

# Oneida Business Committee Meeting Agenda Request Form

1. Meeting Date Requested: 10 / 8 / 14

2. Nature of request

Session:  Open     Executive - justification required. See instructions for the applicable laws that define what is considered "executive" information, then choose from the list:

Agenda Header (choose one): Report

Agenda item title (see instructions):

Tribal Ombudsman Quarterly Report

Action requested (choose one)

Information only

Action - please describe:

Accept Report

3. Justification

Why BC action is required (see instructions):

Required Quarterly Report

4. Supporting Materials

[Instructions](#)

Memo of explanation with required information (see instructions)

Report     Resolution     Contract (check the box below if signature required)

Other - please list (**Note:** multi-media presentations due to Tribal Clerk 2 days prior to meeting)

1. <input style="width: 95%;" type="text"/>	3. <input style="width: 95%;" type="text"/>
2. <input style="width: 95%;" type="text"/>	4. <input style="width: 95%;" type="text"/>

Business Committee signature required

5. Submission Authorization

Authorized sponsor (choose one): Cristina Danforth, Tribal Chairwoman

Requestor (if different from above): Dianne McLester-Heim; Tribal Ombudsman  
Name, Title / Dept. or Tribal Member

Additional signature (as needed): \_\_\_\_\_  
Name, Title / Dept.

Additional signature (as needed): \_\_\_\_\_  
Name, Title / Dept.

- 1) Save a copy of this form in a pdf format.
- 2) Email this form and all supporting materials to: [BC\\_Agenda\\_Requests@oneidanation.org](mailto:BC_Agenda_Requests@oneidanation.org)



## Oneida Tribe of Indians of Wisconsin

---

Oneida Nation Ombudsman  
P.O. Box 365  
Oneida WI 54155  
Phone: (920)-490-3717  
Toll Free: 1-888-490-2457  
Fax: (920)-490-3799

### **Oneida Office of the Ombudsman Quarter 4 Report/Update July, August, September; 2014**

Dianne McLester-Heim; CO-OP Ombudsman

#### **General Overview:**

The Oneida Tribe of Indians of Wisconsin created the Office of the Ombudsman (OoO) via a directive of General Tribal Council (GTC) on July 11, 2005. The directive specifically stated that an Ombudsman was to be created to “listen to the concerns of the employees of the health center and tribal community members.” The OoO seeks to promote fairness and equity by functioning as a designated neutral advocating for “fair process” and positive resolution at the lowest level possible. In this capacity the OoO does not represent any party or entity in the pursuit of just, fair, and equitable administration of process and delivery of services for all.

As an independent impartial party, the OoO receives ongoing oversight from a top level of management (currently the Oneida Business Committee) while being ultimately accountable and responsible to GTC. As an informal and confidential party, the OoO does not participate in formal actions and holds the highest level of confidentiality possible for those with whom it has contact. The OoO also does not demand actions but rather assists in the identification of concerns, potential resolutions, and offers services and recommendations to reach resolution and positive improvement.

#### **Vision:**

To ensure the consistent application of utilizing equality, fairness, respect, value, and objectivity for all in the development of systematic processes and the provision of services across the Oneida Nation.

#### **Mission:**

To provide a confidential, neutral, and informal route for individuals or groups to bring forward questions, concerns, complaints, or suggestions for the purpose of preventing or resolving problems in a fair and equitable manner. The Oneida Ombudsman addresses issues in an impartial and objective manner to assist with the development of options and suggestions to resolve problems, develop processes, and ensure services are provided in a fair and equitable manner.

#### **Strategic Priorities:**

1. Organizational excellence & exhibiting ‘best practices’ in performance and service (*Functional Development and Design of the Office*)
2. Improve public administration (*Building and Maintaining Relationships & Resources*)
3. Awareness, Accessibility, & Responsiveness (*Information and Case Management*)
4. Promote administrative justice/improvement (*Professional Development*)

### **Strategic Initiatives (Actions and Activities):**

The OoO continues to work on initiatives within the four strategic priorities that have been identified by the office. The strategic priorities have been set to align with concepts of the Balanced Scorecard while striving to streamline the direction of the office based upon the concept of continuous growth and positive improvement of the Oneida Nation.

#### **1. Functional Development and Design of the Office**

- Continual work on the identification and design of a consistent system and processes for addressing and managing concerns/disputes
- Prepare manual tracking mechanism for OoO involvement of organizational/community activities
- Work on the development of a matrix which identifies options, tools, services currently provided by the organization ~ to serve as a reference, resource and tool for collaboration and effective use of resources
- Continuous work on the development of trainings/facilitations in subject matter areas related to dispute resolution, conflict management, team building, and strategic planning

#### **Identified Challenges and/or actions needed by the OBC:**

Ongoing open communication and collaboration from the level of the OBC is important in the area of functional development and design of the OoO. Communication at this level has been increasing. Continuing to look at how the OoO and areas of Administration can improve their communication will be very important as the position of the Ombudsman broadens in capacity serving the community and organization. At the level of Administration, there has been no streamlined or consistent manner in which concerns are screened or addressed. Working to get everyone on the same page regarding how such matters are addressed, and addressing them within a consistent process, would be helpful in creating a cohesive work environment as well as clarifying roles, responsibilities and expectations within the organization and community. This is an area that could be identified as an outcome measure OoO and will continue to be explored as the increased functionality of the OoO is implemented.

#### **2. Building and Maintaining Relationships and Resources**

- Networking and collaborating with divisions/departments of the organization and collaborative groups working with entities of the Oneida Organization and Community to continually work for positive growth and improvement
  - Cross functional team meetings for the benefit of community and organization (HRD and CHD, Youth Empowerment, 7871, Quality of Life, etc.)
  - Facilitation with internal departments to support positive transition and change (OBC, HRD compensation and hiring, CHD and HRD)
  - Networking to identify options for increased collaborative use of resources for continued positive growth and improvement of the Organization which in turn increases the potential for positive interaction with the community
- Identifying resources/assistive tools to enhancing skills in inter-organizational collaboration ~ developing training/facilitation tools that can be used for

individuals, small or large groups both within the organization and the community on a variety matters

- Development and implementation of community collaborative facilitation skills and services (related to work with HNCF, Wise Women, and other facilitation entities)
- Continued participation in the Collaborative Youth Empowerment matter specifically with the 2014 Youth Empowerment Camp
- Maintaining an awareness of community concepts, ideas, and concerns to enable more proactive action, involvement, collaboration and intervention (participation with collaborative groups, providing services throughout the organization and community) ex: QOL Development, Youth involvement, Internal collaboration
- Following emerging trends within the profession and seeking assistive tools/resources to be available for the organization
- Provide awareness/guidance in proactive approaches to improving administrative practices in public service agencies at various levels of the organization

#### **Identified Challenges and/or actions needed by the OBC:**

Proactive actions by leadership to help ensure established processes are being utilized within the organization and by community members – work to increase open communication with organizational areas/divisions/programs especially with respect to addressing concerns. The Oneida Tribe is full of many policies and processes intended to assist with equity of action, efficiency in practice, and overall positive functioning. It often comes to surface that many of these policies and processes may be outdated and at times circumvented by the organization leading to inequity in how things are done. Development and use of a simple assessment tool for concerns, to be applied at the level of administration and management, could help to identify where breakdowns maybe occurring so that positive action can be taken to streamline how the organization acts and increase the equity of treatment of internal working members of the organization and community members. This could also help to ensure individuals follow proper process when wishing to address matters, provide an opportunity to educate the entire community on how to address matters, increases the sense of equity of community members, increases the respect for organizational process, create a sense of continuity and accountability, and create a better understanding of the difference in roles and responsibilities of Administration and Management.

### **3. Information and Case Management**

- Provide contact to areas (when appropriate and possible) for which the office has been contacted about. Discuss and/or provide options for positive improvement and share an awareness of what has surfaced
- Track issues that seem to be trending or arising in relation to multiple areas as well as organizational matters-still working on an issue management system
- Continuous work to improve communication (style/content) with organizational areas and the community
- Begin process of connecting with various Divisions and Department to identify potential collaborative efforts with the Ombudsman. Identify collaborative fit.

- Identify and implement a communication strategy to inform the Oneida Organization and Community of the changes and increased functionality of the Office of the Ombudsman.
- General ‘Case’ information:
  - **Reporting on ‘Case’ information is being reconstructed to better fit with the expanded duties and responsibilities of the OoO**
  - This reporting area is being re-evaluated and reconstructed to provide a more accurate depiction and description of the actions of the OoO.

**Identified Challenges and/or actions needed by the OBC:**

Access to reference information for the organization can be cumbersome and the inconsistent understanding of interpretation of policy, procedure, rules, expectations, etc. with respect to the organization creates confusion for many whether employees of the organization (at any level ~ front line to top) or community members/consumers of tribal services. Review of process and policy on a more regular basis would be helpful and is a part of organizational best practice. The lack of ‘blue prints’ or flow charts for processes within the organization play a big part in the confusion of various matters. The development and sharing of such charts would aid in increasing understanding as well as assist in providing accountability and consistency. Clarification and communication of roles, responsibilities, expectations, and positive accountability are ways in which this can be addressed and has begun in some areas of the organization with collaboration of the Ombudsman.

**4. Professional Development**

- Working with ongoing development of Quality of Life ~furthering the concepts and avenues for the purpose of providing oversight and collaboration while encouraging cooperation between divisions/departments/programs for more efficient and effective use of resources
- Change of the Office of the Ombudsman to that of Tribal Ombudsman servicing the entire organization and Oneida Community to increase service under the Standards of Practice of an Organizational Ombudsman as indicated by OBC action.
  - Currently designing ways to accomplish this by making greater collaborative use of resources
  - Identifying communication process to inform the organization and community of the change and functions of an Organizational Ombudsman
  - Making collaborative connections within the organization to identify the best collaborative fit in service and action with the Ombudsman to meet the needs of the community and the organization
- Continual participation in the Healthy Native Community Fellowship as part of a collaborative team. Applying knowledge and skills gained for obtaining community input, facilitating meaningful community conversations/meetings, identifying community goals, creating community driven strategies and action plans, coalition development, and creating professional partnerships through work with Youth Empowerment

- Maintaining membership with the International Ombudsman Association (IOA). Expanding network of Ombudsman colleges worldwide and participating in professional networking via professional organizations and groups
- Network with other Ombudsman to identify and locate tools, resources, and collaboration for professional practice with a primary focus on those from Canada, Australia, and the National/Federal level within the USA

**Identified Challenges and/or actions needed by the OBC:**

Identifying the proper balance for reporting out to the external community continues to be a bit of a challenge. As an office of one, there is a delicate balancing act that must be done to provide service at a level that is effective and efficient with a community and employment base as large as that of the Oneida Tribe of Indians of Wisconsin. As part of the recommendations for expansion of the Ombudsman Office, an improved communication plan is being explored. The end goal of a communication plan is to provide information to the community on activities, actions, impacts along with improved marketing of services. A great deal of this will begin to be defined once expansion is complete, implementation plans are complete and transition of the Ombudsman Office and Leadership concludes.

**Goals for Q1 of FY2015:**

The following are part of the overall goals that have been identified for FY2015 as they pertain to the four identified strategic areas of the Office of the Ombudsman. These goals are in addition to the general provision of services of the OoO as they apply to specific ‘case’ matters that come before the office.

**1. Functional Development and Design of the Office**

- **Database:** realign database development plan based on information obtained from ‘designing systems and processes for managing disputes’ resource materials
  - Outlined (structure) for a general database to better track concerns
  - Outlined work plan for the development of the database to provide useful information and trending with respect to the expansion of the OoO
- Continuous strategic planning for the Ombudsman Office to include long, mid, and short range plans/goals/objectives using the skills learned from professional development in this subject matter. This will also be impacted by the expansion of the OoO
- Continuous review, evaluation, and modification of ‘tools’ utilized to ensure they are meaningful and effective
  - Review training and facilitation materials/outlines of acquired materials (topic areas: accountability, visioning, planning, group facilitation, addressing simple conflict)
- Continually identify, define, and track actions and services of the Ombudsman to provide a holistic picture of what is done via the OoO

**2. Building and Maintaining Relationships and Resources**

- Continue to identify ways in which to enhance organizational and community awareness and understanding of the OoO.
  - Explore community meeting concept, interaction with specific population groups to identify their concerns and/or what they would like to see from

the OoO, and potential events at which information and awareness can be shared with the organization and community

- Collaborate with other areas on various projects/activities
- Continue to expand specific activities of the OoO such as facilitation and collaboration, coaching service, and process evaluation
- Continuous evaluation and modification of communication methods to enhance positive working and reporting relationships- identify what information is needed and would be helpful for both sides, revamp report/communication structures
- Work with divisions, departments, and programs to assist in identifying opportunities for positive growth and development for the community and organization. Work toward proactive communication with areas/providers- updates as to what is being worked on, what is going right, how the Ombudsman can assist with heading off concerns and accenting the positives
- Community based work that increases awareness of the OoO and addresses teachings from participation in the Healthy Native Community Fellowship

### **3. Information and Case Management**

- Identify 'subject and/or service areas' for which the OoO is receiving contact
- Log services provided by OoO beyond 'case management' and identify ways in which to report out on such activities
- Focus on 'recording and reporting effectiveness of an OoO' to improve data collection and reporting and identify appropriate measurement tools; continuous exploration of professional best practices in this area
- Research web pages of other Ombudsman to begin drafting a web page for the OoO to be an ongoing event with expected deliverables for FY2015

### **4. Professional Development**

- Continue to collaborate with other departments, programs, and entities
  - Continue to focus on Role and Responsibility Clarification, strategic alignment with collaboration and cross functional working, and strategic planning that aligns with the identified strategic plan of the organization
- Maintain membership with IOA (*International Ombudsman Association*)
  - Explore possible options of Facilitating future training sessions
- Prepare for Ombudsman related Professional Development opportunities: IOA annual conference and other Ombudsman, Mediators, Conflict Resolution, Alternative Dispute Resolution organizations
- Maintain connection and communication with other HNCF teams and Native Communities through the use of 'Fellowbook'. This also provides access to additional tools and resources
- Increase professional network with other Ombudsman in a variety of professional fields and with members of other Tribal Nations ~ expand awareness and participation in professional groups