

bers avoid the meetings and try to keep their activities as secret as possible.) They occasionally go to meetings voluntarily to explain their programs, but in general feel that "public relations" is the responsibility of their aides and the Community Workers. One component director said that he tried to be aware of factions and politics enough to avoid the charge of playing politics in his hiring. Generally speaking, component directors seem to try to avoid criticism by being as fair as possible and by hiring applicants with the best school and employment records.

There is little social interaction between members of the OED staff and tribal members who are not OED employees. Tribal members were seldom observed visiting the OED offices, and OED professional staff seldom visit Sioux social events or homes. Without person-to-person contact with OED leaders, cemented by mutual favors and compromises, tribal members feel the programs "belong" to the staff, and not to them.

(4) *Excessive Paperwork.*—Another factor, as important as the cultural differences which prevent person-to-person contact between OED staff and tribal members, is the heavy workload on the OED staff. The staff must administer OED programs, which involve such special problems as inadequate office space, bad roads and great distances, extreme weather conditions which can paralyze transportation for weeks, overlapping Government and tribal bureaucracies which slow down action, and inexperienced employees who often need continuing on-the-job training. Beyond this, OED requires frequent reports and official forms. The OED Director during the HSR field research period said that at least a quarter of his time was spent on paperwork, the function of which was to keep Washington informed. He estimated that another quarter was spent on internal recordkeeping. Initially, he spent much time developing his contacts with tribal members, but gave this up when he got behind on his reports to Washington.

(5) *Inadequate and Confused Communication.*—Since there is no official policy statement on types of programs that are or are not acceptable, the only way a CAP staff can learn the current thinking of the Indian Desk is through submitting plans and awaiting acceptance or rejection. Rejections, however, carry insufficient information. Does "deferred" mean that the same program resubmitted in three months without change will be likely approved, or that changes are necessary, or that the program is wholly unacceptable? "Insufficient funds" may conceivably mean that funds allocated for the program in question have already been distributed to other reservations. However, if CAP directors are in a race for funds, they need to know the rules of competition. When should an application be submitted to have best chance of approval? When an application is rejected, precisely why was it rejected?

The terms are confusing not only because of their imprecision but because of the possibility that they cover factors not mentioned. Not long after the OED received a letter from OEO/Washington stating that the Pine Ridge Nelson Amendment request had been deferred due to lack of funds, the head of the Indian Desk, also from OEO/Washington, reportedly said in a speech before the Oglala Sioux Tribal Council that there were still funds available for Nelson programs and that he did not why Pine Ridge did not have one. Members of the Consortium at the University of South Dakota at Vermillion reportedly told members of the OED staff that the real reason the OED was having trouble getting its proposals granted was that the tribal lawyer, through whom most proposals have been submitted, is in disfavor with the Indian Desk at OEO.

A member of the Consortium at Vermillion said in a speech before the Oglala Sioux Tribal Council that tribes who submit their programs with aid of the Technical Assistance people at Vermillion tend to be more successful in getting their programs funded, because the Technical Assistance staff knows the thinking of OEO/Washington, and can help design programs that will have the greatest likelihood of funding and will also argue in favor of the programs as designed.

The hints of internal politics involved in program selection observably did much to undermine the morale of the OED staff, who came to the obvious conclusion that they were in official disfavor. The resignation of C. D. Allen as CAP Director in July 1966 was due in large part to this. The Tribal Council too is confused by the situation. Tribal Council President Johnson Holyrock told a member of the HSR field team in mid-July that, after listening to the OED staff, representatives from the Consortium at Vermillion, and the Indian Desk at Washington, he and the Council knew less about what was going on and what Washington really wanted than they did when they took office—which was nothing.