

EARN THRP
CREDIT HOURS!



Tribal Leadership in Employment

Building a Leadership Model in Employment and the Role of HR in Assessing, Creating, and Ensuring Leadership's Vision for Employment

There are many roads to effective Tribal leadership in employment, and while each Tribe defines for itself what is effective, over the last 30 years we have listened and learned from the Tribes we work with and we want to share what we have learned from them and our experience about the common factors that tend to define effective Tribal Leadership in employment and the role Human Resource Departments play in that exercise of leadership. In essence, we hope to share a system for assessing or building an effective employment leadership model and how to successfully utilize Human Resource Departments in that model.

While employment is only one area of leadership, it is essential to ensuring good government, the provision of effective social services, the creation of resources to support Tribes, and the welfare of Tribal citizens. Being able to attract, retain, and train employees is essential for the maintenance and growth of Tribes. In essence, it is crucial to effective leadership, and it is one of the hardest areas in which to lead.

This one-day workshop will review the authority Tribal leadership has over employment, and the role of Tribal leadership and HR in assessing/establishing goals for employment, reviewing/creating effective HR rules which carry out leadership's goals, and the challenge of leadership to follow its own rules that may limit its own authority. While there are no absolute answers to these issues, we hope to share what we have found to be effective tools to be a highly functional employer, and how to assess effectiveness in employment systems.

October 14, 2025

University of Nevada | Las Vegas, NV

9:00 AM - 2:30 PM (PST)

Registration:

\$595 per person (includes breakfast)

Presented in Partnership by:



National Native American
Human Resources Association

DrummondWoodsum

ATTORNEYS AT LAW

CURRICULUM

PART I: Introduction

PART II: Tribal Leadership Authority as Employer: Sovereignty/Sovereign Immunity

- Sovereignty/sovereign immunity generally
- What limitations/opportunities has leadership placed on its own authority
- Tribal government authority in employment – The outside limitations on Tribal leadership power in employment
 - State law
 - Federal law
- Tribal sovereign immunity from suit by individuals and states, but not the United States. Waiver of sovereign immunity by a Tribe – When, if ever?
- Human Resources role in employment
- What sovereignty and sovereign immunity means regarding establishing HR rules

PART III: Assessing and Creating Goals as Employer

Every Tribe has employment rules. The fact is that rules are fairly easy to come by, but rules that are tied to Tribal Goals are more meaningful, more likely to be followed, and more likely to reflect the real values of the Tribe. The issue is what are the Tribe's goals for its enterprises, clinics, government and what role does HR have in such goal setting?

Does Leadership have employment related goals for its government, enterprises, and programs – individually or collectively?

- Are those goals memorialized?
- What role does HR have in advising on such goals?
- Do the Tribes current rules/laws fit its goals?

PART IV: Rules for Employment

What rights should employees have? What is the best process for assessing and determining the scope of employee rights? Does the Tribe's policies/rules/laws meet its express goals? What is HR's role in advising Leadership on the review/creation of employment rules?

- What rights should employees have?
- Discrimination – What should leadership include? The role of preference.
- What is the role of HR in advising on such rules?
- What is an effective rule creating process that ensures buy-in?

CURRICULUM, Cont'd

PART V: Enforcement of Tribal Employment Rules

This is where theory meets reality. Leadership knows its authority, knows its goals, and knows what rules it wants. Enforcement is a stress test. Is leadership willing to follow its own rules, even if it does not like the results of a delegated decision? Is leadership willing to empower HR as to the process for enforcement and/or decision making/advising? As a general rule, effective leadership means considering these issues before rules are adopted so leadership can be consistent and relied upon by its constituents.

What authority is leadership willing to give away and what are the reasons leadership should consider in assessing real delegation of employment decisions? What role should HR have in advising on this issue, and what authority should HR have over employment issues and how they are enforced?

- Why enforcement is the crucial stress test for employment
- Why Tribal leadership might delegate real authority over employment enforcement decisions
- What type of decisions should employees be able to appeal?
- Who is the final decision maker?
- What is the role of HR in this process?

PART VI: Reviewing/Auditing Current Rules: Effective Rule Writing

The best practice is to write personnel rules in an understandable, user-friendly, concise format and to include the rules in the employee handbook. The goal is effectively communicating leadership's expectation, goals, and the rules that support those goals – including how enforcement of the rules really works.

- Clarity
- Simplicity
- Legality
- Fairness
- Protection

Join us for this comprehensive one-day workshop!

REGISTER ONLINE NOW

REGISTRATION

Tuesday, October 14, 2025

9:00 AM - 2:30 PM (PST)

(Registration and breakfast from 8:00-9:00 AM)

University of Nevada | Las Vegas, NV

Stan Fulton Building, Ballroom B

4505 S. Maryland Parkway

Las Vegas, NV 89154

\$595 per person *(includes breakfast)*

SPACE IS LIMITED

REGISTER ONLINE NOW

Payment is due in full 2 weeks prior to the event.

Questions?

Contact Adriana Grimes at agrimes@dwmlaw.com

HOTEL ACCOMMODATIONS

Please note that accommodations are not included in the course registration price. If you plan to stay overnight, please contact your choice hotel directly.

The below referenced hotel accommodations are suggestive. We do not have contracted room blocks at any of the below hotels.

- **Embassy Suites by Hilton Las Vegas**
4315 University Center Drive
Las Vegas, Nevada, 89119
Call **(702) 795-2800** for reservations, or visit:
[Embassy Suites by Hilton Las Vegas](#)
- **Hyatt Place Las Vegas**
4520 Paradise Road
Las Vegas, NV 89169
Call **(702) 369-3366** for reservations, or visit:
[Hotel Near Las Vegas Airport | Hyatt Place Las Vegas](#)
- **Virgin Hotels Las Vegas**
4455 Paradise Road
Las Vegas, Nevada 89169
Call **(702) 693-5000** for reservations, or visit:
[Virgin Hotels Las Vegas, Curio Collection by Hilton](#)

PROGRAM FACULTY



Michael-Corey F. Hinton
Attorney, Drummond Woodsum



Azadeh Tavakoli
Director of Development, NNAHRA

THRP LEADERSHIP TRAINING TEAM

NNAHRA's THRP Leadership training is provided by Drummond Woodsum attorneys in collaboration with Azadeh Tavakoli, Director of Development for the NNAHRA Foundation. Our team has frequently presented at NNAHRA conferences and for individual tribes. We advise many tribes across the country on HR, labor, and employment issues.

ABOUT NNAHRA

The National Native American Human Resources Association is a non-profit organization comprised of HR professionals working for or providing professional services to tribes.

NNAHRA started out as a grass-roots effort with four tribes meeting to network and share personnel issues and challenges. Today we have more than 650 members and are still growing.



**National Native American
Human Resources Association**

DrummondWoodsum
ATTORNEYS AT LAW



Visit nnahra.org or dwmlaw.com to register