

PETROLEUM INDUSTRY ORAL HISTORY PROJECT
TRANSCRIPT

INTERVIEWEE: Kathy Scales

INTERVIEWER: David Finch

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DF: Today is April 26th in the year 2001 and we are with Kathy Scales in her office on the 14th Floor of the West Tower in the Petro Canada Centre in downtown Calgary. My name is David Finch. Hi, how are you?

KS: Hi, very well thank you, nice to meet you.

DF: Nice to meet you. Could you start by giving us a little bit of biographical information, where you come from?

KS: Certainly, I was born in Hamilton in 1956. I have two sisters, one older, one younger. My father is a pharmacist, my mother is a homemaker. I was raised in inner city Hamilton, so it's a steel town and where I went to high school was an incredible mix ethnically. A lot of first generation Canadians. Very few people in our high school were even expected to go to university, a lot of them because they were first generation Canadians, just getting a high school diploma was a pretty big accomplishment. So I was one of the few that went to Grade 13 school, which was separate in Hamilton and everyone in Grade 13 school was pretty well going to university. There never was any question as to whether or not I would go to university. It was, from my father and my communication perspective, expected. And I went into the sciences because I just always found it interesting. I think part of it is in math and the sciences, there can be a right answer. At least when you're in school. The further along you get, the more you realize that's not the case. But it was so much more rewarding to me to actually be able to come up with the answer or the solution to solving a theory than an artsy type essay question on what is the meaning of life. So I always enjoyed science, I thought it was a lot of fun. I think a lot of it depends on the teachers and the professors you have too. I think I did quite well that way. And my father obviously, being a scientist, has a science background.

DF: Of course. What got you interested in geology, or tell us about your university education?

KS: It was university. I went into university going for a bachelor of science degree in geography. I wasn't exactly sure what I wanted to do with my life. But I knew I liked the sciences and my Grade 13 geography teacher was awesome, she was really good. First year geography at Queens was - I went to Queens because only McMaster and Queens offered a B.Sc. in geography as opposed to a BA. And I didn't want to live at home so Kingston was a great place to go. But the geography in first year, there was the science aspect of it, where you did soil science type work and then there was the regional geography that was population studies, demographics and it was really, not only dull but the professor was terrible. I didn't have a lot of respect for him, as opposed to the first year geology professor. At Queens they have little courses or little talks ahead of time, during orientation week, where you can go and listen to the professors that will be

teaching the first year courses, to help you make up your mind as to exactly what courses you want to take. And the fellow that was doing the geology talk gave a really interesting blurb and my roommate and I both decided we would try geology first year. This guy was amazing. His name's Al Gorman and he's still there, he's retired. He still comes out to Calgary for the conventions, he still plays hockey, I think he's over 80. He's an amazing fellow, but a really interesting first year professor. He didn't do a lot of research but his forte was in teaching. He taught physical geography, he made schlocky jokes, you know, like the nice and light column in the CSPG Reservoir now. But he made it interesting and he wanted you to enjoy it. There were a lot of hard, difficult portions of the subject, so he didn't let you off easy, but he made it interesting, he made you want to do it. And I am convinced that he is one of the reasons that Queens always had a strong geology group, because people took his first year course and said, I'm going to stick with this, it's fun, it's interesting. And that's what you want. As opposed to first year physics. So after first year I switched into the geology program. And the geology program at Queens was run out of a big, beautiful building, Miller Hall, and it was in our class, by the time we graduated, I think there was about 60 of us and within that 60 I would count about 15-20 of us in a B.Sc. Geology program and then about 10 in a geophysics program and then the other half of the class was engineering geology and geophysics. So we were all in a group for some courses but the engineers obviously took a lot of different courses as well.

#051 DF: Anything else from your education?

KS: Not that I can think of offhand. Queens was a wonderful place to go. And I know a lot of Queens grads get harassed for being so pro-Queens but a lot of it is because everyone that goes there is coming from somewhere else, so you are forced to make new friends. You're not hanging around your high school chums and it's a beautiful town.

DF: Tell us about your career, how did you get into the oil patch?

KS: In 4th year quite a few of the large companies came to campus for on-campus recruiting and I went to a few interviews with Unical, Chevron, Petro Canada, Shell I think. And I didn't get a job offer. So on reading week in February, I came out to Calgary and stayed with a friend of mine who had gotten a job the year before, graduated the year before. And I just walked around with a resume in hand and tried to get as many job interviews as I could. I happened to be walking by the Pacific 66 building and it was obviously an oil company. They didn't have gas stations in eastern Canada, they only had gas stations in western Canada.

DF: What year?

KS: 1978. And I thought, well, I'll give it a shot. And I had been told, don't go to the HR department, go upstairs to the exploration department. So I found the exploration floor, went up and the scout, the company scout was just on his way out of the elevators when the receptionist was telling me, oh well, I'll take your resume, thank you very much and showing me the door. And he said, what's she here for and I said, I'd like to talk to the Exploration Manager if it's possible and he said, just a minute. And he went in and came out a few minutes later and he said, have a seat, Sid Smith will talk to you in a few minutes. So I got an interview with Sid Smith and I think the fact that I'd come out on my

own penny to try and get a job impressed him enough that he hired me. I think Pacific hired 6 of us that year, there were 2 girls and 4 fellows. Pacific's idea of training was well site so we were doing well site for a year but that's how I got a job. And Petro Canada didn't offer me a job from the on campus recruiting and they got stuck with me less than a year later, when they took Pacific over.

#075 DF: Any stories from the early years in the field?

KS: Well site was interesting. I mean, I'd never even seen a pump jack before.

DF: Okay, so pretend like we don't know what well site is, what do you do there, tell us exactly what you did?

KS: You go out to where they are drilling a well and a lot of the wells I sat on were in the Lloydminster area so they were shallow holes, they were only 2,000'. We were just in the process, it was in 1978 I think, that they converted to metric. So the first few wells I sat on were not metric, they were in Imperial. They were about 2,000' so you drilled them in less than a week. The well site geologist was required to be out there for the three days or so during which they were actually drilling through the formations of interest. One of the roughnecks would catch a sample for you from coming off the mud tank as it was going through. He would give you a muddy bag full of mud and rock chips and you would take them in to your little Atco trailer and rinse them out in a sieve, clean them off, fry them up to dry them off and then look at them under the microscope and write a sample description. I think we took samples every 10', so they were single rigs as opposed to triples, so it just took a single stand of drill pipe. You would write up the report, write up your geological description and then call the logging truck in for whenever you felt they were ready to start logging the well. And it was either Schlumberger or Dresser Atlas??? that we would use out there. And that would take about a day and you would get the logs and the logging trucks in those days, they would actually do the prints in the truck, using an ammonia based solution, so they absolutely stank to high heaven. So in the summer it wasn't bad, you could keep the doors open but in the winter it got really high in there. Not too bad for me because I could go in and out but pretty difficult for the engineers that were working in there. And you would drill through the night, it's a 24 hour a day operation and I was usually the only female out on the lease. The fellows out on the leases were great. They tended to not swear when you were there. As long as you treated them with respect, they treated you with respect, I found. They were quite good. And in 1978 drilling activity was quite hectic so it was often difficult to get a rig or to get a crew or to get Schlumberger out to your well when you needed them. So it helped to have the same area so you got to know the same people that were working out there. When we got the well logs, this is one of the things that's very different nowadays with communication satellites, we would get them on a long strip of paper, about regular paper size wide, 8" wide, but a long strip of paper. And you had to get them into the office in Calgary right away. And they didn't have anything fancy then, you used an old fax type machine and you hooked it up to a cell phone, a mobile phone, not a cell phone. So you were wired in, you had to get the operator on the phone first, so you would phone in and get in the queue because is someone else was talking from another rig or from some other area, you had to

wait your turn and you had to blast in when you could get in. And then you would have to hook this machine up and put the handset in the machine and you would have had to rip your log up into page size pieces. So all in pieces and if somebody else in the field clicked on the button to try and interrupt your phone call to try and get the operator, you had to start all over again. And if you didn't have a phone there you had to do it from a phone booth and you had to try and find an electrical cord hook-up. It was not easy, it was a bit of a pain. But that's the way we did it so it worked. And then you'd have to drive like hell to get back to Calgary as soon as you could with the whole set of logs. So there were several times when I was driving back from Lloydminster in the middle of the night, talking on the phone just to try and stay awake. But it was good.

#118 DF: So that was your first year?

KS: Yes, I did it for a whole year. So other than Lloydminster I got to work a well up in Fort Nelson area, Clark Lake and a well in the foothills OJ area, so southwest of Grande Prairie. That was a very deep hole. It took them several months to drill so I was out there for a month. Each of the well site geologists took a turn on a month rotation.

DF: Any other stories from that first year, any other things that have changed a lot since then?

KS: No, other than communications I don't think so. I guess the other thing would be if I was drilling a well today, I would have the well site geologist in my office and talk to them about the play, the prospects, what we were looking for, make sure they were totally comfortable with everything and would rely quite heavily on their expertise, as opposed to, when I went out, I was a rookie geologist so I didn't know as much. But there was no question of you getting pulled into what the play was, just go out there and do your job and that'll be it. That was Pacific's idea of training.

DF: So they didn't prepare you at all, they didn't give you any background on the well?

KS: No. And they didn't give me a sample description course until March, I started in June. Not a lot, no. They sent me out with another fellow, Pat Ward and Pat is still working in the industry. Pat had worked I think, the previous summer so he gave me a few days worth of training. When we first got out there, we worked for the day and then I said, when do we get to go to sleep and they all looked at me and laughed, when we're finished, two days later.

DF: So every 10 ft. was how often?

KS: On the shallow wells out in Lloydminster, it could be every 10 minutes. Depended if they were tripping for a bid or something, you'd get spare time. Whereas out in the foothills, you maybe would get 10 sample a day. Sometimes it was busy, one time when the roughneck that was catching the samples for me came into the trailer with a muddy bag and said, I can't catch them fast enough because by the time I get this batch out for you, I've missed the next sample. So I said to him, just miss one once in awhile, we'll have to make do with that. Because I knew if I said, too bad, you've got to catch them, he'd just give me two bags of the same thing. So you couldn't expect him to do the impossible.

#147 DF: No. What were accommodations like out in the field?

KS: We had Atco trailers. Because I was working the shallow ones they didn't have camps set

up with them. They would have a trailer for the drilling foreman and then the toolpush would have his own trailer. So the drilling foreman would often have to share a trailer with me and there were a few times when I went out and the trailer just had one bedroom on the end with a bunk bed and a double bed. The one time I went out the drilling foreman's wife was staying in town so he stayed in town with her. One morning I got up in the morning and I thought. . . and I would just go to bed with my clothes on because I was only getting an hour or two, so it's not as if it was really a bedroom, it was just a sleeping area. But I got up in the morning and I thought, I wonder what happened to Len because he never laid down all night. I'm a pretty light sleeper. And he'd slept in his truck. So they didn't want any impropriety to be there, they were very good about it. He was worried about his wife. But it was the same thing, she came out to the lease a couple of days later and I talked to her and the next day she brought us sandwiches for lunch.

DF: So from your first year, where did you go?

KS: I worked central Alberta. I've been with Petro Canada since, so it's been the same company. I've been working central Alberta and then I worked northern Grande Prairie area, so Peace River arch. I worked for a few years doing computer applications, being the liaison between the geology group and the computer group. And everything then was batch retrievals off of the main frame. The interesting thing, when I first started to work in the office, was the geologists were on one floor, the geophysicists were on another floor and I don't know where the engineers were. The Xerox machine was on a separate floor, if you wanted something Xeroxed you had to go up to the floor and stand in line and give it to someone and they would Xerox it for you and give it back to you. So that was different.

#175 DF: How have your duties changed over the time that you've been a geologist?

KS: Mapping was different. Again, it's because of the influx of all of the computer hardware and software. We used to, when we were doing maps, everything would be on the big iron maidens. So the base maps were all on sepias and you would have a draftsman in your group and he would hand update all of the well locations on the sepia. He was amazing, Emil Rawlyk, and there were pre-set map sheets and pre-set scales, so you would have to say okay, I want this map sheet. And invariably the area you were working on would be right on the corner of four different map sheets, so you'd have to splice them all together. And the logs were all kept in a file room in paper copies and they were the long slim ones, I think they're 4" wide. We didn't even have microfiche then. Same with the typewriters, if you wanted something typed, we had secretaries then, the secretary would type it up and she was advanced, she had a mag card machine, which meant she could actually correct mistakes, as opposed to using liquid paper. God, I feel old now.

DF: I wasn't going to mention that.

KS: Thanks. Nowadays, a lot of company have digitized log data, we have some digitized log data in house but a lot of the well logs that I deal with are older so I just use microfiche and just copy them that way.

DF: It sounds like in those days, you didn't do a lot of, like you said, the geophysicists were on a different floor than the geologists, were they not integrated?

KS: No.

DF: No. How has that changed?

KS: Totally. You wouldn't consider going to management without your geophysicist, your reservoir engineer, probably your production engineer and your landman. You just wouldn't do it, it wouldn't be a complete play.

DF: So why the change?

KS: I think we got wiser. Why would you have two scientists, a geologist and a geophysicist working on exactly the same thing but not together. I think by the early 80's even, we were working fairly closely with the geophysicists, so that was recognized. The geophysicists can't come up with a good paleo-environmental interpretation if they don't have geological input. And vice versa. Geologists can't come up with it when - we've got specific well information and very specific and they have not quite as specific because it's a lot more interpretive but it's more thorough in terms of giving you information between wells. The engineer, you know, the economics can be so tight in some areas you certainly can't do it without the engineer and considering about what facilities you've got, pipelines, that type of thing. In the late 70's the focus was all on oil and nowadays, obviously a lot of the focus is on gas. Petro Canada in particular is on gas. But oil was all you really wanted to look for. If you found a gas well, it was a bit of a who cares, it's a bit of a dirty word. So things really have changed because of the focus on product.

#218 DF: To what do you attribute this tightening up of the teams?

KS: I think it just provides for a much more focussed view on where you want to go. You know, you're looking at the bigger picture in terms of, this is the area that we have as one of our core areas, what's the best way to develop it. And you have to take into account, more than just a single well, it's got to be an entire project, you've got to look at the entirety of it.

DF: What developments in the oil industry created that need for that change?

KS: I think possibly economics because you switched from oil to gas, so you've got to have pipelines. You can't rely on oil and just trucking it out from a single well. And on the competitive nature of it. I think there's a lot more small companies out there that will blow you away if you don't put together a focussed plan for your core areas.

DF: And you also came into the industry just at the beginning of the economic downturn of the 1980's. So that would tie into the economics that you had mentioned.

KS: Yes.

DF: How did you experience the National Energy Program in your career?

KS: Well, I was at Petro Canada so. . . I experienced it by not making a public announcement about where I worked. People would try and drag you into arguments if they found out you worked at Petro Canada. It was terrible, you were just trying to do a job and do the best job you could and recognize that Canadians as a whole were going to be better off because the Canadian government had invested money in Petro Canada. With the NEP, all my family's back east, you really were torn. I mean, to be working for a Crown corporation that everyone else in this city was targeting was not a very pleasant situation.

DF: Specific examples?

KS: Mostly just social events. In terms of not wanting people to know where you worked.

DF: Did you feel ostracized?

KS: Not particularly, no. I didn't let it get to that.

DF: It's a good question because it's part of my background, studying the history of the oil patch, every 10-12 years there is an economic downturn for one reason or another. And it's never the same thing twice and the NEP happened to coincide with one of those and yet the NEP is blamed for everything that happened wrong in the early 1980's or the whole economic downturn. So it's a worthwhile question because there's more to it than just one government's policy and the government was predicting a high price of oil but so was everyone else. So that was interesting. Anything else from the early 1980's that you remember?

KS: No, changing to teams, change from oil to gas. As I mentioned Pacific's idea of courses were sending you on well site. Petro Canada had a much more extensive training program and in the early 80's we had a lot of new hires, for '78, '79, '80, even '81 I believe, we had a lot of new hires. So we had a lot of in house courses, there were training coordinators, you were very well looked after, you took far more courses than you could ever hope to remember in any given year.

#269 DF: Can you give us some more detail about those courses?

KS: We would have, for example, a well known consultant come in and give us a course strictly for Petro Canada employees. We had a big building up in the university, up in the research park, that I think is the mechanical engineering building now, we had to give it back to the university because it was supposed to just be for research and we used it for research and for training. Nowadays I think we have about 2 people left in the company that worked in that research group and they are doing more practical roles now than research, we don't conduct specific research in house anymore. And most of the companies in town don't, the only ones that do are the big ones that also have offices in the States, like Imperial and Shell. So we would go up there, up to the northwest for a training program and it could be 1 day, 3 days, 5 days.

DF: So what kind of content?

KS: Well, for example we had Bert Bally and he's a very well known geophysical expert, internationally renowned.

DF: So as a geologist then, you were taking geophysical courses.

KS: Yes. Geophysics for geologists.

DF: Engineering courses, any other courses?

KS: Very basic engineering courses. I wouldn't be able to tell you what the name of it was, but there would be a clastics course, so there would be one on clastic exploration as well as diagenesis, another one on carbonates. We would have Andy Baillie come in and talk.

DF: I interviewed him.

KS: Did you, wonderful man. DST interpretation course, log interpretation course, all very applicable courses, and then field trips as well. Nowadays most companies don't run courses in house only, probably Pan Canadian does, they've been really beefing up their staff lately, but Petro Canada, I don't think we run many courses anymore, other than

field trips. We do run a few field trips every year. But for the most part you go to courses that are already being given by the CSPG or the AAPG or one of the other consulting companies that does it.

#309 DF: So that's changed over time too?

KS: Yes. It's just more cost effective.

DF: And not so many new hires as there used to be?

KS: Very much so.

DF: Any other things from your career that you'd like to comment on? Do you see the role of the geologist changing in the future?

KS: In a general sense. I think it's been an evolution from just doing straight geology to working in teams and so, having a bigger picture. A lot of geologists, when they go to work for a small company or for themselves have to have the bigger picture. They might not have a land rep at their company so they have to do the land work themselves, or they have to. . . every geologist has to be able to do the economics for their play. They might not do it fine tuned as much as the engineer would but they still have to have a pretty good idea of what economics are going to make it fly and what they need to be looking for. You need to have a much better business picture I think, than you used to.

DF: When you're doing that number crunching, where does the economics come from, like the price of oil and those kind of factors?

KS: Within Petro Canada, we have a corporate price that we have to use, so that comes from in house. I presume if you work for a small company you'd get it from a consulting firm. Sproule for example, has price forecasts.

DF: And those are economists?

KS: And engineers.

DF: Have you been involved in any significant discoveries in your career?

KS: Yes. The big one was so long ago, it's sad that it was so long ago, I wish I could tell you of one I had yesterday. Of course, then I wouldn't be able to tell you.

DF: Right, or you'd have to kill me.

KS: Yes. That wouldn't be good. One of the areas I was working on when I first started was Peace River Arch and it was 1981, I think, working with John Katay, and John is still at Petro Canada as well, he works Terra Nova. We were drilling half way wells and I convinced him to drill deeper into the Mississippian and we drilled the Kiskatinaw well and the Kiskatinaw was wet. The half way was tight.

#356 DF: What's a half way well?

KS: Half way is a formation in the Triassic. And we looked further, we were doing log evaluations after we had run logs on the well and there was a little sand, quite shallow and in those days you didn't really go for shallow. There was a little sand up there and we thought, well, it's worth testing. I had it written down, it was called the Doe Creek, I had it written down as a secondary target and it started flowing 60 barrels a day. And that was the start of the Valhalla field. There were a couple of wells drilled into the field already, but they hadn't really done much in terms of trying to tie up the land or exploit the

resource. So we weren't the first well into the Doe Creek but we were I think, the first company to recognize the potential of the Doe Creek, in Valhalla.

DF: That wasn't what you were drilling for?

KS: No. That's called serendipity. As Andy Baillie will tell you.

DF: So how big did that become?

KS: Oh, don't ask me numbers, I can't tell you what the exact numbers were.

DF: Well, like, 10 wells, 100 wells, like a big field?

KS: Yes. Valhalla was a very big field, and I'll tell you the number in a few minutes, how's that?

DF: Okay.

End of tape.

Side 2

DF: So serendipity is a nice thing to have along when you're drilling?

KS: Always. Always, always.

DF: Anything more you want to tell us about Valhalla?

KS: Oh, you asked me it's production. Last year it produced about 500,000 cubic metres of oil. From the Petro Canada operated part of the field. Yes, so it's been a good field for Petro Canada. There's been a lot of geologists work on it through the years, doing all the exploitation work, it's been very interesting.

DF: But you were looking for something else entirely?

KS: Yes.

DF: Well, very nice.

KS: But that's one of the advantages of drilling a deeper hole, especially in the Peace River Arch area, there's a lot of other formations that you're going through that you'll be able to evaluate on your way down.

DF: Anything else from your geological career you can tell us about?

KS: Not specifically. I think the big thing, one of the advantages to working for a big company all these years is the ability to move laterally. Right now I'm working in the environment health and safety group, as an environmental advisor. So I'm looking after our greenhouse gas emissions. I told you I worked for a few years as the computer liaison person, when nobody had a computer on their desk, nobody. Except I did because I was in this computer group, this liaison positions. I worked for 3 years in the acquisitions and divestiture group and there was only myself and a geophysicist and everyone else was engineer. So it was a nice lateral move to learn a bit more about the business. And I worked for 3 years on the Hibernia project. Which was very interesting but it was during the 90's, so after the drilling had been done but prior to big production. So it was interesting but there wasn't a lot of action.

DF: Tell me about the global warming. It seems almost to be a generational thing, the old guys say, it doesn't matter, those of us that are younger, maybe we're worried about having to live with the consequences. What is it, why is it so controversial?

KS: I think partly it's controversial because all you read about in the media are the interesting news stories. They have to make a story, it's their job to make a story and so they look for the extremes. When you see things quoted in the paper as maybe up to 10 degrees change in temperature over the next hundred years, sometimes they don't even tell you if they're talking Celsius or Fahrenheit and the 10 degrees is an incredible extreme. And I think if you look at things on a geological time scale, the earth has gone through cycles, through its history, of mini-ice ages, ice ages, heating periods. I mean Alberta used to be at the equator. So I think on a geological time scale you put it in a different perspective, in terms of yes, maybe the earth is warming but I don't know if it's because of human influence or not. Maybe the earth would be doing this anyway and I don't think they'll ever know the answer to the question because man's time on earth is so short, compared to geologic time. However I think we should be doing all we can to make the air as clean as possible. I think a lot of the companies are coming around to that, they're recognizing that whether Kyoto gets signed or not we need to make sure we're reigning in our greenhouse gas emissions. And it's very easy to justify from a business perspective because in these days of high heating costs our bottom line is impacted greatly by how much we spend on fuel and electricity. So it's a pretty easy step to take to reduce your greenhouse gas emissions because you want to improve your efficiency, your production efficiency.

#040 DF: It all seems to be coming back to the economics though. The people who argue against global warming or say we shouldn't be worried about it say, it will kill the economy but then you can also use the economic argument to justify being concerned about the things that would contribute to global warming.

KS: Well, I think the concern about the Canadian economy has more to do with the global scale. I mean, in terms of why should Canadian businesses take a hit when Indian and Chinese industries don't have to. I don't really want to get into a political discussion but from a corporate standpoint we are trying to work it as best we can.

DF: Can you tell us how you got to be involved with the CSPG, when did you first find out about it?

KS: It's funny because a couple of years ago they asked people to put down what year they joined and I'm not exactly sure, I'm pretty sure I joined in either '78 or '79. Because they had these technical lunches, every second week, with the exception of the summer months they had three big technical lunches. And as someone who had just come from university Kraft dinner, the company was going to pay for your lunch, this was great. So I started going to the technical lunches and the person who was in charge of getting the speakers for the technical lunches then was Grant Bartlett. Grant didn't move to Calgary until '79 or '80, so it must have been during those years. Grant Bartlett was a professor of mine at Queens and he and I were talking and I said, you know, I'd like to do something for the CSPG. My father was very involved in the pharmaceutical community, with volunteering, so I guess part of it's in the blood. And I wanted to do something and Grant said, you know, we need somebody to run the slide projectors for the technical lunches, would you do that. It means I'm committed to going every other week to hear the

technical talk, so that would be great. So I ran the slide projectors, nowadays we still don't use Power Point for a lot of the technical lunches, we use regular slide projectors but we have an audio-visual contractor that actually runs the projectors and makes sure they're forwarded and has a laser pointer. In those days, I would do it and we only had one set of slides so I would go and set up the slides and the speaker would say next slide please. That was the extent of my highly responsible job. So it was because of Grant that I got into the CSPG and then I volunteered to run the public affairs committee and basically we went out to schools and gave talks and did science fairs, Calgary has a very large science fair and did career nights. Then I became the liaison to the Petroleum Communication Foundation for the CSPG and I still am. And I helped out on some social events, like golf tournaments, squash tournaments, that type of thing. And I helped out with the 1988 convention that we held up at the core lab and I guess I've always just done things here and there for them. It's very rewarding because you get to meet. . because I've always been in one company I think I'd feel very cloistered if I hadn't moved outside of the walls in some way. With the CSPG you have the ability to participate in both technical issues as well as social issues, with people that are doing the same type of job that you are. There's a lot of learning that can be taken from it and the networking alone, if I have a problem with something I'm working on, chances are good I know someone else who's working on it at another company, maybe in a different area so there isn't a conflict of interest problem or a competition problem. And people are more than willing to help you. I think that's a big thing about the oil and gas industry that I've noticed compared to a lot of other industries is, there's a lot of competition but there's also a lot of joint venture work that goes on and a lot of cooperation between companies to maximize what they get out of anything.

#084 DF: Why, why the cooperation?

KS: I don't know why. I'd love to say that it's because geologists inherently are giving type of people but I think we can be very tight with our information when we need to be. I think it's partly an acknowledgement of the fact that you can't be everything. Petro Canada has certainly recognized that. We used to have properties all over western Canada and internationally, and you can't be everything to everyone and do it well. So we have focussed on specific core areas. So for us to talk, for example, in Brazeau, we operate a plant in the Brazeau area, Amoco operates a plant in the Brazeau area. We have a working interest in the Amoco plant, Amoco has a significant working interest in our plant and so we talk, we make sure that both the plants are being maximized in terms of their efficiency and productivity. It benefits us both. So I think a lot of the oil and gas companies are looking at the big picture, in terms of win-win. There's something in it for me but there's something in it for them too.

DF: Let's take it back even further than just your experience, like why would geologists, right back to 1927 here in Calgary, they're competing, there's only a handful to begin with but they're competing, they're trying to find oil but they decide that it's worthwhile forming an organization where they can come together and do the kinds of things you've mentioned at meetings. But what is it about a competitive group. . I mean it's more than

just social, it's scientific, it's academic. It's that part of it?
KS: I think it's because there's that passion for geology. That passion to learn more and that gets held in higher regard than anything.

#105 DF: So that's bigger than the job?

KS: Yes. I don't know if I put that very well but. .

DF: You put it very well. Now, most of the activities that you've mentioned that you were involved in the CSPG are sort of. . well, I guess my question is how did you become involved with the executive?

KS: You're right, most of the roles I had were less significant. I'd been asked at least 2 or 3 times in the past, to run for the executive and turned them down because there's never a right time. I think one year I was pregnant, one year I had a really busy job. There's always a reason not to do something. In 1997 Gerry Renson phoned me and said, would you consider running for the executive and I thought, oh they're asking me again. And I'd always said, keep phoning me because one day I will say yes. And he phoned me and he said, we'd like you to run for the executive, we'd like you to run for Vice-President, which is President elect. And I thought, well, here's my chance to take the bull by the horns and do things and there's never going to be a right time so okay, I'll do it. Gerry was very persuasive, maybe it was partly the messenger. Gerry's a very wonderful man. So I said I'd do it, recognizing there was a big time commitment. I was married at the time and the fellow I was married to said he would go along with it, that would be fine with him. Petro Canada was not as supportive. The person who was not as supportive isn't here anymore, he's left. But Doug Gardner was my geological supervisor and he was supportive of me taking on the role. Doug himself has done quite a bit of CSPG work, Doug's at Gulf now. He would frequently come and talk to me about work and how work was going but also, and how is it fitting in with getting the CSPG priorities done. So he was good that way too.

DF: So how much of your year did the being President take?

KS: Well, it's a three year commitment, because if you run for Vice-President and win the election, you're President-elect and then you're Past President. A lot. E-mail was a curse because I would get at least 10 e-mails every day, some of them crucial and some of them not. It's a good way to handle things in the sense that it's not a phone call that's interrupting you right now. It's something that you can see come up but you can handle it at the end of the day. So I have no idea how many hours it took, a lot. We had bi-weekly meetings that were about 3 hours long, we were pretty good about keeping the meeting shorter. I knew in the past they would run til 8 or 9 or 10 at night. We all have commitments and a lot of us have kids so we couldn't do that. But the meetings are more just to discuss what has been done up til then. You don't get anything done in meetings. The meetings are to see what needs to be done and discuss what has been done and where we need to go from there. So a lot of the time commitment is after hours, or a lot of it you have to do during work hours because that's the only time you can get hold of people.

#143 DF: What were your major accomplishments on the executive?

KS: We got our website up and running, I think that was a big one. We got a strategic business plan put in place and I think the third thing I was thinking we had gotten done was we started to focus on trying to make the organization more . . . to make it national. It is the Canadian Society of Petroleum Geologists. Most of our members reside in the Calgary area but we have a lot of members, particularly at academic institutions and government institutions throughout Canada, at the Atlantic Geo-Science Centre, in Newfoundland at Memorial and there are more and more staff members going out to work for Petro Canada or Pan Canadian or Mobil, in the east. So we recognized the need to become more national in scope and we started on that path but we're nowhere near finished. So we're trying to organize local chapters and provide them with technical support, so they can have technical lunches. Because one of the big things that the CSPG does is run bi-weekly technical lunches. I think that's a big benefit of being a member, some of the talks are amazing. We get speakers up from the States, there's a lot of really good speakers just within Calgary itself.

DF: What else did you do then, to make people from other parts of Canada feel more involved?

KS: Basically what we tried to do was get the east coast division started. Because we recognized that's where we were getting a larger grouping of people, particularly in the Nova Scotia and Newfoundland areas, because in Nova Scotia, there are quite a few universities within short driving distance of each other and there's the Atlantic Geo-Science Society and at Memorial they are getting a lot of funding from the oil and gas companies and a lot of staff people from the companies are going out there. So we tried to get some talks going, we are not totally successful yet. But then we recognized, if we could get it going there, then we'll move it out to probably Ontario after that.

#170 DF: You also mentioned something about a strategic business plan or something?

KS: Yes, Gerry Renson started it in 1996 and it didn't really get off the ground. They gave it a really good shot but they didn't get it finalized.

DF: Why was it necessary?

KS: To make sure that the rotating executive was on side with what had been done and what needed to be done. The Vice-President, President, Past President position is the only 3 year position, all of the rest are 2 year positions, which is still much improved from previous years, when it was every year they would rotate the whole executive. Tim Howard is the Business Manager for the CSPG and he's been there since '97, so that has helped in the sense of continuity of purpose. But he's just the Business Manager, it's the executive that decides what focus they want to put on the year. If you don't have any continuity with previous years, then you really don't get your plans pushed forward the way they need to get pushed because you know, in the big picture a lot of things need a hell of a lot more than 1 or 2 years to get done and done properly. So we wanted to put together a strategic business plan that would actually go through a 5 year goal setting. That way, for example, when I come up with my 5 year business plan, it reflects what was done the previous 4, what I want to get done and then the incoming person, and Ian Hutcheon and I are the two that worked on this, would be able to say, not only this is

what they wanted to do but why they wanted to do it and where they expected to be by then. And there were segregated portions of that that would go with the Services Director, that would go with the Program Director, that would go with the Treasurer, or the Finance Director. So it was to try and provide more continuity through the years to give better focus to the society.

DF: How successful was it during your tenure?

KS: Well, we pretty well got it completed. But then it just gets passed off to Ian and I know Ian and Brad Hayes have worked on it, so I guess I think it was successful. And provided. . I wasn't there for the first few months of this year to see how it worked in terms of providing better focus to the incoming executive but I certainly hope it was.

DF: Anything else from your time on the executive, any other notes?

KS: No, that's good.

DF: Okay, nothing else you want to talk about?

KS: The next question on your list was, what were the hot topics of conversation at the water cooler, want me to go on with that or, most contentious issues I had to deal with?

DF: Sure, any of these that ring true.

KS: You want me to just keep talking.

#209 DF: Yes.

KS: Okay. Since we're talking about the CSPG I'll just go on with that. During 1999 I think the key issues that we had to deal with were, we decided to bring in a new staff member. It was discussed in 1999, it didn't happen until 2000, someone to be a convention manager, that was the main role to take. Every year for the past several years we've been paying somebody, or paying several people to do various aspects of our convention organization. We have a convention Chairperson who is a volunteer, but then, for example, someone to handle all the exhibits, someone to handle getting the sponsors. So we decided to hire someone on staff to do the job and then that person wouldn't be reinventing the wheel every year because every year the Chairperson of the convention would hire out certain jobs and they would start from scratch. So this way, we decided - and Tim Howard was the real push behind this - this was the way in which we felt that we could save money because we would pay them a salary but it would be less than what we paid the year before's convention person, definitely. And we would be providing a lot more support to any incoming convention Chairperson because they would have this resource there for them, ready to go. So this is the first full year that we've had Laurie on staff and it seems to be working out really well. And we started a staff evaluation process. I found out that none of the staff had had a regular annual or any type of regularity in terms of evaluation of how well they were doing their job. As with any person working, they require or would like to have a salary raise every year and I don't know how you can possibly base giving someone a raise or not, if you don't have an evaluation. So we decided to start doing staff evaluation, got a forum organized and sat down with. . I sat down with Tim Howard as well as a couple of the other executive and Tim did an evaluation of the office staff. They were pretty hesitant about it at first, because I think

they felt it was to tell them what they weren't doing right when really it was to tell them what they were doing well and to justify, not just to them but to the executive as well, whether or not they should get a raise and how much it should be, to evaluate their job. So now that it's been year and they're going through the process again, apparently it's been - the office staff have decided they quite like this. Because it's a chance for them to have some communication, one on one, with one or two of the executive and they weren't getting that before. So they weren't getting the direction, they weren't getting the continuity. So I think that's worked out very well, I was quite pleased. It's a big company thing but I think it's very valuable for them to have, especially because they don't have the same boss every year, in terms of the executive rotating. So it was contentious but I think it worked out quite well. We also had some dealings with APEGGA. APEGGA wanted our membership list and basically they wanted to be able to look at our membership list and phone up some of our members and say, why aren't you a member of APEGGA or are you a member of APEGGA. We've never provided our membership list to anybody and so we refused to provide it to APEGGA. Because they need to be able to tell the Alberta government that they have x percentage compliance and we didn't feel that was within our mandate to give up information on our members that they probably didn't want to have given up. So we dealt with it. The Reservoir was something that some people thought was contentious. It's a nice glossy 8x10 publication. We try and limit it to 32 pages now but when I first started the Reservoir was a little, half this size, black and white, text only, and it would just tell you what technical luncheons were on, and a few other bits and pieces of information but not much else. And now, it's a nice glossy magazine, it's not very big, just a lot of advertising in it. But you have to have the advertising to pay for it because it costs a lot more to put this out. I think a lot of the members really like it but there are a few that don't. We struggled all year trying to make sure we didn't lose money but we did lose money on the Reservoir. Rory Henckel got it to the point where it was making money, so Rory did a really good job with that. We didn't have a senior managing editor when I first started on the executive. Well, we had one but she really wanted to give the job up and just didn't come to any of the meetings. So not me, I forget who on the executive it was, convinced Rory to take on the job. He had done it in the past and he really worked hard at trying to get some publications in the loop and trying to get the Reservoir under control and he worked really hard on it, did a great job. And then we also had the men's golf tournament, that was the other contentious issue that we had to deal with. The CSPG is, as far as I can tell, the only society or organization that actually has a men's only event. It's a social event and we obviously have members that are not men only. And because I'm a woman I found it rather annoying that our society would have an event to which I was not allowed to participate, through no other qualification than lack of certain anatomy. Anyway there still is a men's golf tournament this year so that's something I failed to reign them in. I firmly believe - it's a 3 day event we have an open golf tournament as well that's a one day event and it's very popular, it's a lot of fun. And the men's tournament is a 3 day tournament. I firmly believe that if they opened it up to women, they wouldn't get any women wanting to play for 3 days. Even in this day and age, women do tend to carry the bulk of home

responsibilities and golf is not as big a sport for women as it is for men. So I'm a little perturbed but I'll let it go at that. We had a lot of discussion on it.

#307 DF: It'll change, everything does.

KS: Sooner hopefully.

DF: What's the role of the Past President's Dinner?

KS: The role of the Past President's Dinner and I've only been to 3, as far as I can tell, is to allow all of the Past President's to learn about what the society has been doing over the past year and to provide their input in terms of you know, the knowledge that they gained from their job, to allow them the opportunity to talk to, not just the current President and Vice-President but all of the executive is there as well. And to air any beefs they might have. I mean, obviously all of the Past President's feel very strong ties to the CSPG because they put a lot of time and effort into it as well. So I think it's a good opportunity for them to participate in the goings on of the society.

DF: Did you benefit from it when you were on the executive?

KS: I benefited from it in the sense that it gave you a different perspective of the way things were. And I think from the first one I went to, there was a real push on why don't we have any publications ready to get out. And I think it made me realize that that was something we needed to work on. The question of whether we needed a glossy Reservoir or not, was one other thing that came up. I thought it was a bit of a no go because I think that the Reservoir that we have now is much better, it gives a lot more information to the members than the previous one did. The other issues that were discussed were I think, more informing them of what was going on. They wanted to know a bit more about the finances and the finances are in really good shape and where money was going. So we provided them with that information. So it was good from that standpoint.

DF: Well, we're almost out of tape but I have one last final question and that is, any regrets from your career so far? It's my favourite question.

KS: From my career?

#345 DF: Yes. Or time with the CSPG. Well, anything that you would like to have done that you haven't done yet?

KS: Oh, there's always more to be done. There's always more to be done. I wish we had, within the CSPG, gotten more of our national scope organized, in terms of getting some local chapters going. But you always end up running out of time. Regrets in my career, I guess it boils down to would you do things differently. Possibly. Petro Canada has treated me very well, I've been given a lot of opportunities here that I wouldn't have been given otherwise. I guess my big regrets are that I haven't made massive discoveries every year. That would be wonderful. I think I've contributed every year, which is important but I haven't discovered a Hibernia every year.

DF: Good. Because then you'd have to keep that up. Have you any opinion on what kind of a publication should come out to celebrate the 75th Anniversary. Have you thought of anything about that?

KS: I have thought about it and I haven't come up with a definitive answer, because I think I

don't want it to be a book that people go, oh, isn't that nice, and don't ever look at. I want it to be something that is read or used or shared and something that brings smiles to people's eyes.

DF: Well, do let us know if you have some more ideas.

KS: Okay.

DF: On behalf of the Canadian Society of Petroleum Geologists and the Petroleum Industry Oral History Project, I'd like to take this opportunity to thank you so much for spending this time with us and we'll end the formal part of the interview at this time.

KS: Thank you David.