



Follow Coyote,

Your Personal Guide

For Success

at

Kah-Nee-Ta

High Desert Resort and Casino

New Employee  
Orientation Guide





This Orientation Guide Belongs to:

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My Journey with Coyote:

Started on \_\_\_\_\_

Ended on \_\_\_\_\_

I will remember that Coyote is here to assist me any time that I need help on my journey at Kah-Nee-Ta.



It is quiet here. The sky is vast. The land dramatic. Here, the sun shines most every day and you breathe more deeply. Among the timeless vistas, even activities feel different than you've ever experienced. This is Kah-Nee-Ta, nestled in the heart of a 600,000 acre high desert paradise, a resort and conference center unlike any other in the Pacific Northwest.

Guests come for fun-filled day trips and week long escapes. They play all day, relax in a natural hot springs spa, enjoy an original dining experience, and then thrill to the excitement of big action slots and live table games in Oregon's premier resort casino. Groups come to learn, plan, celebrate, and heal while experiencing the extraordinary tranquility of this spiritual place. All come to recharge their batteries in a place that is worlds away from their everyday lives, where they are the guest experiencing Native American hospitality. A retreat where they always feel welcome and can't wait to get back to. A land of peace and healing, unchanged over hundreds of years. A place where friends, associates, and loved ones gather to celebrate special memories - and to make new ones.



We invite you to Kah-Nee-Ta, where relationships are rekindled and friendships are built, and where no one escapes the peace, tranquility, and healing of our high desert paradise.



# Kah-Nee-Ta

Xniita in the Sahaptin language of the Warm Springs people or Kah-nee-Ta as changed by Euroamericans, means “Root Digger”. The name was earned and given to a spiritual Native woman who was a healer as well as a food gatherer of the native natural foods that grow in these areas. She was also known to be a scout for the cavalry in the past. She used the natural mineral waters that run out of the river that is now called Warm Springs river for the healing of the mind, body, soul, and spirit. People came to her for healing and support and direction when in need.



1978 Aluminum Statue of “Root Digger” by Richard Beyer located at the tribal administration building

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# Welcome to Kah-Nee-Ta

## Kwan kwan enkiax di ka emshdimamt (in my native Wasco)

I want to welcome each and every one of you to Kah-Nee-Ta. You are joining an organization that is rich in culture and history and we are blessed that you have joined our team.

Guests have been coming to Kah-Nee-Ta since the middle 60's for rest, fun, and rejuvenation. We are known for our outstanding setting and warm and friendly team members. And you are here to help continue this legacy. I personally challenge you to commit to living up to this rich history. As you go about your work, remember that our guests depend on you to deliver a world class customer experience.

This is a difficult but fulfilling industry to join. We do not have the luxury of having a off day or just making do when we are with our guests. We are on stage and our performance will determine our ability to deliver the hospitality that our guests are expecting. When we do, what a fulfilling experience.

Think about the last time you went to an event. You paid for your tickets and you expected a good performance. If those performers had decided not to perform because they were having a bad day, you would have been upset and felt that your money was waisted. Our guest is investing a bit more than the price of an event ticket to visit our production. Our average guest will invest \$560 per visit with us. If the guest happens to be a couple, double that. And they usually stay for two days. This is a large amount to invest for a poor experience. I am depending on you to deliver the world class customer experience that the guests expect and that I know you are capable of delivering.

This is why we hired you. You are here to help Kah-Nee-Ta create an extraordinary organization founded on our values and vision. You are joining an elite team of hospitality workers.

I am looking forward to meeting you as I am out and about in the organization. Please introduce yourself and let me know what is on your mind. You are the life blood of Kah-Nee-Ta and I will work to make sure that your experience with us is both personally and professionally fulfilling.

Garland Brunoe  
General Manager





“Ee-Coosh-Ewa”  
The Way it is

# Agenda for the Next Two Days

## Day one

- Welcome to our Orientation
- Introduction
- Personal Introductions
- Break and Ride to Museum
- Culture and History Experience
- Box Lunch Break and Conversation at Museum
- Tour of Warm Springs and Kah-Nee-Ta Village
- Kah-Nee-Ta's Organizational Culture
- Break
- Creating our Culture
- Fish Video
- Closing

## Day two

- Welcome to the second day of our Orientation
- Questions from Yesterday
- Tour of Lodge
- Who is the Leadership Team
- Ultimate Customer Service
- Lunch Break
- The Guest Video
- Be Ready
- Break
- Community Rules
- Gaming Commission
- In This Together Video
- Benefits and Privileges
- Closing

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# Cultural Assessment

Read each statement and circle the number to the left that best applies to you with 1 being no understanding and 10 being totally understand. You will rate yourself twice, once now and once at the end of the program. This will help you gauge your learning during the program. Only you will see this assessment so be honest with yourself.

- 1 2 3 4 5 6 7 8 9 10    1. My knowledge of the Warm Springs community.
- 1 2 3 4 5 6 7 8 9 10    2. My knowledge of Warm Springs enterprises.
- 1 2 3 4 5 6 7 8 9 10    3. My knowledge of the three tribes history.
- 1 2 3 4 5 6 7 8 9 10    4. My knowledge of the three tribes values.
- 1 2 3 4 5 6 7 8 9 10    5. My knowledge of the three tribes culture.
- 1 2 3 4 5 6 7 8 9 10    6. My knowledge of the Kah-Nee-Ta brand.
- 1 2 3 4 5 6 7 8 9 10    7. My knowledge of Kah-Nee-Ta's values and vision.
- 1 2 3 4 5 6 7 8 9 10    8. My knowledge of my role in creating the Kah-Nee-Ta culture.

Tepee's at the village. Guests can rent the tepee's which are popular during the summer months. They are not available during the winter. There are 20 tepee's available, each one with a fire pit, table and places to sleep.







## Coyote and The Fishers —A Native Legend

One day Coyote was walking down the trail.  
He held his quiver in his hand.  
Coyote looked at the quiver and said,  
“This quiver is moth-eaten,  
ragged and dirty.  
I need a new one.”

Further down the trail,  
Coyote looked up in a tree  
and saw five beautiful Fishers  
sitting on a branch.  
Coyote was glad and said,  
“Here is where  
I get a new quiver.”

So Coyote took his old one  
and tore it up.  
He threw the pieces  
down the mountainside.

Then he took his arrows  
and shot at the Fishers.  
As the first arrow went by,  
two Fishers jumped down  
and ran away.

Then Coyote shot another arrow.  
Two more Fishers jumped down  
and ran away.

Coyote didn't mind.  
He said,  
“I'll still have my new quiver.”  
He shot at the last Fisher.  
But he missed it.  
Coyote climbed down the mountain.

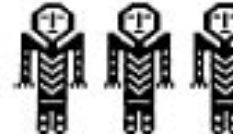
He picked up all the pieces  
of his old quiver  
and sewed them back together.

So never throw away anything  
until you are sure  
you have replaced it  
with something new.

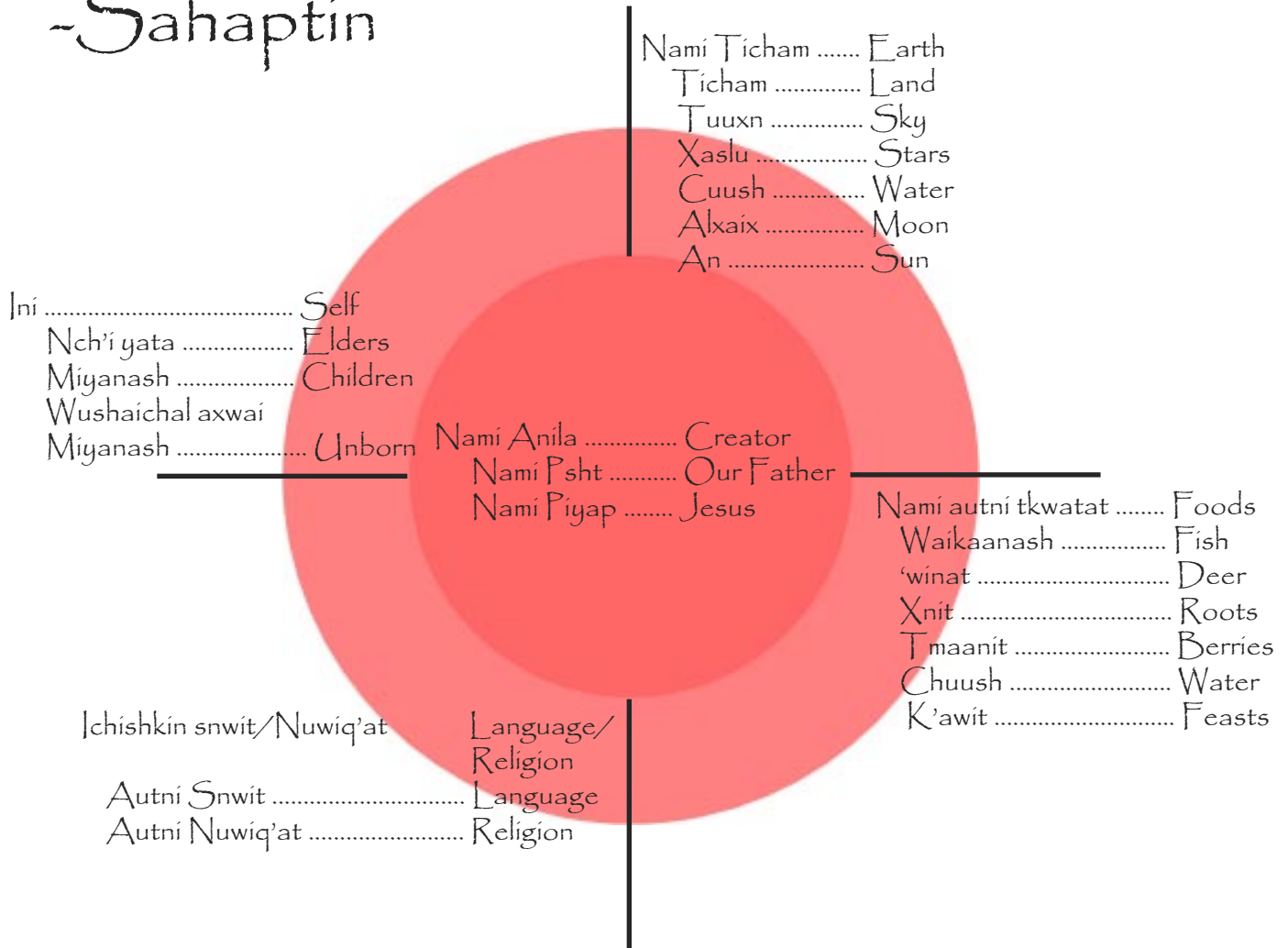


Kah-Nee-Ta's beautiful 18 hole golf course. Play is free to our employees as long as the course is not full with guests.

# The Confederated Tribes of Warm Springs Guiding Values



## Warm Springs Circle of Life - Sahaptin





# Paiute

Toamu Tunedyooe  
Teach our children

Pesa nanamatuguna  
Respect for our Tribes

Unu mitoo tusoohanese  
natunedyooe  
Educate ourselves

Noooka hemma mabetseana  
Protect all rights

Numu pesa namatukuna  
Healthy families

Ohobu tosoohanedu  
Strong leaders

Moomatupu Nakapunne  
Listen and respect all elders

Mu pudu Numu no kobena  
katudu, natune dyoona pesa  
tusoohane  
Encourage hopes of the young



## Community Vision

“We the people of the Confederated Tribes of Warm Springs, since time immemorial, carry forth the inherent rights of sovereignty and spirituality through unity and a respect for the land, water, each other and the many gifts given by the Creator.”

# Wasco

Emshxelwichtak  
You folks listen

Idelxaquqtdikshyamt gatdimam  
You are from your elders

Emshgigamxanaunxa shaxel  
ishtamx  
Look up to the Creator

Qidau engi Amshxengiqnanma  
itqadutinksh  
Teach the children

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# Community Values

Our community values are core beliefs which come from individual community members. In our tribal community, we want these values to guide our actions and inform our decision making process as families and as a community. As individuals, each one displays our values in unique ways. Depending upon our individual situation and phase in life, our actions demonstrate the importance placed on some values more than others.

We know that we don't always live by these values, but community values are a declaration of who we are today, and what we believe is most important in terms of commitment. We need our community values as a guide and as a place to ground ourselves as we continually move into the future.

Harold Balazs designed the fireplace at Kah-Nee-Ta as well as the other petroglyph on the property. This screen print was designed by Harold as well.





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# These Values Guide Us

## Values

Core beliefs which guide all of the plans and actions of our community and members.

- We teach our children mutual respect for each other and each tribe
- To be successful, we must formally educate ourselves while retaining our culture
- We honor individual rights & protect treaty rights
- Strong families create a healthy community
- Our community needs stable, visionary, qualified leadership
- Listen and use the wisdom of elders and religious leaders; encourage the bright hopes that reside with the young
- We commit resources needed to encourage long-term economic growth
- We create an environment for self-sufficiency and well-being
- Each member involved in decisions strengthens our community foundation
- At all costs membership commits to support the protection of all tribal lands

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# Historical Time Line

1805-2002

1805 Lewis and Clark exploration along the Columbia River

WILLIAM CLARK Thursday, October 17, 1805

1834-1835 Nathan J. Wyeth exploration across Warm Springs Reservation area

1843 John C. Fremont crossed reservation area

1849 Department of the Interior created Bureau of Indian Affairs

1855 Treaty of 1855 with Middle Oregon Tribes negotiated at Wasco, Oregon, creating the Warm Springs Indian Reservation and ceded lands

"I took two men in a Small canoe and ascended the Columbia river 10 miles [16 kilometers] to an Island... on which two large Mat Lodges of Indians were drying Salmon (as they informed me by Signs for the purpose of food and fuel)... The number of dead Salmon on the Shores & floating in the river is incredible to say — and at this Season they have only to collect the fish Split them open and dry them on their Scaffolds on which they have great numbers.... The waters of this river is clear, and a Salmon may be seen at the depth of 15 or 20 feet [4.6 to 6.1 meters]... passed three large lodges... one of those Mat Lodges I entered found it crowded with men women and children.... I was furnished with a mat to set on, and one man set about preparing me something to eat, First he brought in a piece of a Drift log of pine and with a wedge of the elks horn, and a mallet of Stone curiously carved he Split the log into Small pieces and laid it open on the fire on which he put round Stones, a woman handed him a basket of water and a large Salmon about half Dried, when the Stones were hot he put them into the basket of water with the fish which was soon sufficiently boiled for use it was then taken out put on a platter of rushes neatly made, and set before me."

1857 The Dalles bands of Wascos and upper and lower Deschutes bands of Walla Walla (about 500 people) moved to the new reservation

1858 Remaining band of Wascos moved to the Warm Springs Reservation

1859 Oregon became a state. Congressional ratification of 1855 Treaty

1865 Fraudulent Supplemental Treaty of 1865 attempted to restrict Indians to the reservation. This treaty became known as the Huntington Treaty. Congress authorized recruitment of Warm Springs Indian scouts for war against Snake Indians of SE Oregon

1868 End of Snake raids on the Warm Springs Reservation

1871 Congress declares end to treaty-making period with Indian tribes

1873 Warm Springs Indian scouts take part in Modoc wars (Modoc of S Oregon & N Calif)

1874 First Indian Boarding School established in the Warm Springs agency area

1879 First group of Paiute Indians brought to Warm Springs Reservation from Fort Vancouver, Washington, where they were held captive after the Bannock War

1881 Indian school opened at Simnasho

1882 First church (Protestant/Presbyterian) built at the agency area

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1884 Chief Oitz (Oits) and his band of about 70 Paiutes brought to Warm Springs Reservation from the Yakama Reservation

1885 First group of Warm Springs Indian students went to new boarding school at Forest Grove, Oregon (which was later moved to Salem and named Chemawa Indian School)

1887 McQuinn survey of north boundary of reservation

1911 Oregon Trunk Line railroad opened to Mecca

1911 State of Oregon talks about building dams on Deschutes River (without consulting tribe)

1912 Steel bridge over Deschutes at Mecca built

1915 He-He and Seekseequa sawmills built

1917 World War I broke out; Indians included in recruitment

1929 Great Depression begins; stock market hits rock bottom

1934 New highway bridge over Deschutes River built

1938 1st Tribal Council held

1938 Confederated Tribes of Warm Springs Constitution and By-Laws approved Feb. 14

1939 Approval for Oregon State Highway through reservation land, Resolution 15

1940 Request by Council to build Agency Longhouse

1941 Bombing of Pearl Harbor December 7; start of World War II; Indians included in recruitment; Warm Springs women work in shipyards in Portland

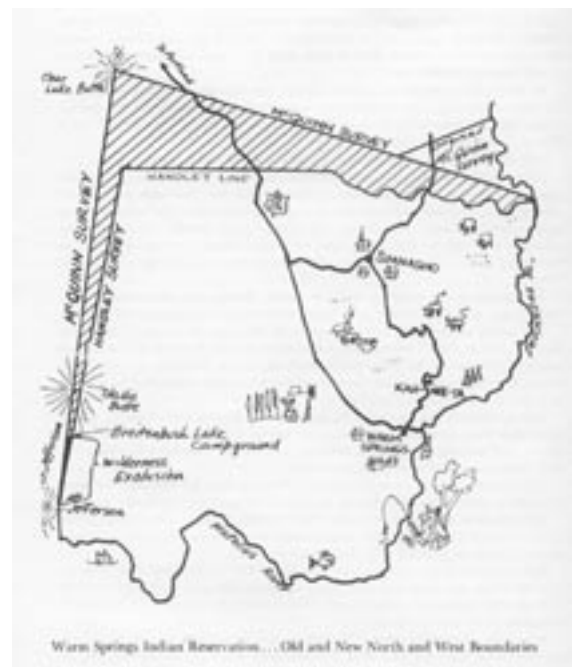
1942 First significant timber sales from the reservation to supply timber for the war

1943 Authorization of first per capita payment (\$20) to tribal members from timber receipts

1944 Approval of Standard Oil Company service station in Warm Springs by Council

1945 Opposition to The Dalles Dam (Celilo Falls in jeopardy)

1945 World War II ends





1949 Opening of Warm Springs State highway cutoff from Portland to central Oregon area

1952 Beginning of Pelton and Round Butte Dam projects, surveys and tests on tribal lands along the Deschutes River

1954 Bathhouse built for Indians by Dr. Freeland at Kah-Nee-Ta

1958 Pelton Dam completed

1959-1960 Oregon State Study, provided first formal planning direction for Reservation

1962 Purchase of Kah-Nee-Ta Village property

1963 Kah-Nee-Ta Village opened for business



1964 Christmas flood at Warm Springs, including destruction of Kah-Nee-Ta Village. Kah-Nee-Ta Village rebuilt and Round Butte Dam completed

1967 Purchase of sawmill and plywood plant to process reservation timber

1972 Kah-Nee-Ta Lodge was completed and first 9 holes of golf course available for play

1977 2nd nine holes added to golf course

1982 Pelton Re regulating Dam power enterprise completed

1992 Early Childhood Center opened

1993 Museum at Warm Springs opened

1994 Health & Wellness Center opened

1995 Indian head Casino built

1996 The Village destroyed in flood

1997 The Village reopened

2001 Kah-Nee-Ta Resort and Indian head Casino merged into one entity creating Kah-Nee-Ta High Desert Resort & Casino



2002 Overwhelming vote by tribal membership to expand gaming into the Columbia River Gorge

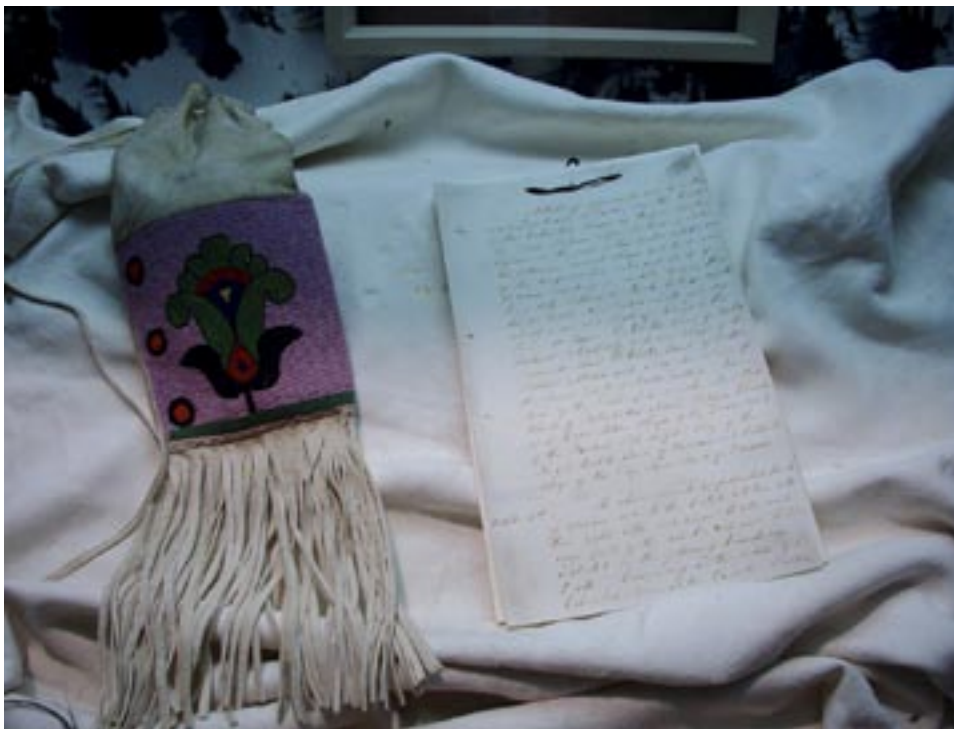




In order for us to remain a healthy people living in a sovereign nation, we must honor our ancestors and know our history. It is important to understand how the European Americans and the United States government have impacted our way of life and how we have managed to progress in that changing environment.

From time immemorial we have examined our past to better prepare for the future. It is no different today.

Beautiful beaded bag and beaded dress from the museum are examples of the artistic use of beads which were brought to the Americas by Euroamericans.



Original treaty of 1855 establishing the Confederated Tribes of the Warm Springs

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# Museum Experience

As you walk through the museum, take your time, talk with others, share and ask questions. Follow the guide below and take notes and fill in where your input is requested. Most of all, enjoy, learn, and have fun.

## Film

From the beginning of time, water is the \_\_\_\_\_ of life. Understand why water is so important to this culture.



The three tribes of the Confederated tribes learned to live each day as it came. They were here to serve the purpose of the day. They were thankful to the Lord for the day that was and the day to come.

_____ River People	Fish People, Traders
_____ Plateau people	Fishing, Hunting, Gatherers
_____ High Desert	Nomadic Families

Warm Springs people traveled season to season.  
Root digging time  
Salmon cutting time  
Eel cutting time  
Berry picking time





The benefits of trading for coffee, sugar, trade cloth, and especially beads with settlers came at the cost of \_\_\_\_\_ .



\_\_\_\_\_ brought timber sales and helped the people regain their footing and return to traditional values.



Creation

Water, light was first, then came the King, the Salmon. Through his travel of survival he created the circle of life.

Yamash (the deer) was next, with his skin the round hand drum was made, hitting the center of the drum making a sound depicting the heartbeat of my people.

Mother Earth in the lands of the desert provide a variety of natural vegetation. Roots, representing the different Indian Nations.

The mountains set up high with the fruit of the Huckleberries, which are the eyes of the Creator, the one that watches over all.

With this circle of life the Indian people were created.

Each tribe remembers the ways of the elders. They look to them for guidance as their ancestors did before and as children will do after.

Children must know these things; the creator gave to the native people, \_\_\_\_\_ , \_\_\_\_\_ , \_\_\_\_\_ , \_\_\_\_\_ , \_\_\_\_\_ .

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## Stories: Legends That Live

People have lived here from time immemorial. Family groups knew the land intimately. Returned to same places every year. Why?

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\_\_\_\_\_ years ago, people settled at \_\_\_\_\_ creating a trading center for the whole \_\_\_\_\_. \_\_\_\_\_ years ago, plateau people hunted \_\_\_\_\_. First \_\_\_\_\_ were brought to region 250 years ago. \_\_\_\_\_ wiped out people in the 1700's. The strong survived to meet the Lewis and Clark expedition.

## Songs of Our People

Songs of spirit, songs of feeling, songs of celebration.

Explore what you experienced as you listened to these songs.



The people of the community have a quiet tradition of hospitality. All are greeted into the home and provided for.

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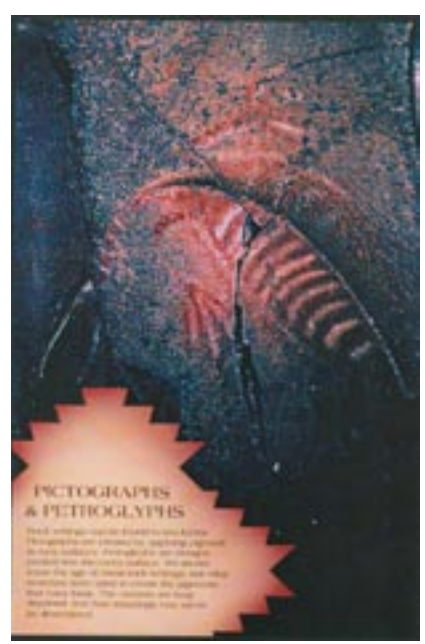
# They Still Speak to Us

Archaeological evidence indicates that indigenous peoples inhabited the Columbia Gorge by at least \_\_\_\_\_ years ago. At the narrowing of the Columbia river at Horsethief Lake, our ancestors lived at the center of commerce in the Northwest.



Horsethief Lake is well known for its ancient rock paintings and petroglyphs. But time, nature, and vandalism have taken their toll on these rock writings.

These paintings, and others in the ceded lands along the John Day and Deschutes Rivers, have been photographed and recorded in a digital database, to preserve and protect at least their images for years to come.



These rock paintings are some of the few links we have to those who came before.

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## Peace

### —A Native Legend

When the Great Spirit made the earth animals,  
he told them they must always be friends.  
“You must help each other  
and live together as good friends.  
I will send Peace, the beautiful spirit,  
to dwell in your hearts.”

Everyone was happy for awhile,  
but soon the earth animals forgot  
to be good and kind and helpful.  
They began to brag  
and make fun others  
and to quarrel.

Then one day  
the beautiful Peace Spirit  
flew away.

When the Peace Spirit was gone,  
there were many earth animals  
who were sad.  
Soon fear came into their hearts.  
They asked the Great Spirit to show them  
how they could find Peace once more.

“Peace can be found  
after many moons of searching.  
You will have to change your ways  
and boast no more.  
Learn to be kind and helpful,”  
the Great Spirit told them.

“We will find Peace,”  
said Crane and Heron.  
“We are strong and can fly  
to the edge of the land.”

“You will never find the Peace Spirit  
for you are too greedy.  
You will stop at the river to catch fish  
and eat the tadpoles,” said the Great Spirit.

“Let me find Peace,” said Hummingbird.  
“I fly swiftly and never rest.”

“You will never find Peace,”  
said the Great Spirit kindly.  
“You are too flighty,  
and the beautiful flowers  
will make you forget your mission.”

When Crow said he would go,  
the earth animals laughed.  
“Crow is too noisy and boastful,  
He will only frighten Peace further away.”

“You must all go together,”  
said the Great Spirit.  
“You need Bear, who is strong and tireless.  
You need Thrush, whose song brings  
cheer and happiness.  
It will be a long, hard journey,  
and none of you can rest on the trail.”

“Peace is a happy Spirit  
who will live only with kindness,  
thoughtfulness and understanding.”

“When you speak with crooked tongues  
and angry hearts,  
you frighten Peace away.  
But if you speak straight and true,  
Peace will come again  
to dwell in your hearts.”

—By members of the Warm Springs  
Reservation Committee



# Traditions and Ceremonies

The family is a center of learning. Children hear stories from the elders. They learn to dance, and to sing. They acquire the patience, skills, and technique to make a fine basket. It takes time, commitment, and love to make our heritage part of today and tomorrow.

Ishikeen—Traditional practices of Warm Springs People

## Marriage Ceremony

In-laws acceptance with gifts and advice. Honor to receive another's son or daughter. (respect)

## Name Giving

A name is given to each Indian and all native people will acknowledge you by your name and what it signifies. Wherever you go, people will say he/she has arrived. (Calling you by your given name)

## Elders

The elders teach us by example. Not only do they know the old ways—the dances, songs, traditional games, and ceremonies—but they alone can explain the meaning of our traditions.

## Wild Harvest

Reflect on why agriculture was unneeded.

First food ceremonies are forms of thanksgiving.

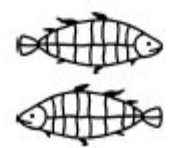
What is the role of the purifying sweat? \_\_\_\_\_

First Kill: \_\_\_\_\_

First Catch: \_\_\_\_\_

First Berries: \_\_\_\_\_

First Roots: \_\_\_\_\_



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# A Timeless Heritage

\_\_\_\_\_ was a Chinookan language spoken by people along the Columbia river.

\_\_\_\_\_ bands spoke Sahaptin.

The \_\_\_\_\_ of central and southern Oregon spoke a Shoshonean language.

Warm Springs families lived in \_\_\_\_\_ lodges from late March through November. In winter they moved to more sheltered stream side villages.



A Paiute \_\_\_\_\_ could be built in a day with a minimum of materials.

The Wascos were river people who lived in villages at \_\_\_\_\_ and down stream.

Their homes were large and spacious with a \_\_\_\_\_ on one end and beds raised off of the floor.







# On the Threshold of Change

When did Lewis and Clark arrive in Oregon? \_\_\_\_\_

\_\_\_\_\_ led an 1843 exploring expedition that followed the Oregon Trail and traveled through what would become the Warm Springs Reservation.



Why was land ownership a seed of conflict? \_\_\_\_\_

How many immigrants came into Oregon between 1840 and 1860? \_\_\_\_\_

\_\_\_\_\_ acres were ceded to the United States.



## Early Days of the Reservation

Euroamericans brought livestock and agriculture to Central Oregon with Devastating results. Why? \_\_\_\_\_

\_\_\_\_\_

Warm Springs Tribal members have served with the US Armed Forces since 1866. What wars?

\_\_\_\_\_ Wars

WWI

\_\_\_\_\_ Wars

WWII

and all recent wars.



Congress granted citizenship to American Indians in \_\_\_\_\_ to acknowledge \_\_\_\_\_.



What was the primary purpose of the reservation school?

\_\_\_\_\_ lives.

Strip away native \_\_\_\_\_. What else?

\_\_\_\_\_

\_\_\_\_\_

The Presbyterian Church established a mission on the Warm Springs Reservation in \_\_\_\_\_.

What was the driving force behind the Indian Reorganization Act in \_\_\_\_\_? Managing own \_\_\_\_\_, \_\_\_\_\_ and Cultural \_\_\_\_\_.

### Self Government

Indian People have been governed under \_\_\_\_\_ principles for 1,000's of years.





# Warm Springs Today

Just as we need to know our past, we must also be aware of our present. We have many things to be proud of and others we can learn from.

Only by looking at who we are today, and taking responsibility for where we are, can we realistically plan for our future. From where we stand today, we must clearly state what we want for tomorrow.

## Current chiefs

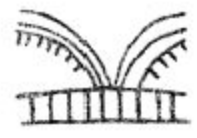
Paiute: \_\_\_\_\_

Warm Springs: \_\_\_\_\_

Wasco: \_\_\_\_\_

As guardians and conservators of this land and the plants, animals, and people who live here, the Confederated Tribes have established:

- \_\_\_\_\_ areas.
- \_\_\_\_\_ corridors.
- \_\_\_\_\_ ordinances.
- \_\_\_\_\_ for the Metolis River.



The museum site was dedicated in June, \_\_\_\_\_.

## Public Celebrations

\_\_\_\_\_ treaty day celebration about June 25.

\_\_\_\_\_ mini Pow Wow Thanksgiving weekend

\_\_\_\_\_ Pow Wow in February

## Tribal Celebrations

\_\_\_\_\_ in April

\_\_\_\_\_ in mid summer

\_\_\_\_\_ in December and new moon



Did you try the Hoop Dance?

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# Conversation on Museum Experience

What did you learn that you did not know before?

How can you share what you have learned and experienced with others?

What other resources are available for you to learn from?

How can you learn from others?



# Enterprises of Confederated Tribes of Warm Springs

Confederated Tribes



Timber



Tribal Council



Power

Museum



Composite



Kah-Nee-Ta



Indian Head Casino



Health and Wellness



Forest Products



Museum at Warm Springs



Warm Springs Plaza



Early Childhood Center



# Progress Since 1983

## COMMUNITY & ECONOMIC DEVELOPMENT

- Early Childhood Education Center
- Museum at Warm Springs
- Health and Wellness Center
- Elder Care Assisted Living Center (funded)
- Agency Wastewater System Phase I (funded)
- Greeley Heights Subdivision Expansion
- Sunnyside Subdivision
- Wolfe Point Subdivision
- Simnasho School Re-Opening
- Natural Resources Office Complex
- Warm Springs Plaza
- Indian Head Gaming Center
- Small Business Development Center
- Warm Springs Composite Products
- Kah-Nee-Ta Village Redevelopment
- Food Commodities Warehouse
- Small Log Mill at WSFPI

The Tribal Council is our governing body, which includes responsibility for the executive, legislative, judicial and corporate aspects of our tribal government. Council members make the key decisions, such as authorizing referendums, on behalf of the People. Since 1983, the Council's actions have led to achievement of the Health and Wellness Center, Early Childhood Education Center, the Museum at Warm Springs, Elder Care Assisted Living Facility, reconstruction of Kah-Nee-Ta Village, and development of Indian Head Casino, among a number of other projects.

## PROGRAM DEVELOPMENT

Integrated Resource Management

## KWSO RADIO

Vocational Rehabilitation Program Expansion

Tribal Language Program Expansion

Tribal Government Reorganization

- Separation of S/T & COO
- Creation of Business and Economic Development Branch
- Creation of Governmental Affairs and Planning Branch
- Creation of Education Branch

Community Health Education Team

Computer Learning Center

Senior Pension Fund

Scholarship Fund

"Rainy Day" Fund

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# Kah-Nee-Ta High Desert Resort and Casino

“Hospitality is our Tradition”



## Vision Statement

The KHDRC family is comprised of energetic and empowered teams who take pride in ownership, are knowledgeable, passionate and eager to question and grow. We exceed guest expectations through quality, consistent customer service and are a respected and supportive part of the community.

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# Values

## Employees

- Teamwork
- Cooperation
- Participation
- Communication
- Integrity
- Honesty
- Respect
- Learning
- Positive attitude

## Customer

- Consistent service
- Quality
- Friendliness
- Courtesy
- Cleanliness
- Safety

## Community

- Leadership
- Good Citizen
- Cooperation
- Profitability
- Responsibility

There is more to a community than the people and teams that make up the community. Communities include: 1) a shared reason for being; a mission or purpose, 2) a shared ethical base and set of values, 3) a shared vision, 4) an agreed upon set of acceptable behaviors (the rules of the game), 5) a culture: the style of how we work (the way we do things around here), 6) an infrastructure to support and service the needs of the community, 7) the people in the community, 8) a sense of fellowship, 9) the delivery of value to customers of the community. Often, management teams find the culture they have created within their organizational communities must be changed to create the results they want.



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# Creating our Culture






What does Fish have to do with it?

Let's find out as we watch Fish!



**Catch the Energy.  
Release the Potential.**

**Play** Some people think play is the opposite of work. Every day the Pike Place Fish guys prove that wrong. Their play works for them. It makes their jobs more enjoyable than they would be otherwise, it draws in business and it actually helps them accomplish some of their tasks better than if they just slogged through the day.

-  Play makes your job fun.
-  Play energizes the creative and problem solving abilities within you.
-  Play pleases customers, and team members.
-  Play makes boring tasks easier to do.
-  Play makes time pass more quickly.



## Make Their Day

React to each person as an individual. Ask yourself, "What would make this person's day? What would bring a smile to their face? What can I do?"

Have you ever had this experience? You're having a lousy day. You're in a bad mood. You're upset. And then you are confronted with a dog wagging its tail or a smiling child. Did your mood lighten? Did you smile? That's what we mean by "Make Their Day." Now pass it on.

🐾 Can you picture a time when someone (human or beast) or something (a funny ad, a comical misunderstanding) had this effect on you?

🐾 What do you already do to put people in a better mood?

🐾 Think about a time when someone made your day. Or even make you smile when you had been crabby. What changed your mood?


🐾 What can you do to make your energy contagious?

🐾 "When they see us having fun, it's like a feeding frenzy. Everyone wants to join in!"

---





## Be There


 “You have to keep bringing yourself back to being \_\_\_\_\_. You’re here, now.”

Remember teachers taking attendance back in school? You’d hear the names of all the kids in the class and each would respond with, at best, an annoyed, “Here.” There were a lot of warm bodies in the room, but most of the class wasn’t really there.

The same is true for a large part of the workforce. Going through the motions without really paying attention. Engaging in an out-of-body experience called work.

 “You’re going to act different if you’re being impatient, versus being world famous.” How are you being on the job?

 Did you find anywhere in the Warm Springs cultural education or the Vision and Values of Kah-Nee-Ta where it said, “We will strive to be mediocre in everything we do?”

 We expect excellence and so do our guests. Let’s deliver it!

Focus

  
Listen

Pay Attention

  
Look

Hear



## Choose Your Attitude

The last of the human freedoms is to choose one's attitude in any given set of circumstances.

Victor E. Frankl: from "Man's Search for Meaning"

It's the last point of Fish! and, in a sense it's the bedrock underneath the first three. You'll probably find that you'll want to try playing, making people's day and being there. Sometimes. Other times you'll tell yourself or your co-workers, "Look. I'm not in the mood to do those things. I'm having a bad day."

👉 "You've gotta choose where you're gonna be as soon as you get out of bed! I consciously make that choice every day."

In order to have the Fish! attitude, and consistently live and work by the first three points, you have to recognize that, whether you want to or not, you choose your attitude.

👉 Are you going to physically be at work and just go through the motions? -or- Are you going to truly be there?

👉 Are you going to get through the day with as little effort as possible? -or- Are you going to make it fun for yourself and everyone around you?

👉 When something starts to get your goat, work at shrugging it off. Really work at letting go of things you might otherwise stew over.

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Kah-Nee-Ta – We Are Blessed to  
Work at Such a Beautiful Property



The lodge overlooking our beautiful 18 hole golf course nestled along the river.



Family dining overlooking the beautiful river valley is unsurpassed.



The Indian Head Casino at Kah-Nee-Ta provides all of the play that NW gamblers have come to love. In an intimate setting, the Casino is one of a kind in the NW.



A spiritual place, warm and inviting.

The lobby and the eagles greeting you as you enter the front of the lodge reflect the beautiful design and art found throughout the resort. The carvings



under the front desk and the architecture in the lobby all remind you that you are in a very special place.



The lodge provides a courtyard pool year around with sauna, steam room, and workout room. Lodge rooms surround the pool on two sides with the main lodge lobby, lounge, casino, and restaurant on other. There are

Where you are greeted by a magnificent fireplace burning 365 days per year, 24 hours per day. A place to relax and enjoy quiet.



139 rooms in the lodge with queens, kings, suites, and executive rooms available for guests.



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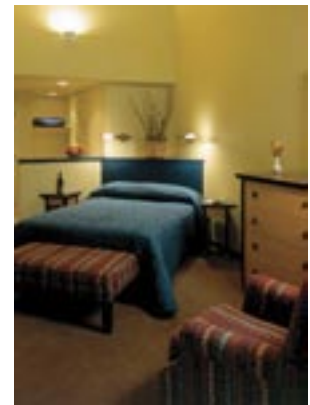


# The Village

The Village is located on the Warm Springs River and includes several lodging options as well as a complete RV park. Or, choose to stay in one of the 20 authentic Teepees located within walking distance from the double Olympic-size pool. All Kah-Nee-Ta overnight guests receive passes to the Hot Springs Mineral Pool.



There are 30 rooms in the Village, located conveniently close to Spa Wanapine, the Hot Springs Mineral Pool and a host of other recreational amenities. Village room balconies overlook the Teepee Camping site. All Village rooms are non-smoking.



Also available as a separate house, the Neesha Cottage.



The RV sites are located in a grassy area with paved parking. In addition to water, power (50 amps), and sewage disposal hookup, the sites include cable television hookups. Guests should bring their own coaxial television cables.

We offer a limited amount of cables at the Village Front Gate. The cost of the cable is a \$10 refundable deposit. There are pull-through, back in, and pull in sites. Specific sites or types are not guaranteed, but can be requested. Please specify the length of the vehicle.







# Activities

The wide open spaces of Kah-Nee-Ta create a bountiful mecca for recreation. Natural hot springs pour into our pools, and the Warm Springs River follows the canyon floor to create a spectacular water world that's ideal for kayaking. Roam where the natives once did among the rugged landscape by foot, horse or bike. The key ingredient to any vacation spot is a place that offers pleasure and relaxation. Kah-Nee-Ta provides visitors a place to enjoy the quiet and immerse themselves in a variety of activities at the same time. Whether seeking an active day in the sun playing golf, volleyball or tennis, or just relaxing with a book by the pool, visitors can choose from any array of activities offered at the resort.



## Other Activities

- Arcade
- Bicycling
- Cocktails and dancing at the Appaloosa Lounge
- Fitness Center
- Gaming: Slots, Keno, Poker, Blackjack
- Hiking: Take a hike and surround yourself with the breathtaking views of the snow capped Cascade Mountains. Trail maps are available at the Kah-Nee-Ta Lodge.
- Indian Dancing
- Massage
- Miniature golf
- Mountain biking
- Movies and videos
- Shopping: Kah-Nee-Ta's two gift shops offer a large selection of swimwear, apparel, snacks, sundries and gifts, including jewelry, bead work and pottery.
- Shuttle service
- Tennis
- Traditional Salmon Bakes
- Volleyball



Golf, Pools, Rafting, Kayaking, and Horseback riding are just some of the activities that our guests enjoy while at Kah-Nee-Ta.



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# Meeting and Conference Facility

Whatever a guests needs and goals are, Kah-Nee-Ta's meeting and conference facilities are tailored to help get things done. It starts with our easy accessibility. By car, we are less than two hours from Portland. By air, just 52 miles from Redmond International Airport.

Once a guest is here, we'll help create an event that's as successful as it is memorable. From our two grand ballrooms, to the council room, to a variety of conference areas, we offer nearly 15,000 square feet of flexible meeting space. Professional audio-visual and meeting equipment, as well as the full assistance of our support staff, is also available to ensure a polished presentation.



The Council Room is home to the chiefs of the three Indian Nations who take pride in hosting a guests Kah-Nee-Ta experience. Furnished with an impressive square conference table and matching chairs, this well lighted room has a no-nonsense feel to the organizational meetings held within its chambers.

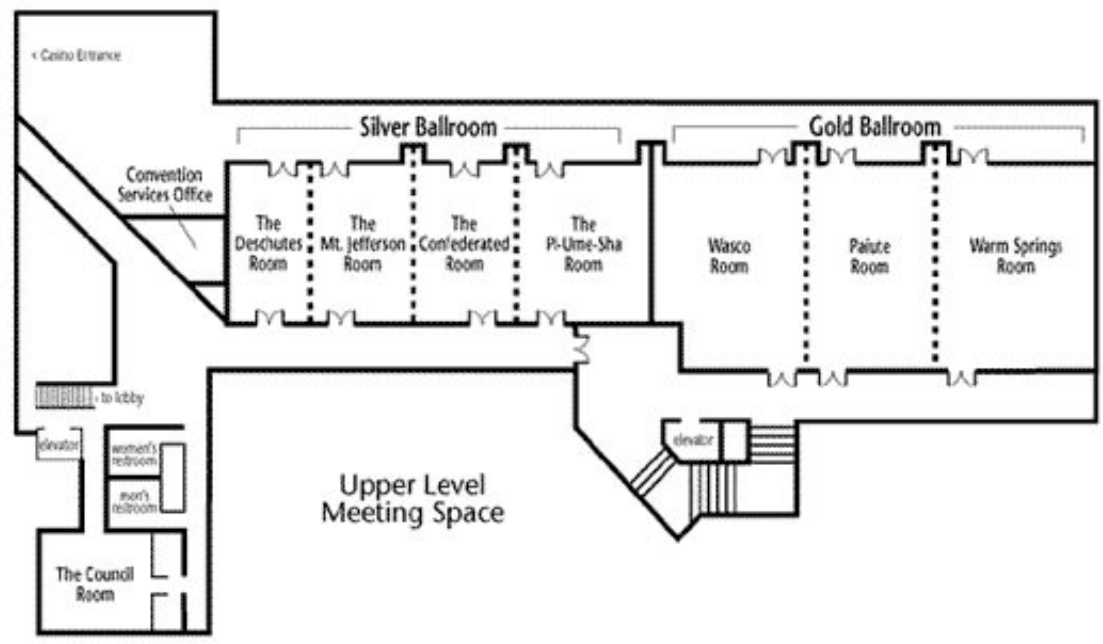
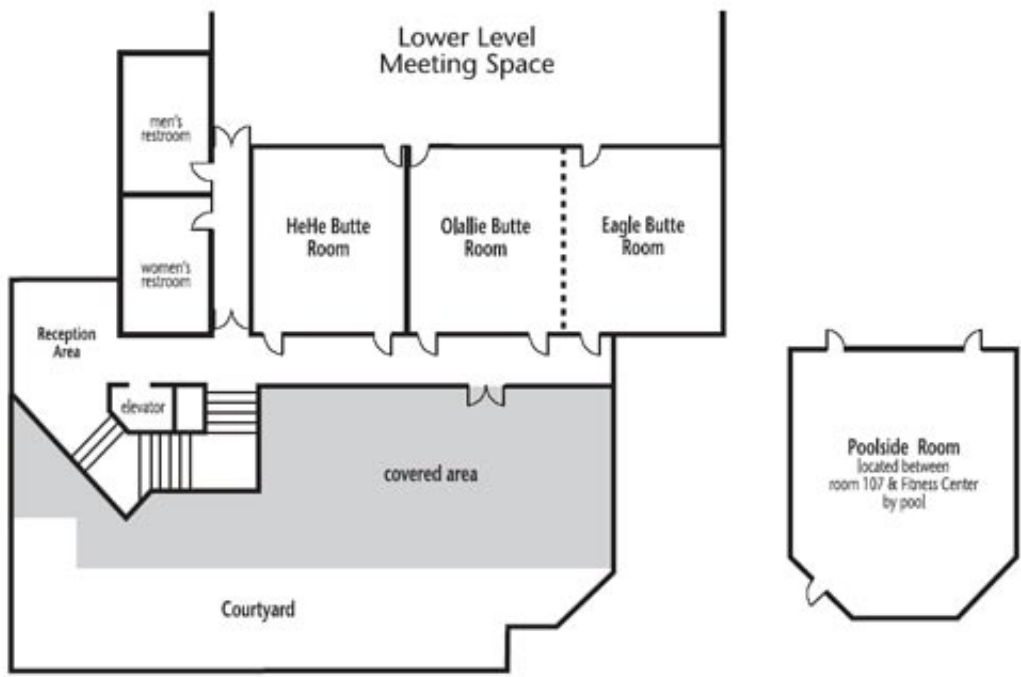
Across the second floor conference registration and reception lobby are the Deschutes, Mt. Jefferson, Confederated, Wasco, Paiute, Pi-Ume-Sha and Warm Springs rooms that combine to create two 5,100-square-foot highly flexible ballrooms.

For that casual meeting, guests can enjoy the relaxed style of the Pool side Room right next door to the Fitness Center. The nearby Fountain Room features vaulted ceilings and a bright sunny atmosphere with quick access to one of our many pools.

The Garden Room consists of 2,700 square feet of space, all in one room. A long wall of staggered glass windows opens out on a beautiful hillside and an expansive view of the golf course and the Village below.

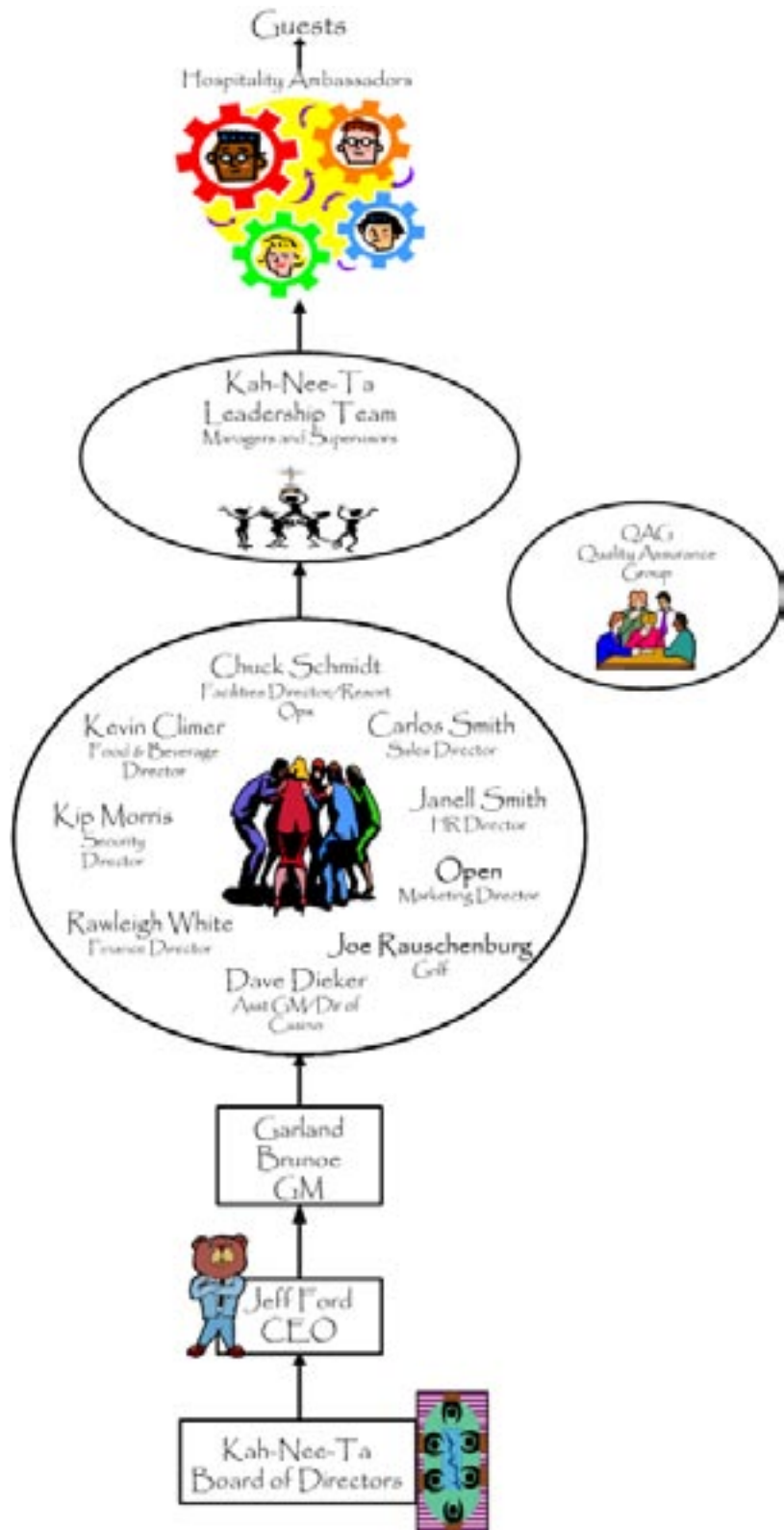
Kah-Nee-Ta boasts comfortable, flexible meeting spaces with good lighting, Internet access in every room and our highly experienced staff.





# Leadership Team

Leadership at Kah-Nee-Ta is motivated to insure that you have the resources needed to deliver a world class customer experience. They are also open to input so that they can remove roadblocks that prevent you from delivering this service. Whether it is training, coaching, or a helping hand, your leadership team is here to support you.





# Leadership Thoughts

Systems thinking is a discipline for seeing wholes. It is a framework for seeing interrelationships rather than things, for seeing patterns of change rather than static “snapshots.” It is a set of general principles — distilled over the course of the twentieth century, spanning fields as diverse as the physical and social sciences, engineering, and management... During the last thirty years, these tools have been applied to understand a wide range of corporate, urban, regional, economic, political, ecological, and even psychological systems. And systems thinking is a sensibility — for the subtle interconnectedness that gives living systems their unique character.

—Peter Senge

The leaders who work most effectively, it seems to me, never say “I.” And that’s not because they have trained themselves not to say “I.” They don’t think “I.” They think “we”; they think “team.” They understand their job to be to make the team function. They accept responsibility and don’t sidestep it, but “we” gets the credit... This is what creates trust, what enables you to get the task done.

—Peter Drucker

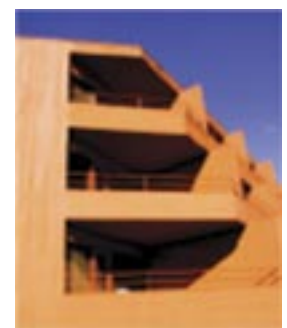
When you are inspired by some great purpose, some extraordinary project, all your thoughts break their bonds; your mind transcends limitations, your consciousness expands in every direction, and you find yourself in a new, great and wonderful world. Dormant forces, faculties and talents become alive, and you discover yourself to be a greater person by far than you ever dreamed yourself to be.

—Patanjali (c. 1st to 3rd century BC)

The great difference between the real leader and the pretender is that the one sees into the future, while the other regards only the present; the one lives by the day, and acts upon expediency; the other acts on enduring principles and for the immortality.

—Edmund Burke

Building design of Kah-Nee-Ta was done by Gary Larson. This stair well is an example of the beautiful work he did.



To lead people, walk beside them ... As for the best leaders, the people do not notice their existence. The next best, the people honor and praise. The next, the people fear; and the next, the people hate. When the best leader’s work is done the people say, “We did it ourselves”.

—Lao Tzu

Management works in the system; leadership works on the system.

—Stephen R. Covey

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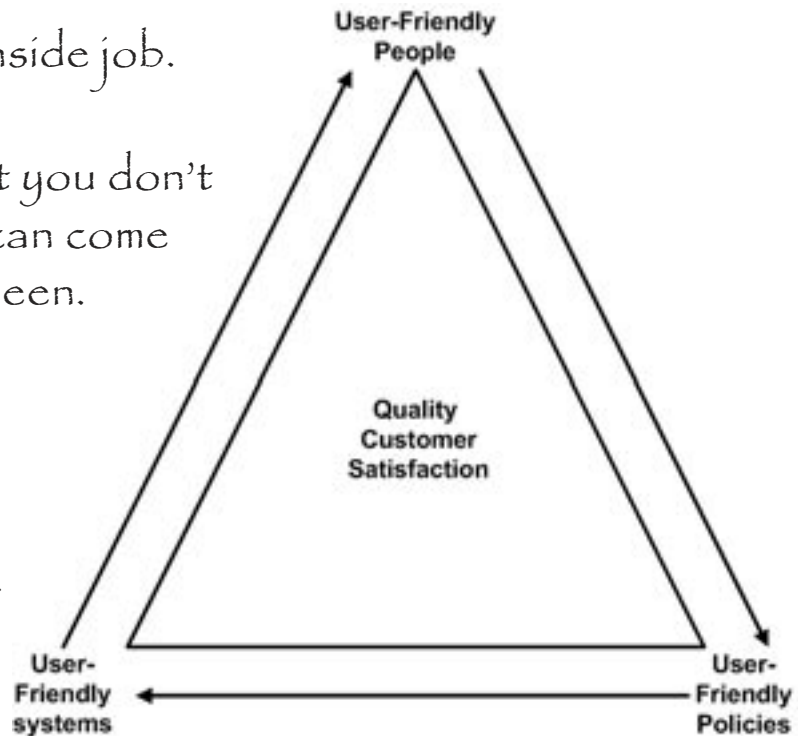
# Ultimate Customer Service

Customer service is an inside job.

You can't give away what you don't own, any more than you can come from where you haven't been.

Larry Wilson

The product Kah-Nee-Ta delivers is "customer satisfaction".



Management usually establishes policies and systems. You have an obligation to provide input when policies and systems block our ability to deliver a world class customer experience.

You are always in control of you. Ultimate Customer Service is about how you can be a "user-friendly person" delivering a world class customer experience.

Does one team member make a difference? You tell me.



# Life Time Customer Value

Did you know that a guest has more value than one visits purchase?

If you visited a business 100 times in 10 years, do you think that you would have more value to them than if you visited only once?

This is called life time customer value.

The value of a typical (average) Kah-Nee-Ta guest.

- Visits Kah-Nee-Ta two times per year.
- Stays two nights on each visit
- Spends \$560 over the two day period
- Generates \$140 profit for Kah-Nee-Ta per visit
- Adjusted for retention, discounts, marketing, and inflation, this one person has a life time customer value of \$1,225 in profit. If this is a couple, the value is \$2,450 in profit to Kah-Nee-Ta.

Does one team member make a difference? You tell me.

Does generating \$1,225 in profit or losing \$1,225 profit for Kah-Nee-Ta specifically based on your ability to deliver a world class customer experience make a difference?

A customer is the most important person ever in this office—  
In person or by mail.  
A customer is not dependent on us, we are dependent on him.  
A customer is not an interruption to our work, he is the purpose of it.  
We are not doing him a favor by serving him, he is doing us a favor by giving us the opportunity to do so.  
—from The L.L. Bean Credo

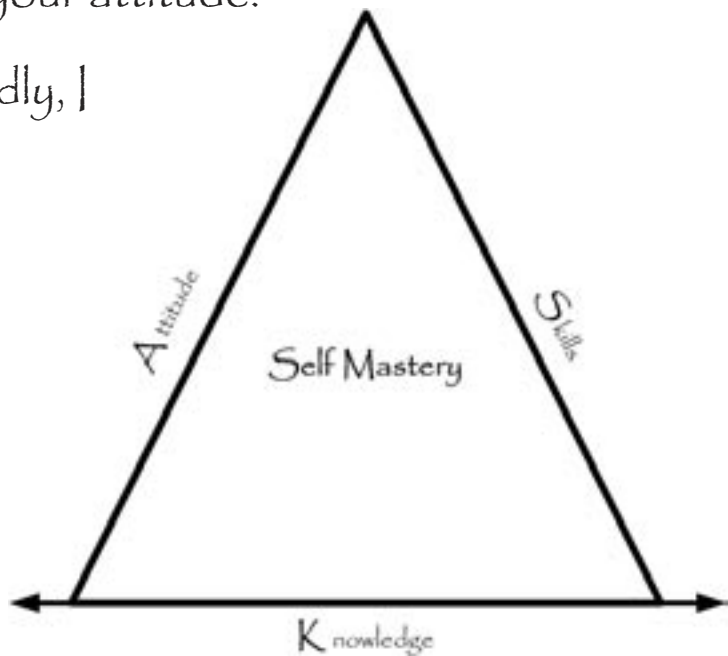
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**Delivering Ultimate Customer Service is an "Inside Job"**

The only way to deliver Ultimate Customer Service is from what you have inside of you. No one can give this to you. We can remind you; we can coach you; we can inform you; but only you can give away what is inside of you. And only you can control what this is through your attitude.

What you are speaks so loudly, I can't hear what you say.

We will train you; introduce you to the needed skills and knowledge to deliver a world class customer experience. You bring the attitude and the willingness to learn and grow!



What Attitudes do people say I have? \_\_\_\_\_

What attitudes do I want to work on? \_\_\_\_\_

What Skills do I have? \_\_\_\_\_

What skills do I want to develop? \_\_\_\_\_

What Knowledge do I have? \_\_\_\_\_

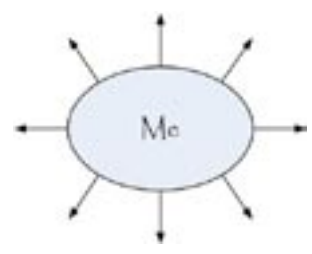
What have I learned that I can use at Kah-Nee-Ta? \_\_\_\_\_





# Owner

—A creator  
“I like it”



I did it to me  
100%  
responsible

Total choice  
Environment

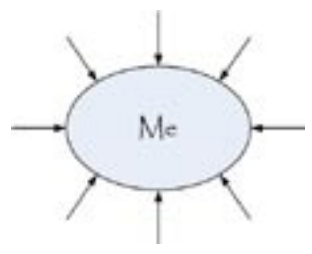
Creates their  
life

Glass half-full

Challenges

# Victim

—A reactor  
“I don't like it”



It did it to me  
0%  
responsible

No Choice  
Environment

Observes  
problems

Thinks in box

Pessimistic

Spectator

“Thought is the real causative force in life, and there is no other. You cannot have one kind of mind and another kind of environment. You cannot change your environment while leaving your mind unchanged. This is the real key to life, if you change your mind, your conditions must change too — your body must change, your activities must change, your home must change, the color-tone of your whole life must change.”

“This may be called the Great Cosmic Law. The practical difficulty in applying it arises from the fact that our thoughts are so close to us that it is difficult, without a little practice, to stand back and look at them objectively. Yet that is just what you must learn to do. You must train yourself to choose the subject of your thinking at any given time, and also to choose the emotional tone.”

—Emmet Fox



Magpies by Richard Beyer  
in main building inside stairs

All your suffering is rooted in one superstition: you believe that you live in the world, when in fact the world lives in you!

—Deepak Chopra

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# Customers Are Our Business

C-Communication

U-Understanding

S-Service

T-Teamwork

O-Ownership

M-Meet and Greet

E-Eye Contact

R-Respect

S-Smile



Hot Stone Therapy facial treatment to any of our fantastic facials. The deep heat therapy helps to relieve stress and ease tension

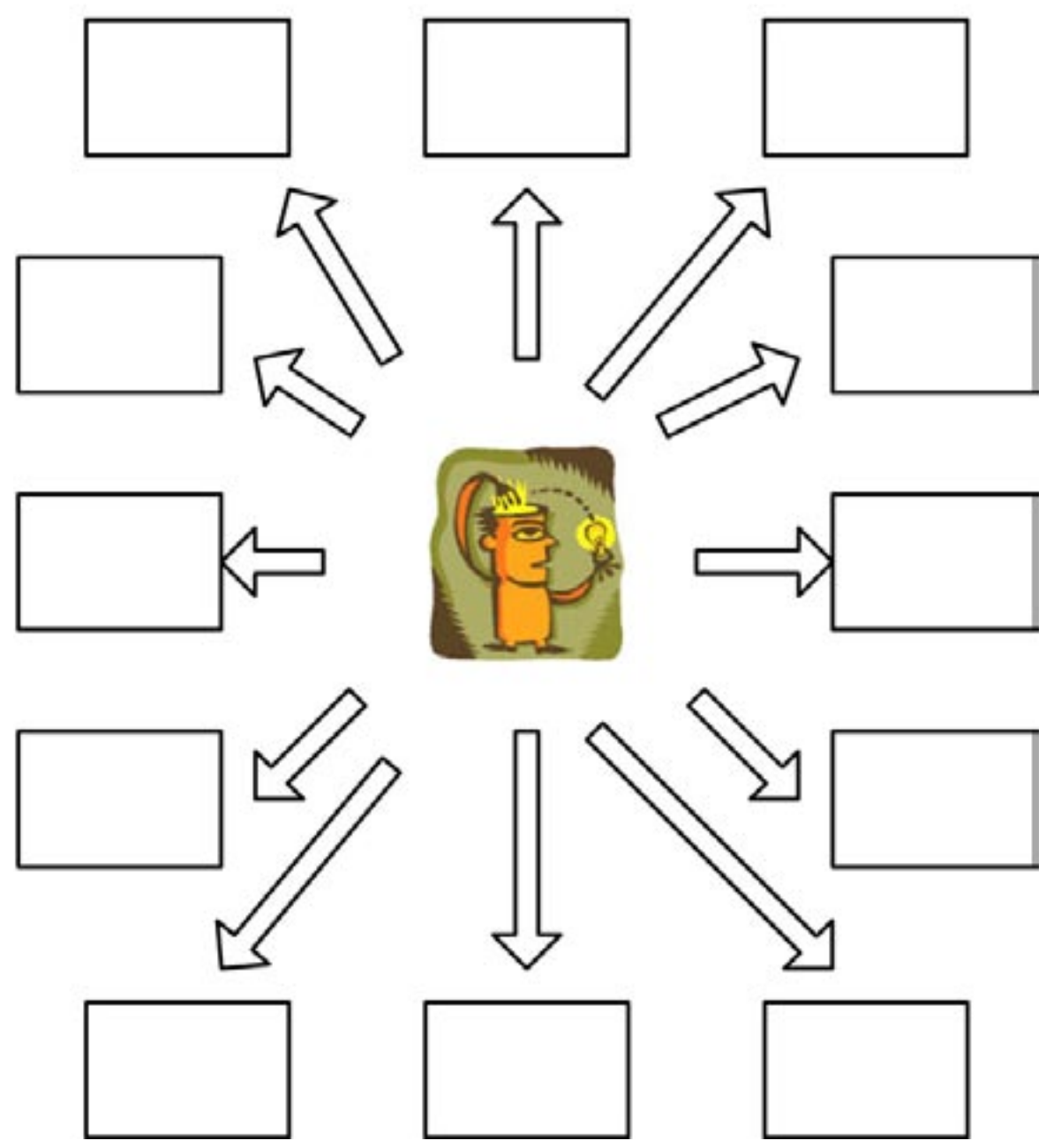


Kids in pool at lodge



- The #1 Customer is?
- Internal Customers?
- External Customers?

## Identify Your Customers



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# Communication

## Types of communication

- \_\_\_% Words we use
- \_\_\_% Tone of voice
- \_\_\_% Body language (non-verbal)

“Kindness is to use one’s will to guard one’s speech and conduct so as not to injure anyone.”  
—Omaha Oral Tradition

Have you ever said, “You should have understood what I meant”? Surprisingly words have meaning. Say what you mean! Be careful what you say.

How does your customer react when you say:

- “I don’t know” \_\_\_\_\_
- “That’s not my job” \_\_\_\_\_
- “That’s our policy” \_\_\_\_\_
- “I’m on my break” \_\_\_\_\_

Your attitude is always reflected in your tone of voice. If you “cop an attitude”, your customers will know it!

You might think that you can hide your body language when you are talking over the phone. But even then, your body language heavily reflects on what you are saying. How long does it take for your customer to read your body language? \_\_\_\_\_



# Understanding

We all want to be understood. If you feel that you are not understood, you will get frustrated and maybe even angry.

When we talk about understanding, surely it takes place only when the mind listens completely— the mind being your heart, your nerves, your ears- when you give your whole attention to it.

—J. Krishnamutri

Take time to get to know and take care of your customer. Be pro-active. Don't wait for them to complain.

If your customer is upset, what do you do?

First, remember: It is not personal!

Clear your mind and make that customer the main focus of all your attention. Remain calm, breathe, listen. Be CLEAR.

Care (I want to help): \_\_\_\_\_

Listen (Active): \_\_\_\_\_

Empathize (I understand how you feel): \_\_\_\_\_

Ask Questions (Clarify): \_\_\_\_\_

Resolve (Quickly follow through): \_\_\_\_\_

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# Service

If you are not here to serve, why are you here?

Everyone is in business for himself, for he is selling his services, labor or ideas. Until one realizes that this is true he will not take conscious charge of his life and will always be looking outside himself for guidance.

—Sidney Madwed

What does customer service mean to you?

Have you experienced outstanding customer service? Where?

Why is serving the customer important in our community?

Values? \_\_\_\_\_

Vision? \_\_\_\_\_

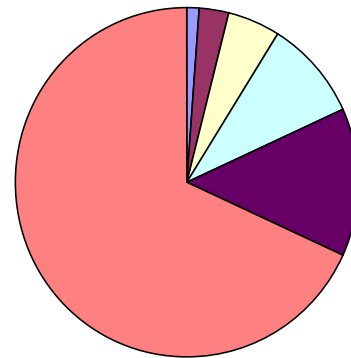
Employment? \_\_\_\_\_

Sustainability of Enterprise? \_\_\_\_\_

Personal Pride? \_\_\_\_\_

Why do customers go if they do not come back?

_____ %	Die
_____ %	Relocate/move
_____ %	Friends Recommendation
_____ %	Price
_____ %	Dissatisfied with Product
_____ %	Poor Customer Service
100 %	Total



The service we render to others is really the rent we pay for our room on this earth. It is obvious that man is himself a traveler; that the purpose of this world is not "to have and to hold" but "to give and serve." There can be no other meaning.

—Sir Wilfred T. Grenfell



# Teamwork

“This we know, all of us are connected like the blood which unites one family. Whatever befalls one befalls all. We do not weave the web of life, we are merely a strand in it. Whatever we do to the web we do to ourselves.”  
—Chief Seattle

Can this organization run without the “Paying Customer?” \_\_\_\_\_

Name one department that can run the Organization alone?

Is the gaming customer, lodging customer, restaurant customer, recreation customer important to the entire organization?

Which customer is the most important?

Is your job important to the day-to-day operation of the organization?

Which job is most important?

Southwest Airlines Turned 30 on June 18, 2001

Southwest Airlines is not in the Airplane business; we’re in the customer Service business, and we just happen to provide air transportation. At Southwest, the intangibles outweigh the tangibles. Any airline can acquire airplanes, ticket counter space, baggage conveyors, ground equipment. But one ingredient makes it virtually impossible for other airlines to imitate the most important element of our success: our people. That’s why we spend so much time looking for just the right Employees: spirited, altruistic, fun-loving, hard working—those who follow the Golden Rule and provide the best Customer Service in America. That’s how we earn our wings and why we say we’re in the Customer Service business and just happen to provide air transportation.

According to the Department of Transportation’s Air Travel Consumer Report, Southwest has ranked Number One in Customer Satisfaction among all major U.S. airlines for the past 10 years.

Southwest Airlines SPIRIT  
Tonya Montaque, June 2001

Individual commitment to a group effort -- that is what makes a team work, a company work, a society work, a civilization work.

—Vince Lombardi

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# Ownership

What you resist, persists. If you take ownership and deal with things that are bothering you, then, in the very process of dealing with them they very often will go away.

When you take ownership for the customer's experience, you are committed to the outcome, not just notifying someone else and forgetting about it. You see it through. You own it!

When you make a commitment to a relationship, you invest your attention and energy in it more profoundly because you now experience ownership of that relationship.

—Barbara De Angelis

# Meet and Greet

“8 Feet to Greet”—“Greet Everyone Within 3 Feet.”

Let your eyes be your guide. What does this mean? \_\_\_\_\_

---

# Eye Contact

“Remember that a Person's Name is, to that Person, the Sweetest and Most Important Sound in any Language.”

—Dale Carnegie

Why is eye contact important? \_\_\_\_\_

Can you have too much eye contact? \_\_\_\_\_ Why? \_\_\_\_\_

How can you avoid too much or too little eye contact? \_\_\_\_\_

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What can you learn from someone's eyes? \_\_\_\_\_

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## Respect Some Thoughts

Respect for ourselves guides our morals, respect for others guides our manners.

—Laurence Sterne

When men and women are able to respect and accept their differences then love has a chance to blossom.

—John Grey

I believe in human beings, and that all human beings should be respected as such, regardless of their color.

—Malcolm X

Character is the foundation stone upon which one must build to win respect. Just as no worthy building can be erected on a weak foundation, so no lasting reputation worthy of respect can be built on a weak character.

—R. C. Samsel

There is a secret pride in every human heart that revolts at tyranny. You may order and drive an individual, but you cannot make him respect you.

—William Hazlitt

### The Golden Rule—

Treat your customers the way you want to be treated.

Value your customer' ideas and desires.

Treat them with respect and dignity.

Show honest, sincere appreciation.

“Respect means listening until everyone has been heard and understood, only then is there a possibility of balance and harmony.”

—Dave Chief, Grandfather of Red Dog

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**Smile**      The value of a Smile!



It costs nothing, but creates much.

It enriches those who receive, without impoverishing those who give.

It happens in a flash and the memory of it sometimes lasts forever.

None are so rich they can get along without it, and none so poor but are richer for its benefits.

It creates happiness in the home, fosters good will in a business, and is the countersign of friends.

It is the rest to the weary, daylight to the discouraged, sunshine to the sad, and Nature's best antidote for the troubled.

Yet it cannot be bought, begged, borrowed, or stolen, for it is something that is no earthly good to anybody till it is given away.

And if in the rush of the Organization World you see a fellow co-worker, a valued customer, or a stranger who does not have one, give them one of yours.

For nobody needs a smile so much as those who have none to give.

*Try giving a smile away... You'll always get it back... Have fun... Laugh... Enjoy your work...*





One might well say that mankind is divisible into two great classes: hosts and guests.

—Sir Max Beerbohm

The magic formula that successful businesses have discovered is to treat customers like guests and employees like people.

—Thomas J. Peters

# Treating Customers as Guests is as Simple as:

Welcoming Them

—With warmth and a smile please!

Using Their Name

—Look for ways to find their name

Taking Care of Their Needs

—Theirs, not yours!

Thanking Them for Choosing Kah-Nee-Ta

—We appreciate their business, really!

Inviting Them Back

—We would love to see you again



Relief painting of basket weaver created by Richard Beyer

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# The Guest

The customer in this video says that the waitress knows him by \_\_\_\_\_.

Why does he feel that he would like to buy all of what he needs at the cafe? \_\_\_\_\_

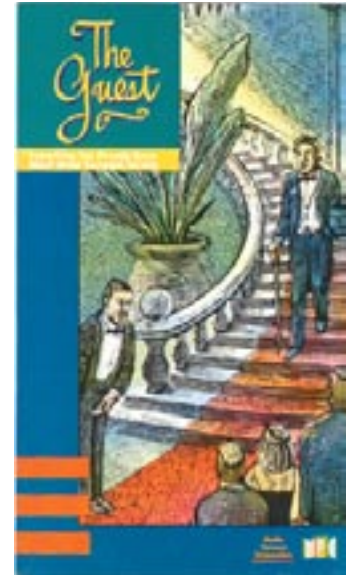
He feels like a welcomed \_\_\_\_\_.

Businesses can't do anything. It's all in the hands of \_\_\_\_\_.

Most people have a natural sense for guest service.

It only takes a few seconds to make a guest feel welcome. A \_\_\_\_\_ or a \_\_\_\_\_ is usually all it takes.

Customers love the sound of their own \_\_\_\_\_; it is music to their ears.



Salmon baked over an open fire is a technique that's been used by Native American people for centuries. Kah-Nee-Ta offers a Salmon bake twice a month for guests at the lodge during the summer.

“The purpose of life is to increase the warm heart. Think of other people. Serve other people sincerely. No cheating.”

—The Dalai Lama



Go out of the way to make sure that everything is just right.

However, the true test of customer service is when a guest has a \_\_\_\_\_.

The longer we are around a guest, particularly our internal guests, the more likely we are to take them for \_\_\_\_\_.

Never argue with a customer. If you win the argument, \_\_\_\_\_.

It takes lots of time, effort, and dollars to gain a customer. We need to work to keep them.

When a customer is leaving, we \_\_\_\_\_ and \_\_\_\_\_.

### To Treat Your Customers Like a Guest:

- Welcome Them
- Use Their Name
- Take Care of Their Needs
- Thank Them for Choosing Kah-Nee-Ta
- Invite Them Back

A Native American grandfather was talking to his grandson about how he felt.

He said, "I feel as if I have two wolves fighting in my heart. One wolf is the vengeful, angry, violent one. The other wolf is the loving, compassionate one."

The grandson asked him, "Which wolf will win the fight in your heart?"

The grandfather answered, "The one I feed."

Everybody can be great... because anybody can serve. You don't have to have a college degree to serve. You don't have to make your subject and verb agree to serve. You only need a heart full of grace. A soul generated by love.

—Martin Luther King, Jr.

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## Building Customer Loyalty Feedback Survey

Read each statement and circle the number to the left that best applies to you with 1 being never and 10 being always

- |                      |   |
|----------------------|---|
| 1 2 3 4 5 6 7 8 9 10 | 1. Provides <b>consistent</b> , predictable, superior service.          |
| 1 2 3 4 5 6 7 8 9 10 | 2. Makes an effort to <b>learn</b> about customer needs and desires.    |
| 1 2 3 4 5 6 7 8 9 10 | 3. Is quick to <b>respond</b> to customer requests and needs.           |
| 1 2 3 4 5 6 7 8 9 10 | 4. Maintains <b>focus</b> on providing superior customer service.       |
| 1 2 3 4 5 6 7 8 9 10 | 5. Works to build a positive <b>relationship</b> with customers.        |
| 1 2 3 4 5 6 7 8 9 10 | 6. Listens well and is able to <b>communicate</b> clearly.              |
| 1 2 3 4 5 6 7 8 9 10 | 7. Exhibits passion and positive <b>emotion</b> when serving others.    |
| 1 2 3 4 5 6 7 8 9 10 | 8. Is adept and <b>resourceful</b> in handling customer issues.         |
| 1 2 3 4 5 6 7 8 9 10 | 9. Creates pleasant and <b>enjoyable</b> service experiences.           |
| 1 2 3 4 5 6 7 8 9 10 | 10. Displays an "I'm here to <b>help</b> " demeanor.                    |
| 1 2 3 4 5 6 7 8 9 10 | 11. Is <b>authentic</b> and values-driven in interactions with others.  |
| 1 2 3 4 5 6 7 8 9 10 | 12. Makes service <b>personal</b> ...treats customers as individuals.   |
| 1 2 3 4 5 6 7 8 9 10 | 13. Is <b>creative</b> and effective at meeting customer needs.         |
| 1 2 3 4 5 6 7 8 9 10 | 14. Pays attention to <b>details</b> .                                  |
| 1 2 3 4 5 6 7 8 9 10 | 15. Is <b>proactive</b> ...finds ways to serve beyond what's requested. |
| 1 2 3 4 5 6 7 8 9 10 | 16. Exhibits <b>professional</b> conduct and appearance.                |
| 1 2 3 4 5 6 7 8 9 10 | 17. Displays a positive <b>attitude</b> in customer interactions.       |
| 1 2 3 4 5 6 7 8 9 10 | 18. Demonstrates <b>care</b> and empathy for customers.                 |
| 1 2 3 4 5 6 7 8 9 10 | 19. Is contagiously <b>enthusiastic</b> ...uplifts others.              |
| 1 2 3 4 5 6 7 8 9 10 | 20. Looks for ways to <b>celebrate</b> occurrences and relationships.   |
| 1 2 3 4 5 6 7 8 9 10 | 21. Displays commitment to service...is <b>devoted</b> to customers.    |

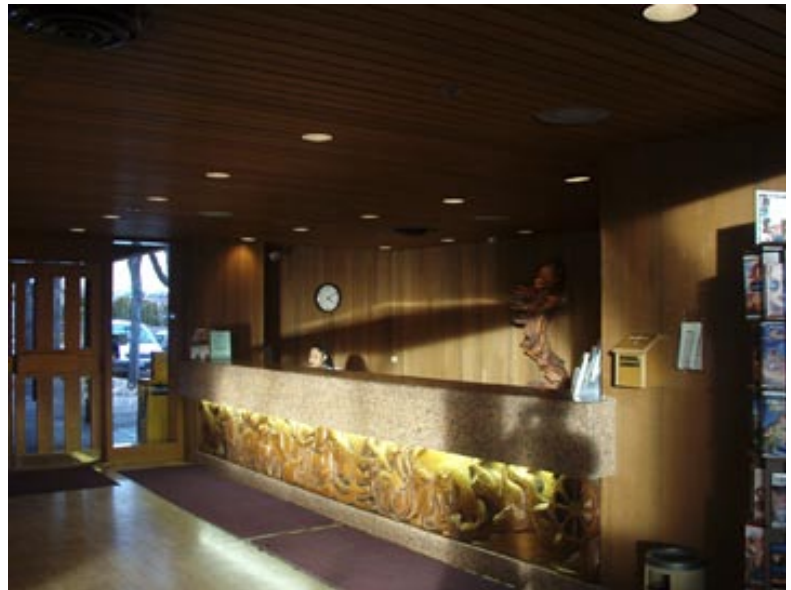
—Adapted From Building Customer Loyalty by JoAnna Brandi



# You're On Stage Now: Be Ready

When you go to the theater to see a play or movie and pay for the experience, you do not accept from the performers, "I am having a bad day so don't expect me to perform." Well guess what, our guests invest far more than just a theater ticket (remember the \$560 figure per person?) and they expect a world class customer experience from you.

Over the last day and a half, you have learned a lot. You now know our community and organizational culture; you now know our values and vision; you now know what world class customer service is; so how do you put this together to go on stage?



"You can dream, create, design and build the most wonderful place in the world ~ but it takes people to make the dream a reality."

Walt Disney told his people they were going 'on stage' when they went out into the crowd at Disney World. Whether they were cleaners, guides or strolling entertainers, they were all part of a production.

This is exactly what we are going to talk about now.

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## Look the Part

As a professional at Kah-Nee-Ta, you must look the part you play.

- Be in uniform. Follow department standards completely.
- Be well groomed. Make sure you are neat and clean and hair is of a natural color. Practice good personal hygiene.
- Be appropriate. No visible hickies or facial piercings.
- Wear badge at all times. No exceptions.
- If you are in doubt, you probably should not do it.

“Knowing is not enough; we must apply.  
Willing is not enough; we must do.”  
—Bruce Lee



To give real service you  
must add something which  
cannot be bought or  
measured with money,  
and that is sincerity and  
integrity.  
—Douglas Adams



“I slept and dreamt that life was joy.  
I awoke and saw that life was service.  
I acted and behold, service was joy.”  
—Rabindranath Tagore





## Be in Character

What role do you play in our production? Before you step in front of a guest, you need to “Get into Character” and be ready to play your part. How do you do this? Be your part.

- Show that you know who we are; culture, values, vision!
- Show your Smile!
- Show that you live our culture, values, vision!
- Show your pride in our property. Keep clean and safe!
- Show your “I would love to help” attitude!
- Show your energy and enthusiasm!
- Show that you care!
- Show that you are skilled at your job!
- Show that you do dress the part!

You are going on stage in front of our guests. What if you do not naturally show the attributes above? What do you personally need to do to make sure that you are ready for your most important performance at Kah-Nee-Ta?

Ideas:

If you know nothing about your character, you can't possibly expect hundreds of people to believe you are your character.

1. Capture the essence of the role. What does your character do? What do they think about? How would they hold a pen? How would they walk? How would they talk?
2. Be your character. Get into their mind-set and think the way they do.
3. Know your character. What would they do in certain situations.
4. Body language and expressions. Your movements and facial expressions will make or break your character.
5. See your character. Visualize what you'll look like playing your role.
6. Know your lines and speak clearly.
7. Have Fun!

“As human beings, our greatness lies not so much in being able to remake the world -- that is the myth of the atomic age -- as in being able to remake ourselves.”

—Mahatma Gandhi

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## Know Your Lines

Every position/role at Kah-Nee-Ta has a script. What's your script if you are a wait staff? What's your script if you are a slot attendant? What's your script if you are a grounds keeper? What's your script if you work the front desk? What's your script if you are a housekeeper? We all have specific scripts depending on the parts we play in this extraordinary production called Kah-Nee-Ta.

What lines are critical to know for your role at Kah-Nee-Ta?

### Some Universal Lines for all Team Members at Kah-Nee-Ta:

- "Welcome to Kah-Nee-Ta. I am \_\_\_\_\_, May I be of service?"
- "Thank you for your patience, I will be right with you."
- "You look lost, may I help you find something?"
- "I am glad I was able to help. It was my pleasure."
- "Mr/Mrs \_\_\_\_\_, we loved having you at Kah-Nee-Ta. We are looking forward to having you back again!"
- "I understand your concern. What do you feel would be fair to make this right for you?"
- "I will personally make sure that this is taken care of for you within \_\_\_\_\_ minutes/hours."
- "You are looking for \_\_\_\_\_? Let me show you where that is."



# Community Rules

Kah-Nee-Ta is a community and all communities create rules that guide community member behaviors. Laws are the rules by which a society is governed just as rules govern our community.

Societies need rules that make no sense for individuals. For example, it makes no difference whether a single car drives on the left or on the right. But it makes all the difference when there are many cars!

The Professional Conduct Rules of Kah-Nee-Ta are a guide to what is considered by Kah-Nee-Ta to be behavior that insures:

- the sustainability of the community we envision
- and the delivery of a world class customer experience to our guests.

Kah-Nee-Ta expects that individual team members will be accountable to the Kah-Nee-Ta community. Compliance with the intent, not merely the letter of our Rules is expected. This will require you to not only know the rules, but understand why we have the rules for the good of the community.

At Kah-Nee-Ta, our rules are called policies and are outlined in the Employee Handbook each of you will receive and detailed in the policy and procedure manual found in your department and in Human Resources.

“Good manners are like traffic rules for society.”

—Michael Levine

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# Attendance

The Kah-Nee-Ta attendance policy is designed to encourage team members to be here when needed so that we can deliver a world class customer experience. Without people, as Disney said, it does not matter how well we have designed the property. The bottom line is:

- Our front line team members are the most important people in the organization. They are the ones delivering a world class customer experience to our guests.

A point system is established to insure that our team members are here when we need them and here on time. All departments follow the same guidelines. Last chance agreement at 12 points.

## Point System:

- Call-absence with the two (2) hour notice or more..... 1
  - less than (2) hour notice ..... 2
- Call-in absence on a Holiday/Special Event as defined by enterprise.....3
  - with dated, doctors note..... 1
- No call/no show by end of first hour of scheduled shift.....4
- T<sub>all</sub>
  - less than 7 minutes tardy.....1/2
- Unauthorized Absence.....3
- Show for work, but deemed unfit for duty and sent home.....4
- No show for scheduled mandatory meeting/training.....2
- (medical...).....1

Absence points will be determined by dept. mgr., may require validation



The many facets of Coyote's life are depicted in the large relief at the front desk. Two stories told in the carved oak door pulls are "How Wildcat got the Tips of His Ears Blackened," and "How Bears Became Boulders." The sculpture near the pool is of a coyote with her pups, one having the head of a human.



# Employee Handbook

New employees go through a \_\_\_\_\_ day probationary period.

There are three classifications of employment:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Formal appraisal times for full time employees are:

- After your 90 probationary period is up
- At 6 months
- Annually around April
- As necessary based on performance



Indian Head for which the Indian Head casino is named. One can see this rock outcropping when coming into Kah-Nee-Ta from Simnasho. It is just before the turn into the river valley going to the lodge.

Living with integrity means:

Not settling for less than what you know you deserve in your relationships.

Asking for what you want and need from others.

Speaking your truth, even though it might create conflict or tension.

Behaving in ways that are in harmony with your personal values.

Making choices based on what you believe, and not what others believe.

—Barbara De Angelis

Laws control the lesser man. Right conduct controls the greater one.

—Chinese proverb

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## Conduct

There are specific expectations we have of each employee. KNT expects that you will do the following each and every day. These expectations are as follows:



Coyote affects the transformation from the original mythic world as we know it. With feet in two worlds, he does not know the limits of either. As he goes up the river changing things much of what he does makes the lives of the people worse, rather than better. Much of what he does is strange and people laugh at him and won't give him anything to eat. He opens the pond where two women keep the fish, thus letting the salmon into the Columbia River. The woman in the background is screaming because the fish are leaving. He teaches the people many things including fishing and giving birth. Coyote did badly, it is said. Arriving in the East at the house of the sun, he follows the sun through the sky. He comments on everything he sees and the sun, not wanting everybody to hear what everybody else is doing, sends coyote back to wander on the river's bank. The last picture is coyote and his shadow.

1. Be on time
2. Let us know when you cannot be here
3. Be safe
4. Smoke only in designated areas
5. Dress appropriately
6. Keep our property clean
7. Be courteous
8. Behave appropriately
9. Work willingly
10. Do Not fraternize with guests

“Circumstances are beyond human control, but our conduct is in our own power.”  
—Benjamin Disraeli



## Clocking In and Out

- Clock in prior to the start of your shift, no more than “7” minutes early.
- Clock out when you leave and return from lunch & at end of shift
- If you forget, Please note on the attendance log.
- Must sign in and out on sign-in sheet.
- You must check time clock for an error message. If the time clock does not take your clock-in, you must contact your supervisor immediately

We all live our lives in comfort zones, avoiding risky situations, avoiding the potential to fail. But in order to get ahead of your competition, you've got to go out of your comfort zone. Now your comfort zone is something that you live your whole day, you whole life in. You go to work and do what has to be done to get by. You've got to try to do more. Try that little new thing, that different approach. Get out of your comfort zone and see if it works. It may, it may not, but you'll never know if you don't try.

—Mary Lou Retton

## Kah-Nee-Ta Pay Periods

We are paid every other week on Fridays.

For hourly employees, overtime pay happens after your have logged 40 hours in one week. (Monday ~ Sunday)

Harold Balazs designed this hooked rug which was hooked in Japan



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## Personal Use of Equipment

- If it was purchased by Kah-Nee-Ta – it belongs to Kah-Nee-Ta. If it is not yours, leave it.
- No personal phone calls
  - You can call on a pay phone during breaks
  - You are accountable to inform your friends and family of the “no calls” policy
  - Only exception is in emergencies

## Confidentiality

- All information should be treated as confidential
- Personnel files are confidential – we will not give out any names/numbers/addresses.
- Keep your personal information (salary, benefits, arrangements) to your self. Sharing creates ill-will.

## Drug free workplace

- Zero tolerance for positive results
- Could result in suspension or termination
- Random testing done at any time
- Any accidents will be tested
- Will cause test if it is determined necessary
- Refusal to test is grounds for termination.

Drug misuse is not a disease, it is a decision, like the decision to step out in front of a moving car. You would call that not a disease but an error of judgement.

–Philip K. Dick





## Safety

Working safely is not only important for you, but for your co-workers and guests as well. If you are injured, you are not only not here to help our guests and team, but you lose the income that is so vital to all of us. Please work safely.

“Some favorite expressions of small children:  
It's not my fault. . .  
They made me do it. . .  
I forgot. . .

Some favorite expressions of adults:  
It's not my job. . .  
No one told me. . .  
It couldn't be helped. . .

True freedom begins and ends with personal accountability.”

—Dan Zadra

- Different in each department
- You are accountable to know the correct safety procedures in your area.
- Ask your supervisor for information & training
- Don't be a hero! Ensure your safety before assisting others.



Our pools on a busy summer day. Both the lodge pool and the hot springs pool are key reasons why people join us.



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# Warm Springs Gaming Commission

The Tribal Council created the Warm Springs Gaming Commission to carry out the regulatory responsibilities of the Tribe under the National Indian Gaming Regulatory Act, National Indian Gaming Commission rules and the Tribes' compact with the State of Oregon.

The Warm Springs Gaming Commission is independent and not subject to control by any branch of Tribal government or Kah-Nee-Ta High Desert Resort and Casino.

The Gaming Commission acts autonomously in regulating all Class II and Class III gaming conducted at Kah-Nee-Ta High Desert Resort and Casino and has all powers necessary to do so.

The Gaming Commission does not involve itself in Casino operations other than to the extent that its regulatory activities affect operations (e.g., licensing of employees and vendors).



The price is what you pay; the value is what you receive.

—Unknown Author



“The truth knocks on the door and you say,  
‘Go away, I’m looking for the truth’, and so it  
goes away. Puzzling?”  
—Robert Persig, *Zen and the Art of  
Motorcycle Maintenance*

I’ve never been satisfied with  
anything we’ve ever built. I’ve felt that  
dissatisfaction is the basis of progress.  
When we become satisfied in business,  
we become obsolete.  
—J. Willard Marriott, Sr.

In what portions of the property must you have an identification badge? \_\_\_\_\_

Is it necessary to have a gaming licence to be on the gaming floor as an employee and why? \_\_\_\_\_

Where is it absolutely necessary to have a gaming licence while on property as an employee? \_\_\_\_\_

What must you go through to get a gaming licence? \_\_\_\_\_  
\_\_\_\_\_

What happens if your gaming licence is revoked? \_\_\_\_\_  
\_\_\_\_\_

What do the regulators at the gaming commission do? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Can the machines be rigged? \_\_\_\_\_

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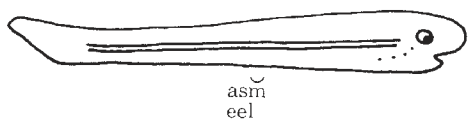
The Sucker and the Eel  
—A Native Legend

One day Sucker and Eel were having a gambling game. Sucker was very lucky at gambling that day, and Eel was very unlucky. The two of them played their game until night.

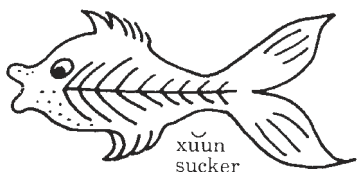
When they decided to stop, Sucker had won all of Eel's fine furs, all of his shell wampum and all of his best baskets. Sucker had even won Eel's house. Eel was very sad.

Eel sat thinking for a long time. Finally he said, "Sucker, I'm going to play one more game and bet my bones. I'm going to win this game!" So they played, and as usual, Sucker won!

This is why today the sucker has many, many bones, and the eel has only one.



asm  
eel



xuun  
sucker



Fire and Frog  
—A Native Legend

Long ago there was just one fire in the world. This fire was very stingy. He did not want any other fires.

All the birds and animals got together and said there should be other fires so they could cook and keep warm when they went to other places.

Coyote said, "I will get some of that fire." And he went to visit Fire.

When Coyote was visiting Fire, he stole a live coal and ran off with it between his toes. Each of the other animals then went to visit Fire and took a live coal and ran away with it.

The last to carry a live coal was Frog.

He jumped into the water and into the roots of a willow tree with the coal.

Ever since that time, Indians have rubbed dry willow sticks together to make a fire.



# Root Harvest

It is now time for the earth to open up and to let the wonders of new growth emerge to the sun. Plants of all sorts are anxiously, impatiently waiting their time to be blessed with the warmth of birth. Ceremonies of Thanksgiving for the coming of new plants are in preparation for the “Root Feast”.

- Latit Latit, first root of the year usually end of February.
- “Bitter Root” (*Lewisia Rediviva* Pursh): The Warm Springs Tribe word, (Sahaptin) is “Piaxi”, the wild spaghetti root. In Paiute it is “Kangudya”, in Wasco it is “Ibioxí.
- “Biscuitroot” (*Lomatium Cous Wats*): The Sahaptin word is “Xaush”. In Paiute it is “T Sooga”, in Wasco it is “Wachxwan”.
- “Canby’s Desert Parsley” (*Lomatium Canbyi* Coult. & Rose): The Sahaptin name is “Luksh”. In Wasco it is “Wagwat”.



These are the three roots used on the Sacred Feast on the Thanksgiving table. Other natural foods are:

- “Wild Carrot” (*False Caraway* or *Perideridia*): The Sahaptin word is “Sawitk”. In Paiute it is “Yapa”, in Wasco it is “Adwak”.
- “Blue Camas” (*Camassia Quamash*): The Sahaptin word is “Waq’amu”. In Wasco it is “Agamwa”.
- “Wild Celery” (*Lamatium Nudicaule*): The Sahaptin word is “Xamsi”. In Paiute it is “Poohe Natukawa”.
- “Wild Tea” (*Mentha Arvensis*): The Sahaptin word is “Shuxa Shuxa”.
- “Black Lichen (*Alectoria Species*): The Sahaptin word is “K’wnch”.

These are just a few of the natural vegetation which the Northwest Tribes use in their daily diets.

All food is harvested until growing season is over, sun-dried or frozen and stored in root cellars to be used for ceremonies or for daily diets. All food is either boiled or steamed and seasoned with a bit of salmon.



A view of the vast land, which is part of the root digging areas. Bitter Root is harvested from this plateau.

—Lucinda Green & Language edits by Cultural and Heritage

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# In This Together: A Look at Harassment

Showing respect for each other

Answer the questions below by circling A, B, or C, whichever fits where you are now.

1. If you arrive at work in a bad mood, do you...?
  - A) Try to avoid others
  - B) Warn others to stay clear
  - C) Leave it at the door
2. When offered a juicy bit of gossip at work, do you...?
  - A) Listen, but keep it to yourself
  - B) Get it all and pass it on
  - C) Refuse to hear it
3. Do you do what you say you will do...?
  - A) Eventually
  - B) If it matters
  - C) Always
4. If what I say offends you...
  - A) ... I'll wait until you're not around
  - B) ... I'm just being real
  - C) ... I'll stop
5. When it comes to sexual attraction at work...?
  - A) Look, but don't touch
  - B) Look, if they want you to
  - C) Don't look, don't touch
6. Who ever said, live and let live...
  - A) ... was sincere but naive
  - B) ... had no strong beliefs
  - C) ... got it right
7. Always using please and thank you at work is...
  - A) ... nice, but impractical
  - B) ... annoying and fake
  - C) ... common courtesy



The capacity for getting along with our neighbor depends to a large extent on the capacity for getting along with ourselves. The self-respecting individual will try to be as tolerant of his neighbor's shortcomings as he is of his own.

—Eric Hoffer



The survey is about opinions and perceptions because when it comes to respect, opinion is reality.

If you have some respect for people as they are, you can be more effective in helping them to become better than they are.

—John W. Gardner

The law doesn't care about your intention, it only cares about what you did and how it was understood by the other person. Their perception is reality.

When in doubt, don't.

When it comes to opinions, just keep it to yourself.

Small kindnesses are the completely impractical things we do for no other reason than we are “In This Together”.

“I have come to the frightening conclusion that I am the decisive element. It is my personal approach that creates the climate. It is my daily mood that makes the weather. I possess tremendous power to make life miserable or joyous. I can be a tool of torture or an instrument of inspiration, I can humiliate or humor, hurt or heal. In all situations, it is my response that decides whether a crisis is escalated or de-escalated, and a person is humanized or de-humanized. If we treat people as they are, we make them worse. If we treat people as they ought to be, we help them become what they are capable of becoming.”

—Haim Ginott

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# Benefits and Privileges



Kah-Nee-Ta believes that you, our team member, are the most important asset we have. This is why we are committed to offering our team members benefits in addition to the salary you earn. We offer a variety of benefits and privileges to all employees and then specific benefits to those of you who have the privilege of being hired into a full time position. These benefits are outlined in this section. The benefits that are universally available to all employees are offered first then those which are specific to full time employees are added last.

## All Employees

Note: Workers Compensation, 401k, and retirement under "Full Time Employees" are available to all employees.

### Employee Assistance Program (EAP)

The EAP is one of the most important benefits that Kah-Nee-Ta offers. The program offers confidential assistance for many issues including but not limited to:

- Grief counseling
- Marriage counseling
- Advice for relationships
- Substance abuse
- Other addictions
- Health issues
- Financial issues
- Many other issues
- The first three appointments are covered by Kah-Nee-Ta free of charge
- Call 1-866-616-7222 for an appointment
- For brochures or assistance, visit the HR department.





## Recognition Programs

Participation in all programs designed to recognize outstanding performance in team members is open to all employees.

- Kah-Nee-Ta Star Program for instant reward to performance
- Hospitality Ambassador of the Month, a recognition program for performance recognized by peers and managers
- Service awards to reward years of service

## Property Privileges (Including spouse and children)

- Use of village pool, volleyball courts, and tennis courts
- Free golf and 50% off on cart rentals (upon availability)
- Use of fitness center equipment
- 10% off on Spa services and merchandise
- 15% discount when ordering off the menu of any food outlet
- Discounts in the gift shops are as follows:
  - Employees with one year or less service..... 10%
  - Employees with more than one year of service..... 20%
  - Management staff..... 30%



Please know that Resort guests have priority and use of the facility is dependent upon availability. Your "Employee ID" card must be shown when making purchases or using any of the above facilities.

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# Full Time Employees

## Vacation

Vacation time is available after one year of service. Use to keep healthy!

“What do I want to take home from my summer vacation? Time. The wonderful luxury of being at rest. The days when you shut down the mental machinery that keeps life on track and let life simply wander. The days when you stop planning, analyzing, thinking and just are. Summer is my period of grace.”

—Ellen Goodman

- 1 Year 40 hrs
- 2-4 Years 80 hrs
- 5-9 Years 120 hrs
- 10+ Years 160 hrs
- Avoid peak season
- 30 day advance notice
- No carry over
- “First come, first served”
- Fill out Leave slip

## Wellness Leave (Sick Leave)

- Use for appointments, illness, etc.
- Intended for employee only
- Can accrue up to 200 hours
- 6 hours for each calendar month worked after 90 day probationary period.
- Log on Leave slip

## Holidays

- New Year’s Day
- President’s Day
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- Christmas Day
- Your Birthday
- Paid 8 hours in addition to clocked hours worked on that day.
- Must work scheduled shift before and after the holiday to get holiday pay.



## Health & Retirement Benefits

Benefits are becoming more and more expensive for organizations to provide every year. Health care costs are going through the roof. Kah-Nee-Ta, by working with the tribal benefits group, is able to offer the best possible insurance at the best price to the employee. Kah-Nee-Ta pays 2/3rd's the cost of the insurance and cost increases will only be passed on when insurance costs go up.

The secret of health for both mind and body is not to mourn for the past, not to worry about the future, or not to anticipate troubles, but to live in the present moment wisely and earnestly.  
 —Buddha

Benefit	Eligible	Description
Group Coverage (Medical, Dental, Vision & Pharmacy)	See Employee Handbook	See Employee Handbook
Flexible Spending Plan	See Employee Handbook	See Employee Handbook
Short-Term Disability	See Employee Handbook	See Employee Handbook
Life Insurance	See Employee Handbook	See Employee Handbook
Workers Compensation	See Employee Handbook	See Employee Handbook
Retirement	See Employee Handbook	See Employee Handbook
401(k) Plan	See Employee Handbook	See Employee Handbook

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## The Thanksgiving Feast

Today the Warm Springs Nation as well as other Indian Nations hold similar Thanksgivings giving thanks for life. Warm Springs holds three Thanksgivings each year. The first feast is at the end of February for Latit Latit root. The next Feast is held in early Spring for the King, The Salmon. Second will be the "Root Feast" giving thanks for the natural roots that come in mid Spring. Third is the later Spring or early summer is the Huckleberries.

Gathering of all sacred foods is done in a spiritual manner. Taking days to gather the foods and prepare, prayers are offered at each level of gathering. Thanksgiving Feast is held on a Sunday. All people, men, women, and children come all dressed in their brightly sunlit native wear.

Men stand in a line side by side holding and beating drums singing the songs of worship and thanks as children dance in the center of the floor while the women are in the kitchen doing the last preparations of the food. The table is set on the floor in the direction facing East. The food is then set on the table in a sacred ceremonial fashion. The Fishermen and Hunters will serve the salmon and the venison and the women will follow serving the three different varieties of roots wearing the earned Basket Hats and wing dresses.

All the food is served in order of harvest, water is placed in each cup and then the salmon, the venison, three roots, huckleberries, and then the chokecherries. People will sit and then the food is all tasted at the same time with the blessing of each food as it is called. The leader will call "Chuush" water and everyone drinks their water. In Paiute the leader calls "Paa Hebeoo" drink water. Then the feast begins.





## Coyote, Deer, Obsidian and Rock —A Paiute Legend

Long ago there were four good friends. they were Coyote, Deer, Obsidian and Rock. they were going to travel to the mountains because they knew that was where they had to go to get their power. They were all going to go at the same time.

As the four friends were on their way to the mountains, the Great Spirit saw they were going in a group. the Great Spirit didn't want them to go as a group at the same time. So he made it get dark when they were halfway up the mountain.

They stopped to rest for the night. Before they went to sleep on said, "We will dream about one another and may not be friends again."

That is how these things came to be. That is why the Indians killed deer with obsidian arrows.

And that is why if you see a coyote and raise your hands, he runs, for he thinks you have a rock.

"When all is said and done, the only change that will make a difference is the transformation of the human heart."  
—Joseph Jaworski



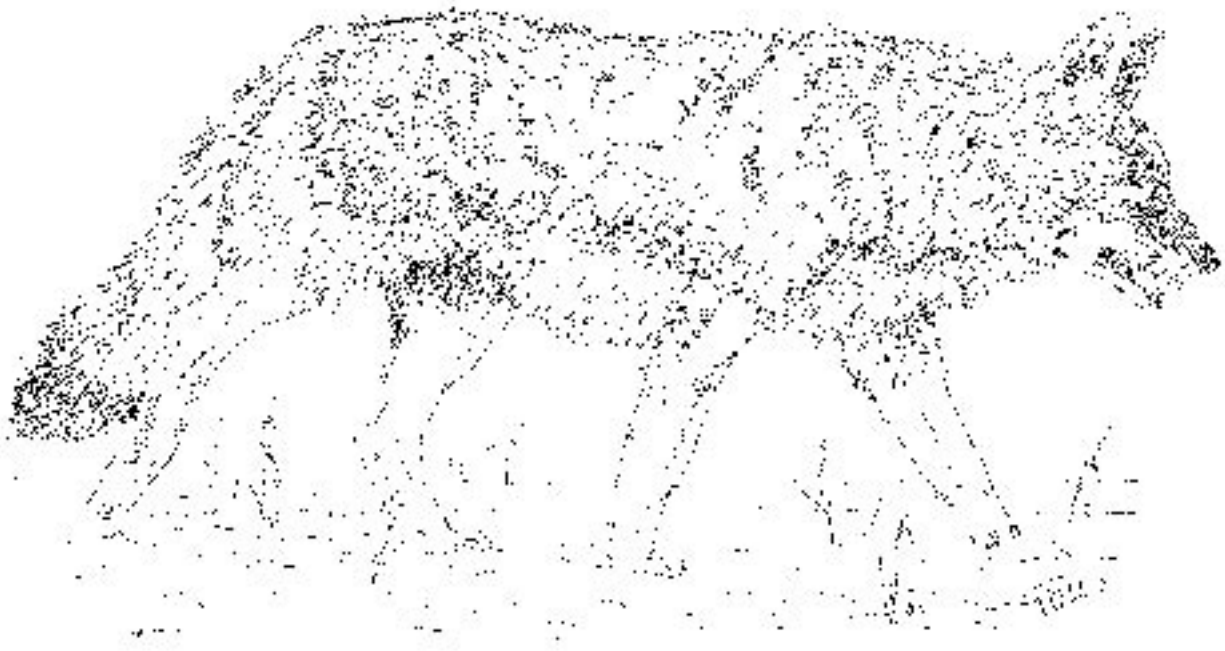
Thank you from all of us at Kah-Nee-Ta for joining our team. You are Kah-Nee-Ta and we will do everything that we can to help make your employment with us fun, fulfilling, and meaningful. Let us know if we can help you be successful.

A Place for Notes, Addresses, Etc.

Doodle Here







I hope that you have enjoyed your journey with me over the last two days. Remember the coyote brings you new information and knowledge not all of which will make you comfortable. You may need to do some changing to create a successful career at Kah-Nee-Ta. I wish you the very best on this exciting new journey.

—Coyote

A Production of  
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