

# **Upward Mobility Policy**

## **I. PURPOSE**

This Port Gamble S’Klallam Tribe Upward Mobility Policy (UMP) is intended to support the Tribe’s Indian Preference goals as defined in Section 3.01 of the Employee Handbook by providing Tribal members with an opportunity to take advantage of job training/mentorship opportunities that could potentially lead to future placement in positions of leadership and authority in the Tribal organization. The policy is also intended to support the mission of the Port Gamble S’Klallam Tribe to protect Tribal sovereignty, to ensure self-determination and promote self-sufficiency.

## **II. SCOPE**

This policy applies to all Tribal members.

## **III. POLICY**

The Upward Mobility Policy is intended to encourage the development and advancement of Tribal members by allowing them opportunities for mentoring, coaching and hands-on, on-the-job training in preparation for their advancement into positions of greater responsibility within the Tribe.

## **IV. PROCEDURE**

Tribal members who are interested in participating in the UMP may request admission by way of submitting a letter of interest to the Human Resources Department. The Chief Executive Officer and the Tribal Council will appoint an Upward Mobility Team (UMT) consisting of a minimum of 4 members. The UMT will screen applicants and grant admission to the program. Screenings will be done annually unless unexpected vacancies occur in UMP-eligible positions. In the event of such unexpected vacancies, the UMT will meet as necessary.

As a part of the annual budgeting process, the CEO will request that Directors responsible for all programs, departments, and special projects identify any anticipated vacancies, retirements, or new positions suitable for inclusion in the UMP. Directors wishing to establish an UMP position must present the UMT with a formal proposal including the justification for the creation of the position, a detailed explanation of the purpose of the position, the anticipated time frame for completion of the program, whether the position will be full-time or part-time, what specific goals, skills and/or experiences will be provided to the person appointed to the position and what appraisal or evaluation process will be used to measure the progress toward those goals. Directors proposing new positions will be required to present job descriptions along with their proposals and include all associated costs, including wages, fringe benefits (if any) and other expenses, in their budget proposal. The UMT will match the list of interested applicants with all available opportunities.

The UMT will publicize all positions available under the policy as well as the qualifications for each position. After letters of interest are received and considered, the UMT will notify candidates who have been matched to available positions, verify the applicants' qualifications then make the final determination of acceptance into the program.

Directors who establish UMP positions will be required to submit a written report to the UMT on the progress made by the holder of the position at the end of each calendar year in order to justify the position's continued inclusion in the budget. Positions that demonstrate no significant progress towards the goals established may be discontinued and removed from the UMP. The CEO will compile these reports and submit a detailed report on all UMP positions to the Tribal Council annually.

### **Upward Mobility Training Opportunities**

In order to be considered for an UMP opening, all candidates must have demonstrated a history of dependability, stability, good attendance, strong moral character and leadership. In addition, applicants for admission to the UMP must meet the following criteria for consideration. (Those who held these positions prior to January 2011, will be "grandfathered in" and not bound by these requirements.) The UMT must strictly adhere to these qualifications.

Opportunities for UMP positions in each of the following levels will be dependent upon the organization's current needs as determined by the UMT.

### **Mid-Level Management Positions**

In order to be eligible for admission to the UMP for positions at this level, candidates must have an Associates degree (AA) in a related field and have experience demonstrating supervisory and leadership skills.

### **Director Level Positions**

In order to be eligible for admission to the UMP for positions at this level, the candidate must have a four-year Bachelor's degree in the desired or closely related field and commensurate experience demonstrating supervisory and leadership skills.

### **Deputy Executive Level**

In order to be eligible for admission to the UMP for positions at this level, the candidate must have a four-year Bachelor's degree and a graduate level degree from an accredited university in the desired or closely related field and commensurate experience demonstrating responsible supervisory and leadership skills.

### **Executive Level Positions**

In order to be eligible for admission to the UMP for positions at this level, the candidate must have a graduate level degree in the desired or closely related field and have commensurate work experience demonstrating responsible supervisory and leadership skills.

### **Educational Opportunities**

The Tribe may, at its sole discretion, provide education and training assistance, including paid time off for class attendance, to UMP participants in accordance with then-current educational assistance policies and in keeping with the availability of funds.

Candidates who have begun, but not completed the requirements for an AA, or who are within two calendar years of completing the requirements for a Bachelor's or graduate level degree are eligible to apply for admission to the UMP, but must be able to document the successful completion of the degree before placement in a permanent position.

Employees who must take classes needed to meet the qualifications for the UMP will be expected to schedule those classes during non-working hours whenever possible. Activities associated with participation in the UMP must not be allowed to interfere with the participant's other assigned duties. If, at any time, the supervising Director or the UMT determines that the participant is not able to meet their other obligations because of participation in the program, the position may be revised or discontinued.

Admission into the UMP will depend entirely upon the existence of opportunities and the candidates' qualifications for those positions. Admission is not a right of employment, and while Tribal membership is a prerequisite for participation, Tribal membership alone does not guarantee inclusion in the program. Neither acceptance into the program nor successful completion of the program creates a promise or contract of any kind guaranteeing placement in any specific opening even in the event that a vacancy occurs during or following the UMP assignment. In keeping with Tribal recruitment policies, all permanent position vacancies addressed under the UMP will be subject to open recruitment to give all applicants a chance to compete for the position.