for this round.

5 BY DR. STRAUCH:

6 Q. One of the things that we see as accident investigators
7 is that an accident, irrespective of the tragic or other
8 consequences of an accident, it does have a positive outcome in
9 that it gets people in the company involved in the accident to
10 reorient themselves and to have a renewed focus on safety. And
11 then over time, as accident-free operations continue, maybe that
12 focus has dissipated a little bit. So what do you -- how do you
13 see Enbridge continuing this focus on safety? In addition to some
14 of the things that you've already mentioned, how do you retain
15 that constant focus on safety and safe practices even beyond the
16 point where people have forgotten the Marshall accident?

17 A. It's ensuring that the management systems are set up and
18 that they're proper and that they're reviewed on a regular basis,
19 right. There's no question with safety, if you don't give it as a
20 priority and continue working at it, it can deteriorate, right.
21 So it's -- no matter how far you've gone, you've got to maintain
22 the commitment, you've got to maintain the efforts, and really
23 strive to get better, a continual effort to get better, right.

24 Q. Uh-huh. Okay. All right, thank you.

25 MR. NICHOLSON: Okay, Karen?

1 BY MS. BUTLER:

2 Q. Al, have you been given any constraints on what you're
3 allowed to do to help change that culture?

4 A. I don't think so. Like, I would say that I've had very
5 good support from Kirk Burdis and from Leon Zupan in relation to,
6 you know, making the changes or moving in the direction that we
7 think we need to move, right, to the point where, you know, we
8 went through a compensation review here recently, you know, in
9 relation to looking at our internal equity for our operators and
10 ensuring that we're competitive externally and stuff and making a
11 presentation to them, and the first thing that they come back
12 with, well, are you sure that's enough; because if it isn't, we
13 need to look at it further. So there has been good support there
14 from both Kirk and Leon from my perspective, right.

15 And, realistically, yeah, I think Marshall was a wake-up
16 call for a lot of people within our organization and, you know,
17 maybe we needed that. We're on a path of growth and that type of
18 thing and, you know, we -- it was a bit of a wake-up call. And we
19 brought, you know, some of the talent that had left certain areas
20 back and, you know, I think it was the right thing to do. You
21 know, we look at, you know, our senior management level with, you
22 know, Art Meyer, who was away and is back now. That was a good
23 move, you know, from my perspective, right, and some others as
24 well.

25 Q. So we had heard from someone that we've interviewed that

1 they had requested some shift panel changes on their particular
2 console and that some others had and that that had been delayed.
3 Is there a money constraint regarding changes like that or is it
4 resourcing or is it both, or do you know?

5 A. I think it would come down to -- I don't think it's a
6 money thing. I think it's probably resourcing and prioritizing,
7 if anything. You know, we've implemented panels called swing
8 panels as tools to help our operators, but --

9 Q. I said shift, didn't I?

10 A. Yeah.

11 Q. So swing is correct?

12 A. Yeah.

13 Q. Yes, I apologize --

14 A. Yeah.

15 Q. -- for misstating.

16 A. Yeah. And they can be work, right. They can be a lot
17 of work and it's probably more of resourcing, but I can't say for
18 sure unless I know exactly.

19 Q. Do you know if, when controllers make suggestion like
20 that and it comes down to a resourcing or prioritizing effort, do
21 you -- does somebody go back and explain that to the controllers
22 on the console?

23 A. There are systems in place and processes in place to
24 bring enhancements, like panel enhancements and those types of
25 things, forward. Do we necessarily go back and communicate why a

1 delay has occurred or why it's been prioritized in a certain
2 fashion? We probably could do better.

3 Q. Okay. And have you been party to the internal Enbridge
4 investigation?

5 A. Yes, I have.

6 Q. So you've read it?

7 A. Yes, I have. Actually, I have participated on the
8 internal Enbridge investigation team.

9 Q. So I take it that your assessment of what happened and
10 the factors that are associated with the control room are
11 accurate; is that correct?

12 A. Based on the information that we had at the time and so
13 forth, yes. Yeah.

14 Q. I know that you said that you're trying re-instill
15 trust. That was paraphrased, but trust was part of how you put
16 it. And if there is a perception that two people that report to
17 you were part of the problem with people coming forward or being
18 unfairly treated or intimidated, do you believe you have the
19 latitude to change that?

20 A. Probably. If I felt strongly it was necessary, yes.

21 Q. Okay. Do you have any understanding of why controllers
22 were pulled off shift and the shift leads were pulled off shift
23 associated with the Marshall event, but Blaine was not?

24 A. No, not at this time. I think probably more along the
25 lines of his involvement and his position at the time and, you

1 know, how that played into it would be my thoughts on that.

2 Q. Do you think that, if there was a specific answer, that
3 explaining that to other people in the room might be helpful from
4 a perception perspective?

5 A. It could be if it's looked at as an issue, yeah.

6 Q. Okay. So do you believe either of your supervisors,
7 Curt or Blaine, have any problems relating to people?

8 A. I think management style in the past has maybe been a
9 bit of a problem. I'm not sure that they've -- probably Curt in
10 particular, has been as in tune with people and the perceptions
11 around it and I think that's where -- you know, I think we're
12 trying to coach them along in relation to, you know, staying in
13 touch with people and show a level of caring, that type of thing,
14 right, and regaining some trust there, yeah.

15 Q. So if somebody felt intimidated by somebody before, how
16 do you think coaching's going to change that?

17 A. I don't know. I'm not sure. I'm not sure I can answer
18 that.

19 Q. Okay. Do you have a plan in your mind to change that?

20 A. I think that over the next while that we will be looking
21 for opportunities for Curt to probably broaden himself. He's been
22 in the control center for quite a period of time and, you know, no
23 different than Ian Milligan in broadening his level of expertise
24 and stuff like that. We'll probably be looking at opportunities
25 in the future for him.

1 Q. Okay. And Blaine similarly, or do you know?

2 A. Yeah, Blaine's got a certain amount of time to
3 retirement, I guess, here and --

4 Q. Okay.

5 A. -- it's a matter of what he wants to do, that type of
6 thing, right.

7 Q. All right. Regarding your engagement survey --

8 A. Uh-huh?

9 Q. -- what does that mean?

10 A. It's a perspective survey. It's something that the
11 entire organization does and it's -- the results of the survey
12 come down to department levels.

13 Q. Okay.

14 A. And it's kind of in line where there's a series of
15 questions that are asked in relation to, you know, say, what you
16 say about the company, you know, whether you're willing to stay
17 with the company and whether you feel motivated to, you know, to
18 go beyond, I guess, in relation to the company, right.

19 Q. Okay.

20 A. So it's a perspective survey, along those lines and it's
21 measuring employee engagement, right, how much they're engaged
22 with the company.

23 Q. To the company?

24 A. Yes.

25 Q. I got it.

1 A. Yeah.

2 Q. I thought maybe initially it was talking about vigilance
3 and things that impact vigilance on shift.

4 A. No.

5 Q. Gotcha.

6 A. No, no. Yeah.

7 Q. I just -- thanks for your clarification.

8 Do you happen to know about a server-to-server switch
9 that recently did not go so well, caused the control room to go
10 down and have to call field personnel?

11 A. I'm aware that there was a server switch in which there
12 was back-up plans that had to be implemented, yes.

13 Q. Do you know when that occurred?

14 A. Probably back in early January, I believe.

15 Q. Was it the week we were here?

16 A. I don't believe so, no.

17 Q. Was it the week after that?

18 A. I think I was on vacation at that time, so --

19 Q. Yeah, okay.

20 A. -- it would have been the week before, probably.

21 Q. Okay.

22 A. Yeah.

23 Q. All right. And do you happen to have any additional
24 reflection, after having been part of the internal investigation
25 and having thought through this and -- regarding what happened

1 with Marshall, do you have any thoughts along why so many people,
2 so many different controllers, so many different shift leads,
3 would have missed calling leak?

4 A. At Marshall?

5 Q. Yeah, associated with the Marshall release. Let me
6 clarify that.

7 A. Associated with the Marshall release.

8 Q. Since you were part of the internal investigation and
9 you had time to process a lot of data associated with it, when you
10 look back at, there were a lot of shift leads and a lot of
11 controllers that missed making the leak call. Why do you think
12 that was that so many would miss that?

13 A. I think it's probably within the findings and
14 recommendations of the report.

15 Q. So nothing else has struck you other than what's there?

16 A. No. Like I think it was a -- like a series of
17 things --

18 Q. Okay.

19 A. -- to be honest, and I think some of them were systemic,
20 right, you know, based on procedures. And not just people, but,
21 you know, I think it's outlined within the report though,
22 but --

23 Q. Okay. So since that time and having finished the
24 report, there's nothing that has come up through people talking to
25 you or a change in culture or, I don't know, maybe reemphasis of

1 allowing people more time to have the lines down and working
2 better with the field, nothing --

3 A. Well, there's no question about that. Like that's some
4 of the areas that we're going to -- going through with our Dupont
5 -- like with our safety culture enhancement type stuff in relation
6 to, you know, better training, you know, more time for training,
7 more emphasis on it, closing gaps in processes or procedures, you
8 know, right through to observations and those types of things to
9 ensure that, not only when we implement, you know, a new process
10 or a policy or something like that, but that it's being adhered
11 to, right. You know, so, you know, a big part of it is going to
12 be our safety observation, but it's going to promote, you know,
13 our leadership team staying in touch with our operators and
14 ensuring that we're adhering to our processes and procedures and
15 polices, right.

16 Q. Okay.

17 A. I think there's been so many things that have been done,
18 Karen. Like, it's -- you know, I can probably come up with a list
19 of them for you, but there's a multitude of things. I know that
20 from the internal investigation report, and I am familiar with it,
21 we have either addressed and followed through on the
22 recommendations or we're in the process of following through on
23 the recommendations, right, of that report.

24 Q. One of the things that struck me in the report -- that's
25 the reason I asked, is the fact that we -- it appeared as if we

1 talked to a specific controller's problem for lack of appropriate
2 response, a training component associated with that specific area.
3 But, to me, the overall report didn't answer the overwhelming is,
4 how could so many miss it for so long? And so that's why I asked
5 the question. And in some of the things you've answered, I think
6 use of better training, maybe more time for training, the Dupont
7 concepts in general, understanding how you implement a policy and,
8 I mean, what response to that, leadership team training in
9 general. Is there anything else that you want to throw in there?

10 A. There's so many things, like even CRM.

11 Q. Okay.

12 A. And you're the expert on it. You -- like that in
13 itself, you know, having the plans and those systems, because CRM
14 is really a management system, right. And ensuring that those
15 plans are in place and that we're diligent and those process are
16 in place I think is really going to help. Like, I think that's a
17 part of it as well, right.

18 Q. Okay. So if there's anything else you think of that you
19 wish later you had said, because I'm sure you do think about it,
20 and it does have all these fingers, there's no doubt about it --
21 then please feel free to let us know, okay?

22 A. Okay, sure. Thank you.

23 MR. NICHOLSON: Jay? Or, Kelly, you've got questions?
24 Go ahead.

25 MR. EMEABA: Just -- not much.

1 BY MR. EMEABA:

2 Q. I mean, talking about your internal investigation
3 report, have you had time discussing the report, the result, with
4 your direct, let me say supervisors under you, like Curt, Blaine,
5 and all that?

6 A. We've -- the report itself has been under solicitor-
7 client privilege, right, and it probably will remain under
8 solicitor-client privilege until, you know, the final NTSB report
9 is issued. I'm not sure when that's going to be, but we have had
10 discussions on the recommendations of the report and ensuring that
11 we have taken steps in all of the areas of those recommendations,
12 you know, to fulfill those recommendations, right.

13 Q. Okay.

14 A. So -- but have they had access to the report and read
15 it? No, they haven't; not at this point.

16 Q. Okay. So the implementation of those reports or the
17 result of this report is more or less based on you, the
18 information coming from you to them?

19 A. Yeah, that's right.

20 Q. Okay.

21 A. It hasn't been released globally within the organization
22 yet, no.

23 Q. Thank you.

24 MR. NICHOLSON: Jay?

25 MR. JOHNSON: No questions.

1 MR. NICHOLSON: I've got nothing. Barry?

2 DR. STRAUCH: Yes, a couple of quick follow-up
3 questions.

4 BY DR. STRAUCH:

5 Q. When Karen was asking you about Curt and some -- his
6 skills as a manager and you suggested it was -- that maybe it
7 would be good if he worked in other areas of Enbridge for a while
8 just to gain some experience, what had you heard about his
9 performance as a manager, in particular, his interpersonal
10 managerial component of that?

11 A. I'm not sure what you mean by what I, what have I heard
12 or what had I heard. Since coming into the role or --

13 Q. Yes.

14 A. There's been times where I've had people express
15 concerns about intimidation in the past and some of those types of
16 things, and we've tried to put concerns like that aside, or
17 favoritism, those types of things, with his management style. I
18 think Curt is a very passionate individual. I think he lives and
19 breathes Enbridge. Like, he is very, very passionate and he's, to
20 some degree, passionate about his people too. You know, I think
21 that he rewards or really rewards good performance, but I think
22 his tolerance for how he handles maybe areas of problem
23 performance is probably the areas that we've been trying to coach
24 him on, right, and that type of thing.

25 I think the shipper services group, to a certain degree,

1 they've had a couple of consultants that were a part of that group
2 that had a little bit different management style in relation to,
3 you know, results orientated and what you need to do to get the
4 results, right. And the control center was a part of that group
5 in the past, you know, and a consultant that, you know, the rest
6 of the company hadn't used. And I think that may have had an
7 impact on the approach and stuff like that by leaders like Curt or
8 Ian Milligan or those people, right.

9 Q. Al, does this apply to other supervisors and shift leads
10 as well, what you -- how you characterize -- things that you
11 characterize about Curt and Ian?

12 A. I'm not sure. You know, I think part of the problem is
13 we had a very -- we've got a very young leadership group there,
14 right. Some of our shift leads or shift supervisors are new. You
15 know, from that perspective, they've been, you know, through quite
16 a bit of training, like corporate training, like frontline
17 leadership, everyday coaching, those types of things, but they
18 need to gain more experience and they need to be worked with and
19 coached along and mentored, right.

20 Q. How often do you meet with your superiors? I believe
21 you have Kirk and Leon?

22 A. Well, Kirk himself, I'm probably in contact with him
23 every couple of days or so forth, depending on our schedules and
24 so forth, yeah.

25 Q. And Leon?

1 A. Leon, not so much. Like, he's a level above Kirk --

2 Q. I see.

3 A. -- but he's accessible at any time that I might need
4 him.

5 Q. I see. And how often do you meet with your
6 subordinates, and I guess that's Curt, Blaine, and Jim Johnston?

7 A. Oh, almost daily, probably, now.

8 Q. In formal meetings or just informal contact and so on?

9 A. Informal contact and formal meetings, yeah. Yeah, we're
10 side by side office-wise, right, so --

11 Q. Okay.

12 A. Yeah, on a regular basis, yeah.

13 Q. And just to follow up, I know that operators are
14 required to go through OQs every 3 years. Shift leads are not.
15 Has that changed at all? Are you going to require shift leads to
16 be subject to certification or testing their technical skills?

17 A. Well, our tech advisors will, like, our new tech
18 advisors will because they'll maintain their qualifications,
19 right.

20 Q. And that will be also on a 3-year cycle?

21 A. We'll have to determine that. Yeah, I believe so.
22 Yeah, that's what the qualification is for being a qualified
23 operator today, yeah.

24 Q. Okay. Well, outside of the mandatory PHMSA OQ
25 qualifications, are there other people that you will require to be

1 regularly tested in terms of their technical knowledge,
2 specifically, MBS analysts and supervisors?

3 A. I'm not sure I've given that consideration. Like, on
4 the MBS analyst side, our MBS analysts don't report up through me.

5 Q. Um-hum.

6 A. Obviously, they provide a service to us and we'd want to
7 make sure that they're in full compliance with regulations. So if
8 there is a requirement there, then I'd probably have a stake in
9 ensuring that they're in compliance, right.

10 Q. Well, the reason I ask that question is because as a
11 member of the team investigating the Marshall accident, it seems
12 to me that there was a shortage of technical skills and -- among
13 MBS analysts and supervisors and on-call personnel, and I haven't
14 seen that addressed since the accident except for the addition of
15 technical advisors. So are there plans to address the technical
16 shortfalls that were identified in the Marshall accident?

17 A. The technical shortfalls, like part of it is the
18 technical support that'll be on shift provided by the technical
19 advisors. That's a part of it. But in relation to on-call staff,
20 there's been a few things that have been done in relation to our
21 regional on-call staff. There's been training that's been
22 conducted since Marshall. There's been guides and tools that have
23 developed, you know, to help those people that are on call to
24 ensure that, you know, our procedures and so forth are followed.
25 So there's been changes made in that regard.

1 On the MBS analyst side, there's been quite a bit of
2 work that's been done and some training that's been rolled out in
3 the last while in relation to roles and responsibility and clearly
4 defining those rules and responsibilities. There's been more
5 analysts that have been brought on and support for those analysts
6 with Ray Philipenko's group on the leak detection side that
7 provide that support to the control center. We've also gone
8 through some specific hydraulic training and those types of things
9 with our operators, our shift leads, and our technical advisors to
10 bring up that level of awareness and that level of expertise. So,
11 yes, there has been a number of things that have been done since
12 the Marshall incident to address those areas, right.

13 Q. Okay. And by analysts, you're referring to MBS
14 analysts?

15 A. MBS analysts, yes.

16 Q. Okay. All right, thank you.

17 A. Okay.

18 MS. BUTLER: That's all I have.

19 MR. NICHOLSON: No? Okay, I guess, with that, we'll
20 conclude the interview.

21 MR. BAUMGARTNER: Okay.

22 MR. NICHOLSON: Thanks a lot, Al.

23 MR. BAUMGARTNER: Yes, thank you.

24 MR. NICHOLSON: I appreciate it.

25 (Whereupon, the interview was concluded.)

CERTIFICATE

This is to certify that the attached proceeding before the

NATIONAL TRANSPORTATION SAFETY BOARD

IN THE MATTER OF: ENBRIDGE - LINE 6B RUPTURE IN
MARSHALL, MICHIGAN
Interview of Allan Baumgartner

DOCKET NUMBER: DCA-10-MP-007

PLACE: Edmonton, Alberta, Canada

DATE: February 2, 2012

was held according to the record, and that this is the original,
complete, true and accurate transcript which has been transcribed
to the best of my skill and ability.

Karen M. Galvez
Transcriber