# TRIBALHUB

# INDUSTRY INSIGHTS

## Members Only Monthly Report

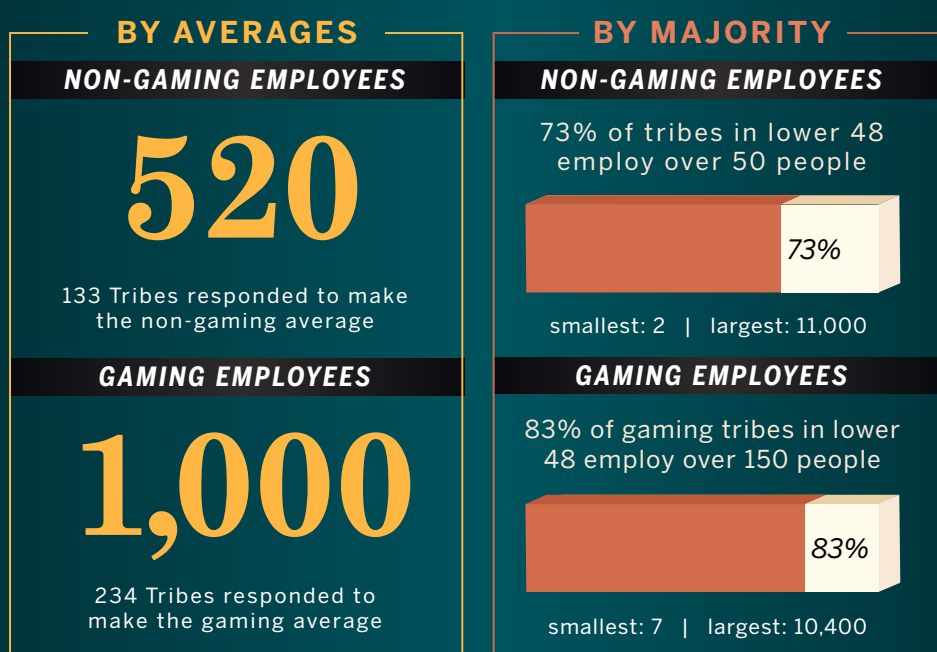## Training & Education in Native American Organizations

### INSIDER'S INSIGHT from TribalHub's Executive Officer, Mike Day

Every tribe seems to want to create a "continuous learning environment" in their organization, but very few are able to achieve it. The world is changing at an exponential rate, and yet one of the first things to get cut or reduced in budgets is training. Seem counterproductive to anyone?

TribalHub understands the importance of training and staff development. We believe in it so much that we created an entire division **(TribalWise)** to deliver cost-effective quality solutions to tribes. In today's fast-changing world, effective training needs to be a combination of online, in-person and even virtual training. Every employee needs the opportunity to grow their skills in their specific area of expertise and gain the skills and knowledge necessary to improve their position in the organization and their life. The "diamonds in the rough" are often uncovered with these training programs.

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## EMPLOYEE STATS - *In the Lower 48 Tribes*

### BY AVERAGES

**NON-GAMING EMPLOYEES**

# 520

133 Tribes responded to make the non-gaming average

**GAMING EMPLOYEES**

# 1,000

234 Tribes responded to make the gaming average

### BY MAJORITY

**NON-GAMING EMPLOYEES**

73% of tribes in lower 48 employ over 50 people

**73%**

smallest: 2 | largest: 11,000

**GAMING EMPLOYEES**

83% of gaming tribes in lower 48 employ over 150 people

**83%**

smallest: 7 | largest: 10,400

{ Results are available in the TribalHub Information Portal and are based on tribes who have responded to our outreach inquires. }

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## SKILL TRENDS OCCURRING IN INDIAN COUNTRY

Our long-time partner Info-Tech Research Group brings further detail to this subject as a deliverable from our shared Tribal Government Benchmarking Survey. We share some of that with you in this month's TribalHub Industry Insights report, along with two interviews on how other tribal organizations are currently utilizing employee training and education. It is an important topic that deserves attention; it can and will affect the long-term success of individuals and entire tribal organizations.

## NATRC
POWERED BY INFO-TECH
NATIVE AMERICAN TECHNOLOGY RESEARCH CENTRE

The Tribal Government Benchmarking Survey explores the skill sets that were most lacking amongst tribes across the nation. Understanding this deep dive summary helps to shine light on the skill trends occurring in and around Indian Country. Even if these rankings do not correlate directly to your tribe, they do represent the overarching patterns of common skill set gaps that are prevalent in tribal nations. Ensuring that your tribe is proactively addressing the skills gaps revealed in the survey will help to build and sustain effective teams that are capable of carrying out initiatives that further self-determination and tie to the key factors affecting tribal nations and communities.

The Tribal Government Benchmarking Survey respondents indicate that individuals who hold tribal leadership positions are perceived as underequipped when it comes to key skills and expertise that help build strong and resilient nations. In particular, cybersecurity and technical knowledge are perceived as the most poorly represented skill sets amongst tribal leadership with 82% and 54% respectively being very poor and somewhat poorly represented. Strategic, operational and management knowledge skills are also perceived as lacking amongst tribal leaders with 41%, 50%, and 45% respectively being very poor and somewhat poorly represented. It is critical that members of the tribal leadership team gain capacity and strength in these key areas to help ensure sustained growth and prosperity within tribal nations.

Tribal nations will be more successful in their pursuit of economic development if they embrace technology and grow their skills and knowledge in the key areas uncovered by this survey.

### Define a leadership strategy to ensure your development efforts pay off

Leadership Strategy

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Learning & Development Strategy

**Leadership Development Programs**

| Individual Contributor | First-Time Manager | Middle Manager | Senior Leader |

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The Tribal Government Benchmarking Survey shows how crucial it is that tribal economic development professionals identify and minimize the skill gaps that would otherwise preclude their tribal nations from effectively moving ahead with lucrative high-tech opportunities.

By formalizing a leadership strategy and growing the leadership skills of middle managers, tribal nations will be well equipped to realize their maximum potential for future growth. By adopting the L&D methodology set forth in Figure 4, tribal nations can formalize an L&D strategy in order to alleviate their skill set gaps.

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### HEAR FROM CASSANDRA MARLAR, HUMAN RESOURCES MANAGER AT THE TONKAWA HOTEL & CASINO on how her team has already begun taking the steps needed to ensure their team is provided with useful training and education.

## TONKAWA
HOTEL & CASINO

**1. Can you share with us a few things that your tribe and/or the department/team that you lead is doing to overcome the staff "training/development gap" that has been identified in many tribal organizations?**

We have taken the initiative to provide additional Leadership Development Trainings for the Management Team, we have brought in outside trainers for several of our departments to give additional trainings and we are beginning to have "Lunch and Learns with HR" to provide short training sessions over various topics that will be open to the staff to attend on their lunch.

**2. Are you currently investing in any online training within your organization?**

Yes, currently we use Casino Essentials for our online training needs.

**3. Will you be investing more, less or about the same in staff training in 2019, and why?**

We have and will continue to invest more in staff and leadership development in 2019.

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### HEAR FROM THE CHOCTAW NATION OF OKLAHOMA— HR- LEARNING & DEVELOPMENT DEPARTMENT to learn about how they are implementing and executing training and development.

THE GREAT SEAL OF THE CHOCTAW NATION

**CONTRIBUTORS FOR THE INTERVIEW:**
**Becky Hicks,** Leadership Institute, **Jeremy Shipp,** Talent Development, **Brandon Fields,** Training & Development, **Ron Pirkle,** Curriculum Strategist (LMS), **Brenna Cody,** Learning & Development

**1. Can you share with us a few things that your tribe and/or the department/team that you lead is doing to overcome the staff "training/development gap" that has been identified in many tribal organizations?**

The Choctaw Nation of Oklahoma – HR - Learning & Development Department has numerous trainings and programs in place that are addressing the "training/development gap". Utilizing industry relative training opportunities offered by certified instructors has helped our associates address their gaps. The L&D department receives, on average, 5-10 training requests each week for either individual or group development.

Choctaw Nation Leadership Institute is a leadership development program designed to develop leaders equipped to identify and adapt to the changing demands and future needs of the Choctaw Nation. Each workshop is intentional in honoring our Choctaw heritage while developing leadership skills for the modern tribal organization. We believe that leaders are learners and offer a variety of workshops to meet the needs of emerging and established leaders across the organization. Our learning programs offer opportunities in 1-day, 2-day, and 3-day workshops and can be combined in limitless ways to create an individualized development plan for leaders. This format was developed utilizing feedback from organizational leaders, the roles and responsibilities matrix from HR, the tribe's performance standards, and various other benchmarks collected from research.

Another program of learning, Mahli Chito, offers associates the opportunity to earn college credit through a unique partnership with Southeastern Oklahoma State University. Through this program, students attend specific classes at Choctaw Nation and are awarded credit toward a Bachelor of Communication with an emphasis in Leadership.

The Talent Development program is helping to overcome "training and development gaps" by focusing on emerging leaders and succession strategy. Each participant has a unique, individual development plan designed to help prepare them for future existing or non-existing roles, or better equip them for their current positions. Each participant is exposed to high-level leadership courses, taught by our internal Subject Matter Experts. The courses were identified by top executives, as being critical areas that our participants need a high-level awareness of to serve in a senior leadership role at Choctaw Nation.

The Management Training Program (MTP), partners with departmental leaders to design training plans and rotations that prepare associates for a management role for Choctaw Nation. The trainees participate in precise and intentional rotations where they gain exposure to the areas they need an awareness of to be a successful manager within that department. We have several tracks to choose from including Marketing, Food and Beverage, Casino Operations, Hotel Operations, and Retail.

The Choctaw Nation has experienced an incredible amount of growth in the past two decades, resulting in career progression that often moved faster than associate development. Our Training, Mahli Chito, Leadership Institute, Talent Development, and Management Trainee Programs help fill the education/training gap for individuals who experienced this rapid career growth.

**2. Will you be investing more, less or about the same in staff training in 2019, and why?**

About the same. We are already investing significantly in training with great results. Although 2019 has been a year of review, redesign, and launch for a couple of our programs, we purchased twice as many Conover and GMetrix assessments and trainings, The new Oracle LMS is a hefty expense that we are planning to invest in for many more years. The Open Sesame video library training will be rolled out in 2019. Choctaw Nation is also investing in staff training by approving an increase in L&D trainer/instructor headcount for FY19. This investment allows the department to better accommodate the training needs of our growing workforce. Choctaw Nation of Oklahoma places an enormous amount of value in developing our team members. We will continue to review and update our department and training efforts each year.

**3.Do you currently utilize any process or programs designed to educate or inform your executive leadership team(s) on important technology subjects that can dramatically affect the entire organization (ie, cloud, security, mobility and data topics)?**

Yes, our Information Technology department offers many opportunities and is always available to educate and inform all levels of leadership about important technology that affects the Choctaw Nation.

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## KEEPING YOUR TRIBE SAFE

*On behalf of* DEPARTMENT OF HOMELAND SECURITY / CISA CYBER+INFRASTRUCTURE

### Protecting Your Tribe Through Communications Infrastructure

Whether responding to a major emergency or managing day-to-day operations, your ability to communicate is critical to response and situational awareness. A tribe's communications is only as good as its infrastructure and equipment capabilities, and the Cybersecurity and Infrastructure Security Agency (CISA) can provide support and planning services to improve public safety, emergency management, and departmental communications across tribal lands.

CISA can support a tribe with customized technical assistance in the areas of:
• Governance planning, assessment, development, and agreements
• Standard Operating Procedure (SOP) development and implementation
• Technology planning and implementation
• Training
• Exercise planning and execution support

By strengthening communications infrastructure, tribes are empowered to protect their people and coordinate with surrounding jurisdictions and response agencies at all levels of government more effectively.

For more information about CISA service offerings, contact **CISATribalAffairs@hq.dhs.gov** and **www.CISA.gov**.

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## HOW SHOULD YOU BE MAXIMIZING YOUR MEMBERSHIP THIS MONTH?

**1. CLICK HERE** to read the complete deep dive summary of the 2018 Tribal Government Benchmarking Survey covering Technology Skill Sets in Indian Country. Ensuring that your tribe is proactively addressing the skills gaps revealed in this survey will help to build and sustain effective teams that are capable of carrying out initiatives that further self- determination and tie to the key force factors affecting tribal nations and communities.

**2. FREE TribalWise Upgrade!**
All TribalHub members now have access to the TribalWise Online Learning Value Package which provides you with access to 200+ online learning sessions which include topics from popular categories. Login and begin taking courses now!

**Watch the member benefits demo video on TribalHub.com** to review additional member benefits and be sure to check back here each month for quick tips on additional ways to take full advantage of your TribalHub membership!

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