

# Human Resources Improvements and Success – 2021-2022

By Jaime Steenkolk, HR Manager

Many consider the primary roles of Human Resources to include recruitment, onboarding and benefits. What might surprise those who don't work in HR is the level of commitment and time invested in assisting employees with personal needs and challenges they face. These don't show up in the form of successes and cannot be measured, but we consider them successes all the same.

Over the past year, this employee support has been challenging and a privilege. We've sat with those who've lost parents, children and siblings. We've walked through medical scares, offered support to staff with aging parents who are struggling and we've listened to stories of fatigue and burnout. We keep tissues close by as we help employees navigate their resources and options following trauma.

We assist supervisors and managers with discipline, team building and differing perspectives. What walks through our door often resembles a complicated story problem, rarely quick and easy to solve. Assisting employees also includes helping navigate policies, launching investigations, and fielding complaints, incident reports and productive workplace violations.

In response to COVID-19, we have fielded many calls walking staff through the COVID testing requirements, followed by the vaccination requirement. Hours were spent helping staff through their decision process related to whether to get vaccinated or leave their jobs. HR's role in response to the pandemic has shifted several times as guidelines change from CTSI, OHA and the CDC.

**Improvements in recruiting:** HR seeks to attract qualified applicants, which is accomplished primarily through advertising. During this past year, HR added Linked-In and Indeed platforms for recruiting. Indeed recently highlighted the Tribe as a responsive company and only 20% of companies using Indeed qualify! This is due to timely responses to Indeed applicants.

Depending on the position, we have added state newspapers, colleges and journals to our advertising efforts. We've broadened our list of free posting options, including the Handshake app, which is great for our positions that require a college degree. We have expanded the WorkSource Oregon postings to the Portland, Salem and Eugene areas. WorkSource previously only posted our positions to the Lincoln City/Newport area.

Goodwill Job Connections now receives our postings and will send them to the Portland, Salem, Eugene, Lincoln City and Newport areas. Goodwill Job Connections will refer applicants to us, can provide help with résumés/applications, can give applicants \$25 to purchase clothes/shoes for interviews if needed and provides a \$25 gift card if the applicant needs clothes/shoes for their new position.

Between June 2021 and July 10, 2022, HR has processed 410 applications. HR calls references on all applicants to be interviewed, and most are – 410 applicants x 3 reference calls results in 1,230 phone calls.

Last year, HR moved all applicant paper files to an electronic process and with the help of our IS Department, Tribal

managers and supervisors have access to their files electronically. An electronic interview rating sheet was developed so our hiring committees can see all applicants and their scores on one form.

All interview questions are being moved into a new format, providing interviewers with clearer direction on scoring, as well as access to electronically fillable forms. Reference forms were updated and are now fillable documents.

We completed a flow-diagram to identify how we can streamline and simplify our processes, and as a result, we reduced four tracking spreadsheets into one. Collaborating with IS, HR now has an application that can be submitted electronically through the Tribal website.

**Onboarding improvements:** Orientation is currently a 6-7 hour process for employees new to the organization and this does not include the review of benefits. Due to COVID-19, we've been able to orient only one person per day (for the most part) and between June 2021 and July 10, 2022, we have on-boarded and provided orientation to 135 employees and seven summer interns. For comparison, for the same time period between 2020 and 2021, we had 65 new hires and six summer interns.

We are in the process of updating and modernizing our orientation to be in alignment with the process at Chinook Winds. This should shorten orientation times and provide more meaningful information for our new employees.

**Benefits:** The Benefits Department was previously housed in the Accounting

Department for many years. In late June 2021, Benefits was moved to HR following the retirement of the previous benefits coordinator. We are excited to add this important department to the HR team and look forward to the cross-training opportunities within the combined departments. As we modernize, we've completely revamped the look of the benefits package.

**Projects:** HR developed a Telework Policy with input of Tribal managers. This has allowed hybrid work schedules during the pandemic and will be allowed after. We hope this will be a significant aid in recruitment. As we continue to update our systems and modernize our department, we have identified 37 processes with the opportunity to improve and we will address them as we are able.

We have worked tirelessly on the salary analysis and job description project, which has experienced many setbacks and delays. We anticipate this project to be completed in September. Other projects include the development of roughly 35 desk references and we are utilizing these references for cross training. We are in the middle of updating our filing systems in Laserfiche and have written an associated procedure for structure to ensure compliance. We have scanned and e-filed a large portion of our paper documents in an effort to digitize.

In reflection, it is difficult to remember all of the improvements made as so many were, and still are, needed. It's a work in process, so we remind ourselves and anyone who will listen, "In a world where you can be anything, be kind."



For an application, go to [www.ctsi.nsn.us/heritage/pow-wow/](http://www.ctsi.nsn.us/heritage/pow-wow/)

**2022 NESIKA ILLAHEE POW-WOW HIRE DATE**

**Hourly Rate**  
\$15.00

**Positions**  
Maintenance/Security & Kitchen (Multiple Shifts)

**Bring**  
Valid Photo ID, SS Card, and Proof of COVID-19 Vaccination  
*Per the I-9 form, there are other forms of identification that can suffice*

**WEDNESDAY, AUGUST 10TH**  
**10:00 AM - 4:30 PM**  
**SILETZ COMMUNITY CENTER**  
402 GOVERNMENT HILL DR.  
SILETZ, OR 97380

For questions or more information, contact Buddy Lane at [BuddyL@ctsi.nsn.us](mailto:BuddyL@ctsi.nsn.us) or 541-444-8230; 800-922-1399, ext. 1230



**CONFEDERATED TRIBES OF SILETZ INDIANS**  
**ANNUAL NESIKA ILLAHEE POW-WOW**  
**AUGUST 13<sup>TH</sup>**  
**"THE PEOPLE ARE DANCING AGAIN"**  
Pauline Ricks Memorial Pow-Wow Grounds  
Government Hill, Siletz, OR

**Friday, Aug 12th**  
Royalty Pageant Friday 4PM

**Saturday, Aug 13th**  
Presentation of the Crowns - 11AM  
Grand Entry at 1PM  
Salmon Dinner  
Following Grand Entry  
Grand Entry at 7PM

**ONE DAY SOCIAL POW-WOW | SATURDAY, AUG 13TH**  
**NO COMPETITION**

All Dancers and Drummers Welcome | Drummers Please Bring Your Own Chairs  
Alcohol and Drug Free Event • All Are Welcome to Attend!  
Camp Grounds Open Friday at 8:00 AM

Camping available Friday and Saturday. Camping Fee \$25 | \$5 Pet Fee (camping area)  
Vendor registration is required.

For More Information visit <https://www.ctsi.nsn.us/heritage/pow-wow/>  
or Call 800-922-1399 Buddy Lane Ext. 1230  
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