

POSITION MANAGEMENT PLAN

CULTURAL RESOURCES PROGRAMS INTERMOUNTAIN SUPPORT OFFICE

Final Draft

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**Hal Grovert, Superintendent
Intermountain Support Office**

**Karen Wade, Regional Director
Intermountain Support Office**

BACKGROUND

In November 2001, the Intermountain Regional Director initiated a detailed study of the cultural resources programs in the Intermountain Support Office. The purpose of the study was to identify efficiencies and improve the delivery of services provided by the cultural resources programs. A multi-phased strategic planning approach entitled "Cultural Resources Improvement Process" was utilized. The initial phase involved input from cluster chairs, park staff, and support office staff, including staff from the support office cultural resources programs. The input phase was completed in March 2002. The input resulted in the development of a shared vision for cultural resources and a considerable amount of valuable information relating to organizational development and ideas for improvements in operational efficiencies and services.

In March 2002, the second phase of the process was initiated. Relevant information from the input phase, along with other regional considerations, were used to develop organizational structure alternatives for the Intermountain Support Office. After analysis and discussion of these alternatives, in April 2002, a decision was made to consolidate the two support offices into one support office with one superintendent over all programs. This new organizational structure became operational on May 1, 2002. It was also decided that the position of Chief, Cultural Resources, would be established in Santa Fe and supervised by the support office Superintendent.

In early May 2002, the Regional Director, Regional Director staff, cluster chairs, and program managers met in Taos, NM, to discuss operational concepts and organizational approaches for the cultural resources programs. This information was used in late May by a workgroup formed from various cultural resource programs, which was tasked by the Superintendent to develop organizational alternatives for cultural resources. The workgroup was also given a target of 40 FTE for the support office cultural resource programs. Alternatives were developed and presented to the Intermountain Support Office Superintendent in June 2002. Upon review of these alternatives, the Superintendent provided general direction to proceed with a discipline-based organizational structure not to exceed 40 FTE. The 40 FTE include permanent, term, and seasonal employees as well as the cultural resource staff that are reassigned to Facility Management.

Development of a position management plan was initiated. Using a discipline-based organizational structure and the target of 40 FTE, input on FTE allocation was requested from the cultural resource programs. The information obtained from the programs was used to develop FTE targets for each of the organizational disciplines. Once FTE allocations were determined, a draft position management plan was developed and subsequent revisions and refinements were made with input from the Superintendent and the Regional Director's Office.

In addition to input from the programs on FTE allocations, other factors were used to refine the organizational structures of the programs and develop this position management plan. These included:

- Information obtained during the input phase of the cultural resources improvement process. Numerous ideas were presented for improved efficiencies and organizational effectiveness.
- Budget trends and future budget projections for the central offices. The central office FY02 budget deficit is a serious problem, and substantive corrective measures will be necessary in FY03 and subsequent fiscal years for spending to correlate with anticipated appropriations.
- The competitive outsourcing initiative. This initiative de-emphasizes NPS staff doing project work. Cultural resources staff directly affected by the first phase of this initiative include archeologists and wage grade employees. Also, by considering competitive outsourcing in the development of the organizational structure and in the position management plan, a formal study of Most Efficient Organization (MEO) under competitive outsourcing could be precluded.
- The requests for cultural resource assistance from Intermountain Region parks as part of the cultural resources annual work-plan call. The requests from Intermountain parks provided an indication of the needs for assistance from the Cultural Resource Programs of the Intermountain Support Office.

Although the Western Archeological and Conservation Center in Tucson is fully incorporated into the regionwide Cultural Resource Management program, its position management will be covered in its own plan. Throughout the strategic planning process, input was solicited and utilized from the Western Archeological and Conservation Center; however, the issues and problems associated with this office, though related, are separate. Due to the move to a new facility, the organization of this office will be addressed in the future.

IMPLEMENTATION

The transition to this new organizational structure will begin October 1, 2002. Initial tasks will be to designate program managers, develop roles and responsibilities statements for each program, and review position descriptions.

In staffing the new cultural resources programs, employees will be reassigned to the new programs along with their current grade. No changes in permanent grades are anticipated at this time.

Except for Curation, acting program managers will be designated before permanent program managers are selected. The program manager positions for the new organizations will be advertised internally for lateral reassignment opportunities.

This position management plan is considered a dynamic document that will be subject to revision in response to changes. For example, when the organization and position management plan of the Western Archeological and Conservation Center are addressed, this could result in revisions to the cultural resources programs in the Intermountain Support Office.

Some of the target organizations display fewer FTE than in the current organization. There is no timeframe designated for achieving the FTE targets. Future appropriations for the central office will determine urgency. To achieve FTE targets for permanent full-time staff, the following measures will be utilized.

- Attrition. This includes retirements, transfers, and resignations.
- Voluntary outplacements to parks. This could include providing incentive payments to the receiving park.
- Voluntary early retirement if authorized.
- Directed reassignments.

Term employees and seasonal employees in the support office will also be affected, because there will be a de-emphasis in doing projects in the support office. In most cases, for renewals of non-permanent employees, the recipients of the project services, parks, and other agencies will be asked to re-hire employees to complete the projects. Any commitments to undertake any new projects must be approved by the Chief of Cultural Resources and the Intermountain Support Office Superintendent.

For a reference to the existing organization, the following is a list of the programs and permanent employees within the current organization. This is followed by the position management plan, which reflects the new organization.

Cultural Resources Management
September 18, 2002
CURRENT ORGANIZATION **54 FTE**

Budget Analyst, GS 560 (Vacant)

Cultural Resources and National Register –Santa Fe

Program Manager, GS-170-13, Robert Spude
 Archeologist, GS-193-13, Jim Bradford
 Regional Historian, GS-170-13, Art Gomez
 Historian, GS-170-12, Doug McChristian
 Historian, GS-170-12, Jake Ivey
 Program Assistant, GS-303-07, JoAnn Ortiz
 Historical Architect, GS-808-13, (vacant, vice Sulam)
 Historical Architect, GS-808 (Vacant)
 Cultural Anthropologist, GS-190-12, (vacant vice Roberts)
 Cultural Landscape Architect, GS-807-13, Jill Cowley
 Historical Architect, GS-808-13, Vicky Jacobson
 Archeologist, GS-193-12, Charles Haecker
 Historian, GS-170 (Tara Travis)
 Cultural Resource Assistant (NHL), GS-303-07, Becky Post
 Cultural Resource Assistant (HABS/HAER), GS-303-09, Mary Padilla
 Program Assistant, GS-303-07, Victoria Barela

Cultural Resources and National Register–Denver

Program Manager, GS-170-13, (vacant)
 Archeologist, GS-193-13, Adrienne Anderson
 Cultural Anthropologist, GS-190-13, Dave Ruppert
 Staff Curator, GS-1015-12, Matt Wilson
 Staff Curator, GS-1015-11, Linda Clement
 Historian, GS-170-13, Greg Kendrick
 Historian, GS-170-12, Christine Whitacre
 Historian, GS-170-12, Lysa Wegman-French
 Historical Architect, GS-808-13, Rick Cronenberger
 Historical Architect, GS-808-13, Sayre Hutchison
 Historical Architect, GS-808-12, Tom Keohan
 Program Assistant, GS-303-07, Sandy Capolungo

Architectural Conservation Project Services

Supervisory Archeologist, GS-193-12, Jim Trott
 Supervisory Exhibit Specialist, GS-1010-12, Jeffrey Brown (Acting Pgm. Mgr.)
 Supervisory Exhibit Specialist, GS-1010-12, Jake Barrow
 Supervisory Exhibit Specialist, GS-1010 (Vacant)
 Conservation Assistant, GS-303-07, Christina Romero
 Program Assistant, GS-303-07, (vacant, vice Trujillo)
 Conservator GS-1010 (Vacant)

Anthropology Projects

Program Manager, GS-193-13, Robert Powers
 Supervisory Archeologist, GS-193-13, Catherine Spude
 Supervisory Archeologist, GS-193-12, Walter Wait
 Archeologist, GS-193-11, Art Ireland
 Archeologist, GS-193-11, Joan Mathien
 Archeologist, GS-193-11, Janet Orcutt
 Archeologist, GS-193-11, Thomas Windes
 Archeologist, GS-193-11, Susan Eininger
 Archeologist, GS-193-11, (vacant)
 Budget Assistant, GS-303-07, Rose Ortiz
 Program Assistant, GS-303-06, Joanne Herrera

Curation Project Services

Program Manager, GS-1015-13, Virginia Salazar
 Museum Specialist, GS-1016 (Vacant)
 Museum Curator, GS-1015-11, Barbara Stanislawski
 Museum Technician, GS-1016-07, Alice Benfer
 Museum Curator, GS-1015-09, Heather Young
 Library Technician, GS-1411-05, Michael Gonzales
 Library Technician, GS-1411-05, Manuel Mandel

POSITION MANAGEMENT PLAN

Intermountain Support Office
Cultural Resources Programs

CHIEF CULTURAL RESOURCES

CURRENT FTE (5 FTE)	TARGET ORGANIZATION (4 FTE)
Chief, GS-025, Jim Bellamy Budget Assistant, GS 303, Rose Ortiz Program Assistant, GS-303, JoAnne Ortiz Program Assistant, GS-303, Jodi Herrera Program Assistant, GS-303, Victoria Barela Program Assistant, GS-303, Patricia Trujillo (reassigned to Lands on August 25, 2002)	Chief, GS-025 Budget Assistant, GS 303 Program Assistant, GS 303 Program Assistant, GS 303

The program assistants will support the Santa Fe ONPS-based programs. The chief will decide whether to use a pool or assign program assistants to the specific programs.

The budget assistant will track budgets of the CRM programs.

ARCHEOLOGY

CURRENT FTE (10 FTE)	TARGET ORGANIZATION (5 FTE)
Program Manager, GS-193, Robert Powers Supervisory Archeologist, GS-193, Catherine Spude Supervisory Archeologist, GS 193, Jim Bradford Supervisory Archeologist, GS-193, Adrienne Anderson (Denver) Supervisory Archeologist, GS-193, Walter Wait Archeologist, GS-193, Art Ireland Archeologist, GS-193, Joan Mathien Archeologist, GS-193, Janet Orcutt Archeologist, GS-193, Thomas Windes Archeologist, GS-193, Susan Eininger	Program Manager, GS-193 Archeologist, GS-193 Archeologist, GS-193 Archeologist, GS-193 Archeologist, GS-193

The current list of archeologists consists of the staff from Anthropology Projects and CNR Denver and CNR Santa Fe. The target organization will be achieved primarily through attrition. For the term and seasonal employees in the former archeology projects program, when renewals occur, the emphasis would be to have parks hire these people to conduct projects.

In response to outsourcing and the need for more programmatic emphasis, the archeology project function will be de-emphasized. Project work can expect to transition from conducting projects to managing projects, consulting on projects, and assisting the parks in writing proposals. The archeology program will focus on programmatic work, SEPAS coordination, compliance, planning, and public outreach. Work on the Chaco Project will be reviewed to determine priorities based upon other park requests.

Jim Trott, Archeologist, formerly in Conservation, will join the Archeology staff.

CULTURAL LANDSCAPES

CURRENT FTE (1 FTE)	TARGET ORGANIZATION (1 FTE)
Cultural Landscape Architect, GS-807, Jill Cowley	Cultural Landscape Architect, GS-807

The Cultural Landscape Architect currently works in the CNR Santa Fe program. The program includes seasonals and term employees funded as a result of a WASO determination of program weakness. These positions are funded directly by WASO and are proposed to remain as long as WASO funds the effort.

CURATION AND LIBRARY SERVICES

CURRENT FTE (8 FTE)	TARGET ORGANIZATON (5 FTE)
Program Manager, GS-1015, Virginia Salazar Curator, GS-1015, Heather Young Curator, GS-1015, Matt Wilson (Denver) Curator, GS-1015, Linda Clement (Denver) Curator, GS-1015, Barbara Stanislawski Museum Technician, GS-1016, Alice Benfer Library Technician, GS-1411, Michael Gonzales Library Technician, GS-1411, Manuel Mandel	Program Manager, GS-1015 Curator, GS-1015 Curator, GS-1015 (Denver) Curator, GS-1015 Library Technician, GS-1411

The existing program includes staff from Curation Program, as well as two curators from CNR-Denver. It is anticipated that the natural resources curator may be able to be funded under the Natural Resources Initiative; and therefore, the FTE is not included in the target Curation Program.

Curation also has responsibility for the library.

The Paisano facility does not meet archival standards of the National Archives and Records Administration (NARA) and these collections will be moved to the new WACC facility. The curatorial staff responsible for these collections potentially could be moved to WACC to perform the archival function.

ETHNOGRAPHY

CURRENT FTE (1 FTE)	TARGET ORGANIZATION (1 FTE)
Cultural Anthropologist, GS-190, Dave Ruppert (Denver)	Cultural Anthropologist, GS-190

HISTORICAL ARCHITECTURE

CURRENT FTE (7 FTE)	TARGET ORGANIZATION (4 FTE)
Historical Architect Rick Cronenberger (Denver)*	Program Manager, GS-808
Historical Architect, Sayre Hutchison (Denver)	Historical Architect, GS-808
Historical Architect Vicky Jacobson	Historical Architect, GS-808
Supervisory Exhibit Specialist, Jeff Brown*	Exhibit Specialist, GS-1010
Supervisory Archeologist, GS-193, Jim Trott**	
Supervisory Exhibit Specialist, GS-1010, Jake Barrow	
Program Assistant, GS-303, Christina Romero*	

* identified for reassignment to Facility Management

** identified for reassignment to Archeology

The existing organization shows that the three Historical Architects are from the CNR programs and the staff from the Conservation program. The proposal is to focus on programmatic work, compliance, and managing projects, and to de-emphasize doing projects.

The former Conservation Program had focused on doing projects. Many of the terms and seasonals are in the outsourcing category (WGs). Over time, these will be reduced based upon outsourcing and the effectiveness of having this staff hired by parks.

The proposal is to reassign Jeff Brown and Christina Romero to Facility Management (Santa Fe); Jim Trott to Archeology; Jake Barrow to Historical Architecture (Santa Fe); and Rick Cronenberger to Facility Management (Denver).

In conjunction with these changes, terms and temps would be reassigned to the program most closely affiliated with their work. The appropriate program managers and the Chief will need to make determinations for the reassignment of terms and seasonal employees. Over time, the number of terms and temps would be significantly reduced through reassignments to parks and non-renewals.

One of the Historical Architects in the target organization will initially be vacant.

HISTORY

CURRENT FTE (4 FTE)	TARGET ORGANIZATION (3 FTE)
Program Manager, GS-170, Robert Spude Historian, GS-170, Art Gomez Historian, GS-170, James Ivey Historian, GS-170, Doug McChristian (Tucson) Historian, GS-170, Tara Travis (Chinle)*	Program Manager, GS-170 Historian, GS-170 Historian, GS-170

* intermittent

The current organization consists of staff from CNR-Santa Fe.

NATIONAL REGISTER PROGRAM

CURRENT FTE (9 FTE)	TARGET ORGANIZATION (8 FTE)
Historian, GS-170, Greg Kendrick (Denver) Historical Architect, GS-808, Tom Keohan (Denver) Cultural Resource Assistant, GS-303, Mary Padilla (Santa Fe) Archeologist, GS-193, Charles Haecker (Santa Fe) Historian, GS-170, Christine Whitacre (Denver) Historian, GS-170, Lisa Wegman-French (Denver) Cultural Resource Assistant, GS-303, Becky Post (Santa Fe) Program Assistant, GS-303, Sandy Capulongo (Denver) Historical Architect GS-808, Barry Sulam retired 8/17/02	Program Manager, GS-170 Historical Architect, GS-808 Historian, GS-170 Archeologist, GS-193 Historian, GS-170 Historian, GS-170 Historian, GS-170 Cultural Resource Assistant, GS-303 Program Assistant, GS-303

The existing organization was compiled from people working on NHL Program from CNR Denver and Santa Fe. Having one distinct program lead will make a major improvement in program coherence. Staff in two locations will not be a problem. The target for historians will be achieved through the eventual attrition of a cultural resource assistant.

The program assistant will also provide support to cultural resources staff located in Denver but supervised from Santa Fe.

The eight FTE reflect the funding levels from WASO for this program. A future consideration is that additional workload and demands could increase as National Heritage Areas increase.

CESU & FTEs

This is not an organizational unit; however, the positions are displayed here to account for the FTE.

CURRENT (1 FTE)	TARGET (3 FTE)
CESU – SW, Historian, GS-170, Pat O'Brian	CESU – SW CESU – CP CESU – RM