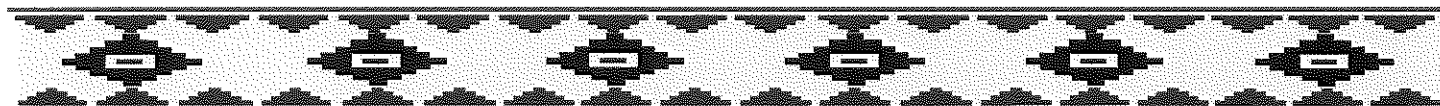


# Pamáwaluukt (Empower) Program

## *Empowering CTUIR Tribal Members to Achieve Their Employment Goals*

Adopted with Resolution 12-057



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## Introduction / Background

**Pamáwaluukt** (pah-MAH-wah-lookt) is a native Umatilla word meaning “each person raising himself up.”

The Confederated Tribes of the Umatilla Indian Reservation’s Board of Trustees and Executive Management considers professional development, with an emphasis first on CTUIR members, a priority. The Pamáwaluukt Empower Program is created to proactively promote opportunities and assistance that will contribute to the successful growth of all CTUIR tribal members, at all stages of their employment with the CTUIR.

The CTUIR employs nearly 600 people in its government, including related housing and health institutions. Professional development, including succession planning for managerial positions, has not been implemented in a systematic manner at the CTUIR. While explicit job standards exist in much of the enterprise environment, the relatively young and emerging Government workforce does not yet have a shared understanding of governance functions or professional standards for government employees.

The enterprise environment focuses on different “customer” bases than the focus of Tribal government, which is responsible to some 2,900 members. Therefore, explicit standards for governance functions should be acknowledged and advanced by the CTUIR government. Briefly, key governance functions include: Vision; Strategic Planning; Operations; Evaluation; and Reporting.

Previous efforts to develop young tribal members through mentorship have not realized their potential benefit due to, among other things, a lack of professional standards and a holistic, strategic approach. Current managers recognize that mentoring or succession planning cannot, by themselves, meet the needs of the CTUIR government to develop a sustainable workforce of professionals dedicated to the service of the Tribal community.

Pamáwaluukt Empower was also created to continue work towards the CTUIR Vision (adopted via Resolution 10-008, February 1, 2010): *“The CTUIR government serves our community through responsible leadership and accountability. We respect our citizens, neighbors, environment, culture, religion and a healthy lifestyle. We shall uphold and exercise our sovereignty and Treaty. We strive to be a sustainable, empowered and prosperous nation.”*

## Scope

This Pamáwaluukt Empower Program applies to the following CTUIR entities:

1. CTUIR government
2. Gaming Inspectors/Surveillance
3. Umatilla Tribal Court
4. Umatilla Reservation Housing Authority
5. And any other entities / enterprises that fall under the general jurisdiction and operational control of CTUIR government (i.e., Yellowhawk Tribal Health Center)

## **Pamáwaluukt Empower Program's Mission and Goals**

### **MISSION:**

*Empowering CTUIR tribal members to achieve their employment goals while providing exceptional service to the community.*

### **GOALS:**

- Higher awareness by Tribal members about job opportunities and employment requirements and expectations
- Increased opportunities for Tribal member employees, applicants and youth
- Increased number of CTUIR tribal member employees in Tribal government workforce
- Creation of a clearly defined career path for tribal member employees
- Creation of a highly competent tribal member pool for management positions
- Higher retention rate for tribal member employees.
- Higher number of tribal member employees who are financially prepared for retirement.

## **Governance and Oversight of the Pamáwaluukt Empower Program**

The Pamáwaluukt Empower Program shall be facilitated by the CTUIR Office of Human Resources, with oversight and guidance by a diverse staff committee called the Pamáwaluukt Empower Committee. This committee will guide the program and some committee members will be involved in tasks such as reviewing and accept applicants for the management experience elements, as well as conducting an annual review of the program to suggest improvements. The Human Resources Director, with the assistance of the Committee, will work with agencies and enterprises with existing plans that are similar to Pamáwaluukt Empower and encourage agencies and enterprises without such a program, to develop one.

The Committee will be chaired by the Human Resources Director and be comprised of a few current management employees, and one to two competent individuals from outside CTUIR Government preferably with Human Resources or Workforce Development experience. The Human Resources Director, with input from the CTUIR Management Team, shall be responsible for recruitment of the Committee. Once named to the Committee, members may also suggest additional members and assist in the recruiting of committee members.

## Chapter One

### Fostering Leadership in a Governance Structure

CTUIR recognizes the importance current leaders bring to the workplace, not just today, but from the lessons of yesterday and in planning the potentials of tomorrow. CTUIR leaders (tribal or non-tribal managers and directors) are all expected to support the vision of the Pamáwaluukt Empower program, to engage Tribal Member (TM) employees in a positive future at CTUIR. Support and implementation of the Pamáwaluukt Empower Program will be an evaluation factor for all Department Directors.

CTUIR leaders will actively assist TM employees by sharing their knowledge, experience, responsibilities and strategies expected from their leadership role. Through engagement, current leaders will introduce and groom TM employees in understanding upper level roles and responsibilities.

Toward this goal, CTUIR will commit to the following:

- 1) Modify every management level job description to include as an essential function - "Participation with and development of a tribal member workforce."
- 2) All tribal member leaders will be required to become a "link" to a TM employee, as outlined in Chapter 2.
- 3) All CTUIR department directors shall engage their TM mid-management staff in budget planning and work plan development and implementation of those budgets and work plans.
- 4) CTUIR department directors shall schedule their TM mid-management staff to attend various management meetings or events, as a representative of the department, e.g. management team meetings, BOT work sessions their department may have, etc.
- 5) Department directors will strongly encourage and guide TM mid-management staff to participate in civic and community events where their leadership skills and presentation style can be further developed, such as Nixyaawii Community School's career class presentation, non-profit groups, toastmasters, charitable organizational boards, etc.

## Chapter Two

### Tribal Member Applicants

#### **A. PRE-EMPLOYMENT DEVELOPMENT**

##### **I. Application**

Once a tribal member (TM) application is submitted to the Confederated Tribes of the Umatilla Indian Reservation (CTUIR) the applicant is placed in the Pamáwaluukt Empower Program. The TM application will be given to a Staffing and Recruitment Specialist/ Pamáwaluukt Empower (Pamáwaluukt Empower), who will implement the following actions to assist TMs in their job search at CTUIR.

During the process of evaluation and coordination with both Workforce Development, Tribal Vocational Rehabilitation and other support services and programs, it may be determined that a TM applicant should be enrolled in one of those programs. If a TM applicant is enrolled in other support services and programs, the application for a position will be held until the TM applicant completes the processes of the other support services and programs. Pamáwaluukt Empower will continue to monitor the progress of the TM applicant and, upon completion, pick up with tracking the TM applicant for employment.

TM applicants may decline to be enrolled in other support services and programs. Declination will not affect the services offered by Pamáwaluukt Empower but may adversely affect opportunities for employment. TM applicants may also decline to participate in Empower but must specifically waive their participation in writing.

##### **II. Intake Interview**

Pamáwaluukt Empower will conduct an intake interview that will gauge skills, interests, work history and qualifications. Empower will guide the TM in the job search process based on these identified strengths, preferences, skills and qualifications.

##### **III. Enhancing Interview Skills**

Pamáwaluukt Empower will work with all TM applicants to increase the success of their job search by helping them focus on the details they present. These details may include:

- a) providing a comprehensive application that positively demonstrates the applicants experience, skills, and qualifications
- b) resume tips
- c) personal presentation
- d) showing knowledge about the position/department (researching)
- e) developing a plan to organize personal business needs that support job search
- f) preparing for the interview
- g) Use of TABE and BMCC's Work Keys testing may be used to determine skill levels in reading, writing, math, computer skills, business writing, etc.

All applicants will be encouraged to attend interview training and will be given tips and handouts regarding interviewing. A mock interview may be provided for the TM where the applicant will be able to observe and have guided feedback on their performance in a videotaped mock interview.

##### **IV. Follow Up**

TM applicants will be monitored by Pamáwaluukt Empower who will remain in contact with TM applicants throughout their job search efforts.

## **B. WORK EXPERIENCE and TRAINING**

CTUIR wants to provide work opportunities and foster TM employment through the following programs where TM applicants can acquire work experience and/ or insight on the job functions and qualifications for positions of interest at CTUIR.

### **I. Launch Program**

CTUIR will promote employment opportunities for TM applicants through collaboration with other support services and programs, and will host the Launch Program for placing a limited number of eligible TM applicants into a work experience position at CTUIR. This collaboration allows TM applicants to acquire the work experience and skills that they may have been missing. The number of TM applicants placed in the Launch Program will be determined by availability of funds and other factors.

Launch placement will be determined by Pamáwaluukt Empower in coordination with other support services and programs and may be up to six (6) months duration, dependent on the position, the TMs eligibility for other support services and programs and services, and availability of funds. Launch participants will function as a CTUIR employee, and are expected to comply with CTUIR policies and practices, including passing the drug test, a satisfactory background check, and any other requirements for the position. Launch employees will be supervised by the department placed in, who will ensure job coaching, counseling, training and evaluation. Some Launch placements can be paid through Workforce Development, so additional information may be necessary to understand payroll dates/hours, and additional funding may be needed.

TM's successfully completing the Launch placement will be considered to have met the minimum qualifications for the position and shall be given in-house preference when applying for the position where the experience has been gained.

### **II. Job Exposure**

To promote understanding of the actual job functions and duties of various positions, CTUIR is supportive of providing TM applicants with an opportunity to meet with a current employee for one to four hours to gain a perspective and understanding of the job duty requirements. Job exposure meetings are determined and made by the Pamáwaluukt Empower staff, in consultation with the affected department's director, and based on job interest, placement options, and in compliance with regulatory/policy mandates. TM applicants participating in a job exposure are not paid for this tag along time.

### **III. Minimum Qualifications Training**

CTUIR's Pamáwaluukt Empower, partnering with other support services and programs and other Human Resource functions, will assist in broadening its training opportunities for TM applicants that target routine minimum qualifications required for many CTUIR positions that TM applicants may not possess. Such qualifications may include, but are not limited to customer service and computer skills.

## **A. ESTABLISHING A STRONG CONNECTION**

After accepting a position at CTUIR the newly hired TM will enter the CTUIR workplace like all other employees, with orientation. After orientation the TM employee will have additional responsibilities during their probationary period that is intended to create a strong connection to the workplace and to understand their role as a tribal member employee. Under the Pamáwaluukt Empower program, each new TM employee will participate in the following activities toward this goal.

### **I. Your Role in Building our Future**

TM employees will participate in a discussion session intended to provide a historical view of the Tribes and the impact the workforce has had, and is making on tribal operations and in the local community. CTUIR will strive to guide TM employees to fully recognize the opportunities they bring to the workplace and the impact they make on their future and that of the tribes.

### **II. Tribal Leader Connection**

The new TM employee will be linked with a current tribal leader/director at CTUIR. This is a simple meeting where a member of management can discuss their road to their position. This will be a great time for stories and examples to inspire the new TM employee and a great opportunity to apply a connection between a new hire and a seasoned employee.

### **III. Monitoring Probation**

The first 90 days are a critical time when employees are learning the operating rules and regulations, performance expectations, job functions, working with varied personalities, etc., while adjusting their personal lives around a job schedule. To help ensure that TM employees are successfully adapting to these new requirements, HR will closely monitor the TM employee's performance including being promptly advised of any unscheduled absences, tardiness, no call/no shows, or performance concerns. HR will work closely with the TM's supervisor to implement appropriate intervention.

Within this 90 day period, feedback surveys will also be conducted by HR at the thirty, sixty and ninety days. The feedback surveys will solicit feedback on job satisfaction, work conditions, supervisory relationship, home/life balance, child care needs, transportation needs, etc. This feedback will identify areas needing attention to increase the TM's success in entering the workforce and completing probation.

### **IV. Moving from New Hire to Engagement**

After successfully completing the 90 day review period, HR will contact the TM employee to celebrate this transition into regular work. At this time HR will encourage the TM employee to consider engagement opportunities to solidify their ties to the workplace through various means such as committees, activities, and volunteerism.

## RETENTION & DEVELOPMENT INITIATIVES

### I. Job Satisfaction

Once a year all TM employees will be given a job satisfaction survey to determine their level of content with CTUIR. These surveys will evaluate job satisfaction in the context of defined governance functions and be administered by HR and used to measure job satisfaction, suggested improvements and help identify possible changes to the Pamáwaluukt Empower Program and/or CTUIR employment policies/procedures.

### II. Assessment and Individual Career Development Plan

HR will provide guidance to supervisors to ensure an assessment and Individual Career Development Plan (ICDP) is completed with every TM employee at the end of their first year of employment, and annually thereafter. This information is used to determine personal areas of interest for the TM in their development whether it be job related or personal growth they seek. HR will assist the TM determine a course of action and identify avenues for the TM to reach their goals. Areas of focus will be career aspirations, job enhancement and/or personal growth.

HR will administer these goal setting efforts and will work to coordinate training options or opportunities that support TM goals whenever possible.

### III. Career/Job Enhancement

CTUIR will promote opportunities for TM employees to fulfill their career development plans through various resources and efforts. The following are options identified to assist with the TMs career path or job enhancement goals.

- a) Attending on-site training is an option for TM employees to advance their job knowledge and career aspirations. TM employees may attend CTUIR-offered training during work time.
- b) TABE (Test of Adult Basic Education) and BMCC's Work Keys Test may be used to determine skill level in reading, writing, mathematics, computer skills, business writing, etc.
- c) College level courses (either available through department funding, or through other sources).
- d) Other certified training opportunities outside of college credits.
- e) Provide experience and knowledge outside of CTUIR where arrangements to exchange or cross train at another tribal property to obtain and learn other best practices and applications. This training involves extensive coordination and costs and is strictly dependent upon CTUIR department operations (staffing, the position, funding availability, etc.).
- f) Technical mentoring guide and develop knowledge, skills and experience under the supervision of a journey-level craft person or trade professional in which participants learn the practical and theoretical aspects of a highly skilled occupation such as electrician, graphic design, etc...By providing technical mentoring CTUIR is helping shape expertise by providing hands on experience.



#### **IV. Personal Growth**

CTUIR recognizes that not all TM employees are looking for career advancement. To create a strong and content tribal workforce, CTUIR acknowledges that personal growth is key to the TM employees overall success at CTUIR. With this initiative TM employees may determine through assessment that personal growth may be one of their goals in seeking improvement.

Personal development may include time management, stress reduction, building work ethics, family communication, personal finances, etc... or it may include learning how to cook, a new language, beading, etc... CTUIR will identify various resources to promote opportunities for personal development.

## Chapter Five

### Management Experience Program

#### DISCOVER

The DISCOVER is a management experience program designed to enhance the operational knowledge of management for current TM employees who are interested in advancing into CTUIR management positions.

This program will be available for interested TM employees who meet the following criteria:

- Currently employed with CTUIR in a full- or part-time position continuously for at least two years,
- Demonstrates excellent employment practices (performance, attendance, engagement, etc.).
- Displays an aptitude for leadership.
- Agrees to maintain confidentiality of any sensitive or confidential information learned during the management experience.

The Discover program is intended to provide an experiential learning experience where the participant will rotate through up to six primary service areas of CTUIR government. Participants will learn key aspects of each major service area and how they interact. This approach will help prepare the candidates for future management and leadership positions.

Participants selected for the Discover program shall vacate their primary position for a 6-month period while participating in this training. Upon successful completion of the program, the Discover participant will return to their primary position and will earn 6 months of interdisciplinary management experience to apply to their resume when applying for vacant management positions. When a TM employee completes this program they are not assured a leadership position.

Due to departments operating without a primary employee for several months, the Discover program is limited to no more than two TM participants at any one time. The number of departments included in the program rotations will be determined in coordination with CTUIR administration, based on operations and staff availability.

#### **I. Recruitment**

HR will administer the Discover program with oversight from the Pamáwaluukt Empower Committee, including the annual scheduling for the program, coordinating department participation, recruiting TM candidates, handling applications, coordinating the selection process and monitoring the TM student throughout the program.

#### **II. Selection of Participant**

TM employees interested in the Discover program must provide the following:

- Discover Application
- Letter of interest from the applicant detailing why they consider themselves a prime candidate for this opportunity
- Resume or Curriculum Vitae

- College transcripts, as appropriate
- Three letters of recommendation, including at least one from a CTUIR department director

Final applicants will be scheduled for an interview with a panel consisting of:

- Not less than three members of the Pamáwaluukt Empower Committee,
- Executive Director or Deputy Executive Director,
- Human Resources Director.

This panel will make the final selection of Discover participants.

### **III. Participant Responsibilities**

Each Discover participant will be required to submit a written report on their experience in each rotation by outlining an overview of each department's responsibilities, how those inter-relate to other departments and programs, key governance functions, different domain knowledge or skills required for the department, and department challenges in serving the CTUIR community, and how the employee's domain skill set relates to the department function. Upon completion of participation in a department, the hosting department will submit an assessment of the Discover participant's performance and progress.

The Pamáwaluukt Empower Committee will review these assessments on a regular basis. HR will administer and compile these reports into the employee participant's personnel file.

### **IV. Employer Responsibilities**

Within each rotation, department directors and program managers will enhance the Discover participants learning by actively providing the following:

- Clearly defined department and program missions
- Department orientation, including work plans, budgets and staffing levels
- Provide access to themselves
- Provide guidance and written expectations
- Provide regular feedback
- Behave as a "role model" and create a learning environment
- Communication
- Focus on success elements
- Provide hints/tips
- Create challenges which lead to learning opportunities
- Assist in the development of management strategy skills
- Provide practical approaches to management challenges

**Example** of a Discover rotation for someone interested in executive management:

- 1 month in Administration/BOT
- 1 month in Finance
- 1 month in HR
- 1 month in Legal
- 1 month in a CTUIR department that provides direct community services
- 1 month in a CTUIR department that protects Treaty resources or culture/heritage

**Example** of a Discover rotation for someone interested in department director functions:

- 1 month in Department of Natural Resources
- 1 month in Tamastslíkt Cultural Institute
- 1 month in Public Works
- 1 month in Education
- 1 month in Department of Children and Family Services
- 1 month in Public Safety Department

Rotation and departments will vary depending on business demands, management challenges and frequency of participation in the Discover program.

## **V. Employee Responsibilities Upon Completion of Discover**

Upon completion of the Discover Program employees will:

- Prepare a written report to the Pamáwaluukt/Empower Committee that
  - Explain benefits gained from going through the Program,
  - Provide feedback on whether participation in the Program met their expectations,
  - Identify potential opportunities that may have opened from participation in Discover,
  - Identify areas where additional training and/or education may be necessary for further advancement, and
  - If appropriate outline a long range plan on obtaining additional education and/or experience.

## **VI. Outcomes**

Upon completion of the program, participants will have transferable skills that can apply within not only the CTUIR government, and the general workforce as a whole. They will be able to include this management experience on their resume.

Following completion of the Discover Program, participants will gain insight, knowledge, and experience and will have gained some management experience and insight to help better prepare them for future openings. Participants who complete Discover may still require further education and training in order to successfully meet minimum qualifications for many of the program and department managerial functions.

CTUIR department directors typically have 5-10 years of experience in a field before they are likely to be considered ready for a management-level position. In order to be a department director for CTUIR, tribal members will generally have a) an appropriate level of education in an appropriate field of study b) demonstrated on-the-job success at an entry level position (usually 5-10 years), c) management training, and d) a demonstrated capacity to meet the needs of a leadership position.

Participants may also determine from their experience in the Discover, that they aren't interested in a managerial position, but may determine that they have a desire to refocus their career field into something else. In this instance Empower will assist the individual in preparing a development and training plan to assist them in transitioning to their new career field and assist them in their efforts.

As an equal employment opportunity employer, the CTUIR exercises its inherent right to train and develop its Tribal members within the workforce and recognizes the intrinsic and ongoing value of all employees within the CTUIR.

This program is also created with the goal of a future management team that is well rounded and familiar with most components of the CTUIR government.

## Chapter Six Transition Planning

### **I. Opportunities for Changing Needs**

Many TM employees have a long and rich work history whether at CTUIR or elsewhere, a transition may be necessary due to job performance or physical limitation or they are close to retirement from the CTUIR.

CTUIR values the contributions of each and every employee. The value of the experience and knowledge of each TM employee is something to nurture for the future, whether a TM employee is considering retirement or a job transfer.

Considerations and options will be weighed when a TM employee's need and/or capabilities change. Accommodations are always a first consideration and will be based on governmental operations and service needs as provided in CTUIR personnel policies. If a TM seasoned employee is unable to be accommodated in their current position or within their current department/program, HR will work to identify any potential positions within CTUIR that may accommodate the TM employee and allow them to continue their employment with CTUIR and to pass on their knowledge to others. HR will advise the TM employee of their options as outlined in personnel policies including accommodation. In the event accommodation is an option the TM employee cannot be guaranteed any position or that a new position will be at the same rate of pay, schedule, or status. When a position is identified, a recommendation is made for a transfer. Final decision on accommodation rests with the Department Director where the TM employee would be placed.

### **II. Retirement Mapping**

TM employees will be provided assistance in mapping out their retirement path. HR will identify resources available to assist with financial planning, debt counselors, assessing retirement needs, etc., to provide any type of assistance a TM employee may need for planning a secure financial future for their retirement.

## Chapter Seven

### Youth

CTUIR wants to encourage tribal youth to contribute to the continuing growth and success of the CTUIR by learning about, participating and taking pride in the CTUIR. The following activities are intended to recruit and engage tribal youth in CTUIR operations. In approaching this goal, the Youth Asset Map shall be used as a resource.

#### **I. Outreach and Career Exploration Efforts**

- a) Collaboration efforts with other departments, including, but not limited to such departments as DCFS, Court, Human Resources, Tamastlikt Cultural Institute, and Education. Collaboration shall also include other efforts to reach out to all Tribal youth, such as focusing on:
  - a. Head Start, grade schools, middle/high school, NCS with orientations, tours, job shadowing, mentoring, etc.,
  - b. Financial Literacy education for K-12 students, and
  - c. Development of Teaching and Curriculum at the schools by Tribal Departments.
- b) Youth Employment Program – CTUIR has a youth employment program aimed to give students exposure to various careers and a chance to learn job skills, including development of “soft” skills such as the importance of time management, work ethic, and communication skills (written and oral).
- c) Internship Program – CTUIR has an internship program that targets higher education students majoring in a field of study that is available at CTUIR. TM students have a placement preference over non-tribal applicants.
- d) Presentations at local schools and student job fairs that inform students about CTUIR – it’s success, the impact on the tribal community, and what this means to students and their future – so students can take pride in knowing they are a part of this bigger picture.
- e) Career Exploration Program to be developed should include culture camps, field tours, Treaty Rights mentoring, assign science projects (i.e. AISES, STEM) and job shadowing opportunities.

**II. Facilitating Tribal Member Youth Interests: “Aboriginal Journeys” – A program for middle school and high school students that demonstrates the vast geographical extent of the CTUIR’s history, rights and responsibilities. Students would travel to different points within the CTUIR’s aboriginal territory to learn about natural resource management issues and career opportunities. Modules would be organized around the CTUIR DNR First Foods mission, and for each of the foods, the students in the program would travel to different places to learn about management issues and career opportunities. Each year, the locations for the module would be different. Students would also learn basic geographic information system skills on the trip, collecting and documenting spatial data as part of the exercise. One of the goals of the program would be to emphasize to students the far roaming nature of the CTUIR, and that they can view college as another means of traveling to distant places to gather resources (education and experience) to bring back to their home.**

#### **III. Facilitating College Student/Young Professional Interests:**

“Inter-Disciplinary Career Training” – A program for college age students in the CTUIR workforce. Students would select from inter-disciplinary career modules within the three major branches of CTUIR government – Administration, Resources, and Services. Each summer, between college attendance, students would rotate between programs within one of those major functional branches to gain a broad exposure to community issues, government operations, and management approaches and styles. Students would be expected to sign an

employment agreement that required a minimum number of years of employment following their attainment of a college degree.

“Professional Development” – This program would be for college students and recent college graduates, and would provide for participation in “externships,” wherein the students or graduates would work for other organizations for 6 months to a year to diversify their experiences, gain new perspectives, learn about new management tools or applications, and then bring those back to the CTUIR government.