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**NATIONAL PARK SERVICE
BENCHMARK POSITION DESCRIPTION**

Cultural Resources Program Manager

Interdisciplinary

Historian, GS-170-12

Cultural Anthropologist, GS-190-12

Archeologist, GS-193-12

Landscape Architect, GS-807-12

Architect, GS-808-12

Museum Curator, GS-1015-12

Introduction

The incumbent serves one or more parks as a senior principal advisor in the management of cultural resources and is responsible for program development and implementation. Professional fields of study and expertise must be pertinent to the park's resources and themes and may include, but are not limited to, cultural anthropology, history, historic preservation, archeology, ethnology, historic landscape architecture, historic architecture, horticulture, and museum operations. The position will be filled from one of the occupational series pertinent to the park resources and themes.

Major Duties (80-100%)

Directs an intricate program of cultural resources management activities that involve sensitive and complex issues that may impact a wide variety of park issues.

Represents the superintendent when working with others on resource stewardship issues. Develops and maintains effective working relations with Native Americans and other traditionally associated groups, agencies, and the public. Attends management and professional conferences and other events for the purposes of exchanging information and advancing advocacy for park stewardship.

Prepares and coordinates the efforts of others in the preparation of the cultural resources section of the resources management plan and specific actions plans pertaining to the management and protection of cultural resources.

Represents park on NPS regional task groups or similar organizations. Makes presentations in the parks, in public gatherings, and at professional meetings.

Assists cultural resources staff in parks, centers, and support offices by providing direct professional and programmatic advice and support.

Carries out program management duties by developing work plans and schedules, scopes of work, cost estimates, and proposals and/or grants to justify funding requests and accomplish goals. May administer and track project funds and prepare accomplishment reports, as needed. Maintains awareness of applicable funding sources within NPS and outside.

Develops and implements long range plans for the inventory, evaluation, documentation, preservation, research, and interpretation of the cultural resources within the appropriate mission, objectives, and resources contexts.

Develops guidelines to deal with the more complex or unusual problems, or with novel, undeveloped or controversial aspects of cultural resources and their management.

Coordinates park cultural resources strategies and programs with those on adjacent lands for the purposes of achieving broad protection strategies and preventing human impacts. Provides for public involvement, including Native American and other traditionally associated groups, in sensitive or potentially controversial resources issues and assures that park programs are well coordinated within both a local and regional context. Develops and maintains peer relationships with researchers, resources managers and subject matter experts of other agencies, cooperating universities, traditionally associated groups, and other such entities in order to encourage and facilitate cooperative regional strategies.

Performs or directs substantive, project-oriented work in one or more of the professional fields mentioned above.

Negotiates cooperative and interagency agreements and other cooperative instruments needed to effectively carry out resource stewardship goals.

Identifies research needs, prepares requests for proposals or statements of work, and provides oversight for research projects. Serves as a Contracting Officer's Technical Representative for projects conducted through contracts, interagency agreements, and cooperative agreements. Evaluates results for management implications.

In cooperation with appropriate staff, researchers, and partners, the incumbent designs, develops tests, and implements scientific monitoring protocols to identify, evaluate, and do long-term monitoring of resource condition and protection. This includes conducting inventories and implementing monitoring programs to assess status and trends. Writes new monitoring documents that define monitoring techniques and develops methods for future refinement of protocols.

Based on results of inventories, in-depth studies, and monitoring, the incumbent develops and conducts scientifically credible preservation, mitigation, stabilization, and restoration projects needed to restore and/or maintain resource integrity.

Collects, analyzes, and synthesizes scientific information from research; monitors

resources management actions and other sources of information; and prepares reports for specific projects. Summarizes new and conventional information for use by scientists, managers, park staff, cooperators, and partners. Prepares information for the park education program.

Incorporates appropriate Geographic Information System (GIS) technology into job to provide comprehensive and scientifically sound answers to inquiries from managers and others. Uses automatic methods for data collection, analysis or illustration. Inputs data into digital form and uses computer applications for data analysis, manipulation, and presentation.

Maintains liaison with the State Historic Preservation Officer, Natural Heritage Office, and traditionally associated groups. Conducts or coordinates the review of park projects to assure protection of cultural

resources and compliance with applicable federal laws, such as the National Historic Preservation Act, Archeological Resources Protection Act, and Native American Graves Protection and Repatriation Act.

May manage the museum collections. Coordinates the documentation, preservation, protection, exhibition, and use of park collections whether housed in the park or at an outside repository according to NPS guidelines. The museum program includes the four primary museum functions of research, collection, exhibits, and education.

May supervise seasonal, temporary, permanent, VIP, and other personnel, but less than 25% of the time.

Factor 1. Knowledge Required by the Position Level 1-7; 1250 points

Professional knowledge of principles, methods and theories of one or more of the professional fields listed above acquired through education and experience. Ability to apply that knowledge to a resources management program that involves a wide range of duties associated with the park's cultural resources including, as appropriate, history, archeology, historic architecture, cultural anthropology, cultural landscapes, and natural and cultural museum collections including archives. Knowledge and skills are sufficient to solve problems covering diverse cultural resources management situations; to supervise others in phases of cultural resources programs and operations; to develop a variety of integrated management and operating plans; to design program schedules, including estimates of personnel, equipment, and materials; and to deal with diverse technical and administrative concerns.

Knowledge of NPS planning and management requirements and guidelines so that plans result in programs that provide adequate long-term protection for resources.

Extensive knowledge of laws and regulations relating to the protection of the cultural resources, and NPS regulations, policies, guidelines and plans regarding the management and monitoring of cultural resources, in order to assure that program

goals and objectives meet legal requirements and reflect park and national priorities and policies.

Skill to plan and carry out complex, credible programs so that the resource stewardship needs are met in a cost effective, efficient, timely, and professional manner.

In-depth knowledge of program management and administration of budget, contracts, and personnel.

In-depth knowledge of principles and techniques associated with evaluating the significance and condition of cultural resources. This knowledge is required to determine which resources are the most important and which techniques should be used to acquire the desired information; and to develop new techniques and methods when careful analysis indicates that existing techniques are not satisfactory.

Knowledge of NPS guidelines, procedures, and techniques required for the preservation, protection, exhibition, storage, cataloging, and researching of natural and cultural specimens, in order to insure that they are adequately preserved, properly incorporated into the museum collections, and effectively used.

In-depth knowledge of data acquisition and analysis standards, methods, and recording techniques so that the incumbent can efficiently manage the collection and summation of data, and accomplish data analysis in a way that is highly credible and meets scientifically acceptable standards.

Knowledge of computer hardware, software, and application so that information can be effectively stored, processed, summarized, and reports generated.

Skill in oral and written communication in order to insure that plans are well written and easily understood; scientific reports and journal articles are of high scientific credibility; pertinent information is shared effectively with others; and oral presentations are well designed, informative, and clearly convey the intended message.

Factor 2. Supervisory Controls Level 2-4; 450 points

The supervisor sets the overall goals and resources available. Guidance is provided only to determine priorities, approve work plans, and assist in working through unprecedented situations that have a bearing on the overall program.

The incumbent independently plans, designs, implements, and oversees the cultural resources program with a minimum of direct supervision. Independent judgement is required on a regular basis in developing, testing, and refining procedures and methods, and in the application of these methods in the field. The incumbent resolves

most problems that arise and coordinates the work both within the work unit and with other park divisions. The incumbent keeps the supervisor informed of progress, potentially controversial problems, and concerns, issues or other matters having far-reaching implications.

The supervisor evaluates the completed work based on general adequacy in meeting program or project objectives, expected results, and compatibility with other work. Work produced is considered technically correct and is normally accepted without significant change.

Factor 3. Guidelines Level 3-4; 450 points

Guidelines include laws, regulations, policies, scientific protocols, plans, procedures, and any additional directions given and defined by the supervisor. Policies and precedents are applicable but are stated in general terms; guidelines are scarce or of limited use. Guidelines are often inadequate to deal with the more complex or unusual problems, or with novel, undeveloped, or controversial aspects of cultural resources management encountered at the field level. These kinds of situations occur when precedents or guides point toward conflicting decisions; recent court decisions or legislation may appear to require a technical decision at variance with existing guides; or there may be relatively few precedents or guides which are pertinent to specific methods; or proven methods are incomplete. The employee uses initiative and resourcefulness in deviating from traditional methods or researching trends and patterns to develop new methods, criteria or proposed new policies.

Factor 4. Complexity Level 4-5; 325 points

The work includes varied duties requiring many different and unrelated processes and methods that are applied to a broad range of activities or substantial depth of analysis. Decisions regarding what needs to be done include major areas of uncertainty in approach, methodology, or interpretation and evaluation processes that result from such elements as continuing changes in program, technological

developments or conflicting requirements. The work requires originating new techniques, establishing criteria or developing new information.

Cultural resources issues are often publicly controversial and require substantial initiative and skill in building consensus and obtaining public and cooperating agency support. The design, testing, implementation, and analysis of inventorying, monitoring, and mitigation methods and plans is a very complex endeavor requiring professional and/or scientific judgments. Duties frequently require the evaluation of alternative methods and competing priorities to determine the best approach to program and project development. Factors and conditions differ according to the tasks and procedures being completed and phase of work being done. In some cases the development of techniques and methods requires scientific investigation that may be described as research.

In addition to mastering historic preservation and related mitigation and monitoring

technology, the incumbent is required to perform analysis of information. The incumbent must apply strict quality control measures to assure credibility of findings.

Assignments involve sensitive and complex issues that require solving problems concerned with novel, undeveloped or controversial aspects. The problems are difficult due to the abstract nature of the concepts, or the existence of serious conflicts among scientific requirements, program direction, and administrative requirements. These conditions create major areas of uncertainty in the decision-making process. Information collected must be reorganized, interpreted, and presented to reflect supportable hypotheses and themes. The incumbent must be able to examine separate subject areas to draw upon research and sources of several disciplines.

The incumbent must be especially versatile and innovative in order to recognize new approaches, devise new or improved techniques or strategies for obtaining effective results, or anticipate future trends and requirements. The person must be able to (1) exercise good professional judgement in ensuring the appropriate consideration of resources in the overall picture of park operations, development, interpretation, and resources management, (2) identify resources, evaluate their significance, develop management options that take into account all levels and areas of concern, and (3) prepare plans to preserve, conserve, mitigate impacts, and manage the resources.

Factor 5. Scope and Effect Level 5-4; 225 points

The purpose of the work is to plan and carry out programs and strategies to protect resources and resolve problems with solutions that achieve objectives. The successful accomplishment of the duties of this position provides the professional foundation of cultural resources stewardship. The work involves establishing criteria, formulating projects, assessing program effectiveness or investigating or analyzing a variety of unusual conditions, problems or questions. The product or service affects a wide range of agency activities, major activities or issues, or the operation of other agencies or entities. Management strategies developed and conducted by the incumbent are essential to maintaining the resources. Information gained through research, inventory, and monitoring provide the professionally credible basis for management decisions; thereby, directly affecting the current and future integrity of the resources.

The work influences the effectiveness or acceptability of agency goals and programs, especially as they relate to state officials, Native American organizations and other traditionally associated groups, and

program managers or specialists in outside agencies. Programs carried out by the incumbent directly effect the preservation of cultural resources.

Factor 6. Personal Contacts Level 6-3; 60 points

Contacts are made with cultural resources managers and subject matter experts of other agencies and tribes, park managers, researchers and other members of the

scientific communities, science and staff of other parks, non-government historic and preservation organizations, Native American organizations and individuals, the media, the general public, and other park staff. Contacts are typically not established on a routine basis, and the role and authority are identified and developed during the course of the contact.

Factor 7. Purpose of Contacts Level 7-2; 50 points

The purposes of the contacts are to provide professional advice to managers and other staff to influence management decisions; to exchange information; to provide instruction or services; to coordinate and advise on mutual work efforts and research; to insure compliance with laws and regulations; to train; to procure supplies and materials; and to secure cooperation for park programs from other agencies, individuals or interest groups.

Factor 8. Physical Demands Level 8-2; 20 points

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.

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

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 including steep slopes, rocky terrain, volcanoes, caves, firelines, arctic environments, swamps, deserts, and forests. On occasion, flying in fixed-wing aircraft and helicopters is possible.

Total Points 2835

Resources Careers