

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

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Investigation of:

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ENBRIDGE - LINE 6B RUPTURE IN
MARSHALL, MICHIGAN

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Docket No.: DCA-10-MP-007

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Interview of: SONYA BUYS

Crowne Plaza Hotel
Edmonton, Alberta
Canada

Wednesday,
November 16, 2011

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, Accident Investigator
National Transportation Safety Board

[REDACTED]

BRIAN PIERZINA, Accident Investigator
Pipeline and Hazardous Materials Safety
Administration (PHMSA)

[REDACTED]

KAREN BUTLER, Supervisor
Accident Investigations
PHMSA

[REDACTED]

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Audits and Inspections
Enbridge Pipelines

[REDACTED]

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1 I N T E R V I E W

2 MATTHEW NICHOLSON: This is NTSB pipeline case number
3 DCA-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 Wednesday, November 16th, 2011.

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, Sonya, please state your full name with
11 spelling, employer name and job title.

12 MS. BUYS: Name: Sonya Bernadette Maria Buys.
13 Spelling: Sonya S-O-N-Y-A; Bernadette, B-E-R-N-A-D-E-T-T-E;
14 Marie, M-A-R-I-E, Buys B-U-Y-S.

15 MR. NICHOLSON: Thank you. For the record, please
16 provide a contact phone number and e-mail address that you can be
17 reached at.

18 MS. BUYS: E-mail address: [REDACTED]

19 phone number: [REDACTED] cell phone: [REDACTED]

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

25 MS. BUYS: No one is required.

1 MR. NICHOLSON: No one is required.

2 MR. JOHNSON: So, if you need no one, that's good,
3 right?

4 MR. NICHOLSON: That's fine.

5 MR. JOHNSON: Okay.

6 NICHOLSON: So, just for the record, nobody else has
7 been selected by Sonya to be present.

8 We will go around the room now and have each person
9 introduce themselves for the record. Please include your name
10 with spelling, your employer's name and contact phone number and
11 e-mail address. I will begin, and we will progress clockwise
12 starting from my left.

13 My name is Matthew Nicholson, M-A-T-T-H-E-W,
14 N-I-C-H-O-L-S-O-N. I am with the NTSB. My contact phone number
15 is [REDACTED] My e-mail is [REDACTED]

16 MR. PIERZINA: Brian Pierzina, B-R-I-A-N P-I-E-R-Z-I-N-
17 A. I'm with the PHMSA [REDACTED]. My e-
18 mail is [REDACTED] and my phone number is [REDACTED]
19 [REDACTED]

20 MR. JOHNSON: Jay Johnson with Enbridge Pipelines; [REDACTED]
21 [REDACTED] cell number: [REDACTED]

22 MS. BUYS: Sonya Buys, Vice President, Customer Service,
23 Enbridge Pipelines.

24 MS. BUTLER: Karen Butler, K-A-R-E-N, B-U-T-L-E-R. I'm
25 the accident supervisor in [REDACTED]

1 [REDACTED] for PHMSA. My telephone number is [REDACTED] My e-mail
2 address is [REDACTED]

3 MR. STRAUCH: I'm Barry Strauch with the NTSB. B-A-R-R-
4 Y, S-T-R-A-U-C-H. My e-mail address is [REDACTED] My
5 phone number is [REDACTED]

6 BY MR. NICHOLSON:

7 Q. Okay. So, to begin with, Sonya, your title is VP,
8 Customer Service, and it's not readily obvious to me why we would
9 be talking to a customer service person, so I thought it would be
10 beneficial maybe if you explained a little bit about your role
11 going back 2010 at the time of the accident, you know, what your
12 responsibilities are or were at Enbridge, and who you reported to,
13 who reported to you -- kind of give us some background a little
14 bit of what you did.

15 A. Okay. My role encompassed three primary departments:
16 one being the control center; another being shipper services,
17 which is responsible for the scheduling of crude oil and oil
18 accounting, the billing for the services. The third major
19 component is the Facilities Management Group, which includes
20 hydraulic studies, long range throughput planning for the lines
21 and power purchases. I reported directly to Steve Wuori.

22 Q. And what is Steve's title?

23 A. President.

24 Q. And with your duties with respect to control center, who
25 directly reported to you from the control center?

1 A. Ian Milligan.

2 Q. Okay. And then going back to the 2010 Marshall
3 accident, I was just curious about at what point were you made
4 aware of the accident? When did you realize that they had a
5 confirmed oil leak?

6 A. I don't remember the days now.

7 MR. JOHNSON: Was it -- Monday was the day that it
8 pretty much happened.

9 MS. BUYS: Yeah.

10 MR. JOHNSON: Was that it for you?

11 MS. BUYS: Yes. Yes. I was in Calgary at the time,
12 yeah.

13 BY MR. NICHOLSON:

14 Q. Let me elaborate a little. Who contacted you? What
15 were you told? Take some time and just think back if you could,
16 please.

17 A. I honestly don't remember who called me. Sorry.

18 Q. That's okay. Can you think of any details that were
19 relayed to you, how it happened, how much was released, the
20 damages? What kind of information was conveyed to you?

21 A. Likely, it was preliminary information that the control
22 center shift lead would have had at the time.

23 Q. Okay. And what actions did you take upon receiving
24 information about the accident?

25 A. I would have been in contact with the broader Enbridge

1 Incident Command Group. They were meeting --

2 Q. Which included?

3 A. A fairly broad range of people. I'm trying to --

4 MR. JOHNSON: Is that the EMT?

5 MS. BUYS: Yeah, essentially.

6 MR. JOHNSON: Okay.

7 MS. BUYS: Essentially.

8 MR. JOHNSON: Emergency Management Team, of executives.

9 BY MR. NICHOLSON:

10 Q. Okay. And that would have been who?

11 A. This was the group -- there would have been a group in
12 Calgary, but I came up here the following morning.

13 Q. Okay. So, Tuesday, you came back up here. Okay. And
14 then you were contacting the EMT group?

15 A. Right. I would facilitate, you know, sharing
16 information, float, during the course of subsequent days.

17 Q. From the field?

18 A. From the control center.

19 Q. Okay.

20 MR. JOHNSON: Is that group also responsible, like, to
21 contact your shippers? I mean, because I know that was under your
22 group.

23 MS. BUYS: Right. So, I have a gentleman in Calgary
24 responsible for shipper services who would ensure communication
25 with the shippers, who were obviously immediately affected.

1 BY MR. NICHOLSON:

2 Q. So, this EMT group was -- this was executives, you said.

3 A. Executives, yes.

4 Q. So, it would be Leon and other vice presidents or Steve?

5 A. Initially it would have been, I believe, initially a
6 group in Calgary. There's a Enbridge, Inc. group.

7 Q. Oh, okay.

8 A. And then my subsequent discussions would have been with
9 the liquids pipeline EMT.

10 Q. I'm trying to get some names that would have been part
11 of that EMT. Do you remember who would have been in that EMT
12 group?

13 A. This would be like Leon Zupan.

14 Q. Okay.

15 A. John Gerez.

16 MR. JOHNSON: Was it the VP level?

17 MS. BUYS: Steve Wuori. It's the VP level.

18 BY MR. NICHOLSON:

19 Q. VP level. Okay. And then if you could go back a little
20 bit and tell us what's your background within Enbridge. Can you
21 kind of walk us through your history at Enbridge and how you got
22 to where you were, a VP?

23 A. I'm a chartered accountant by trade and entered the
24 organization in finance capacity. Prior to this position I was a
25 VP Finance. And I've been with the organization currently for

1 about 22 years and assumed this role in early 2007.

2 MR. JOHNSON: So your role is still VP of customer
3 service?

4 MS. BUYS: Correct. But I --

5 MR. JOHNSON: But they've changed some of the things
6 underneath customer service?

7 MS. BUYS: Correct. I no longer look after the control
8 center. That is headed up by Kirk Burgess (ph.).

9 BY MR. NICHOLSON:

10 Q. And what prompted that change?

11 A. I couldn't speculate. I'm sorry.

12 Q. It wasn't explained to you why they were removing
13 control center?

14 A. Well, I would imagine it's to bring increasing focus and
15 full-time attention. But I think you should --

16 MR. JOHNSON: Would that be something we could touch
17 base with Leon?

18 MS. BUYS: I think that might be appropriate.

19 MR. NICHOLSON: Okay --

20 MR. JOHNSON: We've got him coming in tomorrow, so --
21 and I know some of the reasons behind it, but we'll let Leon say
22 that.

23 MR. NICHOLSON: Okay. At this point, I guess I'll hand
24 it over to Barry, and I'll let Barry kind of fill in with his
25 questions. Thank you, Sonya.

1 BY MR. STRAUCH:

2 Q. I want to go back a little bit further. You started
3 with Enbridge 22 years ago. Did you work someplace between
4 school, from the time you finished school and the time you joined
5 Enbridge?

6 A. Yes. I worked with Touche Ross, which is now Deloitte
7 and Touche.

8 Q. In Canada?

9 A. Correct.

10 Q. And were you assigned to different companies when you
11 were with Touche Ross?

12 A. Yes. That's part of the process of article before you
13 are chartered accountancy designation.

14 Q. Which companies were you assigned? Was Enbridge one of
15 the companies you --

16 A. No, it was not.

17 Q. Were you working with other companies in the pipeline
18 industry?

19 A. No.

20 Q. When did you -- when did your span of control not
21 include control center? When did that occur?

22 A. Following 2010.

23 Q. Okay. And did anyone explain to you why?

24 A. As I indicated earlier, I am assuming it was, you know,
25 to bring increasing focus, but if you could speak with Leon Zupan.

1 Q. My question is what people told you as to the reason why
2 that change was being made or did they not tell you a reason?

3 A. It would be only to provide increasing focus.

4 Q. Okay. So, you oversaw control center for about 3 years?

5 A. Correct.

6 Q. Okay. That's what my questions are going to focus on.
7 Of your 3 years of responsibility control center, shipping
8 services, facilities management, how much time would you estimate
9 was devoted to control center operations? What proportion of it?

10 A. I'd estimate maybe a third.

11 Q. Okay.

12 A. But I have -- I don't have detailed logs.

13 Q. Sure. And what kinds of activities did that entail?
14 You know, what kind of decisions would you -- had you made and
15 actions had you taken with regard to the control center in that
16 time period, as representative?

17 A. Represented? Well, perhaps what I can do is go over
18 some of the initiatives that while I was with the group we
19 spearheaded as indicative.

20 Q. Okay.

21 A. So, during that time period, we undertook the detailed
22 planning and construction of the new control center. And based on
23 tours that had been done in various U.S. facilities, looking at a
24 number of best practices around, you know, especially the human
25 factors, we undertook to do the appropriate design. We engaged

1 third parties that were experts in the area and third parties from
2 a security perspective. So, pretty much the, you know, the
3 initiation and the design and precision of the new control center.

4 Another item of example is we developed a formal event
5 management program. That involved defining the types of events:
6 safety, quality, administrative. We undertook to establish
7 procedures to conduct root cause analysis of events. We
8 established procedures for corrective actions appropriate to the
9 root cause, whether it be education, new or clarifying policies
10 and procedures. We implemented tailgate shift lead meetings to
11 review events on the shift.

12 Another example is a development of a more structured
13 performance management system. We created a role within the
14 control center to oversee the shift leads, to be focused on people
15 management, in order to assist the shift leads in achieving
16 consistent performance management standards. We created templates
17 to assist and identify performance criteria to be used during
18 communication in performance evaluations. We initiated an
19 organizational design review based on the growth in the CCO and
20 issues or opportunities such as functional changes. By way of
21 example, perhaps the different generational styles within the
22 control center.

23 We were embarking on a formal process to review the
24 appropriate organizational design and that included what kind of
25 appropriate technical support should be in place, somewhat

1 aligning the organizational design with the development of the new
2 control center, which would allow different pod configurations
3 potentially. Also, we'd undertaken a compliance review with the
4 newly-to-be-introduced control room rules. Efforts were underway
5 to map and to plan for compliance with those evolving standards,
6 including areas such as management of change, adequate information
7 exchange among personnel, alarm management, training requirements,
8 fatigue management, and workload analysis. We also had Ian
9 Milligan and Jim Johnson assigned to participate in the API
10 control room committee.

11 Q. As (indiscernible).

12 A. As another example, development and implementation of
13 new project and facility integration protocols. Broadly, in the
14 customer service area, we had developed a project integration
15 process for bringing new projects on line, such as Clipper. As
16 you're aware, we had several new projects coming into service and
17 to support and enhance the customer service-wide initiatives the
18 CCO developed an even more detailed and focused approach, which
19 included the creation of positions that were dedicated to new
20 projects, new facilities. We also included to determine the
21 specific training programs required for those new projects and
22 facilities and the new procedures that were required for those new
23 projects and facilities.

24 As a last example, we developed -- started the
25 development of an IT road map for the control center, intending to

1 look at the future application development and redundancy review
2 and product sustainability planning. These are examples.

3 Q. All right. Well, that's good examples.

4 So, you oversaw the move to the new facilities?

5 A. No. The move was just undertaken very recently, I
6 believe in the last month or so, so --

7 Q. You oversaw the design of the new facility?

8 A. Design and we were into construction.

9 Q. When you retained third parties to assist and design and
10 toured U.S. facilities, were these Enbridge facilities or other
11 companies' facilities?

12 A. Other company facilities.

13 Q. And are there any examples of aspects of those
14 facilities that you learned that are applied to the design of this
15 control room?

16 A. Yes, probably a conglomeration of looking at many
17 facilities, but looking at those facilities assisted in
18 understanding optimal layouts, lighting, ceiling height, the kind
19 of training centers, rest and recovery rooms, exercise rooms, and
20 HVAC.

21 Q. Okay. And you also, you looked at some of the human
22 factors aspects. That would include, I guess, rest areas,
23 lighting and H- --

24 A. Exercise.

25 Q. You also did displays, the nature of displays in the

1 control center?

2 A. I believe they would have, but we would -- I'd ask that
3 you confirm that with some of the people who undertook the reviews
4 of the facilities.

5 Q. And I understand the displays haven't changed. Would
6 you know that?

7 A. No.

8 Q. Okay. At any point did you ever look at the nature of
9 the displays?

10 A. Myself? No.

11 Q. Or your team?

12 A. I ask that you please check with some of the people who
13 would have been involved in the tours.

14 Q. Okay. Has anybody brought up to you the nature of
15 displays?

16 A. No.

17 Q. What was the name of the third party that you retained?

18 A. Design -- the name of the organization?

19 Q. Um-hum.

20 A. Design Matters.

21 Q. Oh, okay. I think you said you also looked at, you
22 implemented a formal event management process. What existed
23 before you were able to do that? What was the review process for
24 incidents and accidents?

25 A. I'm sorry. I don't know. You'll have to ask Ian

1 Milligan.

2 Q. Okay. Well, that you implemented an event review
3 process, could one infer from that that there was some
4 dissatisfaction with the old process?

5 A. I believe in continuous improvement and our efforts
6 would have been focused on continuous improvement.

7 Q. Okay. What changes were made in the operations as a
8 result of your review of events and incidents?

9 A. A more formal root cause analysis and a more formal and
10 consistent approach, I believe, towards identifying what the
11 appropriate corrective actions would be tied to the root cause.

12 Q. Could you give examples of some corrective actions taken
13 as a result of this?

14 A. I don't have specific case studies in front of me. I'm
15 sorry.

16 Q. Okay.

17 A. I could think perhaps, you know, indicating where more
18 education, retraining was appropriate.

19 Q. In specific instances?

20 A. In specific instances tied to particular fact patterns
21 of the event.

22 Q. In other words, an incident occurred when a controller
23 did something and as a result a decision was made as to type of
24 additional training that the controller would take, as opposed to
25 broad changes in the overall controller training, curriculum; is

1 that correct?

2 A. I'm sorry. I'm not following your question.

3 Q. The result of the changes, it sounds like they were
4 specific to one controller or several controllers' training rather
5 than overall curricula of the controllers; is that correct?

6 A. Thank you. I understand the question now.

7 One of the objectives actually was to continue with the
8 development of our event management program and to take that
9 another step. Unfortunately, Marshall occurred. The goal was to
10 take that to an even next step with even broader solution and
11 option development, which could lead to even more realistic
12 reviews of curriculums. That was expected to be a subsequent step
13 in this evolution.

14 Q. Okay. One of the things we've learned in the last
15 couple of days and before that, was that there was some control
16 center procedures that weren't followed and new procedures were
17 developed and so on. When you oversaw the control room, did you
18 determine or examine the procedures and reasons for them to be
19 followed or not being followed in the control center?

20 A. Staff would be assigned to the task of undertaking a
21 review of procedures being followed or not followed. I personally
22 did not ever do an analysis.

23 MR. JOHNSON: I think within the event investigations,
24 was that one of the steps?

25 MS. BUYS: Are you speaking -- I'm sorry. Are you

1 speaking of the Marshall event --

2 MR. JOHNSON: No, no.

3 MS. BUYS: -- or events in general?

4 MR. JOHNSON: Events in general.

5 MS. BUYS: Events -- yes. When there was a controller
6 event, there would be a proper internal investigation and a root
7 cause analysis.

8 MR. STRAUCH: Um-hum.

9 MR. JOHNSON: And procedure?

10 MS. BUYS: And procedures may or may not be modified
11 depending on what the root cause analysis suggested.

12 MR. JOHNSON: Or if they were following --

13 MS. BUYS: Or if they were followed exactly or -- the
14 solution, the opportunity, had to match the root cause.

15 BY MR. STRAUCH:

16 Q. Was it brought to your attention, procedures not being
17 followed?

18 A. Yes, and then appropriate corrective action would be
19 taken. I was aware of a few occasions, yes.

20 Q. And what corrective actions did you take?

21 A. People would receive retraining. I was aware of a few
22 occasions.

23 Q. And how were you expected -- management expected to be
24 informed as to whether procedures were being followed? What was
25 the process by which management learned whether procedures were

1 being followed?

2 A. There were opportunities for people to communicate with
3 various weekly or semi-weekly meetings between myself and Ian
4 Milligan.

5 Q. And how would he have learned about this?

6 A. Through his support staff.

7 Q. I see. And what was the process by which they learned
8 about whether procedures were being followed or not?

9 A. Communication from the control room.

10 Q. In other words, controllers would tell their
11 supervisors, other personnel that they were not following
12 procedures and that's how you learned of them?

13 And what would be the reasons why controllers would tell
14 other people that they weren't following procedures? I mean, what
15 was in it for them to tell management that procedures weren't
16 being followed?

17 A. A shared objective of maintaining and operating a safe
18 pipeline.

19 Q. Okay. Now, some of the changes that, additional changes
20 that you said you oversaw within the -- and please correct me if
21 I'm saying this inaccurately. You did a structured personnel
22 management system for the control center and that included
23 personnel management for shift leads; is that correct?

24 A. We created a role for a specific individual, was
25 assigned to a role the control center to assist the shift leads in

1 achieving consistent performance management standards.

2 Q. What was the role that you created?

3 MR. JOHNSON: Was that the supervisor role? Was that
4 Blaine --

5 MS. BUYS: Correct.

6 MR. JOHNSON: -- and Curt?

7 MS. BUYS: Well, that -- Denny Billado (ph.).

8 MR. JOHNSON: Okay.

9 MS. BUTLER: I didn't catch that last part, sorry. I
10 couldn't hear.

11 MR. JOHNSON: Yeah. It was the supervisor roles. We've
12 talked -- Curt was one of the supervisors at that time. That was
13 a new position under Sonya that was created, the supervisor role.
14 And Denny Billado (ph.) was another person that filled that role.
15 He wasn't there at the time of Marshall. He was another one of
16 the supervisors.

17 BY MR. STRAUCH:

18 Q. Okay. So, these were people that were already in the
19 control center that were promoted into new positions?

20 A. Correct. In our old facility we had a locked-off room
21 and then we had people outside of the actual locked-off facility.
22 We referred to them as the administrative, such as Ian Milligan,
23 Curt Goeson, Blaine Reinbolt, essentially. So part of the focus
24 was to create a position in the administrative area that would
25 provide shift leads with assistance and focus on people

1 management.

2 Q. And what was the role of the shift leads that called for
3 this kind of assistance?

4 A. We had a growing control center operation, increasing
5 the number of operators, and the desire to have more consistency
6 in how the performance was being managed.

7 Q. So, new positions were created and these positions, the
8 intent was to assist the shift leads in managing the personnel?

9 A. In helping like achieve consistent standards in how
10 people, staff, were being evaluated.

11 Q. Okay. Did the day-to-day functions of the shift leads
12 change as a result of this change in the personnel structure?

13 A. I don't believe their day-to-day functions would change,
14 but they had a resource to draw on as related to performance
15 management.

16 Q. Okay. What were the expectations with regard to the
17 roles of the shift leads? What were they expected to do in their
18 position as shift leads?

19 A. To supervise and manage the operators.

20 Q. Okay. What kind of technical skills did that require?

21 A. The vast majority of the shift leads had been operators
22 so they had come through the formal training as an operator and
23 advanced into the role of shift lead.

24 Q. Were all of the shift leads involved in this Marshall
25 incident technical people who had been previous operators?

1 A. I'm sorry. I don't know. We would have to check their
2 records.

3 Q. Um-hum. And once they became shift leads, were they
4 expected to retain this technical knowledge?

5 MR. JOHNSON: You mean like current? I mean, it's kind
6 of hard to take knowledge away. Maybe I don't --

7 BY MR. STRAUCH:

8 Q. Well, if someone was an operator and then they become a
9 shift lead and they're no longer working day-to-day in, you know,
10 operating pipelines, you would expect that over time -- one would
11 expect that over time they would lose some of their proficiency
12 because they're not involved in day-to-day operations. In fact,
13 the longer they're removed from operations, it could be argued,
14 that the less technical proficiency they would retain. So, my
15 question is what kind of expectations did you have with regard to
16 the technical proficiency of the shift leads?

17 A. I think their job would have to balance the technical
18 that they brought with them into the job with the need to manage
19 people as well.

20 Q. Were they expected to serve as a check on decisions of
21 the operators?

22 A. I think they were there to lend support in the decision
23 process, but the procedures are available on line for operators to
24 follow.

25 MR. JOHNSON: Barry, did you mean like do they do spot

1 checks because they, you know, they may have 12 consoles?

2 BY MR. STRAUCH:

3 Q. Okay. Well, who made the decisions with regard how, you
4 know, what steps were taken in operating the pipelines in the
5 control center? Who made those decisions?

6 A. My understanding is that each operator is responsible
7 for his console.

8 Q. So the operator was the decision maker?

9 A. That's my understanding.

10 Q. Okay. And if the operator had a question, what was the
11 operator's -- who was the operator expected to turn to?

12 A. He would then turn to his shift lead.

13 Q. Okay. Was the shift lead expected to participate in the
14 decision making of the operator if the situations were uncertain,
15 let's say?

16 A. I believe so, yes.

17 Q. Okay. If an operator made a decision that his shift
18 lead disagreed with, what was the expectation then as to how that
19 would play out?

20 A. I'm sorry, I don't know the answer to that. You'd have
21 to check with either Ian Milligan or --

22 Q. Okay. Well, it seems to me that if you look at the
23 structure of the control center at the time of the accident, you
24 had the operators, you had the MBS analyst, you had the shift
25 lead, and you had personnel whose positions that you established

1 to assist them in the people management. So there were, I guess,
2 four different specialties involved. Is that correct?

3 A. Let's be clear. When -- the positions we had created to
4 help with performance management, okay, and that's not day-to-day
5 performance management. That's creating criteria and more like
6 human resources support to how we evaluate performance in the
7 control center. That's not day-to-day people management.

8 Q. Okay. So, these positions that you created, would they
9 have been expected to participate in the day-to-day actions and
10 decisions?

11 A. No.

12 Q. Okay. So, that leaves us with the MBS analysts, the
13 operators and shift lead supervisors. If there was a question, as
14 we had in Marshall, as to the nature of particular alarms, what
15 precipitated alarms, the operator still was considered to have
16 been the decision maker in those situations; is that correct?

17 A. That's my understanding.

18 Q. And what was the role of the MBS analysts?

19 A. To provide advice and guidance as to the meaning or
20 the -- well --

21 MR. JOHNSON: The meaning of the MBS alarm?

22 MS. BUYS: MBS alarm. Thank you. Yes.

23 BY MR. STRAUCH:

24 Q Okay. But the ultimate decision maker was who?

25 A. I'm not certain in that case, because we would have to

1 consult with --

2 Q. Okay. And did you make any changes in the structure of
3 the control room team after the Marshall accident?

4 A. I did not, but my position changed shortly thereafter.

5 Q. Were you informed of any changes that were made in the
6 control room structure before your position changed in 2000 [sic]?

7 A. No.

8 Q. 2010.

9 A. 2010, correct.

10 Q. You were not informed? Okay. And you yourself did not
11 have any changes?

12 A. No.

13 Q. While you were there, you also instituted a compliance
14 review to improve fatigue management, and I know that PHMSA has
15 guidance on fatigue management. How did -- what changes did you
16 make to comply with PHMSA's advisory on fatigue management?

17 A. I'm sorry. I don't remember.

18 Q. Okay. Workload management, did you make any changes?

19 A. Workload management, we did a study, a survey of the
20 shift leads to determine how and where they were spending the
21 time. That was going to be a piece of information to be included
22 in the initiative I spoke of earlier around the organizational
23 design review.

24 Q. But did any changes come about as a result of the
25 survey?

1 A. The Marshall incident meant we had to put many of these
2 initiatives aside and focus on the incident and returning the
3 pipeline to service with the result that these initiatives would
4 have picked up after.

5 MR. JOHNSON: I think what you'll see is after Sonya
6 left a lot of the initiatives she started were put into place, but
7 she would not be aware of those in her revised position.

8 BY MR. STRAUCH:

9 Q. I just want to go back and ask you a few questions about
10 the shift leads, the technical proficiency and so. Were there any
11 activities undertaken to determine the technical skill or
12 technical proficiency of the shift leads once they became shift
13 leads?

14 A. Not that I'm aware.

15 Q. The operators were required to demonstrate their
16 proficiency through OQ's and --

17 A. The operators?

18 Q. Yes.

19 A. Yes.

20 Q. Was there any program on there to assess the proficiency
21 of the shift leads?

22 A. I don't know.

23 Q. Do you think that --

24 MR. JOHNSON: Performance management, I know you put
25 that into place.

1 MS. BUYS: Right. So, that's part of your normal annual
2 and semi-annual review process at Enbridge is to -- you're
3 performing and meeting goals and objectives for the year.

4 BY MR. STRAUCH:

5 Q. Okay. Let's talk about that for the shift leads. What
6 goals and objectives were established for the shift leads that
7 were used to measure their performance, to assess their
8 performance?

9 A. I don't remember them, but we could perhaps undertake to
10 get some (indiscernible) --

11 MR. JOHNSON: Like on our intranet? Sure, I'll do it
12 (indiscernible) --

13 MS. BUYS: Okay. I'm sorry. I do not have that answer.

14 BY MR. STRAUCH:

15 Q. Do you know if they fell under more people side or the
16 more technical side?

17 A. I suggest we use the IR provide us an indication.

18 MR. STRAUCH: All right. I don't have any more
19 questions at this time. Thank you.

20 MR. JOHNSON: I'm going to ask -- for 2010, the goals
21 for the 2010 shift leads?

22 MR. STRAUCH: Please.

23 MR. JOHNSON: Okay.

24 MS. BUYS: That would probably have to be a sample
25 because there's a long (indiscernible) --

1 MR. JOHNSON: Yeah, they should be --

2 MS. BUTLER: Can you expand that to the controllers as
3 well?

4 MR. JOHNSON: The controllers? All right.

5 MR. NICHOLSON: I think we already have that.

6 MS. BUTLER: We do have that?

7 MR. NICHOLSON: Their performance plans?

8 MS. BUTLER: I thought we just had of those involved in
9 Marshall.

10 MR. JOHNSON: I'll put it in here.

11 MR. NICHOLSON: Oh, you want all of them. I'm sorry.
12 Yeah, we only have those involved in Marshall.

13 MR. JOHNSON: Can do, Karen.

14 MR. NICHOLSON: Also, do we have a copy of the study for
15 the workload management; is that something we can get?

16 MR. JOHNSON: We sure can.

17 MS. BUTLER: And can we check it?

18 MR. JOHNSON: Yeah.

19 MS. BUYS: The survey you mean, or --

20 (Simultaneous speaking.)

21 MR. NICHOLSON: Yeah, the workload management, was it a
22 survey, or a study?

23 MS. BUTLER: Survey of the --

24 MR. STRAUCH: It was study -- I thought somebody said it
25 was a study.

1 MR. NICHOLSON: A work study.

2 MR. JOHNSON: So, what I have, I'll copy you and -- so
3 Bonnie will ask you exactly what that is, and that should be very
4 clear then.

5 MR. STRAUCH: Thank you.

6 MR. NICHOLSON: Okay. You want to go next, Karen?

7 MS. BUTLER: I'll let Brian go next.

8 MR. NICHOLSON: Brian, you want to --

9 BY MR. PIERZINA:

10 Q. Initially, you talked about all the initiatives that had
11 been implemented since your tenure as VP of customer service and
12 those were pretty much all control center related, correct?

13 A. Correct.

14 Q. And, you know, we understand the growth that the control
15 center was under, you know, going under. Comparatively speaking,
16 were shipper services and/or facility management going under the
17 same amount of growth?

18 A. Approximately.

19 Q. Approximately.

20 A. In workload, yes.

21 Q. Okay. Personnel?

22 A. There may not be an exact correlation because obviously
23 the control center works 24/7, so we have shifts to staff up for.

24 Q. At the time of the Marshall accident, did the -- this
25 has probably been answered and I just don't remember. The MBS

1 group, did that report up through your chain also?

2 A. No, it did not. It reported through to the technology,
3 information technology group.

4 Q. Okay, there's a --

5 A. To I --

6 MR. JOHNSON: Yeah, it's IT.

7 MS. BUYS: IT.

8 MR. PIERZINA: All right. Okay.

9 MR. STRAUCH: Do we have a name?

10 MR. JOHNSON: You know what? Actually, I think the next
11 group. I think, when Ray and Barry come in, they'll be able to
12 answer that better. So, if you'll just hold that question for a
13 little bit. I know they can answer it better.

14 MR. PIERZINA: All right. So that's never, never been
15 under the purview of --

16 MR. JOHNSON: It's changed now, the way it's brought in.
17 I think that's better for Ray and Barry to talk about --

18 MR. PIERZINA: Okay.

19 MR. JOHNSON: Definitely Barry.

20 BY MR. PIERZINA:

21 Q. When you said facilities management was part of customer
22 service, are you also -- does that include terminals or is that a
23 different facilities management?

24 A. This is not the -- the facilities management group does
25 not look after physical facilities, okay?

1 Q. All right.

2 MR. JOHNSON: They're more into setting the MOPs and
3 they'll work with integrity to set the pressure allowable limits.
4 So, facilities management -- it gets a little confusing with
5 facility integrity, Brian, that you're used to.

6 MR. PIERZINA: Okay. All right. So, facilities
7 management, would that be like control center engineering, or is
8 that part of --

9 MR. JOHNSON: It's a complete separate group.

10 MR. PIERZINA: Okay. All right.

11 MR. JOHNSON: It's out of Calgary. Yeah, but I don't
12 know remember (indiscernible).

13 MR. NICHOLSON: Maybe Sonya could explain for us what
14 that was. I'm not sure I understand then. It's not physical
15 facilities, but what was it?

16 MS. BUYS: So they'll undertake looking at the long
17 range projected throughput, crude oil moving from western Canada
18 and how to split the various products and crudes between the
19 different pipelines. So, they'll focus on the hydraulic aspects.
20 They'll run the pressure studies that pipeline integrity would
21 request and then they would work with the control center who would
22 actually implement the various pressure parameters. They are also
23 very focused on purchasing the power requirements to operate the
24 pipeline.

25 MR. JOHNSON: And you'll hear, and as you go back,

1 especially with the control center, you'll hear FacMan or
2 facilities management. That's actually a software tool the
3 control center uses to communicate to maximal (ph.) into the
4 field. That's completely separate from facilities management. It
5 does confuse some people. So as you're -- get brought up, you're
6 like, well, what is this group doing now?

7 MR. NICHOLSON: It sounds like capacity planning, is
8 kind of what I would call it. Like you said, the throughput, how
9 much you can get through the existing lines.

10 Sorry, go ahead, Brian.

11 MR. PIERZINA: Nope. That's it for me. Thank you.

12 BY MS. BUTLER:

13 Q. So, to follow up on that thought just a minute, does
14 that mean that mean that once they find that in the next 5 years
15 you're not going to have adequate capacity to meet the market, do
16 they then take that back through yourself as a potential project
17 element and help define new project growth?

18 A. They will work with business development, which is a
19 separate area. As well, they would work with -- we have a group
20 that does throughput forecasting. So they will help those groups
21 understand how the flow of the crude oil could be accommodated
22 within the pipeline or what kind of expanded capacity might be
23 required.

24 Q. Thank you for that clarification. Because I know you're
25 more familiar with the structure than I am, and I'm going to ask

1 you, when you came into the position in 2007, I think -- is that
2 right -- what was the control room structured like then? Do you
3 remember?

4 A. No, I'm sorry, I don't. We could perhaps see if we
5 could undertake to provide a work structure chart.

6 Q. It would be great for just the control room.

7 MR. JOHNSON: Just the control room?

8 MS. BUTLER: Control room and MBS analysts, however
9 they --

10 MR. NICHOLSON: We have the org charts.

11 MR. JOHNSON: But maybe not from 2007.

12 MS. BUTLER: 2007.

13 MR. NICHOLSON: I'm sorry. Okay. 2007.

14 MS. BUTLER: So that I can track just for that little
15 subset what it looked like ahead of time.

16 BY MS. BUTLER:

17 Q. Do you know if at that time if the MBS analysts would
18 have been separate as well from the control room?

19 A. They were, from the time I joined, not a part of the
20 control room organizational structure.

21 Q. Okay. And regarding the environment at large in the
22 control room, are the controllers non-union?

23 A. Correct.

24 Q. Okay. Are there any union workers in the control room?

25 A. No.

1 Q. And did at any time, did anybody talk to you about shift
2 changes, shift schedule changes, like different rotation patterns?

3 A. There is a process they use to come to an agreement on a
4 periodic basis as to what the shift schedules' durations should be
5 -- would be.

6 Q. So, is that a negotiation with the controllers?

7 A. I'm not sure it's a negotiation or some kind of a voting
8 or deciding mechanism.

9 Q. But do you know if there's anything under Canadian law
10 that requires that process?

11 A. I'm sorry, I don't.

12 Q. Okay.

13 A. Did you want us to --

14 Q. I think I know the answer, but I'm not positive
15 non-union versus union. Okay, so I'll -- we'll work on that.
16 Fair enough?

17 A. Thank you.

18 Q. When you took the control room responsibilities, what
19 would you say was your biggest challenge?

20 A. Preparing for the amount of growth, given the number of
21 projects that were slated to come into service. We had to ensure
22 staffing and training appropriately.

23 Q. So, I'd like permission to paraphrase that and you tell
24 me if I did it wrong. There was a lot of new projects getting
25 ready to be at the point where you would have to have a controller

1 over them to actually operate the line, and that meant that you
2 had to also have controllers that have gone through an entire
3 training sequence prior to that, and your existing consoles
4 couldn't necessarily incorporate that workload.

5 A. Correct.

6 Q. Is that fair?

7 A. Right. We had growth.

8 Q. All right. And were there shift leads prior to you or
9 is that something you did?

10 A. There were shift leads in place at the time I arrived.

11 Q. Okay. But there weren't supervisors and the
12 administrative staff that they reported to; is that fair?

13 A. I'm sorry. We'd have to look at the exact work
14 structures.

15 Q. Okay. All right. So, somehow the administrative staff
16 was outside of the control room direct reporting; is that your
17 recollection?

18 MR. JOHNSON: Maybe I don't understand the question.

19 MS. BUYS: No.

20 BY MS. BUTLER:

21 Q. Okay --

22 A. They were physically separate.

23 Q. Right. But the shift leads didn't report to them, to
24 your knowledge?

25 A. Oh, yes.

1 Q. Oh, they did? Okay.

2 A. There was a reporting structure in place.

3 Q. So, even though they were isolated physically outside
4 the room, they still reported to those supervisors?

5 A. Yes. Right. There's a door for security reasons.

6 Q. So, Denny and Curt, were they the previous supervisors
7 that, however the structure was inside the control room, would
8 have reported up through?

9 A. I'll have to get you the exact work structure.

10 Q. Okay. So, let's talk a little bit about the budgeting
11 process. When people in the control room defined that certain
12 things needed to be done, not just resourcing; let's say I need an
13 improvement to the CMT system, which is their batch tracking,
14 right? Would they have submitted various ideas up through the
15 chain before they officially submitted a budget idea or a budget
16 document?

17 A. Correct.

18 Q. Do you remember any of those that were vetted?

19 A. You're speaking of IT types of functions?

20 Q. It could be IT; it might not have been. It may have
21 been something that they thought could enhance it that wasn't an
22 existing IT product. Maybe they thought they had in-house
23 expertise.

24 A. Well, probably a prime example would be the new control
25 room. There were interviews being done with the staff, with the

1 operators and the shift leads, to determine what they felt would
2 be a suitable facility. There is perhaps an example.

3 Q. Do you remember any IT specific requests?

4 A. No, but we could go back and --

5 Q. That's okay. I just wanted to know if there was
6 anything that stands out in your memory; that's it.

7 I'm told that they put leadership through training, not
8 controller training, but a separate type of training. Could you
9 describe that training for me, just a little bit as to what type
10 of training you've gone through to prepare you to be a VP or a
11 leader?

12 A. You're asking --

13 Q. Specific to Enbridge. Specific to Enbridge.

14 A. Are you asking about my personal training?

15 Q. I think what I'm after is probably a set of classes that
16 Enbridge traditionally puts a person as they move up in the
17 leadership roles. Do you remember what those are?

18 A. In my case?

19 Q. Um-hum.

20 A. As a chartered accountant, I'm required to take
21 continuous professional education, and there is a fairly broad
22 range of training that is available and applicable to maintain
23 your status. And I've undertaken various communication classes,
24 conflict resolution, negotiation, and just general leadership.

25 Q. Okay. And keep going. I didn't -- I thought you were

1 done, not pausing.

2 MR. JOHNSON: One of the IRs we have, Karen, is a
3 supervisory management training, along with other non-technical
4 training offered by our HR department. So we do have that.

5 BY MS. BUTLER:

6 Q. Okay. So, you mentioned communications, conflict
7 negotiation, general leadership. Is that kind Enbridge classes
8 that they would send you to or is that stuff you did on your own?

9 A. That generally is the classes I took external to
10 Enbridge to satisfy my CPA requirements.

11 Q. All right. And performance management I heard you
12 mention a couple of times. When you look at performance
13 management, did that include adding some financial incentives to
14 their performance package?

15 A. At Enbridge we have in fact a short-term incentive
16 program.

17 Q. So regarding that, that was in place prior to you, I
18 take it? Okay.

19 A. Yes.

20 Q. And with that type of performance plan is there anything
21 in your performance review where you were to trying to make it
22 consistent -- I think was the word you used -- was there anything
23 that would have impacted that or changed how that short-term,
24 maybe, financial incentive would be structured, that you recall?

25 A. The structure is set at Enbridge level.

1 Q. Okay. That the individual performance elements then --

2 A. Are individual, correct.

3 Q. And you would have effected those or your team?

4 A. The team, correct.

5 Q. Is there anyone that stands out to you that you
6 remember, we really think this revision is a good deal?

7 A. What do you mean by revision?

8 Q. An enhancement, change in the performance -- previous
9 performance, short-term management goals that may have been there.

10 A. I believe what the team achieved with the various
11 initiatives that I've identified, how they'd undertaken them and
12 implemented them or were working towards their implementation, to
13 me that was a very positive objective. And they way they as a
14 team had, in fact, moved some of these forward.

15 Q. When the controllers were removed from the control room
16 as a result of Marshall, were you involved in that decision?

17 A. No.

18 Q. Was that someone below you?

19 A. Was it someone above me?

20 Q. Do you know who that person was?

21 A. No, I do not. I was communicated by one person, but I
22 do not know as a fact that was the decision maker.

23 Q. Who communicated to you?

24 A. I believe it was Mr. Monaco.

25 MR. JOHNSON: It's Al Monaco.

1 MS. BUTLER: And we have his position somewhere?

2 MR. NICHOLSON: Well, why don't you -- could you state
3 what his position is just so we have it on the record? Put you on
4 the spot.

5 MS. BUYS: Yeah.

6 MR. JOHNSON: It changed right about then.

7 MS. BUYS: Yeah.

8 MR. NICHOLSON: It did? Okay. Well, we do have the org
9 chart.

10 MR. JOHNSON: He was president of major projects at the
11 time.

12 MS. BUYS: I -- I think you're right, Jay.

13 MR. JOHNSON: And I'm trying to think what he is now.

14 MS. BUYS: Yeah.

15 MR. NICHOLSON: Sorry. I didn't know I was going to put
16 you on the spot there.

17 MS. BUYS: No, that's okay.

18 BY MS. BUTLER:

19 Q. I take it that you didn't necessarily routinely
20 interface with him?

21 A. No.

22 Q. Okay.

23 MS. BUTLER: I think that's all that I have.

24 MR. NICHOLSON: Jay, do you have anything?

25 MR. JOHNSON: Actually, I just have one question.

1 BY MR. JOHNSON:

2 Q. I know that some of the names -- now, you have
3 technical. So you talked about setting up the supervisor groups,
4 Denny and Curt and Blaine, but there's also a support group:
5 Jim Chipchar, Jim Sederson (ph.), Jim Johnston.

6 A. Right.

7 Q. When was that all put into place? Was that under you?
8 Was it partially? Because I know it's been getting bigger, but I
9 just --

10 A. It certainly grew during my tenure there because of the
11 growth and the need for additional technical support. We could go
12 back if appropriate, Jay, to --

13 Q. No, I --

14 A. -- try and do org structures at different points in time
15 if that's helpful.

16 Q. I just -- it was my assumption that had grown, the
17 technical services group, which I won't be able to see this
18 afternoon in the control center -- which includes the training,
19 Jim Johnson training procedures and whatnot. So, it grew. So
20 there was already a small group there and it grew on your tenure?

21 A. That's my recollection.

22 Q. All right.

23 A. Again, in response to the growth.

24 MR. JOHNSON: That was it. I asked my questions as
25 usual during the course of it, so --

1 MR. NICHOLSON: Okay. Barry, you got any follow-up?

2 MR. STRAUCH: Yes, just a couple.

3 BY MR. STRAUCH:

4 Q. Prior to your assuming this role in 2007, had you had
5 any involvement supervisory at all or other involvement with the
6 operation center?

7 A. No.

8 Q. Okay. Once you took on this role in '07, what did you
9 do to familiarize yourself with the operation center, its
10 functions, its purposes, and so on?

11 A. I would come up to Edmonton generally once a week to
12 spend meeting time with Ian Milligan. In part it was educational
13 for me and in part to provide the direction in leadership that our
14 growth would indicate. I also, one or two occasions, worked a
15 night shift -- or I was present, to be clear, in the control room
16 so that I could understand what their work environment was like.

17 Q. And you did this how soon after you assumed the
18 position?

19 A. The first shift was probably within the first 1 or 2
20 weeks of my taking the position.

21 Q. And what were your impressions of the control center of
22 what the controllers did in that -- from sitting in on the night
23 shift?

24 A. I was very interested in seeing how we could move
25 forward with a new control room facility.

1 Q. Okay. So, were part of your instructions when you were
2 given this assignment in '07 to prepare for a new facility?

3 A. No.

4 Q. So what, then, made you consider a new facility just
5 from sitting in on the night shift?

6 A. We were growing in our size and would soon, you know,
7 have a space limitation. I also had read a few articles on team
8 management and optimal environments and thought if we needed to
9 move for space, it would an ideal time to also address other
10 factors.

11 Q. Now, in the time that you were in this position, what
12 was the percentage of growth in control room operations that were
13 (indiscernible) --

14 MR. JOHNSON: I think that's an IR.

15 MS. BUYS: Yes, I --

16 MR. JOHNSON: I do remember that.

17 BY MR. STRAUCH:

18 Q. Okay. What about growth in the number of operators?

19 A. We have to do the same.

20 MR. JOHNSON: I thought that's what you meant, the first
21 one. Percentage from 2007 to Marshall --

22 MR. STRAUCH: Yes.

23 MR. JOHNSON: -- the growth in number of operators?

24 MR. STRAUCH: Yes.

25 MS. BUYS: Yes.

1 MR. JOHNSON: And then maybe number of support staff;
2 would that be a reasonable request?

3 MR. STRAUCH: Yes.

4 MR. JOHNSON: Okay.

5 MR. STRAUCH: Yes. And also growth in the amount of
6 product that was shipped?

7 MR. JOHNSON: Oh, all right.

8 MS. BUYS: And amount of product?

9 MR. STRAUCH: Yes.

10 MS. BUYS: Okay. Are you taking notes?

11 MR. JOHNSON: Yes, I've got that.

12 MS. BUYS: Thank you. Okay.

13 BY MR. STRAUCH:

14 Q. Did you engage in discussions with the controllers, tell
15 you about what was going on now that they had a vice president
16 sitting next to them?

17 A. Yes.

18 Q. Okay. And what kinds of things did they share with you?

19 A. They were interested in telling me about their job, how
20 they came to work at Enbridge, what they liked about working at
21 Enbridge.

22 Q. What did they like about it?

23 A. We're a very solid company. Many of them felt that
24 they, you know -- any of them were actually going through training
25 and felt that we had a good training program. These were general

1 conversations for them to get to know me and for me to get to know
2 a bit about who they are.

3 Q. Did you hear any complaints?

4 A. No, but maybe that was a bit early in our meeting.

5 Q. Well, and unusual, I guess, if you didn't.

6 You also oversaw the implementation of a formal -- I
7 don't know if this is the right word or not -- but incident
8 review; is that correct?

9 A. We talked about a formal event management program.

10 Q. Okay. And as part of that event management you also
11 applied root cause analysis and acted on root cause analysis?

12 A. Correct.

13 Q. Now, when was his process begun in response to the
14 Marshall accident?

15 A. This was before the Marshall incident, and I'd have to
16 get -- I'd have to take away and find the exact date when we
17 commenced this more formal --

18 Q. Well, let's just ball park. Was it within a few days, a
19 few weeks?

20 MR. JOHNSON: After Marshall?

21 MR. STRAUCH: Yes.

22 MR. JOHNSON: Like that would have been Wednesday, 2
23 days.

24 MS. BUYS: Yeah. No -- yeah, I did not undertake a
25 formal investigation of Marshall.

1 MR. JOHNSON: That was David Bryson headed that up.

2 MR. STRAUCH: Okay.

3 MR. JOHNSON: Actually, a former manager of the control
4 center.

5 BY MR. STRAUCH:

6 Q. Okay. But this person reported to you?

7 A. No. Are we speaking about the Marshall incident?

8 Q. Yes.

9 A. That was undertaken by David Bryson, who does not report
10 to me.

11 MR. JOHNSON: It's an independent investigation.

12 BY MR. STRAUCH:

13 Q. So this investigation was not part of the structure that
14 you had implemented?

15 A. No.

16 Q. Was what you had implemented, was that also undertaken
17 in response to Marshall, or --

18 A. No. Because we had a separate independent, internal
19 investigation headed up by David Bryson.

20 MR. JOHNSON: My understanding is when it goes over
21 \$100,000 they need an independent one because it's considered a
22 material investigation. It deals with insurance and a lot of
23 those issues, so it's separate from, you know, the investigation
24 that Sonya talked about.

25 BY MR. STRAUCH:

1 Q. Were you interviewed as far as that investigation?

2 A. No.

3 Q. This is the first interview you've participated in, in
4 response to Marshall?

5 A. Correct.

6 MR. STRAUCH: I don't have any more questions.

7 MR. NICHOLSON: Karen?

8 MS. BUTLER: Just one.

9 BY MS. BUTLER:

10 Q. When you had the opportunity to go through and sit with
11 the controllers, did they share anything with you about the
12 complexity of different consoles?

13 A. They were probably, I'd say, more interested in telling
14 me about their particular console and sharing what their job
15 function was.

16 Q. Okay. Thanks.

17 BY MR. PIERZINA:

18 Q. I have a question, Sonya, concerning the removal of the
19 control center operations from the customer service area. Has
20 that caused any difficulty in coordination between, for instance,
21 shipper services and control center operations?

22 A. No, because we share many of the same objectives.

23 Q. Okay. How has it changed coordination?

24 A. I don't really think it has because of our shared
25 objectives.

1 Q. Okay.

2 MR. PIERZINA: That's good.

3 MR. NICHOLSON: Okay. Jay, anything else?

4 MR. JOHNSON: No. That's it.

5 MR. NICHOLSON: I just have a couple of clarifying
6 questions, I guess.

7 BY MR. NICHOLSON:

8 Q. I'm not really sure I heard -- I've heard you guys talk
9 about the growth a lot in this control center -- I think Curt
10 mentioned it as well -- but I'm not sure I understood what was
11 driving the growth.

12 A. We were adding new pipeline facilities. You may be
13 familiar with the project called Southern Lights, Clipper.

14 MR. JOHNSON: Southern Access, Spearhead, and the
15 Bastion (ph.).

16 BY MR. NICHOLSON:

17 Q. Those were all liquid lines?

18 A. Correct.

19 Q. Curt mentioned, and I thought I heard you allude to this
20 a little bit about the external structure bringing it into the
21 control center, but at one point I thought I understood the MBS
22 analyst was actually external to the control center; it was --

23 A. Are you speaking physically?

24 Q. Yes. Do you know when that changed?

25 A. I'm sorry, I don't know when it changed. We could find

1 out.

2 Q. That wasn't the change that was prompted --

3 MR. JOHNSON: Lorna can talk about that, up next.

4 MS. BUYS: Yeah.

5 BY MR. NICHOLSON:

6 Q. So, you weren't involved in any decision making or
7 bringing the MBS analyst into the control room?

8 A. I was probably aware of it.

9 Q. Okay. And you gave us a pretty lengthy list of projects
10 you'd worked on. One of them was tailgate shift lead meetings.
11 Can you expand a little bit on that, what that was?

12 A. So if an event had occurred during the shift, there
13 would be an effort to get the right group together, whether it was
14 the shift leads or shift leads and the relevant operational
15 people, operators, to discuss the nature of the event.

16 Q. Was this a formal procedure?

17 A. It was something they would do. When you use the word
18 formal, I'm not sure if they would document it or not.

19 Q. Was it a written procedure?

20 A. I don't know. We'll have to --

21 Q. Okay. So, would this -- this should have been done then
22 in the Marshall -- it sounds like Marshall would have been an
23 incident that would have prompted this sort of tailgate shift lead
24 meeting. Do you know if it was done?

25 A. I do not know if it was done.

1 MR. JOHNSON: It would have been basically replaced by
2 the formal internal investigation.

3 MR. NICHOLSON: After the fact?

4 MR. JOHNSON: Yes. Because we went through the three
5 shifts.

6 MR. NICHOLSON: Um-hum.

7 MR. JOHNSON: So --

8 BY MR. NICHOLSON:

9 Q. But we don't know -- maybe you can tell me, did it take
10 place between shift one and shift two; so between Sunday evening
11 and Monday morning?

12 A. I don't know. He would have to check for you.

13 Q. But it was a process in place in 2010, July? Okay.

14 MR. NICHOLSON: I think that's all I really had to
15 clarify. Barry, do you have anything else?

16 MR. STRAUCH: No.

17 MR. NICHOLSON: Okay. I guess at this point we'll
18 conclude this interview. I appreciate it, Sonya. Thanks for
19 coming in. If you think of anything else, you've got my contact
20 information, so feel free to contact me.

21 (Whereupon, the interview was concluded.)

22

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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 Sonya Buys

DOCKET NUMBER: DCA-10-MP-007

PLACE: Edmonton, Alberta, Canada

DATE: November 16, 2011

was held according to the record, and that this is the original,
complete, true and accurate transcript which has been compared to
the recording.

Aileen Hajmosi
Transcriber