

practical programs to train and place Native persons in Federal jobs as soon as these jobs become available.

Eighteen Month Refusal: The Members of the Special Committee have also ascertained that the Native representatives on the Joint Council, mentioned above, were not provided with either practical resources or expertise necessary to give useful advice to the Government on how to implement employment programs. By and large, these were Native leaders who did not live in Ottawa, who were not familiar with the hiring policies and procedures of the Federal public service, and who could not afford to research and determine the recommendations for effecting policies which were the responsibility of the Federal Government. The Government, in response to this complaint, encouraged the five associations to submit a proposal which would state what kind of resources would be required. The associations agreed among themselves that their mandate could best be carried out by a working group of hired specialists who understood the matters involved in Federal hiring practices, and that for this, each association would require \$40,000 to pay for salaries and administration. The Government considered this proposal for eighteen months and then refused it.

Key Issues: The five associations, notwithstanding the lack of Federal support in this matter, have met to identify the key issues which should be considered by the Joint Council. The Native representatives feel that three issues must be fully explored before any significant improvement can occur in the hiring of Native persons within the public service.

- **Closed Competitions:** Many departments in the Federal service

staff their units through closed competitions. In other words, the news of job openings is transmitted only to employees who are already working within the department. Persons outside of the departments, including Native persons, have no way of knowing about the possibility of jobs. The associations feel that closed competitions constitute a legal way of discriminating against Native Canadians. This may not be the intent, but it certainly is the result. The associations recognize that open competitions are more costly and time consuming, but they feel that if the whole issue is explored, other alternatives can be found.

- **Selection Standards:** The associations suspect that there may be a number of artificial barriers to the employment of Native people. These would include educational factors which are unrealistic given the role that Native public servants will play in the delivery of services to their own Native communities. The associations feel that standards should be weighted so that proven ability, credibility with the Native communities, and communication skills balance some of the educational factors. They recognize that if a Native public servant wishes to move elsewhere in the public service, to departments that are not directly related to the delivery of services to Native Canadians, then he or she must meet the qualifications that pertain for that position. The point to be emphasized here is that many Native candidates, who would work directly with programs related to Native communities, are being judged by criteria based on the educational requirements needed for public servants who are working with the Non-Native Canadian population.

- **Orientation Programs:** The associations feel strongly that many managers in the public service refuse to hire or promote Native persons because they are influenced by public attitudes which depict Native persons as unfit for employment in the Government. They feel that such problems were also encountered at earlier times by Francophone Canadians and by women. Extensive orientation for all public servants whose work relates to the Native field is required to reverse the biases and prejudices which are reinforced by these attitudes. A co-operative approach between Native and Non-Native people is essential to develop the content and design of such an orientation program.
- **Policy Implementation:** The Special Committee recommends that the Federal Government now provide the Joint Council with the financial and personnel resources that it needs to do the job for which it was established. This will be a first step in creating greater job opportunities for Native persons throughout the Government. The Joint Council is key to providing the input which represents the interests of Native persons in Canada.

