

October 26, 1995

To: National Park Service Employees

From: Resources Careers Committee

Subject: Announcement of Resources Careers Initiative

### **Background**

In February 1994, Mike Finley, then acting Associate Director for Operations and on the Careers Council, contacted Kathy Davis, Southern Arizona Group, to be the chairperson of Resources Careers. At that time four career groups were organized and functioning for rangers, administration, maintenance, and concessions. In March Kathy was instructed to establish a committee, which she did with Rowland Bowers and Denny Fenn, then acting Associate Directors for Cultural and Natural Resources, respectively. In August the committee met with Mike Finley to receive an orientation to the task and to begin working.

### **Purpose**

The purpose of Resources Careers is to define and implement a human resources development program for resources management careers that will meet the stewardship needs of the National Park Service (NPS). Resources Careers will entail career entry, position management, training, diversity in the work force, career paths, seasonal issues, and professionalization.

### **Goals**

The goals of the initiative are to:

1. Develop benchmark position descriptions based on GS-11 as the minimum full performance for resources managers.
2. Develop benchmark position descriptions for technical positions in resources management (various levels).
3. Define entry routes and career paths.
4. Write an implementation plan to professionalize the natural and cultural resources management work force of the National Park Service.
5. Link with other programs that are improving training and professional opportunities for National Park Service employees.

### **Commentary**

The conservation mission of the National Park Service is well known. Cultural and natural resources are the reasons parks were created. Yet due to increasing threats to our resources,

the agency may need to establish an even higher standard for resources management to avoid compromising park resources for enhanced visitor experiences.

Quality professional resources management, both natural and cultural, must be the highest priority in the National Park Service if we are to meet the challenges facing parks. Resources management includes research, planning, implementation, interpretation, and protection. Personnel whose primary duty is resources management must have the professional training and education commensurate with the complexity of issues, concerns, and competing interests that endanger park resources. To achieve such a level of resources stewardship, we need to make every effort to increase the number of primary-duty resources management positions, increase the proficiency and competency of professional and technical positions, and establish strong direct links amongst superintendents, resources managers, and other program leaders.

An overall goal of Resources Careers is to give the National Park Service the professional recognition it should have as the steward of world class parks. Professional expertise is needed to manage cultural and natural resources at a time when parks are increasingly at risk.

### **Working Group Composition**

The working group for Resources Careers is composed of committee members, advisors, and ad hoc participants. The committee members and advisors are listed below and more completely in Appendix A. Ad hoc participants vary and assist with special tasks, such as training, competencies, etc. While not listed here, ad hoc members will be named in the periodic updates.

The committee is comprised of:

Kathy Davis, Chief Resources Management, Southern Arizona Group  
Cathy Gilbert, Regional Historical Landscape Architect, Columbia Cascades SSO  
Ann Hitchcock, Chief Museum Management Program, National Center for Cultural  
Resource Stewardship and Partnerships Programs, Washington DC  
John Maounis, Director Northeast Museum Services Center, New England SSO  
Bob Krumenaker, Leader Center for Resources, Shenandoah National Park  
Gary Somers, Archeologist, Alaska SSO  
Dave Haskell, Director Grand Canyon Science Center, Grand Canyon National Park  
Amy E. Moore, Resources Manager, Southern Arizona Group  
Suzanne Lewis, Superintendent, Timucuan Ecological and Historic Preserve

Advisors include:

Mike Soukup, Associate Director Natural Resources Stewardship and Science,  
Washington Office

Kate Stevenson, Associate Director Cultural Resource Stewardship and Partnerships Programs, Washington Office  
Abby Miller, Deputy Associate Director Natural Resources Stewardship and Science, Washington DC  
Rowland Bowers, Assistant Director National Center for Cultural Resource Stewardship and Partnerships Programs, Washington DC  
John Mussare, Assistant to the Deputy Director, Washington Office  
Deke Cripe, Assistant to the Deputy Director, Washington Office  
Mike Finley, Superintendent, Yellowstone National Park

### **Completion Target**

Given consistent funding to support committee activities, we plan to complete our work by the end of FY98; possibly sooner.

Resources Careers activities have been hindered and partially helped by uncertain funding since its inception in 1994. While the Careers Council originally hoped to provide an annual budget to support the committee and a personnel/classification consultant, in fact no specifically marked funding was forthcoming. Consequently, securing funds for the committee's meetings and follow up actions has been a constant struggle and caused delays. All actions to date have been financially supported by Deputy Director John Reynolds, the associate directors for natural and cultural resources in Washington, and park base. Kate Stevenson and Mike Soukup have committed to support Resources Careers, and with their backing, the committee now can concentrate on results rather than existence.

These delays, however, have not been totally unfavorable. Now we are able to use products that were not available when Resources Careers started in 1994. These include cultural and natural resources competencies, Proclass, CR-MAP, Employee Training and Development Strategy, and examples from career initiatives for rangers, administration, maintenance, and concessions.

### **Current Activity**

Currently, our main activity is conducting fact-finding reviews of selected positions to determine the type of natural and cultural resources work being done in the National Park Service and the grade value of the work. Both Ranger Careers and Administration Careers conducted similar audits, and the results established benchmark job standards.

Each auditor will be accompanied by a Resources Careers committee member and will examine the work done in resources management, focusing on minimum full performance professional as well as technician positions. Those first-priority positions in Appendix B will be the focus; however, other positions can be included if available in a park.

Analysis of the reviews will:

1. Determine the appropriate grade value of the work being performed by or projected for GS-9 and GS-11 resources positions and verify whether GS-11 is minimum full performance level.
2. Recommend the most appropriate organizational reporting structure for resources management within parks, i.e., whether reporting directly to the superintendent is more effective.
3. Review the work of technical positions to determine appropriate alignment and grade patterns. Identify the full performance levels for these jobs, which may vary by park depending on the complexity and level of resources management activities.
4. Assess the lack of existing career paths and ladders and the merits for establishing them.

The first review was done in Klondike Gold Rush NHP in September 1995 of two professional positions; a cultural resources manager and a museum curator. This was done as a preliminary test and to take advantage of a prearranged visit by John Mussare, personnel consultant to Resources Careers. Shenandoah National Park is the next location. Not all parks have been chosen for auditing. We are selecting them to get a broad representation of positions, park complexity, and field area. Cost effectiveness is a major factor and being able to get a variety of parks in close proximity will outweigh going to remote ones. About ten parks will be visited, and resources positions in other agencies may be reviewed for comparison; for example, archeologist and botanist in the US Forest Service.

Following the fact-finding reviews, the committee will meet with auditors and discuss the four factors listed above. Benchmark position descriptions will be prepared, and at this point, we will ask for assistance from the field to write and review position descriptions.

### **Results to Date**

Following are the results to date:

1. Held three meetings with action items completed or in process of completion (minutes available).
2. Reviewed all relevant occupational series in NPS and selected those to address in Resources Careers. They include 42 occupational series and three jobs (Appendix B).
3. Identified issues facing resources careers in NPS and tasks to deal with the issues.
4. Began audits of resources management positions in parks.
5. Drafted 12 of the highest priority targeted benchmark position descriptions.
6. Began distributing information about Resources Careers and the committee's activities to NPS employees through meeting minutes, statements, electronic mail, etc.

7. Completed the final draft of the combined Natural and Cultural Professional Development Plan, which will be issued by December 31, 1995 as framework for Resources Careers.
8. Prepared a preamble about the importance of quality professional resources management to the National Park Service.
9. Obtained budget to support activities to date.
10. Acquired a consultant for personnel and classification assistance.
11. Began linking with other groups working on NPS restructuring, R-MAP for cultural and natural resources, Employee Training and Development Strategy (especially using the competencies), Ranger Careers, Administration Careers, Maintenance Careers, Concession Careers, Proclass, and other initiatives.
12. Began delineating career paths and ladders.

### **Closing**

You will be hearing more about the Resources Careers initiative. Periodic updates on activities and progress will be given via cc:Mail, at conferences, in newsletters, etc. Please assist us by distributing information. If you have any questions or want to discuss Resources Careers, contact any committee member by phone or cc:Mail.

Kathy Davis, Chairperson, Resources Careers

## **Appendix A. Resources Careers**

### **Committee**

Kathy Davis, Chief  
Resources Management  
Southern Arizona Group, NPS  
202 E. Earll Dr., Ste. 115  
Phoenix, AZ 85012  
(602) 640-5258 Phone  
(602) 640-5265 Fax

Cathy Gilbert  
Historical Landscape Architect  
Columbia Cascades SSO  
Pacific West Field Area, NPS  
909 First Avenue  
Seattle, WA 98104  
(206) 220-4129 Phone  
(206) 220-4159 Fax

Ann Hitchcock, Chief  
Museum Management Program, NPS  
PO Box 37127  
Washington, DC 20013-7127  
(202) 343-8138 Phone  
(202) 343-1767 Fax

John Maounis, Director  
Northeast Museum Services Center  
New England SSO  
Northeast Field Area, NPS  
15 State Street  
Boston, MA 02109  
(617) 223-5055 Phone  
(617) 223-5195 Fax

Bob Krumenaker, Leader  
Center for Resources  
Shenandoah National Park  
Rte. 4, Box 348  
Luray, VA 22835  
(703) 999-3491 Phone  
(703) 999-3693 Fax

Gary Somers  
Archeologist  
Alaska SSO  
Alaska Field Area, NPS  
2525 Gambell St., Rm 107  
Anchorage, AK 99503  
(907) 257-2665 Phone  
(907) 257-2510 Fax

Dave Haskell, Director  
Grand Canyon Science Center  
Grand Canyon National Park  
PO Box 129  
Grand Canyon, AZ 86023  
(602) 638-7759 Phone  
(602) 638-7755 Fax

Amy E. Moore  
Resources Manager  
Southern Arizona Group, NPS  
202 E. Earll Dr., Ste. 115  
Phoenix, AZ 85012  
(602) 640-5258 Phone  
(602) 640-5265 Fax

Suzanne Lewis, Superintendent  
Timucuan Ecological and Historic Preserve  
13165 Mt. Pleasant Road  
Jacksonville, FL 32225  
(904) 221-5568 Phone  
(904) 221-5248 Fax

**Advisors**

Mike Soukup, Associate Director  
Natural Resources Stewardship and  
Science, NPS  
PO Box 37127  
Washington, DC 20013-7127  
(202) 208-3884 Phone  
(202) 208-4620 Fax

Kate Stevenson, Associate Director  
Cultural Resource Stewardship and  
Partnerships, NPS  
PO Box 37127  
Washington, DC 20013-7127  
(202) 208-7625 Phone  
(202) 273-3237 Fax

Deke Cripe, Assistant to the Deputy  
Director  
Office of the Deputy Director, NPS  
PO Box 37127  
Washington, DC 20013-7127  
(202) 343-4047 Phone  
(800) 263-2085 Phone

John Mussare, Assistant to the Deputy  
Director  
Office of the Deputy Director, NPS  
PO Box 37127  
Washington, DC 20013-7127  
(202) 619-7492 Phone

Rowland Bowers, Assistant Director  
Cultural Resource Stewardship and  
Partnerships, NPS  
PO Box 37127  
Washington, DC 20013-7127  
(202) 343-9596 Phone  
(202) 343-8152 Fax

Abby Miller Deputy Associate Director  
Natural Resources Stewardship and  
Science, NPS  
PO Box 37127  
Washington, DC 20013-7127  
(202) 208-4650 Phone  
(202) 208-4620 Fax

Mike Finley, Superintendent  
Yellowstone National Park  
PO Box 168  
Yellowstone NP, WY 82190-0168  
(307) 344-7381 Phone  
(307) 344-2323 Fax

[10/19/95]

## **Appendix B. Resources Careers: Primary-duty Resources Management Positions**

Following are the 45 primary-duty resources management occupational series and jobs included in the Resources Careers initiative. They were selected in March 1995 after reviewing all occupational series in the National Park Service and in conjunction with the job types being addressed by other careers groups.

### **Resources Management Positions**

#### **Priority Group 1\***

- 1 resources management program manager (integrated)
- 2 cultural resources manager
- 3 natural resources manager

### **Cultural Resources Series**

#### **Priority Group 1**

- 1 170 history
- 2 190 general anthropology
- 3 193 archeology
- 4 807 landscape architecture (historical)
- 5 808 architecture (historical)
- 6 1015 museum curator
- 7 1016 museum specialist and technician

#### **Priority Group 2**

- 1420 archivist
- 1421 archives technician

#### **Priority Group 3**

- 102 social science aid and technician
- 1001 general arts and information
- 1010 exhibits specialist
- 1410 librarian
- 1411 library technician



## Natural Resources Series

### Priority Group 1

1	401	general biological science
2	028	environmental protection specialist
3	1370	cartography
4	486	wildlife biology
5	1301	general physical science
6	408	ecology
7	404	biological science technician

### Priority Group 2

150	geography
460	forestry
430	botany
1315	hydrology
1371	cartographic technician

### Priority Group 3

437	horticulture
454	rangeland management
462	forestry technician
482	fishery biology
1350	geology

### Priority Group 4

410	zoology
414	entomology
470	soil science
471	agronomy
819	environmental engineering
1310	physics
1311	physical science technician
1316	hydrologic technician
1320	chemistry
1340	meteorology
1360	oceanography

\* Priority in regards to which occupational series to address first.

[3/16/95]