

OFFSHORE HELICOPTER SAFETY INQUIRY

January 20, 2010

Tara Place, Suite 213, 31 Peet Street

St. John's, NL

January 20, 2010

PRESENT:

John F. Roil, Q.C./

Anne Fagan.....Inquiry Counsel

**John Andrews/ Amy Crosbie. Canada-Newfoundland and Labrador Offshore
..... Petroleum Board (C-NLOPB)**

**Cecily Strickland/Ian Wallace..... Hibernia Management and
..... Development Company (HMDC)**

Denis Mahoney/D. Blair Pritchett.....Suncor (Petro-Canada)

Stephanie Hickman/Nicholas Crosbie..... Husky Oil Operations Ltd.

Nick Schultz Canadian Association of Petroleum Producers (CAPP)

Laura Brown Laengle Government of Newfoundland and Labrador

Norman J. Whalen, Q.C.....Cougar Helicopters Inc.

Jamie Martin/Allison BattcockFamilies of Deceased Passengers

**Kate O'Brien.....Davis Estate (Pilot) and
..... agent on behalf of Douglas A. Latto for Lanouette Estate (Co-pilot)**

**V. Randell J. Earle, Q.C. Communications, Energy and Paperworkers Union
..... Local 2121**

**Robert Rutherford (without counsel) Offshore Safety and Survival Centre,
..... Marine Institute**

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1 January 20, 2010
 2 COMMISSIONER:
 3 Q. Good morning, ladies and gentlemen. Are you
 4 ready, Mr. Roil?
 5 ROIL, Q.C.:
 6 Q. Yes, I am, Commissioner. Before we start with
 7 the panel again, just a couple of preliminary
 8 comments because we're going down a path where
 9 we're looking at the second in a series of
 10 three operators whose operations and systems
 11 we are looking at in the context of safety,
 12 particularly, of course, helicopter safety.
 13 Just to remind those that are watching these
 14 proceedings that we are using these three
 15 companies as examples only. As we know, there
 16 are other players, other operators out in the
 17 various basins from time to time, and so these
 18 three companies have been chosen, perhaps
 19 because of their longevity, and we will hear
 20 today about the longevity of this particular
 21 operation.
 22 Each of the operators has prepared their
 23 panel presentations independently. Although I
 24 worked with them to prepare a joint panel,
 25 they worked independently of one another in

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1 doing that. So you'll see some similarities,
 2 in terms of their presentations. You'll see
 3 some differences too, just in style, but also
 4 in the way in which they do business. The
 5 presentations and the way they do business are
 6 different. I would not say remarkably so, but
 7 there will be some differences.
 8 The point that I'm trying to make and
 9 make clear is that by contrasting or comparing
 10 one to the other, it is not my objective nor,
 11 I think, the objective of this Inquiry, to say
 12 that one is better than the other or one has a
 13 better structure than the other. These are
 14 all world class companies who come with very
 15 sophisticated systems and, you know, we are
 16 simply looking at the way in which the C-NLOPB
 17 looks at them to see that the essential parts
 18 of the requirements are there and that they do
 19 have systems that have integrity and that do
 20 have safety as a hallmark. Obviously any
 21 party can pursue any question that they wish,
 22 that you would allow as being relevant and
 23 probative and useful to our Inquiry, but I
 24 will not -- I will try as much as possible not
 25 to compare and contrast them, but sometimes

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1 when differences are there, I obviously will
 2 take the opportunity to do that. So just by
 3 way of a preliminary.
 4 Also by way of preliminary, we have the
 5 exhibit list. These exhibits have been put up
 6 on the Filebridge and the access system that
 7 the parties have and I would now ask that you
 8 accept them as exhibits. They are Exhibits
 9 number 138, which is the Suncor panel
 10 PowerPoint presentation, 139 through to 145.
 11 The vast majority of them again are
 12 confidential exhibits. They are the operating
 13 plans, the proprietary interest of various
 14 companies. The panel PowerPoint presentation
 15 in itself, of course, is public and there is
 16 the safety handbook, which they will have as
 17 part of their exhibit, is also public. Again,
 18 to try to streamline the presentation, rather
 19 than refer back to all these exhibits from
 20 time to time, we have put most of the
 21 essential ingredients of them on the
 22 PowerPoint so that we speed the presentation,
 23 so that we don't spend a long time flipping
 24 back and forth between pages. So just to give
 25 you a heads up in that area.

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1 COMMISSIONER:
 2 Q. All right then. Well, these will be entered
 3 as mentioned by Mr. Roil. Okay then.
 4 ROIL, Q.C.:
 5 Q. Good morning, folks.
 6 MR. VOKEY:
 7 A. Good morning, Mr. Roil.
 8 ROIL, Q.C.:
 9 Q. Mr. Vokey, Mr. Brian Stacey and Michele
 10 Farrell, good morning. I believe that Mr.
 11 Vokey is already sworn. The mikes are not on.
 12 We'll get them to push the button so that --
 13 the red light is not coming on. Oh, there
 14 they are.
 15 COMMISSIONER:
 16 Q. It's gone again.
 17 ROIL, Q.C.:
 18 Q. Okay, we now seem to have solid red lights.
 19 Okay, I'd ask that the -- the oath has already
 20 been taken by Mr. Vokey in his presentation at
 21 the joint panel, so I'd ask the Registrar to
 22 administer the oath to the other two
 23 panellists.
 24 MR. GARY VOKEY, PREVIOUSLY SWORN
 25 MR. BRIAN STACEY, SWORN

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1 REGISTRAR:
 2 Q. State your name, please.
 3 MR. STACEY:
 4 A. Brian Stacey.
 5 MS. MICHELE FARRELL, SWORN
 6 REGISTRAR:
 7 Q. Thank you. State your name, please.
 8 MS. FARRELL:
 9 A. Michele Farrell.
 10 REGISTRAR:
 11 Q. Thank you.
 12 MR. GARY VOKEY, MR. BRIAN STACEY AND MS. MICHELE FARRELL,
 13 EXAMINATION BY JOHN ROIL, Q.C.
 14 ROIL, Q.C.:
 15 Q. Thank you, Commissioner. Mr. Vokey, I
 16 understand that you will open for us.
 17 MR. VOKEY:
 18 A. That's correct.
 19 ROIL, Q.C.:
 20 Q. Thank you.
 21 MR. VOKEY:
 22 A. Good morning, Commissioner Wells, Mr. Roil.
 23 On behalf of Suncor Energy, I would like to
 24 introduce our panel members this morning. As
 25 you know, my name is Gary Vokey and I'm the

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1 asset manager for the Terra Nova Project. On
 2 my left is Mr. Brian Stacey, drilling manager
 3 for Suncor's east coast region, and on my far
 4 left is Ms. Michele Farrell, our manager for
 5 environment, health and safety for Suncor's
 6 east coast region.
 7 We are here today because of the tragic
 8 loss of Cougar Flight 491 on March the 12th of
 9 last year. On that day, families lost loved
 10 ones and we all lost friends and colleagues.
 11 That day had a profound effect, not only for
 12 those of us that work in our industry, but
 13 those that we associate with outside our
 14 industry, and in fact, our whole province. We
 15 have an obligation to learn from the tragedy.
 16 We must continuously work to improve the
 17 safety in our industry.
 18 I hope that we, as panel members, can
 19 help the Commission to succeed in achieving
 20 its objectives. We support the work of the
 21 Inquiry and we appreciate that the
 22 Commissioner will be examining issues of great
 23 sensitivity and complexity. Among us this
 24 morning, we have more than 70 years of
 25 collective experience in a variety of

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1 functions within the oil and gas industry.
 2 Our work has taken us from Newfoundland to
 3 Western Canada and from the North Sea to the
 4 Middle East. We're committed to our industry
 5 and to our people, but above all, to their
 6 safety. In fact, it is not an overstatement
 7 to say that the safety of our workforce is our
 8 number one priority. We want to do what we
 9 can to help improve offshore helicopter safety
 10 for our workforce, for their families and for
 11 their loved ones. It's a commitment shared by
 12 my colleagues with me today.
 13 Mr. Commissioner, you are aware of my
 14 experience from the joint operator panel
 15 testimony last week, so I won't repeat it
 16 again. I would ask Mr. Stacey and Ms. Farrell
 17 though to take a moment to review their
 18 experience. Mr. Stacey, please.
 19 MR. STACEY:
 20 A. Thanks, Mr. Vokey. Good morning, Commissioner
 21 Wells, Mr. Roil. As Mr. Vokey indicated, my
 22 name is Brian Stacey and I'm the manager of
 23 drilling and completions for Suncor's east
 24 coast operations. I've been in the oil
 25 industry for 25 years and in my current role

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1 for four years. As drilling manager, I'm
 2 responsible for drilling, completion and
 3 modification of the wells that support
 4 offshore production of oil and gas.
 5 Generally, it's the business of the drilling
 6 rigs. Suncor relies heavily on contractors
 7 for delivering this part of our business
 8 because we don't own the drilling rigs. I'm
 9 also responsible for monitoring and assisting
 10 and learning from and sharing our learnings
 11 with our partner operations, such as Hibernia,
 12 White Rose and Hebron in the future.
 13 I moved to St. John's in 1975 and
 14 graduated from Memorial University with a
 15 Bachelor of Engineering degree, mechanical.
 16 My wife was born in Newfoundland and we live
 17 here with our three children. Although not
 18 born here, I consider Newfoundland and
 19 Labrador to be home.
 20 My first job in the offshore oil industry
 21 was as a steward on a drill ship working off
 22 Labrador in 1980. I recall that I was hired
 23 and sent offshore without any training. That
 24 trip involved a fixed wing flight from St.
 25 John's to Labrador and then north in Labrador

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1 to Saglek and then offshore from Saglek via
 2 helicopter. When I finished that rotation, I
 3 was offered a job on a drilling rig as a
 4 roughneck, a promotion, but I decided to stay
 5 the engineering path as I'd already been
 6 accepted.

7 During my co-op engineering work program,
 8 I worked mainly onshore in Alberta, learning
 9 the production. I worked as a production
 10 field operator, as a roughneck and a motor
 11 hand on a drilling rig, and also as a
 12 reservoir engineer for a while. So I learned
 13 kind of the basics of the upstream oil and gas
 14 business, and I knew when I finished that that
 15 I wanted to work in the drilling business.

16 After graduation, I accepted a position
 17 with Gulf Canada again and by 1986, I was
 18 working in the Beaufort Sea as a drilling
 19 engineer, rotating from my home in Calgary at
 20 that time, and on two rigs that worked up
 21 there, the Molikpaq and the Kulluk, and up
 22 there, we had two primary helicopters. One
 23 was the Bell 212 and the other was the
 24 Sikorsky S-61, and it's interesting to note
 25 that at that point in time, from late fall

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1 until early spring, all of our operations,
 2 including flying, were in darkness because of
 3 the location at 70 degrees north latitude.

4 The Beaufort work finished and I accepted
 5 a position in Egypt, working initially as a
 6 drilling engineer onshore, doing some planning
 7 work, and then as a night drilling supervisor
 8 on a jack-up rig working offshore in the Red
 9 Sea, and again, there was no special training
 10 requirements for flying, and that was 1992,
 11 just when the Gulf War was going on.

12 I returned to Western Canada for a brief
 13 period after Egypt and then worked -- took a
 14 position shortly thereafter with Schlumberger
 15 and came back to St. John's for the Hibernia
 16 project, worked onshore as a drilling
 17 engineer, but made a few trips to the Platform
 18 in support of helping to educate the offshore
 19 team around how the wells were going to be
 20 drilled, and then it was in Newfoundland at
 21 that time, which would have been '97, that I
 22 did my first formal BST course that included
 23 the HUET element.

24 I joined Petro-Canada in 2001 and worked
 25 offshore again as a drilling supervisor on

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1 Henry Goodrich and then I came back onshore
 2 and worked as the drilling superintendent for
 3 the Terra Nova development and then progressed
 4 to my current role as drilling manager.

5 In late 2008 and early 2009, I accepted
 6 an assignment in Trinidad to support Petro-
 7 Canada's offshore operations there, and my
 8 Newfoundland and Labrador BST was considered
 9 valid in Trinidad and we didn't wear any
 10 special suits or anything down there, just an
 11 over-the-shoulder inflatable life vest and we
 12 flew in Bell 412 helicopters there.

13 My sense from flying throughout my career
 14 is that Newfoundland and Labrador has very
 15 high standards for training and for the
 16 delivery of helicopter services, and I'm
 17 pleased to have the opportunity to participate
 18 in the Inquiry and will support the process in
 19 identifying improvement opportunities in any
 20 way that I can. Ms. Farrell?

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21 MS. FARRELL:

22 A. Good morning, Commissioner Wells, Mr. Roil.
 23 My name is Michele Farrell and as Mr. Vokey
 24 has mentioned, I'm the manager of environment,
 25 health and safety for Suncor Energy here on

1 the east coast. Born and raised in St.
 2 John's, graduated from Memorial University of
 3 Newfoundland in 1986 with a Bachelor of
 4 Commerce degree. Unlike my colleagues with me
 5 this morning, I didn't immediately enter the
 6 oil and gas industry upon graduation. I
 7 actually spent the first 11 years of my career
 8 in the Newfoundland and Labrador public
 9 sector, working in a variety of roles. So I
 10 came to the oil and gas industry in 1997 when
 11 I joined Petro-Canada and I was assigned the
 12 task of building both the people, the
 13 organization and the systems to support Terra
 14 Nova long term production operations.

15 The first ten years of my career with
 16 Petro-Canada offered me significant
 17 opportunity for growth and development, both
 18 as a manager and as a member of our east coast
 19 and Terra Nova leadership teams, moving from
 20 the project phase of Terra Nova, through Terra
 21 Nova first oil and now into long term
 22 production operations.

23 In early 2008, I was offered the position
 24 of manager of environment, health and safety
 25 for the east coast region of our international

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1 and offshore business unit. In this role, I'm
 2 accountable for a team of professionals. Some
 3 work offshore, some work onshore, and then
 4 they cover the areas of health, safety,
 5 environment, risk management, security,
 6 emergency response and regulatory affairs.
 7 This team provides support to all of Suncor's
 8 assets here, both operated and non-operated.
 9 While my position supports east coast
 10 operations, I actually report to a director of
 11 environment, health and safety in our
 12 international and offshore business unit, and
 13 ultimately to a vice-president of environment,
 14 health and safety with Suncor Energy in
 15 Calgary.
 16 In my role, I monitor and formally report
 17 on the performance of Terra Nova on a monthly
 18 basis to our regional and business unit loss
 19 management teams, and on a quarterly basis to
 20 the Canada-Newfoundland Offshore Petroleum
 21 Board and our Terra Nova Management Committee,
 22 our owner committee. In addition, I'm the
 23 Suncor representative on the health and safety
 24 subcommittees for both the Hibernia and White
 25 Rose assets, where my role is focused on the

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1 due diligence and sharing of best practices
 2 and lessons learned across all of our assets.
 3 I'm also responsible for providing input
 4 into various industry health and safety
 5 initiatives and I'm a member of the Canadian
 6 Association of Petroleum Producers, or CAPP,
 7 safety subcommittee. I was the Suncor EH&S
 8 representative on the passenger safety team
 9 for the Helicopter Operations Task Force and I
 10 continue to work with my colleagues to advance
 11 the HOTF recommendations that were reviewed
 12 within the joint panel last week.
 13 The loss of our colleagues on March 12th
 14 has, without question, focused attention on
 15 safety in this offshore industry. I have and
 16 continue to fly offshore and as the manager of
 17 environment, health and safety for Suncor, I
 18 know that we have and will continue to commit
 19 considerable efforts to continuous improvement
 20 in our performance. As Mr. Vokey has said,
 21 it's important for us to learn from this very
 22 unfortunate tragedy so that we can continue to
 23 improve our performance, and I look forward to
 24 continuing to work through this Inquiry to
 25 identifying those opportunities. Thank you.

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1 COMMISSIONER:
 2 Q. Thank you.
 3 ROIL, Q.C.:
 4 Q. Thank you. Unless you have any questions,
 5 Commissioner, with respect to -
 6 COMMISSIONER:
 7 Q. Just one. I suppose you all have access to
 8 what Suncor is doing in safety matters
 9 elsewhere in the world?
 10 MR. VOKEY:
 11 A. Yes.
 12 MS. FARRELL:
 13 A. Yes.
 14 MR. STACEY:
 15 A. Yes.
 16 ROIL, Q.C.:
 17 Q. Okay, Mr. Vokey, I think you're going to give
 18 us a bit of an outline and then you'd start
 19 with the first portions.
 20 MR. VOKEY:
 21 A. We covered a significant amount of information
 22 about our industry through the joint panel
 23 presentation last week. In our presentation
 24 today, we'd like to provide you with
 25 additional information about Suncor Energy and

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1 the Terra Nova asset. Specific topics that we
 2 will cover will include a background on Petro-
 3 Canada and the merger with Suncor Energy, the
 4 Terra Nova safety plan, offshore
 5 transportation, the design and inspection of
 6 helidecks on the Terra Nova assets, helicopter
 7 transportation suits, the Terra Nova FPSO
 8 safety handbook and Suncor's response to March
 9 the 12th and our return to service activities.
 10 In the first section, I'll provide you
 11 with a brief overview of our history on the
 12 east coast, the merger with Suncor and Petro-
 13 Canada and an overview of our east coast
 14 assets.
 15 Petro-Canada began as a Crown corporation
 16 commencing operations in January of 1976 and
 17 becoming a publicly traded company in 1991.
 18 Petro-Canada's asset base included upstream,
 19 which is exploration production development,
 20 as well as downstream, and that's our refining
 21 and marketing division, and some of the assets
 22 included production facilities in north and
 23 western Canada, the US Rockies and offshore
 24 Newfoundland and Labrador, refining and
 25 manufacturing facilities in Quebec, Ontario

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1 and Alberta, retail stations across Canada and
 2 international assets in the North Sea,
 3 Trinidad, Tobago, Libya, and Syria.
 4 Suncor's asset based historically has
 5 been more focused on oil sands production.
 6 Suncor began in 1917 with a US-based parent
 7 Sun Company and opened its first office in
 8 Montreal in 1919. 1967 marked the start of
 9 Suncor's commercial oil sands production
 10 development in the Athabasca oil sands of
 11 Alberta.
 12 In March of 2009, Suncor Energy and
 13 Petro-Canada announced their plan to merge,
 14 and on August the 1st of last year the merged
 15 company began operations under the name Suncor
 16 Energy. The merged company is the fifth
 17 largest integrated oil and gas company in
 18 North America and is the largest in Canada.
 19 The vision for the new Suncor is to be
 20 Canada's premier integrated energy company,
 21 focused on operational excellence and high
 22 growth with the assets, people and financial
 23 strength to compete globally. Suncor's values
 24 are actually very similar to those of Petro-
 25 Canada's. We believe in safety leadership,

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1 that business results can only be achieved
 2 through people, that we have to lead by
 3 example, that we all have to take
 4 accountability for our results, that we must
 5 demonstrate our capability through performance
 6 and in continuous improvement in
 7 sustainability.
 8 Before leaving this slide, I want to talk
 9 about our safety leadership and how
 10 fundamental this is to our business. At the
 11 most senior levels of our business, safety
 12 management expectations have been clearly set.
 13 Leaders at all levels of the organization are
 14 required to integrate systems, procedures and
 15 practices that build and sustain a safety
 16 culture. Our performance is reported
 17 regularly to the senior leadership of the
 18 company and to the environmental, health and
 19 safety committee of our board of directors.
 20 Suncor is an integrated oil and gas
 21 company with oil sands and natural gas
 22 operations in western Canada. We have a
 23 retail and wholesale business unit and we have
 24 invested in renewable wind energy. The east
 25 coast region of Suncor reports to our

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1 international and offshore unit which holds
 2 production licenses on the east coast of
 3 Canada, in the North Sea, that's United
 4 Kingdom and the Netherlands, and also Libya
 5 and Syria and we also have exploration
 6 interests in Norway, Trinidad, Tobago and
 7 Morocco.
 8 Petro-Canada's activity in Newfoundland
 9 and Labrador started almost 30 years ago. The
 10 first Terra Nova well was drilled in 1984.
 11 From 1984 to 1988, there were nine Terra Nova
 12 appraisal wells drilled. We also discovered
 13 gas offshore Labrador in the early 1980s.
 14 Petro-Canada had an exploration office in St.
 15 John's during our exploration and drilling
 16 programs of the 1980s and we opened our office
 17 to support the Terra Nova development project
 18 in 1996. Petro-Canada is the largest
 19 shareholder and is the operator of the Terra
 20 Nova development. Terra Nova was the second
 21 producing field to be developed in the Jeanne
 22 d'Arc Basin, following the Hibernia
 23 development. Terra Nova was developed using a
 24 floating production and storage offloading
 25 vessel, or as we say, an FPSO. The Terra Nova

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1 FPSO was the first facility of its kind for
 2 the east coast of Canada.
 3 I'll now, in reference to the assets,
 4 refer to it as Suncor assets. Suncor has a
 5 unique position in Newfoundland and Labrador
 6 and the oil and gas industry, as we are the
 7 only company with a working interest in each
 8 of the developments to date. On the left-hand
 9 side of the slide that's on your screen, you
 10 will see the Hibernia gravity base structure.
 11 Suncor has a 20 percent working interest in
 12 the Hibernia development, which commenced
 13 production in 1997. At the top of the slide,
 14 you will see the Terra Nova FPSO. Suncor has
 15 a 34 percent working interest and is the
 16 operator of the Terra Nova development.
 17 Production commenced in 2002. At the bottom
 18 of the slide is the Sea Rose, which commenced
 19 in 2005. Suncor has a 27 percent. And
 20 finally, on the right, you will see the
 21 development concept for Hebron and Suncor has
 22 a 23 percent working interest.
 23 ROIL, Q.C.:
 24 Q. Before we go on, the White Rose project, for
 25 those that are less familiar, who is the

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1 operator of that project?
 2 MR. VOKEY:
 3 A. I'm sorry, that would be Suncor, or sorry,
 4 Husky for the White Rose. Sorry.
 5 ROIL, Q.C.:
 6 Q. Do we know yet who the operating partner will
 7 be for the Hebron project?
 8 MR. VOKEY:
 9 A. That would be ExxonMobil.
 10 ROIL, Q.C.:
 11 Q. ExxonMobil will be the lead on that?
 12 MR. VOKEY:
 13 A. Correct. We covered this slide in the joint
 14 panel presentation, this next slide, so I'll
 15 briefly provide the overview. As indicated,
 16 our partners in the Terra Nova development
 17 include ExxonMobil, Statoil, Husky Energy,
 18 Murphy Oil, Mosbacher and Chevron. You'll see
 19 the FPSO on the left side of the slide.
 20 Drilling is separate from the FPSO facility.
 21 The MODU or mobile offshore drilling unit is
 22 located on the right side of the slide, and
 23 this is unlike Hibernia where the wells are
 24 drilled from the GBS. Produced crude is
 25 offloaded to purpose-built tankers, which you

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1 can see connected to the FPSO and currently we
 2 have a tanker offload approximately once a
 3 week. So the tankers don't stay there. They
 4 come and go as required to offload. The field
 5 development diagram also shows standby vessels
 6 that will be located in the field at all time.
 7 All operating assets are required to have a
 8 standby vessel on location. And this picture
 9 or diagram also depicted the helicopters that
 10 are used. You can see one there, just over
 11 the FPSO. As indicated in the joint panel
 12 last week, helicopter transportation is the
 13 primary means of transportation to and from
 14 the offshore.
 15 ROIL, Q.C.:
 16 Q. Okay, before you go off that slide, if you
 17 could just go back for a moment, please. The
 18 slide is not necessarily drawn to scale, I
 19 take it. The FPSO and the mobile drilling
 20 unit are shown there in close proximity.
 21 What's the relative distance between these? I
 22 gather that the mobile drilling rig might
 23 drill various places, but are they two miles
 24 apart or 20 miles apart?
 25 MR. VOKEY:

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1 A. Between one and a half and two kilometres, so
 2 upwards of, you know, a mile, mile and a half
 3 sort of thing.
 4 ROIL, Q.C.:
 5 Q. Okay. So relatively close?
 6 MR. VOKEY:
 7 A. Relatively close.
 8 ROIL, Q.C.:
 9 Q. They're not a long distance, okay.
 10 COMMISSIONER:
 11 Q. I suppose the tanker would never come all that
 12 close to the FPSO, would it?
 13 MR. VOKEY:
 14 A. The tanker is actually -- it's about 80 metres
 15 when it's hooked up.
 16 COMMISSIONER:
 17 Q. I see.
 18 MR. VOKEY:
 19 A. So 250-260 feet.
 20 COMMISSIONER:
 21 Q. I see.
 22 MR. VOKEY:
 23 A. But both the tanker and the FPSO, without
 24 getting into too much detail, they both have
 25 dynamically position systems. So they

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1 reference satellites. So they operate in
 2 conjunction with each other. So if the FPSO
 3 moves, the tanker automatically moves. So
 4 it's all done by computer systems.
 5 ROIL, Q.C.:
 6 Q. Once they connect, that distance doesn't vary
 7 very much?
 8 MR. VOKEY:
 9 A. That distance don't vary.
 10 ROIL, Q.C.:
 11 Q. Okay.
 12 MR. VOKEY:
 13 A. Again, we reviewed a slide similar to this in
 14 some detail in the joint panel, so for the
 15 purpose, I'll just highlight a few of the key
 16 features. The helideck is forward of the
 17 facility and can accommodate two helicopters,
 18 and the helideck is approximately eight
 19 storeys from the bottom of the vessel.
 20 The facility has a number of safety
 21 features. It's fully disconnectable. It's
 22 ice classed. It has thruster capacity, which
 23 means we can orientate the vessel in whichever
 24 heading we would like. The hull itself is
 25 doubled and that is to prevent any spillage of

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1 crude in the event of a breach. It has
 2 forward and aft blast walls and the
 3 accommodation is in the forward part of the
 4 vessel, so it is actually protected from the
 5 production facility. And down the sides, both
 6 the left and the right side of the vessel,
 7 there are escape tunnels. So in the event of
 8 an incident in the production plant, workers
 9 can get into the escape tunnels and get
 10 forward of the area that we refer to as the
 11 blast wall or a safe refuge area, and that is
 12 a protection for the workers.
 13 I'll just talk a few minutes about the
 14 Henry Goodrich, the MODU that we talked about
 15 a couple slides ago. The Henry Goodrich -
 16 ROIL, Q.C.:
 17 Q. Excuse me. Has that been the only MODU that
 18 has been drilling in recent years with Terra
 19 Nova?
 20 MR. VOKEY:
 21 A. That would certainly be the primary. There's
 22 currently two MODUs on the east coast now.
 23 There's the Glomar Grand Banks and the Henry
 24 Goodrich and both are owned by TransOcean.
 25 ROIL, Q.C.:

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1 Q. Okay. As we speak today, is either one of
 2 them working for your organization?
 3 MR. VOKEY:
 4 A. No. I'll get into that in a second. We did
 5 have this one until November of 2009, but it's
 6 currently working for Husky.
 7 ROIL, Q.C.:
 8 Q. Okay.
 9 MR. VOKEY:
 10 A. The Henry Goodrich commenced work for Terra
 11 Nova in February of 2000 and continued on a
 12 full-time basis until 2007. The Goodrich
 13 returned to do additional work in the Terra
 14 Nova field during 2009, under a special rig
 15 sharing agreement between Suncor Energy,
 16 Statoil and Husky Energy. As I indicated a
 17 minute ago, the Henry Goodrich finished work
 18 on the Terra Nova field in 2009 and is now
 19 working for Husky.
 20 In terms of features of this facility,
 21 you'll see from the picture that the drilling
 22 derrick, and that's the high piece in the
 23 centre, is fully enclosed which makes it well
 24 suited for the Grand Banks environmental
 25 operating conditions and it's primary for wind

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1 and rain and snow protection for people
 2 working on the drill floor. It can
 3 accommodate 146 people and typically we have
 4 between 110 and 130 people on board, depending
 5 on work activity, and the facility has a 12-
 6 point mooring chain system. Four mooring
 7 chains come off each of the corners and it
 8 actually helps make the MODU extremely stable
 9 in harsh weather environments. The rig can
 10 operate in water depths up to 1500 metres and
 11 can drill a well just over 9,000 metres or
 12 nine kilometres in depth. The helideck, which
 13 you can sort of see in the front part of the
 14 photo, is slightly smaller than the one on
 15 Terra Nova. However, it is still 27 by 23
 16 metres in dimensions.
 17 ROIL, Q.C.:
 18 Q. That's the green area there that's on the --
 19 relatively on the left side of the drilling
 20 derrick?
 21 MR. VOKEY:
 22 A. That's correct, sir.
 23 ROIL, Q.C.:
 24 Q. The other vessels that we see in this photo --
 25 I take it this is an actual photograph. It

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1 seems that there's a supply boat that is close
 2 by, just off to the left of the helideck.
 3 What are the other vessels that are in the
 4 background? Do you know?
 5 MR. VOKEY:
 6 A. That's actually a Husky slide, but as you
 7 indicate, there is a supply vessel adjacent
 8 the Henry Goodrich. In the back, on the right
 9 side, that small dot you see there, that would
 10 be another supply vessel, and just to the
 11 right of the derrick, that would be a tanker
 12 and that tanker would either be just coming in
 13 for a load of oil from -- that tanker would
 14 either be just coming in to hook up to the Sea
 15 Rose to take oil or it would be just finishing
 16 taking oil from the Sea Rose and just backing
 17 up to make a turn.
 18 ROIL, Q.C.:
 19 Q. So that's actually Husky's FPSO there?
 20 MR. VOKEY:
 21 A. On the background on the left, that would be
 22 Husky's FPSO. That's correct, sir.
 23 COMMISSIONER:
 24 Q. Quick question in case I forget to ask it
 25 later. Would the primary mode of

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1 transportation between the FPSO and the MODU
 2 be helicopter or by boat?
 3 MR. VOKEY:
 4 A. Typically, we don't transfer between the MODUS
 5 and the FPSOs because the skill sets are
 6 discreet and actually very different. If
 7 there is a skill set that we need, say, on the
 8 FPSO, like an individual or two individuals
 9 from a MODU, there's two ways of doing it. We
 10 can either do it by a Frog transfer and use
 11 one of the supply boats or standby vessels to
 12 transport them.
 13 ROIL, Q.C.:
 14 Q. Okay, now that's the first time we've heard
 15 the expression Frog, I think.
 16 MR. VOKEY:
 17 A. That's a personnel transportation apparatus
 18 where we take people from the facility and put
 19 them on a supply vessel. It takes three
 20 people at a time. It's got shock absorbers.
 21 ROIL, Q.C.:
 22 Q. It's some sort of a cage or basket?
 23 MR. VOKEY:
 24 A. It's a personnel cage. It's got a harness
 25 system to strap people in, and we can either

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1 take them from the MODU and put them on a
 2 supply boat, take them to an FPSO, or if
 3 there's a helicopter coming to the MODU that
 4 would be going to the FPSO later, you would
 5 use the helicopter to transport. But there's
 6 two means. Infield transfers are not that
 7 common and really there's no primary. It
 8 depends on the operations.
 9 COMMISSIONER:
 10 Q. So your people who work on the MODU then are
 11 housed on the MODU also?
 12 MR. VOKEY:
 13 A. That's correct.
 14 COMMISSIONER:
 15 Q. Yeah, okay. I wasn't aware of that. I
 16 assumed everybody would be living on the FPSO.
 17 MR. VOKEY:
 18 A. No, the MODU has full accommodations and
 19 recreational equipment, just like an FPSO
 20 would have, and they're totally independent of
 21 what the FPSOs would do.
 22 COMMISSIONER:
 23 Q. I see, okay.
 24 ROIL, Q.C.:
 25 Q. What now commonly your industry called a MODU,

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1 is that the same sort of beast that years ago
 2 we would have called a semi-submersible?
 3 MR. VOKEY:
 4 A. Yeah, there's -- MODU covers floater. So it's
 5 a mobile offshore drilling unit. Actually, a
 6 jack-up can be included too. So if it's not
 7 gravity based and it's movable, it's referred
 8 to as a MODU.
 9 ROIL, Q.C.:
 10 Q. Okay.
 11 MR. VOKEY:
 12 A. But that would include a jack-up, a semi-
 13 submersible, which is the most common here, or
 14 a drill ship like ConocoPhillips has off the
 15 south part of the coast right now.
 16 ROIL, Q.C.:
 17 Q. Right. Yeah, that's the Stena Carron I think
 18 we heard the name.
 19 MR. VOKEY:
 20 A. Yes.
 21 ROIL, Q.C.:
 22 Q. Yes.
 23 MR. VOKEY:
 24 A. So that includes an overview of Suncor and
 25 Petro-Canada merger and Suncor's operation

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1 today. I'll now hand it over -
 2 ROIL, Q.C.:
 3 Q. Okay.
 4 MR. VOKEY:
 5 A. Sorry?
 6 ROIL, Q.C.:
 7 Q. I have a couple of questions before we move
 8 on.
 9 MR. VOKEY:
 10 A. Okay.
 11 ROIL, Q.C.:
 12 Q. Not too quickly. The first question is, in
 13 terms of the transition from Petro-Canada to
 14 Suncor, and I take it that it's a merger, that
 15 there's not one company that's predominant,
 16 did all of your systems and everything have to
 17 change or was it an easy transition or did
 18 most of the documents, like your safety plan
 19 and whatnot, did they stay in place?
 20 MR. VOKEY:
 21 A. Currently, all our documents are as they were
 22 when they were Petro-Canada and I think during
 23 Ms. Farrell's presentation, she will get into
 24 more detail on it, but our safety plan, all
 25 our authorizations, you know, all our basic

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1 documents that cover operation are still as if
 2 they're Petro-Canada's.
 3 ROIL, Q.C.:
 4 Q. Okay. The second question is, and again I had
 5 asked a similar question to the HMDC
 6 representatives, and again with the caution
 7 that please don't tell us anything that is not
 8 publicly known, what sort of lifespan do you
 9 see for the current FPSO and the exploration
 10 and drilling activity that's going on as we
 11 see it today?
 12 MR. VOKEY:
 13 A. For Terra Nova, in terms of the design life,
 14 it was designed for 25 years. So we're
 15 looking at into, you know, 2025-2027, in that
 16 era. So we're about a third of our way
 17 through the life cycle on that.
 18 ROIL, Q.C.:
 19 Q. And would there be support drilling rigs
 20 through all or most of that period or would,
 21 at some point in time, that process stop and
 22 just the FPSO be there?
 23 MR. VOKEY:
 24 A. Typically on these projects, there's two
 25 things that would drive it to require a

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1 drilling rig. During the initial phase, I
 2 mean, it is drilling intense, because you need
 3 to get the wells in order to get the
 4 production. Then you sort of go into a lull
 5 and that's what we saw on Terra Nova after
 6 2007. We never had a need. Over the life of
 7 the project, then you typically have
 8 workovers. You recomplete wells. So on
 9 occasion, you do need to have the ability to
 10 bring a rig in to work a well over. The other
 11 time you would need a rig is if you did any
 12 expansion type of development, if you were
 13 bringing in marginal fields that are in close
 14 proximity. As the capacity on the FPSO
 15 increases because of declining production and
 16 you have spare capacity, then you take a look
 17 at, you know, what's in the immediate area
 18 that you could tie in from a satellite
 19 perspective and in which case, you would bring
 20 a semi in again or a MODU to assist with that
 21 work. So it is on and off through the life of
 22 the project.
 23 ROIL, Q.C.:
 24 Q. Okay, thank you.
 25 MR. VOKEY:

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1 A. Okay.
 2 ROIL, Q.C.:
 3 Q. Now I think we move to Ms. Farrell for the
 4 next section.
 5 MR. VOKEY:
 6 A. That's correct.
 7 MS. FARRELL:
 8 A. Yes. When Mr. Pike was here in the fall with
 9 C-NLOPB, he outlined the Board's requirements
 10 on operators, in terms of the development of a
 11 safety plan, and so the next section of our
 12 presentation, in fact the majority of our
 13 presentation, is outlining our safety plan and
 14 how we meet those requirements. So that's
 15 what I'm going to start in the next section.
 16 ROIL, Q.C.:
 17 Q. Again, two things here. One, Ms. Farrell,
 18 your voice is softer than some of the
 19 gentlemen, so I'd ask you to speak up a little
 20 bit so I can hear you clearly, and the other
 21 thing is, again, this is one of these compare
 22 and contrast. When we had the people from
 23 HMDC there, they had an operational plan that
 24 included a safety plan. I take it that your
 25 structure is a little bit different?

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1 MS. FARRELL:
 2 A. We have two plans. We have a safety plan and
 3 an operations plan, and so we cover it all,
 4 just slightly differently.
 5 ROIL, Q.C.:
 6 Q. Yeah, okay. I just want to make those kinds
 7 of differences clear from the beginning,
 8 because somebody listening to one one day and
 9 one the next day might not notice that there
 10 is that difference.
 11 MS. FARRELL:
 12 A. Okay. So our safety plan describes how safety
 13 management for Terra Nova fits within our
 14 company's over-arching safety management
 15 system. It also describes how safety and the
 16 installation integrity are managed. So our
 17 plan fulfils the requirements that are
 18 outlined under the Newfoundland offshore area
 19 petroleum protection and conservation
 20 regulations. Those are the ones that Mr. Pike
 21 described when he was here in October. And
 22 the safety plan for Terra Nova applies to the
 23 FPSO and as well to shuttle tankers and
 24 helicopter operations, to the extent that they
 25 interact with the FPSO.

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1 There are though, and I should mention,
 2 separate documents that outline, or in greater
 3 detail, safety and integrity for other
 4 operations. So for example, we will have a
 5 drilling completions and interventions
 6 document. You'll see that we have a separate
 7 helicopter operations manual that augments our
 8 safety plan, provides more detail on
 9 helicopter operations. Similarly, with
 10 shuttle tanker operations, simultaneous
 11 operations, marine operations. So we have
 12 separate manuals residing under the safety
 13 plan that augment in those areas.
 14 ROIL, Q.C.:
 15 Q. So these are incorporated by reference, are
 16 they, into the overall safety plan?
 17 MS. FARRELL:
 18 A. And I'll describe a little bit about how we do
 19 that within our management system as we move
 20 through. I do want to draw your attention to
 21 the diagram on the right-hand side of the
 22 slide. There's three phases that are outlined
 23 here, the development phase, the project
 24 phase, and the operations phase, and you'll
 25 see that there's some overlap, particularly

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1 between the project phase and the operations
 2 phase and you see that you don't actually get
 3 to the safety plan until you get right down to
 4 the bottom, and what this is trying to
 5 describe is the fact that our work in the
 6 development of a safety plan starts long
 7 before you actually have a facility on
 8 location, and so if you think about the
 9 development phase, there's significant work
 10 done at that phase to assess and establish
 11 safety through your concept selection and your
 12 front-end engineering design.
 13 So some examples of safety related
 14 features that would have been incorporated
 15 during that phase, concept selection and the
 16 design phase, would be the things like Mr.
 17 Vokey described. The fact that it's a double
 18 hull facility, that it's ice strengthened,
 19 that we have safe refuge areas, escape
 20 tunnels, firefighting systems. So very early
 21 in your development already, your safety
 22 management systems are starting to be formed.
 23 As you move into the project phase there are a
 24 variety of, as you can see, of risk
 25 assessments that are conducted, and they

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1 continue to be updated ultimately even into
 2 the operations phase. So during our project
 3 phase, we developed things like our ice
 4 management plans, our weather monitoring
 5 facilities, we established the safety zones
 6 around our installations, we developed our
 7 environmental monitoring protection plans, our
 8 safety systems on board the FPSO, and the
 9 training plans associated with that. So
 10 ultimately the first, I guess, issuance of an
 11 operations safety plan for Terra Nova happened
 12 in 2001. It's been updated periodically since
 13 that time, not quite annually, but not far
 14 from it. The next scheduled update would be
 15 in 2010.
 16 ROIL, Q.C.:
 17 Q. 2010 is the next update?
 18 MS. FARRELL:
 19 A. This year, yes. So I'll start drilling into
 20 the safety plan in a little bit more detail.
 21 The safety plan demonstrates how we ensure the
 22 safety and health of our people, the
 23 protection of the environment, and the
 24 maintenance and integrity of the offshore
 25 installation, and as I mentioned, it applies

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1 to the operations phase of the development and
 2 it includes helicopter operations, FPSO
 3 operations, tanker operations, although there
 4 are other documents that augment the safety
 5 plan. So our safety plan is divided into six
 6 sections. The first is the overview of our
 7 safety management methodology. The second
 8 part describes the field, the facilities, and
 9 the equipment that are designed to reduce
 10 risk, as well as the procedures to monitor,
 11 test, and inspect the components that are
 12 safety or environmentally critical. Part 3 of
 13 the plan describes the procedures and manuals
 14 that have been established for the operation
 15 and maintenance of the FPSO. Part 4
 16 summarizes the work that's undertaken to
 17 identify hazards and ensure that the risks
 18 associated with those hazards are managed.
 19 Part 5 summarizes the training and
 20 qualifications established for Terra Nova, and
 21 finally Part 6 gives an overview of the major
 22 emergency response and contingency plans and
 23 outlines the logistical support that's
 24 available to us to respond in the event of an
 25 emergency.

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1 ROIL, Q.C.:

2 Q. If I can just stop you before you go further,

3 and again try to put us in context in terms of

4 what we heard yesterday and the day before in

5 terms of another operator, the safety plan is

6 a document that is discreet to this project,

7 is that correct?

8 MS. FARRELL:

9 A. That's correct, yes.

10 ROIL, Q.C.:

11 Q. The safety management system is a part of the

12 safety plan?

13 MS. FARRELL:

14 A. That's correct.

15 ROIL, Q.C.:

16 Q. The safety management system, I take it, may

17 not be discreet or is it, or is that a Petro-

18 Canada plan or system that would be used

19 wherever Petro-Canada operates?

20 MS. FARRELL:

21 A. When we built the safety plan, we built it on

22 our company's safety management system, and so

23 as I go through the next section, I'll

24 actually take you further into describing the

25 safety management system used within Petro-

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1 Canada or Suncor.

2 ROIL, Q.C.:

3 Q. And at this point in time, it's still the same

4 documentation as before, but the supports --

5 I'll let you get to that perhaps, yes.

6 MS. FARRELL:

7 A. You will notice as I go through here that it's

8 tough to segregate Suncor and Petro-Canada

9 because much of this is based on our Petro-

10 Canada heritage, so if I use the word Petro-

11 Canada, just please recognize that the safety

12 plan is exactly as it was before the merger,

13 so it's just simply that I haven't gotten used

14 to necessarily the new name, okay.

15 ROIL, Q.C.:

16 Q. In fact, I think when we started this process,

17 the original design was that Petro-Canada

18 would be a party, and then we all learned of

19 the merger.

20 MS. FARRELL:

21 A. That's right.

22 ROIL, Q.C.:

23 Q. So indeed.

24 MS. FARRELL:

25 A. Okay. So what we're going to do is walk

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1 through the different parts of the safety plan

2 and this section of the plan is really where

3 you get to see the linkage between the

4 procedures and the practices that we

5 established for Terra Nova back to our

6 company's overarching safety management

7 system. So we're going to drill into this in

8 a little more detail.

9 ROIL, Q.C.:

10 Q. And the safety management system, again

11 comparing expressions, the OIMS, the

12 integrated management system that we heard of

13 from HMDC, is the safety management system of

14 Petro-Canada/Suncor, is that a integrated

15 management system?

16 MS. FARRELL:

17 A. That's correct.

18 ROIL, Q.C.:

19 Q. Okay.

20 MS. FARRELL:

21 A. So our belief as a company is that safety and

22 health of people, the protection of the

23 environment, and the maintenance and integrity

24 of an offshore installation, are a number of

25 things that have to come together. First is

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1 competent people, both onshore and offshore.

2 The second is effective management and

3 operational procedures, and the third is a

4 plant and equipment which reliably meet our

5 performance expectations. So as I said, Part

6 1 is a significant section. We think it's

7 really quite relevant to the Inquiry in

8 understanding both our safety management

9 systems and our safety culture, so we are

10 going to break this up and spend a bit of time

11 going through this particular section.

12 ROIL, Q.C.:

13 Q. Again this section is not specific to

14 helicopter operations, but helicopter

15 operations are of necessity covered by the

16 system.

17 MS. FARRELL:

18 A. That's correct.

19 ROIL, Q.C.:

20 Q. Okay.

21 MS. FARRELL:

22 A. So I will review the first section which is

23 total loss management, which is the Petro-

24 Canada safety management system. Mr. Stacey

25 will review the employee right communication

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1 and safety promotion sections. Mr. Vokey will
 2 talk about external regulatory interface.
 3 I'll then review contractor management and
 4 quality management. We'll combine those
 5 because they are very closely linked, and Mr.
 6 Stacey will then round out this section
 7 reviewing the event management and
 8 organizational structure sections of this
 9 section.
 10 ROIL, Q.C.:
 11 Q. Yeah, and again just to point out the obvious
 12 here in terms of the difference of structure
 13 of this presentation, rather than start with
 14 organizational structure, organizational
 15 structure will come a little later on.
 16 MS. FARRELL:
 17 A. That's right.
 18 ROIL, Q.C.:
 19 Q. And that's fine.
 20 MS. FARRELL:
 21 A. Okay. So I think the joint -- between the
 22 joint panel and the HMDC panel, you've
 23 probably seen varying degrees of how to depict
 24 a safety management system. You've probably
 25 seen boxes and bubbles and what not.

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1 ROIL, Q.C.:
 2 Q. Visual aids.
 3 MS. FARRELL:
 4 A. Ours is a triangle, and so -- and our safety
 5 management system is based on what we call
 6 total loss management or another acronym, TLM.
 7 So the basic premise of our total loss
 8 management system is that if you control risk
 9 and you manage your losses, you can minimize
 10 the potential for harm to people, the
 11 environment, and our facilities. So our TLM
 12 system starts at the highest level with a
 13 policy that provides guidance to the entire
 14 organization and outlines the basis by which
 15 TLM is required to be managed. Our policy was
 16 established by and approved by our Chief
 17 Executive Officer, and I'll just give you a
 18 quick excerpt from it. "It recognizes that
 19 our operating activities and products can
 20 impact people, the environment, property, and
 21 corporate assets, and, therefore, it makes a
 22 fundamental commitment to safely manage our
 23 activities".
 24 ROIL, Q.C.:
 25 Q. And that is a statement that comes right from

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1 the CEO?
 2 MS. FARRELL:
 3 A. Directly from our CEO.
 4 ROIL, Q.C.:
 5 Q. Yes.
 6 MS. FARRELL:
 7 A. That's correct. So as you move down the
 8 triangle, you see the next portion is the
 9 strategy, and our strategy really defines the
 10 framework for how we control risks. It's
 11 based on integrating operational reliability
 12 with risk reduction and it provides very clear
 13 governance to our Board of Directors, to our
 14 executive leadership team, and to our business
 15 unit, and regional leadership teams as well.
 16 ROIL, Q.C.:
 17 Q. So strategy is set at that level, right at the
 18 Board of Directors level?
 19 MS. FARRELL:
 20 A. This is a very top down driven safety
 21 management system, there's no question. So as
 22 you move down the triangle, you'll see the
 23 next section which is the corporate standards,
 24 and I'm going to come back to these in more
 25 detail because this really is the fundamental

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1 piece of our total loss management system, but
 2 our standards define performance expectations
 3 that are required for every aspect of our
 4 business. So it doesn't matter whether we're
 5 operating in Alberta, the east coast of
 6 Newfoundland, Syria, or Libya, these are
 7 required across those operations.
 8 ROIL, Q.C.:
 9 Q. And would that be the same principle for
 10 operating a service station as a drilling and
 11 exploration? So whether it's upstream or
 12 downstream, again we're at very high corporate
 13 standards level, not telling you how to do the
 14 work, but setting some goals and objectives
 15 for you?
 16 MS. FARRELL:
 17 A. That's correct. So if you move further down
 18 the triangle, you'll see that we move into the
 19 area of business unit processes and practices,
 20 and regional and site specific procedures and
 21 practices. So if you want to think about
 22 these standards as the company saying "what is
 23 required", the business unit then in the
 24 regions have to define their processes to say
 25 how we will meet those standards. Then at the

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1 bottom, you'll see the comment there about
 2 individual behaviours. Ultimately we believe
 3 that every individual has to choose the
 4 behaviours that minimize risk, and I'll come
 5 back to that a little bit in terms of our
 6 expectations of our employees as we move
 7 through this section. I'm going to spend a
 8 little bit of time here talking about our
 9 standards because these are, as I said, the
 10 fundamentals that we are required to deliver
 11 on to this company.

12 ROIL, Q.C.:

13 Q. And the expression "elements" again is a term
 14 that is not exclusive to your organization?

15 MS. FARRELL:

16 A. That would be correct, yes.

17 ROIL, Q.C.:

18 Q. But they don't have to be called elements?

19 MS. FARRELL:

20 A. You'll see that with most safety management
 21 systems the fundamentals are the same. We may
 22 call them different things, we may chunk them
 23 up a little bit differently, but they're
 24 common to pretty much anyone, and particularly
 25 the oil and gas business.

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1 ROIL, Q.C.:

2 Q. So they all have leadership, they all have
 3 health and safety, those kinds of categories?

4 MS. FARRELL:

5 A. That's correct. So you'll see our system has
 6 ten elements and these are further defined
 7 into a series of sub-elements, and I guess
 8 there's probably about 120 to 130 sub-
 9 elements. So this is giving you a very high
 10 level slice of the expectations that are
 11 required of us, and essentially this is set by
 12 the corporate leadership team, and then we are
 13 required to build the work practices and
 14 procedures to ensure compliance with these
 15 standards at a high level and at a sub-element
 16 level as well. So the ten elements are noted,
 17 and you'll see that as you go through these,
 18 there's a lot of similarity to what's required
 19 by our TLM standards and what's required by
 20 the C-NLOPB in terms of its safety plan
 21 expectations. So Element 1 is leadership,
 22 Element 2 is health and safety, Element 3 is
 23 equipment integrity and reliability, Element 4
 24 is contractor management, Element 5 is
 25 environmental management systems, Element 6 is

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1 employee capability and work practices,
 2 Element 7 would be audits and inspections,
 3 Element 8 is stakeholder relations, Element 9
 4 is security and emergency preparedness, and
 5 Element 10, event management.

6 ROIL, Q.C.:

7 Q. Can you tell us which of these we're going to
 8 talk about more precisely through this
 9 presentation?

10 MS. FARRELL:

11 A. We will touch on contractor management,
 12 employee capability, and work practices,
 13 audits, inspections, security management --
 14 sorry, security emergency preparedness, event
 15 management, and health and safety. Before I
 16 leave this, I just want to give you a sense of
 17 how the sub-elements create the expectations
 18 upon us. So if you think about what's
 19 required under Element 1, that section
 20 requires leaders to set total loss management
 21 expectations for their region, to assign
 22 resources, to communicate the plans, to ensure
 23 regulatory compliance, and to steward to our
 24 total loss management standards. So you'll
 25 see that as you drill into each of these,

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1 there's expectations. You probably wouldn't
 2 expect under leadership to see regulatory
 3 compliance, in other systems it might sit
 4 somewhere else. That happens to be where it
 5 sits in our system.

6 ROIL, Q.C.:

7 Q. The expression "drill", of course, has an
 8 entirely different meaning in this context?

9 MS. FARRELL:

10 A. Not as Mr. Stacey would think about drilling,
 11 no. So Element 2, for example, with health
 12 and safety, this section includes our health
 13 and safety roles, rights, and
 14 responsibilities. The requirements for us to
 15 establish health and medical monitoring,
 16 injury and illness management, and reporting
 17 systems, procedures to address health and
 18 safety issues, and as well you'll see the
 19 hazard assessment and risk management requires
 20 of us are embedded into Element 2. So within
 21 our region, members of our senior leadership
 22 team have been assigned responsibility as what
 23 we call, "element sponsors", and what that
 24 means is they have the responsibility to
 25 develop and implement and steward any action

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1 plans within each of these TLM elements. So
 2 Mr. Vokey, for example, has accountability for
 3 Element 6, which is employee capability work
 4 practices. Mr. Stacey has accountability for
 5 Element 3, equipment integrity and
 6 reliability, and I have accountability for
 7 Elements 2 and 5; 2 being health and safety,
 8 and 5 being environmental management systems.
 9 So as a part of that, for example, for me, one
 10 of my action plans that I have to deliver by
 11 the end of this year is the update to our
 12 safety plan, and that would be one of my
 13 accountabilities under Element 2. So we've
 14 defined those amongst the leadership team so
 15 that pretty much every member of our senior
 16 leadership team here on the east coast
 17 essentially is supposed to wake up in the
 18 morning worried about their element, and
 19 that's how we build that accountability within
 20 our region. Our compliance with these
 21 standards is assessed each year by the senior
 22 leadership team for the region and our
 23 business unit, and we are also subject to
 24 internal corporate audit against our
 25 compliance to these standards as well. The

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1 next section of that triangle provides
 2 corporate expectations about the development
 3 of business processes and procedures.
 4 ROIL, Q.C.:
 5 Q. So we're now descending down one level?
 6 MS. FARRELL:
 7 A. We're moving further down the triangle.
 8 ROIL, Q.C.:
 9 Q. Right, okay.
 10 MS. FARRELL:
 11 A. So these procedures and systems may flow from
 12 things that exist corporately, corporate
 13 documents that guide how we do our business,
 14 or they may be written here locally. So the
 15 Terra Nova safety plan, for example, and some
 16 of the documents I referenced earlier, the
 17 helicopter operations manual, the marine
 18 operations manual, those would be examples of
 19 locally developed business processes that have
 20 been done in support of delivering on our TLM
 21 standards.
 22 ROIL, Q.C.:
 23 Q. Right.
 24 MS. FARRELL:
 25 A. So you'll see here there's a screen shot.

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1 ROIL, Q.C.:
 2 Q. So this is an image taken from the internet,
 3 is it, or --
 4 MS. FARRELL:
 5 A. This is our information gateway, and this is
 6 where all of our east coast management system
 7 procedures and documents reside. So all
 8 employees have access to this system and, in
 9 fact, we encourage our employees to go to the
 10 system to reference the documents that apply
 11 to their specific work areas because that
 12 gives them the most current up-to-date version
 13 of the business process supporting the work
 14 that they do.
 15 ROIL, Q.C.:
 16 Q. As opposed to relying on paper documents?
 17 MS. FARRELL:
 18 A. Well, you never know with a paper document if
 19 you're working from the most current version,
 20 so this gives everybody a very quick and easy
 21 way to drill into any area of our business.
 22 So if you look at the left hand side of that
 23 screen shot and you look under shared service
 24 units, you'll see EH&S, which is my world, and
 25 if you drill into -- if you just click on

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1 that, all of the procedures associated with
 2 the EH&S piece of the business will be
 3 resident there, and you can just click your
 4 way through to get to the document that you're
 5 looking for.
 6 ROIL, Q.C.:
 7 Q. In a Windows format that is familiar to most
 8 people.
 9 MS. FARRELL:
 10 A. And then you can just print if you want.
 11 ROIL, Q.C.:
 12 Q. So all employees have access to all of these
 13 or only to ones that are affecting their areas
 14 of work?
 15 MS. FARRELL:
 16 A. Everybody has access to what's in the east
 17 coast management system.
 18 ROIL, Q.C.:
 19 Q. Okay, thank you. They can view -- they
 20 obviously can't change, but they can view?
 21 MS. FARRELL:
 22 A. They can view, but not change, that's correct.
 23 There's a very stringent change management
 24 process around documentation.
 25 ROIL, Q.C.:

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1 Q. I can imagine, okay.
 2 MS. FARRELL:
 3 A. So coming to the bottom part of the triangle,
 4 we talked about the fact that we believe that
 5 employees have the responsibility to behave in
 6 a way that minimizes risk, and so within our
 7 system, we do have some expectations of
 8 employees. One is to use defined procedures
 9 and practices. That's why we build a
 10 management system with all of those
 11 procedures. The second is to report events,
 12 hazards, near misses, and I know that in the
 13 aviation world these things may be defined a
 14 little differently from the oil and gas
 15 industry world, and so Mr. Stacey, when he
 16 goes through his sections, will actually
 17 define these things more clearly. There's a
 18 reference here to zero harm behaviours, and
 19 I'll go --
 20 ROIL, Q.C.:
 21 Q. Before you go on to that, there's a reference
 22 to another expression "ProAct". What is
 23 ProAct?
 24 MS. FARRELL:
 25 A. Our event recording database is called ProAct,

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1 so whenever you see the word or whenever we
 2 use it, just think of it as an event
 3 management database.
 4 ROIL, Q.C.:
 5 Q. Okay.
 6 MS. FARRELL:
 7 A. We expect employees to exhibit zero harm
 8 behaviours, and I'll talk a little bit more
 9 about that on the next slide.
 10 ROIL, Q.C.:
 11 Q. Zero harm is a term of art in your particular
 12 company, is it?
 13 MS. FARRELL:
 14 A. Yes.
 15 ROIL, Q.C.:
 16 Q. Compared to other companies that have
 17 different but similar directed expressions?
 18 MS. FARRELL:
 19 A. That's correct. The right to refuse unsafe
 20 work -- and we also expect employees to
 21 intervene to ensure that risks are identified
 22 and managed. So drilling into the last
 23 section of this is, I guess, Petro-Canada's
 24 zero harm philosophy, and as this slide notes,
 25 safety is clearly fundamental to our business

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1 and it's a core value for us. Zero harm is
 2 the belief that we have to work each and every
 3 day to eliminate all occupational injuries and
 4 illnesses at our work sites. This belief is
 5 reinforced across all aspects of our company
 6 and we work through our workforce engagement
 7 and our safety programs to build that culture,
 8 and our belief honestly is that this has to
 9 extend beyond the work site. It has to extend
 10 to your home and your families. You can flip
 11 a switch to be safe when you show up at the
 12 heliport to go to work. It really has to
 13 carry through your life. So ultimately this
 14 needs to become your mindset.
 15 ROIL, Q.C.:
 16 Q. I take it -- just so we understand, employees
 17 come on and off, we understand, every three
 18 weeks. What you're saying is they can't
 19 switch on and off their way of doing things?
 20 MS. FARRELL:
 21 A. Well, you won't build a safety culture if you
 22 switch it on and off. So what we're looking
 23 for is people to take that home with them.
 24 ROIL, Q.C.:
 25 Q. So when they're working at home, they carry on

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1 the same sort of strict processes that they do
 2 at work?
 3 MS. FARRELL:
 4 A. That's what we'd like. So as we introduce
 5 safety programs and initiatives, we often
 6 extend those to off the job type thing. So,
 7 for example, we've over the years done home
 8 safety programs to encourage people to build a
 9 culture within their house so that they have
 10 things like a fire evacuation plan, that they
 11 have ladders so that they can get out of a
 12 second floor bedroom if there's an event. In
 13 terms of the exposure based safety program
 14 which we'll talk about a little bit later, we
 15 actually give every employee DVDs to take home
 16 with them so that they could generate these
 17 types of discussions within their family. We
 18 send a safety magazine to people at their
 19 homes. So that's the extent to which we would
 20 like to see zero harm become a mindset, not
 21 just something you do when you're at work.
 22 COMMISSIONER:
 23 Q. So you're trying to bring about a way of life?
 24 MS. FARRELL:
 25 A. Yes.

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1 COMMISSIONER:
 2 Q. That incorporates safety?
 3 MS. FARRELL:
 4 A. Yes. So we'll talk a little bit about our
 5 zero harm reporting card. We ask people to
 6 bring them home so that it creates that
 7 mindset that you don't behave differently at
 8 home than you would expect to behave at work.
 9 So I'll now hand over to Mr. Stacey and he'll
 10 take us through the employee rights and
 11 communication and safety promotion sections.
 12 MR. STACEY:
 13 A. Thanks, Ms. Farrell. As Ms. Farrell said, the
 14 next element -- get set up here. The next
 15 element in Part I of our safety management
 16 system covers employee rights or worker
 17 rights. Safety related actions, whether it be
 18 onshore or offshore, is a condition of
 19 employment, everyone must participate. The
 20 three key principles you see on the right hand
 21 side of the slide were developed by the
 22 workforce during the construction phase of the
 23 FPSO.
 24 ROIL, Q.C.:
 25 Q. Sorry, these were actually developed by the

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1 workforce themselves, were they?
 2 MR. STACEY:
 3 A. That's right, the workers -- we asked, you
 4 know, what is fundamental to delivering work
 5 and what do you believe in, and that's where
 6 these principles came, and I'll read them for
 7 you. It says that, "I know that no job is so
 8 routine or urgent that it cannot be done
 9 safely. I understand and follow all the rules
 10 and procedures, I report all hazards,
 11 hazardous conditions, near misses, and
 12 accidents". I should point out that the words
 13 "near miss" in that last quote don't refer to
 14 an aviation near miss. I'll talk more about
 15 definition for near miss, and I think it was
 16 covered also by HMDC.
 17 ROIL, Q.C.:
 18 Q. Yes.
 19 MR. STACEY:
 20 A. So these words, as I said, came from our
 21 workforce, not from management, and they
 22 highlight the reality that no two jobs are the
 23 same, something is different each time a task
 24 is performed, even if it has been done 100s of
 25 times before. The rules and procedures are

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1 there to protect everyone and help us deliver
 2 a better quality product. Reporting hazards,
 3 near misses, accidents, facilitates learning
 4 and helps us to prevent recurrence. Honouring
 5 these principles takes significant time and
 6 effort. Suncor leadership reinforces the
 7 requirement to take these -- to take the time
 8 to live these principles by implementing
 9 processes such as our zero harm card that
 10 we've got here that help individuals and teams
 11 think through activity before starting work.
 12 ROIL, Q.C.:
 13 Q. We actually have that card on a slide later
 14 on, don't we?
 15 MR. STACEY:
 16 A. We do. I'll talk more about that later. We
 17 also do this by stopping jobs and checking
 18 with people. Supervisors will go out and
 19 workers are encouraged to stop work and assess
 20 what it is they're doing and make sure that
 21 they've identified the hazards, and with key
 22 messages at safety meetings. My personal view
 23 is actually that safety starts at home, and
 24 that we should be bringing it to the workforce
 25 or to the workplace, and if you can think of

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1 incidents that have happened to families while
 2 they're at home, these are the kinds of things
 3 that drive home the need to work safely so
 4 that you can return back home and enjoy your
 5 life the same way you came to work. Worker
 6 rights include the right to know, the right to
 7 participate, and the right to refuse. The
 8 provincial occupational health and safety
 9 regulations are integrated into Suncor's
 10 safety management system, and we support
 11 worker rights by ensuring that OH&S committees
 12 are in place and functioning on all our
 13 installations by establishing systems such as
 14 permit to work, tool box talks, and I don't
 15 know whether that's a term you've heard --
 16 ROIL, Q.C.:
 17 Q. We have.
 18 MR. STACEY:
 19 A. You have, okay. Pre-job meetings to ensure
 20 that workers are aware of hazards and they
 21 participate in the mitigation plans, knowing
 22 what it is you're going to do, the people who
 23 are involved in that are the best ones to set
 24 those mitigation plans. That's the basic
 25 level, it's at the bottom of that pyramid.

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1 Also by conducting orientations and new worker
 2 programs, and by building and implementing
 3 communication tools like ProAct that Ms.
 4 Farrell described earlier to provide a means
 5 to effectively communicate issues and
 6 opportunities and to track actions. Let me
 7 define the acronym for you so you know what
 8 ProAct stands for. We said that it's a
 9 database and it houses all the information.
 10 It stands for Petro-Canada Reporting
 11 Organizing Analysing Corrective Action and
 12 Tracking. So it's about getting all this
 13 information in and having a place to -- a
 14 facility to analyze it and track it and
 15 distribute it and let people have access to
 16 it. It's about -- it's designed to capture
 17 information about and manage loss events,
 18 those that have already occurred, and
 19 situations that, if not managed, might need to
 20 a loss event.
 21 ROIL, Q.C.:
 22 Q. Sorry, I have a few questions here --
 23 MR. STACEY:
 24 A. Okay.
 25 ROIL, Q.C.:

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1 Q. I think then --
 2 MR. STACEY:
 3 A. Do you want me to go back?
 4 ROIL, Q.C.:
 5 Q. Yes, go back, please, and we'll probably take
 6 our break after this couple of questions.
 7 MR. STACEY:
 8 A. Okay.
 9 ROIL, Q.C.:
 10 Q. Again the ProAct system, that database, do
 11 employees have access to that or how does that
 12 -- are you going to cover that in more detail
 13 later?
 14 MR. STACEY:
 15 A. I can certainly answer it now. Employees do
 16 have open access to ProAct, yes.
 17 ROIL, Q.C.:
 18 Q. The other question that I have comes out of
 19 comments we've heard in this room, and I've
 20 asked other people about it, how do you deal
 21 with, or have you experienced a situation
 22 where employees are reluctant to refuse,
 23 reluctant to report, reluctant to file an
 24 observation even that, you know, I'm snitching
 25 on my co-worker if I talk about a hazardous

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1 situation that I've seen my co-workers
 2 involved in? How do you avoid or how do you
 3 promote and encourage reporting of that to
 4 offset, I think, the natural sort of view that
 5 I'm being a snitch and that's not fair to my
 6 co-worker?
 7 MR. STACEY:
 8 A. I've heard some of the discussion around that
 9 and I think I understand that and agree with
 10 that fundamental principle that there may be a
 11 reluctance to report a hazard or an incident
 12 that's occurred for fear of reprisal, and I
 13 think that was -- and I'm moving back in my
 14 career and I'm sure in others, that maybe 15
 15 or 20 years ago that might have been the case,
 16 and things like the zero harm reporting card,
 17 and on the drilling rig there's another system
 18 called START, which is a similar system.
 19 These systems grew out of that issue and
 20 really were set up to provide a means for
 21 people to have an anonymous way of reporting a
 22 hazard or an incident, and the systems and
 23 supports that go around that at the leadership
 24 team really support -- once that incident or
 25 issue is raised, it's in the public domain.

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1 The leaders are then accountable and
 2 responsible for ensuring that it's taken to
 3 closure. So I understand that, but I think
 4 that -- my sense now is that the communication
 5 and the openness that exists in our workforce
 6 is real and that the workers are comfortable
 7 and do bring forward their issues to us, and
 8 that's how we've managed to bring our safety
 9 statistics to where they are today, with the
 10 involvement of the workforce through that open
 11 communication.
 12 ROIL, Q.C.:
 13 Q. How then do you explain the comment that
 14 somebody says, well, I called my Member of the
 15 House of Assembly to tell her or him what my
 16 concerns were rather than to tell you? How do
 17 we -- how do we break that cycle if it is
 18 happening?
 19 MR. STACEY:
 20 A. I think that not every individual will have
 21 gotten to that place, but certainly the tools
 22 are in place to help those people get there,
 23 and my observation again is that the vast
 24 majority of our workforce is there, and that
 25 those individuals have access to those tools

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1 to be able to get themselves into the place
 2 and comfortable with the fact that they can
 3 bring issues forward without fear of reprisal.
 4 ROIL, Q.C.:
 5 Q. Is there a dichotomy then between the younger
 6 workers who perhaps are more familiar with the
 7 new culture as opposed to the older workers,
 8 who as you say, years ago might have worked
 9 where you worked where that was a concern?
 10 MR. STACEY:
 11 A. I haven't seen that.
 12 ROIL, Q.C.:
 13 Q. Okay.
 14 MR. VOKEY:
 15 A. If I can just make one comment. Mr. Stacey
 16 mentioned the ProAct and it can be anonymous
 17 or people can record their names, but also
 18 through the C-NLOPB any employee or contractor
 19 worker offshore, if they have an issue, they
 20 can forward it directly to the C-NLOPB, and
 21 then we will get a request from the Board
 22 outlining what the concern is and we have to
 23 answer that to the Board's satisfaction. So
 24 there are a number of mechanisms that are
 25 anonymous. Our preference is to deal with our

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1 employees straight up. I mean, that's the
 2 easiest way to resolve issues. So, I mean,
 3 our first recommendation is through
 4 supervisors, but then as Mr. Stacey said,
 5 there are the other mechanisms through ProAct
 6 where issues can be addressed openly or
 7 anonymously.
 8 ROIL, Q.C.:
 9 Q. Okay, I won't cut you off there, but that's
 10 probably a good time for us to take a break.
 11 If you need to go back to it when we resume,
 12 please feel free to; otherwise, we'll move on.
 13 (RECESS)
 14 ROIL, Q.C.:
 15 Q. Panelists, unless you want to add something
 16 further, I've pursued my questioning on that
 17 area, so we can move on to the next slide.
 18 MR. STACEY:
 19 A. The next slide, please. One of the documents
 20 in our east coast management system that Ms.
 21 Farrell reference earlier is the Terra Nova
 22 Occupational Health and Safety Committee terms
 23 of reference. That document outlines the
 24 objectives of the FPSO OH&S Committee, and it
 25 includes assisting and identification,

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1 recording, examination, and resolution of
 2 health and safety concerns, recommending
 3 practical procedures and conditions to help
 4 achieve the highest possible degree of health
 5 and safety in the workplace, promoting
 6 educational programs to improve health and
 7 safety knowledge on board, identifying hazards
 8 through workplace surveys, reports from
 9 workers and other means, and supporting the
 10 functioning of the safety management system
 11 and other initiatives for the improvement of
 12 on board safety culture.
 13 ROIL, Q.C.:
 14 Q. Do I take it then that something doesn't have
 15 to be a hazard, a near miss, or an incident or
 16 accident, to come up at an occupational health
 17 and safety meeting?
 18 MR. STACEY:
 19 A. That's correct, the forum is open.
 20 ROIL, Q.C.:
 21 Q. Okay.
 22 MR. STACEY:
 23 A. The Terra Nova OH&S Committee has been in
 24 place since our project days in Bull Arm, and
 25 has played an important role in enhancing the

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1 health and safety on the installation. The
 2 FPSO OH&S Committee is made up of worker and
 3 management representatives, including
 4 individuals from each of the major
 5 departments, including maintenance, vessel
 6 operations, production, and others. The
 7 committee members serve two years terms, and
 8 there's roughly ten people on the committee.
 9 There's two committees on that three week
 10 rotation, so that's a total of about 20 people
 11 that contribute to that effort.
 12 ROIL, Q.C.:
 13 Q. How do you then deal with the MODUS, the
 14 drilling rigs that are brought in from --
 15 where you have other contractors operating
 16 them?
 17 MR. STACEY:
 18 A. Very similar practice, roughly the same
 19 numbers.
 20 ROIL, Q.C.:
 21 Q. So they have a separate OH&S Committee?
 22 MR. STACEY:
 23 A. They have a separate Occupational Health and
 24 Safety Committee on the rig, and as Mr. Vokey
 25 pointed out earlier, it's a self sustaining

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1 installation with its own OIM and a senior
 2 representative from Petro-Canada, or Suncor,
 3 and all of the same things that would happen
 4 on the FPSO happen on the rig from a safety
 5 perspective.
 6 COMMISSIONER:
 7 Q. About how many people are on the MODU?
 8 MR. STACEY:
 9 A. Maximum capacity was 146 on the Henry
 10 Goodrich. Typical would be between 110 and
 11 130.
 12 ROIL, Q.C.:
 13 Q. And is there any doubt in your mind, or to
 14 your knowledge, anybody else's mind, as to
 15 whether occupational health and safety
 16 meetings or committees are entitled to deal
 17 with transportation issues, helicopters,
 18 travel by vessels, those kinds of items?
 19 MR. STACEY:
 20 A. They absolutely do deal with those matters and
 21 the helicopter operations task force is a
 22 great example of how the operational health
 23 and safety committee facilitated the
 24 distribution of information related to
 25 helicopter activities and the return to

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1 service.
 2 ROIL, Q.C.:
 3 Q. So that wouldn't have been the first time that
 4 an issue of something to do with
 5 transportation suits, the helicopters
 6 themselves, or vessels and those kinds of
 7 things, that would not be the first time they
 8 were ever brought up in occupational health
 9 and safety?
 10 MR. STACEY:
 11 A. I couldn't speak to the specifics, Mr. Roil,
 12 but generally the occupational health and
 13 safety committees agenda deals with anything
 14 of a safety related matter or of importance to
 15 the workforce.
 16 ROIL, Q.C.:
 17 Q. And again a question that I think has an
 18 obvious answer, but I'll ask it, what is the
 19 perception of employees and what is the
 20 reality of when they are commencing work and
 21 ending work in relation to the two week tours
 22 or assignments that they do -- not two weeks,
 23 sorry, the 21 day work periods, when do they
 24 start their work?
 25 MR. STACEY:

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1 A. When they check in at Cougar for
 2 transportation offshore, and when they would
 3 leave the heliport after picking up their
 4 luggage.
 5 ROIL, Q.C.:
 6 Q. Okay.
 7 MR. STACEY:
 8 A. Committee members have also played a key role
 9 in a number of other initiatives, including
 10 the selection of our exposure based safety
 11 program that Ms. Farrell referenced earlier,
 12 Safe Start, participation and investigations.
 13 So if there's an incident on the installation,
 14 many times there will be an occupational
 15 health and safety committee member that is
 16 part of that investigation committee or team,
 17 input into the safety performance improvement
 18 initiative and review, and input into CAPP
 19 initiatives such as escape and evacuation
 20 guidelines, and training and qualification
 21 standard practice. Can I have the next slide,
 22 please. The tragedy on March 12th represents
 23 the most serious type of incident or event
 24 that can occur in our business. Effective
 25 management of events requires timely and

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1 appropriate reporting, as well as follow up
 2 and investigation. We require all injuries,
 3 environmental incidents, damage, and near
 4 misses to be reported. Again for clarity, a
 5 near miss is something that happened, which
 6 under slightly different circumstances, may
 7 have resulted in an injury or damage to
 8 equipment on an installation.
 9 ROIL, Q.C.:
 10 Q. We had an example given the other day about a
 11 book on the edge of the shelf is a hazard, a
 12 book falling off the shelf onto the floor
 13 would be the example of a near miss, the book
 14 falling off the shelf to the floor, but
 15 hitting somebody on the toe and injuring them
 16 would be an incident or an accident.
 17 MR. STACEY:
 18 A. That's a great example.
 19 ROIL, Q.C.:
 20 Q. It's a very simple one, but I think --
 21 MR. STACEY:
 22 A. It is, but it really exemplifies hazard, near
 23 miss, and event.
 24 ROIL, Q.C.:
 25 Q. Yeah.

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1 MR. STACEY:
 2 A. Once reported, management ensures that the
 3 event is appropriately addressed, and that can
 4 include review at the morning FPSO meeting
 5 where correctly actions can be initiated.
 6 Corrective actions are closed after the
 7 appropriate investigation, follow up, and
 8 input into the ProAct database. The outcomes
 9 are communicated back to the employee who
 10 raised the report, and all employees again
 11 have access to ProAct database to enter,
 12 track, review, or otherwise look at the status
 13 of actions or the close outs.
 14 ROIL, Q.C.:
 15 Q. Just as an aside, but talking about employees
 16 having access, does anybody ever track how
 17 often employees access something like ProAct,
 18 or is there any way that you could see whether
 19 you're getting a lot of hits or a small number
 20 of hits?
 21 MR. STACEY:
 22 A. That's a good question. I know that the
 23 number of events that are entered into the
 24 system are tracked. I'm not sure if you can
 25 actually see how many people had made entries.

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1 Ms. Farrell, do you know?
 2 MS. FARRELL:
 3 A. I'm not aware that we can do that.
 4 ROIL, Q.C.:
 5 Q. Okay. I just know from my own searching on
 6 the web that you now see sites where it'll say
 7 that there have been so many visits. So I'm
 8 not sure whether that would be a useful tool
 9 for you to be able to -- as you say, you may
 10 have it there, just you don't know the answer
 11 to the question right now. The issue of what
 12 is reported you say, Mr. Stacey, injuries,
 13 environmental incidents, damage events, near
 14 misses, how do hazards fit into that scheme?
 15 Are hazards supposed to be reported, required
 16 to be reported, if somebody sees a hazardous
 17 condition, what is the expectation of the
 18 workforce or from the workforce?
 19 MR. STACEY:
 20 A. We expect that if they see something, that it
 21 would be reported. In fact, we encourage it.
 22 We have efforts such as hazard hunts where
 23 we'll take a specific group of people and go
 24 around looking for hazards, and usually we'll
 25 take workers from a different area of the

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1 installation to go look at somewhere they're
 2 not familiar with, so that fresh eyes might
 3 have an opportunity to see a hazard that
 4 someone else who works in there on a daily
 5 basis wouldn't see.
 6 COMMISSIONER:
 7 Q. A good example, that camera behind Mr. Roil,
 8 is at a height which a tall person would run
 9 into, and Mr. Vokey observed the other day
 10 that that would not be allowed unprotected
 11 like that if it was offshore.
 12 MR. STACEY:
 13 A. That's correct.
 14 ROIL, Q.C.:
 15 Q. We've actually added some protection to it.
 16 COMMISSIONER:
 17 Q. We will address that.
 18 MR. STACEY:
 19 A. So we do hazards hunts, we go actively looking
 20 for them.
 21 ROIL, Q.C.:
 22 Q. Yeah, that's the first time I've heard that
 23 expression, but it's one that's easy to
 24 remember.
 25 MR. STACEY:

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1 A. So now you're looking at the zero harm card
 2 and it was developed to support our exposure
 3 based safety program. We expect our
 4 contractors, including the MODU, such as the
 5 Henry Goodrich, and our helicopter operator,
 6 Cougar Helicopters, to have similar cards for
 7 hazard reporting based on their respective
 8 safety management systems. The zero harm card
 9 works in many ways to support improvements in
 10 safety performance. It can be a checklist.
 11 If you see the front side of the card there,
 12 before, during, or after a job, for example,
 13 evaluating how your body needed to be
 14 positioned to carry out a task, especially if
 15 you're going to have to repeat that a number
 16 of times. It's also a good means to report
 17 good behaviours or procedures or actions that
 18 can be shared with others. It also is a means
 19 to report hazards and bring resources to bear
 20 on an issue. The zero harm card makes it easy
 21 for every member of the crew to participate,
 22 regardless of their access to computers, and
 23 we generally get at least one card from
 24 everyone on the installation on a weekly
 25 basis. There is an expectation -- sorry, did

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1 you have a question?

2 ROIL, Q.C.:

3 Q. I was going to say I see a place for the

4 signature, or the person's name, the

5 observer's name. Is that required to be

6 completed?

7 MR. STACEY:

8 A. No, it's not required that you put your name

9 on it. It's encouraged because we want to be

10 able to give you feedback.

11 ROIL, Q.C.:

12 Q. Okay, yeah, and down at the bottom it says,

13 manage your risk, complete your stepback 5 by

14 5. Is that anything that is an expression

15 that has any interest to our Inquiry?

16 MR. STACEY:

17 A. Stepback 5 by 5 is another process for

18 evaluating the workplace before starting work.

19 It refers to taking five steps back and

20 looking at what you're going to do for five

21 minutes. There's an expectation for everyone

22 on the installation to contribute to making it

23 a safe workplace, and zero harm cards are one

24 way of measuring that commitment. The cards

25 are available at many sites on the

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1 installation and also throughout our offices

2 in St. John's and elsewhere. We expect that

3 if our employees notice a hazard, for

4 instance, in a contractor's facility, that

5 they'll report that hazard too and they can

6 use our zero harm card to do it or they could

7 use the card that would be at the facility

8 that they were visiting. The important thing,

9 as you pointed out earlier, is that hazards

10 get reported and events get reported so that

11 they can be investigated and improvements and

12 lessons learned can be shared with our

13 workforce and with others. The next slide,

14 please. I'm going to shift gears now and talk

15 about communication and safety promotion.

16 Clear messages about expectations for safety

17 are essential to align workforces. Landing

18 common messages requires a significant amount

19 of effort, and it's my experience that if

20 there's a communication void, that people will

21 make up their own message to fill that void,

22 and leaders in our organization are expected

23 to be good communicators and safety champions,

24 but that's not necessarily the only place that

25 those communicators and safety champions can

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1 come from. In fact, it's most powerful when

2 that comes from the workforce.

3 ROIL, Q.C.:

4 Q. So is a safety champion an expression that is

5 used within your workforce?

6 MR. STACEY:

7 A. It's certainly a general term in the industry.

8 ROIL, Q.C.:

9 Q. Okay, it's not unique to Suncor or Petro-

10 Canada?

11 MR. STACEY:

12 A. It's probably the other end of what we spoke

13 about earlier about the person that has

14 reservations perhaps about bringing something

15 forward. A safety champion is the one that

16 sees it and says I know what we need to do

17 about that and is out in front of it, and we

18 encourage that. Effective communications

19 really is also fundamental in building the

20 safety culture. You have to get the messages

21 out, you want people to see and believe. Can

22 I have the next slide. So there's a variety

23 of offshore safety communication mechanisms,

24 and we spoke about daily shift handover

25 meetings at the start and end of each shift

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1 that gets worked, with each different

2 discipline that's on the installation.

3 Discipline is our term for a department,

4 vessel, production, maintenance, each of

5 those. We refer to them as disciplines. The

6 occupational health and safety committees are

7 in place and functioning on all our

8 installations, and we said they meet at least

9 once every three weeks, and the Minutes from

10 those meetings are posted for everybody to

11 review, and membership in the OH&S Committee

12 is encouraged. Suncor needs the OH&S

13 committees to be an effective vehicle for

14 leading safety performance improvement.

15 There's a wide array of other regularly

16 scheduled engagements that are held to align

17 the workforce with our common safety goals,

18 and those include, as we said, shift handover

19 meetings to review -- in there you'll review

20 the specific hazards or events that have

21 occurred in that last 24 hour period, so a

22 focus on the things that might be active at

23 that time, conditions, or other things that

24 might be relevant. There's meetings that

25 they'll hold once per rotation with each of

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1 the disciplines or departments to focus in on
 2 their specific things, maybe looking at their
 3 work scope going forward, the learnings that
 4 might have happened on the last shift, to
 5 bring them forward, and general safety
 6 meetings that are held again once per
 7 rotation, but with the entire installation,
 8 and those are focused more the higher level
 9 issues. The entire crew is invited and there
 10 could be messages from the CEO, or things that
 11 were installation -- broadly applicable to the
 12 installation there. We encourage open
 13 feedback. We want to hear from the workforce,
 14 and I know there's many different means for us
 15 to do that. We've spoken of a number of them.
 16 I think it's also important to note that our
 17 leaders generally have their doors open, and
 18 the invitation is there for individuals, if
 19 they aren't comfortable speaking in a public
 20 forum where there might be a lot of people,
 21 that they can go visit the leader on a one on
 22 one basis, and then written communication, the
 23 zero harm card, ProAct, they're good examples
 24 of that. The next slide, please. Contractors
 25 that are employed by Suncor, they share in the

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1 responsibility for delivering work in a safe
 2 and environmentally responsible manner. Forums
 3 are held to bring Suncor and contractor
 4 personnel together to discuss and lead safety
 5 performance. The forums are a valuable
 6 vehicle that everyone working on a Suncor
 7 installation has a common understanding of our
 8 expectations, the issues that we're dealing
 9 with, and our plans of action to address those
 10 issues. We usually have between 30 and 60
 11 participants and the focus is on leaders and
 12 safety professionals at the forums, and we
 13 want those leaders and safety professionals
 14 from all of the organizations that support our
 15 business delivery. The three of us are good
 16 examples of the leaders that attend those
 17 forums. I know we've all attended many. The
 18 contractors need to hear the expectation from
 19 the operator so they understand what it is
 20 that we're trying to achieve. It also
 21 creates, as I said earlier, the opportunity
 22 for the contractors and the individuals to see
 23 the safety message and believe that it is
 24 coming from the heart, to align the objectives
 25 of the organizations to make sure there's no

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1 things that might be pulling in a different
 2 direction, we want everybody pulling in the
 3 same direction, and to share the learnings
 4 between organizations that might not otherwise
 5 engage. There might be two service providers
 6 that don't see each other and we're the
 7 vehicle to bring them together, and then share
 8 that learning across all of those
 9 organizations.
 10 ROIL, Q.C.:
 11 Q. We learned with other operators that much of
 12 the work on board the platforms, the rigs, the
 13 facilities, is contracted out to different
 14 companies and some of them are quite large and
 15 quite sophisticated, as I suspect we'll learn
 16 that Cougar Helicopters is, and some of them
 17 are quite small. You know, the expression
 18 "mom and pop operation", or just a family
 19 operation was used to describe the smallest of
 20 one of them. How do you -- do you still have
 21 expectations for the small companies that they
 22 have to have the same diligence into safety in
 23 their regimes?
 24 MR. STACEY:
 25 A. Yes, absolutely.

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1 ROIL, Q.C.:
 2 Q. So size doesn't matter?
 3 MR. STACEY:
 4 A. Size doesn't matter, and we encourage them,
 5 and I think once they start attending, they
 6 recognize that they're able to -- the term
 7 that we use, I don't want to be flippant, but
 8 it's "steal shamelessly".
 9 ROIL, Q.C.:
 10 Q. Borrow.
 11 MR. STACEY:
 12 A. Safety is something that's not a commodity
 13 that belongs to any one particular
 14 organization. If you see it from someone else
 15 -- in fact, stepback 5 x 5, I believe, is an
 16 Exxon originated program. I stand corrected,
 17 but I think that's where we got it from.
 18 ROIL, Q.C.:
 19 Q. Okay, so that's been stolen shamelessly?
 20 MR. STACEY:
 21 A. Yes. Contractor leaders then cascade the
 22 safety messages to their workforce. Where a
 23 contractor safety management system is used to
 24 support our work in a significant fashion, for
 25 instance, the drilling rig, we would compare

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1 their system with ours to ensure that it meets
 2 all of our expectations, and we refer to that
 3 major substantive process as "bridging". I
 4 don't know whether I need to go into that in
 5 any more detail.
 6 ROIL, Q.C.:
 7 Q. No, well, just take a moment to -- how would
 8 bridging happen, what kind of a fact
 9 circumstance can you give us where you would
 10 need to bridge your system to somebody else's
 11 system?
 12 MR. STACEY:
 13 A. You heard ExxonMobil talk about -- or Hibernia
 14 talk about OIMS.
 15 ROIL, Q.C.:
 16 Q. Yes.
 17 MR. STACEY:
 18 A. And you've heard Ms. Farrell talk about total
 19 loss management in Suncor. TransOcean also
 20 has a health safety and environment management
 21 system for operating their installation, and
 22 at the outset of contracting that drilling rig
 23 to work for us, we would bridge to their
 24 safety management system, ensure that there
 25 are no gaps, and if there are overlaps, decide

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1 whose safety management system would govern in
 2 a specific situation, and that bridging
 3 document would then, when it was completed, be
 4 submitted to C-NLOPB.
 5 ROIL, Q.C.:
 6 Q. As a part of what, as a part of your safety
 7 plan, you mean?
 8 MR. STACEY:
 9 A. As a part of the operations authorization for
 10 operating the drilling rig. It's interesting
 11 to note that there's very few differences
 12 between the safety management systems. I
 13 think Ms. Farrell said it earlier, that the
 14 elements are all there, they're just sliced
 15 and diced in a different manner.
 16 ROIL, Q.C.:
 17 Q. Right.
 18 MR. STACEY:
 19 A. This slide outlines additional means we use to
 20 share safety related information. I think
 21 it's fair to say that e-mail or electronic
 22 media have certainly changed the way we
 23 communicate. Our workforce have electronic
 24 access to many systems networks to seek out
 25 and receive safety related information,

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1 including ProAct, e-mail, and the internet.
 2 Suncor encourages, as we said, sharing and
 3 distribution of safety related materials. If
 4 something significant happens somewhere in our
 5 company, we strive to ensure that everyone
 6 knows about it and learns from it as quickly
 7 as possible. In fact, ProAct has what's
 8 called a major event notification feature
 9 where, for instance, if a person received a
 10 cut and had a stitch as a result of that, or
 11 had a bump and got an prescription anti-
 12 inflammatory medication, that would qualify as
 13 a major event notification and a list of
 14 leaders and individuals safety professionals
 15 mainly in our company would get notified of
 16 that through ProAct, and then they have the
 17 opportunity then to review the incident at a
 18 high level and decide is it applicable to us,
 19 do we need to track it, what can we learn from
 20 it, and they've got the number to be able to
 21 refer back to it. Along with the electronic
 22 media, we also print, post, and distribute
 23 paper copies. We have the old fashioned
 24 bulletin boards on the installations offshore,
 25 and all of this is our effort in striving to

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1 be transparent, while remaining fact based to
 2 avoid speculation. Our leaders are encouraged
 3 to visit onshore and offshore work sites, and
 4 we have schedules that we have in place to
 5 drive those leadership visits, and that again
 6 is around face to face contact, trying to
 7 ensure that leaders and individuals see each
 8 other so that they can have an exchange on
 9 safety related messages and objectives, really
 10 as seeing is believing. To encourage and lead
 11 those that might not fully share in our view
 12 of safety, but that are there, we have a
 13 rewards program. So we focus on leading
 14 measures like participation in the zero harm
 15 program, and those kinds of observation based
 16 things to encourage people to participate.
 17 Before leaving this section, I just wanted to
 18 take a minute and talk about our safety
 19 culture. We believe our safety culture
 20 benefits from our commitment and that's
 21 demonstrated by our leadership teams and
 22 individuals, and we've designed equipment and
 23 procedures that consider the risks and put in
 24 place the mitigative measures to manage risks
 25 and reduce them. By providing people with the

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1 equipment and the procedures and the tools
 2 they need to do their job, by reinforcing the
 3 expectations that even with all those things
 4 in place, safety is still the responsibility
 5 of everyone who works at our work sites, and
 6 each day that somebody fills out a zero harm
 7 card or attends an OHS meeting, or shares a
 8 safety moment at the start of work, those are
 9 all measures of our safety culture, and as it
 10 improves, we're there gauging and monitoring
 11 that to try to keep a sense on the pulse of
 12 that culture.

13 ROIL, Q.C.:

14 Q. If I can just ask you a question or two
 15 arising out of that. There is an expression
 16 called "familiarity breeds contempt", and I
 17 know from my own personal life that sometimes
 18 if we see something a lot, we tend to ignore
 19 it. So people who fly a lot on an aircraft,
 20 don't tend to watch the briefing at the front
 21 of the aircraft because they've seen it 20,
 22 30, 50 times. How do you stop all of this
 23 information from becoming that kind of thing,
 24 you know, "look, I've heard it before", how do
 25 you stop that kind of human reaction to

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1 familiarity or over familiarity?
 2 MR. STACEY:
 3 A. I certainly agree that that familiarity can be
 4 there and that the programs that we have, we
 5 work on changing them, looking at different
 6 areas. For instance, health promotion would
 7 be a good example. We don't just say health
 8 promotion, you know, you should live healthy.
 9 We'll drill down into the specifics and one
 10 month we'll focus on eating right, the next
 11 month we'll focus on exercise, the next month
 12 we'll focus on some other area of health
 13 promotion to try to keep it fresh, because it
 14 is a chore, it is something that has to be
 15 constantly stewarded in order to deliver
 16 results.

17 ROIL, Q.C.:

18 Q. The other expression that I'll ask you about
 19 is that it is said that many of us in life are
 20 motivated by either carrots or sticks. What
 21 is the principle upon which your safety
 22 program is developed, to what extent are
 23 sticks used; in other words, punitive
 24 measures, and to what extent are carrots, i.e.
 25 incentives, how does that play, if at all?

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1 MR. STACEY:
 2 A. I would say that we have a very large bag of
 3 carrots.
 4 ROIL, Q.C.:

5 Q. Okay.

6 MR. STACEY:
 7 A. Mr. Vokey.

8 MR. VOKEY:
 9 A. Okay, as noted in our review of the total loss
 10 management strategy, compliance with
 11 environmental health and safety security laws
 12 and industry standards are fundamental to our
 13 business. In essence, it's our licence to
 14 operate. In this section, I'll review some of
 15 the key elements of our Terra Nova's
 16 regulatory interfaces. We reviewed the
 17 regulatory regime in some detail, but I'd just
 18 like to outline a couple of things here. The
 19 Terra Nova FPSO and drilling rig operate under
 20 three distinct regulatory regimes; the C-
 21 NLOPB, Lloyd's Register, and Transport Canada
 22 Acts and Regulations applicable to Canadian
 23 flag vessels. The mandate of the C-NLOPB has
 24 been covered in detail, so I won't go into
 25 that in any greater detail. Our FPSO is a

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1 Canadian flagged vessel; therefore, Lloyd's
 2 Register is accountable for verifying the
 3 design, the construction, and that the
 4 operation satisfies classification
 5 requirements. The FPSO is also subject to the
 6 Canada Shipping Act, and the regulations as
 7 administered by Transport Canada Marine
 8 Safety. Finally, as noted at the bottom of
 9 the slide, the C-NLOPB requires a
 10 certification process for the design review,
 11 construction, and operational surveillance for
 12 offshore installations by a certifying
 13 authority. In the case of Terra Nova, Lloyd's
 14 Register is the certification authority.

15 ROIL, Q.C.:

16 Q. Before you leave the certification authority,
 17 the question came up in an earlier
 18 presentation about the types of reporting that
 19 you receive from these classification
 20 societies, and then the communication, who
 21 does this go to. First of all, in your
 22 experience, is the reporting by the
 23 classification societies, such as Lloyd's
 24 Register, is that simply reporting on
 25 compliance or would that have also forward

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1 looking aspects to it; in other words, that
 2 you should look at this as a new innovation
 3 that you should bring in? What sort of role
 4 those innovation or advice apply in that kind
 5 of reporting?
 6 MR. VOKEY:
 7 A. Lloyd's role would primarily be compliance.
 8 ROIL, Q.C.:
 9 Q. Compliance, okay.
 10 MR. VOKEY:
 11 A. And that's through their own classification
 12 society, or through the C-NLOPB, what the
 13 Board's requirements are. So they report both
 14 in terms of their class and our compliance to
 15 the C-NLOPB.
 16 ROIL, Q.C.:
 17 Q. That was my second question, the report from
 18 Lloyd's doesn't just go to you, it goes to the
 19 C-NLOPB as well?
 20 MR. VOKEY:
 21 A. That's correct.
 22 ROIL, Q.C.:
 23 Q. Okay.
 24 MR. VOKEY:
 25 A. The Henry Goodrich is under -- when under

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1 contract to Suncor is classified by DNV, which
 2 is a similar classification society to
 3 Lloyd's. The oil and gas industry is not
 4 subject to Transport Canada Aviation
 5 Regulations, as such. Our aviation
 6 contractor, Cougar Helicopters, is regulated
 7 by Transport Canada Aviation. The Board has
 8 incorporated specific requirements of
 9 operators in relation to helicopter and marine
 10 vessel operations. Operators are then
 11 required to satisfy to the Board that they
 12 meet those requirements through their safety
 13 plans and supporting documentation, and during
 14 the joint panel presentation we talked about
 15 the Board's regulations and guidelines, and
 16 they are presented here in summary fashion.
 17 So in terms of the safety plan, that would
 18 cover things like contingency and mutual aid.
 19 Petroleum installation regulations talk about
 20 helicopter design, geophysical -- it'll talk
 21 about passenger travel by helicopter and
 22 transportation suits. So it is covered in a
 23 number of different areas. In the joint panel
 24 presentation, we also mentioned that an
 25 operations authorization requires renewal

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1 every three years.
 2 ROIL, Q.C.:
 3 Q. Yes.
 4 MR. VOKEY:
 5 A. Terra Nova's last renewal took place in 2008,
 6 and our safety plan was updated as part of
 7 that renewal. Suncor was the first operator to
 8 apply under the Board's new process for that.
 9 ROIL, Q.C.:
 10 Q. In what year and what --
 11 MR. VOKEY:
 12 A. It would have been 2008. I believe 2008, yes.
 13 Previously there were multiple applications
 14 required to conduct a variety of activities.
 15 This often created duplication and effort.
 16 Under the new guidelines, a variety of
 17 authorizations have been rolled into one, so
 18 our current authorization now includes
 19 authorizations for drilling, production
 20 operations, vertical seismic programs, and a
 21 variety of well operations, and the intent of
 22 that part of the regulatory reform was to
 23 provide more streamlining on behalf of the
 24 Board.
 25 ROIL, Q.C.:

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1 Q. Previously these would be separate operations?
 2 MR. VOKEY:
 3 A. They would all be separate documents.
 4 ROIL, Q.C.:
 5 Q. Separate documentations for each one of these
 6 things?
 7 MR. VOKEY:
 8 A. That's correct. Our communication with
 9 regulatory agencies is significant. This
 10 slide depicts the formal communications
 11 conducted between Suncor Energy, the C-NLOPB,
 12 Transport Canada, and Lloyd's Register. The
 13 Board has produced its incident reporting and
 14 investigation guidelines, which provides all
 15 operators with their requirements. In
 16 addition, there are daily, monthly, and
 17 quarterly reports, as well as regular meetings
 18 to review specific activities and issues. If
 19 the Board receives a complaint from a worker,
 20 it will also require the operator, in this
 21 case Suncor, to investigate and provide a
 22 comprehensive response. Our relationship with
 23 Transport Canada and Lloyd's Register would be
 24 similar, with regular reporting requirements
 25 as outlined on the slide. Just in terms of

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1 the Board and Lloyd's, in 2009 there was
 2 literally hundreds of formal documentation
 3 between the three parties; Suncor, the Board,
 4 and Lloyd's, regarding Suncor's operations.
 5 So it's not on an isolated basis.
 6 ROIL, Q.C.:
 7 Q. You used the expression, Mr. Vokey, "it's
 8 highly regulated", and this issue came up with
 9 the earlier operator. I think they were
 10 reluctant to say it was over regulated, but I
 11 think the expression "highly" came out. Is
 12 there enough regulation, from your company's
 13 perspective, is there too much, or is there
 14 streamlining -- how could it be made better,
 15 if at all?
 16 MR. VOKEY:
 17 A. I believe it's definitely enough. Part of the
 18 challenge is some of the regulatory bodies are
 19 interested in performance-based goal setting,
 20 and some of the regulatory bodies are still
 21 extremely prescriptive. So that is a bit of a
 22 challenge. As an example, Lloyd's Register,
 23 based on our operating performance and our
 24 maintenance regimes, might say you don't have
 25 to inspect a piece of equipment every year.

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1 You can push it out to two years based on your
 2 operating performance and our due diligence.
 3 There are other regulatory bodies that would
 4 say, no, forget it, you have to do it once a
 5 year. So there is a bit of that. Having said
 6 that, we are seeing signs of regulatory
 7 reform, but the requirements are somewhat
 8 different on occasion. In addition to the
 9 reporting that we are required to provide, we
 10 are also subject to audits and inspections by
 11 the Board, Transport Canada, and Lloyd's
 12 Register. The Board conducts annual audits
 13 and three inspections on each of our
 14 facilities every year. The Board's audit
 15 include compliance with, you can see them
 16 there, regulations, authorizations, and any
 17 conditions on the authorization. They also
 18 audit our management system, safety plan,
 19 environmental protection plan, and our
 20 incident and event management, and that's
 21 where the Board actually comes out to our
 22 facility and to our office in St. John's.
 23 They are very versed in our ProAct System.
 24 They can go into it in great detail and find
 25 out what's been populated, what the issues

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1 are, but more importantly, what our response
 2 has been to those to get closure on incidents
 3 on hazards. So it is a very transparent
 4 system and the Board audits us on this very
 5 diligently. During the Board's audits and
 6 inspections, they also take the opportunity to
 7 meet with worker representatives on the
 8 facility, and that's the OHS Committees, to
 9 understand any issues or concerns that workers
 10 may have. All offshore workers, as I
 11 indicated earlier this morning, have direct
 12 access to the Board if they wish to raise an
 13 issue with the Board, in particular, if they
 14 wish to remain anonymous. Additionally, on an
 15 annual basis the Board meets with
 16 representatives of all offshore OH&S committee
 17 members to discuss worker type issues. The
 18 Board also conducts security audits of the
 19 operators and the first security audit for
 20 Terra Nova was conducted in 2009. Lloyd's
 21 also performs quarterly surveys and
 22 inspections, and I'll speak a little bit more
 23 about that in a minute. It should be noted
 24 that periodically Transport Canada will
 25 conduct monitoring surveys of Lloyd's as their

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1 delegated representative, with their last
 2 being done in 2009. So while Lloyd's have
 3 delegated, they still do an audit on the
 4 people that they've delegated to. In this
 5 case, Lloyd's Register.
 6 ROIL, Q.C.:
 7 Q. Perhaps this might be a place again to ask a
 8 question that you don't have to answer fully
 9 now, it might come out a little bit more in
 10 your presentation, but I don't think so, and
 11 that is it seems to me there is a lot of
 12 auditing and a lot of inspecting done by
 13 different agencies, and we heard in the
 14 evidence from HMDC a concern raised by an
 15 aviation auditor that there might be -- that
 16 Cougar was being over audited, there was too
 17 much -- not too much, there was so much
 18 scrutiny on them that it directed people away
 19 from the business that they were primarily
 20 hired to do, and that is fly helicopters and
 21 fly them safety. Are there opportunity for
 22 synergies here, do we have a situation where
 23 you're diverted too often to the audit
 24 process, or again is it able to be handled
 25 within your structure?

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1 MR. VOKEY:
 2 A. First of all, in the case of Cougar, I agree
 3 with that assessment and that was primarily, I
 4 believe, following March 12th incident.
 5 ROIL, Q.C.:
 6 Q. Yes.
 7 MR. VOKEY:
 8 A. You know, everybody was in Cougar's face, and
 9 for a good reason, but there were certainly
 10 opportunities for synergies, and when we did
 11 the audit of the maintenance or management
 12 system of Cougar, that's why we collectively
 13 went out. There is opportunity there for
 14 streamlining definitely, and additionally, I
 15 believe when we do audits, you know, there's
 16 things that are critical, and I think HMDC
 17 talked about it the other day, you know, it's
 18 a high, medium, and low, and all too often you
 19 get a lot of opportunities or things to look
 20 at for opportunities, but if the expectation
 21 is that you actually look at it, there is the
 22 potential that you're taking efforts away from
 23 what's more important. So it's just being
 24 focused when you do audits more than anything
 25 else. As noted -- is that it for that?

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1 ROIL, Q.C.:
 2 Q. Yes, that's fine, thank you.
 3 MR. VOKEY:
 4 A. As noted, Lloyd's Register has been contracted
 5 as the class society and certifying authority,
 6 and has the delegated scope of work for
 7 Transport Canada Marine Safety. The minimum
 8 number of surveys and audits conducted by
 9 Lloyd's would also be four per year, but
 10 depending on the certification, inspection,
 11 and maintenance schedules on the various
 12 pieces of equipment, that number may increase.
 13 Historically, Lloyd's have averaged ten plus
 14 audits and inspections per year on the FPSO
 15 with a typical duration of the quarterly
 16 surveys being two to three days, and the
 17 annual audits taking upwards of a week for a
 18 team of auditors. The scope of the audit
 19 program is noted on the lower bullet point on
 20 the slide, and I'll just identify a couple of
 21 them there.
 22 ROIL, Q.C.:
 23 Q. Yeah, these don't have particular impact, or
 24 do they, on helicopter transportation?
 25 MR. VOKEY:

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1 A. They don't. It's just primarily on the vessel
 2 and its operating systems, so electrical
 3 systems, hull and topside structures, marine
 4 safety and utility and lifting equipment, and
 5 also lifesaving and safety appliances. The
 6 regulatory regime for the offshore oil and gas
 7 industry is complex and general prescriptive,
 8 but as I said, we have seen signs with the
 9 recent reform of the Board where it's more
 10 goal based and less prescriptive. The
 11 regulatory regimes vary based on the type of
 12 facilities operated, and regulatory
 13 requirements do vary in a number of areas, and
 14 I gave you an example a few minutes ago,
 15 whereas one body might say an appropriate
 16 inspection is once every two years, another
 17 might say it has to be done every year. So we
 18 do see some of that. As indicated also, there
 19 is some overlap and duplication in areas such
 20 as event reporting. There are a lot of
 21 players involved and a lot of certification
 22 agencies, and there is a lot of paperwork.
 23 ROIL, Q.C.:
 24 Q. Just so we understand, and the persons who are
 25 watching this outside the room understand, I

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1 don't think we've really spoken a lot about
 2 the difference between prescriptive and
 3 performance based. Is there a way you can
 4 find quickly an example of one versus the
 5 other in a similar fact situation, so we can
 6 sort of focus on what you mean when you say
 7 prescriptive versus performance based?
 8 MR. VOKEY:
 9 A. Historically, regulations have been
 10 prescriptive. In the case of the drilling
 11 world, you will test the blow preventers every
 12 two weeks.
 13 ROIL, Q.C.:
 14 Q. Right. That would be an example of
 15 prescriptive?
 16 MR. VOKEY:
 17 A. That's prescriptive. In terms of goal
 18 setting, the certification authorities and the
 19 regulator would take a look at your programs,
 20 your safety management systems, your
 21 maintenance management systems, and they say,
 22 you know, you're doing all your PMs --
 23 ROIL, Q.C.:
 24 Q. Preventative maintenance?
 25 MR. VOKEY:

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1 A. Preventative maintenance on a piece of
 2 equipment every two weeks. You function it,
 3 you know, on an ongoing basis as part of your
 4 business; therefore, based on what you've
 5 demonstrated to us and the integrity level
 6 that you've demonstrated, you don't have to
 7 automatically test that every year, you know,
 8 however, you know, you will test it as an
 9 extended frequency or at the latest every two
 10 to three years. So it gives you flexibility
 11 in terms of your business or operation, based
 12 on your demonstrated performance.
 13 ROIL, Q.C.:
 14 Q. So flexibility doesn't come until the
 15 performance is first shown?
 16 MR. VOKEY:
 17 A. The performance has to be -- the performance
 18 and integrity has to be demonstrated up front,
 19 and we've had cases in the past where we
 20 wanted to go to Lloyd's Register, you know, to
 21 push out a maintenance routine because we
 22 didn't see the benefit, and the first thing we
 23 did is say, okay, what is our operating
 24 history, what is our maintenance management
 25 procedures on this, and you take a look at it

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1 and quite often through the technical
 2 leadership and operational leadership, we'll
 3 say, no, we're not at a point -- we're not
 4 comfortable enough at this point to apply for
 5 an extension, so we'll stay prescriptive. S
 6 it has to be based on your performance, you
 7 know, your historical performance. That
 8 pretty well covers the regulatory regime, and
 9 like I say, it was at a bit of a higher level
 10 than -- because we did go into detail last
 11 week.
 12 ROIL, Q.C.:
 13 Q. Yes, we have seen some of these principles
 14 come up before, and I think we've explored
 15 them a little more with you than we did
 16 before, but I think that we're all aware of
 17 the regulatory regime in which you are
 18 operating.
 19 ROIL, Q.C.:
 20 Q. Okay. So now I'll hand over to Ms. Farrell,
 21 who will talk about contractor management and
 22 quality management aspects of Part 1 of the
 23 safety plan.
 24 MS. FARRELL:
 25 A. So just to anchor you back, we're still in

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1 Part 1 and we're just sort of working our way.
 2 ROIL, Q.C.:
 3 Q. I was going to say, if we go back to the very
 4 beginning, we had six or seven parts that
 5 we're going to deal with. So we're still on
 6 Part 1.
 7 MS. FARRELL:
 8 A. We're still on Part 1.
 9 ROIL, Q.C.:
 10 Q. The safety plan.
 11 MS. FARRELL:
 12 A. All of the parts won't be this slow.
 13 ROIL, Q.C.:
 14 Q. I understand.
 15 MS. FARRELL:
 16 A. So I'm going to talk about, as Mr. Vokey said,
 17 quality management and contractor management,
 18 and at Suncor, safety management is embedded
 19 into those processes, and so I felt the need
 20 to put the two together because there is kind
 21 of a natural start and finish to how you
 22 select a contractor, and then how you manage
 23 their performance.
 24 ROIL, Q.C.:
 25 Q. Okay.

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1 MS. FARRELL:
 2 A. So I'll just go to the next slide which talks
 3 about our contractor selection process, and I
 4 think Mr. Stacey said earlier that contractors
 5 who work on behalf of Suncor have that joint
 6 responsibility. They're to ensure a safe and
 7 healthy workplace for their employees, and
 8 they also have to ensure that their activities
 9 are completed in a safe and environmentally
 10 responsible manner. Suncor has a robust
 11 selection process for contractors, and we can
 12 scale it based on the risk and criticality of
 13 a contract. So at the commencement of the
 14 selection process, we will always establish a
 15 cross-functional team. That team will
 16 complete a thorough review of the scope of
 17 work to ensure that our requirements are very
 18 clearly articulated. The core members of the
 19 team are typically a technical representative,
 20 so somebody that's very close to the actual
 21 piece of the business that's being contracted.
 22 There will always be environment, health, and
 23 safety and quality assurance representatives
 24 on the team. Both of those would come from
 25 within my team, actually, and there will be a

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1 commercial person as well. Depending on the
 2 nature of the contract, other departments may
 3 be involved as well, so we may need to involve
 4 risk management people, legal folks. It just
 5 depends on the nature of the service being
 6 contracted. The key steps in the contracting
 7 process are outlined on the bottom of the
 8 slide, and I will talk to them to a little bit
 9 more detail in the next slide. Essentially it
 10 starts with a contracting strategy, soliciting
 11 expression of interest and a pre-qualification
 12 process. I'll give you an example from a pre-
 13 qualification perspective. We have certain
 14 health and safety requirements that have to be
 15 met. So coming back to your question earlier
 16 about the mom and pop shop, they have to meet
 17 our safety requirements, or else they will not
 18 be qualified to bid. It's just that simple.
 19 Issuing a request for proposal, doing a bid
 20 evaluation, undertaking bid clarification if
 21 it's required, the actual contract award
 22 recommendation, and execution. So I'll just
 23 walk through those in a little bit more
 24 detail.
 25 ROIL, Q.C.:

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1 Q. Before you move on --
 2 MS. FARRELL:
 3 A. Sure.
 4 ROIL, Q.C.:
 5 Q. Then when Cougar was selected as the service
 6 provider for helicopter service, would this
 7 kind of process have been involved?
 8 MS. FARRELL:
 9 A. This is the exact process that would have been
 10 involved and we would have used the services
 11 of an aviation expert as a technical
 12 representative in that evaluation.
 13 ROIL, Q.C.:
 14 Q. Did Petro-Canada have within its own skillsets
 15 aviation experts at the time that the contract
 16 was first let?
 17 MS. FARRELL:
 18 A. At the time there was an individual who was
 19 used exclusively for that type of service. He
 20 was a contractor, but we actually had an
 21 aviation department within Petro-Canada at
 22 that time as well.
 23 ROIL, Q.C.:
 24 Q. Okay.
 25 MS. FARRELL:

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1 A. Yes. So I talked about the contract strategy
 2 as being a key document that starts this
 3 process, and that's really where you think
 4 about the risks associated with the work, and
 5 you assign your selection criteria and your
 6 evaluation winnings for the bid process. The
 7 bid document communicates our expectations to
 8 all the bidders. Simply put, the bidders are
 9 required to meet or exceed the intent of all
 10 Suncor policies and procedures. So if we bid
 11 a piece of work and a contractor comes in with
 12 a safety management system that's even more
 13 robust than ours, or if they have policies
 14 that are more robust than ours, that's fine,
 15 but at a minimum, they have to meet ours. So
 16 during the bid review process, that cross-
 17 functional team that we establish will look at
 18 the effectiveness of the bidder's environment
 19 health and safety programs, will look at the
 20 effectiveness of their quality assurance
 21 programs, and if there's any gaps that are
 22 noted in the bidder's programs that don't
 23 prohibit them from being awarded the work, and
 24 if they are selected to do the piece of work,
 25 we would then ensure that a mitigation plan is

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1 built into the contract terms and conditions
 2 to cover any areas where we feel that they
 3 need to do something more. As part of the
 4 contract award, the contract is prepared. It
 5 obviously outlines our expectations of
 6 contractors, and we would typically do a kick-
 7 off meeting, especially with the start of a
 8 significant contract, and that's where we
 9 would get the contractor and Suncor
 10 representatives in the room and we would talk
 11 about our expectations for the duration of
 12 that contract, and ensure that there's
 13 absolutely clear understanding of their
 14 reporting requirements to us, as well as our
 15 expectations in terms of audit of their
 16 business. So in terms of performance
 17 management, ongoing throughout the term of the
 18 contract we would typically have performance
 19 measurements against contractor requirements.
 20 It could take a couple of forums. It could be
 21 meetings face to face to review performance
 22 during a quarter or half a year, or it could
 23 be actual written reports that they have to
 24 supply to us based on their performance.
 25 ROIL, Q.C.:

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1 Q. So if we were to take Exhibit 140, and I won't
 2 spend a lot of time on it, but Exhibit 140 is
 3 the contract that you have with Cougar
 4 Helicopters.
 5 MS. FARRELL:
 6 A. Okay.
 7 ROIL, Q.C.:
 8 Q. Can you explain to us a little bit because I
 9 don't see any other opportunity in the slide
 10 presentation for us to sort of talk about how
 11 that contract was let, how Cougar was
 12 selected. We know evidentially that Cougar
 13 was already supplying to HMDC when the Terra
 14 Nova Project came on stream. So, you know, it
 15 would seem to an observer that the obvious
 16 place to go is to the existing helicopter
 17 provider. Was that a foregone conclusion in
 18 this case?
 19 MS. FARRELL:
 20 A. No, it was a competitively bid contract. So
 21 we went through the exact process that I
 22 described here, using as I said, an aviation
 23 consultant for the technical evaluation of
 24 Cougar and their expertise. We ended up with
 25 a bid recommendation which we went forward to

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1 the C-NLOPB to ensure that they understood
 2 what we were recommending and had no issues or
 3 concerns, and then the contract was awarded to
 4 Cougar Helicopters.
 5 ROIL, Q.C.:
 6 Q. So if we look through the various parts of
 7 that contract, we would expect to find the
 8 requirements in terms of providing service,
 9 things like the backup helicopter, the first
 10 response helicopter?
 11 MS. FARRELL:
 12 A. First response, yes.
 13 ROIL, Q.C.:
 14 Q. That would be in the contract?
 15 MS. FARRELL:
 16 A. Yes.
 17 ROIL, Q.C.:
 18 Q. Your right to audit or to inspect?
 19 MS. FARRELL:
 20 A. Yes, and our expectations of them in terms of
 21 reporting. So each month when we look at our
 22 health and safety statistics for our east
 23 coast region, included in there would be all
 24 of the logistics, health and safety experience
 25 as well, and that would include Cougar

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1 Helicopters, it would include our standby
 2 vessels, our supply boats. All of that rolls
 3 up in our monthly environment health and
 4 safety reporting.
 5 ROIL, Q.C.:
 6 Q. Perhaps we could take that contract,
 7 Registrar, and bring it up for us. It's
 8 Exhibit 140. It is one of these documents
 9 that is significantly redacted. We've really
 10 only put in there those clauses that we might
 11 need reference to within our Inquiry, and many
 12 of the commercial clauses have been taken out
 13 because of the fact that you have competitors
 14 and Cougar has competitors. If I take, for
 15 example, the first response capability. That
 16 would be at page 24 of our pagination, and
 17 down on the right hand side, I think you can
 18 see there the first response capability. Do
 19 you see that?
 20 MS. FARRELL:
 21 A. Yes, it's under Section 2.4.
 22 ROIL, Q.C.:
 23 Q. Yes, and if you'd read 2.4.1 please?
 24 MS. FARRELL:
 25 A. "The carrier shall provide all personnel,

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1 equipment, permits and/or authorizations
 2 required to provide first response to
 3 charterer-specific incidents on a 24-hour-per-
 4 day basis. Wheels up response times shall be,
 5 at most, one hour." Did you want me to
 6 continue?
 7 ROIL, Q.C.:
 8 Q. I might say, Commissioner, that it is clear
 9 from that clause that this contract has been
 10 set up as a charter, as opposed to a contract
 11 that would not have that expression. I don't
 12 take anything in law from that. I allow
 13 lawyers to draft documents the way they see
 14 fit, but clearly the same sorts of things were
 15 covered in the HMDC contract are covered here.
 16 MS. FARRELL:
 17 A. The same sorts of things. Our wording is a
 18 little different, but yes, same things.
 19 ROIL, Q.C.:
 20 Q. Yes, because you've set it up as a charter,
 21 your structure of your document might be
 22 different, but it seems to me the ultimate
 23 outcome is the same. Something like that,
 24 would you have had an opportunity to negotiate
 25 your own response time? In other words, if

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1 you had wanted a half an hour or you only
 2 wanted a two hour or whatever, how did you
 3 come to one hour? Was that something they
 4 told you they could do or something that you
 5 said you must have?
 6 MS. FARRELL:
 7 A. I'm probably not best equipped to answer that,
 8 because this contract goes back quite a long
 9 time.
 10 ROIL, Q.C.:
 11 Q. Yes, understood.
 12 MS. FARRELL:
 13 A. But can we negotiate this? Yes, absolutely.
 14 ROIL, Q.C.:
 15 Q. Yeah, so if at anytime when you are renewing a
 16 contract, if you wanted to call for something
 17 different than that -
 18 MS. FARRELL:
 19 A. Then we can do it.
 20 ROIL, Q.C.:
 21 Q. - either two helicopters or a half an hour or
 22 whatever, that is part of your -- you're free
 23 to negotiate a contract?
 24 MS. FARRELL:
 25 A. We can certainly negotiate that, yes.

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1 ROIL, Q.C.:
 2 Q. That's fine. I think we can continue now.
 3 MS. FARRELL:
 4 A. Okay. So I'm going to move into our audit
 5 program, and I think Mr. Vokey talked a little
 6 bit about this. Audits, from our perspective,
 7 are essential for continuous improvement in
 8 your safety performance, and these may be
 9 internally focused. In other words, my -- the
 10 audit team that is in my group may decide to
 11 look at specific Terra Nova procedures or
 12 policies or we may look at our suppliers, and
 13 so our audit program will always be a
 14 combination of those two things.
 15 ROIL, Q.C.:
 16 Q. So it's internally within your own
 17 organization auditing, but also auditing of
 18 the contractors?
 19 MS. FARRELL:
 20 A. Of our suppliers, correct.
 21 ROIL, Q.C.:
 22 Q. And that lies within the responsibility of
 23 your department, does it?
 24 MS. FARRELL:
 25 A. That's right.

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1 ROIL, Q.C.:
 2 Q. Good, okay.
 3 MS. FARRELL:
 4 A. Yes. So there's a number of things that we
 5 will look at, and I guess this comes back to
 6 your question of Mr. Vokey earlier about, you
 7 know, do you audit everybody every year or do
 8 you have some sort of a program. Well,
 9 there's a number of factors that we look at as
 10 we pull together our audit program.
 11 First of all, our own management system
 12 processes and tools. So if there's been some
 13 significant changes in our management system,
 14 that's a flag for us to say "oh, there's an
 15 area where we may want to focus."
 16 If there's been recent changes in
 17 programs, processes or people. Changing out
 18 people can be just as important as changing
 19 out a procedure and so sometimes those things
 20 will flag an area where we want to focus.
 21 Criticality, and again, that's a risk
 22 based assessment of the activity. The
 23 performance of the activity or the supplier.
 24 So for example, if we've had issues with a
 25 supplier during the course of their work with

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1 us, we may say there's an area that we want to
 2 focus more specifically.
 3 If there's a significant event or
 4 something in the work plan for the year or the
 5 following year. So for example, if we know
 6 that we're going to have to make a decision
 7 about the -- to rebid a contract. The year
 8 before that, you may say this is a good time
 9 for us to go in and do an audit to assess
 10 performance and safety management systems and
 11 those types of things.
 12 Regulatory requirements are probably the
 13 obvious, and then the other is the audit
 14 history and so again, you can't audit every
 15 contractor every year, so you have to look and
 16 say when is the appropriate time, and there
 17 may be key things that drive you towards key
 18 dates. So for example, if you know that a
 19 contractor is going to be implementing a
 20 safety management system in 2009, you might
 21 want to wait until 2010 to then assess where
 22 are they in their roll out.
 23 So those are the types of considerations
 24 that go into the development of our audit
 25 schedule. We pull that together and it's

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1 actually approved by the senior leadership
 2 team. So we will consult with Mr. Vokey, Mr.
 3 Stacey and all of the other leaders in the
 4 organization to say "are there key areas where
 5 you believe that we need to focus?" and then
 6 we'd built that into our annual audit program.
 7 In terms of supplier audits, there's
 8 really three areas that we're looking at: the
 9 requirements in the contract, the supplier's
 10 safety and quality management systems, and
 11 their compliance with regulatory requirements.
 12 ROIL, Q.C.:
 13 Q. Okay. I guess to bring it down to helicopter
 14 safety and helicopter performance, the
 15 contract that we've just referred to calls for
 16 the ability of Petro-Canada in the contract,
 17 now Suncor, to perform audits. Has Petro-
 18 Canada/Suncor, in recent months, years,
 19 performed any audits of Cougar Helicopters?
 20 MS. FARRELL:
 21 A. Our most recent is the joint audit that we did
 22 in 2009. Petro-Canada or Suncor had
 23 identified that in late 2008 as part of our
 24 2009 program. Following the March 12th crash,
 25 we said this is going to be an onerous year

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1 for Cougar, so rather than all the operators
 2 lining up to do one, we said "we already had
 3 one planned. Can we all agreed to participate
 4 in this jointly and minimize the impact on
 5 Cougar?" The timing of it was planned for
 6 late 2009 because they were implementing a
 7 safety management system, and we wanted to
 8 assess where they were with that. So that
 9 would be the most recent example, and I'll
 10 actually talk about our Suncor aviation audit
 11 program in a couple of slides.
 12 ROIL, Q.C.:
 13 Q. Okay. The fact that Petro-Canada, in the
 14 past, Suncor now, is a co-venturer with other
 15 companies that are in the other projects that
 16 are out there right now, would that have any
 17 impact on your desire or interest in
 18 performing audits, particularly with respect
 19 to shared assets?
 20 MS. FARRELL:
 21 A. There's no question that we look to a company
 22 like ExxonMobil that has a world wide aviation
 23 program and expertise. We would look to them
 24 as part of our due diligence and saying if
 25 Exxon's been doing these things, maybe we

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1 don't need to focus there as much as we might
 2 need to focus, for example, when we were
 3 bringing back the drilling rig. There's an
 4 area that we need to focus in 2008 to be ready
 5 for the rig. We'll move Cougar to 2009. So
 6 relying on our co-venture partners and their
 7 expertise in the aviation industry.
 8 ROIL, Q.C.:
 9 Q. Would you become aware formally or informally
 10 of the -- in other words, if something
 11 happened in an HMDC audit that a concern was
 12 raised, would that find its way to Suncor?
 13 MS. FARRELL:
 14 A. At a variety of levels. The most -- the
 15 closest place to it is the individuals that
 16 are managing that contract every day. So
 17 within our supply chain team, the logistics
 18 individuals that work in our organization meet
 19 with the logistics individuals representing
 20 the other operators and Cougar on a regular
 21 basis, and I will say that helicopter
 22 operations is one of the more closely managed
 23 contracts in our business, just by virtue of
 24 the way that we operate, and so that group is
 25 a very close group that shares information.

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1 ROIL, Q.C.:
 2 Q. So you not only share the contractor, you
 3 share flights and everything?
 4 MS. FARRELL:
 5 A. Yeah. So sharing information at that level is
 6 absolutely critical to our ongoing
 7 relationships, and let's be honest, we're a
 8 partner in all of the other assets. Husky and
 9 Exxon are partners in the Terra Nova
 10 development. So if there's something that's
 11 important, we need to share these things with
 12 people because we are using common
 13 contractors.
 14 So I just want to move to audit close out
 15 and then I'll talk a little bit more about the
 16 Suncor aviation program on a go-forward basis.
 17 We've talked about our relationship with the
 18 regulatory bodies and their audits of our
 19 operation. We've also talked about the fact
 20 that Suncor has an internal and supplier audit
 21 program. For those to be effective, you've
 22 got to have a robust process to track and
 23 monitor all of those things that you're
 24 finding as you're doing your audits, and to
 25 ensure appropriate close out.

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1 And again, coming back to that Petro-
 2 Canada database, we use that database to track
 3 all audit actions, and so what happens is an
 4 action is assigned to an individual with a
 5 target date to close it out. The individual
 6 who's then been assigned that action has the
 7 responsibility to develop the action plan, to
 8 update the database as actions are being taken
 9 and completed, to provide status updates,
 10 particularly if, for example, the target date
 11 was set and the action isn't complete, now we
 12 need to extend the target date. They're
 13 required to do in and actually document why
 14 the target date is being extended, and for
 15 what the new target date is, and then they are
 16 required to recommend when we think that an
 17 action should be closed out.

18 Progress in closing actions is monitored
 19 by my team at a quarterly loss management
 20 leadership team meeting that we have here in
 21 our region. So we are always looking at our
 22 status with respect to close out of action
 23 items. The only note that I'll make is if the
 24 actions are a result of a regulatory audit,
 25 obviously we don't get to decide when we think

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1 we can close it. We have to wait for the
 2 appropriate regulator to tell us when they
 3 deem the action to be complete, so that we can
 4 close it. So this is an area of significant
 5 focus for us.

6 ROIL, Q.C.:

7 Q. Can you tell us whether there were, prior to
 8 March 12th or subsequently for that matter,
 9 had there ever been concerns with respect to
 10 the operation of the helicopter portion of
 11 your business that have not been reasonably
 12 and promptly addressed by Cougar Helicopters
 13 and others?

14 MS. FARRELL:

15 A. I'm not aware of any circumstance where Cougar
 16 hasn't. If we identify something, Cougar has
 17 been very responsive.

18 ROIL, Q.C.:

19 Q. Okay.

20 MS. FARRELL:

21 A. So I mentioned the fact that with the merger
 22 of Petro-Canada and Suncor, we now have a
 23 Suncor aviation team, and that team will be
 24 providing support to all of our international
 25 and offshore business units, so not just the

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1 east coast, but we obviously have flying
 2 operations in places like Norway, in the UK,
 3 in the Netherlands, and so they will be
 4 providing this oversight across all of our
 5 international business unit.

6 ROIL, Q.C.:

7 Q. Do I take it that this is a growth in the
 8 aviation expertise in terms of the Terra Nova
 9 project?

10 MS. FARRELL:

11 A. It's certainly -- it's been quite beneficial
 12 to us. We had identified that we wanted to
 13 contract for aviation expertise, and then
 14 along came the merger. So this fell quite
 15 happily into our lap as a great solution.

16 So on a go-forward basis, I talked about
 17 the fact that we've relied on our joint
 18 venture partners in the past to do some due
 19 diligence for us. On a go-forward basis,
 20 Suncor's aviation department will provide
 21 aviation oversight and operation guidance for
 22 all of our charter and contract, fixed and
 23 rotor wing operations, and we do have some
 24 rotor wing operations in western Canada, in
 25 addition to what we would have in our

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1 international basin as well.

2 ROIL, Q.C.:

3 Q. So fixed and rotor wing refer to, to those not
 4 familiar?

5 MS. FARRELL:

6 A. Oh, sorry. Rotor wing, helicopter and fixed
 7 wing, obviously a regular aircraft.

8 ROIL, Q.C.:

9 Q. Aircraft, yes.

10 MS. FARRELL:

11 A. Suncor's aviation team consists of pilots and
 12 technical engineers. We've got about an
 13 average of 20 years experience in a
 14 combination of fixed and rotor wing. They've
 15 got -- actually we have, as I said, pilots.
 16 So they've got flying experience. They've got
 17 technical experience, structural, regulatory,
 18 and so we've -- the bullet points that you see
 19 on this slide really represent what that
 20 aviation group will be providing to us on a
 21 go-forward basis and it includes monitoring
 22 new and emerging national and international
 23 issues in the helicopter industry, tracking
 24 any alert service bulletins, airworthiness
 25 directives, doing the ongoing monitoring of

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1 the civil aviation defect occurrence reports
 2 or the CADOR reports that were mentioned, I
 3 think by Transport Canada, monitoring the
 4 safety management system, maintenance control
 5 and quality assurance programs of all of our
 6 helicopter operations, including Cougar,
 7 carrying out an annual aviation audit,
 8 interfacing on our behalf with Transport
 9 Canada and obviously providing us with general
 10 aviation expertise.
 11 ROIL, Q.C.:
 12 Q. Again, the support includes annual aviation
 13 audits. Do I take it that while sharing is
 14 going on, that some of the synergies of
 15 sharing information will be used, rather than
 16 each operator performing its own independent
 17 audit?
 18 MS. FARRELL:
 19 A. Absolutely. I mean, I think it's incredibly
 20 burdensome if each of the operators decides
 21 that they're going to conduct their own
 22 independent technical and management system
 23 audit. We're audited a lot. We understand
 24 the rigour that goes into participating in an
 25 audit. So it makes sense for us to share, and

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1 I think that's something we have to continue
 2 to do.
 3 So we're now reaching the conclusion of
 4 part one and Mr. Stacey will review event
 5 management and our organizational structure.
 6 MR. STACEY:
 7 A. Thanks, Ms. Farrell. As Ms. Farrell said,
 8 I'll describe for you now how we manage
 9 events. Could I have the next slide, please?
 10 ROIL, Q.C.:
 11 Q. And events now, for the purposes of your
 12 discussion, are defined as what?
 13 MR. STACEY:
 14 A. Events are near misses and accidents or
 15 incidents.
 16 ROIL, Q.C.:
 17 Q. Okay.
 18 MR. STACEY:
 19 A. So Suncor's event management process provides
 20 a means for staff and contractors again to
 21 report, record, notify, investigate and
 22 analyze the factors that influence an
 23 incident. Processes are also in place to
 24 support the action plans, the recommendations
 25 and all of the factors that are designed to

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1 prevent reoccurrence. The event management
 2 process also addresses expectations of our
 3 contractors that work for Suncor. Our goals
 4 are to ensure that all events are reported,
 5 investigated and analyzed as required to meet
 6 our corporate and regulatory requirements, to
 7 improve safety and reduce risk by timely
 8 implementation of those corrective actions,
 9 and to prevent future events from happening,
 10 and also to report to our management and to
 11 our partners. Next slide.
 12 Our event management system provides a
 13 basis for continuous improvement. For
 14 incidents of a serious nature, a formal
 15 investigation tool like TapRoot would be used
 16 to identify a root cause and other causal
 17 factors.
 18 ROIL, Q.C.:
 19 Q. TapRoot, we, I think, ran across that in a -
 20 MR. STACEY:
 21 A. TapRoot is a brand name for an investigation
 22 methodology that focuses on identifying causal
 23 factors and then ultimately a root cause for
 24 the incident.
 25 ROIL, Q.C.:

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1 Q. Okay. So it's not proprietary to any of the
 2 oil operators? It's a program that -
 3 MR. STACEY:
 4 A. It's a commercially available package that has
 5 software that goes with it and training where
 6 investigators would be trained in those
 7 specific techniques to identify the factors,
 8 the time line that occurred or that led up to
 9 an incident occurring and then from there, to
 10 pick out the causal factors and the root
 11 cause.
 12 ROIL, Q.C.:
 13 Q. Okay. Does that have any relationship to the
 14 more generic lessons learned process that we
 15 have heard about?
 16 MR. STACEY:
 17 A. Lessons learned would be generated from a
 18 TapRoot investigation and then would be fed
 19 into our lessons learned database or built
 20 back into the procedures that again support
 21 the base of the triangle of TLM.
 22 ROIL, Q.C.:
 23 Q. Okay.
 24 MR. STACEY:
 25 A. So the actions that would be uncovered there

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1 would be executed to prevent reoccurrence of
 2 an incident, and outputs from the event
 3 management process enable our management to
 4 stewart to corporate objectives, and that is
 5 gauging the effectiveness of our systems and
 6 procedures, altering programs, perhaps
 7 shifting resources or sharing the learnings
 8 with others inside our business or with our
 9 partners. And keeping records allows us to
 10 analyze for trends and to share and review.
 11 In addition to our Suncor internal
 12 reporting requirements, the C-NLOPB has very
 13 specific expectations of operators that are
 14 outlined in their incident investigation and
 15 reporting guidelines. So we do have time
 16 lines and specific things that the Board
 17 requires from us on an incident.
 18 The east coast industry is improving the
 19 way in which lessons are shared amongst us.
 20 Shared ownership in the projects has certainly
 21 promoted that sharing and helps promote this
 22 dissemination of the information, and also to
 23 reduce the probability of a similar incident
 24 occurring on another installation. This
 25 Inquiry is actually a very good example of how

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1 far incident investigation can go and then how
 2 sharing would happen beyond that. The next
 3 slide, please.
 4 ROIL, Q.C.:
 5 Q. Perhaps again before you go on to
 6 organizational structure.
 7 MR. STACEY:
 8 A. Um-hm.
 9 ROIL, Q.C.:
 10 Q. Let's again bring the process of event
 11 management down to the helicopter level, and
 12 I'm trying to get a sense as to what
 13 information that you would have access to and
 14 would track that would arise out of helicopter
 15 transportation. For example, if a Suncor
 16 employee tripped on the stairs going into a
 17 helicopter and injured his or her knee, would
 18 that become an event that you would become
 19 aware of and how, and what would happen with
 20 that?
 21 MR. STACEY:
 22 A. If it was something related to our person, our
 23 people, our workers, yes, it would be.
 24 ROIL, Q.C.:
 25 Q. So the reporting would go from Cougar to you?

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1 MR. STACEY:
 2 A. It would be in -- I think it would be in both
 3 systems in that instance. We would certainly
 4 track it because it's our workforce. Cougar
 5 would be involved in the investigation and
 6 tracking to outcome because it occurred on
 7 their -- in their facility.
 8 ROIL, Q.C.:
 9 Q. Get into the expression "near miss", and again
 10 the difficulty of using that, that expression,
 11 without care in an aviation environment. In
 12 my jargon, a "near miss", two aircraft fixed
 13 wing is that they come too close to one
 14 another.
 15 MR. STACEY:
 16 A. Um-hm.
 17 ROIL, Q.C.:
 18 Q. But I understand that the expression "near
 19 miss" can also, perhaps in helicopters and
 20 maybe I've misunderstood this, can refer to a
 21 flight out that doesn't make it because of
 22 weather, for example, or mechanical reasons
 23 and comes back. Would that -- if that were a
 24 Suncor flight, the flight is a scheduled
 25 flight. It goes out, it's not able to land

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1 and it comes back, would that be something
 2 that would be an event that you would manage?
 3 MR. STACEY:
 4 A. I don't think that would be defined as a near
 5 miss.
 6 MS. FARRELL:
 7 A. That's not a near miss in our world. It
 8 doesn't prevent an employee though from
 9 raising a hazard or one of these cards that
 10 Mr. Stacey talked about, to say "this
 11 happened, investigate and tell us why."
 12 MR. STACEY:
 13 A. Right.
 14 MS. FARRELL:
 15 A. So it may still end up in our event reporting
 16 system because an employee references it, but
 17 a near miss for us would not be a missed
 18 approach. That's an aviation term, not
 19 something that's specific to our world.
 20 ROIL, Q.C.:
 21 Q. Yeah. Your expression "near miss" has nothing
 22 to do with that at all?
 23 MR. VOKEY:
 24 A. That's correct.
 25 MR. STACEY:

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1 A. That's correct.
 2 ROIL, Q.C.:
 3 Q. Okay, and then obviously an incident like
 4 March the 12th, would that become an event --
 5 this is at the other end of the spectrum from
 6 the hurt knee to the flight that doesn't make
 7 it. Now we have a flight that ditches. Does
 8 that become an event that is recorded within
 9 your system?
 10 MR. STACEY:
 11 A. Notwithstanding the tragedy of March the 12th,
 12 the helicopter that, in question, was flying
 13 for Husky and for Hibernia at the time, it was
 14 not a Suncor flight. So in our system, it's
 15 not an event. However, as -- because the
 16 interest from our workforce was so high,
 17 things like -- we set up a separate ProAct
 18 event for it, and in there is all the
 19 information relating to Helicopter Operations
 20 Task Force. Any of the publicly available or
 21 internal company available information has
 22 been housed in ProAct to help our workforce
 23 understand and for us to communicate with
 24 them.
 25 MS. FARRELL:

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1 A. We've actually taken the lessons learned from
 2 that event through our international business
 3 unit as well, because clearly we have
 4 helicopter operations there, and some of the
 5 issues that we were dealing with, even in the
 6 early days following the crash, were of great
 7 interest to other parts of our business as
 8 well.
 9 MR. STACEY:
 10 A. I think it exemplifies the flexibility of the
 11 system and the recognition by leadership that
 12 if it is something of importance to the
 13 workforce and to us and we can learn from it,
 14 we'll create the event, even though it wasn't
 15 specifically related to our activity.
 16 ROIL, Q.C.:
 17 Q. Even though by the rules, it doesn't fall in,
 18 there is an event that was so significant that
 19 you made it fall in.
 20 MR. STACEY:
 21 A. That's right.
 22 ROIL, Q.C.:
 23 Q. Okay.
 24 MR. STACEY:
 25 A. Okay. Shift gears here now, and talk about

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1 our organizational structure. It is the last
 2 of the components of part one of the safety
 3 plan.
 4 ROIL, Q.C.:
 5 Q. I think we'll probably get there by 12:30 and
 6 then we'll take our luncheon break.
 7 MR. STACEY:
 8 A. Okay.
 9 ROIL, Q.C.:
 10 Q. That's very good timing. Thank you.
 11 MR. STACEY:
 12 A. The Suncor organization is established and led
 13 by our east coast vice-president Allan Brown
 14 and a team of senior leaders based here in St.
 15 John's, and they set the environment, health
 16 and safety performance expectations for our
 17 operations, but they're based on the corporate
 18 objectives, and we also review our progress to
 19 ensure we achieve those goals. They also
 20 ensure compliance with the applicable health,
 21 safety and environmental, and asset integrity
 22 regulations codes and standards.
 23 Performance expectations are cascaded
 24 throughout the organization to strive for
 25 continuous improvements in all areas of our

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1 business. Compliance with safety, health and
 2 environment regulations and installation codes
 3 and standards are delivered through work plans
 4 that we have for each of the leaders and the
 5 individuals in our organization. The safety
 6 plan accountabilities that we spoke of before
 7 for delivery of performance include, for
 8 instance, the Terra Nova asset manager, that's
 9 Mr. Vokey's role. He's accountable for
 10 providing leadership to ensure the safe
 11 operation of installations, to protect the
 12 health of employees and contractors and to
 13 protect the environment.
 14 ROIL, Q.C.:
 15 Q. That expression, asset manager, so he's not
 16 simply responsible to manage the physical
 17 assets? It's the human assets and everything?
 18 MR. STACEY:
 19 A. That's correct.
 20 ROIL, Q.C.:
 21 Q. Okay, and it's not just -
 22 MR. STACEY:
 23 A. Asset is a broad term in our business.
 24 ROIL, Q.C.:
 25 Q. Yeah. Asset doesn't have the common

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1 understanding that some of us would have, in
 2 terms of assets. It sounds like things, but
 3 it includes people?
 4 MR. STACEY:
 5 A. It does, yes, everything that we have.
 6 ROIL, Q.C.:
 7 Q. And the operation. What about -- it says
 8 installation, so Mr. Vokey is responsible for
 9 the FPSO and the MODUs that are out there?
 10 MR. STACEY:
 11 A. That's correct, and if a MODU comes into the
 12 field, then -- and that's my responsibility as
 13 a line manager reporting to Mr. Vokey, that
 14 I'm accountable for the safe and
 15 environmentally responsible operations of the
 16 drilling rig.
 17 ROIL, Q.C.:
 18 Q. Okay. So you are at the next level, called a
 19 line manager?
 20 MR. STACEY:
 21 A. That's correct. And I'll have -- there's an
 22 organization chart coming up -
 23 ROIL, Q.C.:
 24 Q. Yes, we'll have a look at that.
 25 MR. STACEY:

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1 A. - to help tie this together a little bit. The
 2 environment, health and safety manager, that's
 3 Ms. Farrell's role, is the steward of our
 4 total loss management function, ensuring
 5 alignment with total loss management
 6 standards, as we've described, the pyramid
 7 right from the top to the bottom, and
 8 providing due diligence in meeting our
 9 environment, health and safety obligations
 10 through the monitoring, auditing, emergency
 11 response, event management and reporting
 12 functions that we've discussed. Ms. Farrell
 13 has a team of approximately 20 professionals
 14 and always at least one offshore, but in many
 15 cases, more than that.
 16 Support teams such as supply chain,
 17 finance and information services develop and
 18 implement procedures and strategies and plans
 19 to ensure facility integrity and ensure
 20 regulatory compliance.
 21 Tracking performance over time and
 22 setting new goals helps us to deliver
 23 continuous improvement in all areas of our
 24 business.
 25 East coast health, safety and environment

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1 performance is independently monitored on a
 2 monthly basis in two manners. One, by a team
 3 of senior leaders within the region, the east
 4 coast region, called the loss management
 5 leadership team, and Ms. Farrell referred to
 6 that earlier, and our east coast vice-
 7 president chairs that meeting. Then, at a
 8 corporate level, by a team of senior leaders
 9 for the business unit and overall for the
 10 corporation called the loss management
 11 council, and the vice-president of
 12 international and offshore chairs that loss
 13 management council. The next slide, please.
 14 So here's the -- the chart on this slide
 15 represents our organization as it was in place
 16 in early 2009. The chart provides you with a
 17 view of our reporting relationships. You can
 18 see the asset manager reporting to the east
 19 coast vice-president. Also draw your
 20 attention to the dotted and solid lines on the
 21 chart. The solid lines indicate a direct
 22 reporting relationship to the east coast vice-
 23 president, such as Mr. Vokey's role, the asset
 24 manager for Terra Nova, or another instance
 25 would be the asset manager for our joint

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1 venture's operations. So there's a direct
 2 reporting relationship.
 3 ROIL, Q.C.:
 4 Q. Okay. So Mr. Vokey directly reports to Mr.
 5 Brown?
 6 MR. STACEY:
 7 A. That's correct.
 8 ROIL, Q.C.:
 9 Q. Yes, okay.
 10 MR. STACEY:
 11 A. The dotted lines reflect the fact that these
 12 positions take day-to-day direction, work
 13 direction, from the local team, but they
 14 report to a functional manager located in
 15 another area of the business, and that could
 16 be physically or both physically and
 17 functionally. Examples of that relationship
 18 include the environment, health and safety
 19 manager and the supply chain manager. Mr.
 20 Commissioner, Ms. Farrell will take a minute
 21 just, I think, to explain a little bit more
 22 about how her -- how that reporting
 23 relationship works for her.
 24 MS. FARRELL:
 25 A. I know that you had a number of questions of

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1 the joint panel about the reporting
 2 relationship for sort of the safety function
 3 within the organization, so as I mentioned in
 4 my introduction this morning, I actually
 5 report to a manager or a director of
 6 environment, health and safety and so while I
 7 support the east coast and take my day-to-day
 8 direction, as you can see in the chart, from
 9 our east coast vice-president, Allan Brown, my
 10 reporting line is straight to an environment
 11 health and safety function which is managed
 12 corporately and so even reporting of our
 13 health and safety performance for this region,
 14 that flows through the environment health and
 15 safety group to our EH&S subcommittee of the
 16 board of directors. So we work in very close
 17 support of the region, but the reporting line
 18 is independent from the region itself.
 19 ROIL, Q.C.:
 20 Q. So if you -
 21 COMMISSIONER:
 22 Q. When you speak of corporate, you're speaking
 23 of the board of directors?
 24 MS. FARRELL:
 25 A. And our corporate environment, health and

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1 safety team, yes.
 2 ROIL, Q.C.:
 3 Q. Yes, so if you had a concern about -- let's
 4 make it a safety concern about something to do
 5 with helicopter transportation in offshore
 6 Newfoundland and Labrador, to whom would you
 7 bring that concern and what are your abilities
 8 to communicate that concern?
 9 MS. FARRELL:
 10 A. Immediately I would go to the regional team,
 11 because they're the one accountable for safety
 12 performance in the region. If for some reason
 13 I didn't think that they were paying attention
 14 or listening or responding, then I would move
 15 that up my reporting line to my boss who is
 16 the director of environment, health and safety
 17 for Suncor.
 18 ROIL, Q.C.:
 19 Q. So again, making a hypothetical, and don't
 20 want anyone to think that this can happen, but
 21 if you reported a condition and it went up to
 22 Mr. Brown and he decided that he didn't think
 23 it was important, if you thought it was
 24 important, where do you go?
 25 MS. FARRELL:

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1 A. I go to my director of environment, health and
 2 safety.
 3 ROIL, Q.C.:
 4 Q. Okay, I think -- again, do you have any
 5 further comments on the slide, because I think
 6 we're getting close to a lunch break. I did
 7 have another -
 8 MR. STACEY:
 9 A. Nothing further on the slide. Just really
 10 that concludes part one of the safety plan.
 11 ROIL, Q.C.:
 12 Q. Right.
 13 MR. STACEY:
 14 A. I think we could do the next slide, which -
 15 ROIL, Q.C.:
 16 Q. We won't, because I have a couple of
 17 questions.
 18 MR. STACEY:
 19 A. Okay.
 20 ROIL, Q.C.:
 21 Q. I'm in charge here now.
 22 MR. STACEY:
 23 A. Absolutely.
 24 ROIL, Q.C.:
 25 Q. Nice feeling to have a little power. I guess

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1 there was a discussion yesterday -- again I
 2 don't like comparing and contrasting, but
 3 sometimes it's necessary just to understand.
 4 We had another organization that said it had a
 5 very flat structure, a flat corporate
 6 structure that everybody reported to the CEO.
 7 This sounds to me like something more complex
 8 or more hierarchical. Do any of you wish to
 9 comment on whether that offers any benefits or
 10 detriments or whether it is -- there are any
 11 challenges or advantages to the structure that
 12 you have?
 13 MR. VOKEY:
 14 A. Maybe I'll start. We have an operations
 15 manager. It's on that last slide there. That
 16 operations manager is responsible for all
 17 aspects of the Terra Nova operations, both
 18 onshore and offshore, as it relates to the
 19 operations. That individual reports directly
 20 to me, as does, you know, the turnaround
 21 manager on the right side. You can see Mr.
 22 Stacey's position. But in terms of, you know,
 23 things that are happening offshore, we've
 24 talked a lot about our ProAct system. All
 25 leaders every morning get a full list of any

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1 hazards or concerns that have been raised
 2 offshore. So I do get immediate feedback. On
 3 a weekly basis, I meet with my leadership
 4 team, every Monday morning, and we discuss any
 5 types of operational issues. On a monthly
 6 basis, we have what we call a loss management
 7 leadership team, which has probably 15 to 20
 8 leaders in the company, and we take three
 9 hours plus and that's totally dedicated to any
 10 safety, environmental type of issues, and
 11 that's all the meeting is about.
 12 So in terms of engagement, in terms of
 13 knowing what's going on, I'm there, I think as
 14 much as would be in Hibernia's structure or
 15 any other structure.
 16 ROIL, Q.C.:
 17 Q. Anybody else want to offer a comment?
 18 MS. FARRELL:
 19 A. We have a leadership visibility requirement
 20 and so all of our leaders are expected to
 21 spend time offshore. The operations manager
 22 that you see here clearly has the biggest
 23 requirement and so he generally, I think,
 24 spends, you know, eight visits a year. I know
 25 Mr. Vokey visits offshore. We all are

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1 required to visit offshore. But I guess in
 2 terms of frequency of visitation to the
 3 platform, that would rest more with the
 4 operations manager in our world than it would
 5 with the Terra Nova asset manager.
 6 ROIL, Q.C.:
 7 Q. Something like the OIM is not shown here, the
 8 -- you do have an offshore installation
 9 manager?
 10 MR. VOKEY:
 11 A. That's correct. There's two organizations
 12 below the operations manager. One is an
 13 onshore operations organization that supports
 14 offshore, and then there's the full offshore
 15 organization that is led by the offshore
 16 installation manager. So this just shows the
 17 onshore leadership, but if you were to drill
 18 down into the operations manager role, there's
 19 a very large operations shown that's offshore,
 20 led by the OIM.
 21 ROIL, Q.C.:
 22 Q. So the OIM would report to the operations
 23 manager?
 24 MR. VOKEY:
 25 A. Directly to the operations manager.

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1 ROIL, Q.C.:
 2 Q. Who then reports to you?
 3 MR. VOKEY:
 4 A. That's correct.
 5 ROIL, Q.C.:
 6 Q. Okay. I think that's all that I have for
 7 right now on this slide. Thank you,
 8 panellists, and I think this is perhaps a good
 9 place for us to take our luncheon break.
 10 COMMISSIONER:
 11 Q. Break here for lunch.
 12 (LUNCH BREAK)
 13 COMMISSIONER:
 14 Q. Okay, Mr. Roil.
 15 ROIL, Q.C.:
 16 Q. Good afternoon, folks. Mr. Stacey, I
 17 understand there might be something that you
 18 wanted to clarify arising from your evidence
 19 this morning that was not clear?
 20 MR. STACEY:
 21 A. Yes. Just a statement that I made around
 22 ProAct and the HOTF report.
 23 ROIL, Q.C.:
 24 Q. Yes. I think you indicated that the HOTF
 25 report was filed in ProAct, I think. That was

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1 the impression I had at least.
 2 MR. STACEY:
 3 A. That's what I did say, and that's incorrect.
 4 The HOTF report, in its entirety, sits in a
 5 paper version in the OIM's office on the FPSO
 6 for the workforce and everyone on the
 7 installation to look at. What is in ProAct is
 8 all of the follow up material, the actions and
 9 any other helicopter incidents. Those are the
 10 kinds of things that are contained in ProAct.
 11 ROIL, Q.C.:
 12 Q. Okay. So like the recommendations, would they
 13 -
 14 MR. STACEY:
 15 A. The recommendations, that's correct.
 16 ROIL, Q.C.:
 17 Q. Okay. Yeah, we had some evidence around the
 18 HOTF, so we're familiar with its formatting.
 19 MR. STACEY:
 20 A. Okay.
 21 ROIL, Q.C.:
 22 Q. Okay. I think we were ready then to start on
 23 slide number 51, which takes us back to one of
 24 the watershed slides, I think, where we begin
 25 to see where we've come from, and I think

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1 we've only covered part one.
 2 MR. STACEY:
 3 A. That's correct. We covered part one. This
 4 slide deals with part two and part three of
 5 the safety plan. and it covers facilities,
 6 equipment, operations and maintenance
 7 processes. During Mr. Pritchard's testimony
 8 in the joint panel presentation, he stressed
 9 the importance of equipment, procedures or
 10 processes and people, and part two of the
 11 safety plan describes the facilities,
 12 equipment -- our facilities and equipment
 13 elements of our plan and includes things such
 14 as vessel design, station keeping systems,
 15 subsea layout, power generation and the basis
 16 of safe operations, including layout, control
 17 systems, safety and environmentally critical
 18 elements.
 19 And part three of the safety plan
 20 describes the operations and maintenance
 21 elements, and that includes our operations
 22 manuals, production monitoring and control
 23 systems, simultaneous operations activities,
 24 control of work, maintenance and engineering
 25 integrity, management of change, safety

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1 inspections, personal protective equipment and
 2 the transportation of dangerous goods.
 3 And we weren't going to cover these
 4 sections in detail, as the majority of the
 5 content in there is not directly relevant to
 6 the Inquiry. You do have the material though.
 7 ROIL, Q.C.:
 8 Q. Yeah. So that personal protective equipment,
 9 if that included the transportation suit,
 10 we'll deal with that specifically anyway, will
 11 we?
 12 MR. STACEY:
 13 A. We will deal with the suits later in the
 14 presentation. Ms. Farrell takes us through
 15 those in detail.
 16 ROIL, Q.C.:
 17 Q. I take it that generally most of the things
 18 spoken of there do not touch very much, if at
 19 all, on helicopter transportation?
 20 MR. STACEY:
 21 A. That's correct.
 22 ROIL, Q.C.:
 23 Q. Yeah, okay, that's fine.
 24 MR. STACEY:
 25 A. We'll now move on to part four of the safety

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1 plan. Mr. Vokey?
 2 ROIL, Q.C.:
 3 Q. Okay. So we are going to deal in more detail
 4 with four, five and six?
 5 MR. STACEY:
 6 A. Yes.
 7 MR. VOKEY:
 8 A. That's correct.
 9 ROIL, Q.C.:
 10 Q. Thank you.
 11 MR. VOKEY:
 12 A. Part four of the safety plan summarizes the
 13 work undertaken by Terra Nova to identify
 14 hazards and to encourage that the risk
 15 associated with those hazards are managed.
 16 The risk analysis process for Terra Nova began
 17 early in the development phase and it was to
 18 determine how a field would actually be
 19 developed. The objective of our risk
 20 assessment process that was used was to ensure
 21 that a full range of potential scenarios that
 22 could create a hazard were identified, that an
 23 analysis be completed which includes the
 24 assessment of consequence and frequency,
 25 overall assessment of risk to people and

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1 safety functions is understood, and
 2 preventative, controlling and mitigating
 3 measures are in place to manage risk.
 4 Risk assessment and management is
 5 fundamental to our business. It is continuous
 6 and it is embedded in our business processes.
 7 In this section, I'll review some of the
 8 elements of the risk assessment from the Terra
 9 Nova safety plan.
 10 Ms. Turner provided an overview of the
 11 general risk assessment concepts in her
 12 testimony back in November, and we spoke about
 13 this from the oil and gas industry perspective
 14 at last week's joint panel. The valuation of
 15 risk involves the assessment of the potential
 16 consequences of the event, as well as the
 17 likelihood of the occurrence. Consequences
 18 can be assessed in terms of potential for harm
 19 to people, the environment and property. Ms.
 20 Turner also spoke about the difference between
 21 risk and safety. If you think about an
 22 average day and the activities that you
 23 perform, there is no activity that is
 24 completely free from risk. We each make
 25 decisions to perform certain activities

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1 because we consider the risk associated with
 2 those activities to be acceptable. Safety is
 3 therefore somewhat of a relative attribute.
 4 Our individual evaluation about whether
 5 we think the risk is acceptable and the
 6 activity is safe can change from time to time
 7 and as the context changes. For example,
 8 depending on the weather or sea state, certain
 9 crane operations offshore may or may not be
 10 undertaken. If the weather is it's a calm
 11 day, there's no vessel motion, and we're
 12 performing what we would refer to potentially
 13 as a critical lift, which means you either
 14 have restricted line of sight or it's a heavy
 15 piece of equipment going in between, you know,
 16 a tight tolerance, that work you would
 17 consider safe on a nice day where the vessel
 18 is not moving. If, however, sea states were
 19 high, winds were blowing at 30 or 40 knots,
 20 because of the vessel motion, you would say
 21 it's not safe to perform that activity. So
 22 while the crane operation itself is a safe
 23 operation on a nice day, when the weather
 24 deteriorates, it may turn something that was
 25 once safe into an unacceptable risk, and this

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1 does happen offshore from time to time. Not
 2 only with crane operations, but with a number
 3 of activities.
 4 ROIL, Q.C.:
 5 Q. I think we've already discussed, in general
 6 terms, with other people, including yourself,
 7 that the risk of helicopter transportation can
 8 change with the weather and the ability of the
 9 helicopter to land, for example?
 10 MR. VOKEY:
 11 A. That's correct, and you know, and I think as
 12 was said on another panel, and support
 13 services available.
 14 ROIL, Q.C.:
 15 Q. Yeah.
 16 MR. VOKEY:
 17 A. There are a number of risk management tools in
 18 place that help us assess risk within our
 19 business. This slide presents just some of
 20 the tools that we would typically use in the
 21 concept selection of the design phase or if we
 22 are introducing a significant system change or
 23 operating condition. Structured process
 24 hazard analysis tools would include things
 25 like a hazard and operability analysis or a

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1 HAZOP, a what-if analysis, or a failure mode
 2 effects analysis that we refer to as an FMEA.
 3 Just as an example, if you were using a
 4 what-if analysis, that is a structured
 5 analysis where you take a piece of equipment
 6 and you say "what if it doesn't operate the
 7 way it's supposed to?" in terms of, you know,
 8 you've got too much temperature, not enough
 9 temperature of fluid, too much pressure, not
 10 enough pressure. So you take a look at all
 11 the potential operating parameters for a piece
 12 of equipment and you say "okay, if it operates
 13 outside those parameters, what is the effect
 14 on the equipment?" and more important than
 15 what is the effect, does it pose a safety
 16 hazard, and if there is a hazard, then you
 17 need to quantify the hazard and determine if
 18 risk need to be mitigated. So these are very
 19 structured tools. They're technical tools,
 20 but it's a process where it can drive people
 21 to focus on the safety aspects of the work in
 22 question.
 23 ROIL, Q.C.:
 24 Q. Does Suncor have risk management specialists
 25 within the organization?

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1 MR. VOKEY:
 2 A. We have, through one of our prime contractors,
 3 a dedicated skill set in leading these
 4 activities. You don't use these tools every
 5 day.
 6 ROIL, Q.C.:
 7 Q. No.
 8 MR. VOKEY:
 9 A. It's probably once a week, you know, twice a
 10 month, probably sometimes three and four times
 11 a month, depending on the activities. But the
 12 people that lead these types of activities do
 13 need the technical skills to actually lead
 14 them.
 15 ROIL, Q.C.:
 16 Q. Okay. One thing I don't see in your slide
 17 presentation is the little matrix box that we
 18 saw Ms. Turner from Aerosafe use and we saw
 19 one of the other operators use, and sometimes
 20 there's four levels of consequence and there's
 21 four levels of outcome or of -
 22 MR. VOKEY:
 23 A. Yeah.
 24 ROIL, Q.C.:
 25 Q. Anyway, there's a two-tiered -- does Suncor

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1 have a similar tool or do you work in a
 2 different way without a tool like that?
 3 MR. VOKEY:
 4 A. No, we have the exact same tool. In the
 5 Petro-Canada world, it was a seven by seven
 6 matrix. So I've seen them as low as four by
 7 four, but ours was a seven by seven matrix and
 8 it is a corporate tool and it drives all areas
 9 of the company to use that tool to the same
 10 criteria. Yes, we do use a risk matrix and if
 11 it's in the red section, it's an unacceptable
 12 risk and you need to manage it outside of that
 13 or the work don't happen.
 14 ROIL, Q.C.:
 15 Q. Okay, and I think we heard other witnesses
 16 with other organizations say that certain
 17 financial or operational risks might be taken
 18 in the black or in the red, depending on the
 19 colour of your matrix chart, but that safety
 20 risks would never be allowed to get into that
 21 area. Does the same rule apply with Suncor?
 22 MR. VOKEY:
 23 A. That's correct. If the risk is financial, it
 24 means it's business and it's either directly
 25 financial or reputational, then there are

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1 steps to take it throughout the organization
 2 to say, you know, as a company, would you be
 3 willing to accept a business risk. A business
 4 risk acceptance is different from a safety
 5 risk acceptance. If the matrix says it's in
 6 the red, there's no alternative, but to either
 7 not do it or to manage it outside.
 8 There's also additional tools that our
 9 offshore personnel would be familiar with as a
 10 regular part of their responsibilities, and
 11 these would include things like: a job safety
 12 analysis, and that's where the people are
 13 actually performing the work, take a look at
 14 their risk that is potentially associated;
 15 simultaneous operations; safety audits and
 16 instructions; event management; and ongoing
 17 PHAs, and that takes into account all systems
 18 and design changes that we may or may not
 19 undertake.
 20 ROIL, Q.C.:
 21 Q. Okay, that expression is perhaps a little new
 22 to us here. Process hazards analysis?
 23 MR. VOKEY:
 24 A. Again, that's a structured tool that would be
 25 used to identify what hazards would be

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1 associated with performing work, and that's
 2 more of a process. The tools I indicated on a
 3 previous slide would include the what-if
 4 analysis. So process hazard analysis tools
 5 would be HAZOPs, what-ifs and FMEAs. They're
 6 all structured technical tools, depending on
 7 what the type of analysis you want to perform.
 8 ROIL, Q.C.:
 9 Q. So in a daily situation where things do
 10 change, like for example in helicopter
 11 operations where the weather does change or
 12 the ability of the -- maybe the lights are out
 13 on the landing pad because of an electrical
 14 issue involving the FPSO, that for some reason
 15 or other the helicopter landing lights can't
 16 go on on a particular day, does that trigger a
 17 formal risk assessment or is there an ongoing
 18 process of risk analysis that happens as a
 19 result of just simply making business
 20 decisions on a daily basis?
 21 MR. VOKEY:
 22 A. The tools that we're talking about here are
 23 typically for ongoing on board day-to-day
 24 activities. In the event that we didn't have
 25 helicopter landing lights, that work or that

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1 information would be communicated from the
 2 FPSO back through most typically directly to
 3 Cougar or through our logistics people to
 4 Cougar and then those decisions, as to whether
 5 or not they would land on it ultimately would
 6 land within Cougar's operations manual, as it
 7 relates to Transport Canada and what they're
 8 allowed to do, and ultimately would be the
 9 person in charge or the pilot. If there was
 10 nothing in the regulations that said they
 11 couldn't do it or as part of their
 12 certification, then it would be up to the
 13 pilot in charge to determine if the risk is
 14 acceptable.
 15 ROIL, Q.C.:
 16 Q. Right. Now in the example I took, there may
 17 very well be a Transport Canada rule that says
 18 thou shalt not.
 19 MR. VOKEY:
 20 A. That's right, and I don't know that. So
 21 that's why I'm saying, you know, if there's
 22 not a certification or a regulatory, then it
 23 would be Cougar's assessment and ultimately
 24 the pilot has the last say.
 25 The processes that I've talked about in

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1 this section apply to Suncor's management of
 2 the activities and plans that have plans and
 3 controls. So contractors are responsible for
 4 risk management of their activities. There
 5 are key mechanisms to ensure the overall safe
 6 performance of our contracts and they would
 7 include the contractor regulatory compliance
 8 and monitoring and audit by the appropriate
 9 regulatory, and we talked a little bit about
 10 that this morning. Also it would include the
 11 contractor's safety management systems and
 12 their procedures, including their risk
 13 assessment processes and we also mentioned
 14 that earlier that if their safety management
 15 system doesn't come to the level, say, of
 16 Suncor's, that as a minimum, they would have
 17 to bring it to what the operator has, and
 18 also, it would include audits and inspections.
 19 In the case of Cougar, we rely on
 20 Transport Canada regulation, certification and
 21 audits and inspections. We also rely on
 22 Cougar's safety management systems, their
 23 tools and practices. As was mentioned
 24 previously, we do have regular meetings with
 25 Cougar to discuss any operational or any other

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1 types of issues they may have, and we also
 2 rely on the technical and management system
 3 audits and inspections that we, as operator
 4 and/or our joint ventures partners, do on
 5 companies like Cougar. So the Cougar world
 6 is, from an operator's perspective, somewhat
 7 different than our other contracts that are
 8 physically working on the FPSO.
 9 ROIL, Q.C.:
 10 Q. Because they are physically off the FPSO most
 11 of the time and -
 12 MR. VOKEY:
 13 A. And they have a different certification
 14 process, in terms of they are regulated by a
 15 different body, the Transport Canada
 16 Aeronautical division, whereas we're regulated
 17 by the marine division and the Board and
 18 Lloyd's.
 19 ROIL, Q.C.:
 20 Q. There was a fact situation that Mr. Earle,
 21 counsel for CEP, brought up to the earlier
 22 operators that raised a fact situation. I
 23 don't think it was hypothetical. Where a
 24 helicopter was not able to be easily balanced
 25 for landing and so passengers were asked to

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1 move, and I believe the answer from the
 2 earlier operators was that it wasn't a flight
 3 that they were responsible for. Do either of
 4 you folks recall that that was a flight that
 5 you were responsible for or that was landing
 6 on your facility?
 7 MR. VOKEY:
 8 A. That was not a Terra Nova flight.
 9 ROIL, Q.C.:
 10 Q. Okay.
 11 MR. VOKEY:
 12 A. And that concludes, I guess, the high level
 13 risk assessment process that we do use for our
 14 day-to-day activities. If there's no
 15 questions, Ms. Farrell will now review, I
 16 guess, the last two sections of the safety
 17 plan.
 18 MS. FARRELL:
 19 A. I just want to say that these sections are
 20 getting shorter because a lot of this material
 21 has been covered either in the joint panel or
 22 in the previous HMDC presentation. So we felt
 23 that it was appropriate to sort of rely on the
 24 fact that you've probably already heard it at
 25 least once, maybe twice, and so we can

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1 condense the last sections down quite a bit.
 2 ROIL, Q.C.:
 3 Q. Yeah, but your own presentation is complete in
 4 itself.
 5 MS. FARRELL:
 6 A. That's right.
 7 ROIL, Q.C.:
 8 Q. You just will not spend as much time talking
 9 about the items.
 10 MS. FARRELL:
 11 A. That's right.
 12 ROIL, Q.C.:
 13 Q. Okay, that's fine.
 14 MS. FARRELL:
 15 A. So I move now to part five of the safety plan
 16 which describes our recruitment philosophy,
 17 employee and development strategy and
 18 operations training and competency
 19 requirements, and I know that much of this was
 20 covered during the joint panel, so I'm just
 21 going to give you sort of a very quick slice
 22 of what this looks like from a Terra Nova
 23 safety plan perspective.
 24 So during our project phase, we did a
 25 detailed training needs analysis and it was

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1 really a combination of looking at emergency
 2 readiness training, regulatory requirements,
 3 environment health and safety training. We
 4 had to look at all of our simulators, the
 5 specific machinery that we have, so vendor
 6 specific training. So all of those things
 7 were reviewed to determine what is it that we
 8 need to provide to our workers as a part of
 9 their training and competency development.
 10 Our training and competency for
 11 development for our employees is achieved
 12 through a variety of ways. It could be formal
 13 classroom training, the types of training
 14 you've heard about in terms of BST, those
 15 types of things. We actually do a lot of
 16 online training courses as well. So where we
 17 can take a course and condense it down into
 18 something that can be done online with quizzes
 19 at various points through the online module,
 20 we can do it that way. We've got orientation
 21 programs, such as our new worker induction
 22 program, and I'll talk a little bit about that
 23 when I talk about the Terra Nova safety
 24 handbook. So there's a variety of ways in
 25 which we do training.

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1 The fundamental offshore training
 2 requirements, and I've got it -- we've got the
 3 picture there of the CAPP standard practice
 4 for training and qualification of personnel.
 5 That's obviously where most of our training
 6 requirements come from, and we're audited by
 7 the C-NLOPB in terms of our compliance with
 8 those training requirements. But in addition
 9 to that, there are some specific training
 10 requirements for Terra Nova, things, because
 11 for example we're a ship, and so we do have
 12 some different expectations for our employees.
 13 So we wanted to just take you to sort of a
 14 slice of Terra Nova specific training.
 15 ROIL, Q.C.:
 16 Q. Okay. Before you go there -
 17 MS. FARRELL:
 18 A. Sure.
 19 ROIL, Q.C.:
 20 Q. - again, just to make sure we cover off items
 21 that have come up here. The CAPP, we heard a
 22 fair bit of evidence from CAPP about the
 23 standard practice for the training and
 24 qualifications of personnel, the little -- or
 25 they're not little, the booklet that you've

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1 reproduced the cover of here. Does CAPP -- I
 2 don't know if you know, either one of them, or
 3 do you know, perhaps Mr. Stacey does because
 4 he worked out in the west for a while -- does
 5 CAPP set standards for the training for the
 6 oil industry everywhere or is it just in
 7 Atlantic Canada that CAPP is relied upon as a
 8 tool for that kind of resource to be
 9 developed?
 10 MR. STACEY:
 11 A. My experience in western Canada is probably
 12 dated now. It was mid 90s when I left there.
 13 So I probably shouldn't comment on where CAPP
 14 is with their training out there.
 15 MS. FARRELL:
 16 A. I can provide you with perhaps a little bit of
 17 insight. Some of the work that we've done
 18 here on the east coast really leads the
 19 industry in Canada. So for example, the work
 20 that we've done on the fitness requirements
 21 for working offshore. I know in my career
 22 with Petro-Canada, I've had individuals that
 23 work within the company call me saying "you
 24 guys are way ahead of where we are. You guys
 25 have got this sorted out. You've figured out

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1 the requirements of different positions. Your
 2 standards are set and they're very clear." So
 3 I think there are some areas where the east
 4 coast really leads other parts of the Canadian
 5 operations, and it's very specific to the
 6 environment within which we operate and the
 7 needs associated with that. So we have had to
 8 do it, because it's our license to operate.
 9 ROIL, Q.C.:
 10 Q. Okay. So the reliance is not on company, it
 11 is industry wide standard training?
 12 MS. FARRELL:
 13 A. For the standard practice for -
 14 ROIL, Q.C.:
 15 Q. Yes.
 16 MS. FARRELL:
 17 A. - for offshore, yes, we rely very heavily on
 18 this, the CAPP standard practice, and the
 19 Board is involved in the development of the
 20 standard practice and the Board audits us, in
 21 terms of our compliance to that standard
 22 practice.
 23 ROIL, Q.C.:
 24 Q. Yes, okay, thank you.
 25 MS. FARRELL:

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1 A. So as I said, just a very quick snapshot of
 2 what a training requirement would look like
 3 for an FPSO employee. As I said, we use an
 4 electronic system and that essentially means
 5 that as a new person is hired and they go into
 6 an offshore role, they would have a list of
 7 the specific training requirements for their
 8 role.
 9 ROIL, Q.C.:
 10 Q. So this image here is actually taken for a
 11 particular job?
 12 MS. FARRELL:
 13 A. You see it's called active learner, and that's
 14 the database that we use, and so what we did
 15 is said if we hired a new production
 16 technician what would be all of the training
 17 that would be in the database that this person
 18 has to complete, and you'll see down on the
 19 bottom, it says record one through 45 of 45.
 20 So what that's trying to tell you is that
 21 there are 45 distinct training requirements
 22 for a person in that role.
 23 ROIL, Q.C.:
 24 Q. Okay. So we don't see 45 on the page, but if
 25 you were to scroll it, there would be in fact

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1 45 training requirements for that job?
 2 MS. FARRELL:
 3 A. That's right, yeah, and so some training is
 4 completed once. So you'll see, I think, on
 5 the top of the page, regulatory awareness.
 6 It's the third one down from the top. That's
 7 completed once when a person enters the
 8 industry. Things like the HUEBA training or
 9 basic survival training that are also on this
 10 screen shot, those have recurrency
 11 requirements. So anybody that's on our fire
 12 team, they've got to go back and have
 13 retraining, and so on average, our offshore
 14 employees take between eight and ten days of a
 15 year in terms of just recertifying and meeting
 16 the certification requirements of their job,
 17 just for training days.
 18 ROIL, Q.C.:
 19 Q. And so some of the training is recurring, some
 20 of it is once in a lifetime. Some of it,
 21 presumably, could be updated from time to
 22 time.
 23 MS. FARRELL:
 24 A. And some years are worse than others. If you
 25 happen to do your BST recurrent and your fire

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1 team training in the same year, then you may
 2 take more than eight or ten days for training.
 3 So some years are worse than others, but on
 4 average between eight to ten days of training
 5 specific to the requirements, either just to
 6 be working on the FPSO or the specific
 7 requirements of their role. And so when the
 8 C-NLOPB comes to audit us, they will go into
 9 active learner and they will talk to our
 10 employees to find out "so have you got all of
 11 the things that you're supposed to have?" and
 12 if there's something missing, they'll note
 13 that as a gap that we have to then close.
 14 ROIL, Q.C.:
 15 Q. So if, for example, I pulled up helicopter
 16 landing officer, I would get a similar list
 17 for what the training requirements were for a
 18 helicopter landing officer?
 19 MS. FARRELL:
 20 A. That's correct.
 21 ROIL, Q.C.:
 22 Q. Okay. In an industry that has farm-out
 23 agreements, that seems to have those farm type
 24 expressions, I have to ask you, common
 25 curiosity tells me, what is pig launching?

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1 MS. FARRELL:
 2 A. You know, I'll hand that over to Mr. Vokey
 3 because he can explain that better.
 4 ROIL, Q.C.:
 5 Q. I suspect it's not relevant to helicopters,
 6 but -
 7 MS. FARRELL:
 8 A. I'd prefer not to answer it.
 9 ROIL, Q.C.:
 10 Q. - give me ten words or less.
 11 MR. VOKEY:
 12 A. No, it's not, and don't ask me the history.
 13 Pig launching is actually a high risk
 14 activity. It's where you have a high
 15 pressured pipeline -- say, for example, if we
 16 were going to disconnect the FPSO and take it
 17 off location. Typically, there would be oil
 18 in the subsea lines and they would be
 19 pressured. So a pig launch, it allows you to
 20 isolate the pipe which can be, you know,
 21 upwards of 9 to 12 inches in diameter, and
 22 insert a mechanism, it can be foam or plastic
 23 or otherwise, and how it got the name pig, I
 24 don't know, and you can put that in between
 25 the two isolated pieces of pipe, reinstate the

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1 pipe as a single unit and you can circulate
 2 this around and circulate the oil out, you
 3 know, have water or something come behind it.
 4 So it gets rid of the hydrocarbons and any gas
 5 that may be in there and it allows you then to
 6 break the integrity again and to take the pig
 7 out and then your subsea flow line is full of
 8 water. So it's a piece of foam or otherwise
 9 that helps separate two different fluids, but
 10 it is a high risk activity because we deal
 11 with high pressures. So it would be a
 12 specialized -
 13 ROIL, Q.C.:
 14 Q. And no animals are injured in that process.
 15 MR. VOKEY:
 16 A. Like I said, don't ask me the history. I
 17 don't know it, but we refer to it as a pig.
 18 ROIL, Q.C.:
 19 Q. Thank you, Mr. Vokey.
 20 MS. FARRELL:
 21 A. Okay.
 22 ROIL, Q.C.:
 23 Q. The whimsical questions sometimes have to be
 24 asked, just to find out.
 25 MS. FARRELL:

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1 A. I'm going to move off the slide quickly. So
 2 the next section is part six of the safety
 3 plan, so the last section of the safety plan.
 4 We have developed emergency and contingency
 5 plans to respond to and mitigate events that
 6 could cause harm obviously to people or the
 7 environment, and our contingency plans address
 8 foreseeable alert and emergency scenarios,
 9 again that have been identified through that
 10 process of doing the risk assessments.
 11 So part six of the safety plan revolves
 12 around two main philosophies. One is about
 13 emergency preparedness, having the resources
 14 and two is about contingency planning. So
 15 making sure that you've thought through the
 16 possible range of scenarios and then having
 17 contingency plans to address those.
 18 So in this section, you'll see that it
 19 covers logistical support, exercises and
 20 drills, alert and emergency response plans,
 21 ice and vessel traffic management and multi-
 22 operator support, which you've -- I think in
 23 the joint panel we talked about it as mutual
 24 aid. I think that's a term that we've used.
 25 ROIL, Q.C.:

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1 Q. Yes, mutual aid agreement was referred to.
 2 MS. FARRELL:
 3 A. Right.
 4 ROIL, Q.C.:
 5 Q. Exactly.
 6 MS. FARRELL:
 7 A. So that's what's covered in part six of the
 8 contingency plan. There's two sections which
 9 I guess are relevant, particularly relevant to
 10 helicopter operations. One is around
 11 logistical support and the other is the alert
 12 and emergency response plan. So I'll just
 13 take a moment to talk about what's in those
 14 sections.
 15 So in terms of logistical support, this
 16 section of the plan provides additional
 17 details on what's available to us to respond
 18 in the event of an emergency, and it includes
 19 requirements for communication systems.
 20 Again, we're a flagged vessel and a production
 21 facility, so we've got to make sure that we've
 22 got all of the appropriate communication
 23 systems to meet both requirements. Ship-to-
 24 shore communication, in terms of voice and
 25 data requirements. The search and rescue

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1 section of this plan is where you'll outline
 2 or see outlined the aeronautical and maritime
 3 search and rescue services that are provided
 4 to us, either by Department of National
 5 Defence or the Canadian Coast Guard.
 6 ROIL, Q.C.:
 7 Q. Okay. So the so-called JRCC, Joint Rescue
 8 Coordination Centre, that is outlined in this
 9 area?
 10 MS. FARRELL:
 11 A. The support that they provide to us would be
 12 outlined in that section of the safety plan.
 13 ROIL, Q.C.:
 14 Q. Okay. Would the first response from Cougar
 15 also be found in that area?
 16 MS. FARRELL:
 17 A. Yes, it would be. It's either there or it's
 18 in the helicopter operations manual.
 19 ROIL, Q.C.:
 20 Q. Yes.
 21 MS. FARRELL:
 22 A. Again, one supplements the other, so I'm never
 23 completely sure if it's covered at a high
 24 level here and then in detail in the
 25 helicopter ops manual, but it's absolutely in

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1 the helicopter operations manual.
 2 Medical support services are obviously
 3 very important to us, both on the FPSO or the
 4 drilling rig, as well as the onshore on-call
 5 requirements. So we always have a health
 6 advisor or a rig medic on the facilities and
 7 we've always got 24/7 access to medical
 8 support onshore as well.
 9 Flight following and vessel watch. This
 10 is what, I guess, we've talked about, I think
 11 a number of times, in terms of Cougar's Blue
 12 Sky system. So that's that requirement.
 13 ROIL, Q.C.:
 14 Q. So Blue Sky both tracks the helicopters and
 15 the vessels?
 16 MS. FARRELL:
 17 A. And the boats, that's correct.
 18 ROIL, Q.C.:
 19 Q. Oh, okay.
 20 MS. FARRELL:
 21 A. Oil spill response obviously is a significant
 22 part of our contingency planning and this
 23 includes both the offshore and the onshore
 24 requirements for emergency response
 25 capability.

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1 Vessel and aircraft support includes the
 2 requirements for standby rescue facilities and
 3 helicopters, and again, that section is
 4 augmented by the helicopter operations manual.
 5 And lastly, weather forecasting and
 6 monitoring, and that includes weather,
 7 oceanographic, meteorological, ice monitoring.
 8 There's significant portions of the year when
 9 that's a huge piece of our business. And then
 10 the management of all that data. So those
 11 requirements are all outlined in the
 12 logistical support section of the safety plan.
 13 ROIL, Q.C.:
 14 Q. Okay. If I could just take you, for a moment,
 15 to the vessel and aircraft support. We
 16 understand from other witnesses and other days
 17 that helicopters are a support to the vessels
 18 -- sorry, the facilities, and I guess the
 19 vessels, in the case of a possible emergency.
 20 MS. FARRELL:
 21 A. That's correct.
 22 ROIL, Q.C.:
 23 Q. Okay. Similarly, I guess, the vessels and
 24 other facilities can support the aircraft if
 25 they have a difficulty?

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1 MS. FARRELL:
 2 A. It's absolutely interconnected and has to be.
 3 ROIL, Q.C.:
 4 Q. Okay. One of the things we talked about with
 5 other operators was the whole issue of standby
 6 vessels and then the close standby mode. I
 7 take it that you are familiar with those
 8 terms, one of you, and again, my questions are
 9 directed at the panel, whomever is best able
 10 to answer. We heard from other operators that
 11 a supply vessel can be in a certain range when
 12 it's in ordinary standby mode, but when a
 13 helicopter comes in, there's a closer standby
 14 requirement and there's a certain orientation.
 15 What can you tell us, in a few words, about
 16 the processes at the -- I was going to call it
 17 the Sea Rose -- the Terra Nova.
 18 MR. VOKEY:
 19 A. The FPSO. Typically on standby, the vessel
 20 has to be within 20 minutes. For a helicopter
 21 approach or a helicopter departure or if we're
 22 doing work, what we call over-the-side work,
 23 where a worker is exposed, you know,
 24 physically exposed to the edge of the vessel,
 25 you'll have you standby vessel not maintained

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1 at 20 minutes, but be right there. In terms
 2 of the helicopter, we will orientate the
 3 standby vessel downwind at a particular
 4 orientation, such in the event of an
 5 occurrence, he doesn't pose a problem or that
 6 vessel don't pose a problem to the helicopter,
 7 but they are in a readied position in the
 8 event of an incident to pick up people in the
 9 water.
 10 ROIL, Q.C.:
 11 Q. So again -
 12 MR. VOKEY:
 13 A. That would be a close standby for a
 14 helicopter.
 15 ROIL, Q.C.:
 16 Q. Yeah, one of the other operators said that
 17 stands off ten degrees. I'm not seeking to
 18 get the exact degrees, but there's a similar
 19 arrangement there for -
 20 MR. VOKEY:
 21 A. There's a window or a range based on, you
 22 know, vessel heading and wind direction that
 23 he would offset to be in an optimum position,
 24 such that when a helicopter comes in, if there
 25 were an incident at the installation, that

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1 vessels are ready to, you know, pick up
 2 people.
 3 ROIL, Q.C.:
 4 Q. And then under the subject of weather
 5 forecasting and monitoring, I'm not sure it
 6 comes up anywhere else, the whole issue of the
 7 wave height and the weather impacts on
 8 helicopter operations, again we've heard a
 9 fair bit about it. We've heard about trying
 10 to standardize the wave motion and the impact
 11 it has. What can you tell us about this
 12 particular FPSO and the impact that weather
 13 has on the ability of helicopters to land?
 14 MR. VOKEY:
 15 A. I'm not sure what the exact piece of equipment
 16 we use, whether it's a standard wave rider
 17 buoy now or not for the FPSO, but we do have
 18 electronic equipment. We do have standard
 19 meteorological equipment for measuring the
 20 various parameters, like an anemometer, you
 21 know, at specific elevations to measure wind
 22 speeds and things of that nature. But in
 23 terms of vessel motion, Terra Nova is
 24 different from the Sea Rose in that we have
 25 five thrusters and each thruster has a

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1 propeller on it that's 14 feet in diameter and
 2 they can orientate in any direction. So we
 3 can move the vessel around a turret and hold
 4 any position that we want. So we do have
 5 extremely good heading control, and that's an
 6 advantage. But if you take a look, say, at
 7 the helideck itself, our helideck is forward.
 8 Sea Rose is aft. There's a different motion
 9 characteristic on the bow or front of a vessel
 10 than you would typically have on the back of a
 11 vessel. So in terms of our weather limits, in
 12 terms of heave, pitch and roll, and heave is
 13 just a vertical movement. Pitch is the to and
 14 fro and roll is side to side. Our limits for
 15 night flying for helicopters, as an example,
 16 those limits are half of what they would be
 17 during the day.
 18 ROIL, Q.C.:
 19 Q. Okay.
 20 MR. VOKEY:
 21 A. So the vessel is required to be more stable
 22 during the night because night flying, and if
 23 you compare that, say, with the Sea Rose,
 24 their helideck is on the aft and Hibernia,
 25 well, it's a gravity base structure, it's like

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1 being on land.
 2 ROIL, Q.C.:
 3 Q. Yeah. So the two FPSOs might have different
 4 abilities to land and depart a helicopter
 5 based on the location of the helidecks and the
 6 weather conditions and the ability of the FPSO
 7 to move?
 8 MR. VOKEY:
 9 A. And the supporting equipment. Yeah, no two
 10 vessels are the same. Each one -
 11 ROIL, Q.C.:
 12 Q. For this purpose, we consider the FPSO a
 13 vessel.
 14 MR. VOKEY:
 15 A. Yes, yeah. For this purpose, like you know,
 16 if it's floating, no two are the same, and
 17 Cougar will actually take a look at each one
 18 independently and determine what the
 19 limitations are.
 20 ROIL, Q.C.:
 21 Q. Okay, and then similarly with the Henry
 22 Goodrich or any other MODU, do they have
 23 characteristics that determine when and when
 24 not to land a helicopter based on weather and
 25 wave conditions?

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1 MR. VOKEY:
 2 A. They do have different motion characteristics
 3 than an FPSO. Their movement is more like
 4 that type of motion because it's got four
 5 different legs, but again, anything that
 6 floats or even if it don't float, I mean,
 7 Hibernia, Cougar would address each and every
 8 installation based on its own characteristics
 9 and that may be motion characteristics. It
 10 may be obstructions. Like Hibernia has two
 11 derricks, so Cougar would take that into
 12 consideration. The size of the helideck, you
 13 know, types of lights, whatever, that is taken
 14 into account for each facility they go.
 15 Before they flew offshore with us, Cougar did
 16 a number of flights while we were in sheltered
 17 waters, determining, you know, the
 18 characteristics of the vessel and, you know,
 19 if there were any limitations, and then when
 20 we got offshore, they did additional flights
 21 and that gets documented and they set their
 22 parameters around the characteristics of the
 23 vessel.
 24 ROIL, Q.C.:
 25 Q. Okay. So do I take it from all of that that

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1 standardizing weather conditions for landing
 2 and taking off with this wide variety of
 3 facilities offshore would not be a useful
 4 exercise?
 5 MR. VOKEY:
 6 A. For the purpose of the vessel motion, the
 7 impact on vessel motion?
 8 ROIL, Q.C.:
 9 Q. Yes.
 10 MR. VOKEY:
 11 A. Definitely not.
 12 ROIL, Q.C.:
 13 Q. Yeah.
 14 MR. VOKEY:
 15 A. Each one is unique.
 16 ROIL, Q.C.:
 17 Q. Okay. Sorry, Ms. Farrell, I didn't mean to -
 18 MS. FARRELL:
 19 A. No problem.
 20 ROIL, Q.C.:
 21 Q. - to jump up and down. Are you finished with
 22 this slide or were you -
 23 MS. FARRELL:
 24 A. Yes. So we'll just move to the other part of
 25 part six that I wanted to spend a little time

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1 on, which is the alert and emergency response
 2 plan section, and this final section really
 3 provides summary of the offshore and the
 4 onshore incident command structure, as well as
 5 our alert and emergency response plans. It
 6 also describes the coordination processes and
 7 protocols and so I'll touch on that just a
 8 little bit.
 9 So specific topics that you'll see in
 10 this section includes our emergency response
 11 teams. That would be offshore and onshore.
 12 It also looks at the command succession. So
 13 for example, in the offshore command
 14 structure, if one of the key people was unable
 15 to perform the duties of their position, it
 16 would have a succession plan such that all of
 17 your emergency response roles are covered,
 18 even if something happens to an individual or
 19 a number of individuals.
 20 It also covers the transfer of command in
 21 the event that we disconnect. As Mr. Vokey
 22 said, we are fully disconnectable. So in that
 23 case, you move from a situation where the
 24 offshore installation manager is in command to
 25 a situation where the vessel lead or the

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1 master mariner is in command and this has some
 2 very detailed command transfer protocols
 3 associated with it as well. So that would be
 4 outlined in this section of the plan.
 5 Emergency response communications
 6 protocols, incident classification and the
 7 issue of emergency coordination, and that's
 8 sort of leading into that topic of mutual aid.
 9 So, and as I talk a little bit about how this
 10 comes alive, in terms of an emergency response
 11 structure, this is where you get into the
 12 situation of if the OIM has an incident or the
 13 offshore installation manager is managing an
 14 incident offshore, his accountability and
 15 authority to command support to help him with
 16 the management of that emergency.
 17 ROIL, Q.C.:
 18 Q. Okay, just are we going to deal with incident
 19 classification in the text? If not, I'd just
 20 ask you to -
 21 MS. FARRELL:
 22 A. Incident classification is more about the
 23 definitions, for example, and who we have to
 24 report to. So for example, types of incidents
 25 that require notification to the Joint Rescue

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1 Coordination Centre versus the RCMP versus the
 2 RNC. So these things sort of tie into that.
 3 It's not going back to our classification of
 4 events.
 5 ROIL, Q.C.:
 6 Q. Yes.
 7 MS. FARRELL:
 8 A. Okay. So the last couple of slides that I've
 9 got really are just to give you a better sense
 10 of some of the emergency response protocols
 11 associated with helicopter operations. The
 12 first one that's here is about our over-
 13 arching emergency response organization, and
 14 the slide that I'm showing you is our onshore
 15 organization. So I'll just give you a little
 16 bit of background in terms of what happens
 17 offshore.
 18 Mr. Vokey had that slide this morning
 19 that showed the field development concept with
 20 a MODU and supply boats and the FPSO and
 21 tankers, and so assuming that was a field on
 22 any given day, the offshore installation
 23 manager on the FPSO is actually the Terra Nova
 24 field commander, and so what that -
 25 ROIL, Q.C.:

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1 Q. So he would be responsible -- he or she would
 2 be responsible for all of the appliances or
 3 assets that are -
 4 MS. FARRELL:
 5 A. Whatever is in that field, he ultimately would
 6 be the commander, and so in the event of an
 7 emergency, the OIM has the authority to
 8 request additional assistance, even from other
 9 installations. So it wouldn't be uncommon if
 10 the FPSO OIM said "I need a helicopter" and he
 11 realizes that there's one on route to the Sea
 12 Rose, he may, you know, say "okay, can we
 13 arrange to get that one here?" for whatever
 14 reason. So those are the kinds of decisions
 15 that he has the authority to make.
 16 If onshore support is required, we have a
 17 team of training people who are on call 24/7.
 18 ROIL, Q.C.:
 19 Q. Who determines whether onshore support is
 20 required?
 21 MS. FARRELL:
 22 A. The OIM.
 23 ROIL, Q.C.:
 24 Q. So if that person is satisfied that it can be
 25 handled out there, they don't necessarily

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1 trigger -
 2 MS. FARRELL:
 3 A. We have emergency response plans, and I don't
 4 want to go too deep into the detail, but we
 5 call them sort of tier one and tier two, tier
 6 three.
 7 ROIL, Q.C.:
 8 Q. Yes.
 9 MS. FARRELL:
 10 A. And so an emergency response tier one means
 11 that it's an event that can be managed by the
 12 OIM on that facility. There are triggers
 13 which require him to -- him or her to notify
 14 tier two support, which would be onshore, and
 15 then once that happens, we would make
 16 decisions about whether we would further
 17 escalate the response. But ultimately, the
 18 OIM makes the first decision about "can I
 19 manage this incident on my own or do I need
 20 onshore support?" So if it gets to the point
 21 of onshore support, then you'll see the type
 22 of organization that's on this slide coming
 23 into effect. Our plans rely on unified
 24 command, so you'll see up on the top that box
 25 that's shaded in blue, and what that

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1 recognizes is that we are not always the lead
 2 in responding to an event. So, for example, if
 3 a joint rescue coordination centre is managing
 4 the event, it would be a joint rescue centre
 5 incident commander that would work with our
 6 incident commander in terms of the response to
 7 the event. So that's what that box up on the
 8 top is --
 9 ROIL, Q.C.:
 10 Q. The lead agency's incident commander you're
 11 saying, if it was JRCC that you were engaged
 12 in with the rescue function, then that would
 13 be indicating them?
 14 MS. FARRELL:
 15 A. That's right.
 16 ROIL, Q.C.:
 17 Q. Who then would be the incident commander,
 18 which I gather would be the internal person?
 19 MS. FARRELL:
 20 A. We have a team of -- I think there's seven or
 21 eight of us. You're looking at three of them
 22 for sure. There's at least another four or
 23 five, and so we rotate that responsibility a
 24 week at a time.
 25 ROIL, Q.C.:

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1 Q. So the incident commander doesn't necessarily
 2 refer to the most senior executive in the
 3 Atlantic region?
 4 MS. FARRELL:
 5 A. No, it's who's on call that day.
 6 ROIL, Q.C.:
 7 Q. Okay.
 8 MS. FARRELL:
 9 A. You have to be trained to be an incident
 10 commander.
 11 ROIL, Q.C.:
 12 Q. Yes.
 13 MS. FARRELL:
 14 A. But, yes -- so it could be me today, or it
 15 could be Mr. Stacey or Mr. Vokey next week.
 16 ROIL, Q.C.:
 17 Q. And the idea of a pool is so that you ensure
 18 that there's always somebody who is --
 19 MS. FARRELL:
 20 A. It's 24/7 coverage in all of the areas that
 21 you see on this slide. The incident commander
 22 for our company is really the one that's
 23 concerned about the -- I call it the "Up and
 24 out management of the event", have we notified
 25 all the regulators, are we keeping in touch

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1 with the stakeholders, are we working with the
 2 lead agency if we're not the one in command.
 3 So that's the work of the incident commander.
 4 Underneath the incident commander there's a
 5 team of people, and you'll see that there's a
 6 significant degree of expertise that sits
 7 within these teams, and it's everything from
 8 operations, to planning, to logistics, and
 9 this group that's down on the bottom of the
 10 slide, they are the ones who are ensuring that
 11 the offshore installation has whatever it
 12 needs to respond to and manage the event. The
 13 incident commander centre team leader is the
 14 one who's doing the what I call "down and in
 15 management of that event", so making sure that
 16 each of these teams are doing their longer
 17 term plannings, looking at the next
 18 operational period, what do we need to do.
 19 That's the kind of stuff that that individual
 20 is concerned about. I just want to talk about
 21 the command staff box. It's actually a rather
 22 large group of people, quite specialized in
 23 nature, and this is where you'd see people
 24 like the risk experts, our environment health
 25 and safety people, regulatory affairs, human

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1 resources to provide support, for example, if
 2 it's a family related or employee related
 3 issue, and public relations, and you'll see
 4 that they report directly to the incident
 5 commander, giving him the advice - him or her
 6 the advice and guidance that they need to be
 7 able to manage the event.
 8 ROIL, Q.C.:
 9 Q. And are these employees of the organization or
 10 employees of the contractors that work with
 11 the organization?
 12 MS. FARRELL:
 13 A. It's -- for the most part it's Suncor
 14 employees, but there are some contractors who
 15 fill roles within these teams. It's probably
 16 a team of 80 to 90 people.
 17 ROIL, Q.C.:
 18 Q. Oh, so it's very large?
 19 MS. FARRELL:
 20 A. It's very large, and it's large because our
 21 philosophy is to get big quick. So if
 22 something happens, our preference is to
 23 mobilize this kind of a group, and if you have
 24 to send them home later because it's not that
 25 significant, it's much easier to send people

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1 home than to get part way into a response
 2 realizing that you don't have the resources
 3 that you need.
 4 ROIL, Q.C.:
 5 Q. So you recognize that at the beginning of an
 6 incident, you might not realize just what all
 7 the indications are, bring in everybody first,
 8 send them home if not required?
 9 MS. FARRELL:
 10 A. I've been in -- worked in this command
 11 structure for a long time, getting big quick
 12 is absolutely the right response. You can
 13 send people home, but you need that group, you
 14 need that level of expertise.
 15 ROIL, Q.C.:
 16 Q. I don't know if we come to it later; if we do,
 17 tell me because I'm not sure, would this kind
 18 of incident response have been put in place on
 19 March 12th?
 20 MS. FARRELL:
 21 A. Yes. Mr. Vokey will cover that later in the
 22 slides.
 23 ROIL, Q.C.:
 24 Q. Yeah, but this was the protocol that was
 25 called upon to be used, and then we'll find

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1 out how it actually worked.
 2 MS. FARRELL:
 3 A. Right.
 4 ROIL, Q.C.:
 5 Q. We heard from another organization that they
 6 have a dedicated meeting room for this group.
 7 How do you handle this kind of structure, is
 8 there logistical support in terms of your
 9 office gets commandeered, or is there a
 10 dedicated room?
 11 MS. FARRELL:
 12 A. We share an incident command space with Husky
 13 Energy because we're in the same office
 14 building, and so if it's an event for them,
 15 then they take over the facilities; if it's an
 16 event for us, we take over the facilities, and
 17 both of us have backup facilities. So on
 18 March 12th, Husky was operating out of what we
 19 would call our incident command centre, and we
 20 set up our operations in another area of the
 21 building.
 22 ROIL, Q.C.:
 23 Q. Okay, but this is simply a synergy because the
 24 two of you happen to be in the same building?
 25 MS. FARRELL:

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1 A. In the same building, and there's an enormous
 2 amount of infrastructure that it takes onshore
 3 to be always ready to support this kind of a
 4 process, so it just makes sense, it's a
 5 natural synergy.

6 ROIL, Q.C.:

7 Q. Okay.

8 MS. FARRELL:

9 A. So I've just put two other protocols that come
 10 from our emergency response contingency plans
 11 into this section, and these are the ones that
 12 touch aspects of helicopter operations. So
 13 this slide here is a slide that depicts what
 14 would happen in the event that we have to do a
 15 medical evacuation from the facility, and I
 16 apologize, we tend to do everything in these
 17 kinds of flow charts and we think like this,
 18 and so this tends to work for us.

19 ROIL, Q.C.:

20 Q. Yeah, you have to walk us a little more slowly
 21 through it, but I think we'll be able to
 22 follow.

23 MS. FARRELL:

24 A. So the communication flow that you see is
 25 depicted here is directly from the offshore

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1 facility to Cougar. So if the offshore health
 2 advisor on the FPSO determines in consultation
 3 -- you see the line that says "medical
 4 consultation". If they determine in
 5 consultation with our medical service provider
 6 that we need to evacuate someone, that
 7 individual goes to the OIM and there's really
 8 no questions asked. The OIM immediately
 9 mobilizes Cougar, and Cougar and our medical
 10 team will work together to do all things in
 11 relation to the preparation of the helicopter,
 12 the medical response team, any special
 13 equipment, or even if we need to have Search
 14 and Rescue technicians on board for the
 15 medevac. That gets worked out between those
 16 two companies. You will also see that the
 17 offshore installation manager will notify our
 18 on-call person and there's a reason for that.
 19 We believe that if there's an event that
 20 happens and it impacts on people, then we need
 21 to be there to provide support to them. So if
 22 there's a medical evacuation from our
 23 facility, we will make sure that the support
 24 is there for the employee and for their
 25 family, and it's that team over on the other

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1 side, the logistics, communications, and human
 2 resource teams, they will ensure that the
 3 employee's family is notified, that the
 4 family, if they want to meet the helicopter
 5 when it's coming in, that we arrange to get
 6 them there, to do that, and essentially
 7 whatever the family needs is what we make sure
 8 will happen. So that's the way that this
 9 medical evacuation protocol works.

10 ROIL, Q.C.:

11 Q. Okay, so the employee assistance piece, the
 12 grief counsellors, those kinds of resources,
 13 they are tasked through these?

14 MS. FARRELL:

15 A. All of that right side of the chart, that's
 16 the stuff that they're worried about. As the
 17 helicopter is being mobilized, this team is
 18 working behind the scenes to do family
 19 notifications. It could very well be make sure
 20 the family gets to the hospital to meet the
 21 person, whatever it is that's needed, that's
 22 what we make sure happens.

23 ROIL, Q.C.:

24 Q. Would the protocols be different if it was an
 25 evacuation of one person from the facility as

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1 opposed to, for example, the evacuation of 30
 2 people, or would it just involve more
 3 helicopters and other resources?

4 MS. FARRELL:

5 A. That would be one of those cases where you'd
 6 see -- if there was a multiple evacuation,
 7 that would be one of those cases where you'd
 8 see this team that I referred to on the
 9 previous slide. They would be immediately
 10 called out and we would start to make
 11 decisions about this is a much bigger response
 12 than just a one medical evacuation; how do we
 13 support that.

14 ROIL, Q.C.:

15 Q. Okay, so these various protocols can interact
 16 with one another if the fact situation
 17 requires it?

18 MS. FARRELL:

19 A. Absolutely. So the only other protocol that I
 20 wanted to review is what we call our
 21 helicopter return notification protocol. This
 22 particular protocol has been in place since
 23 early 2007, I think, and it was part of a
 24 proactive effort on our part to ensure
 25 communication and support to our employees.

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1 The scope you'll see is noted on the top of
 2 the slide in the yellow box. It refers to any
 3 helicopter flight to or from a Suncor facility
 4 that experiences an operational issue that
 5 necessitates immediate return to the heliport.
 6 So this is just one more protocol that's in
 7 the kit bag for the people that are on call.
 8 So I don't -- again we tend to work in these
 9 types of flow charts, but -- so I don't go
 10 through all of the steps in the process.
 11 What's important to understand is if there is
 12 an operational issue, Cougar immediately
 13 notifies us. So you'll see on the left hand
 14 side of this chart the arrow from Cougar down
 15 to our operations logistics person. So we are
 16 always notified. It's that person's job to
 17 then make sure two things happen; the offshore
 18 facility that the helicopter was on route to
 19 or from is notified so they understand what's
 20 going on, and that person puts the
 21 notification into our emergency response team.
 22 So the incident -- we call it the ICC team
 23 leader, in our incident reporting protocol,
 24 that person is immediately notified.
 25 ROIL, Q.C.:

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1 Q. Okay, now just so that we understand the scope
 2 of this, so any flight to Suncor's facility
 3 that experiences an operational issue, so
 4 weather, would that -- if it turns around
 5 because of weather?
 6 MS. FARRELL:
 7 A. Weather would not be an operational issue.
 8 This would be something like, for example, a
 9 chip light.
 10 ROIL, Q.C.:
 11 Q. Yeah, the pilot of the helicopter sees a light
 12 come on his dashboard that tells him he has
 13 the potential for an issue, so the helicopter
 14 decides to turn around and come back?
 15 MS. FARRELL:
 16 A. Right. So it wouldn't include a helicopter
 17 that can't land because of weather. This is
 18 really meant to be some unusual circumstance.
 19 ROIL, Q.C.:
 20 Q. Okay.
 21 MS. FARRELL:
 22 A. That necessitates a return to base
 23 immediately.
 24 ROIL, Q.C.:
 25 Q. Yes.

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1 MS. FARRELL:
 2 A. So we ensure -- by putting it into our
 3 emergency response process, we ensure that we
 4 make the decision what support do we need to
 5 provide. So this gives some rigour and some
 6 structure to that process.
 7 ROIL, Q.C.:
 8 Q. What was the trigger, if there was one -- I'm
 9 trying to picture a situation where I get on a
 10 commercial airline, and I won't belittle any
 11 of the airlines by saying they have these
 12 problems, but I'm on a flight from Toronto to
 13 St. John's and somewhere along the way the
 14 pilot comes on and says, you know something,
 15 we got to go back to Toronto, and I go back to
 16 Toronto and I'm on my own. What is it about
 17 helicopter transportation that makes this an
 18 issue that Suncor that concerned about?
 19 MS. FARRELL:
 20 A. When the S-92s first went into service, they
 21 were different, and so there are additional
 22 warnings lights, and I think we've had some
 23 discussion about that. So because there were
 24 chip light indicators and pilots making
 25 decisions to come back to base, and our

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1 employees didn't always necessarily know or
 2 understand what was happening, there was a
 3 real heightened sensitivity. So because of
 4 that we decided to put this protocol in place.
 5 It helped us onshore formalize the decision
 6 making process, so that we weren't -- if one
 7 person got the call that said there's a chip
 8 light on a helicopter, and they'd say, oh,
 9 that's nice, and then if somebody else got the
 10 call and they'd say, oh, we better figure out
 11 if we provide support, so this just
 12 automatically puts the structure in place so
 13 that we can make decisions. The most
 14 significant consideration about the extent to
 15 which we use this protocol is the decision
 16 that we make about the passengers that are on
 17 board and the extent to which they feel, or we
 18 feel that they might need support. So we will
 19 consult -- for example, if it's a flight to
 20 the FPSO, we'll probably consult with the
 21 offshore installation manager and the
 22 operations manager and say, given the
 23 individuals that are on the flight, do you
 24 think we need to mobilize people there, and
 25 we've done this over the years. So we may do

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1 something like mobilizing resources to the
 2 heliport to provide support to the passengers,
 3 or if we think that it's going to be a
 4 significant issue, again we may mobilize our
 5 full emergency response team to decide what
 6 else we might need to do.
 7 ROIL, Q.C.:
 8 Q. So this is, I take it, not just a safety,
 9 there's a communication piece to this too?
 10 MS. FARRELL:
 11 A. This is ultimately about communication and
 12 making sure that people have the information
 13 that they need, and it's also about making
 14 sure that they have the support that they need
 15 because helicopter travel is a part of their
 16 day to day lives. So if there's something
 17 that requires support, we make sure that they
 18 have the support.
 19 ROIL, Q.C.:
 20 Q. And so what -- if I'm the traveller and I come
 21 back and I'm concerned, I'm nervous, this
 22 flight has come back because of a warning
 23 light and I don't know warning lights from
 24 real problems, it might be a real problem as
 25 far as I'm concerned, I'm anxious, what kind

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1 of supports would I avail of or what kind of
 2 support would you give me, or explanations or
 3 information? How does it work out?
 4 MS. FARRELL:
 5 A. Yeah, several --
 6 ROIL, Q.C.:
 7 Q. Think a hypothetical person and a hypothetical
 8 case.
 9 MS. FARRELL:
 10 A. Several aspects of it. First and foremost,
 11 Cougar has to explain what happened. So if
 12 it's a chip light, either the pilot or the
 13 base operations manager or somebody with
 14 Cougar will do the first explanation to the
 15 passengers about what happened. If the
 16 passengers are saying, I feel very nervous, I
 17 feel very upset, that's one of those cases
 18 where we would mobilize our family response
 19 team to go to the heliport, typically with an
 20 operations manager or a more senior manager
 21 within the organization, to talk to the
 22 employees. If they felt that they needed to
 23 speak to an employee assistance program
 24 counsellor, we'd make sure that's happened.
 25 ROIL, Q.C.:

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1 Q. I believe you were in the room, Ms. Farrell,
 2 the other day when the presenter, Ms. Michael,
 3 referred to the fact that an employee said if
 4 I have to suffer the stress of going out one
 5 day and having to come back, I shouldn't have
 6 to get on the next flight going out, but I
 7 should be able to stay there until the next
 8 day to get my comfort level up. Do you have
 9 any response to that kind of concern? Have
 10 you heard that actually from your workforce?
 11 MS. FARRELL:
 12 A. I would say that our first response to that is
 13 to make sure the employee gets the support.
 14 Frequently, just having somebody to talk to
 15 will make the difference between saying, I
 16 don't want to fly, and I'm okay to fly. So our
 17 counsellors are very well trained in this
 18 area, and, in fact, did some of that type of
 19 work immediately following the March 12th
 20 incident because we had employees who were
 21 offshore and onshore who said I'm not sure I
 22 can do this. So my first response is, there
 23 are supports available and our employees have
 24 over the years used our employee assistance
 25 program, I think, quite well. It's there to

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1 make sure that they get what they need. If
 2 somebody is so traumatized that they clearly
 3 can't go offshore, that's another reason why
 4 we make sure that there's somebody there to
 5 manage that. We're not forcing anybody back
 6 onto a helicopter if they are absolutely
 7 traumatized.
 8 ROIL, Q.C.:
 9 Q. And you rely on outside consultants and
 10 trained personnel to advise you on that?
 11 MS. FARRELL:
 12 A. And our operations manager, or -- I mean, it's
 13 a combination of people that will typically go
 14 to respond to this type of event.
 15 ROIL, Q.C.:
 16 Q. Unless you needed to go into further detail on
 17 that slide, I think you've explained to us the
 18 reason for this protocol. So I assume that --
 19 you said you're just showing us a few of the
 20 protocols, but there are other protocols for
 21 other incidents that might not be relevant to
 22 our terms of reference?
 23 MS. FARRELL:
 24 A. Yes. So that's our review of the safety plan.
 25 We've now gone through the six sections. So

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1 now I'll turn it over to Mr. Stacey to deal
 2 with the next section, which is offshore
 3 transportation.
 4 ROIL, Q.C.:
 5 Q. Thank you, Ms. Farrell. Mr. Stacey, we have
 6 about fifteen minutes before the break, so we
 7 can get started now, and I'll keep an eye on
 8 the clock for you so that you don't have to
 9 worry about those things.
 10 MR. STACEY:
 11 A. Okay. In this section we'll look at some of
 12 the equipment used to support transportation
 13 to and from the offshore installations, and I
 14 think some of the good questions that were
 15 asked in the last section may actually have
 16 been covered here, or you've covered them, and
 17 I'll try to not dwell too long on them.
 18 ROIL, Q.C.:
 19 Q. Yeah, and I'll try not to ask them twice if
 20 they've already been answered, but we'll see.
 21 MR. STACEY:
 22 A. Okay. Transportation of people and materials
 23 is supported by a large infrastructure of
 24 trained competent people who provide a means
 25 to deliver workers and materials to our

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1 offshore installations, and they include the
 2 crews that man the helidecks, the cranes that
 3 unload and load helicopters, vessels and
 4 containers and other shipping devices, radio
 5 operators who track and provide information,
 6 specialists who create manifests, and
 7 leadership teams that monitor and supervise
 8 the overall operation. All of the people and
 9 materials come and go through two key portals;
 10 Cougar heliport, and the Harvey's marine base.
 11 Helicopters, as we've said before, are the
 12 primary means to transport personnel to and
 13 from the offshore, including their luggage.
 14 Occasionally cargo will be moved by air, and I
 15 think that's been fairly thoroughly discussed.
 16 Personnel are transported by vessel when
 17 flying conditions are not acceptable. Suncor
 18 strives, and I think this is important, to
 19 meet the rotational schedules of all of our
 20 offshore workers, the 21 and 21 rotation.
 21 ROIL, Q.C.:
 22 Q. If I might ask you to expand a bit on how when
 23 you have two or more facilities offshore, how
 24 a flight would be designated, does it go to
 25 the FPSO first or to the MODU? How does that

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1 sort of coordination piece work within your
 2 company?
 3 MR. STACEY:
 4 A. It works -- in our company and between the
 5 other operators, there are regularly --
 6 ROIL, Q.C.:
 7 Q. That's the second part of my question, so if
 8 you want to answer it all at the same time,
 9 please do, yeah.
 10 MR. STACEY:
 11 A. Okay. As I said, there are regularly
 12 scheduled flights on a weekly basis. Each of
 13 the installations have certain slots, I think
 14 is the term that's used, and depending on how
 15 the MODU is working for, or overtime those
 16 slots may have changed position, and I think
 17 the helicopter -- the logistics group that
 18 kind of steer and direct the work with Cougar
 19 would have to work to ensure that those slots
 20 are allocated properly and that the flights
 21 are then directly on a daily basis, for
 22 instance, in the Terra Nova field, to the
 23 FPSO, or the MODU.
 24 ROIL, Q.C.:
 25 Q. Okay, so it doesn't necessarily go first to

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1 the FPSO, depending on -- if it was a Suncor
 2 flight, it might go to the Henry Goodrich that
 3 was drilling for you at the time first, and
 4 then on?
 5 MR. STACEY:
 6 A. That's correct, actually, and in early
 7 2000/2002 before the FPSO got on location,
 8 Suncor, Petro-Canada at the time, did have a
 9 slot because the rig was working steadily in
 10 advance of the FPSO arrival, and then when the
 11 FPSO arrived, another slot was added later in
 12 the morning for the flight to the FPSO, and
 13 they have moved around over time.
 14 ROIL, Q.C.:
 15 Q. Okay. I think I have some other questions,
 16 but they'll probably grow out of the next
 17 slide.
 18 MR. STACEY:
 19 A. Okay. As I said before, it's definitely a
 20 community offshore. The installations
 21 communicate directly with each other and share
 22 vessels and flights to maximize the benefits,
 23 helping each other meet objectives. The
 24 leaders recognize that sharing is important in
 25 our operating environment to meet our

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1 commitments for crew change, and to keep the
 2 operations effectively supplied. The standby
 3 vessels have fast rescue craft and trained
 4 crews to operate them. The vessels are
 5 certified to accommodate all the personnel
 6 from the FPSO and a drilling rig in the event
 7 of an emergency, and I should have said the
 8 standby vessels are certified to accommodate
 9 all of those personnel. The standby vessel
 10 always maintains its rescue zone free of
 11 obstructions. We have vessel sailings
 12 generally twice per week, and more frequently
 13 if a MODU is working. When vessels are
 14 considered for personnel transfer, the
 15 evaluation includes weather forecast, sea
 16 states, and the number of people backed up on
 17 crew change, as well as the outlook for
 18 personnel transfer by helicopter in the coming
 19 days. When on standby duty, the vessel would
 20 always be within 20 minutes of the
 21 installation. I think Mr. Vokey covered that
 22 quite well. Sometimes as well, the
 23 installation will request another type of
 24 close standby, which is not helicopter
 25 related, but installation activity related,

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1 and that's, for instance, when someone would
 2 be working in proximity to the edge of the
 3 vessel and they would request the standby
 4 vessel to come in and stand off, you know, 100
 5 or 200 metres from the installation while that
 6 work goes on with their FRC crew ready. The
 7 next slide, please. As I said, helicopters
 8 are the primary means of moving people, and
 9 Suncor currently has one scheduled flight per
 10 day, Monday to Friday. Flights are added if
 11 the drilling rig would come back to work for
 12 us in the future. On occasion, a dedicated
 13 flight will be made for cargo without
 14 passengers on board, and any time there's a
 15 medical emergency declared on the
 16 installation, the medical evacuation or
 17 medevac would take priority over all other
 18 flights. We also transport other people with
 19 medical issues, both occupational and non-
 20 occupational, and as directed by our onshore
 21 medical service providers in consultation with
 22 the medics offshore, many times those are part
 23 of regular flight, but with priority over
 24 other passengers. Helicopters can also be
 25 used to sling loads. I don't know whether

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1 anybody has talked about that term.
 2 ROIL, Q.C.:
 3 Q. I think in a very small way. Just give us a
 4 one minute sort of --
 5 MR. STACEY:
 6 A. So that's a hook underneath the helicopter
 7 with typically a wire rope hanging from it,
 8 and then some kind of a load suspended from
 9 underneath there. That would be a slung or
 10 slinging a load. I think the best example of
 11 that would be the replacement of the flare tip
 12 on the flare towers. All of the installations
 13 to my knowledge use helicopters for that work,
 14 and essentially they would ship the flare tip
 15 which is, you know, a big piece of steel
 16 essentially offshore on a supply vessel, lift
 17 it up to the installation, prepare it for when
 18 the helicopter arrived, bring the helicopter
 19 out and then the helicopter would lift it up
 20 into position on the flare tower.
 21 ROIL, Q.C.:
 22 Q. Before we move this page, you say there's one
 23 scheduled flight per day to your facilities or
 24 facility as it is right now. What is the
 25 timing of that flight in terms of morning,

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1 afternoon, evening, that sort of thing? Is
 2 there a particular time or does it depend on
 3 what day of the week and what other
 4 commitments are being followed?
 5 MR. STACEY:
 6 A. Yes, it is a morning slot. Right now I think
 7 we're 10 o'clock departure right now. It's
 8 moved around. I think the earliest is 7 or
 9 7:30, and those regularly scheduled flights
 10 are in the morning.
 11 ROIL, Q.C.:
 12 Q. The ad hoc flights that are scheduled as
 13 required, do any of those -- first of all, do
 14 you understand the expression "night flight"?
 15 MR. STACEY:
 16 A. Yes.
 17 ROIL, Q.C.:
 18 Q. Okay, what is a night flight? Is it a flight
 19 that takes off and lands in the night, or what
 20 part of the flight has to go into darkness for
 21 it to be a night flight?
 22 MR. STACEY:
 23 A. It would be considered a night flight if any
 24 portion of the flight before the helicopter
 25 returned was before official darkness.

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1 ROIL, Q.C.:

2 Q. So if it starts very early in the morning, it

3 could be a night flight? This time of the

4 morning, if it started at 5 o'clock, it could

5 be a night flight?

6 MR. STACEY:

7 A. Yes.

8 ROIL, Q.C.:

9 Q. Or if it lands after 5 o'clock in the evening,

10 it would be a night flight?

11 MR. STACEY:

12 A. Correct.

13 ROIL, Q.C.:

14 Q. Even though it took off at 2 o'clock in the

15 afternoon?

16 MR. STACEY:

17 A. Yes.

18 ROIL, Q.C.:

19 Q. What is the position of Terra Nova and your

20 company with respect to the use of night

21 flights at this time?

22 MR. STACEY:

23 A. We still do conduct night flights, but the

24 conditions under which they're conducted are -

25 they're the exception, and there are certain

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1 circumstances that would be -- a list of

2 considerations that would be run through

3 before any night flight would be undertaken.

4 ROIL, Q.C.:

5 Q. And what kind of considerations in terms of

6 things that we would understand, you know, is

7 it weather or the need to have people out

8 there, or what kind of issues are --

9 MR. STACEY:

10 A. Absolutely. You've covered two of the

11 important considerations, both the weather,

12 sea state offshore, the number of personnel,

13 the reason for the flight, whether it was

14 backup on crew change, the outlook in the

15 future for the availability of helicopter

16 transportation to clear the backlog in the

17 coming days.

18 ROIL, Q.C.:

19 Q. I take it then that it is your company's

20 conclusion that night flights per se do not

21 present an undue risk to the transportation of

22 individuals to your facilities, all of these

23 things being properly analyzed, the weather

24 being right, and other things being right?

25 MR. STACEY:

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1 A. We certainly place priority on transporting

2 people during daylight hours. That's our

3 policy, our Helicopter Operations Manual

4 directs us to do that, but as you've stated,

5 when we're -- when the conditions are

6 acceptable and the need is there from the

7 installation to get people's crew change

8 completed, we will consider night flights.

9 ROIL, Q.C.:

10 Q. I think that's all I have for you on that at

11 this time.

12 MR. STACEY:

13 A. Okay, the next slide, please. The Suncor

14 Helicopter Operations Manual provides that

15 helicopter operations will be undertaken in

16 accordance with the requirements of relevant

17 legislation and regulations pertaining to both

18 offshore and aeronautical operations within

19 the Canadian territory waters. Aeronautical

20 activity shall be conducted under the auspices

21 of Transport Canada Aviation, the C-NLOPB, who

22 are responsible for enforcing regulations for

23 offshore installations. The Helicopter

24 Operations Manual is in place to assist our

25 offshore and onshore teams in delivering their

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1 inputs and supports to the flying process. As

2 was discussed at the joint panel, the aviation

3 business is highly regulated, and our role as

4 offshore operator of installations is to

5 provide the supports necessary for the expert

6 aviation service providers to deliver this

7 service. Suncor has contracted for and relied

8 upon that certified air transportation

9 service. We recognize and respect the

10 capabilities of the aviation industry, and

11 support both the service providers and the

12 certifying authorities to transport our crew

13 safely to and from their workplace. The OIM

14 and the offshore team are tasked daily with

15 the provision of information for flight

16 operations. In this role, we strive to be

17 accurate and repeatable with the way in which

18 we describe offshore conditions. For example,

19 wind, sea states, vessel motions, helideck

20 conditions, are all the data that pilots need

21 to characterize the offshore conditions

22 correctly before their decision to fly or not,

23 and the manner and timing in which our

24 offshore teams provide that data to Cougar is

25 important in supporting the overall decision

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1 to fly. No two days are the same, no two
 2 flights are the same, and reliable information
 3 is the key to making good decisions. Accurate
 4 information regarding offshore conditions is
 5 just one example of how we support the flying
 6 process.
 7 ROIL, Q.C.:
 8 Q. The information that's provided by these
 9 personnel, who I take it are physically
 10 offshore --
 11 MR. STACEY:
 12 A. Yes.
 13 ROIL, Q.C.:
 14 Q. Are they employees of Suncor or are they
 15 employees of contractors, or is there a mix?
 16 MR. STACEY:
 17 A. On the FPSO, they would for the most part be
 18 staff, employees of Suncor. Themology
 19 (phonetic) would carry out the same type work
 20 and would be mainly contractors.
 21 ROIL, Q.C.:
 22 Q. I guess the next question is a loaded one, but
 23 I'll ask it, and I want your candid answer.
 24 Can you anticipate circumstances where the
 25 weather has been bad for a while, employees

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1 are anxious to get home, employees trying to
 2 go to work are anxious to get out, are there
 3 situations where in your view there is undue
 4 pressure put on the helicopter operator to
 5 make a flight happen?
 6 MR. STACEY:
 7 A. No, that's -- I don't think that that pressure
 8 exists. I think Cougar is very well
 9 positioned to intake the information and make
 10 their decision accurately using their
 11 criteria. I think that's our role as offshore
 12 operator is to characterize the conditions
 13 correctly, set aside the frustrations or the
 14 backlog or whatever it may be, and make sure
 15 that we in a repeatable fashion provide the
 16 information for Cougar, so that they can make
 17 an interpretation and the pilots ultimately
 18 can make their decision to fly or not.
 19 ROIL, Q.C.:
 20 Q. The information that you provide to them, is
 21 that documented and maintained as part of the
 22 records of the company?
 23 MR. STACEY:
 24 A. Yes.
 25 ROIL, Q.C.:

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1 Q. So if anybody wanted to ask, they could go
 2 back and look?
 3 MR. STACEY:
 4 A. Yes, absolutely. Mr. Vokey pointed earlier to
 5 waves - to sea states offshore, and we do have
 6 a wave rider buoy in the field that gives the
 7 electronic data. I think Hibernia has a wave
 8 radar, which is a little bit of a different
 9 type device. They're both mechanical that
 10 takes the subjectivity out of it.
 11 ROIL, Q.C.:
 12 Q. To take the judgment out of it?
 13 MR. STACEY:
 14 A. Yes.
 15 ROIL, Q.C.:
 16 Q. Okay, it's 3:15, time for our break. We may
 17 not have finished on here, but we'll take a
 18 break now, Commissioner.
 19 (RECESS)
 20 ROIL, Q.C.:
 21 Q. Okay, Mr. Stacey, we're back on the record
 22 again. So I'll hand it back to you, I didn't
 23 have any further questions on the slide that
 24 we dealt with, which was 70, so we're now on
 25 71.

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1 MR. STACEY:
 2 A. Okay, we'll proceed. HMDC spoke about a
 3 typical landing and take off from their
 4 installation and the list on this slide
 5 represents some of the content of our
 6 Helicopter Operations Manual. As you can see,
 7 in general it describes our processes which,
 8 in many ways, are similar to that of HMDC and
 9 Husky and I won't review the list in detail as
 10 the manual is in evidence and available for
 11 your review. This is really the content of
 12 the Helicopter Operations Manual.
 13 ROIL, Q.C.:
 14 Q. Yeah, Exhibit 141 is the manual and you are
 15 familiar with their Helicopter Operations
 16 Manual, more or less, you've heard enough
 17 about it to understand it?
 18 MR. STACEY:
 19 A. I'm familiar with ours and familiar generally
 20 with the content of theirs.
 21 ROIL, Q.C.:
 22 Q. No, I don't think--I think, you know, there's
 23 no issues arising out of that. I guess the
 24 first response capability, I think we've dealt
 25 with that, unless somebody has something else

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1 to add with respect to the issue of the one
 2 hour and how that was established and I'm not
 3 sure that, I don't know if either one of you
 4 has any ability to add anything we've heard
 5 about that?
 6 MR. VOKEY:
 7 A. No, not from me.
 8 ROIL, Q.C.:
 9 Q. Okay, well we know what it is and we have the
 10 comments of others and we'll take it from
 11 there. Where the limitations as the other
 12 area I was going to ask you about, but I think
 13 we dealt with that in terms of the earlier
 14 slide, so -
 15 MR. STACEY:
 16 A. Yes. Okay, the next slide please? The next
 17 section of the presentation will provide an
 18 overview of the offshore helideck and its
 19 certification and inspection, as well as some
 20 information around the training of the crew.
 21 The helideck on the Terra Nova FPSO is the
 22 largest of the three facilities. It has the
 23 capacity to park a helicopter and land
 24 another. It's about twenty-nine and a quarter
 25 meters in diameter, plus the parking area.

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1 The certification for the helideck on the FPSO
 2 was issued by Lloyd's Register in 2001. The
 3 certificate was issued following a review of
 4 the structural analysis of the helideck and
 5 the parking area, the safety features
 6 including the landing net, the safety net and
 7 the fire monitoring and lighting, as well as
 8 sign appraisal of the main support structure,
 9 the stairways, and railings and walkways and
 10 the landing area. With the plan to introduce
 11 the S92 into flight operations, Lloyd's issued
 12 a recertification against the Transport Canada
 13 standard TP4414E, and that's the guidelines
 14 respecting helicopter landing facilities on
 15 ships, and that was done in 2004.
 16 ROIL, Q.C.:
 17 Q. So the Sikorsky S92, is that a physically
 18 larger or heavier helicopter than the ones
 19 that have been employed before?
 20 MR. STACEY:
 21 A. It was larger than the Aerospatiale Super Puma
 22 that was used prior to that time.
 23 ROIL, Q.C.:
 24 Q. Right. So I take it that getting approval for
 25 a helideck isn't for all helicopters that are

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1 flying, you have to relate it to the one that
 2 you are intending to land on, on a regular
 3 basis?
 4 MR. STACEY:
 5 A. That's correct. On an annual basis, Lloyd's
 6 Register conducts an inspection of the FPSO
 7 helideck on behalf of Transport Canada and
 8 that inspection includes examination of
 9 structural aspects, including the helideck
 10 safety nets, the markings and the supporting
 11 structure, examination of the electrical and
 12 the control aspects, including the helicopter
 13 landing or obstruction lights. Function tests
 14 of the helideck fire monitors, there was
 15 discussion around those, the water and foam
 16 combination. And survey of emergency response
 17 equipment that is provided on the helideck.
 18 Cougar Helicopters also completes an annual
 19 inspection of the helideck. In the MODU
 20 Cougar and the certifying authority also
 21 inspect their helidecks on an annual basis.
 22 ROIL, Q.C.:
 23 Q. So what you said here about the FPSO helideck
 24 would apply to them as well?
 25 MR. STACEY:

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1 A. Yes, it would.
 2 ROIL, Q.C.:
 3 Q. With the registered certifying authority,
 4 whatever it would be, be the one that would do
 5 it. Has it always been Lloyd's Register? I
 6 think you mentioned DNV, did you?
 7 MR. STACEY:
 8 A. For the FPSO it is Lloyd's Register.
 9 ROIL, Q.C.:
 10 Q. Yes.
 11 MR. STACEY:
 12 A. For the Transocean Henry Goodrich and the
 13 Glomar Grand Banks as well, it is DNV. So the
 14 certifying authority would do an inspection,
 15 as well as Cougar.
 16 ROIL, Q.C.:
 17 Q. Right, and for those that are purists, DNV is
 18 Det Norske Veritas?
 19 MR. STACEY:
 20 A. That is correct.
 21 ROIL, Q.C.:
 22 Q. A Norwegian certifying authority.
 23 MR. STACEY:
 24 A. That's right. Members of the helicopter
 25 landing team are also part of the on-board

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1 fire team and they have specialized training.
 2 Generally it's the crane operator who is the
 3 helicopter landing officer and has primary
 4 communication with the pilots while the
 5 helicopter is on deck. The helicopter team
 6 are fully suited and ready to respond to any
 7 emergency that may occur during landing, take
 8 off and while the helicopter is on deck and
 9 their training is covered in CAPP standard
 10 practice for training and qualifications, and
 11 that training includes a general outline of
 12 HLO responsibilities, some information on
 13 helicopter types and designs, so that they're
 14 familiar with each of the different machines
 15 that are out there. And helicopter operations
 16 including the effects of weather, so they
 17 understand generally the principles of how the
 18 helicopter operates and what things might
 19 affect it in different weather conditions.
 20 Helideck suitability and equipment that's
 21 available, communications network, prelanding
 22 considerations and preparations, landing and
 23 departure routines, what would happen if a
 24 helicopter had to start up or shut down on a
 25 helideck and special hazards and precautions

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1 that maybe needed to be taken, carriage and
 2 marking of cargo including dangerous goods,
 3 and lastly, fuelling control and procedures.
 4 ROIL, Q.C.:
 5 Q. How large is the helideck team when a regular
 6 flight comes in and lands, including the HLO,
 7 the helicopter landing officer, is the team
 8 two or ten people?
 9 MR. STACEY:
 10 A. Eight is what's coming to my mind.
 11 MR. VOKEY:
 12 A. Yeah, teams vary in size. I believe on the
 13 FPSO it's around five and it could be four to
 14 six, but it's close. I think on the Henry
 15 Goodrich the team is a little bit larger.
 16 ROIL, Q.C.:
 17 Q. So the team depends upon the facility that
 18 they're--the team size depends upon the
 19 facility?
 20 MR. VOKEY:
 21 A. That's my understanding, I'm the most familiar
 22 with the FPSO.
 23 ROIL, Q.C.:
 24 Q. And would the certifying authority be
 25 responsible for determining that number or is

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1 that something that's set out by C-NLOPB?
 2 MR. VOKEY:
 3 A. To be honest, I'm not sure.
 4 ROIL, Q.C.:
 5 Q. Okay, you're not sure who determines it, okay.
 6 MR. STACEY:
 7 A. That concludes this section of the
 8 presentation.
 9 ROIL, Q.C.:
 10 Q. Thank you, Mr. Stacey. I think we're going to
 11 move back to Ms. Farrell.
 12 MS. FARRELL:
 13 A. That's correct. So I'm going to cover two
 14 sections. The first on helicopter
 15 transportation suits and then I'll just wrap
 16 up with an overview of our FPSO safety
 17 handbook, so I'll talk to suits first. So the
 18 issue of flight suits was raised during the
 19 joint panel presentation and I believe Mr.
 20 Earle actually referenced issues with flight
 21 suits that had been identified on the Terra
 22 Nova FPSO in 2008.
 23 ROIL, Q.C.:
 24 Q. Because I think there was reference to some
 25 minutes of a meeting and is the quote that you

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1 have there, is it taken from somewhere?
 2 MS. FARRELL:
 3 A. Yes, I'll talk to that in just a second.
 4 ROIL, Q.C.:
 5 Q. Okay.
 6 MS. FARRELL:
 7 A. So, as you said, he provided the joint panel
 8 with an excerpt from the Occupational Health
 9 and Safety Committee minutes, and so I'd like
 10 to take a few minutes to walk through two
 11 things, really. First to try and fully
 12 understand the concerns that were raised and
 13 then secondly, what we did in response to the
 14 concerns, okay? So I'll start at the
 15 beginning of the story. We implemented the
 16 E452 flight suit in the fall of 2007 and I
 17 think we're all aware of that timing. Helly
 18 Hansen were present at the heliport to provide
 19 all outbound personnel with an orientation to
 20 the suit immediately following the
 21 implementation of the new suit, so that would
 22 have been late fall, November onwards for
 23 about a six-week period.
 24 ROIL, Q.C.:
 25 Q. Okay, do you have personal knowledge of that,

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1 is that something you recall or you have been
 2 able to research?
 3 MS. FARRELL:
 4 A. That's something I know by virtue of my
 5 discussions with Helly Hansen.
 6 ROIL, Q.C.:
 7 Q. Okay, because the impression that I think Mr.
 8 Earle had gotten and perhaps I had gotten too
 9 from Mr. Collin's evidence was that sort of
 10 the suits were brought out and that there was
 11 a fit card and perhaps he might have explained
 12 the fit card, but I didn't get the impression
 13 that there were Helly Hansen personnel
 14 available for a period.
 15 MS. FARRELL:
 16 A. The flight suits actually were reviewed
 17 offshore with the OHS committees, so they knew
 18 what was coming, but Helly Hansen--the
 19 operators at Helly Hansen have a
 20 representative at the heliport for the first
 21 six weeks after the implementation of the new
 22 suits to be able to help all the outbound
 23 passengers with the orientation to the new
 24 suit.
 25 ROIL, Q.C.:

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1 Q. Okay, and the responsibility of that person
 2 was to assist in fit or in selection of size
 3 or do you know really how detailed that was?
 4 MS. FARRELL:
 5 A. Sizing.
 6 ROIL, Q.C.:
 7 Q. Sizing was the issue.
 8 MS. FARRELL:
 9 A. Yes. So from my knowledge of the flight suit
 10 issue, it really starts around the first
 11 quarter of 2008 within Suncor. They've been a
 12 regular item on our OHS committee agenda, in
 13 fact, it's been a standing item on our OHS
 14 committee agenda since 2008 on the Terra Nova
 15 FPSO. So this slide summarizes from March
 16 until June of 2008 the issues that were being
 17 expressed. And the first issue around
 18 concerns with zipping the E452 transportation
 19 suit, that would not be one issue, that would
 20 be multiple issues and I think you heard that
 21 in the joint panel as well, that there was a
 22 general feedback that the zippers were very
 23 stiff. There was also a specific reference to
 24 in our OHS committee to tight wrist seals and
 25 an improper face seal due to individual facial

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1 features.
 2 ROIL, Q.C.:
 3 Q. Yes.
 4 MS. FARRELL:
 5 A. So these concerns actually came to me from the
 6 OHS committees and we, as Suncor, took three
 7 steps to investigate. So the first step, we
 8 met with Helly Hansen and representatives of
 9 the other operators. Two things we were
 10 trying to understand, the extent to which the
 11 issues that had been brought forward to
 12 Suncor, whether they were general issues or if
 13 they were just very specific to Suncor's FPSO.
 14 I can tell you that Suncor was the only
 15 operator that had an individual or individuals
 16 talking about facial features and face seals
 17 on suits. In general, the other operators
 18 said we haven't heard that from our workforce.
 19 So we were trying to understand is this a
 20 significant issue that impacts the entire
 21 workforce, or is it specific to our
 22 installation. So that was the first step.
 23 The second step we asked Helly Hansen to
 24 conduct a survey, so we wanted to better
 25 understand the extent to which this was an

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1 isolated issue or whether in fact there were
 2 significant issues. And at this stage, the
 3 suits had been in circulation for about six
 4 months. You have to recognize that in an
 5 offshore world when you say "six months", it's
 6 typically a rotation or two because you have
 7 to cut the time in half in terms of the number
 8 of times that people have actually flown. So
 9 by this time, people may have had two or three
 10 rotations wearing the suit, so we felt it was
 11 an appropriate opportunity to seek some
 12 feedback on the performance of the suits. And
 13 I know that Mr. Collins, when he testified in
 14 the fall, he actually talked about the survey
 15 that was done, so I'm not going to go into
 16 that in detail, I think he provided those
 17 results. The third thing that we asked Cougar
 18 to do was to ensure that passengers were able
 19 to fully don the suit, the hood and zip their
 20 suits prior to boarding flights. Now we made
 21 that quite specific, we wanted to make sure
 22 that people were in a seated position, as they
 23 would be in a helicopter if they were
 24 approaching an installation and had to don
 25 their suits. So they had to sit, don the hood

1 and fully zip the zipper before Cougar would
 2 let people actually fly offshore. So those
 3 were the first three steps that we took to
 4 respond.
 5 So Mr. Collins talked about the survey,
 6 we received the results of the survey and in
 7 general, the workforce was not talking about
 8 face seals. In general, the concerns that
 9 were being expressed related to zipper
 10 stiffness and wrist seals. We provided a
 11 summary of the survey to our OHS committee,
 12 the results of the survey in one of the OHS
 13 committee meetings and we also told them the
 14 work that Helly Hansen was doing with the
 15 zippers to try and improve the performance of
 16 them. And it's important to understand that
 17 the operation of the zipper was a primary area
 18 of focus for us in investigating and trying to
 19 understand the performance of the face seal of
 20 the suit. The stiffness of the zippers is a
 21 primary contributor to a person's ability to
 22 actually get their chin appropriately
 23 positioned in the face seal and achieve a
 24 seal.
 25 ROIL, Q.C.:

1 and at that committee meeting, there was a
 2 discussion about the need for a broader
 3 dissemination of the communication about
 4 bringing forward issues and concerns, and so
 5 normally we would expect the OHS committee
 6 minutes to be posted, the reps would talk to
 7 people about the expectations. I think the
 8 committee reps felt a broader communications
 9 would be more appropriate and so the OIM or
 10 the offshore installation manager actually
 11 sent out an email reminder to people on the
 12 2nd of April, 2009 saying again, if you have
 13 issues or concerns, bring them forward.
 14 So between March and May, as individuals
 15 came forward--and I should indicate this was
 16 very specific to the Terra Nova FPSO, this is
 17 not something that was happening on the other
 18 installation. So between March and May, as
 19 individuals came forward requesting
 20 assessment, we asked them first to document
 21 their specific concerns so that we would
 22 understand is it an issue with boot size, is
 23 it an issue with face seal, is it that it's
 24 tight in the neck, so help up identify--help
 25 us in identifying your concerns. We then sent

1 Q. So the seal can't go up--if the zipper can't
 2 go up, you can't get any -
 3 MS. FARRELL:
 4 A. You don't have a seal. And so the zippers was
 5 our primary area of focus because we needed to
 6 eliminate the zipper as an issue that was
 7 potentially impacting the face seal. But
 8 there were ongoing discussions, again at our
 9 OHS committee, over the course of the fall and
 10 so in December of 2008 and again in January,
 11 2009, because everything you do at an OHS
 12 committee you end up having to do twice.
 13 ROIL, Q.C.:
 14 Q. Yes.
 15 MS. FARRELL:
 16 A. We actually asked anyone on our FPSO who had
 17 an issue or a concern about their ability to
 18 don or fully zip the suit, to bring those
 19 issues forward so that we could fully
 20 investigate. And so you will see on the slide
 21 prior to March 12th we had one individual that
 22 came forward and between March 29th and May
 23 17th, there were an additional 28 individuals
 24 that came forward. I should note that there
 25 was an OHS committee meeting in March of 2009

1 those individuals directly to Helly Hansen and
 2 Helly Hansen did a detailed set of
 3 measurements. I think when Mr. Collins was
 4 here he talked about the fact that the flight
 5 suit fitting process was a bit iterative, we
 6 hadn't done this kind of detail before. And
 7 so we went everybody for a detailed
 8 measurement and then in my discussions with
 9 Helly Hansen, they were saying it would be
 10 really good if our design people could see
 11 pictures of people in their flight suits as
 12 well, so we ended up having to get the folks
 13 that had already gone back offshore into a
 14 flight suit offshore and take some pictures
 15 and actually provide those to Helly Hansen as
 16 well. And all of this was data coming into
 17 them that they needed to be able to assess
 18 whether the suits were fitting appropriately.
 19 Ultimately the work that we started through
 20 that process rolled into our return to service
 21 flight suit fitting process that was started
 22 at the heliport with return to flight in May
 23 of 2009. And I'd remind you, Mr.
 24 Commissioner, that this is work that has not
 25 been done elsewhere in the world and it's work

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1 that has been recognized by the Transportation
 2 Safety Board as really a best practice in this
 3 industry. Our OHS committee communication
 4 continues on a regular basis. There is a
 5 series of presentations that have been
 6 provided in 2008 and 2008 about flight suits,
 7 the certifications. In 2009, we've been
 8 sharing information about the flight suit fit
 9 testing process, the water ingress testing and
 10 the work that we've been doing on the CGSB
 11 standards review, and that's just a normal
 12 part of our regular OHS committee
 13 communications.
 14 So that summarizes the issues as we
 15 understood them, the activities that we
 16 undertook to respond and ultimately how that
 17 work rolled into the work that started with
 18 return to service in May.
 19 ROIL, Q.C.:
 20 Q. The importance of it and by "fit", I don't
 21 mean comfort, I mean the right suit to the
 22 right body size and shape, I take it that was
 23 not identified anywhere in the risk analysis
 24 or risk management process as being an
 25 important part of the integrity of the

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1 document? I think I asked the question
 2 earlier of somebody on the joint panel, I
 3 guess I put it to you, you know, this is not
 4 trying to be critical because we all have
 5 20/20 hindsight, but if a diligent risk
 6 management process had been put in place and
 7 if we understood all of the risks fully, do
 8 you think that risk management would have
 9 helped us identify up front that not only was
 10 initial fit important, but that people
 11 couldn't be allowed to chose their size after
 12 the initial fit, because we have some sense
 13 that some people might have opted for a larger
 14 suit because it was more comfortable.
 15 MS. FARRELL:
 16 A. CGSB standard review process for us was a
 17 large measure of our risk management. There
 18 is an enormous amount of rigour that goes into
 19 the certification of the suits and Helly
 20 Hansen, when they responded to our bid for
 21 suits, they responded to our bid with a suit
 22 that was certified, not only to the aviation,
 23 but also the marine standards, and so from our
 24 perspective that is a key risk mitigation
 25 factor, all of the work that goes into the

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1 testing and the certification of those suits.
 2 The only other thing I would say is that our
 3 hazard identification process clearly
 4 identified to us, you know, one of those holes
 5 in the swiss cheese, if you want to put it
 6 that way.
 7 ROIL, Q.C.:
 8 Q. Yes.
 9 MS. FARRELL:
 10 A. By virtue of having a hazard identification
 11 process, whether it's flight suits or other
 12 matters, that is your opportunity to address
 13 hazards if we see them and clearly in our case
 14 they were seen, they were recognized, they
 15 were put forward to us and we began the
 16 process to try and understand better how is it
 17 that a suit that is dual certified has issues
 18 and that led us down the path of ultimately
 19 getting into the path of fit testing people
 20 for the suits.
 21 COMMISSIONER:
 22 Q. If I may, how did the water ingress testing
 23 go?
 24 MS. FARRELL:
 25 A. There was two sets of water ingress testing.

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1 The first was for the E452 suit and I think
 2 the joint panel talked about that, that was
 3 conducted in July, I actually attended that
 4 session in Nova Scotia. Our OHS committee
 5 reps from each of the facilities attended as
 6 well. The test was a far more rigorous test
 7 than what you would find under the CGSP
 8 standards and the water ingress results of
 9 that test were in fact very positive. The
 10 suits, I think Cord is the facility that does--
 11 -that did the testing for us and they clearly
 12 said that this testing is a far more rigorous
 13 standard and clearly has demonstrated the the
 14 E452 suit is a very good suit. The second set
 15 of testing we did, I'm struggling to think
 16 whether it was November or December, it's a
 17 little blurry, but that was -
 18 ROIL, Q.C.:
 19 Q. I think we have some indication that it was
 20 late in November.
 21 MS. FARRELL:
 22 A. Late in November.
 23 ROIL, Q.C.:
 24 Q. Yeah, it was while we were cluing up our first
 25 round of hearings.

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1 MS. FARRELL:
 2 A. And so that testing was in relation to the
 3 HTS1 suit, which is the new suit that's come
 4 into effect.
 5 COMMISSIONER:
 6 Q. The new suit, okay.
 7 MS. FARRELL:
 8 A. The testing results for that suit were even
 9 more positive than for the E452 suit, so both
 10 suits clearly withstand significant rigor in
 11 that testing protocol.
 12 ROIL, Q.C.:
 13 Q. So when properly fitted, the testing indicated
 14 that they allowed less water in than the
 15 standard would permit?
 16 MS. FARRELL:
 17 A. That's correct. And that was really a due
 18 diligence again that the operators felt was
 19 required on both suits to ensure ourselves
 20 that we are doing the appropriate due
 21 diligence at this point.
 22 ROIL, Q.C.:
 23 Q. How has that information been communicated to
 24 the workforce?
 25 MS. FARRELL:

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1 A. The summary results are provided to the OHS
 2 committees and it's either done through a
 3 presentation that summarizes the results, if
 4 the--for example, if the report wasn't
 5 immediately available, and I know I just sent
 6 a copy of the Cord report for the second round
 7 of testing, I sent that offshore within the
 8 last week or two, so that's available to the
 9 OHS committees in the workforce.
 10 ROIL, Q.C.:
 11 Q. Are you continuing to see concerns with
 12 respect to suits from the workforce? Are
 13 there continuing concerns or expressions of
 14 dissatisfaction coming back from anybody at
 15 this point?
 16 MS. FARRELL:
 17 A. We're just implementing a feedback survey on
 18 the HTS1 suits, which are the ones that were
 19 introduced in late November, so at this stage,
 20 it's very early in that feedback process, so
 21 I'm not able to comment on what the feedback
 22 is on those suits.
 23 ROIL, Q.C.:
 24 Q. Okay. So I'll just take you then to the last
 25 section of my section of this presentation on

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1 the Terra Nova FPSO Safety Handbook.
 2 ROIL, Q.C.:
 3 Q. Again, the handbook itself is an exhibit as
 4 Exhibit No. 144, we don't need to bring it up
 5 on the screen, but if you wish to refer to it
 6 in terms of speaking around this slide, please
 7 feel free to.
 8 MS. FARRELL:
 9 A. The reason why we thought it important to put
 10 this in and discuss it just briefly, we know
 11 that the process by which people come onboard
 12 and ultimately get offshore, that's been
 13 reviewed in the joint panel, but this is one
 14 very well relatively small booklet that gives
 15 a high level overview of so much of what we've
 16 talked about here today, so whether it's
 17 introducing the concept of zero harm or our
 18 TLM standards, talking about fitness to work,
 19 change and health status, all of the things
 20 that have to happen before you go offshore,
 21 talking about helicopter arrival, departure
 22 procedures, all of that's covered in here and
 23 this is part of what every employee that works
 24 on the FPSO gets. Also in here, for example,
 25 our new worker induction. We have a green hat

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1 program where individuals who are new have to
 2 be identified as being new so that we can use
 3 that extra diligence. So all of that is
 4 covered in here. I think there were questions
 5 earlier on 5 by 5 and step back 5 by 5, what
 6 does that mean, all of those things are
 7 covered in here, so it's a very quick
 8 reference and it's a nice reference for people
 9 because it kind of takes them from their point
 10 of departure to their arrival back home and
 11 all of the stuff that they need in between.
 12 ROIL, Q.C.:
 13 Q. And when does an employee receive this
 14 booklet?
 15 MS. FARRELL:
 16 A. This is part of their new worker induction, so
 17 if they haven't seen it before they go
 18 offshore, it's part of what happens when they
 19 get offshore.
 20 ROIL, Q.C.:
 21 Q. Thank you, Ms. Farrell, I think we have dealt
 22 with that adequately. Now, Mr. Vokey, we will
 23 return back to you to deal with the March 12th
 24 incident and its consequences and outcomes.
 25 MR. VOKEY:

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1 A. Petro-Canada's response to March 12th, Mr.
 2 Commissioner, was very different than that of
 3 the other operators because Flight 491 was a
 4 shared Husky and Hibernia flight. Our
 5 response was not in direct support to the
 6 families and friends of those who lost their
 7 loved ones on that tragic day. We did
 8 mobilize our incident command centre upon a
 9 report of a helicopter ditching en route to
 10 the Sea Rose FPSO and the Hibernia Platform.
 11 ROIL, Q.C.:
 12 Q. Did you have a helicopter that could have been
 13 in transit at that same time?
 14 MR. VOKEY:
 15 A. That's correct, we had one coming in at the
 16 same time.
 17 ROIL, Q.C.:
 18 Q. So the initial reporting didn't indicate
 19 precisely what flight it was, did it?
 20 MR. VOKEY:
 21 A. I had a good indication, as soon as Husky was
 22 aware that there was in impending issue, I got
 23 notification from them.
 24 ROIL, Q.C.:
 25 Q. Again, you work in the same office building?

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1 MR. VOKEY:
 2 A. Well we work in the same, but that's a normal
 3 part of our protocol, as soon as one of the
 4 companies, you know, have a potential issue,
 5 other companies are notified and that week I
 6 was the incident commander on call for Petro-
 7 Canada. So while our primary role was to
 8 provide support to Husky and HMDC, we did have
 9 a flight inbound at the time. We also briefed
 10 our offshore personnel about 45 minutes after
 11 we were notified. As I noted, our role was
 12 one of support to Husky and HMDC and we
 13 quickly moved to mobilize additional employee
 14 assistance personnel specialists from our
 15 Ontario Petro-Canada teams, as we knew that
 16 the demands would potentially be high. We
 17 also ensured regular communication with our
 18 offshore workforce and that was throughout the
 19 day, and I'll talk a little bit more about
 20 later on after, and we immediately began
 21 diverting our vessels from normal cargo
 22 transport to personnel transport. Given the
 23 magnitude of this incident, we knew that, you
 24 know, helicopter operations were not going to
 25 be part of our normal activities for awhile

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1 and we started getting our heads around
 2 transporting people by vessel.
 3 ROIL, Q.C.:
 4 Q. So at that point in time, would the existing
 5 pool of vessels have been sufficient to take
 6 care of the demand or did additional vessels
 7 have to be procured?
 8 MR. VOKEY:
 9 A. We actually -- I believe in fact it was that
 10 day we started looking for additional vessels
 11 and we ultimately -- I'm going from memory
 12 now, but I'm pretty sure the vessel came out
 13 of the United Kingdom to support our
 14 operations. We knew that we would need
 15 additional personnel transfer equipment like
 16 the Frogs that I talked about this morning and
 17 that was -- I mean, that's one of the, I guess
 18 for lack of better words, advantages of
 19 supporting, you know, companies like HMDC and
 20 Husky. Because they were directly involved
 21 and we weren't, we could stand back a little
 22 bit and say "okay, we need EAP people. We're
 23 going to need additional vessels for
 24 transport. We're going to need additional,
 25 you know, Frogs," you know, things of that

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1 nature. So we did work somewhat close together
 2 with them.
 3 I should note as well that in the three
 4 weeks following March the 10th for -- or
 5 sorry, March 12th, we had a senior
 6 representative from our company at the
 7 heliport for each of the vessels that came in
 8 to assist in debriefing of personnel.
 9 ROIL, Q.C.:
 10 Q. Okay. Now again, we have to make sure that
 11 others outside the room are understanding.
 12 When people came in off a vessel, they
 13 actually go to the heliport to disembark, do
 14 they?
 15 MR. VOKEY:
 16 A. That's correct. The heliport continued to be
 17 our base of operations. So in terms of
 18 individuals going offshore, even though they
 19 went by supply vessel, they had to be
 20 mobilized to and from Cougar's facility.
 21 Over the course of the next two months,
 22 there was extensive communication forums and
 23 meetings which included meetings with the
 24 regulators and politicians, our OH&S
 25 committees offshore and onshore and that

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1 included the FPSO and the Henry Goodrich. We
 2 also had general safety meeting updates on all
 3 our facilities and there were specific
 4 meetings with the Communications, Energy
 5 Paperworkers Union, and we also had meetings
 6 with the Terra Nova Employers Organization
 7 that represents other contractors on the FPSO,
 8 and as noted during the joint panel
 9 presentation, we also provided responses to
 10 questions from our workers offshore. As was
 11 indicated previously, there was in excess of
 12 350 questions. I think ultimately we grouped
 13 them and got them down, I think it was
 14 somewhere around 125 answers as the
 15 information we knew at the time. We also
 16 conducted onshore and offshore town halls and
 17 Mr. Stacey and Ms. Farrell and myself actually
 18 returned -- actually went offshore to both the
 19 Henry Goodrich and the Terra Nova FPSO as part
 20 of the return to service town halls, in
 21 conjunction with Rick Burt from Cougar and Max
 22 Ruelokke, the CEO of the C-NLOPB. So we were
 23 all actively involved in that.
 24 Since that time, Mr. Stacey has indicated
 25 we have maintained a tracking register for

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1 issues as it relates to things related to
 2 helicopters following the March 12th incident.
 3 ROIL, Q.C.:
 4 Q. I think the evidence of the joint panel that
 5 the HOTF was an unprecedented and a process
 6 that there wasn't a procedure set down for,
 7 that it had to be developed ad hoc. It was a
 8 brand new response to a huge issue.
 9 MR. VOKEY:
 10 A. That's correct.
 11 ROIL, Q.C.:
 12 Q. I guess my question is, all these steps that
 13 you talked about, the communications with the
 14 Union, the general offshore safety meetings,
 15 were these things that were dictated by any of
 16 your procedures, or again, was this event so
 17 significant that it outstretched your ability
 18 to sort of plan that kind of response to that
 19 kind of event?
 20 MR. VOKEY:
 21 A. As part of the HOTF mandate and their terms
 22 and conditions, they had to develop a road map
 23 as part of their mandate for return to
 24 service, and the communications plan was a key
 25 part of that, and what we wanted to ensure was

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1 industry alignment. That was one of the
 2 objectives, and we wanted to also make sure
 3 that we engaged all appropriate stakeholders
 4 to the widest, you know, that we could. So we
 5 had -- as we indicated, we had town halls
 6 onshore where we invited our workers plus
 7 their families, and prior to returning flights
 8 to offshore, senior leaders from each of the
 9 companies went to all their respective
 10 installations and reviewed the HOTF report,
 11 the recommendations and the plans for
 12 resumption of helicopter services, and that
 13 was, I think, in the second week of May 2009.
 14 So it would have been two months after the
 15 incident.
 16 ROIL, Q.C.:
 17 Q. We're not a year yet to the anniversary of
 18 that unfortunate and difficult day. You still
 19 travel offshore. You meet the workforce. Are
 20 the events of March 12th still the subject of
 21 regular discussion in the workforce and in any
 22 meetings and things that you have with
 23 workers?
 24 MR. VOKEY:
 25 A. I personally think they are, especially

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1 considering I mean we're still in an Inquiry,
 2 and I was around at the Ocean Ranger time and
 3 whether it's, you know, 17 or 18 people or,
 4 you know, 84 people, I don't think it really
 5 makes a difference. It sticks with people for
 6 a long time and there is a heightened
 7 sensitivity and that's understandable.
 8 MS. FARRELL:
 9 A. If I can just add to that? At the offshore
 10 town halls, we made a commitment to continue
 11 very proactive communication about all aspects
 12 of helicopter operations, and so whether it's
 13 in their minds because they remember what
 14 happened or it's because we continue a very
 15 high level of communication about helicopter
 16 operations, it's there. But it was our
 17 commitment to improve our communication around
 18 all aspects of helicopter operations.
 19 ROIL, Q.C.:
 20 Q. Okay, thank you.
 21 MR. VOKEY:
 22 A. Mr. Commissioner, in conclusion, on behalf of
 23 Suncor Energy and the panel with me here
 24 today, Mr. Stacey and Ms. Farrell, I want to
 25 thank you for the opportunity to present at

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1 this Commission. As I indicated at the
 2 beginning, there's nothing more important for
 3 us, as operators, than the safety of our
 4 workforce and we are committed to that. The
 5 tragic events of March the 12th remind us all
 6 of the need to be vigilant in our day-to-day
 7 activities and on a go-forward basis. The
 8 work of this Commission, we believe, will be
 9 important in helping all of us learn from this
 10 tragedy and in identifying ways we can
 11 continue to improve safety and prevent
 12 incidents like this in the future. We want to
 13 support this very important work and that is
 14 why we're pleased to have the opportunity to
 15 be here today. Thank you.

16 COMMISSIONER:
 17 Q. Thank you.

18 ROIL, Q.C.:
 19 Q. Thank you, panel. Commissioner, that's all
 20 the questions that I have at this time. So
 21 it's ten after four. I don't know whether you
 22 would want to begin the examination by other
 23 parties, but we have 20 minutes left, if
 24 that's of any benefit.

25 COMMISSIONER:

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1 Q. Well, let me ask. I suppose really, you may
 2 want to reflect -- I'm speaking you
 3 collectively -- overnight whether you'd like
 4 to ask any questions. Is that a fair
 5 observation, or do some of you know now
 6 whether you would or wouldn't or would you
 7 rather wait, think about it, and come back in
 8 the morning?

9 EARLE, Q.C.:
 10 Q. The world has not changed, Mr. Commissioner.
 11 I will be asking some questions.

12 COMMISSIONER:
 13 Q. Oh yes, I anticipated that, but it might be
 14 wise to give people a chance to think about it
 15 and -

16 ROIL, Q.C.:
 17 Q. Yeah, we do have a full day tomorrow that is
 18 set aside.

19 COMMISSIONER:
 20 Q. Yes.

21 ROIL, Q.C.:
 22 Q. The world works in mysterious ways. When we
 23 set up the schedule, I wondered whether
 24 weather would ever impact us. There is some
 25 sort of a weather event coming to

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1 Newfoundland, according to Environment Canada
 2 and the other sources that I personally use.
 3 I'm seeing numbers anywhere from 16 to 30
 4 centimetres, together with high winds. That
 5 might be a normal working day on the rigs, I
 6 don't know, but it certainly might impact our
 7 ability tomorrow. But the event is supposed
 8 to come in later in the morning. So I don't
 9 think we'd have difficulty getting here.
 10 Whether we'll go home or sleep here is another
 11 matter entirely.

12 COMMISSIONER:
 13 Q. Yes. If we can keep to our schedule, all to
 14 the good, I guess. So unless anybody has
 15 serious objections, we'd start at 9:30 and see
 16 how the day goes. All right. Thank you.

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1 CERTIFICATE
 2 We, the undersigned, do hereby certify that
 3 the foregoing is a true and correct transcript of a
 4 hearing heard on the 20th day of January, 2010 at
 5 Tara Place, 31 Peet Street, Suite 213, St. John's
 6 Newfoundland and Labrador and was transcribed by us
 7 to the best of our ability by means of a sound
 8 apparatus.
 9 Dated at St. John's, NL this
 10 20th day of January, 2010
 11 Cindy Sooley
 12 Discoveries Unlimited Inc.
 13 Judy Moss
 14 Discoveries Unlimited Inc.

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