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## CALIFORNIA INDIAN MANPOWER CONSORTIUM, INC.



*The CIMC Movement: Creating Positive Change for Native Communities*

### CIMC featured in National Congress of American Indians Workforce Development Toolkit

# LEADERSHIP Matters

**WORKFORCE DEVELOPMENT TOOLKIT**

### FRAMING THE DISCUSSION

As explained in "Institutions" (pages 12-13), establishing sound rules (and governance structures to administer those rules) is vital to a nation's ability to design, implement, and sustain an effective workforce development approach. But equally important is establishing clearly understood roles for those who are leading and driving that approach, namely the nation's **political leaders and programmatic leaders** (chief administrative officers, department heads, program coordinators, etc.). What responsibilities do each have in driving the nation's workforce development activities, and how do they work in concert to advance its strategic objectives for human capacity building? Who should exercise what leadership roles, and how should they complement one another?

While defining these roles would seem a simple proposition, for decades many tribal nations have suffered from "role confusion" due in part to federal policies that defined these roles for them and the organic, often rapid growth that many tribal governments have experienced since the 1960s.<sup>1</sup> This dynamic is often evident among political leaders, whose roles are "unclear, ill-defined, or simply unlimited."<sup>2</sup> In such situations, political leaders (typically chairs and/or councils) decide and do everything because there is nothing preventing them from doing so; they have done it that way for so long; and the nation's programmatic leaders, employees, and citizens expect them to. Consequently, political leaders' time and energy is spent putting out the day's fires, solving everyone's problems, juggling too many issues, micromanaging tribal programs and businesses, and fixating on every possible detail. Meanwhile, programmatic leaders and their staff wait around for political leaders to act, knowing that any efforts to design and implement better solutions to the nation's challenges likely will be overridden by the political leaders. Overall, no one is forging a "strategic vision" for the nation, leaving it "uncertain of where it wants to go or how to get there."<sup>3</sup>

As the research shows, this is an unworkable formula for Native nation rebuilding generally, and is incapable of fostering the visionary, transformative leadership (from political leaders on down) necessary to craft innovative workforce development approaches that can stand the test of time. Fortunately, through constitutional reform, organizational change, and new policies and procedures, tribal nations are reconsidering and clarifying the respective roles of political and programmatic leaders.<sup>4</sup> As one tribal leader put it, "[Political] leadership needs to understand the tools that we have in our organization and figure out how we can effectively leverage those tools and then help other leadership grow."<sup>5</sup> But the task of growing leadership is not confined to those currently serving and working in government; it must also include *cultivating community and business leaders* as well as the nation's *future leaders* (its youth).

### INNOVATION SNAPSHOTS

**California Indian Manpower Consortium (CIMC)**

Seeking to foster a private sector-based workforce and leadership class among the tribal nations it serves, in 2001 CIMC launched its "Native Entrepreneurs: Creating Opportunities in Our Communities" program. Aimed at cultivating "the skills of Native entrepreneurs to be profitable and sustainable in the larger context of Native culture and sovereignty,"<sup>1</sup> the program trains would-be and existing Native small business owners to start or grow their own businesses, thus expanding the number of job opportunities available to other Native people. Its rigorous curriculum – featuring 200 total hours of coursework and homework – teaches marketing, day-to-day operations, financial management, and human resource management. To be eligible for the program, applicants must be formally endorsed by their tribal government or CIMC staff; those selected emerge with carefully designed and thoroughly vetted business plans to launch or expand their businesses. More than 450 people have completed the program to date, with many returning to take leadership roles as program faculty members. As CIMC explains, "the majority of graduates contribute to economic growth of their respective tribal communities in their business choices."<sup>2</sup>

LEARNING LINK: <http://www.ncai.org/ptg/workforce-development-cimc>  
CONNECT: Teresa Marie Willson, Native Entrepreneur Training Program, CIMC, [teresawill@cimcinc.com](mailto:teresawill@cimcinc.com)

**Ysleta del Sur Pueblo (YDSP)**

Dedicated to fostering "wholly educated citizens, able to learn and adapt as economic climates and industries change in order to create a self-sufficient people,"<sup>1</sup> the YDSP Tribal Council consolidated all YDSP programs for education, workforce development, and cultural preservation under one roof in its newly created Empowerment Department in 2007. In addition, the Council relinquished direct control of the Pueblo's businesses to the newly formed Tigua Inc. board of directors and senior executives, insulating those businesses from political influence and enabling them to focus on profitability and growth, which in turn has produced more and different career opportunities for YDSP citizens. This decision also freed up the Council to focus its attention on working with the community to forge YDSP's long-term vision for its future, and then achieve that vision through the implementation of long-range strategic plans across Pueblo government. The Council also demonstrates its commitment to education and workforce development by prioritizing them in YDSP's annual budget process every year, and by establishing financial reserves to buffer its scholarship funds in the event of economic downturns to ensure continuity in higher education support for Tigua youth.<sup>2</sup>

LEARNING LINK: <http://www.ncai.org/ptg/workforce-development-ydsp>  
CONNECT: Anna Silvas, Director, Empowerment Department, Ysleta del Sur Pueblo, [asilvas@ydsp-nsn.gov](mailto:asilvas@ydsp-nsn.gov)

### QUESTIONS TO CONSIDER

- What is the extent of the involvement of your nation's political leaders in the day-to-day provision of its workforce development services? Do they micromanage/interfere?
- If so, how is that impacting the efficiency/effectiveness of your workforce development activities and your nation's ability to develop more effective solutions?
- Are your nation's political leaders dedicating adequate time – and do they have adequate information and data – to make informed decisions about how best to develop its workforce?
- How is your nation holding its programmatic leaders accountable for good performance?
- Are/how are programmatic leaders role modeling the behavior/performance that your nation needs to see in its staff if it is to advance its workforce development priorities?
- Do/how do your political and programmatic leaders work in concert to set and advance your nation's workforce development priorities? What principles and mechanisms can it put in place to make that relationship more beneficial to the nation?

### POLICY RECOMMENDATIONS

- **Political leaders:** Make informed, strategic decisions about the nation's overarching priorities for workforce development and delegate the authority to programmatic leaders to implement them.
- **Political leaders:** Encourage programmatic leaders to take calculated risks to develop innovative programmatic solutions, and ensure their continuity to build institutional know-how and experience.
- **Programmatic leaders:** Hire top-notch staff and delegate them the authority to do their jobs.
- **Together:** Depoliticize tribal workplaces and the provision of workforce development services.
- **Together:** Establish a formal process for regular communication and reporting that sets clear roles and fosters mutual accountability between political leaders and programmatic leaders.
- **Both:** Establish formal policies for succession planning for programmatic leaders and leadership transition for political leaders so the nation can grow its workforce development successes.
- **Nation:** Develop a comprehensive youth leadership training program that incorporates tribal civics and cultural teachings (also consider establishing a youth council if you don't yet have one).

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CIMC, specifically the "[Leadership Training for Entrepreneurial/Small Business/Economic Development](#)" program is featured as an innovative program in the [Leadership Matters](#) section of the National Congress of American Indians (NCAI) "[Tribal Workforce Development: A Decision-Framing Toolkit](#)" NCAI identifies this toolkit as "A nation-building checklist for tribal workforce development." This toolkit shares the main findings of NCAI's multi-year research project examining the innovative approaches to workforce development that tribal nations along with Native organizations and tribal colleges and universities are forging, how they are achieving success (as they define it), and why....[read more](#)

[NCAI's Tribal Workforce Development Toolkit: An Overview \(video\)](#)

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### **CIMC hosted "Hack the Rez" Coding Boot Camp for Native Youth**



The CIMC Career Pathways for Youth Program, partnering with [The NBCUniversal Foundation](#), recently hosted the "Hack the Rez" Coding Boot Camp for youth. Through this training, 23 youth received website development training and each launched their own website. Each youth who completed the training were provided with a Mac laptop computer, purchased with funding from the Macdonald Foundation. Training was provided by [General Assembly](#). The Boot Camp was held at the [Pala Casino Spa Resort](#) on June 25-July 3, 2018.

### ***CIMC participated in National Gathering of American Indian Veterans***



CIMC Board of Directors Chairman **Benjamin Charley, Jr.** (US Marine Corps veteran) along with the **Big Sandy Rancheria of Mono Indians-Veterans of Foreign Wars** Color Guard, and CIMC Executive Director **Lorenda T. Sanchez** traveled to Illinois for the 4th Annual National Gathering of American Indian Veterans on July 20-22, 2018. This is a yearly event held in the summer at Cantigny Park in Wheaton, Illinois and is hosted by the [Trickster Gallery](#) (CIMC Member). This three-day event honors veterans and military personnel of all cultures, eras, and branches in a Native way. The gathering included special panels led by veterans and veterans service providers on topics ranging from traditional health and wellness, working with the VA, jobs and economic development for veterans after service, and more. *Photos provided by Carol Jennings, CIMC Executive Secretary, also in attendance.*

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### ***CIMC Elders Program hosted Caregiver Health and Wellness Conference***



The CIMC Elders Program Caregiver Health and Wellness Conference had 25 attendees. In addition to training in elder wellness and nutrition, attendees received MIPPA and Will & Trust training. The conference was held at the [Diamond Mountain Casino Resort](#) in Susanville, California on July 17-18, 2018.

**CIMC ELDERS PROGRAM  
ELDER CAREGIVER HEALTH AND  
WELLNESS CONFERENCE**



**October 23 & 24, 2018  
8:00 am – 5:00 pm**

Black Oak Casino Resort  
19400 Tuolumne Rd N  
Tuolumne, California 95379

- Elder Wellness
- Cultural Activity
- MIPPA: Paula Holden
- Nutrition/Will & Trust

For information contact:  
Charmaine Mix, Elders Program Coordinator or  
Sandra Gilming, Administrative Assistant

California Indian Manpower Consortium, Inc.  
738 North Market Boulevard, Sacramento, CA 95834  
Phone (916) 920-0285 or (800) 640-CIMC (2462)  
Fax (916) 641-6338



**The CIMC Movement: Creating Positive Change for Native Communities**

CIMC is an equal opportunity employer/Program. Auxiliary aids and services to individuals with disabilities are available upon request. Funding provided in part by the U.S. Department of Health and Human Services.

The next CIMC Elders Program [Elder Caregiver Health and Wellness Conference](#) is scheduled for October 23-24, 2018 at the [Black Oak Casino Resort](#) in Tuolumne, California.

[Click here for application.](#)

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## ***CIMC 40th Anniversary Membership Meeting Update***



The [CIMC 40th Anniversary Membership meeting](#) will take place at the [Pala Casino Spa Resort](#) in Pala, California on November 2-3, 2018. In addition to dynamic speakers, the meeting will feature recognitions of past CIMC Board of Directors members, and outstanding participants. The gathering will also include a luncheon and a special anniversary dinner.

[Sponsorships are still needed](#) to support this event and CIMC efforts to create positive change in Native communities. Please join with the following tribes, organizations, companies, and individuals who have already shown their financial support for CIMC:

[Pala Band of Mission Indians](#)  
[California Tribal Business Alliance](#)  
[San Pasqual Band of Mission Indians](#)  
[Big Sandy Rancheria](#)  
[Morongo Band of Mission Indians](#)  
[Southern California Tribal Chairmen's Assn](#)

[Mooretown Rancheria](#)  
[Soboba Band of Luiseno Indians](#)  
[Sycuan Band of the Kumeyaay Nation](#)  
[Armon Isaiah Batiste](#)  
[Hub International / Randy Jorgenson](#)  
[Jesse Flyingcloud Pope Foundation \(Buena Vista Rancheria\)](#)

*CIMC Native Entrepreneur Training Program Update*

Highly motivated Indian and Native American individuals (21 years and over) who want to start a business or expand their existing business are invited to apply for the next training series of the CIMC Leadership Training for Entrepreneurial / Small Business / Economic Development, tentatively scheduled to begin in January 2019. Applications are accepted year-round.

[Click here for informational flyer](#)

[Click here for Application](#)



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## **JOB OPPORTUNITIES AT CIMC**

CIMC is seeking applicants to fill the following positions:

[Fiscal Manager](#) at the CIMC Central Office. Applications are due July 31, 2018.

[CSBG Clerical/Eligibility Assistant](#) at the CIMC Central Office. Applications are due August 7, 2018.

[Download application at www.cimcinc.org.](http://www.cimcinc.org)

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## **CIMC STAFFING CHANGES**

Mr. **Lamar "Bear" Alexander** is now in the Workforce Development Coordinator III at the CIMC Fresno Field Office.

Mr. **Anthony Mota** is now the Field Office Secretary at the CIMC Sacramento Field Office.

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## **UPCOMING CIMC MEETINGS / EVENTS**

August 4, 2018: 10:00 am - **CIMC San Jacinto Geographic Service Area Meeting** - The Country Club at Soboba Springs, 1020 Soboba Road, San Jacinto, CA

August 7, 2018: 6:00 pm - **CIMC Ukiah Geographic Service Area Meeting** - Northern Circle Indian Housing Authority, 694 Pinoleville Drive, Ukiah, CA

August 11, 2018: 10:00 am- **CIMC Sacramento Geographic Service Area Meeting** - The Hotel at Black Oak Casino Resort, 19398 Tuolumne Road North, Tuolumne, CA

August 18, 2018: 10:00 am - **CIMC Redding Geographic Service Area Meeting** - Elk Valley Rancheria Administration Building, 2332 Howland Hill Road, Crescent City, CA

August 23, 2018: 6:00 pm - **CIMC Escondido Geographic Service Area Meeting** - Pala Band of Mission Indians Tribal Administrative Building, 12196 Pala Mission Road, Pala, CA

August 24, 2018: 3:00 pm - **CIMC Board Committee Meetings** - Pala Casino Spa Resort, 11154 CA-76, Pala, CA

August 25, 2018: 8:00 am - **CIMC Board of Directors Meeting** - Pala Casino Spa Resort, 11154 CA-76, Pala, CA

October 23-24, 2018 - **CIMC Elder Caregiver Health and Wellness Conference** - Black Oak Casino Resort, 19400 Tuolumne Road N, Tuolumne, CA

November 2-3, 2018 - **CIMC 40th Anniversary Membership Meeting** - Pala Casino Spa Resort, 11154 CA-76. Pala, CA



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