Agenda

» Regulatory excellence journey
» Areas for improvement
» Key work to address improvement areas
» Current AER initiatives
Why?

- AER vision
- The Best-in-Class Project was launched in 2014
- University of Pennsylvania: Penn Program on Regulation
What are the key attributes of an excellent regulatory organization?

How can these attributes be adopted by an organization like the AER?

How can superior regulatory performance be credibly measured and verified?
Two parallel tracks:
- Expert research
- Stakeholder engagement

One general framework
Listening • Learning • Leading
A Framework for Regulatory Excellence

Cary Coglianese
Empathic Engagement – A Made in Alberta Model
What Did We Test?

- Utmost Integrity
- AER Regulatory Excellence
- Empathic Engagement
- Stellar Competence
Who We Heard From

- 115 stakeholders
- 1017 Albertans
- 452 AER employees
Overwhelming agreement with the model:
• 88% of AER stakeholders
• 87% of Albertans
• 98% of AER employees
What we Heard – AER Performance

- The AER’s performance has room for improvement
- Highest performance scores in “utmost integrity”
- Lowest performance scores in Stellar Competence
- Internal staff rated current AER performance higher than external stakeholders
Identified areas of Improvement – Internal Management

- Training and development
- Performance management
- Resource allocation
- Planning, goals, and priorities
- Roles, responsibilities, and accountabilities
» Centre of Regulatory Excellence (CORE)

» Operational Excellence Management System

» Planning & Performance Management

» AER Culture and Change Management
Identified Areas of Improvement – Regulatory Actions

- Consistent methodology
- Transparency in the rationale behind AER decisions & decision making processes
- Incorporating local environmental, economic, and social contexts
- Engagement and communications
Key Work to Improve Regulatory Actions

» Regulatory Design/Delivery
  • Area-based approach
  • Reforming regulatory controls
  • Reforming regulatory processes

» Stakeholder Engagement / Transparency
New Activity
Lifecycle
Approach
Area-based Regulation
Tailings Management
Emissions & Climate Change
Leading the next era in energy regulation

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