Tribal Workforce Development: A Decision-Framing Toolkit
A tribal governance resource developed by the National Congress of American Indians (2018)

Endnotes and Research Citations

Front Cover

Quote:
Justin Guillory, President, Northwest Indian College, U.S. Senate Committee on Indian Affairs Workforce Development Roundtable and Briefing, December 4, 2015.

Tribal Workforce Development: An Introduction (page 3)


The Challenges Facing Indian Country Workforce Development (page 4)

1. According to DeWeaver, “Every reservation is different. Even the most common problems may be present in different ways or may be completely absent in many reservation communities” (“Indian Workers and the Reservation Labor Market: Reality, Research, and a Way Forward.” Wyoming Labor Market Information, Wyoming Department of Workforce
TRIBAL GOVERNANCE Matters (pages 6-7)

Hallmark quote:

Framing the Discussion:

Innovation Snapshot: Citizen Potawatomi Nation:
1. Zientek, Margaret. E-mail correspondence with NCAI. January 30, 2018.

Innovation Snapshot: Confederated Salish and Kootenai Tribes:
1. Templer, Arlene. Interview with NCAI, March 26, 2015.
2. According to reservation unemployment data provided by CSKT DHRD to NCAI, March 14, 2016.

STRATEGIC VISION Matters (pages 8-9)

Hallmark quote:

Framing the Discussion:
1. The Native Nations Institute and Harvard Project on American Indian Economic Development research identifies strategic orientation as one of the five primary to successful, sustained Native nation rebuilding (see Rebuilding Native Nations, 2007, pp. 25-26).
Innovation Snapshot: Owens Valley Career Development Center:

Innovation Snapshot: Nez Perce Tribe:
3. Ibid.
4. Data provided to NCAI by the Nez Perce Tribe Adult Education Department, May 31, 2018.

INTEGRATION Matters (pages 10-11)

Hallmark quote:

Framing the Discussion:
3. The Indian Employment, Training and Related Services Consolidation Act was signed into law in December 2017. Commonly called the “new 477 law,” it strengthens the ability of – and streamlines the process for – tribal nations to integrate workforce development and related programs into a single, comprehensive approach designed to achieve their particular priorities.

Innovation Snapshot: Blackfeet Manpower:
Innovation Snapshot: Cook Inlet Tribal Council:
2. Ibid.

INSTITUTIONS Matter (pages 12-13)

Hallmark quote:

Framing the Discussion:

Innovation Snapshot: Gila River Indian Community:

Innovation Snapshot: Pueblo of Laguna:
2. POL’s new manual is “designed to assist the Pueblo to achieve a uniformed personnel management system that provides fair and equitable treatment to all employees while providing maximum service to the Pueblo of Laguna members” (Pueblo of Laguna. *Pueblo of Laguna Personnel Policies and Procedures Manual (Effective 2/1/17).* February 2017, p. 7). The manual was overhauled in 2012 and then amended in 2017. For details on POL’s new Employee Discipline and Grievance policies, see *Manual*, pp. 69-80).
Policy Recommendations:

CULTURE Matters (pages 14-15)

Hallmark quote:

Framing the Discussion:

Innovation Snapshot: Round Valley Indian Tribes:
2. Ibid.

Innovation Snapshot: Sealaska Heritage Institute:

LEADERSHIP Matters (pages 16-17)

Hallmark quote:
Framing the Discussion:
3. Ibid.
4. Ibid.

Innovation Snapshot: *California Indian Manpower Consortium*

Innovation Snapshot: *Ysleta del Sur Pueblo*

**FUNDING Matters (pages 18-19)**

*Hallmark quote:*

**Framing the Discussion:**
2. For a good example of this approach, see NCAI’s case study of the Coeur d’Alene Tribe (pp. 9-10) at http://www.ncai.org/PTG_Innovation_Spotlight_-_Coeur_dAlene_Workforce_Development_FINAL.pdf.
3. To learn about how one tribal nation is approaching this task, see NCAI’s case study of CSKT (pp. 12-14) at http://www.ncai.org/PTG_Innovation_Spotlight_-_CSKT_Workforce_Development_4-18-16.pdf.
4. The U.S. Department of Labor’s Reentry Employment Opportunities Program and Youth Career Connect grant programs are among the examples (Brown, Athena. “Roundtable on

Innovation Snapshot: Confederated Salish and Kootenai Tribes:

Innovation Snapshot: Ysleta del Sur Pueblo:

CITIZEN ENGAGEMENT Matters (pages 20-21)

Hallmark quote:

Framing the Discussion:
2. Citation forthcoming.

Innovation Snapshot: Cheyenne River Sioux Tribe:
4. Ibid., p. 2.
Innovation Snapshot: Coeur d’Alene Tribe:

ASSESSMENT Matters (pages 22-23)

Hallmark quote:

Framing the Discussion:
1. DeWeaver, Norm. Counting Unemployed Indians in Reservation Areas. August 5, 2015, p. 3.

Innovation Snapshot: Coeur d’Alene Tribe:

Innovation Snapshot: Rosebud Sioux Tribe:
2. Ibid., p. 2.
3. Ibid.

REMOVING OBSTACLES Matters (pages 24-25)

Hallmark quote:
Framing the Discussion:

Innovation Snapshot: Confederated Tribes of Umatilla:

Innovation Snapshot: Sisseton-Wahpeton Oyate
TARGETED SOLUTIONS Matter (pages 26-27)

Hallmark quote:

Framing the Discussion:
2. Ibid.

Innovation Snapshot: Columbia River Inter-Tribal Fish Commission:

Innovation Snapshot: Muscogee (Creek) Nation:


**Policy Recommendations:**  
2. Citation forthcoming.

**CLOSING THE LOOP** Matters (pages 28-29)

**Hallmark quote:**

**Framing the Discussion:**


4. According to Brown et al., “Many of those who have left tribal homelands to secure work express the hope that reservation economic conditions will change, allowing them to return, and Indian nations that have experienced significant economic growth report high rates of return migration.” *Welfare, Work, and American Indians*, 2001, p. 42).

**Innovation Snapshot: Navajo Nation:**


**Innovation Snapshot: Alutiiq Tribe of Old Harbor:**


2. Ibid.

**ADVANCEMENT Matters (pages 30-31)**

*Hallmark quote:*


*Framing the Discussion:*


2. Citation forthcoming.


4. Ibid., p. 11.
Innovation Snapshot: Chickasaw Nation:
4. Data provided to NCAI by the Chickasaw Nation School-to-Work Program, January 12, 2018.

Innovation Snapshot: Pascua Yaqui Tribe:

PARTNERSHIPS Matter (pages 32-33)

Hallmark quote:

Innovation Snapshot: Hopi Tribe:
2. Gomez, Everett et al. Email correspondence with NCAI. February 27, 2018.
Innovation Snapshot: Lac du Flambeau Band of Lake Superior Chippewa:
2. Ibid.
3. Ibid.

SUSTAINABILITY Matters (pages 34-35)

Hallmark quote:

Innovation Snapshot: Cherokee Nation:

Innovation Snapshot: Gila River Indian Community: