



2016—21
STRATEGIC PLAN

VISION

The Canada-Newfoundland and Labrador Offshore Petroleum Board is a world class regulator and is recognized as such.

CORE VALUES

Our values serve to guide our actions and describe our behavior in the work environment. They include:

Accountability: We are responsible for our actions.

Competence: We have the knowledge and training to fulfill our mandate.

Fairness: We are free from bias or judgment and consistent in execution of our mandate.

Integrity: We uphold ethical standards.

MANDATE

To interpret and apply the provisions of the Atlantic Accord and the Atlantic Accord Implementation Acts to all activities of operators in the Canada-Newfoundland and Labrador Offshore Area and, to oversee operator compliance with those statutory provisions.

ROLE

The role of the C-NLOPB is to facilitate the exploration for and development of petroleum resources in the Canada-Newfoundland and Labrador Offshore Area in a manner that is consistent with the C-NLOPB's mandate including:

- health and safety of workers;
- environmental protection;
- effective management of land tenure;
- maximum hydrocarbon recovery and value; and,
- Canada/Newfoundland and Labrador benefits.

Worker health and safety and environmental protection will be paramount in all Board decisions.

LINES OF BUSINESS

- To verify that operators have a prudent regime for achieving worker health and safety and the protection of the environment.
- To verify that all statutory and regulatory requirements are fulfilled prior to the issuance of an approval or authorization.
- To process applications for approvals and authorizations in a consistent and timely manner.
- To verify, through audits and compliance verification, that operators follow plans described in applications.
- To verify that if deviations from an approval or authorization are found, that these matters are corrected in a consistent and timely manner.
- To provide effective and efficient administration of land tenure.
- To oversee operators' production activities to ensure that they are consistent with the goal of maximizing recovery, good oilfield practices, production accounting and approved plans.
- To oversee operators' exploration activities including geophysical, geological, environmental and geotechnical programs.
- To oversee operators' exploration, delineation and production drilling activity and to apply special oversight measures to deep-water drilling programs.
- To oversee and monitor the work of Certifying Authorities in respect of approved scopes of work for installations.
- To build an inventory of petroleum resource information for the Canada-Newfoundland and Labrador Offshore Area through the acquisition and curation of such information from exploration and production activity.
- To verify that each operator has an approved Canada-Newfoundland and Labrador Benefits Plan that addresses its statutory obligations.
- To monitor and evaluate the compliance of operators with the contracting, employment, diversity and R&D obligations and commitments under Section 45 of the Act and approved benefits plans.

THE C-NLOPB DOES NOT

- Guarantee the health and safety of workers or the protection of the environment; the operators are responsible for the health and safety of workers and protection of the environment.
- Manage reservoirs or production; that is the role of the operator within the context of an approved Development Plan.
- Guarantee the participation of Canadian or Newfoundland and Labrador workers and businesses.
- Have any role, beyond the provision of required data and information to government, in the establishment or administration of the fiscal regime (royalties/taxes) for any offshore activity.
- Approve or comment on benefits agreements between operators and royalty owners.
- Promote the industry.

STRATEGIC PRIORITY

Operational Efficiency and Effectiveness

In order to achieve operational excellence, the C-NLOPB must focus on placing the right people within an effective organizational structure, and have clearly defined, efficient and effective processes while executing this work within an approved budget.

GOALS:

A. People – Qualified and Competent

The C-NLOPB will ensure that staff have clearly defined roles and responsibilities and are qualified and competent to perform the work.

Objectives:

- Staffing levels are appropriate for current work levels (i.e. adequate resources).
- Employees are qualified, competent for and well suited to their positions and assigned responsibilities.
- Staff has expert knowledge about its governing legislation and regulations as well as guidelines and other policy documents.
- Accurate Job Facts Sheets are maintained so that responsibilities and expectations are clear.
- Performance Management process is used to motivate employees and encourage excellence.
- Staff training and mentoring are provided to develop and maintain expertise and knowledge.

B. Structure – Optimal Organization

The C-NLOPB has an optimal organizational structure to support efficient and effective operations.

Objectives:

- Lines of reporting are appropriate and clearly defined.
- Responsibilities are assigned appropriately to avoid duplication of work.
- Structure is flexible to facilitate work on organizational transformation initiatives.
- Appropriate authority for decision making is delegated based on expertise.

C. Application Processes – Interactions with Stakeholders

The C-NLOPB will have processes that enable efficient and effective assessment of applications and prudent oversight of petroleum-related work or activity in a consistent manner.

Objectives:

- Work processes related to review of applications for approvals and authorizations are clearly defined, properly documented and add value to the overall assessment.
- Service standards for processing applications are developed and implemented.
- Expectations with respect to filing of applications are clearly communicated.
- Applications submitted by operators are held to a high standard.
- Staff has appropriate tools, technology and resources to accomplish the work efficiently and effectively.
- Work of staff is limited to activities that align with the C-NLOPB's mandate.
- Processes for audits and inspections and review of applications and approvals are well defined and use a risk-based approach, while ensuring that legislative requirements are met.

D. Internal Processes – Administrative Processes within the C-NLOPB

Administrative policies and procedures will be current, easy to understand and reflect best practices.

Objectives:

- Processes in the workplace are documented and followed.
- Organizational processes are designed to avoid unnecessary “bottlenecks”.
- Records and data are maintained with accuracy and security.
- An internal audit process ensures consistency and completeness of processes.
- Policies that affect employees are relevant, up to date and communicated to staff.
- Human resources practices are applied consistently.
- Protocols are in place for communications with governments and stakeholders.

STRATEGIC PRIORITY

Effective Change Management

Change is inevitable in the offshore petroleum industry. The C-NLOPB must be prepared to anticipate and react to external changes including fluctuations in level of offshore activity, emerging technologies and changes in legislative regime. At the same time, the C-NLOPB must be in a position to plan and implement necessary internal changes in work processes, staff changes and new initiatives.

Successful change management requires C-NLOPB to recognize specific needs for change, to predict and monitor changes in the industry, to make necessary adjustments to meet our business needs, to train employees to implement the change required, and to communicate change to staff and relevant stakeholders.

GOALS:

A. Adapting to External Change

The C-NLOPB will manage change effectively in responding to changes in the external environment.

Objectives:

- Changes and trends in the global offshore petroleum industry and public interest are monitored to anticipate future needs.
- Staff participates in regulatory and other initiatives in order to make recommendations on best practices, and to have insight into the impact of impending policy changes.
- Staff is knowledgeable about emerging industry technologies and practices in order to be prepared to evaluate and use as required.
- Staffing models allow flexibility to adapt as activity levels and workloads fluctuate (e.g. cross-training between disciplines, ability to hire temporary staff to deal with peak workloads).

B. Implementing Internal Change

The C-NLOPB will identify and manage internal change effectively.

Objectives:

- For any significant change, an implementation plan will be developed including responsibilities, time lines and a communication plan.
- The C-NLOPB reacts and implements change quickly in critical situations, by extending decision making power to key staff members (i.e. remain nimble).
- Practices are implemented to facilitate succession planning and staff transitions.
- Changes are documented and evaluated after implementation, and necessary adjustments are made.

STRATEGIC PRIORITY

Effective Information and Data Management

The C-NLOPB receives large volumes of information from industry, including electronic and print media information (e.g. reports, data) and well materials (e.g. cuttings, core). Additionally, the work of the C-NLOPB generates records and original technical data. Responsible management of this data is critical, and must have the appropriate data security accuracy, completeness and organization of records; ability of staff to access information; and appropriate accessibility of data to outside users.

GOAL:

A. Balancing Confidentiality, Privacy, Accessibility and Efficiency

To ensure that information which is procured or produced by the Board is captured and curated in a complete, accurate and timely manner and is accessible by appropriate users.

Objectives:

- Information management processes and technology are in place to support operational efficiency and effectiveness (e.g. HPRM, OPIMS, SOMIS, CSRC processes).
- A data management plan that optimizes the efficiency of geoscientific work, including access to data (e.g. seismic, well logs) by internal and external users.
- Accountability for the accuracy of information.
- Security of privileged and confidential information and protection of personal information.
- Information management and records retention policies and practices are well defined and clearly communicated.
- A comprehensive communications and public relations plan facilitates accessibility of information to outside users.



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