

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