





































# Wildhorse Resort & Casino's

# **CTUIR Tribal Member** P.R.I.D.E. Program

**P**roudly

Reaching

In the

Direction of

Excellence













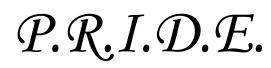












# Mission:

Empowering CTUIR tribal members to achieve their highest potentialbringing the future that we conceive into reality.





### **Introduction**

The CTUIR 's Board-of-Trustees considers professional development, with an emphasis first on CTUIR members, a priority. The PRIDE program was 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 at WRC.

Fiscal realities continue to be a focus for the workforce at Wildhorse and the PRIDE program is developed to enhance and evolve that workforce. This guide was originally written to provide a solid reference in the ongoing pursuit of CTUIR member employment and satisfaction. This program ensures the continued comprehensive practices implemented by WRC. PRIDE was developed jointly with WRC Human Resources which included the HR Director, Specialists in Tribal Employment, Employee Relations, and Training and Development, along with Wildhorse's CEO and the CTUIR Board-of-Trustees.

PRIDE was also created to continue both the Wildhorse mission and the Vision of the CTUIR .

"Wildhorse Resort and Casino will provide the highest level of Resort hospitality that reflects the culture and tradition of the Cayuse, Umatilla and Walla Walla Tribes."

"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."

The goals of the PRIDE program include:

- > Increased number of CTUIR tribal member employees
- > Creation of a more clearly defined career path for employees
- ➤ Creation of a well-trained tribal member pool for management positions
- Higher awareness by tribal members about job opportunities and employment requirements/expectations.
- ➢ Higher retention rate for employees.
- > Advanced level of employees prepared for retirement.
- ➢ Increased opportunities for tribal employees, applicants and youth.

<sup>~</sup>**P**roudly **R**eaching **I**n the **D**irection of **E**xcellence





## Contents

PRIDE Mission Statement	1
Letter from CEO	2
Introduction	3
Chapter One: Applicants	5
	5
Application	5
Intake Interview	5
Enhancing Interview Skills	5
Follow Up	6
Work Experience Training	6
Launch Program	6
Job Exposure	6
Minimum Qualifications Training	7
Chapter Two: New Hires	8
Establishing a Strong Connection	8
Your Role in Building the Future	8
Tribal Leader Link	8
Monitoring Probation	8
Moving from New Hire to Engagement	9
Chapter Three: Current Employees	10
	10
	10
•	10
	11
	12
• •	12
5 5	12
Selection of Participant	13
	13
	13
5	14
	15
	16
	18
1 1 5	18
	18
11 0	19
•	19





# Chapter One

## **Tribal Member Applicants**

#### A. PRE- EMPLOYMENT DEVELOPMENT

#### I. Application

Once a tribal member (TM) application is submitted to Wildhorse Resort & Casino (WRC) the applicant is placed in the PRIDE program. The TM application will be forwarded to the Tribal Employment Specialist (TES), who will implement the following actions to assist TMs in their job search at WRC.

#### II. Intake Interview

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

#### III. Enhancing Interview Skills

The TES 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) doing homework on the position/department
- e) developing a plan to organize personal business needs that support job search
- f) preparing for the interview

All applicants will be encouraged to attend the "How To Give A Great Interview" training and be given tips and handouts regarding interviewing.

A mock interview will be available for the TM where the applicant will be able to observe and have guided feedback on their performance in a videotaped mock interview.





#### Follow Up

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

#### B. WORK EXPERIENCE TRAINING

WRC is committed to provide work opportunities to those committed, by offering the following two programs where TM applicants can acquire work experience and/ or insight on the job functions and qualifications for positions of interest at WRC.

#### I. Launch Program

WRC will promote employment opportunities for TM applicants through collaboration with the CTUIR Workforce Development Program and Vocational Rehabilitation, and will host the Launch Program for placing eligible TM into a work experience position @ WRC. This collaboration allows TM applicants to acquire the work experience and skills that they may have been missing.

Launch placement will be determined by the TES in coordination with Workforce Development and may be up to six (6) months duration, dependent on the position, the TMs eligibility for Workforce Development services, and availability of funds. Launch participants will function as a WRC employee, and are expected to comply with WRC policies and practices, including passing the drug test, obtaining a gaming license or passing a background check, as required by the position. Launch employees will be supervised by the department placed in, who will ensure job coaching, counseling, training and evaluation. Launch placements are paid through Workforce Development, so additional information may be necessary to understand payroll dates/hours.

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.

#### II. Job Exposure

To promote understanding of the actual job functions and duties of various positions, WRC is supportive of providing TM applicants with a job shadow opportunity to follow a current employee for an hour or more to gain a perspective and understanding of the job duty requirements. Job exposure assignments are determined and made by the TES 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

WRC's Training & Development will broaden its training opportunities for TM applicants that target routine minimum qualifications required for many WRC positions that TM applicants may not possess. Such qualifications may include but not be limited to:

- ➤ customer service experience
- $\succ$  cash handling skills
- $\succ$  10 key skills
- ➤ computer skills

Training &Development intends to develop unpaid training that the TM applicant will gain the skills and knowledge that equate to those minimum qualifications. WRC will collaborate with other agencies and training programs to promote wider reaching options for TM development.





# Chapter Two

### **Tribal Member New Hires**

#### A. ESTABLISHING A STRONG CONNECTION

After accepting a position at WRC the newly hired TM will enter the WRC 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 PRIDE 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 that is intended to provide a historical view of the Tribes and the impact the workforce (WRC, CTUIR, Cayuse,...) has had, and is making on tribal operations and in the local community. WRC 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.

HR intends to develop a video that portrays this vision and impact using TM employees, to promote TM PRIDE in working to their full capacity.

#### II. Tribal Leader Connection

The new TM employee will be linked with a current Tribal Leader at WRC. This is a casual and brief 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, the TES will closely monitor the TM employee's performance including being promptly advised of any unscheduled absences, tardies, no call/no shows, or performance concerns. The TES will work closely with the TMs supervisor to implement appropriate intervention.





Monitoring Probation (continued)

Within this 90 day period, feedback surveys will also be conducted by the TES at the thirty, sixty and ninety days. The feedback surveys will solicit feedback on job satisfaction, work conditions, supervisory relationship, home/life balance, 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, the TES will contact the TM employee to celebrate this transition into regular work. At this time the TES will encourage the TM employee to consider engagement opportunities to solidify their ties to the workplace through varies means such as committees, activities, volunteerism, while maintaining WRC business goals.





# Chapter Three

### **Current Employees**

#### A. 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 WRC. These surveys will be administered by the TES and used to measure job satisfaction, suggested improvements and help identify possible changes to the PRIDE program and/or WRC policy.

#### II. Assessment and Individual Career Development Plan

HR's Training & Development (T&D) will work with Supervisors to administer an assessment and Individual Career Development Plan (ICDP) 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. T&D 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.

T&D 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

WRC will promote opportunities for TM employees to fulfill their ICDPs 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 WRC offered training during non-scheduled work time as non-paid time. If attending during scheduled work time, participation must be pre-approved by their supervisor.
- 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.





Career/Job Enhancement (continued)

- c) College level courses established and provided through the Education Reimbursement program, through department funding, or through other sources.
- d) BA--Hospitality & Gaming. Program was developed jointly between BMCC and Wildhorse.
- e) Other certified training opportunities outside of college credits.
- f) Provide experience and knowledge outside of WRC 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 WRC department operations (staffing, the position, funding availability, etc.)
- g) 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 WRC is helping shape expertise by providing hands on experience.

#### IV. Personal Growth

WRC recognizes that not all TM employees are looking for career advancement. To create a strong and content tribal workforce, WRC acknowledges that personal growth is key to the TM employees overall success at Wildhorse. 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... Wildhorse will identify various resources to promote opportunities for personal development.





# Chapter Four

### Tribal Management Program

#### WINGS OF FLIGHT

The WINGS OF FLIGHT program is designed to enhance the operational knowledge of hospitality and gaming management for current WRC TM employees who are interested in advancing into WRC management positions.

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

- > Employed with WRC for at least two years
- > Currently working at WRC in a full time exempt or a mid-management level position or above.
- > Demonstrate excellent employment practices (performance, attendance, engagement, etc.)
- > Display an aptitude for leadership (behavior that promotes engagement)

The "Wings" program is intended to provide an experiential learning experience where the participant will rotate through five to seven areas within WRC, learning all aspects of those department operations. Participants selected for the "Wings" program shall vacate their primary position for a 1 year period while participating in this training. Upon successful completion of the program, the Wings participant will return to their primary position and will earn one (1) year of gaming/hospitality management experience to apply to their resume when applying to vacant management positions.

Due to departments operating without a primary employee for 1 year, the Wings program is limited to no more than three TM participants at any one time. The number of departments included in the program rotations will be determined in coordination with resort and casino management, based on business needs and staff availability.

#### I. Recruitment

HR's Training & Development and the TES will jointly administer the Wings of Flight program, 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.





#### Selection of Participant

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

- Wings of Flight Application
- Letter of interest from the applicant outlining why they consider themselves a prime candidate for this opportunity
- > A letter of recommendation from a WRC department head
- Agree to Basic Skills testing of writing, math and computer skills. If selected, the skills level testing will determine coursework to be taken.

Final applicants will be scheduled for an interview with a four person panel consisting of the CEO, Casino General Manager, HR Director, and the TES, who will make the selection of Wings participants.

#### II. Progress Reports

Each Wings participant will be required to submit a written report on their experience in each rotation by outlining an overview of that departments responsibilities, strengths and challenges. Each hosting department will also submit an evaluation of the Wings participant's performance and progress. T&D will administer and compile these reports toward the student's portfolio of learning.

#### III. Management Commitment

Within each rotation, the department manager will enhance the Wings participants learning by actively providing the following:

- Provide access to themselves
- Provide guidance and written expectations
- Provide regular feedback
- Behave as a "role model" and create a learning environment
- Communicate
- 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 the Wings of Flight rotation:

Department	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb
Human Resources												
/Training												
Gaming/												
Slots/Tablegames												
Hospitality												
/Lodging/Golf/Gift Shop												
Food & Beverage												
Buffet/Banquet/Wildfire												
Marketing												
Players Club/Events/Advert.												
Finance												
/Cage/Soft Count/Audit												
Security												
/Drop team/Transportation												

Rotation and departments will vary depending on business demands, management challenges and frequency of participation in the Wings program. Each participant will be required to have at least one rotation in each of the following categories:

- > Hospitality
- ➤ Gaming
- > Support

Upon completion of the program, participants will be goal oriented, and will have transferable skills that can apply within not only the resort, but also the workforce as a whole. This program is also created with the goal of a future management team that is well rounded and familiar with all the components of the Resort.





# Chapter Five

## Leadership

WRC recognizes the importance current leaders bring to the workplace, not just on today, but from the lessons of yesterday and in planning the potentials of tomorrow. WRC leaders, tribal or non, are all expected to support the vision of the PRIDE program, to engage TM employees in a positive future at WRC.

WRC 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, WRC will commit to the following:

- Modify every management level job description to include as an essential function 'Participation and development of a tribal member workforce.'
- All tribal member leaders will be required to become a "link" to a TM employee, as outlined in Chapter 2.
- All WRC department heads shall engage their TM mid-management staff in budget planning and work plan development.
- WRC department heads 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, marketing meetings, etc.
- Department heads 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's career class presentation, non-profit groups, toastmasters, charitable organizational boards, etc.

Every WRC leader, regardless of job held, is part of the Wildhorse team and makes an important contribution to the continuing growth and success of the Confederated Tribes of the Umatilla Indian Reservation. WRC expects all leaders to adhere to the Wildhorse management philosophy and service standards as found in the Policies and Procedures team member handbook.





#### WILDHORSE MANAGEMENT PHILOSOPHY & SERVICE STANDARDS

#### MISSION STATEMENT

"Wildhorse Resort & Casino will provide the highest level of Resort hospitality that reflects the culture and tradition of the Cayuse, Umatilla and Walla Walla Tribes."

This is our mission and the Wildhorse Resort & Casino (WRC) is committed to providing our team members, our customers and our community a high quality guest experience. Wildhorse strives to promote the best experience for our guests through personal service by our professional, attentive staff.

COMMON PURPOSE: Our WRC team is united by a common goal - to serve our guests, internal and external, with an environment that creates a positive experience where our team members enjoy coming to work and serving guests who return again and again! Each WRC team member is empowered to promote this common purpose!

### "Together we proudly create a fun, exciting and winning experience for everyone."

#### PRINCIPLES OF CONDUCT

We at WRC dedicate ourselves to the following principles of conduct:

- We treat every person, both guest and fellow team member, with honor and respect. Our word is our bond.
- We share in the pride of the people of the Confederated Tribes of the Umatilla Indian Reservation (CTUIR) and the ethnic diversity of our workforce. We are sensitive to cultural heritages, history and traditions.
- > We represent Wildhorse and the CTUIR with integrity.
- ➤ We stress good human relationships to carry out our responsibility to serve our guests with dignity and professionalism.

#### **KEY SUCCESS DRIVERS**

WRC has identified seven factors that are used to target operational excellence. These factors are the Key Success Drivers (KSDs) and are used throughout WRC operational planning and development and include:

- 1. Team Members: WRC recognizes that our team members are the foundation of our service and when our team members are cared for, they in turn take care of our guests.
- 2. Customers: The reason we are here! WRC strives to provide our guests with an experience that will bring them back again and again.
- 3. Marketing: The method in which WRC promotes its story: who we are, what we have to offer, what we promise our guests, our involvement outside WRC, and so forth.
- 4. Financial: WRC is financially responsible, as the bottom line (revenue) supports tribal self determination & sufficiency.
- 5. Integrity of Operations: WRC acts with honor, integrity and accountability in all areas of WRC operations.





- 6. Citizenship: WRC promotes community involvement and supports efforts to positively impact and contribute to the communities in which we live.
- 7. Leadership: WRC takes pride in the innovative thinking and actions of our team members, whose leadership empowers positive impacts on our guest experience, our workplace, and the CTUIR and local communities, helping to sustain WRC as a destination of choice.

#### QUALITY STANDARDS

These five areas are critical aspects of our guests' experience and are used to outline expectations from all team members toward providing excellent service.

- 1. Safety: Ensuring a safe experience by protecting the welfare of all
- 2. Integrity: Expecting personal accountability at every level
- 3. Courtesy: Creating an exceptional customer service experience for everyone
- 4. Team: Functioning together to create a cooperative and positive experience
- 5. Show: Providing a flawless experience a clean and cared for resort

#### **GUEST SERVICE STANDARDS**

Exceptional guest service is more than just a catchphrase at WRC – it is the basis for our business and the formula for our success! WRC promotes a customer-friendly atmosphere and attitude and treats each guest as being the *most important part of our job*. WRC expects all team members to address each guest with a cheerful greeting, a pleasant smile, a helpful attitude, a listening ear, empathy with their issues and assistance with their concerns, and other personal actions that connect us with the guest, making their visit to WRC memorable and the basis for return visits.

It is the responsibility of every team member to maintain the cleanliness and appearance of WRC, whether working directly with guests, in administrative areas, or out on the golf course! Our team members show pride in our facility by picking up trash on the floor, reporting damaged or unsafe equipment promptly to security or appropriate staff, and by taking care to leave the workplace neat and clean for their co-workers, or the next shift.

WRC is sensitive to the needs of our disabled and elderly guests and shall provide them with common courtesy and assistance whenever possible. In addressing the personal care needs of the disabled guests, WRC staff shall comply with the Disabled Patron Policy.

At WRC we firmly believe that each team member has a direct effect on guest service. If you are not serving a guest, then your job is to be serving someone who is serving a guest! It is this type of teamwork that makes our jobs easier and results in exceptional guest service. We are here for the guest, for without the guest, WRC business does not exist.



# Chapter Six

### Seasoned Employees

Seasoned Employees are TM employees who have a long and rich work history whether at WRC or elsewhere, and who are now reaching the point in their lives where job changes may be necessary due to age or physical limitations, or they are close to retiring from WRC.

#### I. Opportunities for Changing Needs

Considerations and options will be weighed when a TM employee becomes unable to perform the physical requirements of the job. Accommodations are always a first consideration and will be based on business operations and service needs per the accommodation policy in the employee handbook. If a TM seasoned employee is unable to be accommodated in their current position, the TES will work to identify other positions within WRC that may accommodate the TM employee and allow them to continue their employment with WRC. The TES will make every attempt to find a job match for the TM employee, but cannot guarantee the new positions will be at the same rate of pay, schedule, or status. When a position is identified, a recommendation is made for an administrative transfer.

#### II. Retirement Mapping

Seasoned members will be provided assistance in mapping out their retirement path. HR's Benefits Specialist will identify resources available to assist with financial planning, debt counselors, assessing retirement needs, etc., to provide any type of assistance a seasoned member may need for planning a secure financial future for their retirement.



# Chapter Seven Tribal Youth

WRC 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 financial engine that is WRC. The following activities are intended to recruit and engage tribal youth in WRC operations and are administered by HR.

#### I. Outreach Efforts

- a) Presentations at Nixyaawii and local schools that inform tribal students about WRC's story it's business 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.
- b) Job/Career Fairs
- c) Internships WRC has an internship program that targets higher education students majoring in a field of study that is available at WRC. TM students have a placement preference over non-tribal applicants.
- d) WRC utilizes the CTUIR Summer Youth program for placing tribal youth in summer work experience positions at WRC.
- e) Career Exploration Due to regulatory restrictions for placing youth in gaming areas, WRC is committed to hosting an annual Career Exploration Day when tribal youth will experience hands-on access to various WRC jobs and functions. Whenever possible, PRIDE members will be used to demonstrate these jobs.

