



Best-in-Class Regulator Initiative

Alberta Dialogue on

Regulatory Excellence

Cary Coglianese
Director, Penn Program on Regulation
April 12-14, 2015

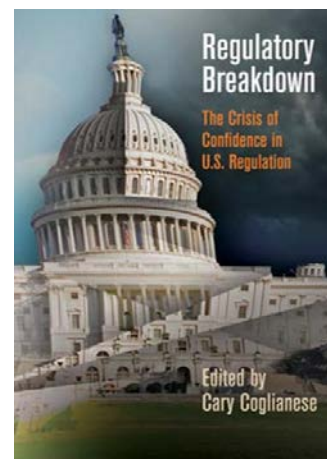
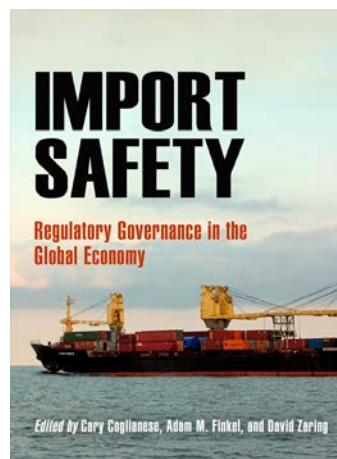


PENN PROGRAM ON REGULATION

- 30+ faculty affiliates from across the University of Pennsylvania
- All fields of regulation
- Cross-cutting issues: process, management, enforcement



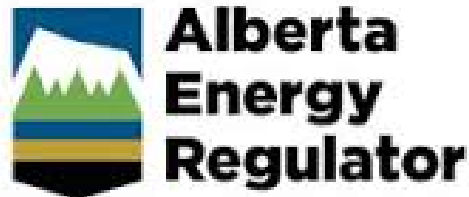
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REGBLOG





Transports
Canada

Transport
Canada





A regulator is

- A public institution that **implements and enforces** laws and policies
- Charged with **solving problems** according to its mission or mandate
- Responsible for **steering and shaping** regulated entities' behavior



What a regulator does

- Sets *priorities* and makes *decisions*
- *Communicates* and *engages*
- Seeks to *solve problems*
 - Interprets and adopts *rules*
 - Seeks *compliance* through *incentives*
- *Evaluates* practices and programs



Four common features....

1. Mission

- *Public interest*
- *Specific mandate*

2. Discretion and accountability

- *Other governmental authorities*
- *Regulated entities*
- *Rights holders, community interests*
- *Overall public*



Four common features....

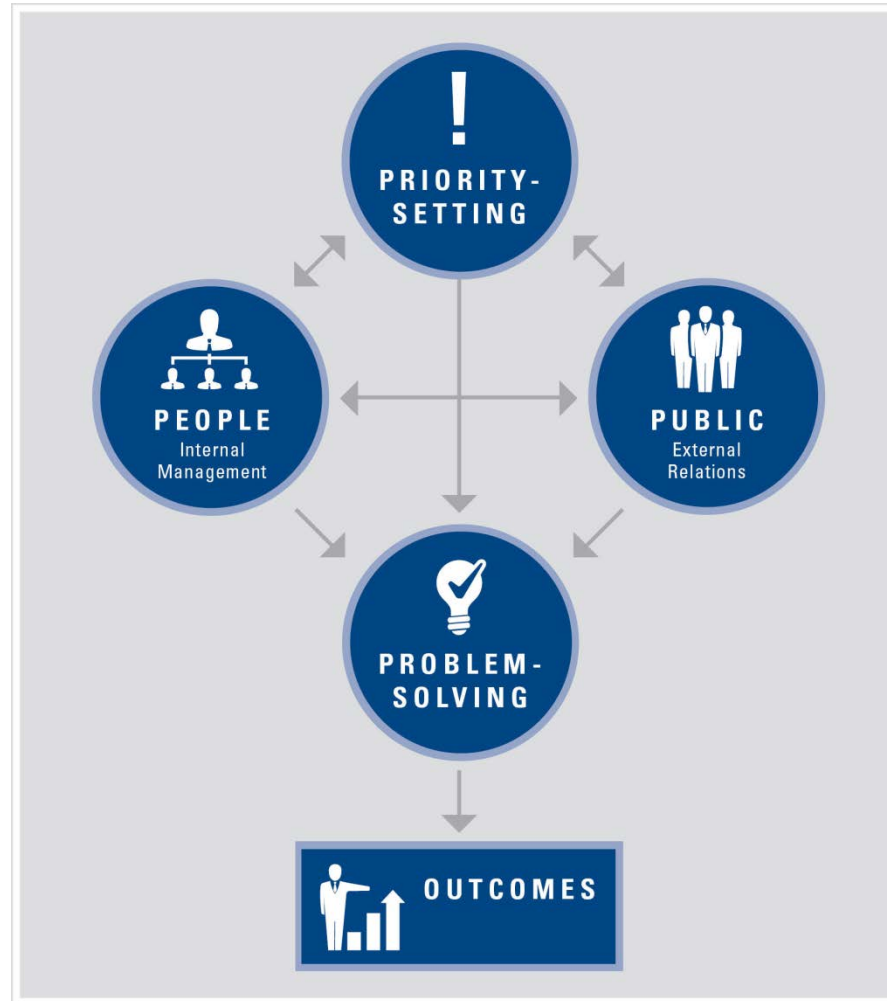
3. Varied regulated entities

- *Individuals to large organizations*
- *Producers of social value*
- *Varying degrees of capacity*

4. Complex, dynamic challenges

- *Technologies*
- *Social systems*
- *Tradeoffs*

Key Factors for Regulatory Performance



Coglianesse (2014)



BEST-IN-CLASS REGULATOR INITIATIVE



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Around the world, regulators confront immense challenges in balancing and achieving multiple objectives that hold major consequences for societies and their economies. What distinguishes the truly excellent regulators? How should these “Best-in-Class” regulators define, measure and improve their performance?

The [Penn Program on Regulation](#)’s Best-in-Class Regulator Initiative is tackling these vital questions. Drawing on research and engagement with experts and the public, we will develop a framework for defining regulatory excellence and measuring its attainment.

The Best-in-Class Regulator Initiative is an eight-month project supported by the [Alberta Energy Regulator \(AER\)](#). The outputs of this project will help the AER and other regulators measure and track their performance against best-in-class attributes.

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**PENN PROGRAM ON
REGULATION**

Research

- 4 regulatory “core” papers
- Analysis of strategic plans
- Edited book (Brookings Press)

Public Engagement

- 1:1 Stakeholder interviews
- Mar 26 Aboriginal dialogue
- Apr 12-14 Alberta dialogue

Expert Elicitation

- Mar 19-20 Penn dialogue
- Other seminars, meetings
- Peer review

International Expert Dialogue





Our goals for the next 3 days

- Listen and learn
 - *Attributes of excellence*
 - *How to determine if a regulator is excellent*
- Inform our recommendations to AER



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