



# Bureau of Safety & Environmental Enforcement

## FY 2016 - FY 2019 Strategic Plan

### 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.

### Background

BSEE's FY 2016-2019 Strategic Plan is focused on achieving operational and organizational excellence. In order to implement the plan, BSEE has developed three operational and three organizational excellence goals. The operational **goals** cut across the bureau's core functions of permitting, inspections, investigations, enforcement, and preparedness. The organizational goals are designed to help BSEE execute its operational goals. To support implementation of the operational and organizational goals, BSEE has created **strategies** that are critical to the implementation of each goal. For each of the 10 strategies, specific **initiatives** were established so that the strategies can be implemented and the goals achieved. Ultimately, BSEE's Strategic Plan will allow it to fulfill its mission and support the Department of the Interior's 2014-2018 Strategic Plan goals to "Secure America's Energy Resources" and "Build a 21st Century Workforce."

Operational Excellence		
Goals	Strategies	Initiatives
<p><b>Safety:</b> We reduce risk to those working offshore by advancing a culture of safety that encourages industry to go beyond baseline regulatory compliance.</p> <p><b>Environment:</b> We promote environmental stewardship through integrated prevention, compliance, and preparedness activities.</p> <p><b>Conservation:</b> We actively identify and pursue opportunities to improve oil and gas recovery and ensure accurate production measurement.</p>	Ensure a consistent, national approach to detection of noncompliance and incident investigation.	<ul style="list-style-type: none"> <li>Use a dynamic tiered approach to investigations to increase BSEE's capacity to identify and reduce unsafe conditions offshore.</li> <li>Develop and follow procedures to apply enforcement actions consistently to specific violations.</li> <li>Maintain active dialogues with operators and contractors pertaining to offshore performance via Annual Performance Reviews, Operations Review Meetings, and other meetings as necessary.</li> </ul>
	Examine the full life cycle of offshore operations and adapt to changing conditions.	<ul style="list-style-type: none"> <li>Improve decommissioning cost estimation methodologies.</li> <li>Evaluate options to revise BSEE's approach to measurement inspections.</li> <li>Assess ways to improve ultimate resource recovery.</li> <li>Expand our renewable energy program to address the safety and environmental implications of this emerging offshore industry.</li> <li>Employ various methods to evaluate an operator's ability to perform operations on the OCS (Outer Continental Shelf) in a safe and environmentally sound manner.</li> </ul>
	Further incorporate risk-based decision making into our core safety functions.	<ul style="list-style-type: none"> <li>Supplement mandated inspections with additional risk-based inspections.</li> <li>Improve the quality and increase the application of SEMS (Safety and Environmental Management System) audits, and integrate them into existing oversight mechanisms</li> <li>Continue to incorporate appropriate standards, including Best Available and Safest Technology (BAST), and science-based decisions into BSEE's regulations.</li> </ul>
	Rigorously enforce all environmental protection and oil spill preparedness requirements.	<ul style="list-style-type: none"> <li>Meet all National Environmental Policy Act (NEPA) coordination, environmental consultation, and regulatory coordination needs for BSEE permitting programs.</li> <li>Verify that operators comply with environmental requirements through inspections, activity monitoring, and review of reports on completed activities.</li> <li>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.</li> </ul>
Organizational Excellence		
Goals	Strategies	Initiatives
<p><b>People:</b> We are an employer of choice: we value, engage, and support our people so they can excel.</p> <p><b>Information:</b> We consistently collect, analyze, and use quality information to drive decision making.</p> <p><b>Transparency:</b> We promote transparency through processes that ensure consistency, efficiency, accountability, and collaboration.</p>	Collaboratively generate nationwide policies, procedures, Notice to Lessees (NLTs), and regulations among headquarters and the regions.	<ul style="list-style-type: none"> <li>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.</li> <li>Prioritize rulemaking through a transparent process that encourages and requires collaboration across the bureau.</li> <li>Transition to a permanent and consistent development and implementation process for nationwide policies, procedures, NLTs, and regulations.</li> <li>Use and share research results to inform bureau policies, guidance, and practices, in coordination with our regulatory partners.</li> </ul>
	Improve engagement with employees to foster a culture of collaboration within BSEE.	<ul style="list-style-type: none"> <li>Further define and communicate roles and responsibilities of all BSEE offices.</li> <li>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.</li> <li>Implement an internal communications approach that encourages dialogue and sets expectations for sharing accurate and timely information.</li> </ul>
	Develop and sustain a well-trained, high-performing and diverse workforce.	<ul style="list-style-type: none"> <li>Continuously assess critical training needs and ensure appropriate technical and leadership training is provided.</li> <li>Utilize recruitment and retention incentives, and alternative appointment authorities to obtain a highly skilled workforce.</li> <li>Ensure that processes are in place to recruit, motivate, train, and reward the BSEE workforce in accordance with merit system principles and federal regulations.</li> <li>Develop and implement diversity and work-place environment programs that promote a diverse and inclusive workplace.</li> </ul>
	Maintain productive relationships with the Department, key departmental Bureaus and offices, other government agencies, Congress, our international partners, tribes, and non-governmental stakeholders.	<ul style="list-style-type: none"> <li>Periodically review efficacy and implementation of current Memoranda of Understanding/Agreement (MOUs/MOAs) and interdependency documents.</li> <li>Collaborate and coordinate with BOEM (Bureau of Ocean Energy Management) on all areas of shared responsibility.</li> <li>Deploy BSEE's full range of communication tools and technology including publications, social media, exhibits and the public website.</li> </ul>
	Enhance BSEE's decision making through the collection, management, and analysis of high quality information.	<ul style="list-style-type: none"> <li>Implement a data stewardship program to establish comprehensive data management, quality, and release practices.</li> <li>Conduct and sponsor leading-edge research to address identified knowledge gaps.</li> <li>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.</li> <li>Integrate Enterprise Risk Management and the Business Intelligence tool into bureau-wide decision making.</li> </ul>
	Deliver high-quality administrative services and products to internal and external customers.	<ul style="list-style-type: none"> <li>Drive the continued modernization of IT and information management processes and infrastructure to effectively support our customers' missions.</li> <li>Maintain strong management control practices that support an effective financial management environment.</li> <li>Build strategic relationships with customers to ensure we understand their business needs.</li> <li>Develop and maintain effective reporting practices that provide transparency into administrative operations.</li> </ul>