

An abstract graphic on the left side of the slide. It features several concentric, glowing blue arcs of varying thicknesses, some of which are broken or incomplete. Interspersed among these arcs are several small, solid blue spheres. The overall effect is reminiscent of a stylized atomic model or a complex orbital system, set against a dark, textured background.

STRATEGIZING TO REVITALIZE THE TRIBAL WORKFORCE

TERRI HENRY, TERO DIRECTOR
EASTERN BAND OF CHEROKEE INDIANS
CHEROKEE, NORTH CAROLINA
EASTERN REGION

TRIBAL WORKFORCE PROTECTION ORDINANCE

- Responds to the high unemployment rates on tribal lands that is linked to the absence of job opportunities, and even on reservations with successful gaming operations.
- Recognizes that tribal members who remain unemployed may be suffering from childhood and historical trauma that makes it difficult to maintain employment, even where jobs are available.
- Connects Workforce Protection, Career Development & Historical Trauma in the Workplace in one ordinance.

COMPREHENSIVE TRAUMA-INFORMED ORDINANCE

WORKFORCE PROTECTION

- Provides some updates to the TERO Ordinance
- Provides protection against employment discrimination.
- Provides for Family, Medical, Cultural Leave.
- Provides health and safety requirements for all employers; establishes Fair Labor Standards including minimum wage.

CAREER DEVELOPMENT

- Encourages the coordination of the TERO program, the workforce development program, and other tribal programs and services.
- To provide career counseling and job training.
- To help in developing a career path and/or job skills.

TRAUMA SUPPORTIVE SERVICES

- Creates a trauma-informed workplace.
- Provision of supportive services to assist tribal members who have had difficulty maintaining employment.
- To members who suffer from the on-going effects of childhood and generational trauma.

THE CHALLENGES FACING INDIAN COUNTRY WORKFORCE DEVELOPMENT

**Tribal Workforce Development:
A Decision-Framing Toolkit**

*"We are rebuilding
tribal nations by building
people."*



National
Congress of
American
Indians



[NCAI_WDEV_TOOLKIT.pdf \(ncai.org\)](https://www.ncai.org/resources/tribal-workforce-development-a-decision-framing-toolkit)

SOCIAL CHALLENGES

- ◆ Deep, longstanding poverty
- ◆ Low education attainment levels
- ◆ Inadequate/counter-cultural local education systems
- ◆ Lack of preparedness for higher education
- ◆ Lack of industry-required hard skills, credentials, and work experience
- ◆ Limited/lack of soft skills
- ◆ Citizens' low self-confidence in their own abilities
- ◆ Inadequate technological skills
- ◆ Lack of work ethic
- ◆ Few professional role models
- ◆ Substance/alcohol abuse/addiction
- ◆ Mental/behavioral health issues
- ◆ Individual and family health issues
- ◆ Lack of driver's licenses
- ◆ Criminal records
- ◆ Past work experience issues
- ◆ Dependency mentality
- ◆ "Crabs in the bucket" dynamic
- ◆ Entitlement and other negative workplace attitudes
- ◆ Predatory lending
- ◆ Rapidly growing Native populations

COMMUNAL CHALLENGES

- ◆ Severe unemployment
- ◆ Not enough local job/career opportunities
- ◆ Few private sector job opportunities
- ◆ Inadequate "living wage" job opportunities
- ◆ Low labor force participation
- ◆ Lack of permanent, career-based jobs
- ◆ An aging existing workforce
- ◆ Tribal workforce unqualified for senior positions
- ◆ Limited local higher education, vocational, and professional development training opportunities
- ◆ Lack of apprenticeship opportunities
- ◆ Lack of accessible, reliable, affordable childcare
- ◆ Lack of short-term housing assistance
- ◆ Lack of support for would-be citizen entrepreneurs

ENVIRONMENTAL CHALLENGES

- ◆ Lack of physical infrastructure
- ◆ Inadequate housing
- ◆ Inadequate broadband internet connectivity
- ◆ Lack of accessible, affordable, reliable transportation
- ◆ Increasing costs of higher education
- ◆ "Brain drain" dynamic

POLITICAL CHALLENGES

- ◆ Political interference
- ◆ Program turfism and staff turnover
- ◆ Nepotism-based hiring
- ◆ Disconnected leaders
- ◆ Disconnect between the nation's strategic plan and its workforce development activities (or lack of a plan)

FISCAL CHALLENGES

- ◆ Inadequate federal funding
- ◆ Lack of sustained, discretionary funding
- ◆ Limitations on how outside funding can be spent
- ◆ Lack of awareness about available funding
- ◆ Excessive/irrelevant reporting requirements
- ◆ Limited available funding for training, subsidized work experience placements

INSTITUTIONAL CHALLENGES

- ◆ Poor/irregular communication
- ◆ Tribal "self-administration" of federal programs
- ◆ Counterproductive/rigid federal policies and regulations
- ◆ Imposition/use of state workforce development models
- ◆ Limited tribal capacity to generate/analyze local workforce and labor market data

PROGRAMMATIC CHALLENGES

- ◆ Inadequate/inaccurate federal- and state-level data
- ◆ Irregular/non-existent communication/coordination
- ◆ Overly bureaucratic intake processes
- ◆ Lack of qualified/experienced Native instructors
- ◆ Programs misaligned with tribal/local workforce needs
- ◆ Rigid program eligibility requirements
- ◆ Adapting workforce development programs

ASSESSMENT



ANALYSIS :: STRATEGY

“Building the Human Capacity to Rebuild Tribal Nations”

Identify & analyze the problem.

What do I need to do to get this ordinance passed?

Do I have access to any tribal statistical information?

- What is the Tribe’s rate of Unemployment / Employment rate?
- Has your community assessed trauma (i.e., ACE - Adverse Childhood Experiences)?
- What are the rates of absenteeism in your community?
- Where is this information found?

Are there other services being provided to the workforce that TERO might want to connect with? Who is providing those services?

Connect adoption of the ordinance to the Sovereignty of the Tribe and its Nation Building.

TERO brings Investment in the People; the Return on Investment (ROI) is a developed Tribal Workforce

EBCI TERO COMPONENTS



COMPLIANCE



WORKFORCE DEVELOPMENT

- JOB BANK
- MOTHER TOWN HEALING PROGRAM
- WIOA/NEW


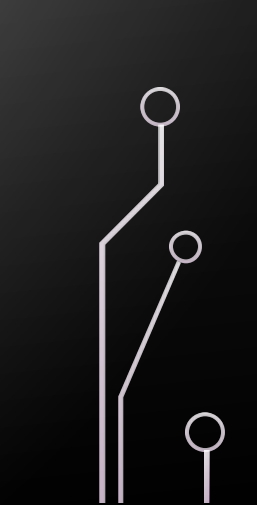


TERO TECHNICAL TRAINING INSTITUTE

- APPRENTICESHIP




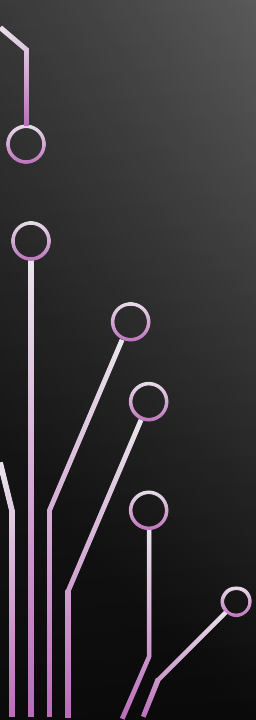
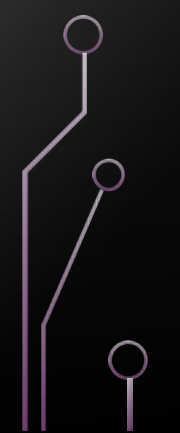
ONE APPROACH

- Identify where statistical information is located, if it exists.
 - Create a list of potential interested parties.
 - Reach out to Tribal service providers, begin developing or building on relationship.
 - Identify a forum to develop support for the Tribal Ordinance.
 - Tribal Conference, Community Forum
 - Identify speakers, location, schedule date and time; resources needed
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TRIBAL CONFERENCE

“Impact of Generational Trauma on the Tribal Workforce”

- Organizing & Building Allies
 - Speakers, national or regional subject matter experts
 - Local speakers working with this issue
 - End with someone who can walk thru the key provisions of the Ordinance and explain how those provisions work.
 - Open to Q/A
 - *“Create a groundswell”*
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- 



REVITALIZE THE TRIBAL WORKFORCE TOOLKIT

Factsheet on Ordinance

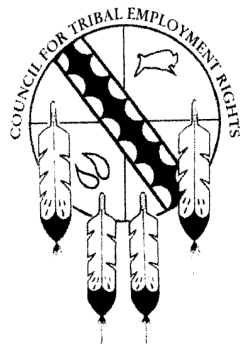
Tips for Meeting with Tribal Leaders

Calling your Tribal Leaders: A Call Script

Sample Letter to your Tribal Leaders

Sample Letter to the Editor

Using Social Media



REVITALIZE THE TRIBAL WORKFORCE!

Advocating for the Tribal Career Employment Ordinance: A Toolkit for Action

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REVITALIZE THE TRIBAL WORKFORCE!

Advocating for the Tribal Career Employment Ordinance: A Toolkit for Action

Dear TERO Colleagues,

It is the goal of Tribes to achieve full career employment for every member seeking employment, but employment rates on reservations are far above the national average. The Tribal Career Employment Ordinance contains key provisions that would assist those tribal members who are in the workforce, seek to be in the workforce, or are presently in school preparing to enter the workforce, to have successful rewarding careers in whatever area of work they choose. Now is the time to contact your tribal council and tell them why the Tribal Career Employment Ordinance is important in fulfilling the goal of full career employment for tribal members.

With your help and support the Tribal Career Employment Ordinance can be adopted. In the weeks ahead, we invite you to join us as we call on our tribal council members to adopt a Tribal Career Employment Ordinance that aids members seeking employment in obtaining employment, and services and protects Native American victims of childhood and historical trauma, aiding them in becoming successful employees. We hope you will use the resources in this toolkit to contact your tribal council members and take action in your community. The table of contents below describes the materials in this toolkit:

- Page 3: Fact sheet on the proposed Tribal Career Employment Ordinance
- Page 5: Tips for meeting with Tribal Leaders
- Page 6: Sample call script to Tribal Leaders
- Page 7: Sample letter to your Tribal Leaders
- Page 8: Sample letter to the editor/local media
- Page 9: Social media ideas

Thank you for your commitment to advocating for these important issues. Together, we can achieve full career employment for all of Indian Country.

Sincerely,

Lee Adolph
President

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• Council for Tribal Employment Rights • www.cter-tero.org •

Achieving Full Career Employment

The Tribal Career Employment Ordinance

High employment rates on reservations have often been linked to the absence of job opportunities, but even on reservations with successful gaming operations, where there are more jobs than tribal members, unemployment rates are still far above the national average. Many of the tribal members who remain unemployed, particularly where jobs are plentiful, may be suffering from childhood and historical trauma, making it difficult for them to maintain employment. The Tribal Career Employment Ordinance not only provides for career development and workforce protection, but aims to close the employment gap by including a component to help those who are unemployed and/or failing on the job because of trauma.

The comprehensive trauma-informed Tribal Career Employment Ordinance is comprised of three Chapters:

❖ Chapter I – The Workforce Protection Ordinance

The Workforce Protection Ordinance uses the sovereign authority of the Tribes to require every employer on the Reservation to provide preference in employment, contracting and subcontracting to Tribal members and other Indians. It also provides protection against employment discrimination and provides for Family, Medical and Cultural Leave, provides health and safety requirements for all employers on the Reservation and establishes Fair Labor Standards, including a minimum wage. This ordinance authorizes the creation of the Tribal Employment Rights office (TERO) and authorizes that Office to enforce all of the provisions of the Ordinance.

❖ Chapter II – The Career Development Ordinance

The Career Development Ordinance provides that the TERO, the Workforce Development Program and other Tribal programs are to provide Tribal members with career counseling and job training to assist them plan out a career path and/or obtain the skills needed to successfully pursue that path.

❖ Chapter III – Overcoming Historical Trauma in the Workplace Ordinance

The Overcoming Historical Trauma in the Workplace Ordinance creates a trauma-informed workplace by providing for the availability of supportive services to assist those Tribal members who have had difficulty maintaining employment due to the continuing effects of the childhood and generational trauma caused by efforts to exterminate Native Americans and destroy their culture.

A comprehensive trauma-informed Tribal Career Employment Ordinance that provides (i) workforce protection; (ii) career development services; and (iii) trauma-informed supportive services is necessary in the goal of achieving full career employment for every member seeking employment.

Many Native American communities have been hit hard by childhood and historical trauma. Persons with extreme trauma have particularly difficult problems in the workplace, including high rates of absenteeism, substance abuse on the job, violent arguments with supervisors, etc. It is possible that some percentage of those not employed are persons, who because of the effects of some combination of historical and childhood trauma, have poor work habits, poor work records, and have difficulty holding a job. Without adequate trauma-informed supportive services, employment retention, despite the Tribal Career Employment Ordinance's workforce protection and career development provisions, may be impossible.

Where trauma-informed supportive services have been provided, an increase in employee retention has been observed. For instance, the Arapaho Casino on the Wind River Reservation instituted a trauma-informed employee recovery program that provided traditional healing and modern counseling to employees in trouble and in danger of being terminated. As a result of the program, 63% of employees referred for counseling because they were in danger of being terminated ultimately retained their employment.

Key Statistics for your Tribal Nation

- What is your Tribe's rate of employment?
- What is your tribe's rate of unemployment?
- What is your community's assessment of trauma among its tribal members?
- What are the rates of absenteeism in your community?
- Where is this information found?

Tips for Meeting with Tribal Leaders

Meeting with tribal council members, other leaders and organizations in your community is one of the most effective ways to influence your elected officials.

Here are some helpful tips for scheduling and attending a successful meeting.

Working with partners & setting up meetings: Your powerful voice is amplified when you partner with others to achieve a mutual goal. Invite local leaders, such as tribal council members, victim service providers, tribal law enforcement officials, etc., to your meeting.

Prepare beforehand: You may begin by thanking them for setting aside the time to meet and discuss this important issue. Before the visit, you should also decide on specific points you want to raise during the meeting, practice a role play of the visit, and give yourself time to review your materials.

Be on time: Be sure to arrive on time.

Make an introduction & state your purpose: Introduce yourself and thank the tribal leader(s) and/or tribal council member(s) for setting aside the time to meet.

Know what you want to talk about when you walk in the door. Keep your request short and state specifically what you want the tribal leader(s) and/or tribal council member(s) to do.

Focus on local issues & state your position: Personalize and localize your request as much as possible. You do not need to be an expert on the Tribal Career Employment Ordinance, but it is very helpful if you can describe the Tribal Career Employment Ordinance, and how you, your organization, and your community have been impacted by workforce issues. For example, try to reference the impact of trauma on employment retention in your community or how discrimination has affected the ability of you and/or others in your community in obtaining employment.

Make a specific ask: Tell the tribal leader(s) and/or tribal council member(s) what you want, why you want it, and ask them the position they intend to take on the issue. In this case, you want to request that your tribal leader(s) and/or tribal council member(s) urge other Members in the Council to pass a Tribal Career Employment Ordinance that aids members in obtaining employment, and protects Native victims of childhood and historical trauma.

Ask how you can be helpful: "How can I/my organization be most effective in supporting your position?" Never promise anything you cannot deliver, but offer to do what is possible and helpful.

You don't have to be an expert: Do not be afraid to say that you don't know something. If someone asks you a question that you do not know the answer to, tell them you will find out the answer and get back to them with the information.

Bring leave-behind material: Feel free to use the information from this toolkit to develop leave-behind material.

Always follow up: Thank the tribal leader(s) and/or tribal council member(s) for the meeting, get their business card(s), and follow up with a thank you email. Remind the tribal leader(s) and/or tribal council member(s) of the issue and the commitment they made to your cause in the note.

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Calling Your Tribal Leaders:

A Call Script for TERO Advocates

Identify the Tribal Leaders you want to call and their phone number, email address or social media handle.

Tribal Leader	Contact Information
_____	_____
_____	_____
_____	_____
_____	_____

When you call, consider delivering the following talking points:

- ❖ I am a member of [insert organization name] from [insert name of reservation, village, or hometown] and I would like you to relay my comments to the Tribal Council;
- ❖ I am calling today about the Tribal Career Employment Ordinance;
- ❖ I urge Tribal leaders to work together to encourage Tribal Council members to adopt a Comprehensive, trauma-informed Tribal Career Employment Ordinance that provides workforce protection; career development services; and trauma-informed supportive services;
- ❖ As a citizen of my tribal nation [insert tribe here], I am extremely concerned that unless the trauma provisions found in the Tribal Career Employment Ordinance are included in a final Ordinance, full career employment for every member seeking employment will be unattainable;
- ❖ I urge [insert name of tribal leader] to speak to tribal council members today in support of the Tribal Career Employment Ordinance and its importance in achieving full career employment for every member seeking employment.
- ❖ Thank you for your time and have a great day.

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Sample Letter to Your Tribal Leaders

Taking the time to write a letter to a Tribal Leader can be an effective way to advocate for this ordinance as you are providing compelling factual information. Adding tribal specific statistical information is very important to tribal leadership.

Re: Tribal Career Employment Ordinance

Dear Tribal Leader:

I write to urge you to adopt provisions of the Tribal Career Employment Ordinance which provides for both career development and workforce protection and aims to close the employment gap by including specific provisions aimed to help those who are unemployed and/or failing on the job because of trauma. I urge your support for this ordinance.

Even on reservations with large successful gaming operations, along with strong Indian preference in hiring programs through their Tribal Employment Rights Office (TERO), many tribes still have unemployment rates far above the national average. TERO officials have observed the pattern where they send someone to a job placement, they are either fired or quit after a few weeks, TERO sends them to another placement, within a few weeks they are no longer employed, and the cycle repeats. Trauma studies have shown that persons with extreme trauma have particular issues in the workplace, including absenteeism, substance abuse on the job, inability to get along with coworkers and violent arguments with supervisors. A study by the U.S. Center for Disease Control (CDC) in 2009 concluded the unemployment rate was significantly higher among both men and women who reported having adverse childhood experiences (ACE) than those who reported none — “ACEs appear to be associated with increased risk for unemployment among men and women.”

While students can be reached in school, there are limited ways to bring trauma-informed programs to adults. The Overcoming Historical Trauma in the Workplace Ordinance, found in Chapter 3 of the Ordinance, creates a trauma-informed workplace by providing for the availability of supportive services to assist those Tribal members who have had difficulty maintaining employment due to the continuing effects of trauma previously experienced.

For a tribe to achieve its goal of full employment, tribal members who have been injured by trauma must be allowed to heal. This ordinance serves as a recognition of physiological injuries present in tribal members that must be addressed in order for them to succeed in the workplace. I again ask that you work to introduce and adopt a comprehensive, trauma-informed Tribal Career Employment Ordinance.

Sincerely,
[Name, Tribe/Organization, Contact Info]

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Sample Letter to the Editor

You can expand your voice to other tribal members and other organizations with whom you will want to build support for this ordinance. Consider publishing this letter to your local media outlets.

To The Editor:

As a tribal citizen, I have seen firsthand how our members often struggle to find and retain employment. For tribal nations, workforce development is not just about reducing the unemployment rate, it is about identifying and creating opportunities and then preparing members to seize those opportunities, opportunities that strengthen not just the members but their families as well. It is about revitalizing tribal societies, communities, and cultures and helping them to overcome the trauma that has caused despair and dependency, instead fostering self-sufficiency and hope in their position.

Tribes have an opportunity to achieve full career employment for every member seeking employment through adoption of the Tribal Career Employment Ordinance. The provisions in the Tribal Career Employment Ordinance would provide members with (i) workforce protection; (ii) career development services; and (iii) trauma-informed supportive services. This Ordinance provides Tribes with the opportunity to invest in workforce development, through the exercise of their sovereignty as governments and allows them to serve both the socioeconomic and cultural interests of their citizens.

The time has come for Tribes to move closer towards full career employment for every member seeking employment through investment in career development. Tribal communities have struggled for far too long. Tribal Councils have the power to reverse this devastating trend and revitalize the tribal community workforce and the tribal economy.

Sincerely,
[Name, Tribe/Organization, Contact Info]

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Using Social Media

Social media is a powerful way to communicate our messages to a wider audience. Below are sample tweets and Facebook posts you can use to raise awareness about the comprehensive trauma-informed Tribal Career Employment Ordinance and communicate directly with your tribal officials and leaders.

Facebook

Sample post:

As a native woman/man, I call on tribal leaders in my community and my tribal council to support and adopt a Tribal Career Employment Ordinance that provides for (i) workforce protection; (ii) career development services; and (iii) specific provisions aimed to help those who are unemployed and/or in danger of losing their jobs because of trauma.

Twitter

Sample tweets:

[Insert your Tribal Leader's Twitter handle]:

#RevitalizeNativeWorkforce - project employees and encourage employment retention! #TribalCareerEmploymentOrdinance

Employment for all tribal members! #AdoptCareerEmploymentOrdinance now.

Tribal unemployment rates are higher than the national average. The tribal council must #AdoptCareerEmploymentOrdinance now.

As a Native woman/man, I call on my Tribal Council to pass a comprehensive, #TraumaInformedOrdinance now so that all victims of trauma & ACEs can get the support they need.

Hashtags to use:

#TraumaInformedOrdinance
#TribalCareerEmploymentOrdinance
#AdoptTribalCareerEmploymentOrdinance
#RevitalizeNativeWorkforce

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RESOURCES

**Tribal Workforce Development:
A Decision-Framing Toolkit**

*"We are rebuilding
tribal nations by building
people."*



National
Congress of
American
Indians



**A HOW-TO HANDBOOK ON CREATING COMPREHENSIVE,
INTEGRATED TRAUMA-INFORMED INITIATIVES IN
NATIVE AMERICAN COMMUNITIES**


CREATED BY

DAN PRESS, PARTNER, VAN NESS FELDMAN LLP

ON BEHALF OF:

**THE ROUNDTABLE ON NATIVE AMERICAN TRAUMA-INFORMED
INITIATIVES**

APRIL 2019



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Sgi!

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