

PETROLEUM INDUSTRY ORAL HISTORY PROJECT
TRANSCRIPT

INTERVIEWEE: Terry McCoy

INTERVIEWER: David Finch

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DF: Today is the 26th day of July in the year 2001 and we are with Mr. Terry McCoy at Murphy Oil, 2100, 555 - 4th Avenue S.W. in Calgary. My name is David Finch. Could you start by telling us where and when you were born?

TM: I was born in Calgary 1948, April 15th.

DF: And how did you get interested in geology?

TM: I got interested in geology, originally when I was in high school by talking to a geologist that I knew on a casual basis. He would be going out to well site and that seemed to appeal to me in terms of being in an outside environment. So when I came to register for university I registered in first year geology and I had Tom Oliver as my professor. And I found Tom to be a fascinating individual and very inspiring and at the end of that year I had come across the opportunity to have a job on the trains as a porter, CN or CP, either one, I'm not sure which one. I needed to have the signature of a staff member who had taught me a course so I went to see him and he looked at it and it was paying something like \$230 a month, which was huge money to me. He looked at this and he said, well, this isn't much of a job, which I thought it was a pretty good job. He looked at my marks and that was one time when my marks actually worked for me and he suggested that he might be able to get me a better job. Of course, I perked up at that so he phoned a friend of his at Chevron and he had worked at Chevron over the years and said that he had one of his students who had done reasonably well in his class and did they have anything. So I went down to see them and I got a job in the drill stem test area of Chevron and I spent the summer working for a lady and basically drawing drill stem tests and putting the data down and some of the interpretation that came out of that. So I worked at that and I was getting paid \$375 a month for this and I figured boy, if geology works this well I'm registering. And I talked to several of the geologists over the summer at Chevron and they perked my interest. So when it came time to sign up for second year I signed up as a geology major. So that's how I got into it.

#028 DF: So did you have field experience then?

TM: At that point no. But I had worked for the forestry department of the Alberta government at the end of high school in the field and happened to be in the Livingstone Range, just north of Coleman and lots of exposures there and I was interested in that and spent a lot of time hiking around and just developed an interest in geology.

DF: So when you graduated from university what did you do?

TM: I went to work immediately for Amoco. I had worked for Amoco at the end of 2nd and 3rd year and took a leave of absence with the at the end of the summer in 3rd year,

worked for them at Christmas in 4th year and started immediately after my last exam, the next day as a full time employee. So I worked at Amoco from basically, late April of 1970 to June of '79 when I left and went to Union Oil. Union Oil, I worked there from June of '79 to June of 1980, I went as Chief Geologist and then was promoted to Exploration Manager and went to a small company, all my friends were moving to small companies in those days and there was a company called International Mogul Mines that made me an offer and gave me the title of Vice-President of Exploration. I thought man, this is just great, big title.

DF: A mining company?

TM: A mining company that was getting into the oil and gas business. So I went to Toronto and talked to them and they made me this offer and what they offered me was a working interest so I had a big incentive. The budget was around \$2 million, which I thought was a lot of money at that time. So I went with them, just an engineer and myself and started off and did everything. I stayed there for 2 years until I figured out that this company who then, they had a company aligned with them which was the same ownership called Conwest Exploration and they had made an acquisition out here in Calgary and we had some properties to work on, and during that 2 year period did an exploration program and finally decided that after 2 years and I still didn't have the agreement that had been promised me in the first 30 days, that I wasn't dealing with people that I felt that I wanted to deal with in a long term basis. So we parted company and I went to Columbia Gas at that point and that was in 1982. And I stayed at Columbia Gas, I went as Chief Geologist and I stayed there until December of 1989. During that period I was Exploration Manager and then Vice-President of Exploration. When I went there I was the only geologist and then we built it up to, we had a budget of around \$25 million a year and we had a staff of about 6 or 7 geologists, 2 or 3 geophysicists and a couple of linemen and so on. Being a utility, an American owned utility that had a great degree of independence, I decided I wanted to work for a public company, a public Canadian company. So I was recruited to Poco and I went to Poco in December of '89 and I stayed until Burlington took over, as an employee of Poco, in November of 1999. So that was a 10 year period and then I elected to stay with Burlington and I went on as President of Burlington and I left there November 1st of 2000. Then I came to Murphy January 1st of 2001 and at Murphy I'm Vice-President of Exploration and Land and handling both the western area and the east coast. So that's it. 31 years later.

#073 DF: That's great. So you've seen some changes in the industry over these years?

TM: A lot of changes. A lot of changes from many perspectives.

DF: Can we start with what the geologist does? Some of the older geologists claim that you young guys don't get out in the field much.

TM: That's true. But that all goes to part of the change in the industry. When I first started there weren't any computers at all. There was a great huge room at Amoco filled with well logs, every single well was there, you could go and pull the logs, the physical logs out. Inside those well files were strip logs, there were comments, there was a history. You

could look at some of those wells and see the way things had been interpreted in the past. And there was also a huge store of reports and memos that had been written by the geologists that they'd had since day 1. And those were tremendous learning tools, you could take out some of those reports and look at them and understand how plays were built, the necessity for regional mapping, the necessity for looking at the samples and looking at the cores and getting a sense of the area beyond the specific land block that you were interested in. Part of the system that Amoco had also was each individual had to present his or her material, well there weren't any her's in those days, their material to the committee system, or the management. So you got trained in presenting material, how to put a play together and how to present that play. And I think in today's environment, with the whole well file room and all the data in a box on your desk, a lot of that interpretation skill has been lost. There's a great deal of reliance today amongst the geologists, the junior people that I have here and some of the senior people, on relying on the computer. The computer is wonderful in terms of finding the number of wells that have penetrated this zone in the geographic area and sorting, the whole sorting capability. But it's certainly reduced the interpretation skills, in my view and the mapping skills. And you have far fewer geologists today who actually produce a map that they have created, that they have done the pics on it, that they have contoured. They tend to do everything on a more or less of a show map type of basis and that's not all bad. I'm not suggesting that it's all negative but I think the average geologist today is carrying a much greater load than we did when I was a junior and an intermediate level geologist, a much greater load. Companies are under much greater stress for performance, there's more required out of the geologist. He has to know a heck of a lot more than I ever had to know. He's got to know a bunch of different computer systems, he's got to know how to deal with the basic geology of an area, he's got a lot more pressures on him. And I think it's probably more difficult. But what I'm saying is the traditional methods of looking at things, the thoroughness that we learned, working for a major company is not present today. And when a person talks about a regional cross-section they're talking about 4 or 5 or 6 wells. We used to build sections with 20 wells, east, west, have a grid work of sections that run east, west and north, south, before you even started to map. So you knew what was going on, you interpreted the zones, you put your pics in rather than using pics that are out of a system somewhere. Some people still put their pics in but because people are wanting to do things so quickly now, there's more of a reliance on pulling out data from the computer rather than creating the data. In my view I think the industry has lost something through that process, in the creativity. So that's one change. I think the geologist has also had, as I touched on, a lot of changes in what he's responsible for. We used to go out on well site, we used to handle the wells that we drilled but you were always, you went out to the well and picked the samples or the core point, looked at the core, looked at the logs, brought those logs in. Today that's all handled by consultants, there's the field type of geologist and then there's the office type of geologist. More or less today I think, there's a much stronger appreciation for economics than what we had when I was younger. I mean, the price of oil was basically fixed in those days, we didn't think about economics. We had some generic economics in terms of, would this prospect or wouldn't

it make it, through the approval process. But today we have economics in virtually everything we do. Geologists today I think, are more aware of that because they're working for smaller public companies, so many of them, they're having to make economic decision. They're associated very closely with the financial community or very closely with people who are directly associated with the financial community, such as the CFO or the President or whatever. So I think that's positive, I think they understand a lot more but everybody's trying to do more in less time so that's why the computer's became important. But I still think that this is a business that relies on one thing which is prospects, prospects come out of ideas, prospects aren't there just because you've got a land block and you can count that number of sections. And I hear constantly that companies are prospect poor. Well, with all the computing abilities and all of the ability to do things faster, or in less time, why are companies prospect poor. Because the geologists don't have ideas. One of the reasons is they don't get out in the field, to see in 3 dimensions what's going on. They don't go on field trips, they go to conventions and then they go play golf rather than listen to the papers or that sort of thing. But they don't get out on field trips, they're not seeing that and discussing it with other geologists, the concepts and thinking about these ideas. We used to go out on field trips, not that long ago either. I won't go to a convention, I'll go to a field trip. But at night you get together and have a beer and talk about what you saw that day, don't just talk about the hockey game or the baseball game but the concepts that you saw that day. That has a tremendous impact, it had a big impact on me when I was starting out because I knew less than everybody and we had all these guys around who were PhD types or who had been in the field for a long time and I thought I learned a lot from those. And I think a lot of the guys today, who don't work for a larger company to begin with, who go in to work for a smaller company, miss that opportunity. They're not associated with those people who worked for a long period of time, there's no mentoring going on. So they lose that ability and that's where the CSPG is so important. And if they're not active members, participating in the events that the CSPG puts on, where do they get it from. I think there's a lot of changes, there's a lot of changes in the business side of our business today.

#162 DF: Before we go on to that, theoretically, all this stuff that's in your computer, if a person knows how to use it you should be able to develop ideas there.

TM: Absolutely.

DF: So what's the magic in the field trip, is it the people?

TM: The magic in the field trip is actually seeing the geology in front of you, seeing the exposures, looking at the rocks themselves, understanding the scale. We always lose track of scale. Understanding the relationships between. . . spatially, which a lot of people simply don't want to get their hands dirty and get out of the office. They might miss a phone call, somebody might phone them to go to lunch or they might miss that call from their broker. There's too much emphasis on that aspect, the business aspect, and not enough emphasis on the geological aspect. And many of those people won't agree with that but over 30+ years, I saw how I changed and I've seen a lot of different people in various companies that I've worked for and those changes are a hard reality.

DF: Why this, you said there's a rift, there's the field geologist and then there's the office geologist, why is it broken down like that, why aren't they one and the same?

TM: Because most companies are under staffed so the office geologist doesn't have the time to go and sit his own wells. And in today's environment you have well site geologists, you always had that but you have specialty well site geologists now, who, that's all they do. And they're very good at it. We have a stable of half a dozen that we use, some of which I've used for 15 or 20 years. I can trust their judgement, they know how the operations run on a well site, they can do the geology and they add a significant amount of value that way. So they really learned that system but they tend to be out in the field, they don't tend to come into the office and play both roles. Some of the younger ones want to come into the office so they can have a more stable social life. But you tend to have one or the other.

DF: Is it part of just society becoming more specialized?

TM: Probably.

#190 DF: So you were saying, changes in the business end?

TM: The changes in the business end I touched on. The fact that most geologists are working for smaller organizations now which are, if they're public, or even if they're private, are certainly under a lot of pressure to provide a rate of return in a reasonably short period or time. I mean, most oil and gas analysts today, a long term view is next quarter, you know, long term view is probably this quarter. So it's what have you done for me today, not what did you do for me yesterday. And so when there's a lot of pressure and competition between companies, every geologist's got to be producing and producing results. So they're much closer to the action than you used to be working for a larger company, you didn't think about that kind of stuff. Your orientation was on the geological or the geological, geophysical end, combining geology, geophysics with engineering and getting wells drilled on that basis. But today's environment, we've gone from a few small companies with a bunch of majors to virtually no majors and a raft of small companies, all of which are competing for the same investment dollar and competing for the geological talent that's around. Everybody's talking about their stock options and how much money they made in that stock or what they lost, they aren't talking about the geology. I go to the CSPG luncheons and that's the talk around the table, it isn't, we're here as a bunch of geologists. So there's been a significant change that way. I mean, there's changes in almost every aspect of our business because it's an evolving business. From the computing side through the drilling side, the way we complete wells today, the integration onto teams, that's different, it's a major difference today from what it was 15 years ago. Most geologists today are working on an integrated team, there's a geophysicist, there's a landman and there's an engineer that they're working with. Certainly here at Murphy we did that and at POCO we did that. And so the geologist is getting the input directly from the geophysicist. When I worked at Amoco, the engineers were on a different floor, the geophysicists were off at one end of a large building, we as geologists were all grouped together. We didn't deal with those people unless you had a meeting where you had to go solve a specific problem. So you have a much greater integration today. Most geologists look at seismic on a daily basis. I think that's a very

significant improvement. The work stations, many geologist interpret geophysics today on their work station. So there's a great deal of interaction which I think is very positive. Economics are run on every play that we have here and that I've been involved with in the last several years. So you have all sorts of analysis in terms of the profitability and what the rate of return is, what the return on capital employed, the number of dollars coming back for every dollar you've spent. And the guys today are getting exposure to that whereas it used to be there was an economist type of guy who dealt with that and you didn't worry about it. So I think those are very, very positive changes.

#235 DF: But that segregation of the specializations would have been more in the larger companies wouldn't it?

TM: It would have been, but most people worked for a larger company. I'm saying how have things changed in the time that I've been associated with the business, that's a major change.

DF: Yes. The boom and bust cycle has tightened up a lot too hasn't it?

TM: Yes, you're forever in a swing. When prices are high as they have been everybody's just waiting for the shoe to drop. And everybody is so focussed on their stock price, because their compensation is tied to it. And that's only natural that they would be focussed on it but an awful lot of people in industry are focussed on that because their compensation is directly tied to it. So the business aspect of the business is much more significant today than it was, say, 10 or 15 years ago.

DF: So lots of distractions for the geologist?

TM: A lot of distractions, yes, a lot of distractions. I'd like to know how much out of each day, say each 8 hour day, the average geologist actually works on geology. I'd like to think here at Murphy that it's a significant portion but I may be kidding myself. So part of it is in the meeting of the teams. That's positive time to discuss the prospects, to plan strategy and those are I think, all very positive developments but the geologist has to guard his prospect generating time very jealously. I've talked to a lot of guys over the years about time management and My comment has always been, take 2 hours out of every day and hold those off and don't let anybody interrupt you or any event, don't commit to go to a meeting. Use that time as the time, not to do your in basket or to read your e-mails, which is another major pain in the butt, but to create something. So you can walk away at the end of the day saying, hey, I've made some advancements in this. And if you do that then you'll fit the other stuff in.

DF: Is it partly also a problem with a maturing basin. Like, Alberta, you're not going to be finding anything really new in the geology here are you, you're going to be redoing what's already been done.

TM: No, that's not true at all. That's totally inaccurate. Parts of the basin are mature, certainly parts of the areas in west 4 are mature, parts of west 5 would also be classified as mature. And for a geologist working those areas, like geologists tend to be either west 4 or west 5 or foothills or carbonates or sands, tend to have a label put on them. A lot of the guys who work in small companies of course, have to deal with a variety of things but people tend to get associated with an area, most guys, most people. If you're working in areas of west

4, there are a lot of areas that are quite mature, down to a certain point in the section, but there's a lot of section below that which is totally exploratory. There is a lot of west 5 which is very, very exploratory. The majority of the areas that we deal with, on the deeper parts of west 5, are exploratory. The foothills is purely exploratory, most of west 6 is exploratory with the exception of certain areas around Peace River Arch that are field development areas, that sort of thing. There are certainly parts of the section, all over the basin, are exploratory in nature. There are areas where there aren't any wells drilled. Ladyfern was a major, major discovery, probably somewhere in the TCF range, it's been talked about, in northeast British Columbia, which is a very recent discovery in the last year which Murphy's been involved with, it's gotten a lot of press. Most of the wells are still tight, there's some of them are public. A major discovery in an area that is right adjacent to a pool discovered in the early 80's. So why wasn't that discovered earlier you know. There's loads and loads of opportunity in the basin yet. But what it takes, a lot of it is deeper, a lot of it is more remote, more seasonal. It takes big dollars. And it takes people who have a pretty good regional knowledge. A good knowledge of carbonates or a regional geology or specialties like that. So I don't buy this story that the basin's mature. Sure, there's a lot of development opportunities, for exploitation type geologists looking at wells that have been drilled, seeing if there's some plumbing that can be improved upon or bypass pay or something along those lines. But there's always the opportunity to apply a new concept and come up with some new ideas. And if you can't do it within a mature area, then take the mature area and use that as a model for the less mature area. And that's where I get concerned about the regional work that geologist do. A lot of them just simply don't do that. So you have to go to the mature guys who are in sort of, hopefully in a mentoring role and who draw maps by hand, who utilize the computer for searching and for culling but they draw their maps by hand and they map big areas. I think that's very significant.

#315 DF: So you still need the visionaries.

TM: You will always need the visionaries. Yes.

DF: Great. Can you tell us how you came to be associated with the CSPG?

TM: I joined the CSPG, I think probably in about 1970 when I started working and was totally inactive for many, many years. During those years when I had a young family and we were moving around, I just didn't have time for it. When I lived in the U.S., which was on 2 different occasions with Amoco, the CSPG's importance to me became pretty upfront, in that The Reservoir was really the only communication tool that I had as to what was going on. And I always found it very interesting to read that these different talks were happening and that so and so was now involved with the CSPG. So then it was a great communication tool. As I got back and through the years more of the group that I was associated with started to get involved with the CSPG, guys like Gerry Reinson became President, guys who were friends who I would talk to would say, you've got to get involved, this is something that you can add something to. And guys like Peter Putnam and Rick Sebastian, people that I knew fairly well and you know, the more I thought about it the more I decided that if I was every going to get involved and try to give

something back for all the benefits that I had received, which was basically learning a lot of stuff through the journals and attending the occasional meeting and the conventions and all that kind of thing, I felt that it was time for me to try and add something and give something back. So when I got approached I agreed to stand, run for VP and the fools were crazy enough to vote me in.

DF: So what were some of the big issues when you were on the executive?

TM: That's where I was going to try to prepare so I could remember some of the things that I might have written. I think overall, the issues at that time, were the restructuring of the executive had taken place and the people associated with that restructuring were largely the executive of '96 and '97. So '98, when I was President was really the first full year when we had the new structure in place. As VP in '97 the major issue that I dealt with was the move of the office, out of the Calgary Herald building, where it was for many years, to a new location. And we looked at many, many locations, spent a lot of time on that. What we wanted to do was to increase the visibility of the Society. The Calgary Herald building, beside the LRT tracks, was not a very attractive place, it had panhandlers out front, I think a lot of the lady members were nervous about going into that building, people weren't buying as much on the bookstore side of things. So we wanted a storefront location. And the location that came up was the current location and we looked at that and had a lot of debates about that and it narrowly passed to move to that location. And I think the deal that we had was a good deal, it was a 6 year deal, in terms of the rent and so on. We got the right amount of space, we got accessibility through the +15, we got nearby parking, people could walk by and see the CSPG office and it's in a modern and pleasant building, well located on 5th Avenue. So that was a major move and we got that done. When I became President one of the major concerns of course, was the financial status of the Society. The financial status was bad in '97 and in '98 it would have been bad except for the success of Geo-Triad, which was the convention. As a result of that we were able to turn a profit for the year. So many of the restructuring efforts, the move, the increased rent costs, all that kind of thing, looked fairly negative for a period of time but at the end of the year we came out of it financially viable and I think that's continued. The Reservoir was another item that was relaunched in '97, when I was VP, that was part of the overall executive effort at that time. It continued into '98, it was a difficult financial start, a completely different look to the Reservoir, but a look that allowed us to get advertising and allowed, it was a more colourful look. And there were difficulties in the start. So we realized, I realized as President at the time that the magazine was probably never going to really be profitable and I don't think it ever has been. But it is a significant communication tool for the Society. And I think a lot of people lose sight of that. You can pick it up, you can see what talks are coming up, you can see some of the personal features, there's a lot of stuff in there. There's a huge amount of volunteer effort required to put that together and I think that it is 100 times better than the old Reservoir. Some of the older boys from the past still take exception to it but one thing you recognize is you don't cater to the minority, you cater to the majority. It's the 3% that are never going to be happy that too much emphasis is placed on, so you deal with the positive side of things.

One of the other big areas was recognizing that as geologists, our time, there was a lot of demands placed on our time by our employers and our families, so volunteer time was pretty valuable. Not that that should not be wasted. So one of the things we did was we recognized that we've got to seek professional management help in areas that we're not experts in. Promotion and advertising was one for the Reservoir. We went to Macdonald, Cole and there's been lots of ups and downs with them but they began to play an increased role in the Society in helping us do things that we're not expert at. Up to that point there had been a committee and those people had been very successful and done a great job, but it's recruiting new people in. When those guys burn out and move on, it's getting new people to take that on as business is evolving and pressure increases on the geological personnel, getting them to spend more time doing that stuff is really difficult. So we did that in both advertising promotion and the other area was in dealing with the pot of money the Society had built up. There's always pressure, you shouldn't have that much money, but what we had was about 2-3 years, really one full year operating expenses, not 2-3 years. So we didn't have a lot of cushion, although it was somewhere around 6-8 hundred thousand dollars. It sounds like a lot of money. So I got Nesbitt, Burns involved and we established a committee to make the decisions to run that. And we ran it in a conservative manner and they invested the funds and that helped to provide income to us to offset the bleeding from The Reservoir and just general revenues. The other area that I was very concerned about was our outreach services. The CSPG is known to the geological community but who the hell else know about it, no one. So I said, we've got to do 2 things, we've got to have an outreach service get involved in some activities. One of the ones that was going on was EDGEO, which was a geological education thing and "Invent an Alien", that was another thing that we did. Plus we did supporting scholarships for the First Nations and the usual bunch of scholarships that are done for graduate theses and so on. We also made a lot of effort, I made trips to quite a number of universities, not at CSPG expense, to give a talk on what the role of the geologist was. Most people in Calgary know that, like at U. of C. or U. of A., maybe even U. of S. But if you get away from those areas, you go to Wolfville or you go to McGill University or University of Toronto, they don't have any idea what the geologist does. And they get lots of academic talks but they don't get very many people coming through saying, I'm just an ordinary working geologist, this is what kind of things you will be expected to do, what kind of programs you should take, what kind of educational things you should do when you get into Calgary and what the role of the CSPG was. So this was a promotional trip for that. So I gave quite a few talks across the country on that sort of thing. That was something that I've been asked to continue. Another thing that we did was to recognize people who'd made a significant contribution in this city to the economy of Calgary and Alberta, that were geologists. We developed an award and brought those people in for a lunch presentation, we gave them a little bio and gave them a presentation and they stayed for lunch. I think that program has died and that's very unfortunate but you get a lot of mileage from things like that. These guys, two of them are owners of Calgary Flames, the hockey team, and both geologists that I knew and brought them in and they thought that was great. It also raised the profile of the CSPG in their view and

that may be a limited audience but if you ever needed some help or some advice from some of these guys who are very well connected there's that opportunity. So that was perhaps a small gesture but I think that was worthwhile. I think that was about it. Most of what the executive does is deal with the day to day issues. It's very difficult for a single executive, a person who's President for one year, to have a heck of a lot of impact. You start things, you hope that they continue, you make some day to day decisions and then you're gone. And you hope that the people that carry on past you carry on with some of those decisions.

End of tape.

Side 2

- DF: Continuity is always a problem with an organization like this, the Vice-President, President, past President helps a bit but how about these past President's dinners, did you find them valuable to you when you were on the executive.
- TM: I did, I found them very valuable. I found that there was a diverse opinion that was expressed at those dinners. I found that there was still a strong level of interest from some of the people who'd been out of it for quite awhile. A lot of the issues don't really change. One of the big issues that is always raised are publications. I can remember at the one that I was on the spotlight for I said that there aren't going to be any more of these greenback hard-covered books published. There was silence, people were shocked at that and I said, because they're money losers and we're not going to do that. We are running an organization which is a scientific organization but still has a bottom line. And I think that was one of the changes from previous years where there's always this push to publish. And I know that's important but the Society couldn't afford those, they were a red ink bath. You can't take too many \$100,000 hits when you've only got 7 or 8 hundred thousand dollars in the bank, you can't do it. Another major push that I bring up now that I had as VP and as, well the three years that I was involved was corporate memberships. We worked hard at that and I think when I was VP I took that on and I think we raised them by about 10 or 15%. That is an ongoing issue. There are a lot of companies who are not corporate members. Not only do you get the financial support, which helps subsidize the members but it shows a general level of support for the Society. So we spent a lot of time debating the cost of the membership to the Society and we actually ended up raising the fees when I was past President. I think the fees went from \$50 originally up to about, in two tranches, up to about \$85 I think is where they went to. The cost of the membership was over \$100 when you considered all the stuff that's mailed out, the cost of running the office, the whole thing. And I said, with others, I said, we can't afford this, we've got to make the cost of membership equal to what it really, truly is. But there's a limit as to how much of that you can do. I mean, people face increased costs in every aspect of their lives, if you hit them with a 25% increase there's going to be a bunch of people who say, I can't afford this anymore so you lose those members. So again, there's a lot of effort there to try and deal with the majority, not the 3 or 5% minority. So

ultimately that's one of the economic goals I think the Society has to have, is to make sure membership and corporate membership are there. I think they've probably made some strides since I was involved but it is a tough road. And with all the consolidation that's taken place amongst companies, I'm sure that's affected the corporate membership list. So I don't know, it will probably stay about flat in the future.

#039 DF: What do you see the role of the CSPG in the future, any change, any challenges?

TM: I think the role is going to continue the same in a lot of areas. The primary purpose of the Society is to disseminate knowledge on petroleum geology. So through the Journal and through publications. Now, publications, there's ways to do it, soft cover, there's ways to do thinner volumes, there's perhaps the Internet to be used. The cost in mailing out the volume is huge, the quarterly Journal. But those are challenges that will be met and overcome but that will continue, people need a place to publish, you need to maintain the quality of the Journal which is at the highest level and you need to also I think, put out special volumes like the one that's just come out on the Devonian. And that was a paper back volume. I think that role will continue. The role that the CSPG has in the future I think, and that was the argument that we used for the corporate memberships, is that it is the training vehicle for the industry and therefore should have the support of companies as it has produced this huge, vast volume of knowledge, all of which was done on a volunteer basis and all of which was sanctioned by companies that their employees time was spent doing this stuff. So the Society has received a great deal of support over the years but that volume of knowledge out there is a huge training mechanism. The Society puts on short courses which people pay for. It is the training vehicle for the industry and I think that most companies which are run by either financial guys or they're run by engineers, and they're not very many of them run by geologists, simply don't recognize the value of the CSPG in terms of training their geological staff. They go out and they use the Atlas, they use the other publications, but do they ever think, are we really supporting this body. So I see that as an enhance role for the Society in the future to really capitalize on that. And I'm not sure how you do it, whether you have a group that walks around to see the CEO's and grab them by the neck and force them to write a corporate membership cheque. I mean, we're only talking about \$500 bucks, you know, peanuts. But I don't think that has ever been overly successful, to get people to recognize the overall training role. You could say the same about the CSEG and CIM. They serve very valuable functions. So overall I don't think the role of the Society will change greatly. But volunteer time will continue to be a very valuable commodity, it can't be wasted. You need to get help from professionals and whoever you need to and pay for it. You need to maximize volunteer time, you need to get young people into the Society. When I go across the country and talk to the geological students you know, they go how do we get a job is always the question. So I say, well, you can send out resumes but I get resumes every day, that doesn't attract a lot of attention. If you come to Calgary and walk the streets and bang on doors and be prepared to put up with some frustration you may be successful, there's no guarantee. But you can always use the CSPG office as your base. And a lot of them, their eyes just lit up, they never even thought of that before. And I told

the girls in the office, you make sure that these young people are welcome in there because sometimes you need a place to go and sit down and think something out. You know, they don't have to use the phones, there are public phones or they have a cell phone. But you need a place to go and sit and think and maybe you want to read something, maybe you just want to be quiet for a few minutes. It's well located, it's in the centre of downtown and it's a valuable resource that you should utilize. And if you do get a job, either as a tech or as a geologist on the fringes of the industry, like working for a service company or you're not quite at the point where you want to be working for an oil and gas company as a petroleum geologist, get involved with the Society, that's how you get to meet people, that's how you get to learn what companies are active and what's going on. So I think that's a very valuable role for the Society in the future.

#092 DF: The Society has been around for almost 75 years now in the ASPG and the CSPG, what do you think would be a good way to celebrate those 75 years?

TM: Wow, that's a tough question. I'm not sure I can answer that. The public lectures are one way of doing it. I think maybe through the media, maybe there's something that could be done through the news, through Shaw TV running some programs on the CSPG. 75 years is a long period of time, through this whole birth of the petroleum industry to what today a lot of people think's a mature industry. Most geologists, I don't think would agree with that. So I think there's the basis for a lot of different avenues of communication. I think one thing the CSPG needs to do is really sell itself to its members. Maybe that's through some of the basic activities, celebrate the fact that it's 75 years and maybe through the convention, maybe have some kind of a function at the convention, I don't know. I think there's not one single thing, there's a whole bunch of things. The fact is that the average Calgarian couldn't care less about the CSPG, it's just another acronym, they don't know and they don't care. But the geological community cares. Maybe a special volume, get people to contribute to a special volume, individuals and companies. Maybe there's a special project, maybe there's a charitable donation that can be made in the name of the CSPG, something like that, something that does the community some good. I would support something like that, maybe it's the Gallagher Library, I don't know, a special contribution to that. Something that benefits the geological community. I was always impressed by the fact that those types of venues existed, like the Gallagher Library. I went to the opening of the expansion and Jack Gallagher was there, both times. And I was pretty impressed with that and I thought, you know, there's a person who not only has made a very significant contribution to our Society and to our industry, but put his money where his mouth was and is providing a venue for geologists to become educated. So I think there's a lot of different things. Probably there will be a long list of options for the executive to consider but something that's got a lasting impact I think would be worthwhile.

DF: Super. Just a couple of overview questions, what have you enjoyed most about your career as a geologist?

TM: I think the association with other geologists. I think most geologists are very similar in terms of personalities, in terms of their interests. A lot of my friends today are geologists

that I worked with or knew over the years. I think being in the oil and gas industry itself has, even though it's got lots of ups and downs and lots of pressures and there's a lot of jerks in it, in terms of, not to segregate a group but a lot of the financial end of the business that I've been associated with, they tend to treat geologists as a commodity. Which I don't think anybody really appreciates. And a lot of those people tend to think of geology as just layer cake and that it's a process and that's it. It's a great industry and it's full of interesting and talented people and I think just being part of that is very significant.

#141 DF: Any regrets?

TM: Any regrets, no I think my one regret overall would be I didn't spend more time in doing surface work. The professors that I had, some of whom are still kicking around up there at U. of C. always stressed surface work and they were right. That's where you really learn 3 dimensions and how things relate to each other. I regret I don't have better computer skills but I think most people my age are sort of in that area.

DF: The awkward in-between stage eh?

TM: Yes. But overall regrets, no, not really. The industry's been a lot of fun. I've benefited personally out of it, I've had lots of opportunity for travel and I can't think of a better job to be in. If I had to do it again, I'd do the same thing.

DF: Who, on the academic side, would you say would be good to talk to?

TM: About?

DF: About geology and about how it's developed here in the west?

TM: I would say, Phil Simony at U. of C. Golly, some of the older professors at U. of C., some of whom, whose names I can't think of right off the top of my head. Gee, I'm drawing a blank here. Finn Campbell, Levinson is another one, any of those guys who've been around up there for 20-25 years. And there's a bunch of them would be excellent to talk to. They have the unique aspect of being academics and yet being associated, on the fringes, with the industry, some of them are associated very directly with the industry, some aren't. John Hopkins up there is an excellent guy to deal with, he's done a lot of consulting. I'd say any of those older guys are just excellent. A lot of those guys were there when I was there. They've seen a lot of changes in their programs over the years, the demands on the students, Ian Hutcheon is another one, past President of the CSPG. He didn't teach me, he's too young for that but he's been around there for a long time. I would say also you should talk to some of the real long term members of the CSPG who, perhaps, never got involved with the executive. And the office can give you, I mean, surely at this point they can give you the longer term members. Guys like Carl Grasdall, Don Guthrie, the first geologist that I ever worked for Harry Stewart, who's working down the hall here. I've got him working as a consultant for me now. Guys who've got 40+ years of experience. Harry is a guy that I hold up as just an excellent mapper and I've, over the years, had a lot to do with him and still get guys to go down and look at his maps because he puts beautiful maps and cross-sections together and he creates value. So I think that's the message that I gave the students and I give the staff that I'm associated with wherever I am, that you've got to create value. You're here not to process a bunch of this stuff, but you're here to create value. I don't care whether you're a tech, secretary, a

land administrator or whatever, you've got to create value and you've got to be asking yourself, are you creating value. And if you're not, why are you doing it. So I think that's a message for most geologists for the future. A lot of people don't understand what that concept is and especially the younger people. And it isn't just finding hydrocarbons, there's a lot of decisions that have to be made day to day by geologists on land, land continuations, expiries, land sales, programs, wells. Sometimes the most positive thing you can say is don't drill on this spot because you're going to waste your money. So there's a lot of changes that have taken place.

DF: Great. On behalf of the CSPG and the Petroleum Industry Oral History Project, I'd like to thank you for allowing me to come and spend these few minutes with you and get your perspective on a very interesting society and a very interesting career you've had. Thank you very much.

TM: Thank you for the opportunity.