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Department of Defense Legacy Resource Management Program

Cultural Resources Job Descriptions and Position Classification Standards

Megan W. Tooker, Dawn A. Morrison, and Adam D. Smith

October 2018



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Cover Photo: Consultation meeting of cultural resources specialists at Fort Leonard Wood, Missouri (ERDC-CERL, 2014).

Cultural Resources Job Descriptions and Positions Classification Standards

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Final Report

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Prepared for Department of Defense Legacy Resource Management Program
(full-funding sponsor)
Alexandria, VA 22350

Under Project No 13-713 "Create Job Series Description for Architectural Historian
and Cultural Resources Manager" and 15-713, "Job Series Classification
Guidance Document"

Abstract

The Department of Defense (DoD) has over 19,000 historic buildings that require regular historic and architectural analyses to meet federal legislative requirements. However, the federal hiring author, Office of Personnel Management (OPM), does not currently have a job classification for architectural historian or cultural resources manager (CRM)—two of the most-hired professionals by cultural resource offices at military installations. No matter how a position’s description is written, if job classifications and position qualifications do not exist in the OPM system, agencies will struggle to hire personnel who are best qualified for these needed positions. Thus, current tools and vehicles to hire are insufficient to acquire the best-suited professionals to manage the DoD’s cultural resources. Solving the problem resulted in two scopes of work because creating a new job series alone would not solve the problem due to the lack of OPM job classifications for these areas. This finding resulted in two Legacy Resource Management Program projects: (1) creating new job series descriptions for architectural historians, historic preservationists, and CRMs (Project 13-713), and (2) reviewing and recommending a course of action to align OPM classifications with standards for cultural resources professionals (Project 15-713), as given in *Secretary of the Interior's Standards and Guidelines Professional Qualifications Standards*.

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Preface

This study was conducted for the Legacy Resource Management Office under Project Number 13-713, “Create Job Series Description for Architectural Historian and Cultural Resources Manager” and Project Number 15-713, “Job Series Classification Guidance Document.” The project’s technical monitor was Ms. Michelle Volkema from the Legacy Resource Management Program office.

The work was performed by the Land and Heritage Conservation Branch (CNC) of the Installations Division (CN), U.S. Army Engineer Research and Development Center, Construction Engineering Research Laboratory (ERDC-CERL). At the time of publication, Dr. Michael Hargrave was Chief, CEERD-CNC, and Ms. Michelle Hanson was Chief, CEERD-CN. The Deputy Director of ERDC-CERL was Dr. Kirankumar Topudurti, and the Director was Dr. Lance D. Hansen.

COL Ivan P. Beckman was the Commander of ERDC, and Dr. David W. Pittman was the Director.

Abbreviations

Term	Meaning
ARPA	Archaeological Resources Protection Act
CFR	Code of Federal Regulations
CRM	Cultural Resources Manager
DoD	Department of Defense
EI	Engineer Intern
EIT	Engineer in Training
ERDC- CERL	Engineer Research and Development Center – Construction Engineering Research Laboratory
FE	Fundamentals of Engineering
FES	Factor Evaluation System
FLSA	Fair Labor Standards Act
GIS	geographic information system
GS	General Schedule
HR	Human Resources
JFS	Job Family Position Classification Standards
LRMP	Legacy Resource Management Program
MIPR	Military Interdepartmental Purchase Request
NAGPRA	Native American Graves Protection and Repatriation Act
NEPA	National Environmental Policy Act
NHPA	National Historic Preservation Act of 1966, as amended
NPS	National Park Service
NRHP	National Register of Historic Places
OPM	Office of Personnel Management
OSD	Office of the Secretary of Defense
PE	Professional Engineer
RPA	Request for Personnel Action
SOW	Scope of Work

Definitions

Term	Meaning ¹
class of positions	All positions that are classified to the same schedule, series, and grade (for example, GS-510-12) and are sufficiently alike to warrant like treatment in personnel processes such as testing, selection, transfer, and promotion.
job qualifications	Standards that describe the minimum requirements, such as educational, medical, age, experience, etc., for each position (for example, “historians” must have degrees in history; “archaeologists” must have degrees in archaeology).
job classification	Created by OPM as a system for objectively and accurately defining and evaluating the duties, responsibilities, tasks, and authority level of a job.
job grade	Rating system that includes a range of levels of difficulty and responsibility for covered positions (for example, General Service: GS-1 to GS-15).
job series	Created by OPM as a system for subdividing an occupational group or job family consisting of positions similar as to specialized line of work and qualification requirements.
occupational group	Created by OPM to embrace a group of associated or related occupations (for example, the Accounting and Budget Group, GS-500; the Engineering and Architecture Group, GS-800, etc.).
position	The duties and responsibilities which make up the work performed by an employee.
position descriptions	The official description of assigned duties, responsibilities, and supervisory relationships to a position.

¹ Office of Personnel Management, *Introduction to the Position Classification Standards*, TS-134 July 1995; TS-107, August 1991 (Washington, DC: OPM, August 2009 rev.), 3-4.

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1 Introduction

1.1 Background

Military installations are often frustrated with their inability to hire the best-qualified cultural resources personnel due to gaps and/or inconsistencies in hiring guidelines, according to interviews conducted for the work presented here. The issue at hand is twofold: (1) existing Office of Personnel Management (OPM) guidelines for hiring federal workers do not include job series descriptions, qualifications, or classifications for Cultural Resources Manager (CRM), Architectural Historian, or Historic Preservationist—three critically needed positions; and (2) job classifications that are currently being used to hire cultural resources personnel are poorly organized within the OPM job series, and they do not properly align with the *Secretary of the Interior’s Historic Preservation Professional Qualifications Standards* (referred to hereafter as the *Standards*).² This report addresses the work done on this twofold issue through two Department of Defense (DoD) Legacy Resource Management Program (LRMP) projects that were undertaken by the Engineer Research and Development Center–Construction Engineering Research Laboratory (ERDC-CERL). The two related projects are: (1) Project 13-713 “Create Job Series Description for Architectural Historian and Cultural Resources Manager” and (2) Project 15-713 “Job Series Classification Guidance Document.”

The initial mandate for Project 13-713 was to research and develop new descriptions for architectural historians, historic preservationists, and CRMs. The project also included seeing that these new job descriptions are properly aligned with the *Standards*³ (see Chapter 6). CRMs, historic preservationists, and architectural historians are critical positions needed to enable federal land-managing agencies to meet their legal mandates as defined by the National Historic Preservation Act of 1966, as amended

² U.S. Secretary of the Interior, *Secretary of the Interior’s Historic Preservation Professional Qualification Standards*, adopted as Federal Document #97-16168 and published at 62 FR 33708, *Federal Register* Vol. 62, No. 119 (20 June 1997): 33708–33723.

³ U.S. Secretary of the Interior, *Secretary of the Interior’s Historic Preservation Professional Qualification Standards*.

(NHPA).⁴ The U.S. Congress codified the NHPA in order to provide guidelines and requirements for federal agencies to address their cultural resources, which are defined as any prehistoric or historic district, site, building, structure, or object. The NHPA established the National Register of Historic Places (NRHP), and legislated processes under Sections 106 and 110 that federal agencies must adhere to in meeting the requirements of NHPA. Section 106 mandates a determination of the effect of federal undertakings on historic properties before spending federal funds on the undertaking. Historic properties are those properties that are deemed eligible, potentially eligible, or listed in the NRHP. Section 110 stipulates federal agencies are to inventory and evaluate their cultural resources.

As an example of the magnitude of this requirement, the DoD alone has over 19,000 historic buildings that must undergo periodic architectural surveys and analyses, and a multitude of cultural resources that need evaluation. In addition, there are over 31,000 archaeological sites managed by the DoD. Indeed, the DoD is one of the largest landholders in the United States, and it is responsible for what may be the largest collection of cultural resources and historic properties in the United States. All these resources and properties must be evaluated under the NHPA for their potential eligibility to the NRHP before the government can undertake actions that may cause effects to historic properties. Identifying, evaluating and managing cultural resources and historic properties is the role of cultural resources' personnel on military installations, at all DoD echelons and at other federal agencies.

The Department of the Interior's National Park Service (NPS) is responsible for maintaining the NRHP. To assist federal agencies in complying with the NHPA, the NPS published the Secretary's *Standards* to provide guidance on what academic disciplines are best suited to identifying, evaluating, preserving and managing cultural resources, as well as the professional standards and qualifications required by professionals within these fields. Although the federal government currently has several different job series that apply to cultural resources management duties (for example, series exist for Archaeology, General Anthropology, and History), those job series do not include job classifications or descriptions for architectural historians, historic preservationists, or CRMs. Furthermore, not all of the existing job series

⁴ U.S. Congress, National Historic Preservation Act (as amended), P.L. 89-665; 16 U.S.C. 470 et seq. (Washington, D.C.: 89th U.S. Congress, 1966). <https://www.nps.gov/history/local-law/nhpa1966.htm>.

descriptions are aligned with the professional standards in the *Standards*. The lack of properly defined job descriptions for architectural historians, historic preservationists, and CRMs, as well as the misalignment in professional standards between the *Standards* and OPM guidance for some existing job series combine to reduce the efficiency and effectiveness of the federal hiring process and thus create obstacles to hiring the best-qualified cultural resources personnel.

OPM serves as the chief human resources agency and personnel policy manager for the federal government, and it “works in several broad categories to recruit, retain and honor a world-class workforce for the American people.”⁵ OPM is therefore responsible for managing the hiring process for federal workers, and this responsibility includes defining job descriptions and classifications, and setting the standards and qualifications required to meet each of the defined job positions. OPM provides a highly structured process for hiring federal workers, the point of which is to promote uniform, consistent practices in federal hiring. OPM job position classification standards define federal white-collar occupations, establish official position titles, and describe the various levels of work used to establish grades within the position. Job classifications are key in the hiring process—federal agencies can only hire personnel who meet the job standards and qualifications as defined by OPM job classifications. The problem is that these job classifications were primarily written before cultural resources management duties and roles were defined and were used extensively within the DoD.

As a result, significant gaps currently exist within the OPM’s classification systems for cultural resources management, including the complete absence of critically needed positions such as CRM, historic preservationist, and architectural historian (see Chapter 2).

Thus, Project 15-713 was also funded by LRMP to review OPM’s job classification system as it pertains to cultural resources and then, to propose a new job classification group specific to the needs of cultural resources management. Emphasis in developing the new job classification group was placed on defining the educational and experience requirements for each position based on the professional standards and qualifications guidance that is provided in the *Standards*. Project 15-713

⁵ Office of Personnel Management, “About OPM,” accessed 6 December 2017, <https://www.opm.gov/about-us/>.

also developed guidance documents for writing job descriptions for the new classification group and assisting human resources (HR) personnel in hiring cultural resources professionals by using the proposed new OPM standards. The proposed new OPM job classifications for cultural resources are intended to increase efficiency in the federal hiring process and offer federal agencies a more comprehensive and suitable choice of job classifications from which to meet their specific cultural resources management needs. The end result is that all federal agencies will be able to hire the best-suited professional to manage their cultural resources. It is the gaps between descriptions, processes, qualifications, and needs that this project seeks to explain and fill.

1.2 Objective

This work had a twofold objective: (1) to research and develop new job descriptions for architectural historian, CRM, and historic preservationist technician/specialist and (2) to assess job classifications for architectural historians, historic preservationists, and CRMs, and to provide guidance documents that assist federal agencies in the hiring process for these positions.

1.3 Approach

1.3.1 Project funding

Under a Military Interdepartmental Purchase Request (MIPR), ERDC-CERL was fully funded by the Legacy Resource Management Program to draft descriptions of new job series to incorporate classifications for Architectural Historian, CRM, and Historic Preservationist technician/specialist (Legacy Project 13-713).

A second MIPR allowed for the analysis and evaluation of current OPM cultural resources job classifications in preparation of the new job series classifications for Architectural Historians, Historic Preservationists, and CRMs (Legacy Project 15-713).

1.3.2 Research design

The research design for the job description project first revolved around determining how many federal agencies utilized cultural resources and historic preservation positions, as defined in the *Standards*. Researchers examined government materials on occupations in the federal

government, and then followed up with various federal agencies via e-mail and telephone to assess which agencies utilize the cultural resources positions and how those agencies were able to hire personnel to fill these positions. Results from this research highlighted that the Department of the Interior, the DoD, the Department of Energy, the General Services Administration, the Veterans Affairs, the National Aeronautical and Space Administration, the U.S. Postal Service, and the U.S. Forest Service utilize cultural resources positions to the greatest extent, when compared to the other federal agencies.

The second part of the research design for the job description project involved a series of separate meetings organized within the DoD and the NPS (the two federal agencies that would be impacted the most with architectural historian and CRM job descriptions). The DoD discussed the need for creating the architectural historian, historic preservationist, and CRM job descriptions in a variety of meetings during May, June, and July 2014 through the Environmental Management Functional Community Working Group. Department of the Interior held a meeting in May 2014 to discuss the same needs.

It was through these separate meetings by DoD and, in particular, the NPS, that the need for the job classification project was identified by the Office of the Secretary of Defense (OSD). The federal OPM hiring process involves several components that will be discussed in more detail in Chapter 2. In brief, the process includes *position descriptions*, which describe the “major duties, responsibilities, and supervisory relationships of a position,” and can be tailored to the specific needs of an agency (i.e., the need for an architectural historian who specializes in evaluating buildings for eligibility to the NRHP); *position descriptions* must then be aligned to OPM job *classifications* and *qualifications*. OPM job *classifications* provide a “system for objectively and accurately defining and evaluating the duties, responsibilities, tasks, and authority level of a job” and are used to determine the appropriate pay system, grade/pay band, occupational series, and official title of a federal position.⁶ Job *qualifications* are standards that describe the minimum requirements, such as educational, medical, age, experience, etc., for each job classification series; for example, “historians” must have degrees in history; “archaeologists” must have degrees in archaeology). Therefore,

⁶ Office of Personnel Management, *Introduction to the Position Classification Standards*.

new job classifications and qualifications are needed to facilitate federal hiring of cultural resources personnel who are best qualified according to the professional standards and qualifications set forth in the Secretary of the Interior's *Standards*.

The research design for the second project also included reviewing OPM guidance documents and meeting with HR specialists to learn more about the OPM hiring process and its various components. As part of this process, it was discovered that job descriptions are not an official component of the OPM hiring process. The first project required the creation of job descriptions for the position of CRM and architectural historian that adhered to the standards published by the Secretary of the Interior's NPS. The job descriptions developed as part of the first project followed the format set by the NPS and as previously published in the Code of Federal Regulations (CFR) at 36 CFR Part 61 (1997; see Appendix B). These job descriptions, while useful in helping personnel to draft job announcements and to understand the requirements, responsibilities, and duties needed in a position, are not part of the OPM system. However, the job descriptions provided in this report do contain information that can be used to update OPM qualification standards and position descriptions.

This work is designed to inform the two related movements that currently are directly addressing the gap in the various job series for cultural resources professionals. The DoD's Strategic Human Capital Management structural review is focusing on placing the right people in the right jobs, and the Department of the Interior is undertaking another review of the gaps in the *Standards*. Meeting the job focus and filling any process gaps will help ensure that qualified individuals are hired to manage historic buildings and cultural resources, thereby providing better support to meet historic preservation requirements and to ensure that the DoD maintains legal compliance with those requirements.

1.4 Report organization

This report presents job descriptions, qualifications, and classifications for several job categories that do not currently exist in the OPM system. The report is organized as follows:

- Chapter 1 introduces the project drivers and scope.
- Chapter 2 provides more detail on the current OPM hiring process for cultural resources personnel to emphasize and explain the need for the

- proposed new job descriptions and classifications. This chapter also evaluates the existing job classifications for cultural resources and discusses the disconnects between the existing classifications and the cultural resources needs of federal agencies.
- Chapter 3 provides an overview of existing standards and qualifications for cultural resources positions as described in both the *Standards* and in OPM guidance and then conducts a crosswalk comparison between the two sets of standards and qualifications.
 - Chapter 4 presents recommendations for changes to the OPM job classification system and proposes the creation of a Cultural Resources Management Group occupational series similar to that now existing for natural resources.
 - Chapter 5 presents the proposed position classification standards for three new job series: Architectural History, Historic Preservation, and CRM.
 - Chapter 6 provides the proposed job descriptions and qualifications standards for architectural historians, CRMs, and historic preservationist.
 - Chapter 7 summarizes the findings and recommendations of this report.
 - Appendix A provides examples of job announcements used to hire architectural historians, historic preservationists, and CRMs.
 - Appendix B contains the detailed NPS standards and qualifications for Architectural History and Historic Preservationist.
 - Appendix C presents example position descriptions for Cultural Resources Program Manager, Cultural Resources Specialist, and Architect (Historic).

1.5 Research personnel

This project was conducted by ERDC-CERL research personnel: Megan Tooker (M Landscape Arch), with 18 years of experience in military landscape architectural history; Dawn A. Morrison (PhD Geography), with 16 years of military history experience; and Adam Smith (MARCH), with 18 years of experience in military architectural history.

2 Current OPM Hiring Process for Cultural Resources

This chapter discusses and evaluates the current OPM hiring process for cultural resources personnel in order to emphasize and explain the need for the proposed new job descriptions and classifications. This chapter then discusses disconnects between the existing classifications and the cultural resources needs of federal agencies. To facilitate the discussion, this chapter uses a hypothetical situation involving a military installation that wishes to hire an architectural historian, and uses this example to walk the reader through the current OPM hiring process and highlight the multiple obstacles facing any federal agency's desire to hire the best qualified personnel for its specific cultural resources management needs.

2.1 Identifying the hiring need

The OPM process begins when a federal agency identifies the need to hire someone with the specific skill set required to help that federal agency accomplish its mission. For example, a military installation identifies a need to hire a cultural resources specialist. The installation has several hundred buildings and structures as well as archaeological resources located throughout its cantonment and training ranges, some of which were constructed in the 19th century, but many of which were constructed throughout the 20th century. Based on age alone, any building or structure that is older than 50 years is considered potentially eligible to the NRHP and must be evaluated before federal funds can be used in any way that might impact or affect the building or structure. A military installation's personnel receive nearly constant requests to modify, retrofit, update, repurpose, tear down, and/or replace buildings or building components to meet the evolving needs of the installation's mission. Some of the installation's properties may have already been evaluated by a cultural resources specialist, but likely many have not. Therefore, almost every request to alter an existing building has to be reviewed and evaluated by a cultural resources professional. Thus, to enable an update or modification of its properties, the installation's chain of command identified a need to place on staff a cultural resources person who specializes in evaluating buildings for their eligibility to the NRHP.

2.2 Developing the job description

Once the need has been identified, the requesting manager submits a Request for Personnel Action (RPA) and obtains its approval in order to work with an OPM HR specialist and begin the process of hiring someone to meet the need.⁷ The HR specialist will first work with the requesting individual to define the specific requirements of the position.

In this work's hypothetical example, the military installation has a need for someone who is trained and experienced in identifying and evaluating buildings and structures for their eligibility to the NRHP, and who also has experience in conducting NHPA Section 106 and Section 110 processes. In some instances, installation staff may already be familiar with the various cultural resources specialties that exist and know the type of professional they wish to hire; in other instances, installation staff may seek guidance from the *Standards* on the best professional to hire, since NPS is the statutory authority for implementing the NRHP and NHPA. Using either guidance, the installation has determined that its specific needs call for hiring an architectural historian.

The requestor informs the HR specialist of the need to hire an architectural historian, and the HR specialist then works with the requesting individual to identify the specific duties and requirements of the position. For example, the HR specialist will gather information about the work that is required, the tasks that will be performed in this position, where the work primarily will be conducted, the level of supervision required, and any special licensing requirements, special skills, knowledge, or abilities that the position calls for. The HR specialist will also search the OPM database to see if there is an existing position description for an architectural historian that meets the needs as described. A position description, according to OPM, is “a statement of the major duties, responsibilities, and supervisory relationships of a position. In its simplest form, [it] indicates the work to be performed by the position. The purpose of a [position description] is to document the major duties and responsibilities of a position, not to spell out in detail every possible activity during the work day.”⁸ Examples of existing position descriptions

⁷ Office of Personnel Management, “Hiring Elements End-to-End Hiring Roadmap,” provides a detailed description of the logistics of the OPM hiring process.

⁸ Office of Personnel Management, “Frequently Asked Questions,” accessed 12 January 2018, <https://www.opm.gov/faqs/QA.aspx?fid=d2dc8952-41ec-434a-ac7e-bcb6ee8206ba&pid=c9df01f3-8580-4f87-88a4-3e26125f1205>.

are provided in Appendix C. If there is an existing position description, the HR specialist will use it to begin drafting the job announcement; if not, the HR specialist will create a new position description. The installation has the ability to customize the job announcement to meet its specific needs, for example, by listing specific skills such as “must have experience with NRHP evaluation forms.”

2.3 Classification of the job description

Once drafted, the position description and job announcement are sent to an OPM classifier, who is responsible for determining which occupational job series and job classification best fits the job description. OPM job classifications are intended to provide an objective and uniform method for determining the appropriate pay system, grade/pay band, occupational series, and official title of a federal position.⁹ These determinations are a critical part of the OPM system and its efforts to promote uniform, consistent practices in federal hiring. Job classifications set forth standards and qualifications, including education, background, and experience, that must be met in order to meet the requirements of each defined position. Job classifications ensure that two individuals with the same level of education and/or experience and training, who are performing similar duties and skills, will be graded and compensated equally. For example, job classifications will ensure that all GS-11 Clerks have met the same minimum standards for education, experience, and training;-they are performing roughly equivalent duties and tasks; and they are therefore receiving equitable pay. OPM job classifications are first divided into “White Collar” and “Trade, Craft, or Labor” occupations, and then the job classifications are further subdivided into occupational groups, which are then further broken down into job series.

In order to ensure fair and equitable standards in the federal hiring process, job classifications (unlike job descriptions) cannot be customized or altered to meet individual needs in hiring. Therefore, the OPM classifier relies upon their own experience and best judgment in selecting which job series best aligns and best meets the needs as described in the requestor’s position description. Often, this process is fairly straightforward in that “the duties and responsibilities assigned to most positions are covered by one occupational series, and the series determination is clear. For these positions, the series represents the primary work of the position, the

⁹ Office of Personnel Management, *Introduction to the Position Classification Standards*.

highest level of work performed, and the paramount qualifications required.”¹⁰ However, some positions are not as straightforward; they may include a mix of duties and responsibilities that span two or more occupational series, in which case the OPM classifier may select a “general series” occupational group or may classify the position as “Interdisciplinary” and list several different job series that may meet the requirements of the position. Sometimes, as is currently the case with several cultural resources positions, when no single or combination of existing job classifications properly align with the desired job description, the OPM classifier must essentially “shoe horn” the job description into an existing job classification. This creates inefficiencies and obstacles to hiring the best-qualified personnel for cultural resources positions.

2.4 Job occupational groups and job series

Currently job series that are used to hire cultural resource specialists are listed in four different job occupational groups under the White Collar Occupation: 0000 – Miscellaneous Occupations Group; 0100 – Social Science, Psychology, and Welfare Group; 0800 – Engineering and Architecture Group; and 1000 – Information and Arts Group. Occupation groups are intended to group similar federal positions together, and job series are a further subdivision of occupational groups. Within these four occupational groups used for cultural resources hiring, there are 12 job series currently available to OPM for classifying cultural resources positions (Table 1). While OPM has many other job series, these do not directly relate to cultural resources work. Contributing to the problem is that these job classifications were primarily written before cultural resources management duties and roles were defined and used extensively within the DoD. As a result, significant gaps currently exist within the OPM’s classification systems for cultural resources management, including the complete absence of critically needed classifications for CRM, historic preservationist and architectural historian.

¹⁰ Office of Personnel Management, *Introduction to the Position Classification Standards*, p 13–14.

Table 1. OPM's existing job series for cultural resources under existing job classification groups (indicated in shaded lines).¹¹

Series	Title	Year Written	# Non-DoD Federal Employees (2015)
<i>Miscellaneous Occupations Group</i>			
0020	Community Planning Series	1973	399
<i>Social Science, Psychology, and Welfare Group</i>			
0150	Geography Series	1963	574
0170	History Series	1962	244
0190	General Anthropology Series	n/a ¹²	131
0193	Archeology Series	1983	957
<i>Engineering and Architecture Group</i>			
0801	General Engineering Series	2008	9,745 ¹³
0807	Landscape Architecture Series	2008	284
0808	Architecture Series	2008	776
0810	Civil Engineering Series	2008	4,092 ¹³
<i>Information and Arts Group</i>			
1010	Exhibits Specialist Series	1991	235
1015	Museum Curator Series	1962	336
1016	Museum Specialist and Technician Series	1961	548

In the hypothetical situation outlined here, the OPM classifier must determine which of the existing job series in Table 1 best fits the position

¹¹ The DoD currently has 3 million employees, but there is no way to find what series these employees are under, although this data is listed for all other federal departments at the following website: <https://www.federalpay.org/employees/occupations?/employees/occupations/>.

¹² There is no job series classification standard published for General Anthropology (0190), accessed 6 September 2018 <https://www.opm.gov/policy-data-oversight/classification-qualifications/general-schedule-qualification-standards/#url=List-by-Title>. According to the OPM website, "If a series is not included in this list, we have not issued a specific classification standard for that series. Documents on the [Classifying White Collar Positions](#) webpage provide series definitions and guidance on classifying positions in series with no published standard."

¹³ Although engineering is defined as a job description under the *Secretary of Interior's Professional Qualification Standards*, experience shows that it is very rare for an engineer to be hired for federal cultural resources work.

for an architectural historian as defined by the needs of the requesting military installation. Under current practice, OPM classifiers would select 0170 History and/or 0808 Architecture. Section 3.2 provides the basic descriptions of each job series as well as the standards and qualifications required for each series. Every OPM job series comes with a description and individual occupational basic requirements that establish the minimum amount and type of education required for the position. For example, the History Series (0170) is defined below:

This occupation includes positions the duties of which are to advise on, administer, supervise or perform research or other work in the field of history when such work requires a professional knowledge of established methods and techniques of historical research in the collection, evaluation, analysis or presentation of historical facts.¹⁴

The individual occupational basic requirements are a degree in history “or a related field that included at least 18 semester hours in history” or a combination of education and experience that included “courses equivalent to a major in history, or a major in a related field that included at least 18 semester hours in history...plus appropriate experience or additional education.”¹⁵ The requirements also state that “graduate study in the social sciences or humanities may also be credited when such study included training in historical research methodology; or the thesis approached the subject from an historical viewpoint and used professional historical research methodology and techniques in its preparation.”¹⁶

The Architecture Series (0808) is defined below:

This occupation includes positions which supervise or perform work involved in planning and design for the construction and renovation of homes, offices, retail stores, schools, and other structures. The work requires a combination of artistic abilities, technical knowledge and

¹⁴ Office of Personnel Management, *Handbook of Occupational Groups and Families* (Washington, DC: OPM, May 2009), 28, accessed 12 January 2018, <https://www.opm.gov/policy-data-oversight/classification-qualifications/classifying-general-schedule-positions/occupationalhandbook.pdf>.

¹⁵ Office of Personnel Management, “Classification & Qualifications: General Schedule Qualification Standards,” accessed 12 January 2018, <https://www.opm.gov/policy-data-oversight/classification-qualifications/general-schedule-qualification-standards/0100/history-series-0170/>.

¹⁶ Office of Personnel Management, “Classification & Qualifications: General Schedule Qualification Standards.”

skills, and ability to understand and communicate the subject matter concepts and designs.¹⁷

The individual occupational basic requirements are a degree in architecture, “or related field that included 60 semester hours of course work in architecture or related disciplines of which at least (1) 30 semester hours were in architectural design, and (2) 6 semester hours were in each of the following: structural technology, properties of materials and methods of construction, and environmental control systems.” Or a combination of education and experience that included “college-level education, training, and/or technical experience that furnished (1) a thorough knowledge of the arts and sciences underlying professional architecture, and (2) a good understanding, both theoretical and practical, of the architectural principles, methods, and techniques and their applications to the design and construction or improvement of buildings.”¹⁸ OPM guidance goes on to provide further detailed requirements on related curriculum qualifications and experience that demonstrate the combined education and experience level.

2.5 Job announcement

Following classification, the job description is sent back to requestor’s HR specialist, who works with the requesting individual to review and make any necessary adjustments and to create a job announcement. The job announcement is the formal listing by OPM (or by individual agencies that have direct-hire authority) that outlines the requirements for the job as well as the job series and grade being offered. Under current practice, the hypothetical job description for an architectural historian would be advertised as a “historian (architectural),” and/or “architect (historic),” and sometimes just as a “historian.” At this point, if the requesting agency disagrees with the job classification, they may request to have it reevaluated. However, the OPM classifier will still be restricted to selecting one of the existing 12 job series (and none of those series include a job classification of architectural historian). Otherwise, if the requestor approves, the job announcement will be posted online to USAJOBS.gov and opened to applicants. It is important that this proposed job

¹⁷ Office of Personnel Management, *Handbook of Occupational Groups and Families* (Washington, DC: OPM, May 2009), 28.

¹⁸ Office of Personnel Management, *General Schedule Qualifications Standards*, accessed 12 January 2018 <https://www.opm.gov/policy-data-oversight/classification-qualifications/general-schedule-qualification-standards/0800/architecture-series-0808/>.

announcement, as written by the requestor, clearly states the qualifications, experience, and background required for the position because the OPM hiring process first uses computer screening tools in evaluating applications. These tools evaluate how well the application's language matches the language provided in the announcement. For example, if a history degree is listed in the educational requirements, the computer will look to see if that degree is also listed in the application. If not, the application is likely to be rejected. An example of a job announcement for an Interdisciplinary Historian/Architect that was posted to USA Jobs is presented in Figure 1. Further examples of job announcements for various cultural resources positions are provided in Appendix A. Although the specific duties listed in the example in Figure 1 do not apply to this hypothetical situation, the language contained in the Specialized Experience section would apply.

The job announcement example in Figure 1 highlights the problem that exists when federal agencies are forced to use the existing OPM job series and classifications. For example, if the accompanying established qualification and standards do not properly line up with the job description and the needs of the agency requesting the position, a better qualified applicant may be missed because their background does not match up specifically with the classification. Thus currently, the basic education requirements limit the pool of successful applicants to those whose education and/or experience match the description provided by the job classification. In this hypothetical example, the job announcement requires a degree in history or architecture. Depending on training and background, a historian or architect's educational and professional experience can be very different from that of an architectural historian. An architectural historian typically is trained in architectural history and historic preservation, allowing them to competently evaluate buildings for eligibility in the NRHP and to apply and interpret the *Secretary of Interiors Standards for the Treatment of Historic Properties*.¹⁹ Historians and architects usually do not have specialized architectural history training. However, unless the architectural historian has a degree or background in history and/or architecture that meets the job requirements, that individual will not make it through OPM's computer

¹⁹ Kay D. Weeks and Anne E. Grimmer, *Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for the Treatment of Cultural Landscapes* (Washington, DC: U.S. Department of the Interior, National Park Service, 1995).

screening process. If Architectural Historian were one of the job classifications, this problem could be eliminated.

Figure 1. Example of job announcement for Interdisciplinary Historian/Architect.

POSITION: Interdisciplinary Historian/Architect

DUTIES:

- Lead work efforts among multiple organizational entities to complete environmental and cultural resources tasks.
- Develop plans to support the organizations' environmental policy in accordance with established Environmental Acts (e.g., NEPA, the National Historic Preservation Act (NHPA), the American Indian Religious Freedom Act, Native American Graves Protection and Repatriation Act, and Archeological Resources Protection Act).
- Implement investigative procedures for the preservation of historical/cultural sites.

QUALIFICATIONS REQUIRED: In order to qualify for this position, your resume must provide sufficient experience and/or education, knowledge, skills, and abilities, to perform the duties of the specific position for which you are being considered. Your resume is the key means we have for evaluating your skills, knowledge, and abilities, as they relate to this position. Therefore, we encourage you to be clear and specific when describing your experience.

BASIC EDUCATION REQUIREMENT:

- For Historian Series (0170): Successfully completed a full 4-year degree in an accredited college or university in history; or related field that included at least 18 semester hours in history. Or have a combination of education and experience in courses equivalent to a major in history, or a major in a related field that included at least 18 semester hours in history, as shown above, plus appropriate experience or additional education.
- For Architecture series (0808): Bachelors or higher degree from an accredited college or university in architecture that included 60 semester hours of course work in architecture or related disciplines of which at least (1) 30 semester hours were in architectural design, and (2) 6 semester hours were in each of the following: structural technology, properties of materials and methods of construction, and environmental control systems. Or have a combination of college-level education, training, and/or technical experience that furnished a thorough knowledge of the arts and sciences underlying professional architecture, and a good understanding, both theoretical and practical, of the architectural principles, methods, and techniques and their applications to the design and construction or improvement of buildings. The adequacy of my background is demonstrated by at least one of the following: 1) Related Curriculum: Degree from an accredited college or university in architectural engineering may be accepted as satisfying in full the basic requirements, provided the completed course work in architectural engineering provided knowledge, skills, and abilities substantially equivalent to those provided in the courses specified in response A; 2) Experience: An applicant lacking a degree in architecture must have had 1 year of experience in an architect's office or in architectural work for each year short of graduation from a program of study in architecture. In the absence of college courses, 5 years of such experience is required. This experience must have demonstrated that the applicant has acquired a thorough knowledge of the fundamental principles and theories of professional architecture. NOTE: Submit sufficient supporting documentation to verify your related curriculum and/or experience.

SPECIALIZED EXPERIENCE: Your resume must demonstrate at least one year of specialized experience at or equivalent to the GS-11 grade level or pay band in the Federal service or equivalent experience in the private or public sector. Specialized experience is defined as experience that is typically in or related to the work of the position to be filled and has equipped you with the particular knowledge, skills, and abilities, to successfully perform the duties of the position. Specialized experience must demonstrate the following: performing site field investigations, evaluating properties for eligibility under the National Historic Preservation Act, documenting determinations, and providing oversight to ensure projects comply with applicable environmental laws and regulations.

The conflict or disconnect between the education and training required by the current job series and that which is actually required to meet the needs of the job description occurs frequently in the federal hiring process of cultural resources personnel. This conflict is a problem because the OPM standards may not allow for the best qualified individual to be hired, as demonstrated by the architectural historian example given above. An individual who meets the requirements for the history position must have at least 18 semester hours in the field of history. In a typical university undergraduate degree program, the individual will complete 120 semester hours (or roughly 40 classes), which will include approximately 60 semester hours dedicated to general education and up to 40 hours for the academic major's requirements, leaving anywhere from 20 to 30 semester hours for electives. The general education requirements and most requirements for academic majors are highly structured with a limited set of classes that the individual must complete. As such, a person who earns a degree in history is not left with much freedom to take courses that would qualify them as a specialist in another field. Yet, the current federal hiring process expects this of its applicants—that a person with a degree in history, architecture, geography, archaeology, or any of the other current job series will also have the equivalent amount of training and experience in architectural history or historic preservation.

Further exacerbating the situation, not all of the existing OPM standards and qualifications associated with the individual job series used for cultural resources positions that are listed in Table 1 meet the professional standards and qualifications as written in the Secretary of Interior's *Standards* as disseminated by NPS. As stated earlier, the *Standards* are intended to guide federal agencies in how best to meet the requirements of the NHPA and in the professional qualifications that are best suited to evaluating NHRP eligibility, as established by the NHPA. Maintaining federal compliance with the NHPA is the entire reason that federal agencies seek to hire cultural resources personnel. Therefore, it is important to not only understand the guidance provided by the *Standards* but also to implement them to the greatest extent feasible when proposing changes to the OPM job classifications. Chapter 3 provides an overview of the *Standards* and compares them to existing OPM job classifications.

3 Existing Standards and Qualifications for Cultural Resources Personnel

As stated in Chapter 1, the purpose of this work is to propose new job descriptions and classifications that align OPM standards with the Secretary of the Interior's *Standards* in order to help federal agencies better meet their needs for hiring cultural resources personnel. To accomplish this purpose, it is important first to understand both the existing OPM standards and the Secretary's *Standards* for cultural resources personnel. This chapter provides an overview of both sets of standards and identifies the gaps between them.

3.1 Secretary of the Interior's professional qualification standards

The *Standards* were first published in the *Federal Register* in 1983 as the Secretary's best guidance for historic preservation practice nationally.²⁰ The *Standards* are designed to apply to each discipline as it is practiced in historic preservation (i.e., in the identification, evaluation, documentation, registration, and treatment of historic properties). The five disciplines included in the 1983 *Standards* were: Architecture, Architectural History, Archaeology (Prehistoric or Historic), Historic Architecture, and History.

In a 1997 update, the *Standards'* title was changed to *Secretary of the Interior's Historic Preservation Professional Qualification Standards*.²¹ Standards for the five disciplines were updated, and standards were added for additional disciplines. The revisions were necessary because the 1983 professional qualification standards were outdated, omitted many disciplines important in the practice of historic preservation, and provided no guidance on the *Standards'* use and interpretation. Eight new disciplines were added in the 1997 revision: Conservation, Cultural Anthropology, Curation, Engineering, Folklore, Historic Landscape Architecture, Historic Preservation Planning, and Historic Preservation. However, note that it appears one of the 1983 disciplines—Architecture—was dropped from the final list, so the updated *Standards* now include a total of 12 disciplines by keeping only 4 from the 1983 version and adding

²⁰ U.S. Secretary of the Interior, *Secretary of the Interior's Professional Qualification Standards*, as published at 48 FR 44716 *Federal Register*, Vol. 48, No. 190 (29 September 1983): 44716–44740.

²¹ U.S. Secretary of the Interior, *Secretary of the Interior's Historic Preservation Professional Qualification Standards*, adopted as Federal Document #97-16168, published at 62 FR 33708, *Federal Register* Vol. 62, No. 119 (20 June 1997): 33708–33723.

8 with the 1997 update. Below is an alphabetical listing for each of the 12 disciplines (3.1.1–3.1.12), with descriptions taken directly from the updated *Standards*.²² This list is followed by a description of how the *Standards* are best applied, along with their three basic parts (3.1.13).

3.1.1 Archaeology

Archaeology is the study of past human lifeways through the systematic observation, analysis, and protection of the material remains of human activities and requires a degree in archaeology or anthropology to include field work and analytical experience.

3.1.2 Architectural History

Architectural History is the study of the development of building practices and design using written records and the examination of structures, sites and materials. The discipline requires a degree in Architectural History, Art History or Historic Preservation or a closely related field with coursework in American Architectural History.

3.1.3 Conservation

Conservation is the practice of prolonging the physical and aesthetic life of prehistoric and historic material culture through documentation, preventive care, treatment, and research. The discipline requires a degree in Conservation or closely related field such as Archaeology, Anthropology, Art Conservation, Museum Studies, Chemistry, or other scientific field.

3.1.4 Cultural Anthropology

Cultural Anthropology is the description and analysis of cultural systems, which include systems of behaviors (economic, religious, social), values, ideologies, and social arrangements. This discipline requires a degree in Anthropology with a specialization in applied cultural anthropology or a closely related field such as Sociology, Folklore, or Cultural Geography.

3.1.5 Curation

Curation is the practice of documenting, managing, preserving, and interpreting museum collections according to professional museum and

²² U.S. Secretary of the Interior, *Secretary of the Interior's Historic Preservation Professional Qualification Standards*.

archival practices. The field required a background in Museum Studies or a closely related field such as American Studies, Anthropology, Archaeology, Art History, Archival or Library Science, Botany, or Zoology.

3.1.6 Engineering

Engineering is the practice of applying scientific principles to the research, planning, design, and management of structures and machines such as roads, bridges, canals, dams, docks, locomotives, and buildings, including their structural, electrical, or mechanical systems. Historic Engineering involves specialized training in engineering principles, theories, concepts, methods, and technologies of the past, and appropriate methods of interpreting and preserving historic engineered structures or machinery. The field requires a State government recognized license to practice civil or structural engineering, plus 2 years' experience in documentation and treatment of historic structures and machines.

3.1.7 Folklore

Folklore is the study and documentation of traditional, expressive culture shared within various ethnic, familial, occupational, religious, and regional groups. The field requires a degree in folklore, folklife studies, or anthropology or in a closely related field of study such as English, linguistics, or sociology.

3.1.8 Historic Architecture

Historic Architecture is the study of applying artistic and scientific principles to the research, planning, design, and management of the built environment with specialized training in preserving historic buildings and structures. The field requires professional degree in architecture (or a state license) plus a year of graduate study in architectural preservation, preservation planning or a closely related field or a master's degree.

3.1.9 Historic Landscape Architecture

Historic Landscape Architecture is the practice of applying artistic and scientific principles to the research, planning, design, and management of both natural and built environments with specialized training in the preservation of cultural landscapes. The field requires a professional degree in landscape architecture (or a state license) plus a year of graduate

study in architectural preservation, preservation planning or a closely related field or a master's degree.

3.1.10 Historic Preservation Planning

Historic Preservation Planning, a specialization within Planning, is the practice of identifying and carrying out particular goals and strategies to protect historic and archeological resources at the local, regional, State, or national level. The field requires a degree in Planning (or a State government-recognized certification or license in Land-use Planning) plus a year of graduate study in architectural preservation, preservation planning, or a closely related field such as Historic Preservation, Historical or Cultural Geography, Architecture, or Urban Design.

3.1.11 Historic Preservation

Historic Preservation is the application of strategies that promote the identification, evaluation, documentation, registration, protection, treatment, continued use, and interpretation of prehistoric and historic resources. The field requires a degree in Historic Preservation or a closely related field of study such as American Studies, Architecture, Architectural History, Archaeology, History, and Historical or Cultural Geography.

3.1.12 History

History is the study of the past through written records, oral history, and material culture and the examination of that evidence within a chronological or topical sequence in order to interpret its relationship to preceding, contemporary and subsequent events. The field requires a degree in history or a closely related field such as American Studies, American Civilization, Historical or Cultural Geography, Anthropology, Ethnohistory, or Historic Preservation.

3.1.13 Application of the Standards

It is important to note that the *Standards* are not designed to identify the best or most ideal person for any position. The effective application of any of these national standards will require development of a detailed job description that contains additional information to suit a particular situation and need. "These Standards do not apply to 'entry-level' applicants or to preeminent professionals in the field. Rather, they outline the minimum education, experience, and products that together provide

an assurance that the applicant, employee, consultant, or advisor will be able to perform competently on the job and will be respected within the larger historic preservation community.”²³

There are three basic components of each standard: (1) academic or comparable training, (2) professional experience, and (3) products and activities that demonstrate proficiency in the field of historic preservation. The qualifications define the minimum education and experience required to perform identification, evaluation, registration, and treatment activities. In some cases, additional areas or levels of expertise may be needed, depending on the complexity of the task and the nature of the historic properties involved. In the *Standards*, a year of full-time professional experience need not consist of a continuous year of full-time work but may be made up of discontinuous periods of full-time or part-time work to make the equivalent of a year of full-time experience.

The complete NPS Professional Standard and Qualifications for the position of Architectural History and Historic Preservationist are provided in Appendix B. NPS *Standards* will be used heavily in crafting the proposed OPM job descriptions and classifications for the positions of Architectural Historian and Historic Preservationist.

3.2 OPM standards and qualifications

As discussed in Section 2.3, the current OPM standards and qualifications for white-collar occupational groups list 12 job series that are related to cultural resources management (see Table 1). They are listed under four occupational groups (Miscellaneous Occupations Group; Social Science, Psychology, and Welfare Group; Engineering and Architecture Group; and Information and Arts Group). As previously stated, there currently is no designated Cultural Resources Management Group in the OPM standards. This is likely because the existing OPM classifications were written before cultural resources management duties and roles were defined and used extensively within the federal agencies. Sections 3.2.1–3.2.12 below provide descriptions of each of the 12 existing job series, including the basic individual occupational requirements for each series. Note that these

²³ U.S. Secretary of the Interior, *Secretary of the Interior's Historic Preservation Professional Qualification Standards*, accessed 12 January 2018 <https://www.nps.gov/history/local-law/gis/html/introduction.html>.

descriptions are taken verbatim from OPM documents;²⁴ thus, any reference to other document sections within those descriptions apply to OPM documents and not to this report.

3.2.1 Community Planning Series (0020)

This series covers professional positions concerned with community planning and with developing the art and science of planning to apply to communities such as urban or rural neighborhoods, villages, Indian reservations, cities, counties, regions, states, or the nation. Community planning work requires knowledge of planning concepts, principles, techniques, and practices; the social, economic, political, and physical elements involved in human settlements; and the dynamics of change within these elements. Planners identify community needs, resources, and problems, and they assist citizens to make decisions on goals, policies, priorities, plans, programs, and methods of implementation designed to create a physical, economic, and social environment in which the human activities desired by the members of the community may flourish.

Degree: community planning; or related field such as urban affairs, architecture, landscape architecture, engineering, sociology, geography, economics, political science, or public administration that included at least 12 semester hours in the planning process, socioeconomic and physical elements of planning, urban and regional economic analysis, and development finance. Note: Applicants with degrees in related fields, such as those listed above, who do not have the 12 semester hours of specified course work must have had at least 1 year of work experience in community planning acquired under the supervision and guidance of a community planner. Or, combination of education and experience: courses equivalent to a major in one of the above disciplines, or a combination of related courses totaling at least 24 semester hours in any combination of the above disciplines of which at least 12 semester hours were in the planning process, and socioeconomic and physical elements of planning, plus appropriate experience or additional education.

[Author's note: While some larger installations may have a community planner on their cultural resources staff to write master plans, manage

²⁴ Descriptions from Office of Personnel Management, *Handbook of Occupational Groups and Families*; and basic individual occupational requirement paragraphs are from OPM webpage, "Classification & Qualifications: General Schedule Qualification Standards, Group Qualification Standards."

installation-wide master planning, and/or conduct NEPA consultation, those installations will be few in number across the DoD. So it appears that the current requirements are sufficient.]

3.2.2 Geography Series (0150)

This occupation includes positions the duties of which involve professional work in the field of geography, including the compilation, synthesis, analysis, interpretation and presentation of information regarding the location, distribution, and interrelationships of and processes of change affecting such natural and human phenomena as the physical features of the earth, climate, plant and animal life, and man's settlements and institutions.²⁵

Degree: geography; or related physical or social science such as geology, meteorology, economics, statistics, sociology, anthropology, political science, history, cartography, computer science, urban studies, or planning that included at least 24 semester hours in geography or related fields. Or, Combination of education and experience: courses equivalent to a major in geography, or a related field that included at least 24 semester hours in geography or related fields, as shown in A above, plus appropriate experience or additional education.

3.2.3 History Series (0170)

This occupation includes positions the duties of which are to advise on, administer, supervise or perform research or other work in the field of history when such work requires a professional knowledge of established methods and techniques of historical research in the collection, evaluation, analysis or presentation of historical facts.²⁶

Degree: history; or related field that included at least 18 semester hours in history. Or, Combination of education and experience: courses equivalent to a major in history, or a major in a related field that included at least 18 semester hours in history, as shown in A above, plus appropriate experience or additional education.

²⁵ Office of Personnel Management, Handbook of Occupational Groups and Families, 28.

²⁶ *ibid.*

Evaluation of Graduate Education: Graduate study in the social sciences or humanities may also be credited when such study included training in historical research methodology; or the thesis approached the subject from an historical viewpoint and used professional historical research methodology and techniques in its preparation.

3.2.4 General Anthropology Series (0190)

This series covers all classes of positions the duties of which are to advise on, supervise or perform research or other professional and scientific work in the anthropological sciences except archeology. This work may be specialized in one or several of the branches of the scientific field that includes ethnology, physical anthropology, and scientific linguistics.

Degree: appropriate field of anthropology. Or, Combination of education and experience: courses equivalent to a major, or a combination of courses totaling at least 24 semester hours in an appropriate field of anthropology, or related course work, plus appropriate experience or additional education. Or, Experience: four years of appropriate experience in anthropology performing research, museum work, or similar professional-level work.

3.2.5 Archeology Series (0193)

This occupation includes positions that involve professional work in archeology, the scientific study of past human activities through the physical remains of life and past human activities. The work may include research, field investigations, laboratory analysis, library research, interpretation or consultative work, preparation of reports for publication, curation and exhibition of collections, or development and implementation of programs and projects which carry out such work. Such work requires a knowledge of professional archeological principles, theories, concepts, methods, and techniques.²⁷

Education: Degree that included 3 semester hours each in the following course areas:

- History of archeology. Archeology of a major geographical area such as North America or Africa. Regional archeology, archeological

²⁷ Office of Personnel Management, *Handbook of Occupational Groups and Families*, 31.

cultures, or sites in a specific part or portion of a major geographical area to acquire or develop a foundation for regional specialization for professional development.

- Theory and methods of archeology. Methods include, but are not limited to, typology, classification, sampling, cultural evolution, diffusion, dating, and analytical techniques.
- Archeological field school, to provide a basic understanding of theoretical and practical approaches to research design implementation, field preservation techniques, and report preparation by participation in actual field work.

AND

Six semester hours of related course work in: geography, geology, or cultural geography; history, historiography, or historical archeology; environmental studies; scientific writing (nonfiction English composition); and/or surveying; and Archeological field school.

Related Curriculum: Degree in anthropology (with emphasis on ethnology, physical anthropology, or scientific linguistics), history, American studies, or a related discipline may be accepted as satisfying in full the educational requirements, provided the curriculum supplied academic course work sufficiently similar to the requirements in A.1 (including archeological field school). Or, Combination of Education and Experience: College-level education or training that provided knowledge equivalent to that described in A above, plus appropriate technical experience or additional education.

OR

Experience: Four years of archeological work experience that demonstrated a thorough knowledge of the fundamental principles and theories of professional archeology. The work experience must have included archeology field experience, which may include that gained in an archeological field school. Field experience should have included a combination of professional experience in archeological survey, excavation, laboratory analysis, and preparation of written materials. Applicants with such field experience should, after additional experience under the direction of a higher grade archeologist, be able to demonstrate

the ability to be a crew chief, directing the work of others at a single location as a part of a larger archeological project.

3.2.6 General Engineering Series (0801)

This series covers positions managing, supervising, leading, and/or performing professional engineering and scientific work. This series is applicable when the work of the position: requires knowledge and skills in two or more professional engineering series within the Engineering and Architecture Group, 0800, and no one discipline is paramount; or is consistent with engineering work in this occupational group, but is not covered by an established series in this JFS.²⁸

[OPM guidance is to “Use the GS-800 individual occupational requirements for Professional Engineering Positions.”]

Degree: Engineering. To be acceptable, the program must: (1) lead to a bachelor’s degree in a school of engineering with at least one program accredited by ABET; or (2) include differential and integral calculus and courses (more advanced than first-year physics and chemistry) in five of the following seven areas of engineering science or physics: (a) statics, dynamics; (b) strength of materials (stress-strain relationships); (c) fluid mechanics, hydraulics; (d) thermodynamics; (e) electrical fields and circuits; (f) nature and properties of materials (relating particle and aggregate structure to properties); and (g) any other comparable area of fundamental engineering science or physics, such as optics, heat transfer, soil mechanics, or electronics. OR B. Combination of education and experience -- college-level education, training, and/or technical experience that furnished (1) a thorough knowledge of the physical and mathematical sciences underlying engineering, and (2) a good understanding, both theoretical and practical, of the engineering sciences and techniques and their applications to one of the branches of engineering. The adequacy of such background must be demonstrated by one of the following: Professional registration or licensure -- Current registration as an Engineer Intern (EI), Engineer in Training (EIT)²⁹, or licensure as a Professional Engineer (PE) by any State, the District of Columbia, Guam, or Puerto Rico. Absent other means of qualifying under this standard,

²⁸ JFS = Job Family Position Classification Standards

²⁹ For more information about EI and EIT registration requirements, please visit the National Society of Professional Engineers website at: <http://www.nspe.org>.

those applicants who achieved such registration by means other than written test (e.g., State grandfather or eminence provisions) are eligible only for positions that are within or closely related to the specialty field of their registration. For example, an applicant who attains registration through a State Board's eminence provision as a manufacturing engineer typically would be rated eligible only for manufacturing engineering positions.

2. Written Test -- Evidence of having successfully passed the Fundamentals of Engineering (FE)³⁰ examination or any other written test required for professional registration by an engineering licensure board in the various States, the District of Columbia, Guam, and Puerto Rico.

3. Specified academic courses -- Successful completion of at least 60 semester hours of courses in the physical, mathematical, and engineering sciences and that included the courses specified in the basic requirements under paragraph A. The courses must be fully acceptable toward meeting the requirements of an engineering program as described in paragraph A.

4. Related curriculum -- Successful completion of a curriculum leading to a bachelor's degree in an appropriate scientific field, e.g., engineering technology, physics, chemistry, architecture, computer science, mathematics, hydrology, or geology, may be accepted in lieu of a bachelor's degree in engineering, provided the applicant has had at least 1 year of professional engineering experience acquired under professional engineering supervision and guidance. Ordinarily there should be either an established plan of intensive training to develop professional engineering competence, or several years of prior professional engineering-type experience, e.g., in interdisciplinary positions. (The above examples of related curricula are not all inclusive.) Note: An applicant who meets the basic requirements as specified in A or B above, except as noted under B.1., may qualify for positions in any branch of engineering unless selective factors indicate otherwise.)

3.2.7 Landscape Architecture Series (0807)

This series covers positions managing, supervising, leading, and/or performing professional landscape architecture work to:

- create, preserve, design, rehabilitate, and provide stewardship for outdoor spaces and land;

³⁰ The FE examination is not administered by the U. S. Office of Personnel Management. For more information, please visit: <http://www.nspe.org/Licensure/HowtoGetLicensed/index.html>.

- research, interpret, and conserve historical, cultural, aesthetic, and natural resources; and
- achieve safe, healthful, efficient, and aesthetically pleasing physical environments (e.g., parks, recreational areas, and public buildings) for human use and enjoyment.

Degree: Landscape architecture or landscape design. Note: Successful completion of a 5-year program of study of at least 160 semester hours leading to a bachelor's degree in landscape architecture in an accredited college or university is qualifying for GS-7. Or, Combination of education and experience -- for each year short of graduation, the applicant must have had 1 year of experience under professional leadership and guidance of such character and diversity as to be a satisfactory substitute for the required education. This experience must have included original landscape design.

Experience Equivalent to a Degree in Landscape Architecture: A degree in landscape architecture indicates that an applicant has the basic background to perform professional landscape architectural work at the beginning levels, and has the potential to develop the skills and abilities required at the higher levels. Experience may be substituted for education to the extent that it provided the equivalent back-ground. However, because an education provides some knowledge that cannot be measured in terms of course content, but rather is part of general knowledge and cultural background gained as a result of interrelationships among courses, careful judgment must be used in evaluating experience substituted for education as provided for in paragraph B of the basic requirements. The objective of providing for the substitution of experience for education is to avoid excluding proven professional landscape architects from the Federal service. However, relatively few applicants will qualify on the basis of experience alone. The time required in the case of an individual applicant to acquire the required experience may take substantially more than 4 years. In view of the breadth and depth of training required, it is rare that a person will qualify without some course work in addition to experience. Applicants who apply on the basis of experience in lieu of education are required to show how their background is equivalent to a degree. In order to qualify at the entrance level, non-degree applicants typically must have experience or study that included site planning; layout of circulation patterns; grading and drainage plans;

planting plans; collaboration with architects and/or engineers; and the supervision or review of landscape construction.

Evaluation of Experience: The following kinds of experience are not acceptable as professional landscape architectural experience: routine drafting or developing of plans where original investigations or designs are not involved; laying out or executing illustrations in black-and-white or in color; nursery work involving the propagation of trees, shrubs, vines, etc.; experimental, horticultural, or landscape gardening; breeding, testing, propagation, culture, and production of plants, flowers, trees, crops, etc.; forestry work involving the management of forest resources for the continuous production of timber, water, forage, and other forest values; architectural and engineering work limited to the design of structures; work in city and community planning that relates primarily to the broad social and economic growth of cities and communities and the organization of community services and facilities.

3.2.8 Architecture Series (0808)

This series covers positions managing, supervising, leading, and/or performing professional architecture work involving the art and science of conceptualizing, planning, developing, and implementing designs to ensure buildings and structures are: responsive to human activities and needs; structurally sound and permanent; and economical to acquire, operate, and maintain.

Degree: architecture; or related field that included 60 semester hours of course work in architecture or related disciplines of which at least (1) 30 semester hours were in architectural design, and (2) 6 semester hours were in each of the following: structural technology, properties of materials and methods of construction, and environmental control systems. Or, Combination of education and experience -- college-level education, training, and/or technical experience that furnished (1) a thorough knowledge of the arts and sciences underlying professional architecture, and (2) a good understanding, both theoretical and practical, of the architectural principles, methods, and techniques and their applications to the design and construction or improvement of buildings. The adequacy of such background must be demonstrated by at least one of the following: Related Curriculum: Degree in architectural engineering may be accepted as satisfying in full the basic requirements, provided the completed course work in architectural engineering provided knowledge,

skills, and abilities substantially equivalent to those provided in the courses specified in paragraph A. The curriculum for a degree in either architecture or architectural engineering covers function, esthetics, site, structure, economics, mechanical-electrical, and other engineering problems related to the design and construction of buildings primarily (but not exclusively) intended to house human activities. The courses required for a degree in architecture generally place emphasis upon planning, esthetics, and materials and methods of construction, while the courses for an architectural engineering degree place equal or greater weight on the technical engineering aspects such as structural systems, mechanical systems, and the properties of materials. Because of this difference in emphasis, persons with degrees in architecture may have a preference for work assignments that offer greater opportunities for them to express their artistic and creative abilities. As a result, they may be more concerned with planning and design aspects of architecture, and persons with degrees in architectural engineering may be more engaged in aspects emphasizing technical engineering considerations.

Experience: An applicant lacking a degree in architecture must have had 1 year of experience in an architect's office or in architectural work for each year short of graduation from a program of study in architecture. In the absence of college courses, 5 years of such experience is required. This experience must have demonstrated that the applicant has acquired a thorough knowledge of the fundamental principles and theories of professional architecture.

3.2.9 Civil Engineering Series (0810)

This series covers positions managing, supervising, leading, and/or performing professional engineering and scientific work involving:

- construction, renovation, inspection, decommissioning, and/or demolition of structures, infrastructures, and their environmental systems above or under the earth's surface;
- investigation and evaluation of the earth's physical, natural, and man-made features; and

- transportation, utilities, building and construction industries.³¹

See the individual occupational requirements listed for General Engineering Series (0801) in section 3.2.6.

3.2.10 Exhibits Specialist Series (1010)

This series covers positions which supervise or perform work involved in planning, constructing, installing, and operating exhibits; the preparation of gallery space for exhibits; the preservation of historic buildings; or the restoration or preparation of items to be exhibited. The work requires a combination of: artistic abilities, technical knowledge and skills, and ability to understand the subject matter concepts which assigned exhibits projects are intended to convey.³²

Undergraduate and Graduate Education: Major study -- illustrative design, commercial art, fine arts, industrial design, architecture, drafting, interior design, or other fields related to the position. Advanced training in a vocational school, technical institute, or art institute above the high school level in one of the fields listed above is creditable as general experience on a month-for-month basis. Or, General Experience (for GS-5 positions): Experience that demonstrated the skills and creativity needed to use the tools or equipment associated with the work. Because talent and creative ability are vital to successful work performance, samples of work or other suitable evidence of technical competence may be required. Unpaid experience that is pertinent should be credited based upon its relevance to the work of the particular position to be filled.

Examples of qualifying general experience include: design and construction of exhibits, posters, photographic displays, signs, or displays of art or technical equipment; preparation or mounting of museum specimens; wood carving, sculpting, illustrating, interior or industrial design; or the use of tools and techniques related to carpentry, plastics, sheet metal, electrical or electronics work, machining, painting, molding, or in making machines, apparatus, and instruments.

³¹ Office of Personnel Management, *Handbook of Occupational Groups and Families*, 69. OPM guidance states, "Use the GS-800 individual occupational requirements for Professional Engineering Positions," which are the same standards listed for 0801.

³² Office of Personnel Management, *Handbook of Occupational Groups and Families*, 80.

Specialized Experience (for positions above GS-5): Experience in the actual type of work for which application is made. Unpaid experience is creditable, provided the work done was of a quality level and demonstrated the ability required for the position. This includes work in the appropriate field, e.g., design, model making, art, taxidermy, or restoration.

3.2.11 Museum Curator Series (1015)

This occupation includes all classes of positions the primary duties of which are to administer, supervise, or perform professional work related to research, collections, and exhibits in federal museums, when such work is not classifiable in other professional, scientific, or historical occupation.

Degree: museum work; or in an applicable subject-matter field. Or, Combination of education and experience -- courses equivalent to a major, as shown in A above, plus appropriate experience or additional education. Or, Four years of experience that provided knowledge comparable to that normally acquired through the successful completion of the 4-year course of study as shown in A above.

3.2.12 Museum Specialist and Technician Series (1016)

This occupation includes all classes of positions the duties of which include technical and specialized work in connection with the operation of public museums or the management of museum collections. This standard supersedes the standard for the Museum Aid Series, GS-0046, issued December 1957.

Undergraduate and Graduate Education: For GS-3 positions, education may have been in any field of study. For positions at GS-4 and above, related course work is required. Related fields of study include art, history, museum studies, scientific subjects, or other courses related to the position to be filled. This field also requires a written test.

3.3 Crosswalk between OPM and Secretary of Interior

Job qualifications define the minimum education and experience required to perform job duties. The Secretary of the Interior has established professional qualification standards for fields dealing with cultural resources management and historic preservation, which are published in

the *Standards*. The NHPA mandates that every federal agency that has responsibility for potentially eligible cultural resources must ensure that “all actions taken by employees or contractors of the agency meet professional standards under regulations developed by the Secretary,” and that “agency personnel or contractors responsible for historic property meet qualification standards established by [OPM] in consultation with the Secretary,” and that these standards “shall consider the particular skills and expertise needed for the preservation of historic property and shall be equivalent requirements for the disciplines involved.”³³ Because the qualification standards for federal employees are regulatory and have not been officially adopted by OPM pursuant to its responsibility under Section 306131(a)(1)(B) of the NHPA, there exists a disconnect between the Secretary’s *Standards* and the OPM standards used to hire federal cultural resources personnel. In particular, this disconnect has led to job description and classification issues for architectural historians, historic preservationists, and CRMs because these professions are not classified in OPM standards, nor do any of the existing OPM standards include the education degrees for these three fields as defined in the *Standards*.

Although the *Standards* lists 12 disciplines associated with cultural resources personnel, and OPM has 12 disciplines that could be used to hire cultural resources personnel, the two sets of disciplines do not line up one-for-one with each other. Archeology, anthropology, architecture, geography, and exhibit/museum specialists are the predominant OPM job classifications used to hire personnel in the cultural resources field as these are the job classifications whose individual basic requirements (e.g., education degree and experience) more closely align with the disciplines described in the *Standards*. However, none of these OPM classifications include the recommended qualifications and standards listed for architectural historian or historic preservationist as prescribed in the *Standards*. Research for this work indicated that, other than archeologist, the disciplines of architectural historian and historic preservationist are the two that cultural resources management offices on military installations seek to hire most. The absence of OPM descriptions and classifications for architectural historian, historic preservationist, and CRM make hiring the best-qualified personnel in these professions difficult, if not impossible in some instances.

³³ NHPA §306131(a)(1)(A-B) and §306131(a)(2); §306131 was formerly known as Section 112, but was updated as part of the 16 December 2016 amendment to the NHPA.

For example, as stated in Section 2.4, an architectural historian has a different educational background than a historian. An architectural historian will have many classes and training in architectural history, materials, and preservation techniques, and will have a knowledge base that a historian most likely will not. An architectural historian will be able to answer building materials questions such as suggesting replacement windows that are compatible to the original windows that may no longer present. Similarly, OPM does not have a job classification number for a historic preservationist. If a federal agency needed to hire a historic preservationist, they would be stymied by the lack of an OPM job classification for this discipline. Currently, if a properly trained historic preservationist applied for a job, they would face challenges in making it through the computer screening process because their background, education and experience would not line up with the existing OPM job classifications for historian or architect—the most likely job series classifications used to hire personnel with expertise in historic preservation.

3.4 Cultural Resources Managers

Federal CRMs manage multiple types of resources (archaeological sites, historic buildings and landscapes, monuments and objects, and curation of artifacts) within a framework of federal, state, and local laws, regulations, and guidelines. CRMs fill a critical role on most, if not all, military installations. CRM lacks OPM classification, and can be both a supervisory position or not if there are no other CR personnel. For example, large installations may have a CRM, an architectural historian, several archaeologists, a curator, and a geographic information system (GIS) specialist, whereas a smaller installation might have only a CRM. Many times the single CRM is an archeologist (and likely not qualified to handle architectural preservation issues mentioned above). Occasionally, a CRM is a natural resources specialist or historian and may have no experience with architectural history or even archaeology. This results from the current system wherein OPM job descriptions for CRMs only accept archaeologists. CRMs are unique in that they are not an official discipline, but rather a supervisory position. Even though CRMs are not described in the *Standards* as a separate category, interpretation and application of the *Standards* suggest that a person who meets the qualifications of any of the approved disciplines outlined in the *Standards* would qualify for the CRM position, so long as they also meet the supervisory standards set forth by OPM.

Confusion surrounds the fact that CRM can be both a job title (job position) and a discipline. Much of the DoD attributes the title CRM to a position or a job duty, and many installations have natural resources personnel (many times the National Environmental Policy Act [NEPA] specialist) or a person in the environmental branch acting as the CRM in collateral duty. It is likely that a CRM, in order to properly complete their duties according to federal laws (NHPA, Archaeological Resources Protection Act [ARPA], Native American Graves Protection and Repatriation Act [NAGPRA], and NEPA), should have a background in one of the disciplines outlined in the *Standards*.

Currently, CRMs are hired in one of two ways. The first is looking for a supervisory-level person in an associated discipline, for example, a supervisor in job series 0170/0190/0193/0807/0808/1015 (see example in Appendix C). This method of hiring a CRM specifies that only a supervisory in the listed disciplines will get the job (in the series example above, a Historian, Anthropologist, Archaeologist, Landscape Architect, Architect or Museum Curator). While this is more inclusive of other backgrounds, it still does not match the 12 possible preservation background qualifications specified in the *Standards*. In some cases, the CRM position is only open to a 0170/0193. In these cases, only a Historian or Archaeologist will get the job. Since there is no currently no series for architectural historian or historic preservationist, they will never get the job, even if they are most qualified for the position (for example, an agency whose resources contain mostly historic buildings and landscapes).

The second way a CRM can be hired is as a 0301 under Miscellaneous Administration and Program Series (see example in Appendix C). Since there are no Individual Occupational Requirements for this OPM job series, this ideally allows for a CRM to have any of the educational and professional backgrounds outlined by the *Standards*. This benefits federal agencies because it allows them to create their own job description and hopefully hire the best-suited specialist for their installation without regard for formal (stringent) OPM series or classifications. It is our assumption that this is rarely done and it not well known by installations hiring CRMs.

Ideally when hiring a CRM, an installation will look for a person with a background specialty of the majority of their cultural resources. For example, if an installation has mostly archaeological resources, a CRM

with an archaeology background should be hired. They could be hired as a 0193 and designated the CRM at the installation if no there are no CR staff to supervisor, hired as a 0193 supervisor if there is CR staff, or hired as a CRM under 0301.

If an installation has mostly historic buildings, a CRM with an architectural history background should be hired to properly manage resources. Currently this can only be done by hiring 0170 historian with an architectural background or a 0808 architect with a historic preservation background or by hiring a CRM under 0301. Adding historic preservationist, architectural historian, and cultural resources manager series to OPM, will open this up to a broader range of qualified candidates.

In recognition of the difficulty that currently exists in the ability of federal agencies to hire the best-suited cultural resources personnel to meet their needs, this report provides new job series classifications for three new positions, and proposes that the new and existing classifications be reorganized into a specified Cultural Resources Group job series. These proposed changes are presented in Chapter 4.

4 Proposed Changes to OPM Job Classifications

Historic preservation fields, as defined by the *Standards*, are not clearly defined in OPM's current *Handbook of Occupational Groups and Families*. This lack of clarity creates difficulties and obstacles for land-managing federal agencies to hire the best qualified cultural resources personnel to ensure that federal agencies remain compliant with the NHPA, as administered by the Secretary of the Interior. While OPM covers a few cultural resource-related occupations under their own job series (e.g., archeologist and anthropologist), other occupations such as historical landscape architect and architectural historian are poorly defined specialties in OPM's *Handbook*. Other occupations such as architectural historian, curator, and folklorist are not present, but they may be covered by using closely related job fields (see 4.2.6). And finally, historic preservationist and CRM are not listed at all.

This work proposes regrouping cultural resources-related fields, as described below, to create a new OPM occupational group for Cultural Resources Management (referred to herein as Cultural Resources Management Group) that will facilitate hiring practices in the DoD. The proposed Cultural Resources Management Group is structured to closely follow the organizational format used in the existing Natural Resources Management and Biological Sciences Group (Series 0400).

Currently, all job series related to natural resources are grouped together in this one occupational group (see Table 2). According to the OPM manual, this group "includes all classes of positions the duties of which are to advise on, administer, supervise, or perform research or other professional and scientific work or subordinate technical work in any of the fields of science concerned with living organisms, their distribution, characteristics, life processes, and adaptations and relations to the environment; the soil, its properties and distribution, and the living organisms growing in or on the soil; and the management, conservation, or utilization thereof for particular purposes or uses."³⁴

³⁴ Office of Personnel Management, *Handbook of Occupational Groups and Families*, 42.

Table 2. Job series under current OPM occupational group 0400: “Natural Resources Management and Biological Sciences Group.”

Series	Title	Series	Title
0401	General Natural Resources Management and Biological Sciences Series	0455	Range Technician Series
0403	Microbiology Series	0457	Soil Conservation Series
0404	Biological Science Technician Series	0458	Soil Conservation Technician Series
0408	Ecology Series	0459	Irrigation System Operation Series
0410	Zoology Series	0460	Forestry Series
0413	Physiology Series	0462	Forestry Technician Series
0414	Entomology Series	0470	Soil Science Series
0415	Toxicology Series	0471	Agronomy Series
0421	Plant Protection Technician Series	0480	Fish and Wildlife Administration Series
0430	Botany Series	0482	Fish Biology Series
0435	Plant Physiology Series	0485	Wildlife Refuge Management Series
0437	Horticulture Series	0486	Wildlife Biology Series
0440	Genetics Series	0487	Animal Science Series
0454	Rangeland Management Series	0499	Biological Science Student Trainee Series

This chapter first presents the proposed Cultural Resources Management Group by giving an overview of each of the individual job series classifications that are recommended to be included (see section 4.1 and Table 3). A brief discussion then follows of the job series classifications that are *not* recommended to be included in the proposed Cultural Resources Management Group (see section 4.2). The last section of this chapter summarizes the proposed changes and also offers a table that displays the proposed changes (section 4.3 and Table 4).

4.1 Proposed new occupational group: Cultural Resources Management Group

This project has used the OPM Natural Resources Management and Biological Services occupational group as a template to create a Cultural Resources Management Group for OPM that includes the job series listed

in Table 3. This new occupational group will include all classes of positions the duties of which are to identify, survey, evaluate, conserve, advise on, administer, supervise, or perform research or other professional and scientific work or subordinate technical work in any of the fields of science concerned with cultural resources and historic preservation. Creation of a Cultural Resources Management Group would provide more accurate job series and job classifications for federal cultural resources jobs. As a result, OPM could better match the best-qualified applicants to the job, and all federal agencies seeking to hire cultural resources personnel would benefit.

While a natural resources manager is usually hired from the 0100 series within the Natural Resources occupational group, this practice would not work similarly in the Cultural Resources Management Group because there is inconsistency with the title of CRM. For most people, the word “manager” in a title assumes the person will perform a supervisory role over either people or resources. For example, a CRM at a smaller installation may be managing resources but not personnel, meaning the CRM is a step in a federally mandated process to manage federal resources (for Section 106, NEPA, etc.) but not be a manager or supervisor of staff. However at larger installations, a CRM will most likely manage a staff that may include architectural historians, archaeologists, curators, GIS specialists, and/or historic preservationists as well as interns. To solve this inconsistency, a classification should be created for Cultural Resource Manager (see 4.1.7).

Table 3. Proposed titles of job series that are recommended for inclusion in the proposed new OPM occupational group: Cultural Resources Management Group.

Series	Title
New	General Cultural Resources Management Series
Move	Archaeology Series
New	Architectural History Series
New	Conservation Series
New	Cultural Anthropology Series
New	Cultural Geography Series
New	Cultural Resources Manager Series
New	Historic Architecture Series
New	Historic Landscape Architecture Series

Series	Title
New	Historic Preservation Series
New	Historic Preservation Planning Series
New	Curation (Archaeological) Series

Each of the proposed job classifications for the Cultural Resources Management Group are described below in 4.1.1–4.1.12.

4.1.1 General Cultural Resources Management Series

Currently, a General Cultural Resources Management Series does not exist. However, it is recommended to include a general series position for cultural resources management, following the format established by the Natural Resources Management and Biological Sciences Group (Series 0400), as well as most the format for other occupational groups in the OPM Handbook. This series would cover positions the duties of which are to advise on, administer, manage, supervise, lead, or perform research or other professional and scientific work in one or any combination of the cultural resources management profession when such work is not classifiable in other series of this occupational group.³⁵ It is recommended that a General Cultural Resources Management Group Series be considered for a new job classification series similar to the process this report follows for an architectural historian.

4.1.2 Archaeology

Currently, Archaeology (0193 Series) is part of the Social Sciences and Welfare Group (0100). Since most federal archaeologists deal with cultural resources, moving archaeology into the proposed Cultural Resources Management Group will facilitate hiring.

4.1.3 Architectural History

Currently, architectural history does not have its own series. And while the History Series (0170), which is part of the Social Sciences and Welfare Group (0100), can be manipulated into facilitating the hiring of an architectural historian, a historian and an architectural historian have completely different educational backgrounds and do not easily mesh into

³⁵ The language in this description was adapted from the Social Science Series (0101) and the General Natural Resources Management and Biological Sciences Series (0401) in the OPM *Handbook of Occupational Groups and Families*.

the same job series. It is recommended that an Architectural History Series (see Section 5.1) be added to a new Cultural Resources Management occupation Group.

4.1.4 Conservation

A cultural resources conservationist specializes in cultural resources conservation and preservation and may be required to support curation efforts. Currently, only the job series of Soil Conservation (0458) is listed by OPM. It is located under the Natural Resources Management Group (0400). A cultural resources conservationist could be hired under Archaeology, Anthropology, or Museum Studies. However, Cultural Resources Conservation should be considered for a new job classification series, for reasons similar to those given for an architectural historian in section 4.1.3.

4.1.5 Cultural Anthropology

Currently, Cultural Anthropology is classified under the General Anthropology (0190) Series. Creating a new Cultural Anthropology Series could present issues for OPM because there would be two Anthropology Series with the same educational degree requirements. Although one can have a specialization in Cultural Anthropology, other specializations within the field of anthropology may not deal in cultural resources. Therefore, moving the General Anthropology Series to the proposed Cultural Resources Management Group may create problems since other specializations may not be qualified under the *Standards*. Cultural Anthropology, however, should still be an available job classification for hiring cultural resources personnel. It is proposed to leave the General Anthropology Series as is and create a new Cultural Anthropology Series under the proposed Cultural Resources Management Group to better define the qualifications for this position.

4.1.6 Cultural Geography

Currently, Cultural Geography is classified under the Geography (0150) Series. Creating a new Cultural Geography Series could present issues for OPM because there would be two Geography Series with the same educational degrees. Although one can have a specialization in Cultural Geography, other specializations within the field of geography may not deal in cultural resources. Therefore, moving the Geography Series

completely into the new classification may create other problems since a geographer with a specialization other than cultural geography, for example in physical geography, may not be qualified under the *Standards* to work on cultural resources. Cultural Geography, however, should still be an available job classification for hiring cultural resources personnel, particularly as it is listed as a qualifying “related field” in many of the disciplines described in the *Standards*. It is proposed to leave the Geography Series where it is and create a new Cultural Geography Series under Cultural Resources Management Group to better define the qualifications for this position.

4.1.7 Cultural Resources Manager

As previously stated, there is currently no CRM job series and no CRM job classification. It is proposed that a cultural resources manager series be defined (see Section 5.3) and included within the proposed new Cultural Resources Management Group to address apparent inconsistencies in practice with the title of CRM (refer to previous explanation near the end of section 4.1).

4.1.8 Historic Architecture

Currently, the position of Historic Architect is not well defined under the Architecture (0808) Series because an architect may not have expertise in historic preservation or preservation planning. However, it is not recommended to move the entire Architecture Series into the proposed Cultural Resources Management Group, since most architects do not work in cultural resources. It is proposed to leave the Architecture Series where it is and to create a new Historic Architecture Series under the Cultural Resources Management Group to better define the qualifications for Historic Architect.

4.1.9 Historic Landscape Architecture

Currently, the position of Historic Landscape Architect is not well defined under the Landscape Architecture (0807) Series. A Historic Landscape Architect may not have registration requirements for professional practice. Likewise, a landscape architect may not have expertise in historic preservation. However, it is not recommended to move Landscape Architect into the proposed Cultural Resources Management Group, since most landscape architects do not work in cultural resources. It is proposed

to leave the Landscape Architecture Series where it is and to create a new Historic Landscape Architecture Series under Cultural Resources Management Group to better define the qualifications for Historic Landscape Architect.

4.1.10 Historic Preservation

Currently, there is no Historic Preservationist job series, so one needs to be created to meet the *Standards*. Thus, it is proposed that a Historic Preservationist Series be created under the proposed Cultural Resources Management Group (see section 5.2).

4.1.11 Historic Preservation Planning

While the field of Historic Preservation Planning may fit under the Community Planning Series (0020), it is ill-defined there at best. Thus it is proposed that a Historic Preservation Planning Series be created under the proposed Cultural Resources Management Group to meet the *Standards*.

4.1.12 Curation

Currently, the field of curation could be covered under three different series under the Information and Arts Group (1000): Exhibits Specialist (1010), Museum Curator Series (1015) or Museum Specialist and Technician Series (1016). However, most employees in these categories are dealing with museum collections and not with cultural resources. A new series should be created for archaeological and artifact Curation under the proposed Cultural Resources Management Group, and the existing General Arts and Information Series (1010, 1015, and 1016) should be left as is under the Information and Arts Group.

4.2 Job series/disciplines not included in proposed Cultural Resources Management Group

The proposed new occupational group would not include the following job series that have been used previously to hire cultural resources personnel: Architecture Series (0808), Community Planner (0020), History Series (0170), General Engineering Series (0801), Civil Engineering Series (0810), Exhibits Specialist Series (1010), Museum Curator Series (1015), and Museum Specialist and Technician Series (1016). Furthermore, not all of the disciplines (e.g., folklore, history, or engineering) described in the *Standards* are included in the proposed new occupational group.

Discussions for each of the job series and why they are not recommended to be included in the new Cultural Resources Management Group are listed below in sections 4.2.1–4.2.6.

4.2.1 Architecture

Architect (0808) is currently well defined under the Engineering and Architecture Group (0800). Since most architects do not deal with cultural resources, moving this series may create issues within the Architecture Series job classifications. Thus, this work proposes leaving architecture within its existing group.

4.2.2 Community Planning

Community Planning (0020) is currently well defined under the Miscellaneous Occupations Group (0000). Since most community planners do not deal with cultural resources, moving this series may create issues within the Miscellaneous Occupations Group's classifications. Thus, this work proposes leaving Community Planning within its existing group.

4.2.3 History

The History Series (0170) is currently well defined under the Social Sciences and Welfare Group (0100). Since most historians do not deal with cultural resources, moving this series may create issues within the Social Sciences classification. We propose leaving the History Series within the Social Sciences and Welfare Group (0100).

4.2.4 General Engineering and Civil Engineering

The General Engineering Series (0801) and the Civil Engineering Series (0810) are currently well defined under the Engineering and Architecture Group (0800). Since most general engineers and civil engineers do not deal with cultural resources, moving these series may create issues. Thus, this work proposes leaving general engineering and civil engineering within the Engineering and Architecture Group.

4.2.5 Exhibits Specialist Series, Museum Curator Series, and Museum Specialist and Technician

All three Information and Arts Group job series—Exhibits Specialist Series (1010), Museum Curator Series (1015), and Museum Specialist and

Technician Series (1016)—are currently well defined under their current job series. Most exhibit specialists, museum curators and museum specialists and technicians deal only with cultural resources within the specific context of museum collections and not within the broader context of cultural resources management required by federal land-owning agencies. This work therefore proposes leaving Exhibits Specialist Series (1010), Museum Curator Series (1015), and Museum Specialist and Technician Series (1016) within the Information and Arts Group (1000).

4.2.6 Folklore

There is currently not a Folklore series. A folklorist may be hired under multiple other series, such as Anthropology or Cultural Geography. Due to the specificity of the field and its relationship to other closely related fields, creating a new job series for Folklore is probably the hardest to justify. Therefore, this work does not recommend creating a Folklore Series under the proposed Cultural Resources Management Group.

4.3 Summary of proposed changes

As previously stated, creating a Cultural Resources Management Group in the OPM standards will facilitate the hiring of appropriately trained cultural resources personnel by land-managing federal agencies, and the job classifications recommended for inclusion in the group will enable federal agencies to more efficiently hire the best-qualified personnel to assist them in remaining legally compliant with the NHPA.

Four of the job classifications recommended for inclusion—CRM, Architectural History, Historic Preservation, and General Cultural Resources Management—do not currently exist within the OPM system. Proposed job classifications for CRM, Architectural History, and Historic Preservation are included in this report (see Chapter 5), and it is recommended that additional work be conducted to create a job classification for General Cultural Resources Management.

The remaining job classifications recommended for inclusion in the Cultural Resources Management Group already exist within the OPM system, although seven of them currently are not well defined. It is recommended that the job classifications that are currently not well defined in the OPM system—Conservation, Cultural Anthropology, Cultural Geography, Historic Architecture, Historic Landscape

Architecture, Historic Preservation Planning, and Curation—be rewritten, using the standards and qualifications provided for each discipline within the *Standards* as guidance. However, providing updated job classifications for these positions was not included as a task under Project 15-713.

All proposed changes discussed in this chapter are summarized in Table 4.

Table 4. Summary of proposed changes to job series.

Job Series/ Discipline	Where Defined [^]	Current OPM Status	Include in CRMG*	Recommendation/Action Required
Archaeology	NPS, OPM	Exists—well defined	Yes	Move Series (0100) to proposed Cultural Resources Management Group
Architectural History	NPS	Does not exist	Yes	Create new Series—job classification and job descriptions included in this report
Architecture	OPM	Exists—well defined	No	Leave as is in 0808 series.
Civil Engineering	OPM	Exists—well defined	No	Leave as is in 0810 series.
Community Planning	OPM	Exists—well defined	No	Leave as is in 0020 series.
Conservation	NPS	Exists—not well defined	Yes	Create new Series—adapt existing job classification and job description
Cultural Anthropology	NPS	Exists—not well defined	Yes	Create new Series—adapt existing job classification and job description
Cultural Geography	-	Exists—not well defined	Yes	Create new Series—adapt existing job classification and job description
Cultural Resources Manager	-	Does not exist	Yes	Create new Series—job classification and job descriptions included in this report
Curation	NPS	Exists—not well defined	Yes	Create new Series—adapt existing job classification and job description
Exhibits Specialist	OPM	Exists—well defined	No	Leave as is in 1010 series.
Folklore	NPS	Does not exist	No	None
General Anthropology	OPM	Exists—well defined	No	Leave as is in 0190 series.

Job Series/ Discipline	Where Defined [^]	Current OPM Status	Include in CRMG*	Recommendation/Action Required
General Cultural Resources Management	-	Does not exist	Yes	Create new Series—job classification and job description will need to be created
General Engineering	NPS, OPM	Exists—well defined	No	Leave as is in 0801 series.
Geography	OPM	Exists—well defined	No	Leave as is in 0150 series.
Historic Architecture	NPS	Exists—not well defined	Yes	Create new Series—adapt existing job classification and job description
Historic Landscape Architecture	NPS	Exists—not well defined	Yes	Create new Series—adapt existing job classification and job description
Historic Preservation	NPS	Does not exist	Yes	Create new Series—job classification and job descriptions included in this report
Historic Preservation Planning	NPS	Exists—not well defined	Yes	Create new Series—adapt existing job classification and job description
History	NPS, OPM	Exists—well defined	No	Leave as is in 0170 series.
Landscape Architecture	OPM	Exists—well defined	No	Leave as is in 0807 series.
Museum Curator	OPM	Exists—well defined	No	Leave as is in 1015 series.
Museum Specialist and Technician	OPM	Exists—well defined	No	Leave as is in 1016 series.
[^] Column denotes in which standard, if any, the job series or discipline is currently defined. NPS=Secretary of the Interior's <i>Standards</i> OPM=OPM's <i>Handbook of Occupational Groups and Families</i> * CRMG=Cultural Resources Management Group				

5 Proposed New Position Classification Standards

The second Legacy project also required that OPM job position classification standards be defined and described for the following: Architectural History Series, Historic Preservation Series, and CRM Series. This chapter provides the proposed position classification standards for each of these proposed new job series. Accompanying job descriptions and qualification standards for each of these positions are provided in Chapter 6. According to OPM, “position classification standards and functional guides define Federal white collar occupations, establish official position titles, and describe the various levels of work.”³⁶ OPM provides general guidance “used in determining the occupational series, title, grade, and pay system for positions performing white collar work in the Federal Government,” through a series of publications including *The Classifier’s Handbook*,³⁷ which offers guidance on how to classify white-collar positions; *Introduction to the Position Classification Standards*,³⁸ which provides detailed descriptions of the General Schedule (GS) Classification System for white-collar occupations; and *The Handbook of Occupational Groups & Families*,³⁹ which provides definitions for each white-collar occupation. Please note that the qualification standards (i.e., education and experience) for each white-collar occupation are not listed as part of the position classification standards; they are listed separately at OPM’s webpage, “Classification & Qualifications: General Schedule Qualification Standards,”⁴⁰ and will be discussed in Chapter 6.

Position classification standards are not uniform across all job series, as they can be written in one of two formats: narrative (typical of job series written before 1977) or Factor Evaluation System (FES) (typical in job series written after 1977) which use “nine factors common to most nonsupervisory positions in the General Schedule” to grade positions.⁴¹

³⁶ Office of Personnel Management, “Classification & Qualifications: Classifying General Schedule Positions Overview.”

³⁷ Office of Personnel Management, *The Classifier’s Handbook*, TS-107 (Washington, DC: OPM, August 1991).

³⁸ Office of Personnel Management, *Introduction to the Position Classification Standard*.

³⁹ Office of Personnel Management, *Handbook of Occupational Groups & Families*.

⁴⁰ Office of Personnel Management, “Classification & Qualifications: General Schedule Qualification Standards.”

⁴¹ Office of Personnel Management, *The Classifier’s Handbook*, 7.

Most of the existing job series that are used to hire cultural resources personnel are written in the narrative format. Both classification standard formats generally include a definition of the job series, occupational or background information, official titles, and information used to grade the position within the federal wage system. “Regardless of style or variations in the way criteria are presented, classification standards deal one way or another with essential characteristics that are common to all work. These include such things as the kinds of knowledge and skills required, the degree of difficulty involved, the kind of supervision received, the nature of personal judgment required, the level and purpose of contacts with others, and the impact of the work environment or inherent risks and hazards involved in the work....Position classification standards are descriptive of work as it exists and is performed throughout the Federal service.”⁴²

Position classification standards that were published several decades ago, such as Archeology (0193)⁴³ published in 1983 (see Figure 2), and History (0170)⁴⁴ published in 1962 (see Figure 3), followed a fairly consistent narrative format with minor variations in content. Most series standards would include a series definition, background or occupational information, a section describing how the job series was distinct from related fields, titling information, and guidance for grading the position. Some position classifications would also include information on general qualifications, and other notes or explanatory sections. The extent to which each position classification standard filled out each section also varied, with some providing minimal information (e.g., History (0170)⁴⁵ which only uses two pages to provide occupational information and one and one-half pages for exclusions), and others providing very detailed information (e.g., Archeology (0193)⁴⁶ which uses three pages for occupational information and almost four pages for exclusions).

⁴² Office of Personnel Management, *Introduction to the Position Classification Standards*, 5.

⁴³ Office of Personnel Management, *Position Classification Standard for Archeology Series, GS-0193, TS-70* (Washington, DC: OPM, July 1983).

⁴⁴ Office of Personnel Management, *Position Classification Standard for History Series: GS-0170, TS-38* (Washington, DC: OPM, February 1962).

⁴⁵ Office of Personnel Management, *Position Classification Standard for History Series: GS-0170*.

⁴⁶ Office of Personnel Management, *Position Classification Standard for Archeology Series, GS-0193*.

Figure 2. Table of contents reproduced from *Position Classification Standard for Archeology Series, GS-0193.*

Archeology Series, GS-0193	TS-70 July 1983
Position Classification Standard for Archeology Series, GS-0193	
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Figure 3 Table of contents reproduced from *Position Classification Standard for History Series, GS-0170.*

History Series, GS-0170	TS-38 February 1962
Position Classification Standard for History Series, GS-0170	
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More recent position classification standards use the FES format. The FES format is also used in many cases to write one comprehensive position classification standard for an entire occupational group. These may be referred to as Job Family Position Classification Standards (JFS), which offer a more concise and condensed classification standard for occupational groups. This format has been used for the Natural Resources Management and Biological Sciences Group (O400),⁴⁷ (see Figure 4), as well as for the Engineering and Architecture Group (O800), and other job families. Unlike older standards where each individual job series has its own position classification standard, the FES format used in JFS eliminates repetition and overlap between closely related job series by using common grading information that relies heavily upon OPM factor level descriptions that have been defined for the occupational group as a whole. Within the new format, each job series still has its own series definition, titling, and occupation information (see example in Figure 5). Shared categories and classification information that is common to the entire occupation group, or job family, such as functional classification codes, distinguishing between professional and technical work, official titling provisions for determining supervisory, lead, research, organizational and parenthetical titles, and grading information that uses common factor level descriptions, are listed once within the classification standard. This format further condenses the description of related fields and exclusions into one communal section for the job family, removing the need for each job series to list exclusions and distinctions from related occupations individually. The JFS format is used for several job families within the OPM system, and it appears to streamline the classification standards and ensure a fair and uniform application of grading standards across closely related job series.

This report recommends that the newer FES format be used to create a JFS for the proposed Cultural Resources Management Group, such as that used for the Natural Resources Management and Biological Sciences Group (O400) and the Engineering and Architecture Group (O800). Implementing the FES/JFS format in this report, however, is beyond the scope of project 13-713 and 15-713, as it would require creating or rewriting position classification standards for all of the recommended job

⁴⁷ Office of Personnel Management, *Professional Work in the Natural Resources Management and Biological Sciences Group, O400* (Washington, DC: OPM, September 2005), accessed 12 January 2018, <https://www.opm.gov/policy-data-oversight/classification-qualifications/classifying-general-schedule-positions/standards/O400/gso400p.pdf>.

series included in the proposed Cultural Resources Management Group. As it stands, a larger context needs to be drafted first for the JFS and then for the whole group. Therefore, this work recommends that OPM initiate a project to develop a JFS for professional work in the proposed Cultural Resources Management Group. Until that JFS is created, it is not feasible to create position classification standards for the three new job series by using the newer FES format. Instead, this report uses the older narrative format, such as currently is used to define the History Series (0170) and Archeology Series (0193), to define the position classification standards for the proposed Architectural History Series, Historic Preservation Series, and CRM Series. This information contained in these narrative formats can be used in the future to create the recommended JFS position classification standards for the three proposed new job series.

Figure 4. Table of contents reproduced from *Position Classification Standard for Natural Resources Management and Biological Sciences Group*.

Professional Work in the Natural Resources Management and Biological Sciences Group, 0400		September 2005
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Figure 5. Occupational information for Soil Conservation (0457) job series.

SOIL CONSERVATION, 0457		Qualification Standards
SERIES DEFINITION	<p>This series covers positions that manage, supervise, lead, or perform professional, research, or scientific work involving conserving soil, water, and related environmental resources to achieve sound land use.</p> <p>This series requires a functional classification code.</p>	
TITLING	<p>The basic title for this occupation is <i>Soil Conservationist</i>.</p>	
OCCUPATIONAL INFORMATION	<p>Soil and water conservation depend on a harmonious relationship between soil, water, plant, and animal resources. Soil conservation work involves:</p> <ul style="list-style-type: none"> • advising landowners about planned treatment of their property and how treatment can preserve, improve, and protect soil capabilities; • providing assistance to land users through a conservation or water oversight district; • planning terraces, ponds, and earthen dams; • selecting cropping methods to reduce erosion; • designing windbreaks for center pivot irrigation; • developing pasture and hay land conservation plans; • identifying flood plains and aquifers for local government units; • developing conservation measures to reduce pollutants reaching waterways; • persuading landowners to adopt conservation tillage cultivation methods that reduce soil loss, due to wind erosion and reduce energy costs; and • assisting landowners in managing habitats for a variety of wildlife including game, waterfowl, and fish, which also leads to conserving soil and enhancing water quality. <p>• Many soil conservationists directly advise and assist conservation organizations, private land owners, and conservation district members as they deliberate, discuss, plan, and carry out soil and water conservation policies, programs, and local activities.</p> <p>⇐BACK TO TABLE OF CONTENTS</p>	

5.1 Architectural History Series

5.1.1 Series definition

This series covers positions the duties of which are to advise on, administer, supervise, or perform research or other work in the field of architectural history when such work requires a professional knowledge of established methods and techniques of architectural history research. Positions in this series typically involve research into specialized architectural history fields such as architectural styles, materials, construction techniques through time, character-defining features, and design methodology.

5.1.2 Occupational information

Architectural historians in the federal government are engaged in one or more of the following major areas of endeavor: (1) planning and conducting special architectural history studies relating to current

problems for use by agency officials and others in developing or modifying policies and programs, (2) planning and conducting continuing or long-range architectural history studies in regards to Sections 106 and 110 of the National Historic Preservation Act, (3) planning and preparing reports for the management of federal resources, or (4) planning and conducting architectural history studies in connection with the establishment, conservation, restoration, reconstruction, and interpretation to the public of federally owned sites that are potentially eligible, eligible, or listed on the National Register of Historic Places.

Regardless of the area of endeavor involved, architectural history positions at full performance levels typically include responsibility for project planning, architectural research, architectural documentation, project oversight, and management of architectural resources.

5.1.3 Distinctions from related occupations

The hallmark of a professional architectural history endeavor is the application of the methodology described above in the conduct of architectural research and documentation. Architectural Historians are required to possess or acquire some knowledge of the location and arrangement of source materials in the various archives or other depositories related to the architectural resources. They also must be able to write and, in some cases, speak effectively. For positions classified to this series, these knowledge and skills are subordinate to the requirement for knowledge of architectural history methods and research techniques.

Relationship to proposed Cultural Resources Manager

In some federal agencies the Architectural Historian will assist the CRM in determinations of eligibility of federal architectural resources and Section 106 consultations of adverse effects on federal architectural resources pursuant to National Historic Preservation Act. An architectural historian at the GS-12, GS-13, and GS-14 levels, depending on experience and job location, may also be qualified to be the CRM.

5.1.4 Title

The title for positions in this series is Architectural Historian. The core of this occupation is the requirement to possess a basic knowledge of

architectural history and a knowledge of professional architectural history research methodology.

Those Architectural Historian positions which include supervisory responsibilities of such significance as to require supervisory qualifications will be identified by the addition of the prefix Supervisory to the basic title. Architectural historian positions charged with “team” leadership in the accomplishment of a research project typically do not include continuing supervisory responsibilities of such magnitude as to influence the basic qualifications requirements. Normally, therefore, a supervisory designation will not be used for such positions.

While supervisory architectural historian positions are included in this series, the guides described herein are confined to the coverage of the nonsupervisory aspects of such positions. The supervisory functions are covered by the General Schedule Supervisory Guide.

5.1.5 Architectural History positions

For the purposes of architectural history positions, a Master’s Degree in Architectural History is required, and the lowest GS position recommended is a GS-XXXX-11 and the highest is a GS-XXXX-14 (similar to the higher GS positions for Historian). For each increasing level (11–14), the nature of assignments and the level of responsibility increases.

Architectural Historian GS-XXXX-11

Nature of assignment:

Assignments usually involve one or more major topics or themes of architectural history and require consideration and treatment of several related buildings in order to place the research in its proper context. Such assignments may be undertaken either as a part of the continuing architectural history program of the agency, as “special” studies for use by agency officials in current program planning, or as a part of a broader project under the direction of an historian of higher grade. Another type of assignment typical of this level involves planning and carrying out a series of architectural research projects for an agency that centers around a single major historical theme and time period, but which requires a variety of definitive special studies to establish boundaries, determine location of

events, and provide historical data for use in the reconstruction or restoration of the area.

Level of responsibility:

Within the limitations imposed by the scope and objectives of the assignment, as clearly defined by the supervisor or an architectural historian of higher grade or as established by specific directives from higher echelons, GS-11 architectural historians typically function with professional independence. They are responsible for developing working plans and blocking out the major areas of research for accomplishing the assignment, for determining the approaches and techniques to be employed, and for modifying working plans and approaches as necessary in the course of the study. Typically, only modifications to working plans which would have the effect of changing the scope or coverage of the assignment are discussed with the superior prior to implementation. Supervisory architectural historians may or may not be available for consultation as the work progresses, although arrangements for such consultation are possible if significant problems are encountered. Typically, the completed work of GS-11 architectural historians is reviewed for completeness of coverage, soundness of conclusions, adequacy of presentation, and conformance to professional standards and agency policy, rather than for the adequacy of the research or the methodology employed.

Architectural historians engaged in research programs - are responsible for making recommendations as to the historic significance of the buildings and structures involved and the desirability or feasibility of land acquisition, building restoration, or reconstruction projects. Their recommendations are carefully reviewed at higher organizational echelons, both for their soundness in light of the supporting historical evidence and in light of overall program considerations.

GS-11 architectural historians establish and maintain continuing consultative relationships with fellow architectural historians and others, both within and outside the federal government, including individuals in such related professional fields as architecture, archeology, political science, and economics. These contacts are for the purpose of maintaining current information regarding other historical work being done in their

area of interest or for consultation or collaboration with subject-matter specialists in other professional disciplines.

Architectural Historian GS-XXXX-12

Nature of assignment:

GS-12 assignments are distinguished from those at preceding levels by their broader scope, relatively greater depth of treatment, more varied subject matter, greater need for sound critical judgment, and the increasing number of considerations which must be taken into account. These assignments present substantial planning problems. The magnitude of some (but not all) of the assignments requires the architectural historian to “segment” the research, either for accomplishment as a team effort or to reduce the assignment to component parts of manageable proportions. This segmentation requires the architectural historian to employ a good knowledge of the subject-matter fields involved and potential sources of historical evidence, to anticipate the major difficulties to be overcome and to develop tentative approaches to the solution of those difficulties as a part of the planning process. In those cases where the project is to be accomplished by team effort, planning is further complicated by the necessity to define precisely the scope and purpose of each segment in order to preserve the emphasis and perspective demanded of the whole.

GS-12 architectural historians engage in studies that are to become parts of a long-range study of greater magnitude or a part of the overall history, must possess a thorough understanding of the objectives of their portions of the study and their relationship to the broader whole. Architectural historians engaged in special architectural studies must possess a good understanding of the purposes of the studies and the planning or operational needs of the agency officials who have requested them. Similarly, architectural historians engaged in studies in connection with the identification, recognition, preservation, restoration, reconstruction, or interpretation of historic buildings and structures of importance to the national historical heritage must be fully familiar with both the purposes to be served by their work and the place of their recommendations in the context of the nationwide program.

In addition to problems of the type described at lower levels of research, evaluation of evidence, and establishment of historical fact, GS-12

assignments present substantial difficulties in the analysis of the facts developed. The assignments require the historian to evolve and test hypotheses, to clarify causal relationships, and to develop a reasonable, well-balanced, and factually accurate synthesis.

Level of responsibility:

At this level, work assignments are usually expressed in terms of the subject areas to be covered or the objectives to be served by the study. Within this framework and the availability of time, GS-12 architectural historians are allowed considerable latitude in setting the parameters of their assignments. GS-12 historians are responsible for developing and modifying working plans as necessary to meet the objectives of their assignments. The nature of the review of their completed work is essentially the same as that described at the GS-11 level. Some architectural historians at this and succeeding levels may be called upon for critical review and evaluation of the work of professional colleagues. Typically, this review relates to the methodology, all aspects of the subject matter of the work, and the effectiveness of presentation; it also includes responsibility for exercising skill and judgment in offering criticisms and suggestions for improvements.

Recommendations made by GS-12 architectural historians engaged in studies of historic buildings and structures, or studies for the management of the agency, are accepted as being sound in light of the available historical evidence, but they are reviewed in the context of nationwide program considerations.

In addition to personal work contacts of the type described at preceding levels, when GS-12 architectural historians are engaged in special architectural studies for use by management officials, they are required to establish and maintain continuing working relationships with such officials. These relationships keep the officials abreast of current policy, planning, and operational problems, and make known to such officials the background resources available to them through the medium of architectural research studies.

*Architectural Historian GS-XXXX-13**Nature of assignment:*

Assignments at the GS-13 level embrace broad and varied subject matters and involve a substantial number of considerations.

In addition to problems of the kind described at the GS-12 level, GS-13 assignments present major planning problems. Assignments frequently are defined only in terms of broad topics or areas to be covered. Within this framework, GS-13 architectural historians employ a highly specialized knowledge of the subject-matter areas involved and a thorough understanding of the purposes to be served in developing definitions of the perimeters of the study and in making determinations regarding those aspects of the assignment to be given particular emphasis. They develop all phases of the working plan, taking into account the time available for the accomplishment of the project and the number and experience level of the architectural historians available for service as “team” members if the project is susceptible to a “team” approach. (Special studies requested for use in policy and program planning activities frequently must be completed within stringent deadlines, thus requiring the historian to tailor the project plan accordingly, but without sacrificing depth of coverage of essential elements or quality of historical synthesis and presentation.)

Typically, assignments of the type described above require the architectural historian to employ a high degree of imagination and ingenuity in the location of obscure source materials. Problems of the kinds described at lower levels in the evaluation of evidence and the establishment of historical fact are common. The range of subject matter involved and the involved interrelationships of historical facts present major problems and require substantial critical judgment in the development and presentation of the architectural study. In addition to the knowledge described at GS-12, GS-13 architectural historians are required to employ substantial breadth and depth of knowledge of the specialized subject areas involved, in evolving and testing hypotheses to clarify complex and often obscure casual relationships. Problems in presentation are heightened by the necessity to present (either in narrative form or through the medium of selected official documents) an objective, comprehensive picture of the subject under consideration that clearly establishes the relative values and importance of the many and varied historical facts involved.

Level of responsibility:

At this level, work assignments typically are expressed in terms of the objectives to be served by the study. GS-13 architectural historians are responsible for determining the coverage of the subject and the emphasis to be given to certain subject-matter areas, and for developing and carrying out all phases of the working plan. In the case of studies conducted on a “team” basis, a GS-13 level architectural historian may be responsible for the direction of team efforts and the integration of supporting studies into a cohesive and meaningful whole.

Recommendations made by GS-13 architectural historians regarding the acquisition, preservation, restoration, or reconstruction of historic buildings and structures are given substantial weight by architectural historians at higher organizational echelons in planning and making recommendations concerning nationwide programs.

Personal work contacts are of the same type as described at preceding levels, but contacts assume particular importance at the GS-13 level because of the recognized standing of the architectural historian as a specialist in their field. GS-13 architectural historians may be called upon to provide advice and counsel to their professional fellows, both within and outside the federal government, in their particular areas of competence. Contacts with agency management officials assume additional importance since in addition to the purposes described at the GS-12 level, GS-13 architectural historians may use these contacts as a means of identifying areas in which architectural research should be undertaken in anticipation of future management needs by either personally undertaking such projects or recommending and justifying them to their superiors.

*Architectural Historian GS-XXXX-14**Nature of assignment:*

GS-14 architectural historians may be assigned individual or collaborative projects, or they may function as “team” leaders. Their assignments present the full range of planning, research, analysis, and synthesis and presentation problems described at the GS-13 level. However at this level, such problems are intensified by the broader scope or greater complexity of the subject matter involved. In addition to an authoritative knowledge

of specialized subject-matter areas and a broad historical outlook based on wide knowledge of various historical fields, GS-14 architectural historians frequently are required to visualize and anticipate management's requirements for historical information for both current and long-range program planning and policy deliberations as well as to tailor the scope and emphasis of their studies for most effective use by management in making important program and policy decisions.

Level of responsibility:

At this level, work assignments typically arise from the continuing requirements of an agency's cultural resources program or from the special needs of agency officials at the highest policy- and program-planning echelons. Within the broad framework of agency policy or the expressed needs of agency officials, GS-14 architectural historians are responsible for determining the scope, coverage, and emphasis of their studies; developing and carrying out their working plans; and producing a completed product which is accepted as authoritative.

GS-14 architectural historians concerned with the acquisition, preservation, restoration, reconstruction, and interpretation to the public of historic buildings and structures and events of major significance to the national historical heritage are considered as the agency's authorities within their areas of specialization. Their recommendations regarding legislative proposals and similar matters relating to federal agencies have a major impact on the nationwide program. In addition to the personal work contacts described at lower grade levels, GS-14 architectural historians (in recognition of the authoritativeness of their knowledge within their special areas of competence) may be called upon to provide "on the spot" background historical data to agency officials at top management and policy levels in connection with urgent problems, or to attend interagency or international conferences for the same purpose. For example, GS-14 architectural historians could be expected to serve as expert witnesses before committees of Congress during hearings on legislation relating to a federal agency.

5.2 Historic Preservation Series

5.2.1 Series definition

This series covers positions the duties of which are to advise on, administer, supervise, or perform research or other work in the field of historic preservation when such work requires a professional knowledge of established methods and techniques of historic preservation research and documentation. Positions in this series typically involve research into specialized fields such as history, architectural styles, materials, construction techniques through time, character-defining features, and management of cultural resources.

5.2.2 Occupational information

Historic preservationists in the federal government are engaged in one or more of the following major areas of endeavor: (1) applying the theories, principals, and practices of cultural history, historic preservation, and public history to the management and preservation of historic and cultural resources; (2) planning and conducting continuing or long-range studies in regards to Sections 106 and 110 of the National Historic Preservation Act; (3) planning and preparing reports for the management of federal resources; or (4) planning and conducting studies in connection with the establishment, conservation, restoration, reconstruction, and interpretation to the public of federally owned sites that are potentially eligible, eligible, or on the National Register of Historic Places.

Regardless of the area of endeavor involved, historic preservation positions at full performance levels typically include responsibility for documentation, project planning, architectural research, project oversight, and management of historic resources.

5.2.3 Distinctions from related occupations

The hallmark of a professional historic preservationist endeavor is the application of the methodology described above in the conduct of historic preservation research, documentation, and management. Historic preservationists are required to possess or acquire some knowledge of the location and arrangement of source materials in various archives or other depositories. They also must be able to write and, in some cases, speak effectively. For positions classified to this series, the knowledge and skills

are subordinate to the requirement for knowledge of architectural history methods and research techniques.

Relationship to proposed Cultural Resources Manager

In some federal agencies, the historic preservationist will assist the CRM in determinations of eligibility of federal historic resources and Section 106 consultations of adverse effects on federal resources pursuant to National Historic Preservation Act. A historic preservationist at the GS-12, GS-13, and GS-14 levels depending on experience and location may also be qualified to be the CRM.

5.2.4 Title

The title for positions in this series is Historic Preservationist. The core of this occupation is the requirement for a basic knowledge of history and a knowledge of historic preservation research methodology.

Those historic preservationist positions which include supervisory responsibilities of such significance as to require supervisory qualifications will be identified by the addition of the prefix “Supervisory” to the basic title. Historic preservationist positions charged with “team” leadership in the accomplishment of a research project typically do not include continuing supervisory responsibilities of such magnitude as to influence the basic qualifications requirements. Normally, therefore, a supervisory designation will not be used for such positions.

While supervisory historic preservation positions are included in this series, the guides described herein are confined to the coverage of the nonsupervisory aspects of such positions. The supervisory functions are covered by the General Schedule Supervisory Guide.

5.2.5 Historic Preservationist positions

For the purposes of historic preservationist positions, a Bachelor’s degree in Historic Preservation is required. The lowest GS position recommended is a GS-XXXX-05 and the highest is a GS-XXXX-14.

*Historic Preservationist GS-XXXX-05**Nature of assignment:*

The GS-05 level is the basic trainee level. Work assignments are preselected to provide (1) orientation and training in historic preservation policies, concepts, methods, techniques and procedures; (2) familiarity with historic resources at the installation level; (3) ability to conduct fieldwork to document, physically locate, or map resources; and (4) training in research methodology.

The supervisory historic preservationist or a historic preservationist of higher grade provides specific and detailed guidance in and definitive review of all aspects of the work. Typically, personal work contacts are limited and usually are confined to obtaining information and receiving instructions. Work assignments are very narrow in scope and limited in complexity.

Level of Responsibility:

Typically, assignments are accompanied by a full discussion of the purpose and scope of the work and any problems which may be anticipated. Within this framework, the historic preservationist plans the approach, determines the methods for the accomplishment of the assignment, and discusses them in detail with the supervisor before proceeding with the work. Guidance is available as questions are encountered in the course of the work. Depending on the nature of the assignment, the supervisor may review the judgmental aspects of the work through discussions at various stages of completion. Completed work is presented in draft form and is reviewed in detail for adherence to instructions, completeness, thoroughness of research, soundness of judgment and selectivity, adequacy and appropriateness of presentation, and evidence of understanding of the requirements, concepts, and techniques of professional archival work.

*Historic Preservationist GS-XXXX-07**Nature of assignment:*

The GS-07 level is the advanced trainee level. Work assignments are selected to provide training in the judgmental aspects of professional

historic preservation work and in research methodology. Such assignments become progressively more difficult as the trainee's knowledge and experience advance. Assignments typically are narrow in scope and limited in complexity, but they are also diversified to provide training and experience in the variety of tasks associated with archival functions.

GS-7 historic preservationists are expected to possess a good background knowledge of the history of the United States (and perhaps its military) and the ability to use this background in acquiring an understanding of the substance, organization, and relationships of its historic resources.

Level of Responsibility:

Typically, assignments are accompanied by a full discussion of the purpose and scope of the work and any problems that may be anticipated. Within this framework, the historic preservationist plans the approach, determines the methods for the accomplishment of the assignment, and discusses them in detail with the supervisor, before proceeding with the work. Guidance is available as questions are encountered in the course of the work. Depending on the nature of the assignment, the supervisor may review the judgmental aspects of the work through discussions at various stages of completion. Completed work is presented in draft form and is reviewed in detail for adherence to instructions, completeness, thoroughness of research, soundness of judgment and selectivity, adequacy and appropriateness of presentation, and evidence of understanding of the requirements, concepts, and techniques of professional archival work.

Historic Preservationist GS-XXXX-09

Nature of assignment:

Assignments at the GS-09 level differ from those at the preceding level both in their scope and complexity and in their emphasis on management of resources as opposed to tasks of documentation.

The basic characteristics of the resources dealt with by Historic Preservationist GS-9 are similar to those described at the GS-7 level. However, historic preservationists at this level must exercise (1) persistence and imagination in seeking out additional sources of

information; (2) critical judgment in the analysis and evaluation of resources in order to determine their significance, condition, and associations; and (3) considerable skill in expository writing in the organization and presentation of the results of the work.

Level of Responsibility:

Work assignments of the type described above are accompanied by definition of the scope and objectives of the assignment, but assignments are not accompanied by detailed preliminary instructions regarding sources of information or the methodology to be employed. GS-9 historic preservationists are expected to plan their approach to the assignment and to follow recognized professional techniques in the accomplishment of the work. However, assistance is available to provide guidance should problems not previously encountered by the incumbent arise in the course of the work. Typically, completed work is reviewed in detail for completeness, adequacy of planning, soundness of judgment, adequacy of presentation, and conformance to professional standards.

Historic Preservationist GS-XXXX-11

Nature of assignment:

GS-11 assignments may involve continuing responsibility for the performance of a variety of historic preservation activities for a moderately large number of resources. Assignments typically involve problems of the type and complexity described at the preceding level in several or all phases of their accomplishment. GS-11 historic preservationists are expected to exercise a good understanding of the purposes of the projects and to consider matters such as the accessibility of source material and the time or other limitations involved in independently planning the details of project accomplishment. In resolving the problems presented by the assignment, GS-11 historic preservationists must employ (1) a good knowledge of available research sources, (2) a good grasp of the primary subject matter involved and of related subject-matter fields (in order to achieve complete coverage of significant sources), (3) sound critical judgment in the evaluation of sources and the establishment of historical “fact” and in the development of hypotheses to account for causal relationships, and (4) substantial skill in organizing and writing a narrative that sets forth a balanced and realistic picture of the subject under consideration.

Level of Responsibility:

Within the limitations imposed by the scope and objectives of the assignment, which are clearly defined by the supervisor or established by specific directives from higher echelons, GS-11 historic preservationists typically function with professional independence. They are responsible for developing working plans and blocking out the major areas of research for the accomplishment of the assignment, for determining the approaches and techniques to be employed, and for modifying working plans and approaches as necessary in the course of the study. Typically, only modifications to working plans that would have the effect of changing the scope or coverage of the assignment are discussed with the superior prior to implementation. Supervisory historic preservationists may, or may not, be available for consultation as the work progresses, although arrangements for such consultation are possible if significant problems are encountered.

Typically, the completed work of GS-11 historic preservationists is reviewed for completeness of coverage, soundness of conclusions, adequacy of presentation, and conformance to professional standards and agency policy rather than for the adequacy of the research or the methodology employed.

Historic preservationists engaged in documentation and research for installations are responsible for making recommendations as to the historic significance of the resources involved and the desirability or feasibility of restoration or reconstruction projects. Such recommendations are carefully reviewed at higher organizational echelons, both for their soundness in light of the supporting historical evidence and in light of overall program considerations.

In addition to personal work contacts of the type described at preceding levels, GS-11 historic preservationists establish and maintain continuing consultative relationships with fellow historic preservationists and others, both within and outside the federal government, including individuals in such related professional fields as architecture, archeology, political science, and economics. These contacts are for the purpose of maintaining current information regarding other historical work being done in their area of interest or for consultation or collaboration with subject-matter specialists in other professional disciplines.

*Historic Preservationist GS-XXXX-12**Nature of assignment:*

GS-12 assignments are distinguished from those at preceding levels by their broader scope, greater depth of treatment, more varied subject matter, greater need for sound critical judgment, and the increasing number of considerations which must be taken into account. Assignments of the type described above present substantial planning problems. The magnitude of some, but not all, assignments requires the historic preservationist to segment the work, either for accomplishment as a team effort or to reduce the assignment to component parts of manageable proportions. This segmentation requires the historic preservationist to employ a good knowledge of the subject-matter fields involved and potential sources of documentation, in order to anticipate the major difficulties as a part of the planning process. For those cases where the project is to be accomplished by team effort, planning is further complicated by the necessity to define precisely the scope and purpose of each segment in order to preserve the emphasis and perspective demanded of the whole.

Historic preservationists who are engaged in special projects must possess a good understanding of the purposes of the projects and the planning or operational needs of the agency officials who have requested them. Similarly, historic preservationists engaged in projects or studies in connection with the identification, recognition, preservation, restoration, reconstruction, or interpretation of historic resources of importance to the national historical heritage must be fully familiar with both the purposes to be served by their work and the place of their recommendations in the context of the nationwide program.

Level of Responsibility:

At this level, work assignments are usually expressed in terms of the subject areas to be covered or the objectives to be served by the project. Within this framework and the availability of time, GS-12 historic preservationists are allowed considerable latitude in setting the parameters of their assignments. They are responsible for developing and modifying working plans as necessary to meet the objectives of their assignments. The nature of the review of their completed work is essentially the same as that described at the GS-11 level. Some historic

preservationists at this and succeeding levels may be called upon for critical review and evaluation of the work of professional colleagues. Typically, this review relates to the methodology, all aspects of the subject matter of the work and the effectiveness of presentation, plus responsibility for exercising skill and judgment in offering criticisms and suggestions for improvements.

Recommendations made by GS-12 historic preservationists engaged in studies of historic resources or studies for the management of federal properties are accepted as being sound in light of the available historical documentation, but the recommendations are reviewed in the context of nationwide program considerations.

In addition to personal work contacts of the type described at preceding levels, GS-12 historic preservationists are required to establish and maintain continuing working relationships with such officials as needed to keep abreast of current policy, planning and operational problems, and to make known to those officials the background resources available to them through the medium of historical research.

Historic Preservationist GS-XXXX-13

Nature of assignment:

GS-13 level assignments embrace broad and varied subject matters and involve a substantial number of considerations. In addition to problems of the kind described at the GS-12 level, GS-13 assignments present major planning problems. Assignments frequently are defined only in terms of broad topics or areas to be covered. Within this framework, GS-13 historic preservationists employ a highly specialized knowledge of the subject-matter areas involved and a thorough understanding of the purposes to be served in developing definitions of the parameters of the project and in making determinations regarding those aspects of the assignment to be given particular emphasis. They develop all phases of the working plan, taking into account the time available for the accomplishment of the project and the number and experience level of the historic preservationists available for service as team members if the project is susceptible to a team approach. GS-13 historic preservationists usually are free to set the parameters of their studies. They are responsible for developing and modifying working plans as necessary to meet the objectives of the assignment. As at the preceding level, their completed

work is subject to review for completeness, soundness of judgment, adequacy of presentation and similar matters, and they are held accountable for the professional adequacy of their work.

Level of Responsibility:

At this level, work assignments typically are expressed in terms of the objectives to be served by multiple projects. GS-13 historic preservationists are responsible for determining the coverage of the subject and the emphasis to be given to certain subject-matter areas, and for developing and carrying out all phases of the working plan. In the case of studies conducted on a “team” basis, they may be responsible for the direction of team efforts and the integration of supporting studies into a cohesive and meaningful whole.

Recommendations made by GS-13 historic preservationists regarding the preservation, restoration, or reconstruction of historic resources or sites are given substantial weight by historic preservationists at higher organizational echelons in planning and making recommendations concerning nationwide programs.

In addition to personal work contacts of the type described at preceding levels, GS-13 historic preservationists are required to establish and maintain continuing working relationships with (1) scholars, historians and other research workers; (2) administrative and operating personnel in their own and other federal agencies; and (3) representatives of other public or private agencies or organizations including libraries, archives, and professional societies.

Historic Preservationist GS-XXXX-14

Nature of assignment:

GS-14 historic preservationists may be assigned individual or collaborative projects, or they may function as “team” leaders. Their assignments present the full range of planning, research, analysis, and synthesis and presentation problems described at the GS-13 level. However at this level, such problems are intensified by the broader scope or greater complexity of the subject matter involved. In addition to an authoritative knowledge of specialized subject-matter areas and a broad historical outlook based on wide knowledge of various historical fields, GS-14 historic preservationists

frequently are required to visualize and anticipate management's requirements for historical information for both current and long-range program planning and policy deliberations, and to tailor the scope and emphasis of their studies for the most effective use by management in making important program and policy decisions.

Level of Responsibility:

At this level, work assignments typically arise from the continuing requirements of the agency's cultural resources program or from the special needs of agency officials at the highest policy and program-planning echelons. Within the broad framework of agency policy or the expressed needs of agency officials, GS-14 historic preservationists are responsible for determining the scope, coverage, and emphasis of their studies; developing and carrying out their working plans; and producing a completed product which is accepted as authoritative.

GS-14 historic preservationists concerned with the preservation, restoration, reconstruction, and management of historic resources of major significance to the national historical heritage are considered as the agency authorities within their areas of specialization. Their recommendations regarding legislative proposals and similar matters relating to the agency have a major impact on the nationwide program.

In addition to the personal work contacts described at lower grade levels, GS-14 historic preservationists (in recognition of the authoritativeness of their knowledge within their special areas of competence) may be called upon to provide on-the-spot background historical data connected to urgent problems to agency officials at top management and policy levels, or to attend interagency or international conferences for the same purpose. For example, GS-14 historic preservationists could be expected to serve as expert witnesses before committees of Congress during hearings on legislation relating to federal properties.

5.3 Cultural Resources Manager Series

5.3.1 Series definition

This series covers positions that manage, supervise, lead, or perform professional research or scientific work in cultural resources management and preservation programs. Positions in this series typically serve as a staff

expert and consultant for matters dealing with the management and preservation of cultural resources, and they are responsible for developing, implementing, and overseeing cultural resources management and preservation programs and/or are expert resource people who participate in the development and implementation of cultural resources policies and guidelines.⁴⁸ Cultural Resources Managers advise, administer, and supervise work in any of the fields concerned with cultural resources and historic preservation. This is a supervisory interdisciplinary position and may be filled by any job series contained within the Cultural Resources Management Group.

5.3.2 Occupational information

Cultural Resources Managers in the federal government are responsible for managing the efficient and effective coordination and accomplishment of the planning, scoping, and direction of the cultural resources program. They are engaged in one or more of the following major areas of endeavor: (1) serves as the NAGPRA Coordinator, Historical Program/ Cultural Resources Program Coordinator; (2) applies a mastery of knowledge of management concepts, principles, methods, and practices as well as mastery of the technical knowledge and scientific principles relating to cultural resource management; (3) develops plan of studies pertinent to the execution of assigned projects with the program; (4) reviews and monitors overall program execution and makes adjustments as necessary based on circumstances and priorities; (5) manages and performs work involving project milestones and budgets, including allocating project funds to team members and monitoring performance to assure commitments are being maintained for all projects within the program; (6) reviews individual project progress, documents results of investigations, ensures project objectives, milestones, and budgets are accomplished, prepares and answers correspondence relevant to projects/programs, and prepares fact sheets, issue papers, and decision documents as necessary; (7) consults and coordinates activities with customers and sponsors, subject matter experts, representatives of other federal, state, and local government agencies (e.g., State Historic Preservation Offices, Advisory Council on Historic Preservation, Keeper of the National Register, etc.), business concerns, special interest groups

⁴⁸ Language is borrowed/adapted from NPS, "Cultural Resources Program Manager: Essential Competencies" (Washington, DC: National Park Service, rev. June 2000), accessed 12 January 2018, <https://www.nps.gov/training/npsonly/RSC/CRMSPEC.REV.doc>

(e.g., Native American Tribes), and others; and (8) exercises administrative and technical control over employees in grades to GS-12 and performs functions relating to review of work, including accepting or rejecting completed work.

5.3.3 Title

The title for positions in this series is Cultural Resources Manager. The core of this occupation is the requirement for a basic knowledge in one or more of the following fields: Archaeology, Architectural History, Conservation, Cultural Anthropology, Cultural Geography, Curation, Folklore, Historic Architecture, Historic Engineering, Historic Landscape Architecture, Historic Preservation Planning, Historic Preservation, and History. This position includes supervisory responsibilities of such significance that it requires supervisory qualifications be identified by the addition of the prefix “Supervisory” to the basic title. The supervisory functions are covered by the General Schedule Supervisory Guide.

5.3.4 Cultural Resources Manager positions

For the purposes of cultural resources manager positions, a Master’s degree in any of the following fields is required: Archaeology, Architectural History, Conservation, Cultural Anthropology, Cultural Geography, Curation, Folklore, Historic Architecture, Historic Engineering, Historic Landscape Architecture, Historic Preservation Planning, Historic Preservation, and History. The lowest GS position recommended is a GS-XXXX-12 and the highest is a GS-XXXX-15. For each increasing level of position (1215), the nature of assignments and the level of responsibility increases. For example, in the DoD there are very few of the higher-level positions at the installation level. For CRMs, the job level can depend on years of experience, amount of work to be done, size of facility, staffing, responsibilities, and position specifics.⁴⁹ Higher-level positions (GS-14 or GS-15) are typically at the headquarters level. Since no comprehensive survey of DoD CRM levels and responsibilities was completed for this project, all levels are listed in one group below. If CRM is to be an OPM classification, currently it seems that most positions top out at the GS-13

⁴⁹ There are classifications in the OPM system that do not have individual occupational requirements (for example series 0340 - Program Management Series). These would have to be created at the installation level.

level at installations, but it is likely these higher levels will need to be reviewed and added to accommodate the headquarters level.

Cultural Resources Manager GS-XXXX-12—GS-XXX-14

*Nature of assignment:*⁵⁰

Assignments usually are supervisory in nature and require the Cultural Resources Manager to function as a discipline professional in one of the academic fields listed above and as a developmental employee in other fields as necessary, in order to act as a principal advisor in the management of cultural resources. They provide general information and knowledge on the identification, evaluation, documentation, registration, treatment, and management of cultural resources by demonstrating extensive knowledge of laws, regulations, policies, and guidelines regarding the preservation and protection of cultural resources. Assignments include managing research on professional topics and cultural resource surveys and inventories, and using this research in the development and management of complex planning and preservation undertakings. Assignments may require the ability to collect, analyze, and synthesize scientific information from research, monitoring, resources management actions, and other sources of information to solve cultural resource management problems and to make use of computer applications and automated processes in doing so. Another type of assignment may involve collaborating with other disciplines in matters dealing with the preservation, treatment, and maintenance of cultural resources, and demonstrating extensive knowledge of the preservation treatments and preservation maintenance methods and practices needed to do so. It may also require the ability to identify appropriate specialists to carry out complex scientific and cultural preservation, mitigation, and restoration projects.

Another type of assignment involves program and project management of cultural resources, including the ability to work with an interdisciplinary team of cultural resource management disciplines. Knowledge of funding sources for cultural resources management, and the ability to develop and manage work plans and schedules, scopes of work, cost estimates, and budget proposals and/or grants to justify funding requests and accomplish

⁵⁰ Language borrowed/adapted from NPS, "Cultural Resources Program Manager: Essential Competencies."

goals may be required, as well as the ability to direct diverse and complex programs of cultural resources management. Another task may involve negotiating and preparing contracts and cooperative agreements, as well as the ability to coordinate the development of cultural resource management plans in areas with diverse and complex cultural resources. This assignment may also include developing and negotiating programmatic agreements with State Historic Preservation Officers and the Advisory Council on Historic Preservation to resolve complex cultural resource issues, and to maintain liaison with Native American Tribes and other traditionally associated groups. Another type of assignment typical of this level involves communicating in oral and written form to managers, colleagues, other professionals, and the public, as well as the ability to produce complex, clearly-written, well-documented studies of publishable quality to support planning, preservation, management, and public interpretation of cultural resources.

Level of Responsibility:

At this level, cultural resources managers work under limited supervision while exercising initiative, knowledge, skills, judgment, resourcefulness, and other methods in accomplishing all technical functions assigned. They provide guidance on the technical efforts required for the cultural resources program. They serve as a senior-level specialist in matters relating to the cultural resources. This work may include research, field investigation, laboratory analysis, library research, interpretation work, preparation of reports, and the development, administration, and supervision of historic properties studies accomplished by in-house staff or contractors. These efforts are integrated into the following: investigations and preparation of pre- and post-authorization planning reports, Programmatic Agreements, historic preservation compliance reports, Environmental Impact Statements, Environmental Assessments, permits, Design memoranda, plans and specifications, annual operating budgets, and operations and maintenance projects.

Cultural resources managers are responsible for providing technical guidance to lower-graded and/or contractor cultural resources personnel in the identification and evaluation of a complex and broad field of cultural and historical resources needs and in formulation of draft reports. They consult and advise cultural resource field coordinators through conferences, visits, and correspondence, and assign, direct, and review the

work of others assigned to assist in the foregoing work. They evaluate the overall performance of contractors.

Cultural resources managers are responsible for developing long-term cultural resources management plans. They must demonstrate professional knowledge in locating, recognizing, identifying and interpreting evidence of past cultural activities to the determination of significance of individual sites. They conduct or supervise cultural resources assessment studies, and prepare and review Scopes of Work (SOWs) for cultural resources surveys undertaken by others. They must maintain knowledge of cultural resources legislation and regulations ensuring conformance with established policies and procedures. They are also responsible for editing and reviewing reports prepared by in-house staff and contractors. They are responsible for exercising judgment in interpreting, selecting and using appropriate guidelines to accomplish overall objectives and mission.

Cultural resources managers provide supervision, guidance, advice, and interpretation of guidelines to lower-graded employees. They apply technical knowledge and experience in evaluating cultural resources to determine the level of work required to assure compliance with current agency regulations and federal legislation. They are responsible for coordinating compliance action with appropriate State Historical Preservation Offices, National Preservation Programs Division of the National Park Service, and the Advisory Council on Historic Preservation.

Cultural resource managers are also responsible for communicating and interacting with professionals from local, state, and federal agencies; as well as cultural resources professionals in universities, museums, and historical societies. This responsibility also may include attendance and participation in seminars on topics relative to assigned activities. They are also responsible for facilitating public understanding and involvement in the cultural resources program.

6 Proposed Job Descriptions and Qualification Standards

Job qualification standards define the minimum education and experience required to perform job duties. OPM publishes these qualification standards in its “Classification & Qualifications: General Schedule Qualification Standards.”⁵¹ These qualification standards are used in conjunction with position classification standards (discussed in Chapter 5), and position descriptions (discussed in Chapter 2) to develop the actual job announcement that will be posted to USA Jobs to hire cultural resources personnel. Job qualification standards line up one-for-one with job classifications. Ergo, qualification standards will not exist where there is no job classification. It is the absence of these qualification and classification standards in OPM guidance for key positions in the cultural resources management field that currently makes hiring the best qualified personnel to meet the critical needs of land managing federal agencies difficult, if not impossible. Chapter 5 presented proposed position classification standards for the CRM, Architectural History, and Historic Preservation job series. The current chapter provides proposed qualification standards and job description prototypes for documenting professional experience for each of these job series, to assist in the hiring process.

The qualification standards proposed in this chapter are heavily based on the established professional qualification standards for the historic preservation fields published in the Secretary’s *Standards* (discussed in Section 3.1). The job descriptions presented here also rely heavily on NPS procedures as published in the Code of Federal Regulations, 36 CFR Part 61 (1997; also see Appendix B). Following the format used in current job announcements (see Appendix A – Job Announcement Examples), a new job description is proposed that can be helpful in the hiring process of architectural historians, historic preservationists, and CRMs. As noted in section 1.3.2, job descriptions are not an official component in the OPM hiring system, but the information provided on academic background and documenting professional experience requirements in job descriptions will be useful in updating position descriptions and crafting job announcements, and in facilitating a better understanding by HR

⁵¹ Office of Personnel Management, “Classification & Qualifications: General Schedule Qualification Standards.”

personnel of the proposed new job positions. The job descriptions are intended to be used in conjunction with position descriptions that have been modified according to the new job classifications for the Cultural Resources Management Group as proposed in Section 4.1. Recall that position descriptions detail how the position is classified, the position's duties, Fair Labor Standards Act (FLSA) exemptions, conditions of employment, and the factors by which applicants will be evaluated (see Appendix C for examples of position descriptions).

6.1 Architectural Historian

6.1.1 Individual Occupational Requirements, Basic Requirements

Combination of Degree and Experience (A)

Degree: graduate degree in Architectural History; or Art History, or Historic Preservation programs, which include course work in American Architectural History; or a closely related field of study such as American Studies, American Civilization, Architecture, Landscape Architecture, Urban and Regional Planning, American History, Historic Preservation, or Public History that included course work in American Architectural History.

AND

Experience: a minimum of two (2) years of full-time professional experience applying the theories, methods, and practices of Architectural History that enable professional judgments to be made about the identification, evaluation, documentation, registration, or treatment of historic properties in the United States and its Territories; and products and activities that demonstrate the successful application of acquired proficiencies in the discipline to the practice of historic preservation (see Documenting Professional Experience below).

Combination of Degree and Experience (B)

Degree: undergraduate degree in Architectural History; or Art History, or Historic Preservation programs, which include course work in American Architectural History; or a closely related field of study such as American Studies, American Civilization, Architecture, Landscape Architecture, Urban and Regional Planning, American History, Historic Preservation, or

Public History that included course work in American Architectural History.

AND

Experience: a minimum of five (5) years of full-time professional experience applying the theories, methods, and practices of Architectural History that enable professional judgments to be made about the identification, evaluation, documentation, registration, or treatment of historic properties in the United States and its Territories; and products and activities that demonstrate the successful application of acquired proficiencies in the discipline to the practice of historic preservation (see Documenting Professional Experience below).

6.1.2 Documenting professional experience

Products and Activities: Professional experience and expertise must be documented through products and activities that demonstrate the successful application of acquired proficiencies in the discipline to the practice of historic preservation. A professional Architectural Historian typically has expertise in research, survey, documentation, and evaluation, of architectural resources, including buildings, structures, objects, and districts. Documentation of such experience is desirable Products and activities may include:

- Survey reports assessing the significance of historic properties.
- Historic structure reports.
- National Register documentation resulting in property listings or Determinations of Eligibility.
- Documentation that meets HABS/HAER standards for recording historic properties.
- Publications, which might include articles in regional, national, or international professional journals, monographs, books, or chapters in edited books, related to the preservation of historic structures.
- Presentations at regional, national, or international professional conferences related to the preservation of historic structures.
- Professional service on boards or committees of regional, national, or international professional organizations concerned with the preservation of historic structures.
- Working knowledge of historic preservation theory and practices.
- Knowledge of American architectural history.

- Experience using digital photography.
- The ability to identify character-defining features of historic architectural styles.

The above list is not comprehensive. Furthermore, it should be understood that not all of these products and activities are needed in order to meet the standard; rather, a combination of several products and activities would be more typical. If the applicant were documenting professional experience in one of the specializations, however, the majority of products and activities would naturally reflect that specialization.

6.2 Historic Preservationist

6.2.1 Individual Occupational Requirements, Basic Requirements

Combination of Degree and Experience (A)

Degree: graduate degree in Historic Preservation; or a closely related field of study such as American Studies, Architecture, Architectural History, Archaeology, History, and Historical or Cultural Geography, which included coursework in the designed environment, history and theory of preservation, historic preservation methods, techniques, and legislation (Federal, State, and local), plus a formal supervised practicum or internship for hands-on application of knowledge and technical skills in the field.

AND

Experience: a minimum of two (2) years of full-time professional experience applying the theories, methods, and practices of Historic Preservation that enables professional judgments to be made about the identification, evaluation, documentation, registration, or treatment of historic and prehistoric properties in the United States and its Territories; and products and activities that demonstrate the successful application of acquired proficiencies in the discipline to the practice of historic preservation (see Documenting Professional Experience below).

Combination of Degree and Experience (B)

Degree: undergraduate degree in Historic Preservation; or a closely related field of study such as American Studies, Architecture, Architectural History, Archaeology, History, and Historical or Cultural Geography,

which included coursework in the designed environment, history and theory of preservation, historic preservation methods, techniques, and legislation (Federal, State, and local), plus a formal supervised practicum or internship for hands-on application of knowledge and technical skills in the field.

AND

Experience: a minimum of five (5) years of full-time professional experience applying the theories, methods, and practices of Historic Preservation that enable professional judgments to be made about the identification, evaluation, documentation, registration, or treatment of historic and prehistoric properties in the United States and its Territories.

6.2.2 Discipline specializations

While most Historic Preservationists tend to be generalists, many specialize in such areas as Architectural, Landscape, and Community Design, Historic Building Technology, Preservation Economics, Preservation Law, Historic Preservation Planning, and Site Interpretation and Management.

6.2.3 Documenting professional experience

A professional Historic Preservationist typically has experience that demonstrates a well-grounded understanding of the principles, practices, laws and regulations, and diverse resources of historic preservation.

Products and Activities: Professional experience and expertise must be documented through “products and activities that demonstrate the successful application of acquired proficiencies in the discipline to the practice of historic preservation of historic or archeological resources.” Products and activities that meet the appropriate Secretary of the Interior’s standards for Archeology and Historic Preservation may include:

- National Register documentation that has resulted in property listings or Determinations of Eligibility.
- Survey reports assessing the significance of historic properties.
- Historic Structure Reports.
- Adaptive reuse plans or feasibility studies that make recommendations for preserving historic properties.

- Written opinions that have been accepted that assess the impact that an undertaking will have on historic or archeological properties.
- Historic District Ordinances that have been adopted by a local government.
- Documentation that meets HABS/HAER standards for recording historic properties.
- Publications, which might include articles in regional, national, or international professional journals, monographs, books, or chapters in edited books, related to historic preservation.
- Presentations at regional, national, or international professional conferences, symposia, workshops, or exhibits related to historic preservation.
- Professional service on boards or committees or regional, national, or international professional organizations concerned with historic preservation.
- Awards, research grants, research fellowships, or invitations to teaching posts.
- Working knowledge of historic preservation theory and practices.
- Experience using digital photography.

The above list is not comprehensive. Furthermore, it should be understood that not all of these products and activities are needed in order to meet the Standard; rather, a combination of several products and activities would be more typical. If the applicant were documenting professional experience in one of the specializations, however, the majority of products and activities would naturally reflect that specialization.

6.3 Cultural Resources Manager

6.3.1 Individual Occupational Requirements, Basic Requirements

Combination of Degree and Experience (A)

Degree: graduate degree in Archaeology, Architectural History, Conservation, Cultural Anthropology, Cultural Geography, Curation, Folklore, Historic Architecture, Historic Engineering, Historic Landscape Architecture, Historic Preservation Planning, Historic Preservation, or History; or a closely related field of study.

AND

Experience: a minimum of ten (10) years of full-time professional experience applying the theories, methods, and practices of Cultural Resources Management that enables professional judgments to be made about the identification, evaluation, documentation, registration, or treatment of historic and prehistoric properties in the United States and its Territories; and products and activities that demonstrate the successful application of acquired proficiencies in the discipline to the practice of historic preservation (see Documenting Professional Experience below).

Combination of Degree and Experience (B)

Degree: undergraduate degree in Archaeology, Architectural History, Conservation, Cultural Anthropology, Cultural Geography, Curation, Folklore, Historic Architecture, Historic Engineering, Historic Landscape Architecture, Historic Preservation Planning, Historic Preservation, or History; or a closely related field of study.

AND

Experience: a minimum of fifteen (15) years of full-time professional experience applying the theories, methods, and practices of Cultural Resources Management that enables professional judgments to be made about the identification, evaluation, documentation, registration, or treatment of historic and prehistoric properties in the United States and its Territories; and products and activities that demonstrate the successful application of acquired proficiencies in the discipline to the practice of historic preservation (see Documenting Professional Experience below).

6.3.2 Documenting professional experience

Products and Activities: Professional experience and expertise must be documented through “products and activities that demonstrate the successful application of acquired proficiencies in the discipline to the practice of management of cultural resources.” Products and activities may include:

- Survey reports assessing the significance of historic properties.
- Historic structure reports.
- National Register documentation resulting in property listings or Determinations of Eligibility.

- Documentation that meets HABS/HAER standards for recording historic properties.
- Publications, which might include articles in regional, national, or international professional journals, monographs, books, or chapters in edited books, related to the preservation of historic properties and/or field of discipline.
- Presentations at regional, national, or international professional conferences related to the preservation of historic properties.
- Professional service on boards or committees of regional, national, or international professional organizations concerned with the preservation of historic structures.
- Working knowledge of historic preservation theory and practices.
- Knowledge of American Architectural history.
- Experience using digital photography.
- The ability to identify character-defining features of historic architectural styles.
- Experience with management of personnel, and or programs.

The above list is not comprehensive. Furthermore, it should be understood that not all of these products and activities are needed in order to meet the Standard; rather, a combination of several products and activities would be more typical. If the applicant were documenting professional experience in one of the specializations, however, the majority of products and activities would naturally reflect that specialization.

7 Conclusions

This report provides job descriptions and qualifications for three positions: architectural historian, CRM, and historic preservationist as the deliverable for LRMP Project 13-713. Accurate job descriptions and qualifications for these three positions are needed to ensure the most qualified candidates are hired. It was also important to meet the NPS *Standards* in developing these job descriptions and qualifications, because doing so best enables federal compliance with the mandates of the NHPA. During their initial work, ERDC-CERL researchers realized that these three job positions do not currently exist in the OPM job classification system, and moreover, that job descriptions alone would not enable federal land-managing agencies to hire the best-qualified cultural resources personnel. The OPM job classification system is the framework through which personnel are hired in the federal government, so job descriptions and qualifications are not effective unless they line up with a job classification series that exists.

As a result of the needs just stated, this report proposes the creation of an OPM occupational group for what could be called the Cultural Resources Management Group, similar to the existing Natural Resources Management and Biological Sciences Group (Series 0400), and it also recommends the job classification series that should and should not be included in this new occupational group. This report therefore further recommends that OPM initiate a project to develop a JFS for professional work in the proposed Cultural Resources Management Group. Job classifications for three new positions—CRM, Architectural Historian, and Historic Preservationist—to be included within the proposed Cultural Resources Management Group—are also provided as part of this report. Additionally, this report identified additional job classifications beyond those recommended above—Cultural Resources Conservation, Cultural Anthropology, Cultural Geography, Historic Architect, Historic Landscape Architect, Historic Preservation Planning and Curation (Archaeology)—that will need to be created and defined in order to fully implement the proposed Cultural Resources Management Group.

Implementing these recommendations will facilitate a more efficient and streamlined process for hiring the best-qualified cultural resources personnel to meet the needs of federal land managing agencies.

The DoD, the NPS, the General Services Administration, and the other land-managing federal agencies that require a large number of cultural resources positions will need to join together and consult with OPM on needed changes to the OPM job classification system because OPM job classifications cannot be created specifically for each individual agency.

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Appendix A – Job Announcement Examples

This appendix provides examples of actual job announcements for architectural historians, historic preservationists and cultural resource managers that have been posted on USA jobs, PreserveNet,⁵² and from local sources. Examples of announcements for both federal jobs and state/local job are provided in order to show the impact that the current OPM hiring guidance has on the ability to hire the best-qualified personnel. The job announcements provided from PreserveNet and local sources offer excellent examples of how these positions should be advertised. The most significant difference between the federal and state job announcements provided here are in academic background and required experience. As stated in the report, the federal job announcements are restricted to using the qualifications and standards contained in the OPM system, which do not currently allow for personnel with the appropriate backgrounds and experiences.

Architectural Historian examples

From USA Jobs for Interdisciplinary Historian/Architect

DUTIES:

Lead work efforts among multiple organizational entities to complete environmental and cultural resources tasks.

Develop plans to support the organizations' environmental policy in accordance with established Environmental Acts (e.g., NEPA, the National Historic Preservation Act (NHPA), the American Indian Religious Freedom Act, Native American Graves Protection and Repatriation Act, and Archeological Resources Protection Act).

Implement investigative procedures for the preservation of historical/cultural sites.

QUALIFICATIONS REQUIRED:

⁵² PreserveNet is designed to provide preservationists with a comprehensive database of regularly updated internet resources and current professional and educational opportunities. It was established in 1994 as collaborative effort by preservation students of various universities.

In order to qualify for this position, your resume must provide sufficient experience and/or education, knowledge, skills, and abilities, to perform the duties of the specific position for which you are being considered. Your resume is the key means we have for evaluating your skills, knowledge, and abilities, as they relate to this position. Therefore, we encourage you to be clear and specific when describing your experience.

BASIC EDUCATION REQUIREMENT: For Historian Series (0170): Successfully completed a full 4-year degree in an accredited college or university in history; or related field that included at least 18 semester hours in history. Or have a combination of education and experience in courses equivalent to a major in history, or a major in a related field that included at least 18 semester hours in history, as shown above, plus appropriate experience or additional education.

For Architecture series (0808): Bachelors or higher degree from an accredited college or university in architecture that included 60 semester hours of course work in architecture or related disciplines of which at least (1) 30 semester hours were in architectural design, and (2) 6 semester hours were in each of the following: structural technology, properties of materials and methods of construction, and environmental control systems. Or have a combination of college-level education, training, and/or technical experience that furnished a thorough knowledge of the arts and sciences underlying professional architecture, and a good understanding, both theoretical and practical, of the architectural principles, methods, and techniques and their applications to the design and construction or improvement of buildings. The adequacy of my background is demonstrated by at least one of the following: 1) Related Curriculum: Degree from an accredited college or university in architectural engineering may be accepted as satisfying in full the basic requirements, provided the completed course work in architectural engineering provided knowledge, skills, and abilities substantially equivalent to those provided in the courses specified in response A; 2) Experience: An applicant lacking a degree in architecture must have had 1 year of experience in an architect's office or in architectural work for each year short of graduation from a program of study in architecture. In the absence of college courses, 5 years of such experience is required. This experience must have demonstrated that the applicant has acquired a thorough knowledge of the fundamental principles and theories of professional architecture. NOTE: Submit

sufficient supporting documentation to verify your related curriculum and/or experience.

SPECIALIZED EXPERIENCE: Your resume must demonstrate at least one year of specialized experience at or equivalent to the GS-11 grade level or pay band in the Federal service or equivalent experience in the private or public sector. Specialized experience is defined as experience that is typically in or related to the work of the position to be filled and has equipped you with the particular knowledge, skills, and abilities, to successfully perform the duties of the position. Specialized experience must demonstrate the following: performing site field investigations, evaluating properties for eligibility under the National Historic Preservation Act, documenting determinations, and providing oversight to ensure projects comply with applicable environmental laws and regulations.

From USA Jobs for Interdisciplinary Historian (Architectural)/Architect

DUTIES:

The major duties of this position include, but are not limited to the following:

- Assists the Secretary, Assistant Secretary, and other staff members in architectural design, art, and matters relating to: the preparation of projects submitted to the Commission for review; the conduct of public meetings each month regarding the public; and professional contacts relating to projects submitted to the Commission.
- Prepares submission case files, draft reports, and keeps complete and timely records of the Commission's actions.
- Responsible for the initial review and processing of incoming case materials for the Old Georgetown Act, Shipstead-Luce Act, and other assigned project cases.
- Examines incoming submission materials for completeness, legibility, and accuracy while carefully reviewing proposals for architectural design, historic preservation, civic design, landscape design within contexts that may be historic, monumental, or otherwise specialized.

- Visits and photographs sites of proposed projects.

- Contacts applicants, designers, and community representatives to assure full public notice, completeness of submission materials, and a clear understanding of any influencing factors.

- Assists other professional staff with presentations to the Commission of Fine Arts and the Old Georgetown Board regarding the various cases to be reviewed.

- Develops historical and architectural data for presentation during scheduled meetings or for publications relating to Washington buildings, monuments, fountains, parks, streets, and other architectural and planning features.

QUALIFICATIONS REQUIRED:

Historian (Architectural)

Education Requirements for All Grades:

1. Degree: history; or related field (such as historic preservation) that included at least 18 semester hours in history.

OR

2. Combination of education and experience—courses equivalent to a major in history, or a major in a related field that included at least 18 semester hours in history, as shown in A above, plus appropriate experience or additional education.

Evaluation of Graduate Education: Graduate study in the social sciences or humanities may also be credited when such study included training in historical research methodology; or the thesis approached the subject from an historical viewpoint and used professional historical research methodology and techniques in its preparation.

Architect: Basic Requirements:

1. Degree: architecture; or related field (such as historic preservation) that included 60 semester hours of course work in architecture or related disciplines of which at least (1) 30 semester hours were in architectural design, and (2) 6 semester hours were in each of the following: structural technology, properties of materials and methods of construction, and environmental control systems.

OR

2. Combination of education and experience -- college-level education, training, and/or technical experience that furnished (1) a thorough knowledge of the arts and sciences underlying professional architecture, and (2) a good understanding, both theoretical and practical, of the architectural principles, methods, and techniques and their applications to the design and construction or improvement of buildings. The adequacy of such background must be demonstrated by at least one of the following:

1. Related Curriculum: Degree in architectural engineering may be accepted as satisfying in full the basic requirements, provided the completed course work in architectural engineering provided knowledge, skills, and abilities substantially equivalent to those provided in the courses specified in paragraph A. The curriculum for a degree in either architecture or architectural engineering covers function, esthetics, site, structure, economics, mechanical-electrical, and other engineering problems related to the design and construction of buildings primarily (but not exclusively) intended to house human activities. The courses required for a degree in architecture generally place emphasis upon planning, esthetics, and materials and methods of construction, while the courses for an architectural engineering degree place equal or greater weight on the technical engineering aspects such as structural systems, mechanical systems, and the properties of materials. Because of this difference in emphasis, persons with degrees in architecture may have a preference for work assignments that offer greater opportunities for them to express their artistic and creative abilities. As a result, they may be more concerned with planning and design aspects of architecture, and persons with degrees in architectural engineering may be more engaged in aspects emphasizing technical engineering considerations.

2. Experience: An applicant lacking a degree in architecture must have had 1 year of experience in an architect's office or in architectural work for each year short of graduation from a program of study in architecture. In the absence of college courses, 5 years of such experience is required. This experience must have demonstrated that the applicant has acquired a thorough knowledge of the fundamental principles and theories of professional architecture.

In addition to the Educational requirements applicants must meet the following:

Specialized Experience Requirement for GS-11: One year of specialized experience equivalent to the GS-09 grade level. This experience is defined as carrying out historical documentation or research studies involving themes of art, architecture, landscape design, historic preservation, city planning, or another closely related topic. This experience must have included preparing recommendations as to the historic significance of the sites involved.

OR

Instead of specialized experience applicants may substitute directly related education that included 3 years of progressively higher level graduate education leading to a PhD degree or PhD or equivalent doctoral degree.

OR

A combination of education and specialized experience.

Specialized Experience Requirement for the GS-12: One year of specialized experience equivalent to the GS-11 grade level. This experience is defined as carrying out long-range documentation or historical research studies which required the compilation of material from multiple specialized fields, including art, architecture, landscape design, historic preservation, and/or city planning. Qualifying experience at this level must have included: conducting a full study of the overall history of a multi-mission organization; planning and carrying out a series of definitive studies of historic sites, representing a broad range of historic events and time periods in the political, military, economic, and

cultural developments for a geographic area; and/or reviewing construction or remodeling proposals for compatibility with the historical architecture of the area.

From a York, Pennsylvania, Architectural Historian job description

QUALIFICATIONS:

- Education: A Master's Degree from an accredited institution with training in historic preservation, architecture and construction management. Must meet 36 CFR Part 61 qualifications for a professional preservationist. Knowledge of requirements and procedures for the National Register of Historic Places, the Historic Preservation Act of 1966, the Secretary of the Interior's Standards for Rehabilitation, and other applicable preservation standards and laws.
- Working knowledge of historic preservation theory and practices, rehabilitation techniques, financing and real estate practices, and architectural history.
- Demonstrated comprehension and experience applying Section 106 of the National Historic Preservation Act and other laws and regulations relating to cultural resources management (CRM) and historic preservation planning (HPP).
- Outstanding historical research, digital photography, historic architecture identification, and technical writing skills and oral communication.
- The ability to produce technical written materials that meet the Secretary of the Interior's Standards and Guidelines for Archaeology and Historic Preservation and other federal and state review agency standards and guidelines.

RESPONSIBILITIES:

- 1) initiate and direct the process of nominating properties to and removing properties from the National Register of Historic Places;
- 2) participate in the review of grant projects for the evaluation and registration of properties with historical and architectural significance;

- 3) oversee and coordinate Part 1 Applications for the Federal Tax Certification Process;
- 4) participate with the survey program to identify and evaluate properties of historical and architectural significance;
- 5) provide expertise and advises the SHPO Manager of Government Programs & Compliance in the review of projects that may affect properties eligible for or listed in the National Register;
- 6) participate in the development and implementation of the statewide comprehensive preservation planning process; and
- 7) participate in public education.

From Fort Monroe Authority for Architectural Historian

Responsibilities:

1. Conducts reviews of projects at Fort Monroe to evaluate the effects to historic properties.
2. Makes on-site inspections to interpret specific landscape and rehabilitation issues and to identify solutions.
3. Promotes appropriate treatment measures by providing technical assistance and guidance on preservation technologies and procedures.
4. Provides training in requirement for historic resources and/or available preservation tools, references and resources.
5. Supports marketing and real estate activities as the historic preservation expert at Fort Monroe.
6. Acts as liaison between the Commonwealth and project proponents, providing positive guidance with consideration of the preservation issues, public benefit, and state initiatives.
7. Makes determinations for the Commonwealth regarding the potential effect of proposed projects on historic properties in collaboration with the VA Department of Historic Resources (DHR).

8. Coordinates projects with DHR and the Authority in accordance with the Programmatic Agreement when potential effects to historic properties are found.

9. Responsible for developing formal agreement documents among the project proponent(s), the DHR, the Authority, and appropriate stakeholders.

10. Ensures an appropriate level of public and stakeholder involvement in the review process, through development and implementation of a public on historic preservation issues

Requirements:

- Applicants must meet The Secretary of the Interior's Professional Qualification Standards in at least one of the following: Architectural History, Architecture, Historic Architecture or related fields [wwwhttps://wwwnpsgov/history/local-law/gis/html/qual.shtml](https://www.nps.gov/history/local-law/gis/html/qual.shtml).
- Minimum of Bachelor's Degree in Architectural History, Historic Preservation or closely related field plus experience level(s) as defined in The Secretary of the Interior's Professional Qualification Standards Master's Degree preferred.
- Knowledge of and experience in applying The Secretary of the Interior's Standards for the Treatment of Historic Properties.
- Demonstrated experience in cultural resource management.
- Demonstrated experience in working as part of an interdisciplinary team.
- Ability to manage numerous projects and adhere to time sensitive review processes.
- Flexibility and ability to manage multiple priorities in a fast moving environment.

- Experience working with and interacting with a State Historic Preservation Office (SHPO) review processes a plus.
- Ability to instruct/guide others positively.
- Excellent oral and written communication skills.

Historic Preservationist examples

From PreserveNet for Historic Preservation Officer, Virginia City, Missouri

Details

The Town of Virginia City is requesting applications from qualified candidates for the position of Historic Preservation Officer. This position is responsible for the development and function of the town historic preservation office, including building permit review, public outreach, and administration of local zoning and development design guidelines. The Town of Virginia City is additionally a recognized Certified Local Government, with the Historic Preservation Officer responsible for maintaining program compliance in cooperation with Montana SHPO.

Virginia City is the former Montana Territorial capital, and one of the nation's oldest National Historic Landmarks. The town contains some of the most unique and best preserved examples of pioneer heritage in the American west, including vernacular and styled architecture, three historic cemeteries, and historic roadways forming a complex historic built environment.

The qualified candidate should hold an advanced degree in Historic Preservation, History, Archaeology, Anthropology, or related discipline and have working knowledge of state and federal Historic Preservation and Cultural Resource regulations and guidelines.

From PreserveNet for Historic Preservation Specialist, Tennessee, Historical Commission

Minimum Qualifications:

Education and Experience: Graduation from an accredited college or university with a bachelor's degree in Historic Preservation, History,

Architecture, Architectural History, or other historic preservation related field and experience equivalent to two years of full-time professional experience in Historic Preservation or related work.

Substitution of Education for Experience: Graduate coursework in Historic Preservation, History, Architecture, Architectural History or related acceptable field may be substituted for the required experience, on a year-for-year basis, to a maximum of one year (24 semester/36 quarter hours is equivalent to one year).

Job Overview:

Summary: Under general supervision, is responsible for professional historic preservation work of considerable difficulty; and performs related work as required.

Distinguishing Features: This is the advanced working level classification of the Historic Preservation Specialist sub-series. An employee in this class coordinates and conducts various historic preservation programs. This class differs from the Historic Preservation Associate in that an incumbent of the latter is the entry level class. This class differs from the Historic Preservation Specialist Supervisor in that an incumbent of the latter is the supervisory class in the Historic Preservation Specialist sub-series.

Work Activities:

Resolving Conflicts and Negotiating with Others:

1. Coordinates mitigation plans with other agencies and individuals by developing a plan of agreement and oversees the implementation of mitigation plans by reviewing project plans and verifying that conditions of contracts are being met.
2. Negotiates agreements with agencies and other stakeholders to streamline project reviews, define procedures, and/or resolve issues related to historic preservation.

Getting Information:

1. Coordinates the preparation and review of cultural resource surveys consisting of urban and rural areas of the state to locate, identify, photograph, map, and collect data on building sites, structures and objects.
2. Coordinates and conducts research using primary and secondary sources, writes architectural descriptions of properties, and composes statements of historical or architectural significance.

Evaluating Information to Determine Compliance with Standards:

1. Prepares and/or reviews documentation for compliance with other applicable federal laws, such as Section 4(f) of the U.S. Department of Transportation Act of 1966, as amended.
2. Coordinates, prepares and/or reviews documentation of all federally funded or licensed projects in the state to determine the effect of such projects on properties listed on or eligible to be listed in the National Register of Historic Places.
3. Reviews construction documents with architects, contractors and consultants, and advises the applicability of the Secretary of the Interior's Standards for the Treatment of Historic Properties.
4. Review documentation for completeness and accuracy.
5. Reviews project documentation for compliance with applicable federal and state laws and regulations.
6. Coordinates, prepares and/or reviews documentation of all applicable state funded projects to determine the effect of such projects on properties listed on or eligible to be listed in the National Register of Historic Places.
7. Determine criteria and areas of significance for National Register nominations and determinations of eligibility.
8. Coordinates and reviews applications and plans for the Investment Tax Credit to ensure compliance with the Secretary of the Interior's Standards for Rehabilitation.

9. Reviews plans for project documentation for state, federal, and local projects.
10. Prepares and/or reviews program memoranda of understanding to determine applicability and compliance of individual projects.
11. Manages the daily operations of specific programs and ongoing projects by personally monitoring operations and conferring with the appropriate personnel to assess progress, identify problems, and recommend appropriate actions to maximize and maintain efficiency.
12. Coordinates and prepares operational memoranda of understanding through consultation with other state agencies to determine compliance.
13. Work on an ongoing basis with Certified Local Governments (CLGs) to ensure compliance with appropriate federal, state, and local laws and regulations.

Processing Information:

1. Coordinates and edits National Register nominations and reports prepared by others.
2. Coordinates, compiles, calculates, and verifies information for historic preservation projects and/or issues.
3. Prepare capital budget requests.

Monitoring and Controlling Resources:

1. Coordinates, writes, implements and monitors the consultant contracting and/or grant process, including but not limited to: proposals, requests for proposals (RFP's), invoices, reimbursements, etc.
2. Prepare the capital budget request and other necessary documents.
3. Oversee Major Maintenance Work Program fund.

Analyzing Data or Information:

1. Oversees and administers the Capital Budget process and projects of the Tennessee Historical Commission.
2. Determine historic and architectural significance, type of architectural features, date of construction, and school of architecture for cultural resource surveys.
3. Prioritizes and determines capital outlay and maintenance needs.

Updating and Using Relevant Knowledge:

1. Reviews and maintains familiarity with appropriate state and federal regulations, policies, and laws and updates staff.

Interpreting the Meaning of Information for Others:

1. Coordinates reviews and/or prepares nominations to the National Register of Historic Places and/or determines eligibility.
2. Make presentations to stakeholders and partners publicizing and promoting historic preservation programs

Developing and Building Teams:

1. Coordinate all project work with consultants, contractors, requisite state agencies, and non-profit organizations.

Guiding, Directing, and Motivating Subordinates:

1. Provide oversight and supervision to historic sites owned by the State of Tennessee.

Developing Objectives and Strategies:

1. Establishes long range objectives and specifies strategies and actions to achieve them for state owned historic sites.

Drafting, Laying Out, and Specifying Technical Devices, Parts, and Equipment:

1. Interprets, reviews, and/or creates architectural drawings and specifications.

Monitor Processes, Materials, or Surroundings:

1. Monitors and tracks historic preservation mitigation plans and historic preservation commitments.
2. Monitors progress of preservation projects.

Making Decisions and Solving Problems:

1. Recommend materials and construction techniques for preservation projects.

Thinking Creatively:

1. Thinks creatively to avoid, minimize, and mitigate project impacts and effects to historic sites.
2. Creates and designs outreach material, such as: publications, social media, etc., in an instructive and appealing manner.

Inspecting Equipment, Structures, or Material:

1. Inspect buildings, sites, objects, structures or materials to identify condition and/or cause of problem(s).

Judging the Qualities of Things, Services, or People:

1. Evaluate insurance of state property.
2. Assess quality of building materials and components for preservation projects.

Communicating with Persons Outside Organization:

1. Advises, coordinates, and consults with federal and state agencies, local government officials, private organizations and individuals on methods of surveying, evaluating, and preserving historic properties.

2. Responds to inquiries and/or concerns from the public.
3. Attend meetings with internal and external stakeholders, in various locations and at various times.

Estimating the Quantifiable Characteristics of Products, Events, or Information:

1. Estimates quantities and determines costs, resources, or materials for preservation projects.

Provide Consultation and Advice to Others:

1. Provides technical assistance related to cultural resources on an ongoing and/or emergency basis.

Communicating with Supervisors, Peers, or Subordinates:

1. Provide effective communication to supervisors or peers, by telephone, email, verbally, etc.
2. Advise management about issues of concern, as they occur.
3. Communicate with higher level staff members.

Selling or Influencing Others:

1. Build consensus among stakeholders, in order to further the mission and goals.
2. Make presentations to internal and external stakeholders.

Establishing and Maintaining Interpersonal Relationships:

1. Foster professional relationships with stakeholders.

Training and Teaching Others:

1. Develops and conducts training and educational programs for preservation related issues.

Interacting With Computers:

1. Demonstrate proficiency in the use of various software programs, such as word processing, spreadsheets, databases, Geographic Information Systems (GIS), etc.
2. Enters and/or approves time, leave and/or travel within the designated computer program, in a proper and timely manner.
3. Convert archival data to electronic format.

Organizing, Planning, and Prioritizing Work:

1. Prioritizes work assignments in the office and in the field daily to ensure goals are met.
2. Complete required documentation for travel and/or field use of vehicle (i.e. mileage logs, travel time, vehicle inspection checklist, etc.).

Documenting/Recording Information:

1. Researches, writes, and edits text for historical markers and coordinates production and erection with the manufacturer and the Department of Transportation.

Operating Vehicles, Mechanized Devices, or Equipment:

1. Operate personal or assigned vehicles in accordance with agency policy and procedures, as well as all traffic laws.

Performing General Physical Activities:

1. Perform physical activities, such as, walking (i.e. ditches, uneven terrain, etc.), wading in water, climbing, lifting, carrying, etc. under varying environmental conditions.

Scheduling Work and Activities:

1. Coordinates, plans and implement special events.

Historic Preservation Officer for Housing and Community Development, City of Baltimore

Class Description

A Historic Preservation Officer provides comprehensive oversight and administrative management of the Department of Housing and Community Development compliance with historic preservation requirements for its federal and state assisted housing programs and individual programs. Work of this class involves no supervisory duties or responsibilities.

Incumbents receive moderate supervision from a senior manager. Employees in this class work a conventional workweek that may include some evening and weekend hours. Work is performed in an office where normal working conditions are encountered. Work requires minimal physical exertion.

Selection Process

All candidates indicating the minimum qualifications on their applications will be placed on the eligible list without further examination. The license, training and experience of each candidate will be evaluated for appropriateness and quantity. It is essential, therefore, that you give complete and accurate information on your application. Vagueness or omission may prevent you from being considered for the position. Qualified candidates will not be listed in rank order.

Minimum Qualifications

On or before the date of filing the application, each candidate must:

Have a valid Maryland Class C Noncommercial driver's license or an equivalent driver's license and eligibility to obtain a Baltimore City driver's permit, AND

Have a Master's degree in art history, fine arts, history, historic preservation, architecture, architectural history or city planning from an accredited college or university.

Cultural Resources Manager examples

From USA jobs announcement for the National Park Service

DUTIES:

At the GS-09 grade level, the duties will be performed under closer supervision:

- Develops, implements, and manages work and project plans for various cultural resources projects. This includes creating schedules, developing scope of work, proposals, cost estimates, budgets, progress reports, etc.
- Reviews projects or actions for their cultural impacts and related legal compliance with applicable laws.
- Manages, monitors, inventories, preserves, restores and maintains museum collections and historic sites and assets.
- Coordinates the collection of data and images into digital form and maintains and shares such files as appropriate.
- Identifies research needs and coordinates and supports research activities.
- May supervise seasonal, temporary, permanent, or volunteer personnel but less than 25% of the incumbent's time.

QUALIFICATIONS REQUIRED:

Basic Requirements for 0190, Anthropology Series

A. Successful completion of a degree in an appropriate field of anthropology from an accredited institution OR

B. Combination of education and experience which includes courses equivalent to a major, or a combination of courses totaling at least 24 semester hours in an appropriate field of anthropology, or related course work, plus appropriate experience or additional education OR

C. Four years of appropriate experience in anthropology performing research, museum work, or similar professional-level work.

Basic Requirements for 0193, Archeology Series

A. Successful completion of a degree that included 3 semester hours each in the following course areas: 1) history of archeology; 2) archeology of a major geographical area such as North America or Africa; 3) regional archeology, archeological cultures, or sites in a specific part or portion of a major geographical area to acquire or develop a foundation for regional specialization for professional development; and 4) theory and methods of archeology. Methods include, but are not limited to, typology, classification, sampling, cultural evolution, diffusion, dating, and analytical technique; 5) archeological field school, to provide a basic understanding of theoretical and practical approaches to research design implementation, field preservation techniques, and report preparation by participation in actual field work; AND six semester hours of related course work in: a) geography, geology, or cultural geography; b) history, historiography, or historical archeology; c) environmental studies; d) scientific writing (nonfiction English composition); and/or e) surveying; AND Archeological field school OR

B. Successful completion of a degree in a Related Curriculum -- degree in anthropology (with emphasis on ethnology, physical anthropology, or scientific linguistics), history, American studies, or a related discipline may be accepted as satisfying in full the educational requirements, provided the curriculum supplied academic course work sufficiently similar to the requirements in "A" (including archeological field school) OR

C. Combination of college-level education or training that provided knowledge equivalent to that described above in "A," plus appropriate technical experience or additional education OR

D. Four years of archeological work experience that demonstrated a thorough knowledge of the fundamental principles and theories of professional archeology. The work experience included archeology field experience, which may include that gained in an archeological field school. Field experience should have included a combination of professional experience in archeological survey, excavation, laboratory

analysis, and preparation of written materials. Applicants with such field experience should, after additional experience under the direction of a higher grade archeologist, be able to demonstrate the ability to be a crew chief, directing the work of others at a single location as a part of a larger archeological project.

Basic Requirements for 0170, History Series

A. Successful completion of a degree in history; or related field that included at least 18 semester hours in history OR

B. Combination of education and experience: courses equivalent to a major in history, or a major in a related field that included at least 18 semester hours in history, as shown in A above, plus appropriate experience or additional education.

Basic Requirements for 1015, Museum Curator Series

A. Successful completion of a degree in museum work or in an applicable subject-matter field from an accredited institution OR

B. Combination of education and experience which includes courses equivalent to a major, as shown in “A” above, plus appropriate experience or additional education OR

C. Four years of experience that provided knowledge comparable to that normally acquired through the successful completion of the 4-year course of study as shown in “A” above.

In addition to meeting the basic requirements above, you must meet the following to qualify for the GS-09 grade level:

A. One year of specialized experience comparable in scope and responsibility to the GS-07 level in the Federal service (obtained in either the public or private sectors) which involved performing activities such as: 1) preparing management and action plans for a cultural resources program; 2) working and coordinating with peers in different professional disciplines to accomplish program goals and objectives; and 3) collecting and analyzing scientific information from research,

monitoring, and/or management actions pertinent to cultural resources
OR

B. Successful completion of two full years of progressively higher level graduate education leading to a master's degree or equivalent graduate degree from an accredited institution OR

C. Combination of Experience and Education: To calculate your percentage of qualifying graduate education, divide your number of semester hours in excess of 18 semester hours by 18 or the number your school uses to represent one year of full time graduate academic study. To calculate your percentage of experience, divide your months of qualifying specialized experience by 12. Add the two percentages. They must equal 100% to qualify using this option.

In addition to meeting the basic requirements above, you must meet the following to qualify for the GS-11 grade level:

A. One year of specialized experience comparable in scope and responsibility to the GS-09 level in the Federal service (obtained in either the public or private sectors) which involved performing activities such as: 1) managing a cultural resources program involving a variety of disciplines (i.e. history, anthropology, archeology, landscape architecture, architecture, museum curation); 2) applying knowledge of the protection of cultural and natural resources to daily work assignments and projects; 3) serving as a technical advisor to management and peers on cultural resources management topics; and 4) identifying research needs and coordinating monitoring of resource conditions OR

B. Successful completion of three full years of progressively higher level graduate education leading to a PhD degree or equivalent doctoral degree from an accredited institution OR

C. Combination of Experience and Education: To calculate your percentage of qualifying graduate education, divide your number of semester hours in excess of 36 semester hours by 18 or the number your school uses to represent one year of full time graduate academic study. To calculate your percentage of experience, divide your months of

qualifying specialized experience by 12. Add the two percentages. They must equal 100% to qualify using this option.

From USA Jobs for Cultural Resources Program Manager, Hurricane Sandy Recovery Team

DUTIES:

MAJOR DUTIES: Incumbent serves as the Cultural Resources Program Manager for the Hurricane Sandy Recovery Team located in Staten Island, NY. Incumbent serves as a senior principal advisor in the management of cultural resources and is responsible for program development and implementation. Directs an intricate program of cultural resources management activities that involve sensitive and complex issues that may impact a wide variety of park issues.

PHYSICAL DEMANDS: The position may require strenuous physical activity including periods of standing, walking, climbing, and lifting and carrying heavy objects. Some activities will occur in physically dangerous areas or settings. Documentary research and report writing work is sedentary, which entails the ability to concentrate and write for long periods of time.

WORK ENVIRONMENT: Work is performed primarily indoors. Occasionally, work may be performed outdoors in all types of weather and conditions. Outdoor assignments may be performed in potentially hazardous areas.

QUALIFICATIONS: To be eligible for this position, you must possess the qualifying specialized experience and/or education as well as selective factors as described in the occupational/assessment questionnaire and as outlined below. Applicants must meet one of the **BASIC EDUCATION REQUIREMENTS** and then must meet the **SPECIALIZED EXPERIENCE** for the GS-12 grade level.

Basic Requirement for Historian:

A. Degree in history or related field that included at least 18 semester hours in history.

B. Combination of education and experience--courses equivalent to a major in history, or a major in a related field that included at least 18 semester hours in history, as shown in B above, plus appropriate experience or additional education.

Basic Requirement for Archaeologist:

A. Successfully completed a full 4-year course of study in an accredited college or university leading to a bachelor's or higher degree that included 3 semester hours each in the following course areas: History of archeology; Archeology of a major geographical area such as North America or Africa; Regional archeology, archaeological cultures, or sites in a specific part or portion of a major geographical area to acquire or develop a foundation for regional specialization for professional development; Theory and methods of archeology (methods include, but are not limited to, typology, classification, sampling, cultural evolution, diffusion, dating, and analytical techniques); Archaeological field school, provided a basic understanding of theoretical and practical approaches to research design implementation, field preservation techniques, and report preparation by participation in actual field work; AND six semester hours of related course work in: geography, geology, or cultural geography; history, historiography, or historical archeology; environmental studies; scientific writing (nonfiction English composition); and/or surveying; AND Archaeological field school OR Related Curriculum: Successful completion of a full 4-year course of study in an accredited college or university leading to a bachelor's or higher degree in anthropology (with emphasis on ethnology, physical anthropology, or scientific linguistics), history, American studies, or a related discipline, provided the curriculum supplied academic course work sufficiently similar to the requirements stated above (including archaeological field school).

B. Combination of education and experience that provided knowledge equivalent to that described in A above, plus appropriate additional education or technical experience to total 4 years This combination must have demonstrated that you possess the knowledge, skills, and abilities required to perform the work of an archaeologist comparable to that normally acquired through the successful completion of a full 4-year course of study.

C. Four year of archaeological work experience that demonstrated a thorough knowledge of the fundamental principles and theories of professional archeology. The work experience must have included archeology field experience, which may include that gained in an archaeological field school. Field experience should have included a combination of professional experience in archaeological survey, excavation, laboratory analysis, and preparation of written materials. Applicants with such field experience should, after additional experience under the direction of a higher level archaeologist be able to demonstrate the ability to be a crew chief, directing the work of others at a single location as a part of a larger archaeological project.

Basic Requirement for Museum Curator:

A. Degree in museum work, or in an applicable subject-matter field.

B. Combination of education and experience that provided knowledge equivalent to that described in A above, plus appropriate additional education or technical experience total 4 years. This combination must have demonstrated that you possess the knowledge, skills, and abilities required to perform the work of a museum curator comparable to that normally acquired through the successful completion of a full 4-year course of study.

C. Four years of experience that provided knowledge comparable to that normally acquired through the successful completion of the 4-year course of study as shown in A above.

Basic Requirement for Anthropology:

A. Degree in appropriate field of anthropology.

B. Combination of education and experience equivalent to a major, or a combination of courses totaling at least 24 semester hours, that provided knowledge equivalent to that described in A above, plus appropriate additional education or technical experience total 4 years.

C. Four years of appropriate experience in anthropology performing research, museum work, or similar professional-level work.

Basic Requirement for Landscape Architect:

- A. Degree in landscape architecture or landscape design.

- B. Combination of education and experience. For each year short of graduation, you must have had one year of experience under professional leadership and guidance of such character and diversity as to be a satisfactory substitute for the required education. This experience must have included original landscape design.

Basic Requirement for Architect:

- A. Degree in architecture or related field that included 60 semester hours of course work in architecture or related disciplines of which at least (1) 30 semester hours were in architectural design, and (2) 6 semester hours were in each of the following: structural technology, properties of materials and methods of construction, and environmental control systems.

- B. Combination of experience and education - college-level education, training, and/or technical experience that furnished (1) a thorough knowledge of the arts and sciences underlying professional architecture, and (2) a good understanding both theoretical and practical, of the architectural principles, methods, and techniques and their applications to the design and construction or improvement of buildings.

Specialized Experience for the GS-12 Grade Level: Applicants must meet one of the above basic requirements and then meets the specialized experience requirements below:

One year of specialized experience equivalent to the GS-11 grade level in the federal service. Examples of specialized experience include but are not limited to: experience in overseeing programs that emphasize archaeological, historical, or cultural programs/issues; monitoring and evaluating resource management activities and communicating with the scientific community and other organizations on resources issues; planning and coordinating scientific research and identifying causes and effects in developing management control techniques.

From PreserveNet for Cultural Resources Specialist

POSITION

A Cultural Resources Specialist (Research Associate II Special) position is available with the Center for Environmental Management of Military Lands (CEMML). Located at Fort Lee, Virginia, the position will provide expertise related to cultural resources management and curation for the Fort Lee Cultural Resources Management Program.

RESPONSIBILITIES

- **Curatorial Services:** The Fort Lee Curation Facility is the repository for all cultural resources collections from Fort Lee and serves as a Regional Archaeological Curation Facility for collections from other federal agencies. Tasks include: collections archiving including accessioning and cataloging new collections, preparing collections for temporary loan and/or analyses, and repackaging of collections to meet the standards identified in 36 CFR §79. The specialist will provide maintenance and oversight of the artifact inventory database to include new and existing collections as well as site data information, support for the maintenance and security of the building and grounds, and moving materials between storage areas. This task also includes developing and maintaining new or existing exhibits within the Fort Lee Curation Facility
- **Coordination of Cultural Resources Educational Opportunities:** Participate and assist the Cultural Resources Manager in education programs to include schools, local interest groups, and the Fort Lee community. Coordinate efforts with Fort Lee museums to enhance public awareness of cultural resources on Fort Lee.
- **Artifacts and Collections Database:** Provide data entry and quality control over the artifact and collections database. Provide and implement customization over database, tailoring it to meet the needs of the Fort Lee Regional Archaeological Curation Facility.
- **Outreach and Educational Materials:** Based on Virginia Standards of Learning (SOL), develop a suite of lesson plans focused on outreach activities for various age groups.

MINIMUM QUALIFICATIONS

The successful candidate must demonstrate U.S. employment eligibility. CEMML will not provide visa sponsorship for this position. A BS/BA degree in museum studies, archaeology, or a closely related field is required. Two years of professional experience in archaeological collections management and curation is necessary. The successful applicant must have knowledge of laws and regulations applicable to the protection and preservation of cultural resources, e.g., the National Historic Preservation Act, and demonstrated excellence in oral and written communication skills. Candidates must have a valid driver's license or the ability to obtain one.

DESIRABLE QUALIFICATIONS

An MS/MA degree in archaeology or closely related field is a plus. Experience with the federal curation Regulation, 36 CFR 79, and archaeological collections management is beneficial. Experience with archiving, including accessioning and cataloging new collections and preparing collections for temporary loan and/or maintenance is preferred. Experience conducting archaeology.

Appendix B – National Park Service Standards

Architectural history

The definition below and standards that follow are those used by the NPS.⁵³

Architectural History is the study of the development of building practices through written records and design and the examination of structures, sites, and objects in order to determine their relationship to preceding, contemporary, and subsequent architecture and events.

Standard for architectural historian

(a) The applicant, employee, consultant, or advisor will have a graduate degree in Architectural History or a closely related field of study (see Academic Background for Architectural History), plus a minimum of two (2) years of full-time professional experience applying the theories, methods, and practices of Architectural History that enables professional judgments to be made about the identification, evaluation, documentation, registration, or treatment of historic properties in the United States and its Territories; and products and activities that demonstrate the successful application of acquired proficiencies in the discipline to the practice of historic preservation (see Documenting Professional Experience for Architectural Historians); or * * * (b) An undergraduate degree in Architectural History or a closely related field of study (see Academic Background for Architectural History), plus a minimum of four (4) years of fulltime professional experience applying the theories, methods, and practices of Architectural History that enables professional judgments to be made about the identification, evaluation, documentation, registration, or treatment of historic properties in the United States and its Territories; and products and activities that demonstrate the successful application of acquired proficiencies in the discipline to the practice of historic preservation (see Documenting Professional Experience for Historians).

⁵³ National Park Service, "Procedures for State, Tribal, and Local Government Historic Preservation Programs."

Architectural history – academic background

Closely related fields: Professional Architectural Historians typically receive their formal training through Architectural History, Art History, or Historic Preservation programs, which include course work in American Architectural History. Other fields of study may offer relevant training, provided that course work in American Architectural History is taken. These other fields may include American Studies, American Civilization, Architecture, Landscape Architecture, Urban and Regional Planning, American History, Historic Preservation, and Public History.

Discipline specializations: Architectural Historians tend to be generalists, although specializations within Architectural History are typically based on time periods (such as 18th century), on a particular architectural style (such as Georgian or vernacular), or a combination of these (such as plantation architecture in the antebellum South).

Applying the standard for architectural historian—documenting professional experience

Products and Activities: Professional experience and expertise must be documented through “products and activities that demonstrate the successful application of acquired proficiencies in the discipline to the practice of historic preservation.” A professional Architectural Historian typically has expertise in research, survey, documentation, and evaluation of architectural resources, including buildings, structures, objects, and districts. Documentation of such experience is desirable. Products and activities that meet the appropriate Secretary’s Standards for Archeology and Historic Preservation may include:

- survey reports assessing the significance of historic properties;
- historic structure reports;
- National Register documentation resulting in property listings or determinations of eligibility;
- documentation that meets HABS/HAER standards for recording historic properties;

- publications, which might include articles in regional, national, or international professional journals, monographs, books, or chapters in edited books, related to the preservation of historic structures;
- presentations at regional, national, or international professional conferences related to the preservation of historic structures;
- professional service on boards or committees of regional, national, or international professional organizations concerned with the preservation of historic structures; and
- awards, research grants, research fellowships, or invitations to teaching posts.

This list is not comprehensive. Furthermore, it should be understood that not all of these products and activities are needed in order to meet the Standard; rather, a combination of several products and activities would be more typical. If the applicant were documenting professional experience in one of the specializations; however, the majority of products and activities would naturally reflect that specialization.

Architectural history; 1983 standards

The minimum professional qualifications in architectural history are a graduate degree in architectural history, art history, historic preservation, or closely related field, with coursework in American architectural history; or a bachelor's degree in architectural history, art history, historic preservation, or closely related field plus one of the following:

At least two years of full-time experience in research, writing, or teaching in American architectural history or restoration architecture with an academic institution, historical organization or agency, museum, or other professional institution; or

Substantial contribution through research and publication to the body of scholarly knowledge in the field of American architectural history.

Historic preservationist standards

The following requirements are those previously codified by the NPS in the Code of Federal Regulations.⁵⁴

Historic preservation is the application of strategies that promote the identification, evaluation, documentation, registration, protection, treatment, continued use, and interpretation of prehistoric and historic resources.

Standard for historic preservationist

(a) The applicant, employee, consultant, or advisor will have a graduate degree in Historic Preservation or a closely related field of study (see Academic Background for the Historic Preservation discipline), plus a minimum of two (2) years of full-time professional experience applying the theories, methods, and practices of Historic Preservation that enables professional judgments to be made about the identification, evaluation, documentation, registration, or treatment of historic and prehistoric properties in the United States and its Territories; and products and activities that demonstrate the successful application of acquired proficiencies in the discipline to the practice of historic preservation (see Documenting Professional Experience for Historic Preservationists); or *

* (b) An undergraduate degree in Historic Preservation or a closely related field of study (see Academic Background for the Historic Preservation discipline), plus a minimum of four (4) years of full-time professional experience applying the theories, methods, and practices of Historic Preservation that enables professional judgments to be made about the identification, evaluation, documentation, registration, or treatment of historic and prehistoric properties in the United States and its Territories; and products and activities that demonstrate the successful application of acquired proficiencies in the discipline to the practice of historic preservation (see Documenting Professional Experience for Historic Preservationists).

Historic preservationist—academic background

Closely related fields: Various fields of study may be considered closely related to Historic Preservation, such as American Studies, Architecture,

⁵⁴ National Park Service, "Procedures for State, Tribal, and Local Government Historic Preservation Programs."

Architectural History, Archeology, History, and Historical or Cultural Geography, provided that such programs of study include course work in the history of the designed environment, history and theory of preservation, historic preservation methods, techniques, and legislation (federal, state and local), plus a formal supervised practicum or internship for hands-on application of knowledge and technical skills in the field.

Discipline specializations: While most Historic Preservationists tend to be generalists, many specialize in such areas as Architectural, Landscape Architecture Community Design, Historic Building Technology, Preservation Economics, Preservation Law, Historic Preservation Planning, and Site Interpretation and Management.

Applying the standard for historic preservationist—documenting professional experience

A professional Historic Preservationist typically has experience that demonstrates a well-grounded understanding of the principles, practices, laws and regulations, and diverse resources of historic preservation

Products and Activities: Professional experience and expertise must be documented through “products and activities that demonstrate the successful application of acquired proficiencies in the discipline to the practice of historic preservation of historic or archeological resources” Products and activities that meet the appropriate Secretary’s Standards for Archeology and Historic Preservation may include:


- National Register documentation that has resulted in property listings or Determinations of Eligibility.
- Survey reports assessing the significance of historic properties.
- Historic Structure Reports
- Adaptive reuse plans or feasibility studies that make recommendations for preserving historic properties.
- Written opinions that have been accepted that assess the impact that an undertaking will have on historic or archeological properties.

- Historic District Ordinances that have been adopted by a local government.
- Documentation that meets HABS/HAER standards for recording historic properties.
- Publications, which might include articles in regional, national, or international professional journals, monographs, books, or chapters in edited books, related to historic preservation.
- Presentations at regional, national, or international professional conferences, symposia, workshops, or exhibits related to historic preservation.
- Professional service on boards or committees of regional, national, or international professional organizations concerned with historic preservation.
- Awards, research grants, research fellowships, or invitations to teaching posts.

This list is not comprehensive. Furthermore, it should be understood that not all of these products and activities are needed in order to meet the Standard; rather, a combination of several products and activities would be more typical. If the applicant were documenting professional experience in one of the specializations, however, the majority of products and activities would naturally reflect that specialization.

Appendix C – Position Description Examples

Cultural Resources Program Manager

 <h2 style="color: #0070C0;">ARMY POSITION DESCRIPTION</h2>		
PD#: GE126115	Sequence#: VARIES	Replaces PD#:
CULTURAL RESOURCES PROGRAM MANAGER GS-0301-13		
POSITION LOCATION:		
Servicing CPAC: COE, BALTIMORE, MD	Agency: VARIES	
Installation: VARIES	Army Command: VARIES	
Region: NORTHEAST	Command Code: VARIES	
POSITION CLASSIFICATION STANDARDS USED IN CLASSIFYING/GRADING POSITION:		
Citation 1: OPM PCS MISC ADMIN & PROGRAM SERIES, GS-301, JAN 79		
Citation 2: OPM PCS ENVIRONMENTAL PROT SPEC, GS-028, MAR 95		
Citation 3: OPM ADMIN ANALYSIS GEG, TS-98, AUG 1990		
<p>Supervisory Certification: <i>I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out Government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes or their implementing regulations.</i></p>		
Supervisor Name:		Reviewed Date:

Classification Review: *This position has been classified/graded as required by Title 5, U.S. Code in conformance with standard published by the U.S. Office of Personnel Management or if no published standards apply directly, consistently with the most applicable published standards.*

Reviewed By: ROBERT W. LINDER **Reviewed Date:** 08/20/2002

<p>POSITION INFORMATION:</p> <p>Cyber Workforce:</p> <ul style="list-style-type: none"> • Cert Type/Level Required 1: VARIES • Cert Type/Level Required 2: VARIES • Cert Type/Level Required 3: VARIES <p>FLSA: EXEMPT FLSA Worksheet: FLSA Appeal: NO Bus Code: VARIES DCIPS PD: NO</p> <ul style="list-style-type: none"> • Mission Category: • Work Category: • Work Level: <p>Acquisition Position: NO</p> <ul style="list-style-type: none"> • CAP: • Career Category: • Career Level: 	<p>CONDITION OF EMPLOYMENT:</p> <p>Drug Test Required: VARIES</p> <p>Financial Management Certification:</p> <p>Position Designation: VARIES</p> <p>Position Sensitivity: VARIES</p> <p>Security Access: VARIES</p> <p>Emergency Essential:</p> <p>Requires Access to Firearms: VARIES</p> <p>Personnel Reliability Position: VARIES</p> <p>Information Assurance: N</p> <p>Influenza Vaccination: NO</p> <p>Financial Disclosure: NO</p> <p>Enterprise Position: VARIES</p>	<p>POSITION ASSIGNMENT:</p> <p>Competitive Area: VARIES</p> <p>Competitive Level: VARIES</p> <p>Career Program: VARIES</p> <p>Career Ladder PD: NO</p> <p>Target Grade/FPL:</p> <p>Career Pos 1:</p> <p>Career Pos 2:</p> <p>Career Pos 3:</p> <p>Career Pos 4:</p> <p>Career Pos 5:</p> <p>Career Pos 6:</p>
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<p>Functional Code: Interdisciplinary: NO Supervisor Status: VARIES PD Status: VERIFIED DCA Override: NO</p>		
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POSITION DUTIES:

SUPERVISORY CONTROLS

Works under the Branch Chief who provides very general direction and with Team Leaders for limited supervisory overview and to coordinate programs and workload. Incumbent is fully responsible for all work assigned, referring to the supervisor and as appropriate the Branch Chief only those matters impacting projects outside their jurisdiction, requiring higher level intervention, requiring policy formulation, or matters likely to generate significant interest or controversy. Work is reviewed for achievement of productive results.

MAJOR DUTIES

The incumbent is responsible for managing the efficient and effective coordination and accomplishment of the planning, scoping, and direction of the Baltimore District's Cultural Resource Management Program. Applies an extensive knowledge of management concepts, principles, methods and practices. The position requires a broad technical planning background and experience in various functions; a full in-depth understanding of the Corps of Engineers policies, procedures, the authorization and appropriation processes; and serves as the primary point of contact for sponsor/customers and other external agencies.

1. Serves as a Cultural Resources Program Manager (CRPM), responsible for the overall management, control, development, coordination and execution of the entire cultural resources program for the Baltimore District (Planning Division's Civil and Military/SFO Programs, Operations Division's Regulatory, Navigation and Project Operations Program, Real Estate Services, etc.). In addition to responsibilities relating to specific project execution, serves as District's Native American Graves Protection and Repatriation Act (NAGPRA) Coordinator; the District Historical Program Coordinator and prepares the Annual Report to National Park Service on the District Cultural Resource Program. Applies a mastery of knowledge of management concepts, principles, methods, and practices as well as mastery of the technical knowledge and scientific principles relating to cultural resource management. Develops plan of studies pertinent to the execution of assigned projects with the program.

Develops the agenda of significant issues, which may impact projects and/or program. Selects the issues for detailed analyses and evaluation and resolves accordingly. Reviews and monitors overall program execution and makes adjustments as necessary based on circumstances and priorities. (35%)

2. Manages and performs work involving project milestones and budgets. Allocates project funds to team members and monitors performance to assure commitments are being maintained for all projects within the program. Reviews individual project progress, measuring performance and taking necessary corrective actions to maintain agreed upon schedule and cost as well as overall program accomplishments. Formulates alternative action proposals on the basis of review's findings. Documents results of investigations and alternative action proposals. Ensures that individual project objectives, milestones and budgets are accomplished within the overall program objectives. Prepares and answers correspondence relevant to projects/programs. Prepares fact sheets, issue papers and decision documents as necessary. (25%)

3. Consults and coordinates activities with customers and sponsors, subject matter experts, representatives of other Federal, State and local government agencies (i.e., State Historic Preservation Offices, Advisory Council on Historic Preservation, Keeper of the National Register, etc.), business concerns, special interest groups (i.e, Native America Tribes) and others. Incumbent implements corporate decisions, guidance, laws, regulations and policy into the development of assigned projects. As a senior member of staff, also serves as mentor to other Planning Division employees. Assists in the on-the-job training of staff elements. (20%)

4. As a team leader, exercises administrative and technical control over employees in grades to GS-12. Provides technical and policy advice and assistance as required. Performs long-range and day-to-day planning, making work assignments and adjustments as necessary to accomplish the mission. Performs functions relating to review of work, including accepting or rejecting completed work. (20%)

Performs other duties as assigned.

Must possess a valid state driver's license to operate motor vehicles in accomplishing assigned duties.

NOTE: This position requires a security clearance at the Secret level.

Fair Labor Standards Act (FLSA) Determination

1. **Availability Pay Exemption** - (e.g., Criminal Investigators, U.S. Customs and Border Protection pilots who are also Law Enforcement Officers).
2. **Foreign Exemption** - (Note: Puerto Rico and certain other locations do not qualify for this exemption – [See 5 CFR 551.104](#) for a list of Nonexempt areas.)
3. **Executive Exemption:**
 - a. Exercises appropriate management responsibility (primary duty) over a recognized organizational unit with a continuing function, AND
 - b. Customarily and regularly directs 2 or more employees, AND
 - c. Has the authority to make or recommend hiring, firing, or other status-change decisions, when such recommendations have particular weight.

Note: Shared supervision or “matrix management” responsibility for a project team does not meet the above criteria. Limited “assistant manager” functions or “acting in the absence” of the manager does not meet the above criteria.

4. **Professional Exemption:**
 - a. Professional work (primary duty)
 - b. Learned Professional, ([See 5 CFR, 551.208](#)) (Registered Nurses, Dental Hygienists, Physician’s Assistants, Medical Technologists, Teachers, Attorneys, Physicians, Dentists, Podiatrists, Optometrists, Engineers, Architects, and Accountants at the independent level as just some of the typical examples of exempt professionals). Or
 - c. Creative Professional, ([See 5 CFR, 551.209](#)) (The primary duty requires invention and originality in a recognized artistic field (music, writing, etc.) and does not typically include newspapers or other media or work subject to control by the organization are just some examples of Creative Professionals). Or
 - d. Computer Employee, ([See 5 CFR, 551.210](#)) (must meet salary test and perform such duties as system analysis, program/system design, or program/system testing, documentation, and modification). Computer manufacture or repair is excluded (nonexempt work).

5. Administrative Exemption:

- a. Primary duty consistent with 5 CFR 551 (e.g.; non-manual work directly related to the management or general business operations of the employer or its customers), AND job duties require exercise of discretion & independent judgment.

FLSA Conclusion:

Exempt

Non-Exempt

FLSA Comments/Explanations:

Not Listed

CONDITIONS OF EMPLOYMENT & NOTES:**POSITION EVALUATION:****FACTORS****1. Knowledge Required By the Position - Level 1-8; 1550 points**

Thorough technical knowledge of the Corps business operations, including programs and project management business sectors of Civil, Military, and SFO Programs. Mastery of management concepts, principles, methods, and practice as well as technical and scientific knowledge relating to cultural resource management.

Knowledge and experience in the work of the Corps of Engineers and its missions.

Exceptional leadership and interpersonal skills essential, to leading teams comprised of professional and administrative employees, and building alignment among the work force in both technical and contracting arenas.

Demonstrated credibility and competence, creating, executing and leading others.

Exceptional oral presentation and written communication skills. Must be capable of giving short and “no-notice” presentations and discussions on program status.

2. Supervisory Controls - Level 2-5; (450 points)

Receives general direction from higher graded employees with full responsibility and freedom to determine priorities and initiate actions and analysis. Incumbent develops what needs to be done to carry out the job responsibilities. Incumbent exercises wide latitude of independence in actions, analysis, making program decisions and determining program direction. Evaluation of work performance is based on the evaluation of the results.

3. Guidelines - Level 3-5; 650 points

Existing guidelines are few and consist of broad policy statements, Corps Strategic Vision, program analysis and management programs, which require considerable interpretation, judgement and application. Incumbent must frequently use judgement in determining intent of broad policy and guidance. Incumbent is required to develop appropriate plan of action when no guidance exists and for most of the job duties must develop methods and implement those methods drawing from numerous sources and contacts both internal and external to the Corps.

4. Complexity - Level 4-6; 450 points

Job functions consists of effectively applying complex theory to practice in achieving organizational effectiveness, involving maintenance of component work force and ensuring successful operation in an environment of continuous change. Involves input and coordination from multiple sources, administrative as well as professional, throughout the Corps as well as outside the organization, and the need to draw from those sources, develop a course of action and move forward to implement actions. Work requires consideration of sensitivity to all levels of the Corps organization, its functional areas, its culture (political, social, environmental and economic), and its future directions.

5. Scope & Effect - Level 5-4; 225 points

Work results in changes in structure, processes, policies and culture that affects the way the Corps as an organization does business and significantly affects and determines its future. Actions and analysis often have sensitive political, environmental, economical, and/or social implications and form a basis for policy reengineering that could have broad applicability throughout the organization. Work is continuously

redefined and adjusts the organization's way of doing business to adapt to continuous change and ensure maximum success.

6/7. Personnel Contacts/Purpose of Contacts - Level 6-3/7-3; 180 points

Contacts are with District personnel in all functional areas at all levels, technical specialists and management. Purposes of contacts include outreach, planning, coordination, sharing of information and data collection, benchmarking, providing advice and assistance, and problem solving. Incumbent makes presentations and represents the District at appropriate conferences and workshops.

8. Physical Demand - Level 8-1; 5 points

Works is primarily sedentary, although frequent site and field visits may require some minor physical demand.

9. Work Environment - Level 9-1; 5 points

Work is typically performed in an adequately lighted and climate controlled environment.

NOTE: The point total resulting from the above factor evaluations is 3,515 points which falls in the 3,155–3,600 (GS-13) point range.

NOTE: Pen and ink change made on 8/8/14 to add Secret clearance requirement.

FLSA EVALUATION

FASCLASS JOB NUMBER: GE126115

CPOC

REGION:

NE

MACOM:

CE

Foreign Exemption

Executive Exemption

Exercises appropriate supervisory responsibility (primary duty)

Customarily and regularly exercises independent judgment

80% test, if applicable (GS-5/6; Sit 1 & 2 WS supervisors; law enforcement & firefighter supervisors thru GS-9)

Professional Exemption

Professional work (primary duty)

Intellectual and varied work (more than dealing with procedures/precedents)

Discretion & independent judgment

80% test, if applicable (This virtually never applies since GS-5/6 positions are trainees and other eligible employees are not professional)

Administrative Exemption MET

Primary duty

Policy or

Management or general business or supporting services or

Participation in the executive/administrative functions of a management official

Nonmanual work test

intellectual and significant (more than dealing with procedures/precedents), or

specialized & technical in nature requiring considerable training/experience

Discretion & independent judgment

80% test, if applicable

CONCLUSION: EXEMPT

Exempt because of studies, recommendations, designs, and solutions developed in performing services.

Cultural Resources Specialist

 <h1 style="color: blue; margin-top: 10px;">ARMY POSITION DESCRIPTION</h1>		
PD#: HI250324	Sequence#: VARIES	Replaces PD#:
CULTURAL RESOURCES SPECIALIST GS-0101-12		
POSITION LOCATION: Servicing CPAC: COE, OMAHA, NE Agency: VARIES Installation: VARIES Army Command: VARIES Region: WEST Command Code: VARIES		
POSITION CLASSIFICATION STANDARDS USED IN CLASSIFYING/GRADING POSITION: Citation 1: OPM SERIES DEF., GS-101, MAY 2009		
<p>Supervisory Certification: <i>I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out Government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes or their implementing regulations.</i></p>		
Supervisor Name:		Reviewed Date:
<p>Classification Review: <i>This position has been classified/graded as required by Title 5, U.S. Code in conformance with standard published by the U.S. Office of Personnel Management or if no published standards apply directly, consistently with the most applicable published standards.</i></p>		
Reviewed By: JANIS, LARRY D. (JEM) Reviewed Date: 04/12/2007		

<p>POSITION INFORMATION: Cyber Workforce:</p> <ul style="list-style-type: none"> • Cert Type/Level Required 1: VARIES • Cert Type/Level Required 2: VARIES • Cert Type/Level Required 3: VARIES <p>FLSA: EXEMPT FLSA Worksheet: FLSA Appeal: NO Bus Code: VARIES DCIPS PD: NO</p> <ul style="list-style-type: none"> • Mission Category: • Work Category: • Work Level: <p>Acquisition Position: NO</p> <ul style="list-style-type: none"> • CAP: Career Category: Career Level: <p>Functional Code: 00 Interdisciplinary: NO Supervisor Status: VARIES PD Status: VERIFIED DCA Override: NO</p>	<p>CONDITION OF EMPLOYMENT: Drug Test Required: VARIES Financial Management Certification: Position Designation: VARIES</p> <p>Position Sensitivity: VARIES Security Access: VARIES Emergency Essential: Requires Access to Firearms: VARIES Personnel Reliability Position: VARIES Information Assurance: Influenza Vaccination: NO Financial Disclosure: NO Enterprise Position: VARIES</p>	<p>POSITION ASSIGNMENT: Competitive Area: VARIES Competitive Level: VARIES Career Program: VARIES Career Ladder PD: YES Target Grade/FPL: 12 Career Pos 1: HI250434 GS-0101-07 Career Pos 2: HI250437 GS-0101-09 Career Pos 3: HI250438 GS-0101-11 Career Pos 4: Career Pos 5: Career Pos 6:</p>
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POSITION DUTIES

SUPERVISORY CONTROLS:

Works under limited supervision of the Chief, Environmental Economics and Cultural Resources Section, while exercising initiative, knowledge, skills, judgment, resourcefulness, and other methods in accomplishing all technical functions assigned. Guidance is provided only on highly unusual and/or controversial matters involving policy. Technical determinations are considered authoritative and are seldom reviewed. Work performed is evaluated by overall results obtained.

MAJOR DUTIES:

–As a Cultural Resources Specialist, assists the Section Chief in providing overall guidance to District staff, area engineers, and their staffs on the technical efforts required for the District's cultural resources program. Serves as a senior level specialist in matters relating to the cultural resources aspects of civil works, assigned Hazardous, Toxic and Radioactive Waste (HTRW) and military projects. This work may include research, field investigation, laboratory analysis, library research, interpretation work, preparation of reports, and the development, administration, and supervision of historic properties studies accomplished by in-house staff or contractors. These efforts are integrated into the following: investigations and preparation of pre- and post-authorization planning reports, Programmatic Agreements, historic preservation compliance reports, Environmental Impact Statements, Environmental Assessments, Department of Army (DA) permits, design memoranda, plans and specifications, annual operating budgets, and operations and maintenance projects within the Omaha City District.

–Provides technical guidance to lower-graded and/or contractor archeologists in the identification and evaluation of a complex and broad field of cultural and historical resources needs and in formulation of draft reports. Consults and advises cultural resource field coordinators through conferences, visits, and correspondence. Assigns, directs, and reviews work of others assigned to assist in the foregoing work. Evaluates contractors overall performance, recommends and prepares written draft of their performance. When designated, acts as Section Chief in his/her absence.

–Researches literature, records, and data repositories to ascertain the history and known cultural resources of a study area and to develop long-term cultural resources management plans. Demonstrates professional knowledge in locating, recognizing, identifying and interpreting evidence of past cultural activities to the determination of significance of individual sites. Conducts or supervises cultural resources assessment studies and limited salvage excavations where emergency situations exist. Prepares and reviews Scopes of Work (SOW's) for cultural resources surveys undertaken by others. Maintains knowledge of cultural resources legislation and regulations ensuring conformance with established policies and procedures. Edits and reviews reports of contractors and reports prepared by in-house staff. Exercises judgment in interpreting, selecting and using appropriate guidelines to accomplish District overall objectives and mission.

–Locates, recognizes, identifies, classifies, interprets, and prioritizes evidence of past cultural activities and reports the results and conclusions concerning various District activities. Provides supervision, guidance, advice and interpretation of guidelines to lower-graded employees (i.e. cultural resources field coordinators). Applies technical knowledge and experience in evaluating the multi-cultural resources to determine the level of work required to assure compliance with current agency regulations and Federal legislation.

–Communicates and meets with professionals of all elements within the Kansas City District; local, State and Federal agencies; as well as archeologists, historians, and other professionals in universities, museums, and historical societies. Attends and participates in seminars on topics relative to assigned activities. Facilitates public understanding and involvement in the District's cultural resources program. Coordinates the District's cultural resources activities with related District planning activities.

–Coordinates District cultural resources compliance action with appropriate State Historical Preservation Offices, National Preservation Programs Division of the National Park Service, and the Advisory Council on Historic Preservation.

Performs other duties as assigned.

NOTE: The majority of the work is performed in an office setting. Field work is performed outdoors in all seasons of the year in temperatures ranging from cold to hot and sometimes under adverse climatic conditions. Field surveys require the ability to walk for long periods of time while carrying survey equipment.

Fair Labor Standards Act (FLSA) Determination

- 1. Availability Pay Exemption** - (e.g., Criminal Investigators, U.S. Customs and Border Protection pilots who are also Law Enforcement Officers).
- 2. Foreign Exemption** - (Note: Puerto Rico and certain other locations do not qualify for this exemption – [See 5 CFR 551.104](#) for a list of Nonexempt areas.)
- 3. Foreign Exemption** -
 - a. Exercises appropriate management responsibility (primary duty) over a recognized organizational unit with a continuing function, AND
 - b. Customarily and regularly directs 2 or more employees, AND
 - c. Has the authority to make or recommend hiring, firing, or other status-change decisions, when such recommendations have particular weight.

Note: Shared supervision or “matrix management” responsibility for a project team does not meet the above criteria. Limited “assistant manager” functions or “acting in the absence” of the manager does not meet the above criteria.

4. Professional Exemption -

- a. Professional work (primary duty)
- b. Learned Professional, ([See 5 CFR, 551.208](#)) (Registered Nurses, Dental Hygienists, Physician’s Assistants, Medical Technologists, Teachers, Attorneys, Physicians, Dentists, Podiatrists, Optometrists, Engineers, Architects, and Accountants at the independent level as just some of the typical examples of exempt professionals). Or

c. Creative Professional, ([See 5 CFR, 551.209](#)) (The primary duty requires invention and originality in a recognized artistic field (music, writing, etc.) and does not typically include newspapers or other media or work subject to control by the organization are just some examples of Creative Professionals). Or

d. Computer Employee, ([See 5 CFR, 551.210](#)) (must meet salary test and perform such duties as system analysis, program/system design, or program/system testing, documentation, and modification). Computer manufacture or repair is excluded (nonexempt work).

5. Administrative Exemption: -

a. Primary duty consistent with [5 CFR 551](#) (e.g.; non-manual work directly related to the management or general business operations of the employer or its customers), AND job duties require exercise of discretion & independent judgment.

- FLSA Conclusion:**
- Exempt**
 - Non Exempt**

FLSA Comments/Explanations:

CONDITIONS OF EMPLOYMENT & NOTES:

POSITION EVALUATION:

Not Listed

Architect (Historic)**ARMY POSITION DESCRIPTION****PD#:** EM225294**Sequence#:** VARIES**Replaces PD#:****ARCHITECT (HISTORIC)****GS-0808-12****POSITION LOCATION:****Servicing CPAC:** FORT RILEY, KS**Agency:** VARIES**Installation:** VARIES**Army Command:** VARIES**Region:** SOUTHWEST**Command Code:** VARIES**POSITION CLASSIFICATION STANDARDS USED IN CLASSIFYING/GRADING POSITION:****Citation 1:** OPM JFS PROF WORK ENG & ARCHITECTURE GROUP, NOV 2008

Supervisory Certification: *I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational relationships, and that the position is necessary to carry out Government functions for which I am responsible. This certification is made with the knowledge that this information is to be used for statutory purposes relating to appointment and payment of public funds, and that false or misleading statements may constitute violations of such statutes or their implementing regulations.*

Supervisor Name:**Reviewed Date:**

Classification Review: *This position has been classified/graded as required by Title 5, U.S. Code in conformance with standard published by the U.S. Office of Personnel Management or if no published standards apply directly, consistently with the most applicable published standards.*

Reviewed By: COL THOMAS T. SMITH, DCA **Reviewed Date:** 03/17/2006

<p>POSITION INFORMATION: Cyber Workforce:</p> <ul style="list-style-type: none"> • Cert Type/Level Required 1: VARIES • Cert Type/Level Required 2: VARIES 	<p>CONDITION OF EMPLOYMENT: Drug Test Required: VARIES Financial Management Certification: Position Designation: VARIES</p>	<p>POSITION ASSIGNMENT: Competitive Area: VARIES Competitive Level: VARIES Career Program: VARIES Career Ladder PD: NO Target Grade/FPL: 12 Career Pos 1: Career Pos 2:</p>
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<ul style="list-style-type: none"> • Cert Type/Level Required 3: VARIES <p>FLSA: EXEMPT FLSA Worksheet: EXEMPT FLSA Appeal: NO Bus Code: VARIES DCIPS PD: NO</p> <ul style="list-style-type: none"> • Mission Category: • Work Category: • Work Level: <p>Acquisition Position: NO</p> <ul style="list-style-type: none"> • CAP: • Career Category: • Career Level: 	<p>Position Sensitivity: VARIES Security Access: VARIES Emergency Essential: Requires Access to Firearms: VARIES Personnel Reliability Position: VARIES Information Assurance: N Influenza Vaccination: NO Financial Disclosure: NO Enterprise Position: VARIES</p>	<p>Career Pos 3: Career Pos 4: Career Pos 5: Career Pos 6:</p>
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Functional Code: 21		
Interdisciplinary: NO		
Supervisor Status:		
VARIES		
PD Status: VERIFIED		
DCA Override: NO		

POSITION DUTIES:**Major Duties**

1. Monitors and/or manages substantial new construction, renovation and improvement projects for a variety of real property facilities utilizing professional knowledge of architecture. Develops requirements and management plans. Guides projects through all construction phases. Monitors construction to assure compliance with contract provisions and standards. Participates in meetings with contractors and project sponsors to assure adherence to schedules and designs. Responds to Inspector-General, audit and Congressional inquiries. Participates as expert consultant and program evaluator in Inspector-General investigations and other special reviews. Promotes team work and total quality management. Keeps abreast of emerging technologies and innovative design concepts. Provides guidance to other employees.

25%

2. The incumbent utilizes a professional knowledge of architecture to evaluate and recommend programs and development plans for construction, renovation and improvements of real property facilities at major installations or complexes. Conducts economic analyses to determine feasibility of renovations versus new construction to meet new requirements. Develops inspection, maintenance and repair schedules. Recommends new equipment installations supportive of mission requirements and/or reflective of new technologies. Recommends modifications to facilities to accommodate now equipment. Analyzes project proposals; recommends changes and/or approves proposals. Evaluates programs and projects to assure compliance with all environmental, energy use, safety and security standards. Promotes technical work and total quality management. Keeps abreast of emerging technologies and innovative design concepts. Provides guidance to other employees.

15%

3. Utilizing a knowledge of professional architecture, the employee serves as regional or command technical consultant to activities and installations concerning facilities planning, design, construction and/or maintenance. Serves on interagency and professional organization task forces to develop facilities architecture standards and specifications. Provides professional consultations on a broad range of difficult architectural issues and problems. Provides technical input to component and/or command publications, guidance and criteria. Promotes team work and total quality management. Keeps abreast of emerging technologies and innovative design concepts. Provides guidance to other employees.

60%

Performs other duties as assigned.

Factor 1. Knowledge Required by the Position Level 1-7 (1250 Pts)

Professional knowledge of architectural concepts, principles, and practices applicable to a broad range of facilities assignments. Ability to adapt precedents or make significant departures from previous approaches to similar projects in order to provide for specialized requirements of some projects. Familiarity with engineering disciplines related to architecture. Ability to plan and monitor large-scale facilities projects so as to assure compliance with applicable objectives, standards and requirements.

Factor 2. Supervisory Controls Level 2-4 (450 Pts)

Supervisor sets the overall objectives and resources available. The employee and supervisor in consultation, develop the deadlines, project, and work to be done. Employee is responsible for planning and carrying out assignments; resolving most conflicts that arise; coordinating work with others as necessary; and interpreting policy on own initiative in terms of established objectives. Employee keeps the supervisor informed of progress, potentially controversial matters, or far-reaching implications. Completed work is reviewed only from an overall standpoint in terms of feasibility, compatibility with other work, or effectiveness in meeting requirements or expected results.

Factor 3. Guidelines Level 3-4 (450 Pts)

Guidelines are often inadequate in dealing with the more complex or unusual problems. Employee is required to use resourcefulness, initiative, and judgment based on experience to deviate from or extend traditional architectural methods and practices in developing solutions to problems where precedents are not applicable. This level may include responsibility for development of material to supplement and explain agency headquarters guidelines.

Factor 4. Complexity Level 4-4 (225 Pts)

Assignments typically contain combinations (e.g., two to five) of complexity, features. Work involves application of standard architectural practices to new situations and relating new work situations to precedent ones and the modification or adaptation of new techniques.

Factor 5. Scope and Effect Level 5-4 (225 Pts)

Purpose of the work is to provide expertise by furnishing advisory planning or reviewing services on specific problems, projects, programs and functions. This work includes development of criteria, procedures or instructions for major agency activities. Work products impact a significant architectural program.

Factor 6. Personal Contacts

Factor 7. Purpose of Contacts Level 6/7-3C (180 Pts)

Personal contacts include a variety of officials, managers, professionals or executives of other agencies and outside organizations. Typical of these contacts are manufacturers' representatives, staff members of private architect-engineer firms, specialists at contractors' plants and engineers and architects from other Federal agencies. Purpose is to influence or persuade engineers and architects to adopt technical points and methods about which there are conflicts, to negotiate agreements with agencies and contractors where there are conflicting interests and opinions among organizations or among individuals who are also experts in the field, or to justify the feasibility and desirability of work proposals to top agency officials.

Factor 8. Physical Demands Level 8-1 5 Pts

Work is principally sedentary, although there may be some walking or bending involved in activities such as inspections of installed equipment or construction-stage visits.

Factor 9. Work Environment Level 9-1 5 Pts

Work is usually performed in an office setting, although there may be occasional exposure to conditions in buildings under construction contractors' plants.

Total Points = 2790

2790 Points = GS-12

Fair Labor Standards Act (FLSA) Determination = (EXEMPT)

- 1. Availability Pay Exemption** - (e.g., Criminal Investigators, U.S. Customs and Border Protection pilots who are also Law Enforcement Officers).
- 2. Foreign Exemption** - (Note: Puerto Rico and certain other locations do not qualify for this exemption – [See 5 CFR 551.104](#) for a list of Nonexempt areas.)
- 3. Executive Exemption:**
 - a. Exercises appropriate management responsibility (primary duty) over a recognized organizational unit with a continuing function,
AND
 - b. Customarily and regularly directs 2 or more employees, AND
 - c. Has the authority to make or recommend hiring, firing, or other status-change decisions, when such recommendations have particular weight.

Note: Shared supervision or “matrix management” responsibility for a project team does not meet the above criteria. Limited “assistant manager” functions or “acting in the absence” of the manager does not meet the above criteria.

- 4. Professional Exemption:**
 - a. Professional work (primary duty)
 - b. Learned Professional, ([See 5 CFR, 551.208](#))
(Registered Nurses, Dental Hygienists, Physician’s Assistants, Medical Technologists,

Teachers, Attorneys, Physicians, Dentists, Podiatrists, Optometrists, Engineers, Architects, and Accountants at the independent level as just some of the typical examples of exempt professionals). Or

- c. Creative Professional, ([See 5 CFR, 551.209](#)) (The primary duty requires invention and originality in a recognized artistic field (music, writing, etc.) and does not typically include newspapers or other media or work subject to control by the organization are just some examples of Creative Professionals). Or
- d. Computer Employee, ([See 5 CFR, 551.210](#)) (must meet salary test and perform such duties as system analysis, program/system design, or program/system testing, documentation, and modification). Computer manufacture or repair is excluded (nonexempt work).
- 5. Administrative Exemption:**
 - a. Primary duty consistent with [5 CFR 551](#) (e.g.; non-manual work directly related to the management or general business operations of the employer or its customers), AND job duties require exercise of discretion & independent judgment.
- FLSA Conclusion:**
 - Exempt
 - Non Exempt

FLSA Comments/Explanations:

EXEMPT per 5 CFR 551.206 Professional exemption criteria

CONDITIONS OF EMPLOYMENT & NOTES:

This position requires the employee to occasionally travel away from the normal duty station. The employee must be willing and able to travel on military and commercial aircraft. The employee may be required to work overtime. This position requires the employee to have the ability to discern colors, contrast, and depth. The employee must obtain and maintain a valid driver's license. The incumbent must obtain and maintain a Secret security clearance.

POSITION EVALUATION:

COMP LEVEL: 0005 COMP LEVEL REVIEWED 10/10/2017

REPORT DOCUMENTATION PAGE

Form Approved
OMB No 0704-0188

Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing this collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Department of Defense, Washington Headquarters Services, Directorate for Information Operations and Reports (0704-0188), 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number. PLEASE DO NOT RETURN YOUR FORM TO THE ABOVE ADDRESS.

1 REPORT DATE (DD-MM-YYYY) October 2018			2 REPORT TYPE Final Technical Report			3 DATES COVERED (From - To)			
4 TITLE AND SUBTITLE Cultural Resources Job Descriptions and Position Classification Standards						5a CONTRACT NUMBER			
						5b GRANT NUMBER			
						5c PROGRAM ELEMENT NUMBER			
6 AUTHOR(S) Megan W. Tooker, Dawn A. Morrison, and Adam D. Smith						5d PROJECT NUMBER 13-713 and 15-713			
						5e TASK NUMBER			
						5f WORK UNIT NUMBER			
7 PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) US Army Engineer Research and Development Center (ERDC) Construction Engineering Research Laboratory (CERL) PO Box 9005 Champaign, IL 61826-9005						8 PERFORMING ORGANIZATION REPORT NUMBER ERDC/CERL TR-18-35			
9 SPONSORING / MONITORING AGENCY NAME(S) AND ADDRESS(ES) Department of Defense Legacy Resource Management Program Alexandria, VA 22350						10 SPONSOR/MONITOR'S ACRONYM(S) DoD LRMP			
						11 SPONSOR/MONITOR'S REPORT NUMBER(S)			
12 DISTRIBUTION / AVAILABILITY STATEMENT Approved for public release; distribution is unlimited									
13 SUPPLEMENTARY NOTES									
14 ABSTRACT The Department of Defense (DoD) has over 19,000 historic buildings that require regular historic and architectural analyses to meet federal legislative requirements. However, the federal hiring author, Office of Personnel Management (OPM), does not currently have a job classification for architectural historian or cultural resources manager (CRM)—two of the most-hired professionals by cultural resource offices at military installations. No matter how a position's description is written, if job classifications and position qualifications do not exist in the OPM system, agencies will struggle to hire personnel who are best qualified for these needed positions. Thus, current tools and vehicles to hire are insufficient to acquire the best-suited professionals to manage the DoD's cultural resources. Solving the problem resulted in two scopes of work because creating a new job series alone would not solve the problem due to the lack of OPM job classifications for these areas. This finding resulted in two Legacy Resource Management Program projects: (1) creating new job series descriptions for architectural historians, historic preservationists, and CRMs (Project 13-713), and (2) reviewing and recommending a course of action to align OPM classifications with standards for cultural resources professionals (Project 15-713), as given in <i>Secretary of the Interior's Standards and Guidelines Professional Qualifications Standards</i> .									
15 SUBJECT TERMS Historic buildings, Historic preservation, Professional employees, Civil service—United States, Civil service—Employee selection, Cultural Property									
16 SECURITY CLASSIFICATION OF:						17 LIMITATION OF ABSTRACT	18 NUMBER OF PAGES	19a NAME OF RESPONSIBLE PERSON	
a REPORT Unclassified		b ABSTRACT Unclassified		c THIS PAGE Unclassified		UU	160	19b TELEPHONE NUMBER (include area code)	