

- **Consensus Time:** Native people live by a different time sense than do bureaucrats in Ottawa. Such considerations as "fiscal year" and "project deadline" have little meaning for a people who depend almost entirely upon consensus for major community decisions. Federal officials must realize that Native participation in a consultation process is meaningless if the time needed for reaching consensus at the community level is not planned for and protected from the outset.
- **Early Involvement:** Native persons should be consulted at the earliest possible stage of developing policies and programs. Ideally, they should be involved from the start, and consistently throughout. In a given situation, they should know what steps are going to be taken to produce policy or program changes, that is the action plan which government officials are using to organize their own internal efforts.

- **Community Priorities:** The priority for shaping policies and programs should be based first upon what is most important in the eyes of the Native people. The needs for bureaucratic efficiency and standardization come second. In the final analysis, the community needs must prevail, because people in the community will be most affected by the policies and programs.
- **Resource Attitude:** The Federal Government has enormous resources of money, personnel and technology. It is important that these be viewed strictly as resources, and as nothing more. Too often, programs and policies have been determined by the bureaucratic need to utilize these resources, regardless of whether their utilization would solve any problems. There are too many instances of government officials rushing at the end of the fiscal year to use up their budgets, and with little sense of priority or dis-

crimination. This suggests that bureaucracies are often self-sustaining and more involved in self-perpetuation rather than in effective problem-solving. This results invariably in useless programs whose predictable failures tend to discredit legitimate, well planned initiatives.

- **Local Reality:** Ottawa is far removed from the actual places where policies and programs for Native people are implemented. Federal bureaucrats who have not travelled to and lived for a time in Native communities have little or no appreciation for the realities which can support, limit or prevent the implementation of programs. Unless Federal officials are willing to take account of their ignorance on this score, and are willing to rely on the experience and expertise of those who actually live in the Native communities, then no program, no matter how conceptually sound, has much chance for practical success.

