

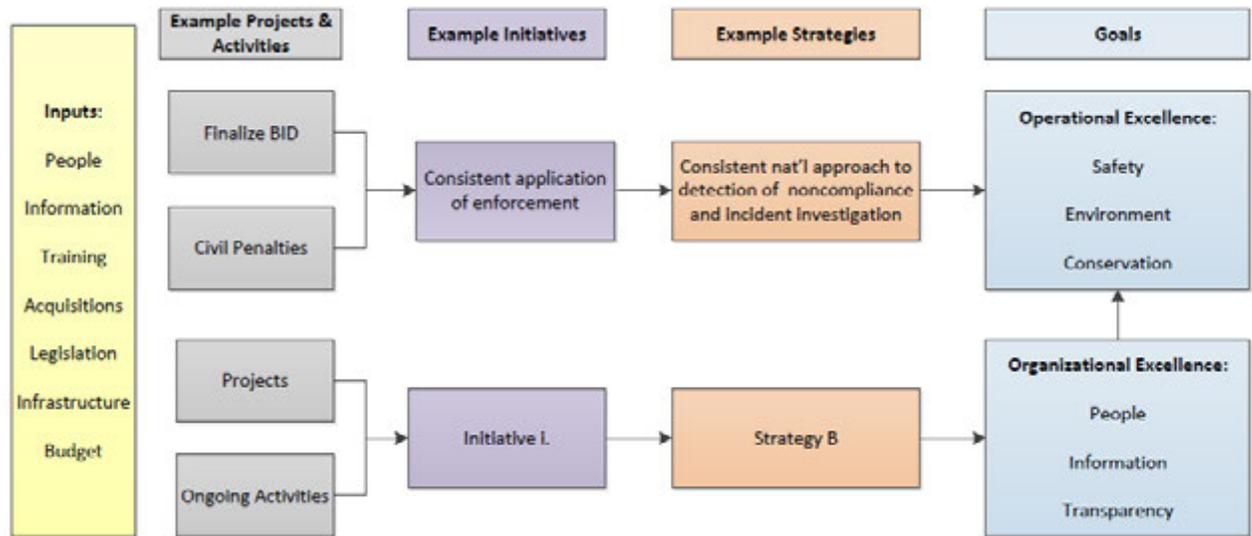
**Bureau of Safety & Environmental Enforcement
FY 2016-FY 2019 Strategic Plan**

I. Background

In 2012, the Bureau of Safety and Environmental Enforcement (BSEE) released its first strategic plan. The FY2012-FY2015 strategic plan reflected BSEE's position as a newly formed bureau. This FY 2016-2019 Strategic Plan focuses on maturing the bureau in both its operational (outward facing) and organizational (inward facing) efforts. This focus supports the Department of the Interior 2014-2018 Strategic Plan's goals to "Secure America's Energy Resources" and "Build a 21st Century Workforce."

BSEE's FY 2016-FY 2019 Strategic Plan was developed through a collaborative process that included a bureau-wide working group with staff from all levels of the organization and input from senior leaders from across the organization. The Plan identifies six strategic goals: three operational excellence goals that encapsulate BSEE's core functions including inspections, permitting, investigations, enforcement and preparedness, among others; and three organizational excellence goals focused on BSEE's internal capacity to execute these functions. BSEE has also identified supporting cross-cutting strategies and initiatives that demonstrate the bureau's commitment to taking specific actions to achieve its goals. Ultimately, our operational and organizational excellence goals, strategies, and initiatives work together to help us achieve our mission.

The visual on the following page illustrates how the various components of the Strategic Plan fit together. On the left in yellow is a list of inputs which represent the resources that BSEE needs to accomplish its mission. To the right of the inputs in grey are projects and ongoing activities. Projects represent specific steps that will be taken within a determined time period to achieve initiatives, strategies, and goals. Ongoing activities represent the core routine work performed by each office within BSEE. Ongoing activities are critical to maintaining the bureau's operations on a daily basis. However, not all ongoing activities are detailed in the Strategic Plan as the Plan's purpose is to establish BSEE's vision for its future state and to lay out a roadmap to achieve that future state. This roadmap consists of initiatives (in purple), strategies (in orange), and goals (in blue). Initiatives represent multiyear cross-functional efforts that contribute to the achievement of a strategy. Strategies represent broad approaches for use during the application of the Plan that move BSEE towards reaching its visionary future state. Goals describe BSEE's aspirational vision for its future state and define what BSEE hopes to achieve during the Strategic Plan time period.



II. Mission, Vision and Principles

- Mission: To promote safety, protect the environment and conserve resources offshore through vigorous regulatory oversight and enforcement.
- Vision: Fostering an agile, trusted, and collaborative organization dedicated to reducing risk offshore.
- Principles: Clarity, consistency, predictability, accountability.

III. Operational Excellence: Goals, Strategies and Initiatives

BSEE's core functions cut across our three operational goals. These core functions are the foundation of BSEE's work and include permitting, inspections, investigations, enforcement, and preparedness –all of which support safety and environmental protection. Many of the strategies laid out below support multiple operational goals and are therefore not categorized by goal.

Operational Excellence Goals:

- **Safety:** We reduce risk to those working offshore by advancing a culture of safety that encourages industry to go beyond baseline regulatory compliance.
- **Environment:** We promote environmental stewardship through integrated prevention, compliance, and preparedness activities.
- **Conservation:** We actively identify and pursue opportunities to improve oil and gas recovery and ensure accurate production measurement.

Strategies and Initiatives to Achieve These Goals:

A. Ensure consistent, national approach to detection of noncompliance and incident investigation.

- i. Use dynamic tiered approach to investigations to increase BSEE's capacity to identify and reduce unsafe conditions offshore.
- ii. Develop and follow procedures to apply enforcement actions consistently to specific violations.
- iii. Maintain active dialogues with operators and contractors pertaining to offshore performance via Annual Performance Reviews, Operations Review Meetings, and other meetings as necessary.

B. Examine the full life cycle of offshore operations and adapt to changing conditions.

- i. Improve decommissioning cost estimation methodologies.
- ii. Evaluate options to revise BSEE's approach to measurement inspections.
- iii. Assess ways to improve ultimate resource recovery.
- iv. Expand our renewable energy program to address the safety and environmental implications of this emerging offshore industry.
- v. Employ various methods to evaluate an operator's ability to perform operations on the OCS in a safe and environmentally sound manner.

C. Further incorporate risk-based decision making into our core safety functions.

- i. Supplement mandated inspections with additional risk-based inspections.
- ii. Improve the quality and increase the application of SEMS audits, and integrate them into existing oversight mechanisms.
- iii. Continue to incorporate appropriate standards, including Best Available and Safest Technology (BAST), and science-based decisions into BSEE's regulations.

D. Rigorously enforce all environmental protection and oil spill preparedness requirements.

- i. Meet all National Environmental Policy Act (NEPA) coordination, environmental consultation, and regulatory coordination needs for BSEE permitting programs.
- ii. Verify that operators comply with environmental requirements through inspections, activity monitoring, and review of reports on completed activities.
- iii. Apply preparedness verification program policies and procedures involving spill plan reviews, equipment verifications, unannounced exercises, and enforcement actions uniformly across all regulated Federal and state offshore facilities.

IV. Organizational Excellence Goals, Strategies and Initiatives

BSEE's organizational excellence goals support the bureau's ability to execute its operational goals. BSEE will be able to better achieve its mission by retaining and hiring engaged and qualified staff, and using transparent and consistent processes and quality information in decision making. Many of

the strategies listed below cut across the three organizational goals to support organizational excellence.

Organizational Excellence Goals:

- **People:** We are an employer of choice: we value, engage, and support our people so they can excel.
- **Information:** We consistently collect, analyze, and use quality information to drive decision making.
- **Transparency:** We promote transparency through processes that ensure consistency, efficiency, accountability, and collaboration.

Strategies and Initiatives to Achieve These Goals:

A. Collaboratively generate nationwide policies, procedures, Notice to Lessees (NTLs), and regulations among headquarters and the regions.

- i. Implement the national program manager model by focusing on priorities identified in the 2015 national program realignment and using lessons learned to establish new national program priorities.
- ii. Prioritize rulemaking through a transparent process that encourages and requires collaboration across the bureau.
- iii. Transition to permanent and consistent development and implementation process for nationwide policies procedures NTLs, and regulations.
- iv. Use and share research results to inform bureau policies, guidance, and practices in coordination with our regulatory partners.

B. Improve engagement with employees to foster culture of collaboration within BSEE.

- i. Further define and communicate roles and responsibilities of all BSEE offices.
- ii. Foster intra-bureau interaction and team building through details among headquarters, regional and district offices to enhance collaboration and trust and minimize barriers to productivity.
- iii. Implement an internal communications approach that encourages dialogue and sets expectations for sharing accurate and timely information.

C. Develop and sustain a well-trained, high-performing and diverse workforce.

- i. Continuously assess critical training needs and ensure appropriate technical and leadership training is provided.
- ii. Utilize recruitment and retention incentives, and alternative appointment authorities to obtain a highly skilled workforce.
- iii. Ensure that processes are in place to recruit, motivate, train, and reward the BSEE workforce in accordance with merit system principles and federal regulations.
- iv. Develop and implement diversity and work-place environment programs that promote a diverse and inclusive workplace.

D. Maintain productive relationships with the Department, key departmental Bureaus and offices, other government agencies, Congress, our international partners, tribes, and non-governmental stakeholders.

- i. Periodically review efficacy and implementation of current Memoranda of Understanding/Agreement (MOUs/MOAs) and interdependency documents.
- ii. Collaborate and coordinate with BOEM on all areas of shared responsibility.
- iii. Deploy BSEE's full range of communication tools and technology including publications, social media, exhibits and the public website.

E. Enhance BSEE's decision making through the collection management, and analysis of high quality information.

- i. Implement a data stewardship program to establish comprehensive data management, quality, and release practices.
- ii. Conduct and sponsor leading-edge research to address identified knowledge gaps.
- iii. Promote and enhance testing, research, and training capabilities of existing BSEE institutions including the Ohmsett National Oil Spill Response Research and Renewable Energy Test Facility and the Engineering Technology Assessment Center.
- iv. Integrate Enterprise Risk Management and the Business Intelligence tool into bureau-wide decision making.
- v. Ensure proper documentation of decision making.

F. Deliver high-quality administrative services and products to internal and external customers.

- i. Drive the continued modernization of IT and information management processes and infrastructure to effectively support our customers missions.
- ii. Maintain strong management control practices that support an effective financial management environment.
- iii. Build strategic relationships with customers to ensure we understand their business needs.
- iv. Develop and maintain effective reporting practices that provide transparency into administrative operations.