

Oneida Nation

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Oneida, WI 54155

BC Resolution # 09-27-17-I

Strategic Workforce Planning – Budget – Implementation for Oneida Nation

- WHEREAS,** the Oneida Nation is a federally recognized Indian government and a treaty tribe recognized by the laws of the United States of America; and
- WHEREAS,** the Oneida General Tribal Council is the governing body of the Oneida Nation; and
- WHEREAS,** the Oneida Business Committee has been delegated the authority of Article IV, Section 1, of the Oneida Tribal Constitution by the Oneida General Tribal Council; and
- WHEREAS,** the General Tribal Council and Oneida Business Committee have supported the goals of Indian preference in employment and adult education to provide employment opportunities for Oneida Nation members since the adoption of the original Constitution in the 1930s; and
- WHEREAS,** the initial employment opportunities arose from federal grants as well as management of the limited resources of the Oneida Nation regarding land and woodcutting; and
- WHEREAS,** the Oneida Nation could expand its workforce and provide more opportunities for employment as a result of the development retail stores, bingo, and finally gaming operations which lead to an employee base reaching almost 3000 employees; and
- WHEREAS,** the Oneida Nation manages its operations based on federal funds through self-governance contracts, grants, gaming revenues, retail revenues, corporate returns to the Oneida Nation, and various program charges; and
- WHEREAS,** in 2008-2009 the Oneida Nation was affected by the downturn in the economy experienced in the United States through the housing bubble and other financial collapse; and
- WHEREAS,** Tribal Treasurers and Oneida Business Committees working closely with the program and business operations of the Oneida Nation have worked diligently in reducing the expenditures of the Oneida Nation to better match the reduced revenues from all sources and still make programming, services and employment a priority; and
- WHEREAS,** the Oneida Business Committee has taken steps to review, re-organize, revise and improve the organizations processes and culture such that on October 22, 2014, the Oneida Business Committee formally approved the Strategic Workforce Planning project and directed quarterly reporting on the status and direction of the project; and
- WHEREAS,** the Treasurer has notified the Oneida Business Committee of the ongoing budgeting and funding issues surrounding employment levels and the support of the programs and activities of the Oneida Nation and requested support for the three-year budget period from FY 2016 to FY 2018; and

WHEREAS, the Oneida Business Committee adopted resolution # BC-12-09-15-A, *Guidance for Implementing Fiscal Year 2012 Budget and Developing Fiscal Year 2017 and Fiscal Year 2018 Budget*, which adopted the “Four Strategic Directions and Seven Practical Visions” agreed to by the Oneida Business Committee at that time, and many of those goals related to creating a more sustainable future; and

WHEREAS, much of the work regarding sustainability (FY 2015), focused on the initiative set forth in resolution # BC-02-11-15-A, *Budget Initiative for Fiscal Years 2016, 2017, and 2018*, which supported and enhanced “efficient and sustainable public financial management which was considered the key to promoting economic sustainability, good governance, social progress and a rising standard of living for all enrolled Oneidas;” and

WHEREAS, the Treasurer, the Oneida Business Committee and the organization have utilized the above guidance to develop the Oneida Nation’s budget and set goals for Fiscal Year 2018 which now require additional focus on right-sizing the organization to meet programming and service demands as well as to work within the financial limits of the Oneida Nation; and

WHEREAS, the Treasurer and the Oneida Business Committee have utilized employment caps, hiring freezes, organizational approves through the executive team and Human Resources Department and other methods to manage the cost of employment in the budget process; and

WHEREAS, the Treasurer has identified that failing to move employment levels to be more in line with financial limitations is necessary to meet budgeting needs in the future; and

WHEREAS, the Oneida Business Committee, in agreement with the Treasurer, has committed to both long term Strategic Workforce Planning, short term workforce levels management, and immediate term employment level caps to better organize the Oneida Nation’s resources applied to employment and programming; and

Long-Term Planning Goal – Strategic Workforce Planning

NOW THEREFORE BE IT RESOLVED, the Oneida Business Committee does hereby recommit to Strategic Workforce Planning defined as a process used to define and optimize a workforce that can execute the organization’s strategies, both today and in the future; strategic workforce planning is an evolutionary process, where the business units within the organization are responsible for workforce talent.

Mid-Term Planning Goal – Workforce Level Assessments

BE IT FURTHER RESOLVED, that the Oneida Business Committee does hereby commit to annual Workforce Level Assessments, or Role Segmentation, that defines critical, core, supporting and misaligned employment responsibilities within the organization that are rated on contribution and importance in executing the strategies adopted by the Oneida Business Committee at the beginning of this term.

Immediate Action Goal – Employment Caps

BE IT FURTHER RESOLVED, that until the Strategic Workforce Plans are implemented and Workforce Level Assessments are completed, employee level caps will continue to be adopted for each fiscal year. For fiscal year 2018, the workforce cap is identified as 2700 FTE, which is defined and calculated as follows:

- The full-time employees are counted as one position each.
- The half-time employees are counted as each position X .75 or divided in half.
- The part-time employees are counted as each position X .50.
- The lay-offs, sub-reliefs and leave of absence are not counted.

Reporting Deadlines and Delegated Authorities


BE IT FURTHER RESOLVED, the following deadlines and responsibilities are set in place:

- *Strategic Workforce Plans*: Each Direct Report shall forward to the Organizational Development Specialist a status report on their initial Strategic Workforce Plans, which shall include each program or business unit, groups of programs or business units, and divisions, by November 1, 2017.
- *Workforce Level Assessments*: Each Direct Report shall forward to the Organizational Development Specialist the FY2018 assessment by December 1, 2017.
- *Employee Cap*: The Human Resources Department Area Manager shall:
 - report weekly on the FTE levels to all direct reports and to the Oneida Business Committee.
 - be authorized to place a hold on all position postings when the FTE cap has been met, at all levels in the hiring process up to and including prohibition of delivering notice of selection of a candidate after interviews; if a hold is placed on all position postings, notice shall be provided to all direct reports of such hold, when the hold is likely to be lifted, and to work with direct reports on how to respond to employee needs as well as potential selected candidates.
 - be authorized to grant exceptions to the FTE cap for Retail and Gaming operations to hire in the event of the reaching the FTE cap, provided that Workforce Level Assessments have been presented and exceptions granted shall be in accordance with standard operating procedure "*Employee Full-Time Equivalency Tribal Work Standard.*"

BE IT FINALLY RESOLVED, the Oneida Business Committee finally directs that all direct reports are expected to know and understand the objectives and budget initiatives regarding Strategic Workforce Planning and Workforce Level Assessments, to create a more effective workforce based on Strategic Workforce Planning, and to keep all levels of the operations informed regarding budgeting, financial and employment levels of the Oneida Nation.

CERTIFICATION

I, the undersigned, as Secretary of the Oneida Business Committee, hereby certify that the Oneida Business Committee is composed of 9 members of whom 5 members constitute a quorum; 9 members were present at a meeting duly called, noticed and held on the 27th day of September, 2017; that the forgoing resolution was duly adopted at such meeting by a vote of 8 members for, 0 members against, and 0 members not voting; and that said resolution has not been rescinded or amended in any way.


Lisa Summers, Tribal Secretary
Oneida Business Committee

*According to the By-Laws, Article I, Section 1, the Chair votes "only in the case of a tie."