

## Editorial- Restructuring

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Oneida Tribal Member

I am writing this comment regarding efforts to Restructure the Nation/Organization.

First, Restructuring has been introduced to answer concerns of Tribal Members to address "Administrative Problems". Although, administrative problems have not been clearly identified, I would like to contribute the following short list:

1. the loss of Tribal Dollars through investments .
2. the decrease of Tribal Dollars from programs and services to cover the losses incurred by investments.
3. the payout of Tribal Dollars for "Service Fees" to surrounding Municipalities
4. the need for Tribal Enterprises to increase profits
5. to address simply bad decisions regarding business ventures.
6. The need to improve Quality, Professionalism, Efficiency and Effectiveness in Political and Government Systems and Processes, to include improved communication and accessibility.

Second, Tribal Members are very interested in improving customer satisfaction. Tribal Members want to see a reduction and elimination of problems in day to day Operations. Tribal Members want improvement in quality of service, an increase in the quantity of service, Tribal Members want friendly services, Tribal Members want Services to improve in effectiveness and efficiency, Tribal Members want services to be more available and in convenient locations. Finally, Tribal Members want the Quality of Life for their families to continue to improve.

Clearly, the above "Administrative Problems" are not all administrative. They represent a collection of both Political, Government and day to day Operations.

Third, current Restructuring efforts have not addressed or identified "what the Vision of the Oneida Nation is". For instance, as a Nation, as the Oneida Tribe, what will things look like when all aspects of our personal lives and economy are doing well? This is the Vision that has not been shown or identified to us yet? The Business Committee has provided the Membership with the "Nations Priorities", however, this list only provides us with some of the parts of a Vision of the Nation, not the Vision itself. The complete Vision is where "Restructuring" must begin.

Once the General Tribal Council determines the Vision ( what our ideal Community looks and feels like), then the ball gets passed to the Oneida Business Committee to determine (based upon the GTC's Vision) what their Mission should be (statement of Purpose).

After the General Tribal Council has determined the Vision for the Nation and after the Oneida Business Committee has determined their Mission, the "ball" can be passed to day to day Operations where Management can begin the task of developing Operational Goals, Objectives and strategies (how to achieve the Vision & Mission). Then Management should develop Organizational Competencies (capabilities of business and human resources that promote & support accomplishment of the competencies), such as the "STRUCTURE" of the Organization, such as the Staff of the Organization, such as the Systems (processes, procedures, and management tools through which work gets done from day to day, such as Style (the way managers collectively behave with respect to use of time, attention, and symbolic actions).

Without clear, objective and substantial evidence of the nature of the problem and cause, no one can objectively and precisely determine if the problems are attributed to administrative, structural, government or political causes. If the problems are structural, then re-alignment is all that may be required. But, if the problems are administrative, it would make sense to leave the structure alone and correct the systems and processes within the Organization. The point here is that the "prescription should address the illness".

Restructuring is not a political process, nor is it a political tool. Restructuring is a process used in business and industry to address organizational performance to meet customer expectation and improve customer satisfaction. Restructuring is not and should not be used to fund a Per Capita, however, restructuring can be used to assist in the development of the most effective and efficient means to fund a Per Capita. Also, restructuring should never be use as a tool to get rid of people who are different, disliked, or who do not belong to specific social or special interest groups.

Restructuring, as is the case of all highly successful Nations, corporations and businesses, is based upon and designed to promote best practices in business and thorough up-front research regarding, customers and industry, what is working and not working, what are the causes, not the symptoms and most importantly all restructuring is based upon a Vision of a finished product. Restructuring occurs only after a thorough business-like analysis occurs to determine how to achieve the Vision.

In the case of the Oneida Nation, I do not think that the Membership is thinking that the only thing we want accomplished is a Per Capita. I think that the Membership is also thinking that we want Restructuring to:

1. to improve our decision making processes and outcomes in Government, Politics and day to day Operations.
2. to improve the performance of our money making ventures,
3. to improve our investment strategies and the performance of our investments

4. to Insure that there are sufficient resources to provide for services and benefits that meet the demand and type of needs of the Membership.
5. to increase the profits of our enterprises and lessen our operating expenses,
6. to improve the quantity and quality of our human services.
7. to improve the level of professionalism, effectiveness and efficiency of our political and governmental systems and processes.
8. to provide some type of long term financial benefit and security to each member of the Tribe.

I ask your support to reconsider the current plans put forth by the Business Committee. I mean no disrespect to any of the Committee Members or fellow Tribal Members by asking for your support. I ask that we as Tribal Members ask for a plan that follows successful business practice. I ask for your support to charge the Business Committee to work with the General Managers and their management staff to provide a Restructuring Plan based upon a Vision of the Oneida Nation and based upon the best practices in business, both for profit and not for profit. I ask for your support to base your decisions on the collective Vision of the Nation and not Politics.

With your support, we can expect a Restructuring Plan that does not go head hunting, a plan that reduces what is not working, improves and strengthens what is working and incorporates all aspects of the Quality of Life that each of us desires.

Thank you for your support.