



TRIBAL MEMBER SUCCESSION PLAN

Comprehensive Plan

March 2010

TABLE OF CONTENTS

- ↓ Introductory Statement
- ↓ Ten Steps to Success and Succession
- ↓ Interviews and Assessments
 - Annual Interviews
 - Development Interviews
 - Identification of Potential Successors
 - Continuing Review of Succession Plan
 - Ongoing Recruitment and Retention Activities
 - Regular Reporting to Management and Tribe on Retention and Succession Effort
- ↓ Continuing Development
 - Training and Education
 - Individual Development Plans
 - Development Files and Notebooks
 - Assessment Tools and Coaching
- ↓ Employment Policies
 - Native American Preference
 - Tribal Member Employment
 - Equal Opportunity Employment
 - Chehalis Tribal Position Development
 - Outplacement Exit Strategies and Policies
- ↓ Organizational Chart
- ↓ Appendix
 - Staff Development Forms & Documents
 - Current Status of Succession Plan
 - Chehalis Tribal Member Status

INTRODUCTORY STATEMENT

The *leadership* at Rochester Management and Lucky Eagle Casino recognizes that recruiting, training and retaining talented and experienced Tribal executives, managers and employees is critical to the continued success of the organization. We are mindful of the *importance* of encouraging and assisting Tribal Members to fill career oriented and senior positions at Lucky Eagle Casino. This may require training, career development, gaming certifications and mentoring.

Succession planning is a continuous process of identifying, counseling, and preparing Chehalis Tribal Members for executive and management positions within the Lucky Eagle Casino. The *Tribal Member Succession Plan* is designed to facilitate and insure the success of qualified Tribal Members as leaders who are representative of the community and Lucky Eagle Casino's mission, values, goals and objectives.

The Tribal Member Succession Plan will maintain a high level of executive and managerial talent throughout the organization's business cycle. The essential goals of this plan are to identify, encourage, support and retain Tribal Members as they move into senior and other career growth positions at the Lucky Eagle Casino and assume increasing responsibilities for its operation.

Tribal Members will be assisted by this plan in four stages of employment—*initial* employment, *vocational* positions, *management* positions, and *executive* positions. Upon hire, individuals will begin working with the Staff Development Team (Staff Development) to inventory their skills and abilities, and to identify and develop plans to achieve their individual goals.

INTRODUCTORY STATEMENT -CONT'

As career goals and plans become more defined, each individual will receive personal mentoring to assess and measure their progress, to identify areas where Staff Development can assist the employee's professional growth, and to encourage successful employment and job satisfaction. Staff Development may identify vocational, employment, managerial, and executive training as well as on-the-job experience in this effort. All progress notes and information will be maintained in the individual's confidential Staff Development file.

Individuals participating in the Tribal Member Succession Plan will receive regular monitoring and evaluation to encourage successful implementation of their plan.

Lucky Eagle Casino and Rochester Management are committed to supporting Tribal Members as casino leaders. This will help achieve a level of long-term preparedness and stability. The Succession Plan is intended to provide assurances to the Chehalis Tribe and the associates of Lucky Eagle Casino, demonstrating that succession is planned and supported.

TEN STEPS TO SUCCESS AND SUCCESSION

1. *Recognition* by Rochester Management and the Lucky Eagle Casino leadership of the Tribal Member Succession Plan as a **primary business objective** equal to and as *important* as all other overall business and profitability strategies.
2. *Identify* both Tribal Members who are presently employed at the Lucky Eagle Casino and those who are not presently employed there but who may have skills and interests that would benefit the Casino.
3. *Recruit and interview* Tribal Members who are not currently employed by Lucky Eagle Casino to determine their interests, goals, and potential for employment within the Casino.
4. *Conduct assessments* with current and possible Tribal Member employees to determine strengths, interests, and potential.
5. *Identify career goals* for Tribal Member employees and develop plans to achieve them. Establish quantifiable and measurable benchmarks to measure progress.
6. Provide *assistance and guidance* to Tribal Members so that they can obtain necessary training, experience, and/or education.
7. Provide *employment*, as available, to Tribal Members in a department of interest or in a related department.
8. Schedule *regular meetings* with Tribal Member employees to monitor their progress, resolve issues, and/or clarify goals and steps to achieve them.
9. *Schedule related seminars*, training, conferences, and/or education as needed. Identify helpful reading material and writing assignments.
10. Counsel, *mentor* and provide additional guidance as necessary.

INTERVIEWS AND ASSESSMENTS

Annual Interviews

Staff Development shall conduct a confidential interview with each Chehalis Tribal Member employed at Lucky Eagle Casino on at least an annual basis. The interview will help identify:

- Current position, duties, and responsibilities
- Skills Assessment
- Employment goals and interests
- Educational interests
- Areas where Staff Development could assist growth

Development Interviews

On an ongoing basis, as Tribal Members enter the organization, as opportunities present themselves and as job openings arise, Tribal Members will participate in development interviews to determine if their interests and skills qualify them for new and open positions.

Identification of Potential Successors

Tribal Member employees who have the interests and skills to attain career and senior positions will be supported in advancing within the Casino. Once potential candidates for these positions are identified, they will be offered development counseling, leadership mentoring, training, education, and/or other means of support to increase their opportunities for success and readiness for the positions of interest.

INTERVIEWS AND ASSESSMENTS CONT.

Individual Development Plans and Evaluations

Staff Development will assess the skills, goals, and needs of each Tribal Member employee, and will work with each Tribal Member to create a Development Plan individualized to their specific skills, needs, and career goals. Staff Development will be responsible for monitoring each employee's progress and for offering the guidance and development needed as identified in the Tribal Member's individualized plan. Staff Development will also be responsible for regularly evaluating individual participants concerning their knowledge and skills in both technical (industry policies and issues, customer service, budgets, etc.) and management (maturity, supervisory skills, attitude, teamwork, etc.) areas.

Succession Review Process

The Management Company and the General Manager will insure that succession planning is in place at Lucky Eagle Casino. A regularly scheduled review process will be conducted with Staff Development and Tribal liaison positions, to include the following:

- Quarterly meetings to discuss status of succession plan
- Monthly meeting to update and review progress, successes, and areas of concern with individual plan participants
- Regular review of management positions to identify key positions and new potential candidates
- Regular review of all internal Tribal Member development information

INTERVIEWS AND ASSESSMENTS *CONT.*

Ongoing Recruitment Activities

- Annual direct mailings to Tribal Member homes, encouraging employment at Lucky Eagle Casino
- Development of Public Relations materials about Casino employment
- Post and publicize career and vocational job opportunities for Tribal Members
- Active community involvement to identify Tribal Members with potential to advance into key Casino leadership positions
- Annual Job Fair activities
- Summer Youth Programs
- Foster relationships with Tribal Liaison positions
- Report recruitment statistics to Business Committee on a regular basis

Reporting Responsibilities

A report on succession activities, recruitment efforts, and non-confidential information about the career development of Tribal Member employees will be provided to the Chehalis Tribal Business Committee on no less than a quarterly basis. Lucky Eagle Casino and Rochester Management shall promptly notify the Chehalis Tribal Business Committee of all vacant positions and promotional opportunities.

Annually, at the Fall General Council, a *State of the Casino Tribal Member Development Report* will be provided which will summarize all activities associated with Tribal Member Development and will provide non-confidential information about the progress made by individual Tribal Members covered by the Plan.

DEVELOPMENT

Training and development will be accomplished by:

- Developing career goals and benchmarks
- Developing, monitoring, and maintaining career development plans
- Providing in-house educational and training programs
- Offering external education, support, and counseling

Individualized development plans will include the following types of support, guidance, and learning objectives:

- *Identification* of core skills, aptitudes, and interests
- Utilization of skill *assessment* tools
- Regular *feedback* sessions
- *Development* of communication skills
- Cultural *awareness* and strategic business approaches
- Individualized monitoring and support
- Regular *compensation/performance* reviews and standards
- *Encouraging* leadership skills and abilities

In developing career paths and plans, it may be necessary to create *transitional positions* such as assistant managers and/or directors in order to provide experiential development opportunities. The purpose of such positions is to facilitate increasing levels of responsibilities and hands-on experience. These positions will be incorporated in the Operating Budget and require Business Committee approval.

DEVELOPMENT - CONT

Individual notebooks and development files will be maintained for Tribal Member employees and shall include, among other items:

- Associate questionnaire-interviews conducted by staff
- Input from Staff Development managers on at least an annual basis
- Contact sheets documenting formal meetings at least twice per year plus other contacts and coaching as needed and as they occur
- Online Tribal Member Associate Questionnaires completed every 18 months or more often if desired
- Records from Performance Indicator and Profile XT assessment tools
- Notification of any changes in employment status or position
- Individual Development Plan

Assessment and Mentoring Tools will include, among other items:

- The Performance Indicator - Describes significant job-related behavioral tendencies and key measurable areas:
 - Productivity
 - Quality of work
 - Initiative
 - Teamwork
 - Problem solving
 - Response to stress and conflict
 - Work motivation

DEVELOPMENT -CONT

The *Profile XT Assessment* - Suggests "Job Match" patterns for positions the individual may aspire to or be interested in. The information will help in managing, motivating, and mentoring the individual for success.

Mentoring categories

- *Thinking Style* - Learning index, Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning
- *Behavioral Traits* - Energy Level, Assertiveness, Sociability, Manageability, Attitude, Decisiveness, Accommodating, Independence, and Objective Judgment
- *Interests* - Enterprising, Financial/Administrative, People Service, Creative, Technical, and Mechanical
- *Total Person* - Additional information regarding the individual and the significance of scores

Employment

Upon employment with Lucky Eagle Casino, each Tribal Member shall participate in an entry level inventory of their skills, abilities, and individual goals, to be completed by Staff Development. That information will be maintained to gauge and monitor personal growth if the individual chooses to pursue additional employment opportunities. The individual will also receive mentoring to encourage and assist successful employment and job satisfaction.

Vocational

The key components of a vocational preparatory program will be identified for each Tribal Member employee. The preparatory program will include participation in appropriate vocational programs, apprenticeship training, and on-the-job experience.

DEVELOPMENT -CONT

Management

Individuals with specific management goals will receive additional *counseling and assistance* based upon successful employment, a positive assessment of their skills and potential by Staff Development, and an expressed desire to obtain the breadth and depth of knowledge and skills necessary to become a successful manager. This information will assist in identifying and developing the key components of a management development program. The *individual's* developmental program will include appropriate continued education, on the job experience, other training, and mentoring. External internships and other experiential opportunities may be identified as a part of the development program.

Executive

Individuals with specific executive goals will receive additional counseling and assistance to become successful executives, which includes familiarity with the operations of all aspects of the Casino. The individual's developmental program will include participation in appropriate continued education, on-the-job experience, other training and mentoring. The *on-the-job experience* and mentoring will include work in every department in the casino as well as participation in casino executive team meetings and activities. External internships and other experiential opportunities may be included as a part of the development program.

EMPLOYMENT POLICIES

In support of the Chehalis Tribe's continuing efforts to provide employment opportunities for its members, Rochester Management and the Lucky Eagle Casino will continue to implement the following policies:

Native American Preference in Hiring

- Indian preference policies shall apply to the hiring, placement, promotion, transfer, and treatment of employees during all aspects of their employment at the Lucky Eagle Casino.

Tribal Employment

- Lucky Eagle Casino maintains a preference for hiring Chehalis Tribal Members, spouses of Tribal Members, and all other Native Americans. Within 120 days of employment, an effort will be made to identify and provide full time employment to Chehalis Tribal Members.

Equal Employment Opportunity

- Lucky Eagle Casino is committed to fair and equitable treatment of all individuals, and is committed to maintaining a workplace free from harassment.

Chehalis Tribal Member Development

- At least once *annually*, Lucky Eagle Casino management shall review the employment goals of Chehalis Tribal Members. Issues for consideration include:
 - On-the-job training and skills development
 - Formal Succession Plans
 - Formal and external educational opportunities
 - Mentors
 - Personal development plans
 - Summer Work programs

EMPLOYMENT POLICIES CONT'

Conditional Licensing

- When a Chehalis Tribal Member is determined to be a person whose prior activities, criminal record, reputation, habits or associations pose a potential threat to gaming operations or the effective regulation of gaming, or which create or enhance the chances of unfair or illegal practices claims against Tribal Gaming facilities, the Tribal member may be considered for Conditional License Status.

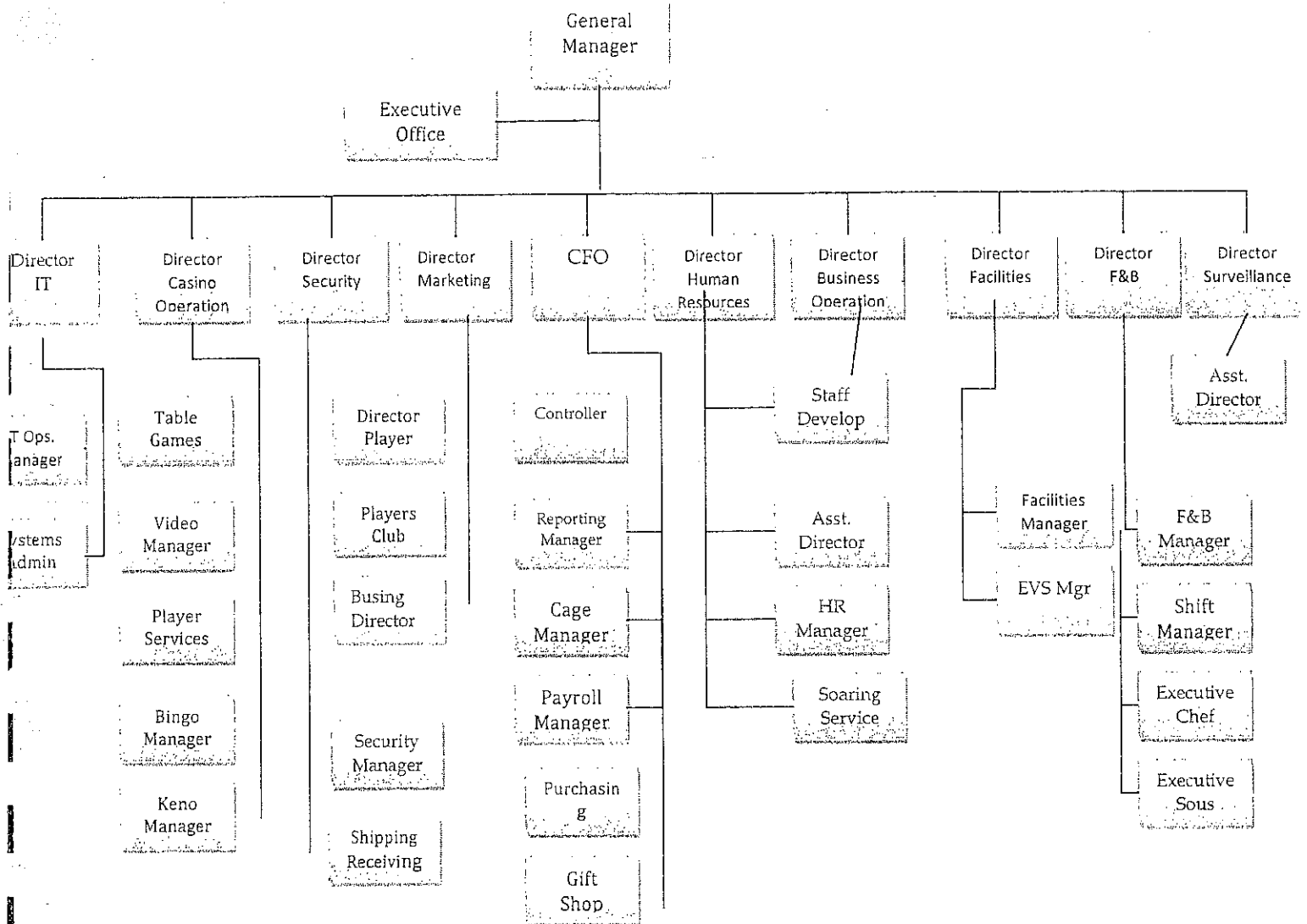
Outplacement Exit Strategies and Policies

- Rochester Management and the Lucky Eagle Casino realize their responsibility to the organizations non-Tribal Member employees. When Tribal Members are placed into open positions or new positions, we will explore other opportunities for such employees, including outplacement counseling and exit strategies.

Cultural Diversity Training

- Rochester Management and Lucky Eagle Casino will insure on at least an annual basis that cultural diversity training, with an emphasis on Native Americans and the Tribal Member Succession Plan, is provided for non-tribal employees.

EXECUTIVE ADMINISTRATION ORGANIZATIONAL CHART 2010



Transitional leadership positions may be necessary to facilitate the development plan needs of candidates

(See page 8)

TAB

Appendix

ANNUAL
EMPLOYEE QUESTIONNAIRE

Name: _____

Dept: _____

Position: _____

Date: _____

Confidential

1. Are you satisfied with your current position? YES NO

What do you like or what could make it better? _____

2. Are there other departments in the Casino that you are interested in? YES NO

If yes, please circle the department or departments you are most interested in:

Food and Beverage- Front of house	Back of house	Administration
Finance	Human Resources	Marketing
Facilities and Maintenance	IT	Security/Surveillance
Players Club	Cage	Video Slots
Table Games	Keno	Bingo
Gift Shop		

3. Have you expressed your interest to your supervisor or manager? YES NO

If yes, who did you talk to and what was the response you received? _____

ANNUAL
EMPLOYEE QUESTIONNAIRE

Cont'

4. Do you have any specific career goals? YES NO

If yes, what are they? _____

5. What do you perceive to be the major hurdles in accomplishing your career goals? _____

6. How can the Casino support you in reaching your goals? _____

7. Could another tribal enterprise better help you achieve those goals? YES NO

If yes, please circle the enterprise or enterprises you are most interested in:

Chehalis Tribal Construction

End of the Trail- Convenience Store

Eagles Landing Hotel

Great Wolf Lodge

Saxas

8. Are there any skills and/or abilities that you would like to improve on? _____

9. When is the best time to contact you? _____

Tribal Member Associate Questionnaire

1. Default Section

*

1. PLEASE ENTER YOUR NAME AND CONTACT INFORMATION.

Please enter your
name and contact
information.

Name:

Company:

Email Address:

Phone Number:

2. Are you satisfied with your current position?

Yes

No

If no, what do you like or what could make it better?

3. Are there other departments in the Casino that you are interested in?

Yes

No

4. If yes, please indicate the department or departments you are most interested in:

Administration

Bingo

Cage

Facilities and Maintenance

Finance

Food and Beverage

Gift Shop

Human Resources

IT

Keno

Marketing

Players Club

Security/Surveillance

Table Games

Video

5. Have you expressed your interest to your supervisor or manager?

Yes

No

If yes, who did you talk to and what was the response you received?

6. Do you have specific career goals?

Yes

No

If yes, what are they?

7. What do you perceive to be the major hurdles in accomplishing your career goals?

8. How can the Casino support you in reaching your goals? For example, are there any resources that you would like to see provided by the Casino or Tribe that would assist you in reaching your goals?

9. If you feel other Tribal Enterprises or the government would better help you achieve your goals, please indicate that which most interests you.

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Chehalis Tribal Construction

End of the Trail I

End of the Trail II

End of the Trail III

End of the Trail IV

Eagles Landing Hotel

Great Wolf Lodge

Saxas

Chehalis Tribal Government

Headstart

Health Clinic

Community Center

Public Safety

Office of Tribal Attorney

Education

Other (please specify)

10. Are there any skills and/or abilities that you would like to improve on?

Name: _____

Position: _____

[illegible]

INDIVIDUAL DEVELOPMENT PLAN

CASINO VOCATIONAL PLAN OF WORK

Name: _____

Present Position: _____

Supervisor: _____ Plan Approved/Date: _____

Goal

Outline of Training Experiences:

1. _____
2. _____
3. _____
4. _____
5. _____

Anticipated Timeline: Start _____ Finish _____

Employee agreement signature: _____ Date: _____

The table identifies training experiences and will be filled in as the training progresses. Successful completion of each step will be approved by the trainer or coach before proceeding to the next training category as identified in the outline of sequential training experiences.

Training Category	Description (Who provides the training)	Performance Expectations	Activity Start Date	Successful completion	Approved by Trainer/Coach

COACHING ASSESSMENT

Name: _____ Present Position: _____

Supervisor: _____ Coach: _____

Goal: _____

Anticipated Timeline: Start _____ Finish _____

Employee agreement signature: _____ Date _____

Performance Indicators

Assessment Date _____

Performance Indicator	Skill/Behavior	Action Plan & Start Date	Assessment of Action	Coach Approval
Productivity				
Quality of Work				
Initiative				

Teamwork				
Problem Solving				
Stress & Conflict				
Motivation				
Supervisory Skills				
Attitude				
Other				

MANAGEMENT TRAINING PLAN OF WORK

Name: _____

Present Position: _____

Supervisor: _____ Plan Approved/Date: _____

Goal

Outline of Training Experiences:

1. _____
2. _____
3. _____
4. _____
5. _____

Anticipated Timeline: Start _____ Finish _____

Employee agreement signature: _____ Date: _____

The table identifies training experiences and will be filled in as the training progresses. Successful completion of each step will be approved by the trainer or coach before proceeding to the next training category as identified in the outline of sequential training experiences.

Training Category	Training Description (Start date and trainer)	Performance Expectations and Performance Review	Successful completion Lesson Learned	Approved by Trainer/Coach

EXECUTIVE & PROFESSIONAL IN DEVELOPMENT PROGRAM

As part of the Executive and Professional in Development Programs, the following questions must be answered and will become part of the respective files. These same questions will be provided on a regular basis as we work through the various programs, professions or schools you are attending. Collecting this information will enable us to monitor progress, detect potential problems and provide additional assistance if needed.

Month and year you entered the program? _____

In which department or school did you begin? _____

Are you presently in the same department or school? If no, name the new one.

What is your present title? _____

What is your career goal(s)? _____

How much time do you expect it will take to achieve the goal(s)? _____

What tools, exposure or schooling will be needed to achieve goal(s)? _____

Are you presently getting the assistance required to successfully achieve your goals? If not, please explain or give example _____

Comments:

Employee Signature: _____ Date: _____

EXECUTIVE TRAINING PLAN OF WORK

Name: _____

Present Position: _____

Supervisor: _____ Plan Approved/Date: _____

Goal

Outline of Training Experiences:

1. _____
2. _____
3. _____
4. _____
5. _____

Anticipated Timeline: Start _____ Finish _____

Employee agreement signature: _____ Date: _____

Anticipated Timeline: Start _____ Finish _____

Employee agreement signature: _____ Date: _____

The table identifies training experiences and will be filled in as the training progresses. Successful completion of each step will be approved by the trainer or coach before proceeding to the next training category as identified in the outline of sequential training experiences.

Training Category	Training Description (Start date and trainer)	Performance Expectations and Performance Review	Successful completion Lesson Learned	Approved by Trainer/Coach

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CURRENT STATUS OF SUCCESSION PLAN

2010

Lucky Eagle Casino and Rochester Management understand that, to truly be effective at providing leadership opportunities for Tribal Members, we must concentrate on fostering and developing the management and leadership abilities of Tribal Members, both to those employed at the Casino and those living throughout the Tribal community. We will consider all Tribal Members as potential employees, and conduct evaluations at every opportunity. In order to do so successfully, we have linked together our Tribal *employment* practices with our strategic goal of providing career and leadership opportunities to Tribal Members and retaining them as key employees and leaders.

In 2010, coaching and development of Tribal Members will be a *primary* focus for Staff Development. By the end of 2009, we had *successfully* placed the following positions into defined leadership/career positions:

- Executive Development (3)
- Finance
- Food & Beverage
- Human Resources
- Operations
- Marketing
- Surveillance
- Security/Risk Management

We will continue to endeavor to foster *positive* community relations and to provide employment and development opportunities to all qualified Chehalis Tribal Members.

STATISTICS

The information contained here reflects statistics for Chehalis Tribal Members only; we did not include spouses or descendants of Chehalis Tribal Members or others who live on the reservation. Current Tribal enrollment, according to the Tribal Planning Office, indicates 819 Chehalis Tribal Members.

2009

	Number	% of Total Tribe
Tribal Members under age 16	224	27%
Tribal Members over age 64	33	4%
Tribal Members employed at Tribal Center	66	8%
Tribal Members employed at other Enterprises	30	4%
Tribal Members enrolled in Full Time College	19	2%
Tribal Members employed at Tribal Housing	2	.5%
Tribal Members employed at the Casino	61	7%
Tribal Members employed at Great Wolf	3	.5%
Other	381	47%

Given these statistics, there are theoretically 562 employable Tribal Members between the ages of 17 and 64. We have employed 235 *Chehalis Tribal Members* over the course of the past fifteen years. The Casino currently employs 12% (61/499) of eligible and available Tribal Members.

STATISTICS

December 2009 Casino Employees

	Tribal	Non Tribal	%
Executive	3	9	25%
Manager	7	30	19%
Supervisor	9	57	14%
Vocational -Professional - College	6	Undefined (?)	
High School Students	1	6	
Other	35	494	6%
Total	61	596	9%

Currently, 61 Tribal Members are employed with Lucky Eagle Casino. There are currently 115 executive, management and supervisory positions at the Casino. Chehalis Tribal Members currently occupy 19 of those positions. That means 31% of the Tribal Members employed with the Casino today hold 17% of all leadership positions. In our annual Tribal Member discussions we have identified approximately 20 employees, or about 33%, that do not want to move into positions of greater responsibility. There are 29 (48%) who have identified or achieved specific goals. The remaining Tribal Members will be invited to obtain additional education, to acquire additional skills, and to identify specific positions and/or employment goals they may be interested in.