

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

Docket No.: DCA-10-MP-007

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Interview of: DEAN CASAVANT

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

[REDACTED]

JAY JOHNSON, Supervisor
U.S. Compliance
Enbridge Pipelines

[REDACTED]

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I N T E R V I E W

1
2 MR. NICHOLSON: This is NTSB Pipeline case number
3 DCA10MP007, 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, Dean, please state your full name with
11 spelling, employer name, and job title.

12 MR. CASAVANT: Dean Casavant, D-e-a-n, C-a-s-a-v as in
13 Victor-a-n-t. And I'm with Enbridge Pipeline's Edmonton control
14 center. I'm an Operator III.

15 MR. NICHOLSON: Okay. And, for the record, Dean, please
16 provide a business contact phone number and email address.

17 MR. CASAVANT: Okay. I would like to give you my home
18 phone number.

19 MR. NICHOLSON: Okay.

20 MR. CASAVANT: [REDACTED] And my home email address
21 is [REDACTED]

22 MR. NICHOLSON: Okay.

23 MR. CASAVANT: Yeah. I'd prefer if you want to talk to
24 me there.

25 MR. NICHOLSON: That's fine. But those -- and that's

1 your personal information. Thank you. Okay. Dean, you're
2 allowed to have one other person of your choice present during
3 this interview. The other person may be an attorney, friend,
4 family member, co-worker, or no one at all. If you would, please
5 indicate whom you've chosen to be present with you during this
6 interview.

7 MR. CASAVANT: I haven't chosen anyone. I'll be here on
8 my own today.

9 MR. NICHOLSON: You're on your own. Okay. We'll go
10 around the room at this point and have each person introduce
11 themselves for the record. I will begin. My name is Matthew
12 Nicholson. That's spelled M-a-t-t-h-e-w, N-i-c-h-o-l-s-o-n. I am
13 the NTSB IIC. My phone number is [REDACTED]. My email is
14 [REDACTED]

15 MR. EMEABA: I am Kalu Kelly Emeaba, spelled K-a-l-u, K-
16 e-l-l-y, E-m-e-a-b-a. My contacts, phone number [REDACTED] My
17 email address is [REDACTED]. In this project, I'm
18 the SCADA Operations Group Chair.

19 MR. JOHNSON: Jay Johnson with Enbridge. I'm the
20 Supervisor of U.S. Compliance. [REDACTED] [REDACTED]
21 [REDACTED]

22 MS. BUTLER: Karen Butler, K-a-r-e-n, B-u-t-l-e-r. I'm
23 the Supervisor of Accident Investigations for PHMSA, which is
24 Pipeline and Hazardous Materials Safety Administration located [REDACTED]
25 [REDACTED] and it's called our [REDACTED].

1 I can be reached at [REDACTED] and [REDACTED]

2 DR. STRAUCH: And I'm Barry Strauch with the NTSB. I
3 neglected to bring business cards with me. I apologize. That's
4 me.

5 MR. CASAVANT: Thank you very much, sir.

6 MS. BUTLER: I neglected also.

7 MR. CASAVANT: That's all right.

8 DR. STRAUCH: My name is spelled B-a-r-r-y, S-t-r-a-u-c-
9 h. That's right. My email address is [REDACTED]. My title
10 is Supervisory Investigator of the NTSB and my phone is [REDACTED]
11 [REDACTED]

12 MR. NICHOLSON: Okay.

13 MR. CASAVANT: Yep.

14 MR. NICHOLSON: We will let -- Barry will start the
15 questioning here.

16 DR. STRAUCH: Okay.

17 BY DR. STRAUCH:

18 Q. Dean, when did you join Enbridge?

19 A. June 1st, 1987, so I'm coming up on my 25th year.

20 Q. Okay. And how long have you been in the control room?

21 A. The whole time.

22 Q. And have you been a operator the entire time?

23 A. Yep. Different divisions, mind you.

24 Q. Okay. What did you do before you joined Enbridge?

25 A. I went to school in telecommunications engineering

1 technology.

2 Q. Okay.

3 A. Graduated from there and I had a job in Calgary for a
4 company named Albion Microelectronics for a year. I came back and
5 had another job in the city and then I got on with IPL at the
6 time, actually, Interprovincial Pipeline.

7 Q. Oh, okay.

8 A. 1987 already.

9 Q. Are you a terminal person or a pipeline person?

10 A. Both.

11 Q. Okay.

12 A. My -- I started off in 1987 when the control center was
13 only four consoles.

14 Q. Um-hum.

15 A. So, I've grown with this company and that was primarily
16 all pipelines. And so after the consolidation in 2000 --

17 Q. Um-hum.

18 A. -- then I would take on some terminal responsibilities.
19 So, it's been pretty interesting.

20 Q. And what were you at the time of the Marshall accident?

21 A. I was on holiday, sir. I was in Whitefish at a
22 condominium. I heard about the incident on the Weather Channel.

23 Q. Whitefish. Is that Montana?

24 A. Yeah. Yeah. I was on holidays down there.

25 MR. JOHNSON: Good timing.

1 MR. CASAVANT: Yeah. Well I heard about it and, you
2 know, the BP leak was going on and it was overshadowed.

3 BY DR. STRAUCH:

4 Q. Right.

5 A. And then heard about the midwestern US leak and then
6 once I heard Kalamazoo I thought it might have been our system and
7 I was -- unfortunately I was right.

8 Q. Okay. At that time when you were on duty, were you
9 terminal or pipeline?

10 A. Yeah, I'm in an area called the products --

11 Q. Um-hum.

12 A. -- system. So, one console is terminal and the other
13 console's pipeline. So, you could call me both.

14 Q. Okay.

15 A. Yeah.

16 Q. In the time that you've been with Enbridge, what kind of
17 changes have you seen in the control center, beyond the growth of
18 people and consoles?

19 A. Oh. I think what I've seen, you know, the biggest
20 impact is just the loss of, how should you say, resources. You
21 know, when I started in the control center, most of the operators
22 were senior and 20-year men, came from the field, lots of
23 experience. You're always learning from the best. We've gone
24 from that to, you know, such a fast growth and expansion that
25 there isn't a -- you don't have that backbone, if you will. You

1 know what I mean? You don't have that foundation as -- it's not
2 as strong as it was, right? So --

3 Q. Um-hum. Okay. And that continues to this day?

4 A. Yes.

5 Q. Um-hum. Have you -- what kind of changes have you
6 witnessed in the nature of supervision in the control room?

7 A. Well, just the fact that the -- I've seen a lot of
8 supervisors come and go, more than I'd ever thought was possible.
9 We're a young group.

10 Q. Um-hum.

11 A. So we have a, you know, how should I say it, we're still
12 -- we're learning as we go. That's the best way I can put it.

13 Q. Okay. And that goes for supervisors as well?

14 A. Absolutely. Because, you know, take the control center
15 with four consoles when I started. The day I started there, there
16 was -- any one day you could look at the experience around the
17 room and count a hundred years experience on four desks. To -- of
18 a short period, we had a due turn around back then too, you know,
19 and now you take a look around, you know, you got to -- you just
20 look at them that, you know, a person with 3 or 4 years is the
21 experienced personnel in there now.

22 Q. Okay.

23 A. So, that's the biggest change I've seen. It's just the
24 depletion.

25 Q. And how does this manifest itself in terms of the

1 quality of supervision?

2 A. The quality of supervision?

3 Q. Yes.

4 A. I personally haven't had any problems with it.

5 Q. Um-hum.

6 A. I've had good results. I'm regarded as a good operator
7 in there, and so I'm given more respect -- I'm granted -- I don't
8 really have anything negative to say.

9 Q. Can others say the same? Others, less experienced?

10 A. I could speculate, yeah, sure.

11 Q. Well, I don't want you speculating.

12 A. No.

13 Q. Have you observed, have you observed in this
14 (indiscernible)?

15 A. Yes.

16 Q. -- how others are treated?

17 A. Like Stu Horan here, for example?

18 Q. Um-hum.

19 A. You know, he's been given a bit of a rough time at
20 times.

21 Q. Do you think it's deserved?

22 A. No.

23 Q. Why would he be given a rough time, if it wasn't
24 deserved?

25 A. I don't know. It's -- his -- it -- I don't want to -- I

1 don't want to speculate.

2 Q. Okay. What about Ghazal Derhami? Are you familiar with
3 her?

4 A. Not really. She wasn't on my shift.

5 Q. Okay.

6 A. I don't have much association with her at all.

7 Q. Tim Chubb?

8 A. Be the same with her because Tim and Ghazal were on the
9 same consoles.

10 Q. Okay.

11 A. And, you know, the way it works in the control room with
12 shift work, well, you could be totally opposite that group. So, I
13 -- I've met Tim. I hardly know those people.

14 Q. Okay. What about others? Have there been others like
15 -- you know, who've been situations similar to Stu, being given a
16 rough time that may not be deserved?

17 A. Well, I can't say for sure. I know Stu is an example
18 because Stu told me personally, but everything else is third party
19 and doesn't mean anything. It's not factual, right? It's just --

20 Q. Right.

21 A. I'm not going to say anything that's Joe Blow told me
22 something. It doesn't count. So, I can only -- I'm only going to
23 tell you what I know for a fact, right? So with Stu, I mean, he
24 was given a letter, you know, threatened -- a 29-year man
25 threatened with his job. I think it was excessive.

1 Q. Do you think or have you observed instances where people
2 committed errors that if other people committed the same errors,
3 they would not have been classified as such?

4 A. I don't think I witnessed that.

5 Q. Okay. Have you observed any differences in the way
6 women are treated as compared to men?

7 A. Women? No. No. And -- no. I'll just say that, and
8 that's fine.

9 Q. Okay. Have you observed any instances in which people
10 were criticized by their supervisors in front of others?

11 A. No. I have not witnessed that.

12 Q. Okay. Have you heard about it?

13 A. Yes.

14 Q. What have you heard?

15 A. Again, it's third party, so it -- it's -- it doesn't
16 carry much weight, but Ghazal having an interview, coming out in
17 tears. Having a conversation with a -- another operator on the
18 smoke deck and she's coming off that deck in tears. That's about
19 it.

20 Q. Was this common knowledge about Ghazal's leaving the
21 interview in tears?

22 A. Oh, I don't have no idea about that.

23 Q. How did you hear about it?

24 A. Through the operator that was smoking. So I -- I'm
25 friends with him, so we would discuss her situation --

1 Q. Um-hum.

2 A. -- and he told me that she came out in tears.

3 Q. And do you know who she was talking to in this interview
4 that she left in tears? Who the person was?

5 A. Well, it had been Curt.

6 Q. Okay. Were you aware of other people who had left his
7 office in tears?

8 A. No. No.

9 Q. That's all the questions I have today.

10 A. Oh, okay.

11 BY MS. BUTLER:

12 Q. Did you ever have a chance to work with Dave Scott?

13 A. Dave Scott? For about 20 years.

14 Q. Okay.

15 A. Dave was my supervisor at one time.

16 Q. Okay.

17 A. And, yeah, I have a lot of respect for that man.

18 Q. Theresa Macdonald?

19 A. Same thing.

20 Q. Have they talked to you about what happened regarding
21 the Marshall event?

22 A. No. No.

23 Q. Okay.

24 A. No. They -- they've been tightlipped ever since.

25 Q. Have they -- has anybody talked to you about why they're

1 no longer in the control room?

2 A. I can say that we got a letter from -- an email from our
3 boss just stating that they've chosen to take early retirement.

4 Q. Okay. Has there been any more discussion amongst
5 controllers regarding whether they were forced to or chose to?

6 A. Well, of course.

7 Q. Okay.

8 A. There's plenty of discussion.

9 Q. Okay.

10 A. And there's plenty of speculation.

11 Q. All right. Shift gears. Procedures. Have you ever had
12 any trouble pulling up procedures from your console?

13 A. Well, yes. But these when -- were the -- this would
14 have been a time -- I've been here 25 years.

15 Q. Okay.

16 A. This would have been a time when the procedures were
17 being formulated, so I'm talking --

18 Q. Okay.

19 A. -- going way back.

20 Q. All right.

21 A. But pre -- let's say two years pre-Marshall and since
22 then, no. No.

23 Q. Okay.

24 A. That --

25 Q. All right.

1 A. That database is pretty secure.

2 Q. Great.

3 A. Pretty solid.

4 Q. If you were to have to distinguish between a procedure
5 that's in draft form and a procedure that's adopted or currently
6 active, how do you distinguish that?

7 A. Well, all the active procedures are currently in the
8 database -- the procedures database. They're not in the other
9 one.

10 Q. Okay.

11 A. I can't remember what it's called offhand, but it's the
12 one that we'd be putting in our revisions and such.

13 Q. Okay.

14 A. So, by rights, the way this system is supposed to work
15 is if you open up that database, everything that you've got there
16 is live.

17 Q. Okay. Have you ever seen that database hold a draft
18 procedure incorrectly?

19 A. No.

20 Q. Okay.

21 A. No.

22 Q. All right. Have -- has anybody else reported that to
23 you, where they thought a draft procedure was in the wrong spot?

24 A. No.

25 Q. Okay.

1 A. No. No.

2 Q. On your particular pipeline console, have you
3 experienced a lot of work ongoing in the field?

4 A. At times. Yeah. At times.

5 Q. Okay. When there's work going on in the field, do you
6 calculate the amount of liquid it's going to take to pack the line
7 when you come back up?

8 A. I don't really understand the question. You know --

9 Q. Okay.

10 A. -- field-related activities, it's always based on time.

11 Q. Okay.

12 A. We're going to start at 8:00, we're going to end at
13 4:00.

14 Q. Okay.

15 A. So, it's my job to make sure that I'm keeping track of
16 you and if anything were to happen on my line, I -- and you're
17 under a pressure restriction, well then it's my job to contact you
18 and get you out of the hole.

19 Q. Okay.

20 A. That's my job.

21 Q. All right. So looking at it different, let's say we've
22 got work going on in the line and the work went longer than
23 anticipated.

24 A. Right.

25 Q. And as a result of that, maybe we even had to take more

1 line out of service than we anticipated and so we've got to
2 calculate a fill amount in order to make sure we've got enough to
3 put the column together.

4 A. Oh, you're talking about column separation. Okay.

5 Q. So have you had occasion to use procedures where you had
6 to calculate --

7 A. Yes.

8 Q. -- how much that was going to take?

9 A. Yes.

10 Q. Is that procedure pretty frequently used?

11 A. No.

12 Q. Okay.

13 A. Not on my line, it's not frequently used, but on
14 occasion it's used.

15 Q. Do you think on other consoles it depends upon how much
16 work's going on as to whether it's used very often or not?

17 A. Yeah. I don't know. I don't know.

18 Q. Okay. That's more than fair. Based on your experience
19 in the room, have you ever known of a situation where two people
20 on the same shift, but working consoles for which they're cross-
21 trained, so I'm going to call them pod mates for the lack of a
22 better term, where those two people have requested or one of those
23 two has requested to be on a different shift or to rotate with a
24 different person?

25 A. I haven't seen that.

1 Q. Okay.

2 A. I haven't seen that.

3 Q. And because of your experience and the amount of time
4 that you've been a controller, is there anything that you think
5 could really enhance the controller operation as it is right now
6 or as it was at the time of Marshall?

7 A. Hmm. That's an interesting question. I push for one
8 thing.

9 Q. Okay.

10 A. I push for a thing called retention.

11 Q. Okay.

12 A. I'd like to see the company retain. Such a hot market
13 in Alberta right now. And there's some pretty good paying jobs up
14 north in Fort McMurray. What you'll see is people, hey, this is
15 good money, go up there, and if a young person just starting out
16 in life, why not. But, so I'd like to see the company be more
17 aggressive and try to retain our people. It takes awhile to get
18 to know it, and you can't be in this -- if you want to look down
19 the road, you can't be just having a revolving door on a room like
20 that. I look at our job very much like air traffic control.

21 Q. Um-hum.

22 A. And you just don't have air traffic controllers coming
23 in and out of the system like that, right, because you know that
24 it will impact safety, right? So, I'd like to see them really
25 look at keeping people in the control room, keeping us happy in

1 there, and I don't know what it's going to take, but that's what
2 I'd like to see.

3 Q. Have you ever voiced this to anyone?

4 A. Oh, yeah. Yeah. Sure I have.

5 Q. Okay. To shift leads?

6 A. Yeah. And in town hall meetings I bring it up and I --

7 Q. Okay.

8 A. -- brought it up at the last town hall meeting.

9 Q. Okay.

10 A. Bring it up in the next.

11 Q. Are you aware of anything they might be doing to help
12 you with that or to help the control room with that?

13 A. They are making advances towards it.

14 Q. Okay.

15 A. Yeah.

16 Q. So, do they report progress to you on those types of
17 things or where things stand?

18 A. Yes, they do. Al Baumgartner does send us out an email
19 --

20 Q. Okay.

21 A. -- occasionally and tells us the update.

22 Q. Okay.

23 A. Yeah, he does.

24 Q. Regarding retention, do you believe how people are
25 treated can have a component into retention?

1 A. It can have.

2 Q. Do you believe in the control room as it is today if
3 people had been unjustly treated in the past regarding errors or a
4 letter being sent that management can help influence that in the
5 future?

6 A. I really don't know.

7 Q. You don't know. Okay. That's fair.

8 A. I really don't know.

9 Q. That's fair. That was it.

10 MR. NICHOLSON: Okay. Jay?

11 BY MR. JOHNSON:

12 Q. Oh, just kind of curious. When you say the town hall
13 meetings, is that like the, like (indiscernible)?

14 A. No, no. That's just our internal --

15 Q. Maybe if you could explain that, because I don't know,
16 when you say your town hall meetings you have.

17 A. Oh, well it's just Al Baumgartner on down and basically
18 what it is is an operators meeting.

19 Q. Okay.

20 A. That's what I would call it, an operator's meeting --

21 Q. Oh.

22 A. -- and their name for it is a town hall meeting. So, we
23 had one last fall --

24 Q. Okay.

25 A. -- all right? And Al's really good, lays out the

1 changes that are coming and then it's -- we're open to question
2 and answer period. It's really healthy to get to voice your
3 opinion and we're due to have another town hall meeting --

4 Q. Okay.

5 A. -- this -- coming up next month or in February.

6 Q. Through some of the interviews, I've heard that
7 outspoken people may be frowned upon somewhat. Do you -- and it
8 sounds like you have no problem speaking your mind at this. Do
9 other people -- do you -- I mean, do a lot of people talk out at
10 these town hall meetings, or voice their opinions or questions or
11 --

12 A. Well, I see the merit of your question. It's -- you
13 know, I'll speak up when there's -- when I have a genuine concern.

14 Q. Um-hum.

15 A. I can't say everyone else is going to. If you have a
16 23-year-old kid in there who wants to speak up, he thinks he -- he
17 might not want to speak up. You know, he might want to remain
18 silent. But, you know, this incident isn't the first one that
19 I've seen go down. I've seen a few. And so I know the importance
20 of speaking up when the time is right and when the time is, you
21 know, when it's important to speak up, you speak up.

22 Q. Um-hum. Do you think Al's promoting that? Do you think
23 that is getting to be a more open communication with Al being
24 back?

25 A. Yeah. Yes. Yep. Yeah.

1 Q. Okay. Now move along and maybe it'll help Kelly. I
2 think I saw Kelly kind of watch you on this one too. At the time
3 of Marshall, so let's just say you're now two years ago. When you
4 pulled up procedures, you said you hit a button and the procedures
5 that came up for me were the ones I could use. And then was there
6 a different part of the Lotus Notes database you'd go to where
7 there was draft or your revisions or --

8 A. Yeah. It's a totally different sector.

9 Q. Maybe you can explain that a little bit. I kind of know
10 the system, but if --

11 A. Okay.

12 Q. -- if you could explain it a little bit, I think that
13 would help Kelly also.

14 A. Okay. Well the way I picture it now in my mind here is
15 you bring it up and you would have an icon and that would have
16 your emergency procedures on it. Click on that icon, pops up, and
17 there's all of your procedures. It would, like, have, like
18 emergency procedures. You click on it, it opens up. Fire, gas,
19 all of those kinds of things. You -- if you accidentally kind of
20 fumble around there, all you're going to find is a new active
21 procedure. So if you want to put in a revision, you actually have
22 to hit a whole new button inside of the database and bring that
23 up. You'd have to physically search around, find that other
24 button, the operations forum button, click that, and that's where
25 you would put in the revision to the procedure.

1 MR. NICHOLSON: But that's if you want to revise a
2 procedure.

3 MR. CASAVANT: That's right. That's right.

4 UNIDENTIFIED SPEAKER: Right.

5 MR. NICHOLSON: Okay.

6 MR. CASAVANT: That's what -- you want to put a
7 revision.

8 MR. NICHOLSON: And then --

9 MR. CASAVANT: Yeah.

10 MR. NICHOLSON: What if you want -- I mean, how hard is
11 it to pull up a procedure that's already in review for revision?
12 How far out of my way do I have to go to pull that up?

13 MR. CASAVANT: From what I understand, that's where
14 you'd find it is in that operations forum.

15 MR. JOHNSON: So --

16 MR. NICHOLSON: That's right.

17 MR. JOHNSON: -- to make a revision request or to see
18 current revision requests --

19 MR. NICHOLSON: Oh, okay.

20 MR. CASAVANT: Yes.

21 MR. JOHNSON: -- that's in the other --

22 MR. CASAVANT: Yes. They're both there. They're both
23 there.

24 BY MR. NICHOLSON:

25 Q. They're both there after the click on the icon?

1 A. Yeah. You'd have to go find it. There's a list of
2 them, right?

3 Q. So, they're just listed amongst all the other --

4 A. Yeah. I think they're listed --

5 Q. We need --

6 A. -- by date.

7 Q. I think we need to see this.

8 A. They're listed by date, right?

9 Q. Right.

10 A. So, the current one --

11 Q. The revisions are by date?

12 A. Yeah.

13 Q. Okay.

14 MR. JOHNSON: And I think we did, but --

15 MR. NICHOLSON: I --

16 MR. JOHNSON: -- I think from a --

17 MR. NICHOLSON: -- I think it was 8:00 on the --

18 MR. JOHNSON: -- clarity standpoint -- yeah, it was late
19 that night.

20 MR. CASAVANT: But --

21 MR. JOHNSON: Karen didn't get to see it. She would
22 have dialed in.

23 MR. CASAVANT: -- getting back to your first question,
24 emergency procedures button, bang, hit it, and you're going to
25 active procedures.

1 MR. NICHOLSON: Um-hum.

2 MR. CASAVANT: Pretty fail safe.

3 MR. NICHOLSON: Okay. I hit the button on -- and those
4 are the active procedures. There's no drafts or revisions in that
5 list that I'm looking at?

6 MR. CASAVANT: No.

7 MR. NICHOLSON: Okay.

8 MR. JOHNSON: Even if you bounce around within that --

9 MR. CASAVANT: Those should be your current, active --

10 BY MR. NICHOLSON:

11 Q. So, if --

12 A. -- procedures.

13 Q. -- to accidentally pull up a procedure in revision, I
14 would have had to go out of my way? I would have had to kill that
15 window --

16 A. That's the way I see it. Yes.

17 Q. It's -- I couldn't have accidentally clicked?

18 A. I don't think that's easy to do.

19 Q. Okay.

20 BY MR. JOHNSON:

21 Q. That was great, Dean. That was my aim.

22 A. Yeah.

23 Q. My memory of it when we --

24 A. Yeah.

25 Q. -- we sat down with Jim Johnston (ph.) --

1 A. Yeah.

2 Q. -- and I've also navigated through it --

3 A. Yeah.

4 Q. -- through some PHMSA audits and that was my
5 understanding and you explained that very well, and that was the
6 only question that I had.

7 A. It's a nice system, speed. It's a nice system. So, you
8 leave that icon sitting on there --

9 BY MR. NICHOLSON:

10 Q. But now this would have been in place in 2010 as well,
11 what you're describing, right? Or I don't want to be talking
12 about your new system.

13 A. I wouldn't know. That's a good question. I wouldn't --

14 Q. Oh, okay.

15 A. -- there's been some revisions to that, to our database.

16 Q. Okay. So, you're not really sure about 2000?

17 A. Right at the time --

18 Q. Okay.

19 A. Yeah.

20 MR. JOHNSON: That's all the questions I have. Thanks,
21 Dean.

22 MR. CASAVANT: Okay, Jay.

23 MR. NICHOLSON: Kelly?

24 BY MR. EMEABA:

25 Q. Okay. Thank you for (indiscernible). And I'm happy

1 because I'm the (indiscernible). What is there is what they have
2 now, not what they had then. So, it's still not clear what the
3 situation is and it was. But based on your experience, I mean, as
4 this vision, what performance level or traits should an
5 appropriate -- an operator have, you know, for you to recommend
6 the person qualify for retention, as you mentioned?

7 A. I'm sorry. You have to -- just to clear up --

8 Q. What performance traits can you be looking at from an
9 operator for you to recommend retention?

10 A. What --

11 Q. For any --

12 A. -- what recommendations would I have for retention?

13 Q. No, what traits, you know, would you be looking at from
14 -- put it this way. If there's a new operator employee and has
15 stayed there for awhile, you mention retention. What kind of
16 traits and the level of performance do you expect from the person
17 to be retained?

18 A. I'm not even actually sure I understand your question.

19 Q. What performance level would you expect from an operator
20 for you to recommend retention of that individual?

21 A. The -- see, it's a funny question because it's a unique
22 job. It's a very unique job. Right? The way it works is a
23 operator gets hired in there, has to go through five phases of
24 training, and it really is up to that individual. I can't tell
25 you what kind of operator he is going to be. But maybe after a

1 couple of phases have gone by, you're going to get a sense of his
2 personality and you're going to get a sense on his -- how he's
3 going to handle this job.

4 You know, I came from a telecommunications background. Why
5 did they choose me for a job? I don't know at the time. Probably
6 they figured out, you know, I can make it through NAIT and that's
7 a tough program. He's probably going to make it in here. They
8 gave me a shot, you know? It really is learn on the job and we're
9 going to see how it's going to go.

10 Q. Okay.

11 A. They are kind of -- they're picking a lot of kids out of
12 chemical engineering technology out of need right now. That seems
13 to be their focus. I'd like to see them maybe spread it around a
14 little bit, not just focusing from one group but, you know, try to
15 get some experienced people from elsewhere.

16 Q. Okay. Yeah. The reason I ask is because you are --
17 you've been with terminal and pipeline --

18 A. Yes.

19 Q. -- operator last --

20 A. Yeah.

21 Q. -- 25. And we've also heard from most of interviews
22 some errors that do occur in -- where's -- nobody expect that
23 errors shouldn't occur. So --

24 A. Yeah.

25 Q. -- that -- and the issue of intimidation comes in based

1 on how they addressed when errors comes in for -- and that's why
2 I'm asking, based on your experience, you could be a supervisor
3 tomorrow, if you are not today, to say okay you expect, even
4 though he's operator, he could still have this kind of error, and
5 then --

6 A. Right.

7 Q. -- that person should still keep a job without being
8 intimidated. That's why I'm asking what kind of, you know, things
9 you see as being minor that has become an issue which somebody, an
10 operator, has been intimidated.

11 A. Gosh, I'm not really sure.

12 Q. Thank you. Thank you.

13 A. I'm not really sure.

14 Q. Thanks.

15 MR. NICHOLSON: Okay. Barry?

16 DR. STRAUCH: Just a couple follow-up questions.

17 BY DR. STRAUCH:

18 Q. What factors do you think contributed to the retention
19 issues that you're discussing now?

20 A. I think our hot economy plays a part.

21 Q. Okay.

22 A. When I started with the company, they were hiring one
23 operator every 2 to 3 years when I got that job. Are you kidding
24 me? I was so excited. And now a kid that's 20-years-old can get
25 that job and he's getting a very high rate of pay and I guess he

1 doesn't have the same thankfulness I had when I was a kid. In
2 fact, that kid, nowadays, is so lucky he can grab a job and go to
3 Fort Mac and make, you know, oodles more. So, this is where I see
4 we're vulnerable. And -- because if you don't retain people and
5 you don't have that growth where you can -- you've got a good,
6 solid core, I think, you know, it's leaving us vulnerable to
7 another incident.

8 Q. But you're describing primarily external factors. Are
9 there any internal factors that, in your opinion, contribute to
10 the retention issues that you're discussing, or is it strictly a
11 function of the economy and economic forces and economic
12 opportunities outside of Enbridge?

13 A. I would say that's primarily the driving force.

14 Q. So if you were king of Enbridge, what would you do to
15 improve the retention?

16 A. Isn't -- that's the million dollar question, isn't it?
17 I know what you're saying. We talk around it. We talk about it
18 as operators. What I would like to see and I've suggested it,
19 let's do like they do up north and give these kids some signing
20 bonuses. Maybe you can keep them for five years.

21 Q. Um-hum.

22 A. Because after you've been with the company for five
23 years and you start gaining some experience and you start gaining
24 some more vacation time, all these -- it -- it's a really good
25 job. It really is.

1 Q. Okay.

2 A. So, like, I don't know. I don't know the answer, but
3 I'd like to see them try to make some moves that direction.

4 Q. So if somebody came to you and -- 20-year-old kid and he
5 had the opportunity to work at Fort McMurray or come to Enbridge,
6 what would you tell him?

7 A. Well, I'd have to tell him -- I'd have to ask him to
8 really make sure he's got his priorities straight, you know? And
9 because I'm in a job right now where I'm home every night, you
10 know? I would ask him if he wants to get married and have kids in
11 the near future, because that's going to play a big part.

12 Q. Okay. Thank you.

13 BY MR. JOHNSON:

14 Q. Just a question -- because you've been around for a
15 while and you saw when we consolidated all the controls.

16 A. Not just the gray hair.

17 Q. Better gray than gone. I got both. The -- when we had
18 control centers around the system --

19 A. Yes.

20 Q. -- and then you could go, you know, PLM, terminal
21 worker, gauger, operator. And we don't really have that same
22 train now. Do you see a way that we could enhance that or that
23 could be enhanced to bring people in from the field or did the
24 loss of the control centers out there hurt us?

25 A. I'd like to see more field people come in the room.

1 Q. Yeah.

2 A. Definitely.

3 Q. Yeah. Just some of the guys I've talked to, I always
4 like when they say, well, I was in PLM --

5 A. Yeah.

6 Q. -- and I was in this, because they know --

7 A. Yes.

8 Q. -- pipes and pumps.

9 A. They know every step of the way, right?

10 Q. Yeah. So --

11 A. Yeah. No, I'd like to see more field people come in.

12 Q. And we get the opportunity to talk to Al Baumgartner,
13 yeah.

14 A. Oh, yeah.

15 Q. So, we get to ask him --

16 A. Do you?

17 Q. -- the same questions, so he's -- and I'm sure he's
18 scratching his head too, so all right. That -- that's all I have.

19 MS. BUTLER: I have --

20 MR. NICHOLSON: Karen?

21 MS. BUTLER: -- two just to kind of wrap up here.

22 BY MS. BUTLER:

23 Q. I think when you first started and Barry asked you a few
24 questions at the beginning of the interview about people and how
25 they were treated and you and I think you made the comment that

1 you've been given respect.

2 A. Yeah.

3 Q. Why do you think that's been given to you?

4 A. It's probably because a lot of the managers I work with
5 now I worked with them as operators.

6 Q. Okay.

7 A. In fact, I might have even trained one of them as an
8 operator. So, we have kind of grew up through the ranks together.

9 Q. Okay.

10 A. And they know that I've got, you know, pretty solid
11 credentials as an operator and I'm a good mentor and all these
12 things.

13 Q. Okay.

14 A. I don't make too many mistakes.

15 Q. Okay.

16 A. They're rare, and the trainees that I train come out
17 good operators. So, I think I'm recognized as having a quality in
18 there that they like.

19 Q. Okay.

20 A. So, therefore I get respect.

21 Q. Okay. Do you think that respect level helps you be more
22 outspoken?

23 A. It's not a -- it's not being outspoken. It's just I can
24 speak my mind but, you know, it's my approach, too, right? I'm
25 not going to be --

1 Q. Okay.

2 A. -- gunning after them and pointing my finger at them.
3 I'm going to try and work with them as a professional.

4 Q. Okay. Okay.

5 A. Rather than just a -- throw something over there and
6 expect it.

7 Q. Okay. Fair enough. Ten-minute rule.

8 A. Ten-minute rule.

9 Q. In real life, when it takes more than 10 minutes for you
10 to put the column together and maybe it's 11 minutes or it's 10.95
11 or it's 12 minutes, do we really live by the 10 minute rule and
12 shut her down?

13 A. We do now.

14 Q. Did we before?

15 A. I would say no.

16 Q. Where do you think that flux was?

17 A. I'd have to say that had to do with our MBS system.

18 Q. Okay.

19 A. MBS can -- if you get that alarm and you phone MBS and
20 you've got your 10 minutes, sometimes it only takes that one extra
21 minute for him to isolate the problem and give you yea or nay. In
22 other words, my alarm is valid or invalid. Now, that's a place in
23 my procedure where I -- now I can make my choice on my own. If I
24 were to shut down at the 10 minutes and he didn't have that answer
25 for me yet, then I could be shut down for hours and hours and

1 hours before he can deliver that answer. Today, we're down in 10
2 minutes. Who cares.

3 Q. Okay. So in the past, may it have been extended so you
4 could get an answer?

5 A. Um-hum.

6 Q. Okay.

7 A. Yes.

8 Q. All right. Thank you for that.

9 MR. NICHOLSON: Jay?

10 MR. JOHNSON: No.

11 MR. NICHOLSON: Kelly?

12 MR. EMEABA: No, no more.

13 MR. NICHOLSON: Barry? Okay. I guess we're going to
14 conclude this interview now. Thanks so much, Dean.

15 (Whereupon, the interview was concluded.)

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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 Dean Casavant

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.

Patricia M. Noell
Transcriber