



Proposing an OPM Cultural Resources Management Group with Additional Job Series and Position Classification Standards for Cultural Resources Manager, Architectural Historian, and Historic Preservationist (Legacy 15-713)

Abstract

Current Department of Defense (DoD) hiring practices are insufficient to acquire the best-suited professionals to manage the DoD's cultural resources. The existing Office of Personnel Management (OPM) guidelines¹ for hiring federal workers do not include job series classifications for cultural resources managers (CRMs), architectural historians, or historic preservationists—three critical jobs in the cultural resources field. Also, the job classifications that are currently being used to hire cultural resources personnel are poorly organized within the OPM job series classifications and do not properly align with the *Secretary of the Interior's Historic Preservation Professional Qualifications Standards (Standards)*.² Project 15-713 was funded to review OPM's job classification system as it pertains to cultural resources positions and then, to propose a new job classification group specific to the needs of cultural resources management and to develop position classification standards for CRMs, architectural historians, and historic preservationists.

Project Specifics

This note presents work done through a DoD Legacy Resource Management Program (LRMP) project undertaken by the Engineer Research and Development Center—Construction Engineering Research Laboratory (ERDC-CERL): Project 15-713 "Job Series Classification Guidance Document." A related LRMP project was also undertaken by ERDC-CERL that influenced the current project: Project 13-713 "Create Job Series Description for Architectural Historian and Cultural Resources Manager."

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¹ *OPM Handbook of Occupational Groups and Families* (Washington, DC: Office of Personnel Management, May 2009) <https://www.opm.gov/policy-data-oversight/classification-qualifications/classifying-general-schedule-positions/occupationalhandbook.pdf> (accessed 1 Nov 2018).

² *Secretary of the Interior's Historic Preservation Professional Qualification Standards*, as expanded, revised, and officially adopted in 62 FR 33708 (Washington, DC: Secretary of the Interior, 20 June 1997).

Purpose/Need

The DoD has over 19,000 historic buildings that require regular historic and architectural analyses to meet the requirements of federal legislation (e.g., National Historic Preservation Act³ [NHPA]). Indeed, the DoD, as one of the largest land holders in the United States, is responsible for what may be the largest collection of cultural resources and historic properties in the United States. However, OPM does not have the job classifications needed to hire the best-qualified cultural resources personnel. This lack of job classifications creates difficulties and obstacles for land-managing federal agencies to remain compliant with federal law. While OPM covers a few occupations, such as archeologist and anthropologist, under their own job series, others such as historical landscape architect and architectural historian are poorly defined specialties in the OPM Handbook. In addition, historic preservationist and CRM are not listed at all. This work proposes regrouping cultural resources-related fields to create a Cultural Resources Management Group Job Family Series within the OPM Handbook that will facilitate hiring practices in the DoD. It also proposes position classification standards for CRM, architectural historian, and historic preservationist.

Approach

Researchers reviewed existing OPM guidance documents and met with human resources personnel in the DoD to better understand the OPM system and determine the most appropriate format to use in developing position classification standards and occupational groups. Researchers also engaged in meetings with Department of Interior and DoD agencies to assess their specific needs for cultural resources personnel and existing challenges they face in hiring the best-qualified personnel to meet these needs. Information gleaned from this research was used to design the proposed new Cultural Resources Management Group Job Family Series and to craft proposed position classification standards for CRM, architectural historian, and historic preservationist.

Results

The proposed new Cultural Resources Management Group Job Family Series 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 one occupational group that uses a Job Family Position Classification Standard (JFS) format, which offers a more concise and condensed classification standard that helps to streamline the hiring process. The Cultural Resources Management Group Job Family Series should include the job series listed in Table 1. This job family series will include all classes of positions for which the duties are to identify, survey, evaluate, conserve, advise, 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.

³ U.S. Congress, The National Historic Preservation Act, Public Law 89-665 as amended (Washington, DC: 89th U.S. Congress, 15 October 1966).

Table 1: Proposed job series within proposed new OPM occupational group: Cultural Resources Management Group.

<i>Cultural Resource Management Group</i>	
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
New	Historic Preservation Series
New	Historic Preservation Planning Series
New	Curation (Archaeological) Series

Using the JFS format is suggested for the Cultural Resources Management Group because it eliminates repetition and overlap between closely related job series by using common grading information that relies heavily upon Factor Level Descriptions defined for the occupational group as a whole. Within the JFS format, each job series still has its own series definition, titling, and occupation information. Shared categories and classification information that are common to the entire occupation group or job family are listed once within the classification standard. Shared information includes functional classification codes that distinguish 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, . The JFS format further condenses the description of related fields and exclusions into one communal section for the job family, which removes the need for each job series to individually list exclusions and distinctions from related occupations. The JFS format has been used for several job families within the OPM system, and its use appears to streamline the classification standards and ensure a fair and uniform application of grading standards across closely related job series.

In addition to developing a Cultural Resources Management Group occupational group, Project 15-713 was tasked with creating position classification standards for CRM, architectural historian, and historic preservationist. These three individual position classification standards are attached to this Note. Research revealed that OPM position classification standards follow 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.⁴ Most of the existing job series used to hire cultural resources

⁴ OPM, *The Classifier's Handbook*, 7.

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.

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, such as a JFS, which as discussed above, offers a more concise and condensed classification standard for occupational groups. A recent report⁵ recommends that the newer FES format be used to create a JFS for the proposed Cultural Resources Management Group. However, implementing the FES/JFS format was beyond the scope of project 15-713, as it requires creating or rewriting position classification standards for all of the recommended job series included in the proposed Cultural Resources Management Group. Until a JFS is created for the proposed Cultural Resources Management Group, it is not feasible to create position classification standards for the three required job series using the newer FES format. Instead, the older narrative format has been used to define the position classification standards for Architectural History Series, Historic Preservation Series, and CRM Series. This narrative-style information can be used in the future to create the recommended JFS position classification standards.

Benefit

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 selection of job classifications from which to choose in hiring professionals to meet their specific cultural resources management needs. The end result is that all federal agencies will be allowed to hire the best-suited professional to manage their cultural resources.

In addition, by more closely aligning the position classification standards for all recommended job series in the proposed Cultural Resources Management Group Job Family Series with the *Standards* published by the Secretary of the Interior, federal land-managing agencies will greatly increase their ability to be compliant with federal law.

Recommendations/Lessons learned

Four of the job classifications recommended for inclusion in the Cultural Resources Management Group Job Family Series—CRM, Architectural History, Historic Preservation, and General Cultural Resources Management—do not currently exist within the OPM system. Proposed position classification standards for CRM, Architectural History, and Historic Preservation are attached to this Note, and it is recommended that additional work be conducted to create a position classification standards for General Cultural Resources Management. The remaining job series 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 position classification standards that are not currently well defined in the OPM system—

⁵ Megan Tooker, Dawn A. Morrison, and Adam Smith, *Cultural Resources Job Descriptions and Position Classification Standards*, Department of Defense Legacy Resource Management Program Project 13-713 and 15-713, ERDC-CERL TR-18-35, (Champaign IL: Engineer Research and Development Center, 2018).

Conservation, Cultural Anthropology, Cultural Geography, Historic Architecture, Historic Landscape Architecture, Historic Preservation Planning, and Curation—be rewritten by using the standards and qualifications provided for each discipline within the *Standards* as guidance. Finally, it is recommended that the following job series that are currently used to hire cultural resources personnel *not* be included in the Cultural Resources Management Group: Architecture (0808), Community Planner (0020), History (0170), General Engineering (0801), General Anthropology (0190), Geography (0150), Landscape Architect (0807) Civil Engineering (0810), Exhibits Specialist (1010), Museum Curator (1015), Museum Specialist Technician (1016), and Folklore (which does not exist). All proposed changes are summarized in Table 2.

Table 2: 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 new occupation 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	None
Civil Engineering	OPM	Exists, well defined	No	None
Community Planning	OPM	Exists, well defined	No	None
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	None
Folklore	NPS	Does not exist	No	None
General Anthropology	OPM	Exists, well defined	No	None
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	None
Geography	OPM	Exists, well defined	No	None
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

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Job Series/ Discipline	Where Defined [^]	Current OPM Status	Include in CRMG [*]	Recommendation/Action Required
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	None
Landscape Architecture	OPM	Exists, well defined	No	None
Museum Curator	OPM	Exists, well defined	No	None
Museum Specialist and Technician	OPM	Exists, well defined	No	None

[^]This column denotes in which standard (if any) the job series or discipline is currently defined; NPS=Secretary of the Interior's *Standards* and OPM=OPM Handbook of Occupational Groups and Families.

^{*}CRMG=Cultural Resources Management Group

It is also recommended that the newer FES format be used to create a JFS for the proposed Cultural Resources Management Group, similar to the format used for the Natural Resources Management and Biological Sciences Group (0400) and Engineering and Architecture Group (0800). Because implementing the FES/JFS format was beyond the scope of project 15-713, we recommend that OPM initiate a project to develop a Job Family Position Classification Standard (JFS) for professional work in the Cultural Resources Management Group. The narrative position classification standards for Architectural History Series, Historic Preservation Series, and CRM Series presented here can be used to create the recommended JFS position classification standards.

Communications

Information about project 15-713, and its related LRMP project 13-713, also can be found in the following technical reports and technical notes:

- Tooker, Megan, Dawn A. Morrison, and Adam Smith. *Cultural Resources Job Descriptions and Position Classification Standards*. Department of Defense Legacy Resource Management Program Project 13-713 and 15-713. ERDC-CERL TR-18-35. Champaign IL: Engineer Research and Development Center, 2018.
- Tooker, Megan, Dawn A. Morrison, and Adam Smith. Justification for New Cultural Resources Management Group in OPM Job Series Classification. Tech Note: 15-713-2, Department of Defense Legacy Resource Management Program Project 15-713. Champaign, IL: Engineer Research and Development Center, 2018.
- Tooker, Megan, Dawn A. Morrison, and Adam Smith. Evaluation of Existing OPM Standards and Qualifications for Cultural Resources Positions. Tech Note: 15-713-3, Department of Defense Legacy Resource Management Program Project 15-713. Champaign, IL: Engineer Research and Development Center, 2018.

Additional Information

Position classifications standards for the proposed job series of CRM, architectural historian, and historic preservationist are contained on the following pages.

Position Classification Standard for Architectural History Series (XXXX)

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CULTURAL RESOURCES MANAGER GS-XXXX-12 – GS-XXX-14 25

SERIES DEFINITION

This series covers positions for which the duties 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.

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.

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 as to the location and arrangement of source materials in the various archives or other depositories. They also must be able to write and, in some cases, speak effectively. For positions classified to this series, additional 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 may also be qualified to be the CRM, depending on experience and location.

TITLE

The title for positions in this series is Architectural Historian. The core of this occupation is the requirement for 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 qualification requirements. Therefore, a supervisory designation normally 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.

NOTES TO USERS OF THIS STANDARD

For Architectural Historian 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 these assignments usually 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 a 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 installation 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, which are clearly defined by the supervisor or an Architectural Historian of higher grade or 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 that 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, though 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 for installations are responsible for making recommendations as to the historic significance of the buildings and structures involved, and the

desirability or feasibility of land acquisition or building 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 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 increased number of considerations that 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 effort 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 which are to become part of a long-range study of greater magnitude, or part of the overall history of the DoD, so they must possess a thorough understanding of the objectives of their portions of the study and of 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 in research, evaluation of evidence, and establishment of historical fact, GS-12 assignments present substantial difficulties in the analysis of the facts developed. They 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. 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 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 installations, are accepted as being sound in light of the available historical evidence, but are reviewed in the context of nationwide program considerations.

In addition to personal work contacts of the type described at preceding levels, GS-12 Architectural Historians engaged in special architectural studies for use by management officials are required to establish and maintain continuing working relationships with such officials in order that they may keep 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 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 parameters 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 as well as the number and experience levels 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 sacrifice of the depth of coverage of essential elements, or the 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 sometimes obscure source materials. Problems of the kinds described at lower levels regarding evaluation of evidence and establishment of historical fact are common. The range of subject matter involved and the interrelationships of historical facts involved will 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 in the specialized subject areas involved, and 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, 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 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 when planning and making recommendations concerning nationwide programs.

Personal work contacts are of the same type as described at preceding levels, but the contacts assume particular importance at the GS-13 level because of the recognized standing of the Architectural Historian as a specialist in his 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 by recommending and justifying them to their superiors.

ARCHITECTURAL HISTORIAN GS-XXXX-14

Nature of assignment:

GS-14 Architectural Historians may be assigned to individual or collaborative projects, or they may function as team leaders. Their assignments represent the full range of planning, research, analysis, 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 use in both current and long-range program planning and policy deliberations, and 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 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 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 along with events of major significance to the national historical heritage are considered as the agency's authority within their areas of specialization. Their recommendations regarding legislative proposals and similar matters relating to installations 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 authoritative nature 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

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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 installations.

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SERIES DEFINITION

This series covers positions for which the duties 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, building materials, construction techniques through time, character-defining features, and management of cultural resources.

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 DoD 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 listed 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.

DISTINCTIONS FROM RELATED OCCUPATIONS

The hallmark of a professional Historic Preservationist's 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 the various archives or other depositories. They also must be able to write and in some cases, speak effectively. For positions classified to this series, these additional 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 in 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 may also be qualified to be the CRM, depending on experience and location.

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 Preservationist 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.

NOTES TO USERS OF THIS STANDARD

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:

This 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 and determines the methods to accomplish the assignment and then, discusses them in detail with the supervisor before proceeding with the work. Guidance is available as questions are encountered during 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:

This 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 knowledge and experience advance. Assignments

typically are narrow in scope and limited in complexity, but they are 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 military, and the ability to use this background to acquire 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 and determines the methods for the accomplishment of the assignment and then, 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 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 GS-9 Historic Preservationist 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 they 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 accomplishing 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 such matters 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 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 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, though 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 increased number of considerations that must be taken into account. Assignments of the type described 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 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 a 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; a review also includes 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 installations, are accepted as being sound in light of the available historical documentation, but 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 in order that they may keep abreast of current policy, planning, and operational problems, and that they make known to such 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 defining the parameters of the project and in determining 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, synthesis, and presentation problems described at the GS-13 level. However at this level, assignments 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 regarding 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 out of the continuing requirements of the agency cultural resources program or out of 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's authorities within their areas of specialization. Their recommendations

regarding legislative proposals and similar matters relating to installations 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 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 Historic Preservationists could be expected to serve as expert witnesses before committees of Congress during hearings on legislation relating to DoD installations.

**Position Classification Standard for
Cultural Resources Manager
Series (XXXX)**

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CULTURAL RESOURCES MANAGER GS-XXXX-12 – GS-XXX-14 25

SERIES DEFINITION

This series covers positions that manage, supervise, lead, or perform professional research or scientific work in cultural resources management and preservations programs. People holding 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 serve as resource experts who participate in the development and implementation of cultural resources policies and guidelines. 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.

OCCUPATIONAL INFORMATION

Cultural Resources Managers in the federal government are responsible for managing the efficient and effective coordination and accomplishment of the plan, scope, 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 Native American Graves Protection and Repatriation Act (NAGPRA) Coordinator and Historical Program/ Cultural Resource 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 plans of study 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 that project objectives, milestones, and budgets are accomplished, prepares and answers correspondence relevant to projects and 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), business concerns, special interest groups (e.g., Native America 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.

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 and 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.

NOTES TO USERS OF THIS STANDARD

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-14. For each increasing level (12-14), the nature of assignments and the level of responsibility increases.

CULTURAL RESOURCES MANAGER GS-XXXX-12 – GS-XXX-14

Nature of assignment:

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. The Cultural Resources Manager provides 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 knowledge in the development and management of complex planning and preservation undertakings. The work may also require the ability to collect, analyze, and synthesize scientific information from research, resources monitoring, resources management actions, and other sources of information to solve cultural resource management problems and in doing so, to make use of computer applications and automated processes. Another type of assignment may involve collaborating with other disciplines in matters dealing with the preservation, treatment, and maintenance of cultural resources, and in so doing, demonstrating extensive knowledge of preservation treatments and preservation maintenance methods and practices needed. Assignments 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 goals may be required, as well as the ability to direct diverse and complex programs of cultural resource management. Another task may involve negotiating and preparing contracts and cooperative agreements, as well as coordinating 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 Americans 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, along with 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 skills 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 the formulation of draft reports. They consult and advise cultural resource field coordinators through conferences, visits, and correspondence, and they assign, direct, and review the work of others who assist in the foregoing work. They also 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 for the determination of significance of individual sites. They conduct or supervise cultural resources assessment studies, and they 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, the National Preservation Programs Division of the National Park Service, and the Advisory Council on Historic Preservation.

Cultural Resources Managers are also responsible for communicating and interacting with professionals from local, State, and Federal agencies, as well as with cultural resources professionals from universities, museums, and historical societies. This interaction may include attendance and participation in seminars on topics relative to assigned activities. Cultural Resources Managers are also responsible for facilitating public understanding and involvement in the cultural resources program.