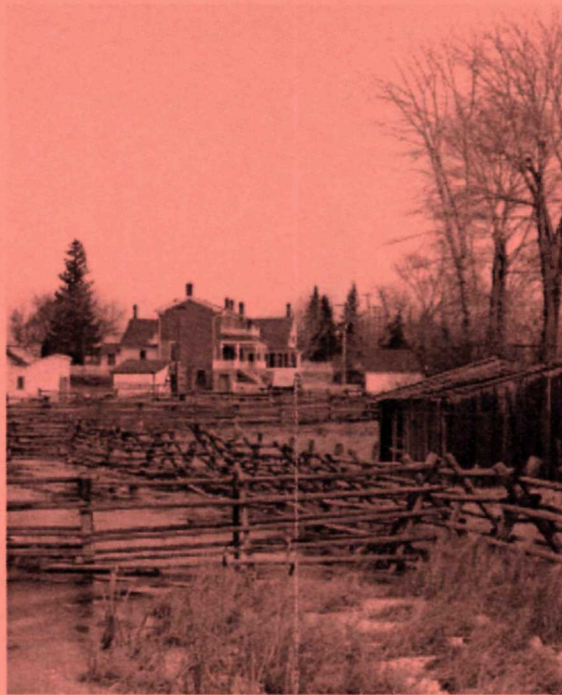


# **National Park Service**

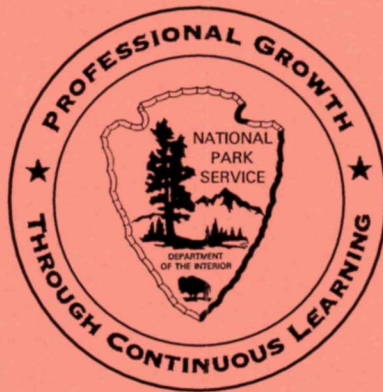
**Cultural Resources Stewardship  
Training Needs Assessment (Revised)**

**Integrated Resources Program Manager  
(Resource Management Specialist)  
Full Performance Level**



**Stephen T. Mather Training Center**  
National Park Service

**Center for Recreation Resources Policy**  
George Mason University



See the *NPS Employee Training and Development Career Planning and Tracking Kit, Cultural Resources Career Field* for your essential competencies related to cultural resources management. You can access the tracking kit at “The Learning Place” web site under the Park Net Home Page at: [www.nps.gov/training/npsonly/npscom.htm](http://www.nps.gov/training/npsonly/npscom.htm).

**Front Cover Photograph:** Grant-Kohrs National Historic Site (NHS), Deer Lodge, Montana. Lower yard from slough looking east, 1988.  
(Courtesy of Grant-Kohrs NHS)

**National Park Service**  
**Cultural Resources Stewardship Needs Assessment**  
**Integrated Resources Program Manager (Resource Management Specialist)**  
**Full Performance Level**

“Integrated Resources Program Managers” (Interdisciplinary) work in a wide range of settings with varied program responsibilities and assignments. **Note:** The former occupational title - Resource Management Specialist - was changed to be consistent with NPS *Resources Careers*. In some parks, employees in the position of Integrated Resources Program Manager (Resource Management Specialists), Interdisciplinary, carry out both cultural resources management and natural resources management responsibilities. This questionnaire focuses on the cultural resources management essential competencies that are applicable to your job.

**Instructions:** In the performance of your present job as an integrated resources program manager, how important are the following professional competencies? Please check the most appropriate response for each item.

**Professional Discipline**

	<i>Not Important</i>						<i>Extremely Important</i>
1. Ability to act as principal advisor in the management of park cultural resources.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7

**Preservation Law, Philosophy, and Practice**

2. Extensive knowledge of laws, regulations, policies, and guidelines regarding the preservation and protection of cultural resources.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
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3. Extensive knowledge of and ability to participate in the further development or revision of the goals, content, and functioning of National Park Service cultural resource programs, both internal and partnership.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
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## Program and Project Management

Not Important

Extremely Important

11. Ability to recognize the interrelationships of all resource management disciplines such as museum management, archeology, cultural landscapes, historic architecture preservation, ethnography, and maintenance and to work within this divisional/discipline framework to accomplish cultural resource preservation projects and goals.

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5   ☐ 6   ☐ 7

12. Knowledge of funding sources for cultural resources management both within and outside the National Park Service.

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5   ☐ 6   ☐ 7

13. Ability to develop and manage workplans and schedules, scopes of work, cost estimates, and budget proposals and/or grants to justify funding requests and accomplish goals.

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5   ☐ 6   ☐ 7

14. Ability to direct diverse and complex programs of cultural resource management.

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5   ☐ 6   ☐ 7

### -Contracting/Cooperative Agreements-

15. Ability to negotiate partnerships for the accomplishment of cultural programs that are regional or national in scope.

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5   ☐ 6   ☐ 7

16. Ability to prepare cooperative agreements for the accomplishment of complex cultural resource programs involving one or more universities or national organizations.

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5   ☐ 6   ☐ 7

### -Planning-

17. Ability to develop or coordinate the development of cultural resource components of resource management plans in areas with diverse and complex cultural resources.

☐ 1   ☐ 2   ☐ 3   ☐ 4   ☐ 5   ☐ 6   ☐ 7



Extremely Important

1 2 3 4 5 6 7

19. Ability to apply extensive knowledge of compliance legislation and regulations to the development or revision of them and/or to develop implementing Servicewide policies and guidelines.

1 2 3 4 5 6 7

1 2 3 4 5 6 7

1 2 3 4 5 6 7

22. Ability to produce complex, clearly-written, well-documented studies of publishable quality to support planning, preservation, management, and public interpretation of cultural resources.

1 2 3 4 5 6 7

23. Knowledge and ability to develop training programs to support Servicewide cultural resource management and preservation programs.

1 2 3 4 5 6 7

Not Important

Extremely Important

24. Ability to lead complex training situations, which may include agendas with numerous topics and speakers; participants with different backgrounds or levels of knowledge, experience, and motivation; or courses of several days duration.

☐  
1☐  
2☐  
3☐  
4☐  
5☐  
6☐  
7

# National Park Service

## Cultural Resources Stewardship Needs Assessment

### Integrated Resources Program Manager (Resource Management Specialist) Full Performance Level

The National Park Service has the responsibility of providing meaningful training and education for its employees. The purpose of this training is to ensure the basic missions of the Service and its individual units are met, while allowing employees to reach their personal career goals.

**Instructions:** Please look at the same list again. This time consider how you rate your overall preparation (all sources) for these aspects of being an integrated resources program manager. Please check the most appropriate response for each item. If the training competency does not apply to your present position, check the first box - N/A.

		<i>N/A</i>	<i>Unprepared</i>					<i>Fully Competent</i>
<b>Professional Discipline</b>								
25. Ability to act as principal advisor in the management of park cultural resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	0	1	2	3	4	5	6	7

### Preservation Law, Philosophy, and Practice

26. Extensive knowledge of laws, regulations, policies, and guidelines regarding the preservation and protection of cultural resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	0	1	2	3	4	5	6	7
27. Extensive knowledge of and ability to participate in the further development or revision of the goals, content, and functioning of National Park Service cultural resource programs, both internal and partnership.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	0	1	2	3	4	5	6	7



## Research and Inventory

N/A  
Unprepared

Fully Competent

28. Extensive knowledge of the Service's cultural resource inventories, such as the List of Classified Structures (LCS), the Cultural Resources Bibliography (CRBIB), the Archeological Sites Management Information System (ASMIS), the Cultural Sites Inventory (CSI), the NPS Geographic Information System (GIS), and the Automated National Catalog System (ANCS+).

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

29. Ability to use the data of the cultural resource inventories in the development and management of complex CRM planning and preservation undertakings.

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

30. Knowledge of the application of GIS technology, automatic methods of data collection, analysis, and illustration to cultural resources management.

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

31. Ability to collect, analyze, and synthesize scientific information from research, monitoring, resources management actions, and other sources of information to solve park, regional, and Servicewide cultural resource management problems.

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

32. Skill in using computer applications for cultural resources management data analysis, manipulation, and presentation.

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

## Preservation, Treatment, and Maintenance

33. Extensive knowledge of preservation treatments and preservation maintenance methods and practices.

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

34. Ability to identify appropriate specialists to carry out complex scientific and cultural preservation, mitigation, and restoration projects.

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

## Program and Project Management

Fully Competent  
Unprepared  
N/A

35. Ability to recognize the interrelationships of all resource management disciplines such as museum management, archeology, cultural landscapes, historic architecture preservation, ethnography, and maintenance and to work within this divisional/discipline framework to accomplish cultural resource preservation projects and goals.

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

36. Knowledge of funding sources for cultural resources management both within and outside the National Park Service.

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

37. Ability to develop and manage workplans and schedules, scopes of work, cost estimates, and budget proposals and/or grants to justify funding requests and accomplish goals.

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

38. Ability to direct diverse and complex programs of cultural resource management.

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

### -Contracting/Cooperative Agreements-

39. Ability to negotiate partnerships for the accomplishment of cultural programs that are regional or national in scope.

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

40. Ability to prepare cooperative agreements for the accomplishment of complex cultural resource programs involving one or more universities or national organizations.

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

### -Planning-

41. Ability to develop or coordinate the development of cultural resource components of resource management plans in areas with diverse and complex cultural resources.

☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

	N/A	Unprepared						Fully Competent
42. Ability to lead complex planning undertakings or manage the development of new or revised cultural resource planning policies and methodologies.	<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7

### -Compliance-

43. Ability to apply extensive knowledge of compliance legislation and regulations to the development or revision of them and/or to develop implementing Servicewide policies and guidelines.	<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
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44. Ability to develop and negotiate Servicewide programmatic agreements with State Historic Preservation Officers and the Advisory Council on Historic Preservation to resolve complex cultural resource issues.	<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
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45. Ability to maintain liaison with Native Americans and other traditionally associated groups.	<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
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### Writing and Communication

46. Ability to produce complex, clearly-written, well-documented studies of publishable quality to support planning, preservation, management, and public interpretation of cultural resources.	<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
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### Training

47. Knowledge and ability to develop training programs to support Servicewide cultural resource management and preservation programs.	<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
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48. Ability to lead complex training situations, which may include agendas with numerous topics and speakers; participants with different backgrounds or levels of knowledge, experience, and motivation; or courses of several days duration.	<input type="checkbox"/> 0	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
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# Demographics

49. Age (years): \_\_\_\_\_

50. Gender:    ☐ Female    ☐ Male  
                    1                      2

51. Race/National Origin:

<input type="checkbox"/> American Indian or Alaskan Native 1	<input type="checkbox"/> Hispanic 2
<input type="checkbox"/> Black (Not of Hispanic Origin) 3	<input type="checkbox"/> Asian or Pacific Islander 4
<input type="checkbox"/> White (Not of Hispanic Origin) 5	<input type="checkbox"/> Other (Please Specify): 6

52. Do you have a disability? ☐ Yes    ☐ No  
                                            1                      2

53. Current GS level \_\_\_\_\_

54. Number of years served in the National Park Service? \_\_\_\_\_

55. Number of years in current position? \_\_\_\_\_

56. Education (Circle the highest number of years of formal education completed)

<12    12    13    14    15    16    17    18    18+

57. If you hold a college degree(s), please complete the following questions regarding the type of degree(s) and major field(s) of study:

## **Bachelor's:**

Type of Degree (i.e., B.S., B.A., etc.) \_\_\_\_\_

Major Field of Study \_\_\_\_\_

## **Master's:**

Type of Degree (i.e., M.S., M.A., etc.) \_\_\_\_\_

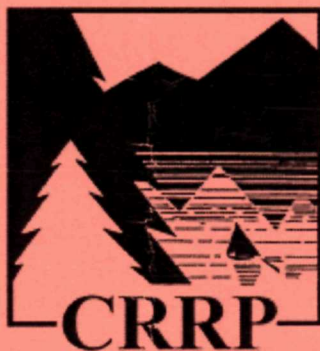
Major Field of Study \_\_\_\_\_

## **Doctorate:**

Type of Degree (i.e., Ph.D., Ed.D., etc.) \_\_\_\_\_

Major Field of Study \_\_\_\_\_

Thank you for taking the time to complete this important questionnaire. Please use the enclosed self-addressed envelope to send this back to George Mason University. Your responses to this questionnaire will be kept in strictest confidence.



**Center For Recreation Resources Policy**

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MS 4E5

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[www.gmu.edu/departments/hfrr/crrp](http://www.gmu.edu/departments/hfrr/crrp)