

Employee Input - Change Management Action

All comments received to date have been reviewed. Personal attacks and comments submitted in what can be considered a non-constructive format have been excluded from this list.

#	Issue	Goals/Action Steps	Notes/Comments
1	Branding	1. New, professional logo	
2	Stakeholders	1. Stakeholder Messaging and Communication - BSEE will engage with identified stakeholders. 2. Congressional Affairs Practices Review - BSEE will review its practices associated with interacting with members of Congress	BSEE has identified its stakeholders but needs to engage given an absence of communications over the last several years.
3	Tribal Engagement	1. Alaska Native and American Indian cultural relations training for new and senior BSEE leadership.	Alaska Native and other Indian tribes will be on the front lines of energy exploration. Understanding cultural differences is important.
4	Advancement	1. More promotion and opportunities for Region field operations personnel	
5	Advancement	1. More promotional opportunities for District and Region personnel.	When industry picks up, inspectors will take all training and experience and move forth. What as an agency are we doing to retain these inspectors to keep up the standards we hold others accountable for.
6	Communication	1. QuickMinute monthly video. 2. Identify key people who would be good subjects. 3. Associate topic with each person. 4. Produce first six videos, release one the first Monday of every month. 5. After three are released, survey BSEE employees for Ideas for future QuickMinute videos.	Limit to 60 seconds. They range from simple to complex. BSEE Director should be first. An Inspector in action would be a good one. They should explain what we do, and why we do it. Must deliver on time, every time,(first Monday of month) to keep credibility.
7	Communication	1. Improve communication between all levels of BSEE	
8	Communication	1. Eliminate PC diversity training, promote general professionalism instead.	Reduce costs, recognize/do not insult personal integrity, suport current administration.
9	Communication	1. There is communication failure across the agency.	

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10	Compensation	1. Pay scales inadequate, pay not competitive with industry for skilled engineer positions.	This is a key reason for departures when the economy picks up. Rate tables demonstrate pay raises for meeting requirements of the job, but offer no incentive for individuals that excel (i.e. multiple step pay raises for exceptional performance). The only way to advance in pay scales is to apply for other jobs, a practice which promotes continuous cycling of personnel through jobs and minimal consistency, or complacency on the part of employees.
11	Compensation	1. GS-12 pay for inspectors.	Increase the full performance level to GS-12 for all inspectors.
12	Compensation	1. Offer retention incentives.	Retention incentives to keep good, qualified BSEE employees with BSEE and not switch over to industry because of lack of incentives.
13	Compensation/Benefits	1. More pay. 2. Better loan repayment plan. 3. Longer lunch - 30 minutes is hardly enough time. 4. Allow to eat offshore.	
14	Compensation/Benefits	1. Allow inspectors to eat offshore.	
15	Compensation/Benefits	1. Higher pay. 2. Bonus/incentive.	1. The pay for engineers is not competitive. The base/starting salary with the federal government is half that of industry. 2. There should be bonuses or incentives for good work. Those who do well/continue to do well should be rewarded (like industry).
16	Compensation/Benefits	1. Consider allowing inspectors to eat offshore. 2. Require set inspector schedule.	1. Eliminate the question of inspectors' individual integrity if offered food offshore. If the policy is changed: 1. BSEE cannot request special foods to eat. Eat what is on food line or what is offered, don't ask for something else. 2. We should not be able to bring anything with us when we leave, except maybe water to drink on flight in. 2. When inspectors have "flex time" opportunities and wander in late, it disrupts work for others. Flight manifests must be filled out correctly and sent to helicopter pilots so that they can pick up inspectors on time to go offshore - late arrivals mean the flight coordinator may have to redo the flight manifest.
17	Discipline/Termination	1. Revised discipline/termination process.	Employees' misconduct never is handled correctly. Supervisors cannot discipline employees that need discipline.
18	Discipline/Termination	1. Termination procedures for failing to perform duties.	Since I have been with BSEE, we have a couple of employees who are not doing their job and breaking rules. They get written up, supposedly a letter is put in their "file" and nothing else happens.
19	Discipline/Termination	1. Provide firmer support to supervisors to allow the more efficient application of lower levels of discipline for conduct infractions.	HR now inhibits even minor discipline.

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20	Distrust	1. Improve trust between DC and GOM 2. Ask industry who they turn to address problems. Get a list of names of 10 BSEE problem solvers. Director then should speak to these 10.	Level of confidence between HQ and GOM at all-time low. Tail is wagging the dog.
21	Employee morale	1. Reward and recognize deserving employees. 2. Change the perception of government employees.	Goal 1 Summary: Offer telework and flexible work schedules, open lines of communication across the organization, and use performance evaluations and rewards to motivate employees. Goal 2 Summary: Encourage employees to remember the "service" part of civil service, to be proactive rather than reactive, and to prepare for and participate actively in organizational change.
22	HQ Size	1. Right-size HQ	Unprecedented HQ growth has led to poor communication and policy recommendations. Too many GS-14 and 15. Staff under poor management. They propose unnecessary and poorly designed policy and BID documents simply to justify their existence.
23	HR Functions	1. Strategic Human Capital Programs should move outside of HR and have a direct reporting relationship to the Director to ensure synergy with bureau strategy and corresponding talent philosophy. This will allow analytics to be shared with the top leadership where it can flow down to the Bureau. 2. Remove HR from "Administration." While HR is a support services function, it should have a higher-level seat at the table with an SES as CHCO who has deep expertise in HR and who can see it beyond the stereotypical operational function. Without a progressive strategy that focuses efforts on long-range talent development, just special salary rate and traditional incentives will not help retain talent, especially in the regions where there is potential competition from industry.	
24	HR Training	1. Expand and re-train Human Resources	Revamped training should aim to improve orientation and onboarding, improve responsiveness, and expedite personnel actions that help to engage and motivate employees, such as merit promotions.
25	Inclusivity	1. Diversity Change Agent Program Review - BSEE will examine the effectiveness of its diversity change agent program.	
26	Internal and External Awards	1. BSEE Internal and External Awards - For its employee development and stakeholder recognition, BSEE will establish a service award focused on commitment to excellence.	

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27	Leadership	1. Increase morale and productivity.	Poor leadership and intimidation/retaliation... have led to poor morale in the Regions and fear of reprisal for identifying waste, and even for providing honest critique and input to program initiatives.
28	Leadership	1. Review leadership for qualifications/competency and possible improper hiring practices	Concerns exist about the qualifications of several of BSEE's mid-level and upper management, as well as the process through which they were hired.
29	Leadership	1. Senior management accountability for the Director for all actions taken by BSEE personnel	<p>Acknowledge and stand against obstruction by any BSEE personnel to initiatives associated with setting policies and procedures designed to improve accountability and professionalism within BSEE</p> <p>Support a process in which policies and procedures are developed jointly between the regions and national managers, and through which the regions implement those policies and procedures transparently</p> <p>Be willing to shake up long-standing management teams to make it clear that old ways of conducting our business are not the new ways we will fulfill our functions. The concerns that led to GAO audits and other public scrutiny did not arise out of smoke; they were supported by managers who empowered staff to act in destructive ways.</p>
30	Leadership	<p>1. Top levels of management need to find a way to get along and to support each other in the work that we do as an agency.</p> <p>2. Need clear, consistent guidance from top management.</p>	
31	Leadership	<p>1. Regional managers, section chiefs, and engineers are too hands-off.</p> <p>2. Regional managers and section chiefs should be subject to term limits.</p> <p>3. Many chiefs and managers making decisions pertaining to the field have minimal or no offshore experience.</p>	<p>"More time offshore" for these officials never seems to materialize, and only takes place when there are VIPs to escort.</p> <p>When permits are approved, managers and chiefs should follow through the approval process entirely and make site/field visits to verify appropriateness of approval.</p> <p>Limiting regional managers and chiefs to 4 years in a given position before requiring that they spend time in the field ("boots on the ground" experience) would ensure better understanding of the industry landscape.</p>
32	Leadership	1. Some leadership lacks experience.	I believe it would be beneficial to place more experienced people in those key roles.
33	Leadership	<p>1. Senior leaders do not lead - they are reactive not proactive.</p> <p>2. District leadership lacks leadership skills.</p>	
34	Onboarding	1. Create BSEE 101 website that goes over Org chart and major regulatory priorities.	I did not receive this information when I started working here

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35	Onboarding/mentorship	1. Establish a "welcome team" incorporating volunteer mentor(s) to allow new employees to shadow an experienced worker and ask questions.	This process likely already takes place informally in various BSEE regional and district offices, but there is no continuity/uniformity across the GOMR/AKOCs/POCS. Recruiting additional mentors with diverse experience would make strengthen the program and create a feeling of inclusion/belonging for new employees.
36	Onboarding/mentorship	1. Incorporate a formal new hire mentor program.	
37	Position duties/responsibilities	1. Give secretaries appropriate levels of responsibility	Reassess secretary job duties, consider higher than GS-5
38	Retirement	1. Offer a bonus to retire.	
39	Signs of Change	1. Posting signs of change - BSEE will publicly post its stakeholders and clients in order to inform employees of their importance.	
40	Staffing	1. Filling vacant positions	Will laterals be considered in filling positions within the organization considering the hiring freeze? What is the status of known positions?
41	Talent Utilization	1. Take an in-depth look at under-utilized talent across the Bureau and assign passion projects in preparation for retirement where eligible or determine how to focus energy on productive assignments.	
42	Bonding	1. Minimize owner decommissioning bonding liability.	<p>Excessive bonding requirements tie up capital that could be used in other, value creating, activities.</p> <p>Hundreds of millions of dollars could be freed up.</p> <p>Full removal not the norm, so why not set bond to realistic scenario.</p> <p>Look at recent history; you might see 67% reduction, actual vs. estimated. Bullwinkle, if cut 90 feet below mean sea level, might be \$100 million vs. estimated \$400 million.</p>
43	Decommissioning	1. Decommissioning Review - BSEE will conduct a review of its decommissioning procedures.	Review of this activity is needed given the failure of the previous administration to manage.
44	HP/HT	1. HP/HT Review - BSEE will review challenges of high pressure/high temperature (HP/HT) formations that will limit development of OCS and develop policy with regards to requests for SOP/SOO.	
45	Incident Response	1. BSEE needs to develop a well-structured response capability for oil spills and other incident responses under the Clean Water Act.	BSEE has an incident response authority under the National Contingency Plan and the National Response System. However we do not have any policies, program leads, or idea about how to respond. Our current processes are random and slip-shod at best.
46	INCs	1. Regional managers and section chiefs rescinding INCs (against regulations) with no factual evidence or concrete documentation to support from the lessee.	Behavior undermines the concept of "subject matter experts" in dedicated fields.

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47	Inspection and Enforcement	<p>1. BSEE Inspection and Enforcement Program Review and Certification - BSEE will submit its inspection and enforcement program to robust third party review</p> <p>2. Risk-Based Inspection Evaluation - BSEE will determine the industry's enterprise risks and utilize these to evaluate BSEE's risk-based inspections program</p>	<p>BSEE's inspection and enforcement program has been attacked in the U.S. Courts. BSEE's program has never been certified by third parties.</p> <p>GAO has cited BSEE's poor performance on a pilot program for evolving to a risk-based inspection program.</p>
48	Investigations	<p>1. Ensure that investigations are conducted as regulatory and not "law enforcement" operations.</p>	<p>The BSEE Investigation Handbook was written without any input from employees in the Districts. In my opinion this document has become a law enforcement document and not regulatory like it was first intended. I believe we should go back to our regulatory roots.</p>
49	MOUs/MOAs	<p>1. MOU/MOA Review - BSEE will review all MOUs/MOAs with special attention on those accelerated into existence in 2016.</p>	
50	National Programs	<p>1. Oil Spill Preparedness Review - BSEE will review its current program for adequacy.</p> <p>2. Environmental Compliance Review - BSEE will review its environmental compliance program for adequacy.</p>	
51	National Programs	<p>1. Establish a formal program evaluation program to ensure changes and policies are implemented and working... beat GAO and OIG to the punch to control our own destiny and provide a vehicle for cross organizational learning and collaboration.</p>	<p>Research best practices.</p> <p>Develop strawman protocols and procedures.</p> <p>Share and collect comments.</p> <p>Finalize.</p> <p>Utilize and incorporate with annual priority risk assessments effort.</p>
52	National Programs	<p>1. Suggest maintaining National Program structure using the Oil Spill Preparedness Division as an example to emulate where the program leader is in HQ but all analysts sit in GOMR. The team is high-functioning and high-performing and should serve as an outstanding example of success with the model.</p>	
53	National Programs	<p>1. Dissolve National Program model.</p>	<p>(Investigations, Enforcement, Inspections, Permitting, SEMS, etc. - HQ/Sterling not equipped with oilfield experience or knowledge to lead these programs.</p>

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54	OCS Operations	<ol style="list-style-type: none"> 1. Develop/understand policy re: pipelines. 2. Reinstate incentive program for shallow water operations. 	<p>1. There are areas in the Gulf where pipelines are failing and pipeline companies are refusing to repair. I don't know the legal aspect, but these pipeline companies have been paid for many years to transport. Due to the pipeline company refusing to make repairs, the oil and gas companies are shutting in facilities and in the process of removing them. In our district alone we are losing roughly 20 platforms due to one pipeline because of this issue.</p> <p>2. Prior to the previous President, certain incentives were given to oil and gas companies to drill on the shelf in shallow waters. If incentives would bring back new facilities on the shelf, would that be enough to reinstate the previous incentives? I believe by working with companies in this way it may be enough to start some sort of growth in our area.</p>
55	Operator Recognition	<ol style="list-style-type: none"> 1. Official recognition of good actors offshore - i.e. operators. 	<p>Define good behavior metrics.</p> <p>Collect data of safe operations</p> <p>Track performance</p> <p>Reward behavior that we want repeated.</p> <p>With careful diligence, I think BSEE can recognize safe operations and mitigate PR risk. Basic psychology, any behavior rewarded will be repeated (good or bad). Our performance based program SEMS would be a good avenue to select candidates for recognition.</p>
56	Policy and Reg Review	<ol style="list-style-type: none"> 1. Policy Identification and Gathering - BSEE will conduct an inventory of BSEE's policies in order to ensure consistent application of rules and regulations. 2. Contractor INC Policy Review - BSEE will conduct a specific review of the contractor INC policy given litigation against the agency and concern for ineffectiveness. 3. Regulatory Review - BSEE will identify burdensome regulations and rules in accordance with Presidential and Secretarial Orders. 	
57	Regs	<ol style="list-style-type: none"> 1. Update pipeline regulations 	An updated version has been created, but was tabled.
58	Regs	<ol style="list-style-type: none"> 1. Adjustment of the regs to allow for 21-day BOP testing 	<p>Per API Standard 53, 4th Ed, Section 7.6.5.4.1d, pressure testing frequency for BOPs is recommended not to exceed 21 days, excluding BSRs. As such, utilizing 21 day testing would bring our regulations more in line with recommended industry standards. In addition, per CFR 250.198(g)(63), API Standard 53, 4th Ed is already incorporated into our regulations, so adoption of its practices has prior precedence. Finally, operators have made the argument that excessive testing wears the BOP components, thereby increasing failure frequency, so utilizing this longer testing interval (versus the agency's currently required 14 day testing interval) could help mitigate this safety concern.</p>

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59	Regs	1. Put the "E" in SEMS	<p>Review and analysis of RP75 (API) and ISO 14000</p> <p>ECD and SEMS/OORP working group</p> <p>Design COA</p> <p>Pilot - feasibility test</p> <p>Publish results</p> <p>Publish policy</p>
60	Regs	1. Approve CFR Subpart J regs.	This process has been ongoing for 27 years, and regs remain unclear/contradictory.
61	Regs	1. Rewrite the regulations on data and information to be made available to the public (30 CFR 250.197). Terms are defined in 30 CFR 250.105 and are vague, ambiguous and contradictory to other parts of 30 CFR, OCSLA and FOIA statutes.	I have been told for the last 20 years that it takes years to change regulations. If you don't ever start, it takes forever.
62	Regs	1. New regulations need to be evaluated for validity and necessity as the previous administration implemented without consideration of either.	
63	Regs	1. Consistency enforcing the regulations across the Gulf.	Remove Standard 53, API RP75, places an added burden on industry. Rewrite Subpart D, E, and F, and do away with the drilling rule altogether.
64	BSEE-BOEM Merger	1. If a BSEE-BOEM merger is imminent, strategic functions from both bureaus should collaborate and work together to formulate strategies and programs now so they are ready to implement when a merger is complete.	
65	BSEE-BOEM Merger	1. Combine BSEE and BOEM.	
66	BSEE-funded research	1. End TAP (Technology Assessment Program) research funding.	<p>This should be industry function.</p> <p>TAP takes too long to be useful.</p> <p>Hire the people we need to make determinations, not turn to TAP as solution.</p>

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67	BSEE-funded research	1. Only conduct/fund research if it is leveraged with industry funds.	<p>Make determination that Industry will be adopt research if it has been involved from the start. Our research is mostly people telling us what we already know.</p> <p>Inform all BSEE staff that going forward all research must have an industry partner. If industry is involved, they may use.</p> <p>Set a quantifiable metric for industry involvement, such as 50% of funds or in-kind support must come from one or more industry partners. Create partnerships, not us telling them "ADOPT THIS!"</p> <p>Begin new research standard at start of new fiscal year. Fits Director's "and" approach.</p>
68	Budget	1. Budget Review - BSEE will review the budget to identify potential concerns and opportunities to save resources.	
69	Budget/Costs	1. Cut costs - we have half the work today that we we had 10 years ago, and BSEE and BOEM have grown too much.	<p>Cut personnel through attrition and reevaluate the necessity of some positions.</p> <p>Cut redundant training.</p> <p>Reevaluate telework agreements.</p> <p>Reevaluate the necessity of some new sections/programs.</p> <p>Focus on OCSLA.</p> <p>Cut inspector meeting frequency.</p>
70	Bureaucracy	1. Make bureaucracy adapt to the needs of the solution.	<p>Don't allow bureaucracy to stand in the way of what needs to be done.</p> <p>Don't shape solutions around the limitations of bureaucracy.</p>
71	Communication	<p>1. Communication! Between HQ + Regions, between Regions + Districts, between BSEE + industry.</p> <p>Honesty, respect and communication seem to be the biggest issues.</p>	
72	Communication	1. Improved communication	<p>Poor communication w/ (?) investigators</p> <p>Need more comms meetings w/ Region</p>
73	Coordination	1. Coordinate Houston and Region technical resources.	

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74	Coordination	1. Consistency: there has always been talk about consistency among the districts but there are still many inconsistencies in regards to inspection and enforcement throughout the districts. Companies always tell us how different it is among districts.	
75	Coordination	1. Engineering Technology Assessment Center (ETAC) should report to the GOM in lieu of OORP.	Present structure does not make sense. This group needs to support the actual work with specialists that can only be found in the Houston area.
76	Coordination	1. Consistency from District to District and across regions needs improvement.	
77	Data Management	1. Hold a "data summit" meeting to include district, regional, and HQ staff (ideally, this would take place annually)	<p>To share information about our respective data quality and accessibility issues</p> <p>Focus our programmatic issues, rather than IT issues, although IT will certainly need to be included in the discussion</p> <p>Assess our information needs that are currently not being addressed</p> <p>Prioritize issue and set up a process for addressing them that includes offices and staff at all levels</p> <p>Coordinate these activities with the current data stewardship initiative to the extent practical</p>
78	Data Management	<p>1. Improve data quality within TIMS and NCIS</p> <p>2. Merge TIMS and NCIS</p>	
79	Decision-making	<p>1. Not timely</p> <p>2. Why always made in Sterling?</p>	
80	District Management	1. Create consistency among districts.	
81	District Management	1. Districts to work more efficiently	<p>Large districts should have 2 administrative assistants (ASA) - 1 well ops and 1 production ops.</p> <p>Maybe a vacant position can be converted to an additional ASA position.</p>
82	Efficiency	<p>1. Don't spend money just because we have it.</p> <p>2. Need improved ability to deal with poor performers.</p>	<p>1. E.g. Technology Center <-- what do they do?</p> <p>2. Not much help from BSEE HR.</p>
83	Excessive Administration & Training	1. Minimize "tail wagging dog."	Mandatory training and complicated systems contribute to government waste. Examples include: Concur travel system, FMBS purchasing system, carpool and fitness reimbursement training, etc.

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84	Experience	1. Hire engineers with previous oilfield experience.	We have some engineers that were hired with NO oil industry experience and were not properly trained before giving approvals. Industry has more experienced engineers than we do. Evaluate our engineers and give them the proper training - it looks bad when we are telling industry what to do when they know more than us.
85	Hiring Process	1. New hires waiting to come aboard with much experience.	
86	Intra and interagency communication	1. Bring all parts of BSEE together to solve major communication roadblocks.	Total lack of communication.
87	Industry	1. Be friendlier to industry.	We are creating an atmosphere that makes it too hard for companies to operate - too many civil penalties, charging too much for service, taking too long for approvals - all of which hurt the oil industry in the Gulf.
88	Inspection and Enforcement	1. Nomex gloves. 2. Allow us to continue to wear low top shoes. It is very hard to swim in boots.	
89	Inspection and Enforcement	1. Investigate how inspection fees are being handled in POCSR and how inspections are not performed per BID, or mislabeled to avoid operator's paying fees.	
90	Inspection and Enforcement	1. Revise inspection program/processes.	Toughbook inspection program is horrible, not user friendly allowing for mistakes to be made, ultimately bringing down inspection process.
91	Inspection and Enforcement	1. Increase the number of fuel stops in the Gulf of Mexico (let us use PHI stops).	
92	IT	1. Give BSEE more control for ePermitting	Current timeframes and product is dictated by GDIT (GDIT may be referring to an IT contractor, probably General Dynamics Information Technology)
93	IT	1. Better IT support for programs. 2. Better in-house IT training (e.g., for Access queries).	Mentions: TIMS, Microsoft Access database, TIMSNCIS, program updates & modifications.
94	IT	1. Improve IT	More value is placed on the Project Managers than on the IT staff causing poor decision on software approach to take. IT Management seems to have been beat down and doesn't take action on suggestions from their team (staff). The attitude is I understand what you are saying but it is out of my hands. There is no team of government staff. It is almost like I have work and if I tell you about it you might take the work away from me.

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95	IT	1. Address Contractor Issues in the IT department	<p>There are limited contract vehicles, which is not uncommon in government agencies, and the quality of the work produced by the contractor is substandard.</p> <p>The contract management does not follow or require their staff to follow the defined methodology identified in the contract. Some of this is because their staff is constantly changing and often times an existing employee is selected to fill a vacancy without giving them any direction on their new role.</p> <p>The government is not effectively requiring the contract staff to adhere to the methodology identified in the contract.</p> <p>Contractor is not held to any deadlines. They have no consequences. Even though the contract is time and material there are still actions the Project Management Staff should be taking to identify resources that might not be performing to their skill level.</p> <p>Culture of the contacting staff seems be that the government IT staff is a hindrance to the contractors completing their work.</p>
96	IT	<p>1. Develop a government staff with the skills to maintain the IT Systems.</p> <p>2. Create a program that brings entry level IT professionals into the department and give them jobs that will help improve the knowledge of the government staff and promote staff that is knowledgeable of OCS.</p>	IT staff is all senior employees.
97	IT	<p>1. Define the appropriate contractor/government mix within the IT Department.</p> <p>2. Put more of the responsibility on the Government.</p> <p>3. Contract smaller amounts of work per call order.</p>	<p>Age old problem that swings back and forth and outsourcing more work will probably become the norm.</p> <p>Currently quality is suffering due to the current push to give the contracting staff almost total freedom to do what they like.</p>
98	IT	1. Require FAC - P/PM certification for IT staff appointed as project managers on IT Acquisitions.	
99	IT	1. Give IT department more resources.	<p>E-inspection still has problems; we need to get it perfected.</p> <p>ToughBook computers are not the best tool for inspections; replace ToughBooks with laptops when need replacing.</p>
100	IT	1. IT support for E-Inspections.	
101	IT	1. Total revamp of our current computer system, Toughbook (e-inspection), TIMS, District menu and NCIS.	Problems stem from all these different programs being unable to efficiently communicate together resulting in false information.

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102	Meal Rule	1. Waive meal rule during emergency ops. Ex: Blowout and working in operators office must get meals when possible.	
103	Mission Statement	1. Mission statement review - BSEE will review its current mission statement in order to incorporate the national needs of energy production, energy security, and job development.	OCSLA requires the OCS to be developed in accordance with competition and national needs: yet the BSEE mission statement fails to recognize this. Review the previous DOI document for reference to national needs.
104	OORP Research Failing	1. It is not working.	<p>Wrong topics chosen.</p> <p>Grantees just regurgitate information they received from BSEE SMEs.</p> <p>Research hard to access by employees.</p> <p>Money could be better spent elsewhere.</p>
105	Organizational Culture	1. Strive to establish a high-performing culture to maximize employee productivity and organizational performance.	<p>Develop work culture expectations statement.</p> <p>Share with Leadership Team for input and buy-in.</p> <p>Disseminate to all employees.</p> <p>Train all managers and leaders on culture.</p> <p>Hold accountable for walking the talk.</p> <p>Include culture words in "Signs of Change."</p>
106	Organizational Culture	<p>1. Eliminate or change the culture of federal employment by eliminating the bureaucratic process for firing non-committed employees.</p> <p>2. Create an environment that supports an offensive team and lessens the burden of simply meeting the numbers game daily.</p>	
107	Overtime	1. Give inspectors more opportunity to work overtime.	
108	PINC Team	1. Create formal, designated PINC Team.	Putting a handful of supervisors together once a year doesn't do it justice.
109	Processes	1. Process Timeline Budget and Computer Alarms - BSEE will review each of its permit types, identify each step in the process, and assign a time limit for each step. BSEE will use technology to alert failures with alarm reports.	

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110	Processes	1. Establish governance structures and protocols to ensure coordinated bureau wide effort and consistent decisions to enhance collaboration, communication, and assure institutional control and oversight can be exhibited.	<p>Research best practices.</p> <p>Develop goals and objectives for governance.</p> <p>Develop strawman protocols and procedures.</p> <p>Share and collect comments.</p> <p>Finalize and implement.</p> <p>Connected and informed by existing and future communities of practice.</p>
111	Public outreach	1. Improve public relations	Streamline issuance of news briefs and other outreach materials - they get bogged down in the approval process.
112	Reorganization	<p>1. Reassign Houston engineers (ETAC/Houston Engineering Technology Center) to report directly to GOM Region Director.</p> <p>2. Tell API what needs to be resolved, not BSEE's job to resolve issues.</p>	Sterling and Houston hires not currently connected to industry, not helping mission.
113	Restore old NTL Process	1. Restore process of issuing NTLs in order to help industry understand what technology or process - one that is not in the regulations - is approved, after it has been approved for a particular project via Alternate Compliance or Departure.	The old process worked well, should be brought back.
114	Research	1. Research funds need to be spent on research that will actually benefit the agency. This means finding experts to do the research instead of Argonne who just asks our own SMEs for assistance and documents our work. Research also needs to be distributed to all.	
115	Restore Old NTL Process	1. Old NTL process worked well, but someone in Sterling changed it.	<p>Approximately 50% of issues are not addressed in regulations.</p> <p>We had a system that worked, return to it.</p> <p>BSEE has to find a better way to let industry know agency positions on critical issues.</p>
116	SCAMP	<p>1. Seafloor Monitoring and Compliance Program (SCAMP) appears to suffer from a lack of leadership support.</p> <p>2. SCAMP's Scientific Diving Program has been suspended since September 2015. The team is eager to resume operations, but leadership has not yet approved this action.</p>	Request that the Director meet with the Office of Environmental Compliance in the GOMR to discuss these programs.
117	Scheduling	1. Have inspectors plan own scheduling.	Currently supervisors manage scheduling; inspectors have no idea where they will be going until the morning of.

#	Issue	Goals/Action Steps	Notes/Comments
118	SEMS	1. Implement SEMS inspections into districts. 2. Train inspectors on SEMS elements.	
119	SEMS	1. Add SEMS "specialists" to districts; one in Production & one in Well Operations. 2. Upgrade inspector role <in SEMS>	
120	Staffing	1. Organizational Chart Realignment - The organizational chart will be remodeled and updated. 2. Human Capital Review - BSEE will examine its employee count to compare against 5-year needs, and examine opportunities to relocate DC-based personnel to field offices to improve service.	
121	Staffing	1. Movement/recruitment of SMEs to the Houston, TX area	Positions related to policy or technical expertise should be more concentrated in the Houston, TX area. Houston is arguably the center of the global energy industry - locating decision-makers in this area would provide better access to industry and an experienced labor pool, and potentially shorten response times between BSEE and industry, in both directions. Potential cost savings due to lower COL versus Washington, DC.
122	Staffing	1. Re-organize Field Operations Pipeline Section in Elmwood Towers in New Orleans.	Suggest dividing the section in two parts, specializing in Lease Term applications/issues and Right-of-Way applications/issues.
123	Staffing	1. More E-Inspection support staff.	Hire more people and pay what they're worth.
124	Staffing	1. Open Pensacola district office and grow development of offshore Florida.	Develop dry gas production first.
125	Telework	1. Allow BSEE Gulf Staff to work one day per week in Houston Office	Allows interaction with Houston Engineering technology Center (formerly ETAC) Allows interaction with Industry Currently not allowed, employees told to use leave.
126	Telework	1. Greater access to telework in BSEE.	Telework is discouraged in BSEE GOMR
127	Telework	1. Allow teleworking for all eligible employees.	
128	Telework	1. Eliminate telework.	It's a scam justifying HQ bad behavior.

#	Issue	Goals/Action Steps	Notes/Comments
129	USCG	1. Reduce USCG's sphere of influence on our agency.	Since DWH, they have attempted to embed themselves into almost every aspect of our agency. Problem is that their people are only temporary and we spend way too much time training them on oilfield operations, only for them to move on to other non-OCS operations.
130	Vital Statistics	1. Vital Statistics Identification BSEE will nominate and select categories of vital statistics that when measured and managed can help the organization achieve its mission	BSEE currently has no vital statistics identified.
131	Work Hours & Overtime	1. Review timesheets and policies regarding overtime to ensure fairness to all staff.	Will there be consistency between regions and oversight of internal procedures such as BIDs?
132	Inspector Safety	1. Allow inspectors true "safe work authority." 2. Allow inspectors to not fly without repercussions or intimidation from supervisors. 3. Establish a safety program for inspectors.	We have no real, effective safety protocol.
133	Crisis Communication	1. Complete Crisis Plan/Training/Rehearsal 2. Prepare Draft Crisis Management Plan 3. Schedule and obtain funding. 4. Conduct rehearsal/exercise 5. Conduct After-Action Review 6. Revise Plan 7. Publish Plan	We're 7 years since Macondo and we have not had a <crisis> plan or Rehearsal
134	Employment/Hiring	1. Employment-Related Practices Training - BSEE will develop and conduct training on employment-related practices.	BSEE has been informed by Solicitor's office of numerous claims and allegations related to employment that could be mitigated with training.
135	Ethics	1. Ethics and Integrity Review - BSEE will review its current plan for adequacy.	
136	Inspector Advancement	1. Better training of inspectors. 2. Allow inspectors more upward mobility	Would improve morale. Today's inspectors are different than 10 years ago; want to move to other opportunities.
137	Technical Expertise	1. Technical expertise needs to be developed. This means we may need to work with industry to gain an understanding of what they do.	

#	Issue	Goals/Action Steps	Notes/Comments
138	Training opportunities	<ol style="list-style-type: none"> 1. Restructure Offshore Training Branch class offerings in order to reinstitute Level (1-4) training qualification achievement. 2. Improve coordination and communication surrounding temporary duty assignments (TDYs). 	<p>The level system creates identifiable/measurable training benchmarks to meet position requirements; also establishes substantive career goals and a progression/path - can be referred to for mid-year and annual performance evaluations.</p> <p>Communication mechanisms to facilitate TDYs are insufficient Updates to contact lists and cooperative scheduling process would be helpful, and these resources should be available on the Pipeline.</p>
139	Training opportunities	<ol style="list-style-type: none"> 1. Create a Learning and Development function that houses the leadership development program as well as technical training. As a centralized function, this would ensure consistency of service delivery and also access to all. 	
140	Training opportunities	<ol style="list-style-type: none"> 1. More job-specific training. 2. Training on more regulations and BID. 	
141	Training opportunities	<ol style="list-style-type: none"> 1. Further education programs. 2. Better training budget. 	
142	Training opportunities	<ol style="list-style-type: none"> 1. Establish a training process specific to an employee's experience, skills & knowledge. 2. Differentiate training for new employees vs. those with 15-30 years experience. 3. Offer in-house and online training as a way to personalize and reduce costs. 	
143	Training opportunities	<ol style="list-style-type: none"> 1. More training. 	<p>There should be more training for new hires (engineers). Training should be modeled more like the industry where they are given extensive training before beginning their work.</p>
144	Training opportunities	<ol style="list-style-type: none"> 1. Develop new hire (young professional) training. 	<p>This can be accomplished by branching out the limited DOI internal training courses to the well-rounded industry training courses.</p> <p>Also this can be achieved by increasing the required training hours from 32 hours/year to 80 hours/year.</p> <p>Also have the possibility of employees being able to choose their required training with manager approval.</p>
145	Training Opportunities	<ol style="list-style-type: none"> 1. Leadership development and programs 	

#	Issue	Goals/Action Steps	Notes/Comments
146	Training Opportunities	1. Future development of training for inspection personnel throughout the districts.	Once trained, hold inspectors to a higher standard with more areas of responsibility.
147	Training Opportunities	1. Develop and conduct training on TIMS, TIMS WEB, TIMS NCIS, eWell, 30 CFR 250.	
148	Budget/Costs	1. Cut wasteful spending.	<p>Close down the measurement group in Lafayette.</p> <p>Re-evaluate the helicopter contracts throughout the districts.</p> <p>Build a training program geared toward BSEE - 90 percent of inspector training is geared toward industry.</p> <p>Cut/combine management, engineer, and petroleum engineering tech positions.</p> <p>Eliminate telework, as it is frequently abused.</p> <p>Purchase vans for BSEE use rather than leasing from GSA.</p>
149	Inspections	1. Focus on quality of inspections rather than meeting quantity goals.	
150	Technical Expertise	1. Ensure that engineering staff is qualified.	Some engineers with approval authority have no knowledge of regulations.
151	Schedule	1. Require core hours of all BSEE employees.	
152	Discipline/Termination	1. Create simpler process for removing non-performing employees.	The difficult process for termination has led to supervisors turning a blind eye to poor performance.
153	Compensation/Benefits	1. Increase pay/awards/incentives for top performers. Current GS pay scale is flawed and does not effectively compensate top-tier talent.	<p>Current GS pay scale is flawed and does not effectively compensate top-tier talent... Minimal promotion potential and long waiting periods between step increases are demoralizing and encourage complacency/bare minimum effort.</p> <p>BSEE would also benefit from empowering managers to reprimand or terminate problem or sub-par employees.</p>
154	Regs	1. Revise Well Control Rule.	<p>The new rule was poorly rolled out with minimal comments accepted from industry and also from the Districts. As District personnel, we were left to attempt to answer new regulatory questions from industry with little or no guidance from HQ.</p> <p>Some of the new rules are very poorly worded and don't even make sense.</p>

#	Issue	Goals/Action Steps	Notes/Comments
155	HR Policies	<ol style="list-style-type: none"> 1. Re-evaluate HR policies for practicality, relevance, and if they are truly in the spirit of the "work life balance concept." 2. Conduct an unbiased employee survey via contractor and get recommendations. 	<ol style="list-style-type: none"> 1. Work hours policies unclear. HR staff don't understand their own policies. Suggest an external (contractor?) analysis of the impact of the Herndon-to-Sterling office move. 2. An unbiased look at the current policies and those of other agencies would help determine if policy changes are warranted.
156	Schedule	<ol style="list-style-type: none"> 1. Change office hours/make more flexible. 2. Assess the impact on employees incurred from the (Herndon-to-Sterling) move, including additional commute time and 30 min lunch. 3. Implement a real maxiflex schedule. 4. Allow regular work hours on Saturdays with supervisor approval. 	<ol style="list-style-type: none"> 1. Current rules favor those who want to come in early and leave early, making no accommodation for those who must stay late to work with BSEE offices in other time zones or who require dependent care and cannot start the day as early. Both on-site and telework employees should have broader work hours options. 2. Increased commute times and distance from affordable food options for lunch have impacted some employees' ability to work reasonable hours. 3. As long as core hours are met and employees complete 80 hours in each pay period, is there a defensible reason a true maxiflex schedule is not available at BSEE? 4. Allowing the flexibility to complete one's work (as regular 010 hours) on a Saturday if unexpected circumstances arise during the week (such as a sick child) would both help ensure BSEE mission-critical work is done and be a better implementation of "work life balance."