

1 They planned the mine and they directed the operations.  
2 The public face of Westray was Gerald Phillips. He dealt  
3 with head office. He dealt with the media, politicians  
4 and the regulators. Underground, the face of Westray was  
5 Roger Parry. Together, they were responsible for  
6 creating the working conditions that were described so  
7 graphically by the miners in their testimony here.

8 They were supremely confident in their abilities to  
9 manage a modern coal mine. They didn't need an  
10 experienced engineering department, and it didn't matter  
11 that their chief engineer had never worked in a coal mine  
12 before, that their geologist had never even been in a  
13 coal mine, or that their other engineers were right out  
14 of school. The most experienced coal man in the office,  
15 the surveyor, Ray Savidge, quit in disgust and his  
16 replacement didn't have enough experience to be certified  
17 under the Coal Mines Regulation Act.

18 When they needed help with roof problems, they hired  
19 a potash geologist who had never worked in coal. As a  
20 training officer, they hired someone who had never worked  
21 as a trainer or in mining, but who knew the politicians  
22 and had been on television as a wrestling announcer.

23 It was as if Gerald Phillips believed he could will  
24 this mine to be a success by the sheer force of his  
25 personality. And, of course, Mr. Commissioner, he