

4000 ECONOMIC OPPORTUNITY ACT AMENDMENTS OF 1967

and employment opportunities, and in convincing leadership that paths are open to fulfilling each of these needs for the specific reservations concerned in minimal time through Federal programs. The specific steps toward such fulfillment with attendant interim incentives both for leadership and the community-at-large should be spelled out with maximum clarity and detail. Above all, it should be made clear to Indian leadership that, beyond the initial steps backed by OEO in coordination with other Federal agencies, the sustaining and implementing mechanisms of government and the business community apply to the whole society, not specifically Indian society, that these forces are not ephemeral and will be available in future as they have been in the past to all economically viable communities in the United States.

(2) *Suggested Research.*—A study might be instituted to determine how best to select and train personnel capable of communicating the above information to Indian leaders coming from widely differing Indian communities, while a complementary study might seek to determine the precise mechanisms necessary to implement the concepts being taught, so that prompt and visible results, in consonance with the teachings, could become a living reality.

6. Staffing of CAP Components

a. Problems

Three factors present difficulties in the selection and employment of capable staffs for CAP components. Initially, at least, CAP directors were enjoined to employ the "poor" wherever possible. Insofar as this policy was followed, the training and experience of those employed fell somewhat below requirements in a great many cases. Secondly, the penchant for hiring relatives and friends, a more popular policy because of deep-seated culturally acquired precepts, led to equally unqualified personnel being hired, who were not necessarily poor by local standards. Finally, those who in part ignored the suggestion to hire the poor or withstood the temptation to hire relatives and friends in the interests of finding truly qualified personnel often found that qualified people were not willing to come to the reservation to work.⁶

b. Recommendations

(1) *Suggested Action.*—It should be possible to design a double approach, possibly implemented by the suggested augmented Consortium. The "poor" on reservations might be trained to understand the realities of the CAP jobs available, as a qualifying factor for appointment, and the recruitment of appropriate professional personnel might be undertaken to fill those posts which require more background than a relatively brief training course could impart.

(2) *Suggested Research.*—Again, selection and training of the teachers would be a prerequisite to training Indian "poor." A study of cross-cultural communications and curricula, in the context of the reservations concerned and the personnel needs indicated for particular components, might precede institution of the courses suggested, and another study regarding inducements and qualifications for professional staff from outside the reservations should precede recruitment.

7. Housing Facilities for CAP Components

a. Problems

Many components are delayed in starting or are impaired in operation because of the lack of appropriate buildings on the reservation, or because of unavailability of existing buildings.⁷

b. Recommendations

(1) *Suggested Action.*—Prior to authorization of components a check might be made of existing reservation component housing facilities, in each case, and of present use of existing buildings, in coordination with all other Federal and local agencies concerned. In the light of findings, negotiations should follow to enable constructing or leasing of appropriate accommodations by the CAA concerned.

(2) *Suggested Research.*—An analysis of space requirements for the whole range of components now being implemented should be correlated with actual space availability on all reservations where such components are being contemplated or are presently in difficulties on this score. Lead times for buildings,

⁶ See III, pp. 61, 78, 118, 128, 130, 185, 188, 210, 214, 246, 261, 282, 327, 334-335.

⁷ See III, pp. 62, 118, 128, 186-187, 210, 257, 282, 322.