



Introduction

To better fulfill our mandates from Congress and DOI and to guide our decisions toward the accomplishment of our mission, we embarked on this strategic planning effort. The BSEE FY 2012-2015 Strategic Goals focuses what we do through two strategies that will improve our ability to create a robust, innovative, and stable regulatory system so that exploration and development of the Outer Continental Shelf (OCS) will be conducted safely.

In the development of this strategy, we have considered not only our strengths, challenges, and recommendations from our external stakeholders, but also the history and journey of our predecessors. The *Deepwater Horizon* disaster was the catalyst for the development of our bureau, one we continue to learn from. The OCS is a complex environment with many challenges as well as the potential to contribute to our energy future. In this plan are strategies that will position us to respond to today's challenges and prevent tomorrow's disasters.

Our collective goals include instilling a stronger sense of safety and environmental responsibility among operators, while promoting compliance with regulation. We face the challenges of keeping pace with technological and process innovations from operators and equipment manufacturers as well as developing analytic tools that will enable us to compare, assess, and identify risks earlier. To achieve our goals and overcome these challenges, we need to build upon the skills of everyone at BSEE while also recruiting and retaining the best talent. We must develop performance metrics that measure our results. We must consistently communicate our progress.

We are privileged to have tremendous assets to achieve our mission. Our staff has a strong commitment to common values and service to the public. We have the support of elected and appointed leaders. Operators are taking action to reform their safety practices and are working with us and other federal leaders to develop and embrace safety cultures.

These goals provide the context and strategies that should enter into all decision-making for BSEE, guide the allocation of resources, and provide a basis for measuring BSEE's performance.

BSEE FY 2012-2015 Strategic Goals at a Glance

Mission

BSEE works to promote safety, protect the environment, and conserve resources offshore through vigorous regulatory oversight and enforcement

Vision

We will expand our role as a world leader in safety and environmental stewardship. With innovative regulatory approaches and appropriate collaboration with industry, we will foster a culture of risk reduction and compliance among operators that results in reducing the risk of accidents and spills and an enhanced ability to respond to those that do occur with prompt and appropriate regulatory action. We will serve as a model for other regulatory agencies and international peers and attract the best graduates and experts in engineering and technology through our unrivaled training and expertise.

Values

- **Integrity:** We are committed to exemplifying objectivity, fairness, consistency, thoroughness, and honor in all of our actions.
- **Excellence:** We are committed to maintaining the highest standards of performance in our individual and collective actions.
- **Public Service:** We are committed to never forgetting that it is the public whom we serve and whose trust we must work to maintain.
- **Innovation:** We are committed to being relentless in searching for and adopting new and progressive ideas to further enhance safety, environmental protection, and conservation of resources.

What are a strategic goals and why is it important that BSEE have them?

Strategic goals give everyone a roadmap to use making decisions to achieve the missions of an organization; it guides the organization's focus and priorities. Goals help ensure that all employees are working toward the same missions, visions, and objectives. To use a metaphor, strategic goals ensure that every player is playing from the same game plan. These strategic goals are the result of a planning process that included a review of legacy documents, industry reports, and input from senior leadership on the challenges facing BSEE. The BSEE senior leadership team validated and updated our mission, vision, goals, and strategies.

What do these goals mean for me?

Focusing on these goals, you can connect the work you do every day to the overall BSEE organization. You can see how your work contributes toward achieving the vision of expanding our role as a world leader in safety and environmental stewardship. You should also be able to explain how the work you do every day contributes toward achieving one or all of our bureau's strategic goals.

BSEE FY 2012-2015 Strategic Goals

Strategic Goal 1

Regulate, enforce, and respond to OCS development using the full range of authorities, policies, and tools to compel safety, emergency preparedness and environmental responsibility and appropriate development and conservation of the offshore oil and natural gas resources.

- ◆ Properly define, assess, and differentiate risks
- ◆ Build clear, consistent, comprehensive and effective permitting processes
- ◆ Create, define, and expand regulatory approaches and tools
- ◆ Refine and enhance continuous offshore safety performance

Strategic Goal 2

Build and sustain the organizational, technical, and intellectual capacity within and across BSEE's key functions – capacity that keeps pace with OCS industry technological improvements, innovates in regulation and enforcement, and reduces risk through systemic assessment and regulatory and enforcement actions.

- ◆ Human capital transformation: recruiting, training, and retaining to reflect the increasing expertise needed
- ◆ Technology and information management investment: revamp data systems, knowledge management, and innovation