Career Program (CP) 61

U.S. Army Center of Military History

Army Civilian Training, Education and Development System (ACTEDS)

0170 Historians

1010 Exhibit Specialists

1015 Museum Curators

1016 Museum Technicians/Specialists

1420 Archivists

1421 Archivist Technicians/Specialists

FY 13 ACTEDS

(As of 29 April 2013)

Revised: 29 April 2013

Career Program (CP) 61

Historians/Archivists/Museum Professionals

ACTEDS PLAN

PURPOSE: Army Civilian Training Education and Development System (ACTEDS) Plans provide information pertaining to career management training, education, and development for lifecycle workforce management specific to CP 61.

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SECTION I: INTRODUCTION

A. General: The purpose of the Army Civilian Training, Education, and Development System (ACTEDS) is to provide for the systematic training, education, and development of Army career civilians. This Career Program (CP) 61 ACTEDS Plan is a living document that outlines sequential and progressive training for functional specialties and in leadership, supervision, and managerial development. It also provides general information and guidance on management of the career program, including career progression ladders, competencies, Master Training Plans, mobility, and continued service requirements.

Last Update: 12 Sep 2012

For suggestions, questions, and comments regarding this ACTEDS plan, contact:

U.S. Army Center of Military History
ATTN: AAMH-ZC
102 Fourth Ave, Collins Hall, Building 35
Fort Lesley J. McNair
Washington, D.C. 20319-5060
(202) 685-2706/2709

B. Methodology: Numerous representatives from the Army history, museum, and archives program were involved in the preparation of this ACTEDS plan and associated career maps and ladders. The development of the draft products was coordinated by the Functional Chief's Representative (FCR) of the career program, Dr. Richard W. Stewart; validated by the CP 61 Board of Directors; and approved by the Functional Chief (FC), Mr. Robert J. Dalessandro.

1. Development Strategy:

a. The initial drafts of the ACTEDS, career maps, and career ladder were devised by several committees at the U.S. Army Center of Military History. The Board of Directors of the career program determined the membership of these committees, which included representatives of all of the divisions of the Center and a least one field historian or field museum professional. In addition to an ACTEDS committee, the Board of Directors established separate committees to develop the centrally funded career intern plan; a New Historians, Archivist and Museum Professionals Orientation Course; and a plan for website development for the career program.

b. Upon the creation of an initial draft of each of the key products (ACTEDS plan; career maps; career ladder; career intern plan; New Historians, Archivists and Museum Professionals Orientation Course; and Website) the FCR for the career field advertised for interested subject matter experts (SMEs) from throughout the field to participate in two separate developmental assignments to the Center. These SMEs assembled on two separate occasions—first for two weeks, then for one week—to review all products, provide recommendations and advice, and rework the draft products for presentation to the Board of Directors.

c. While awaiting the quarterly meeting of the Board of Directors, the FCR--who chairs the annual meeting of the Army Historians' Council--presented the latest drafts to that Council for review and comment. The Council consists of representatives of the history programs for all Army Commands, Army Service Component Commands, and Direct Reporting Units. They examined the products at the annual meeting and provided direct feedback to the FCR and the FC.

d. Finally, the FCR presented the revised products to the Board of Directors who voted to recommend their approval to the FC, subject to some specified changes. Those changes were made and the products were presented to the FC by the FCR for his approval.

2. References:

a. List of SMEs: Not published.

b. Formal meetings included History, Archives, and Museum SMEs from the grades of GS 11 to GS 15 from the job series of 0170 (Historian), 1015 (Museum Curator), and 1420 (Archivist). SME personnel came from the Army Special Operations Command, Army Corps of Engineers, Army Heritage and Education Center, Combat Studies Institute, Training and Doctrine Command, and the U.S. Military Academy at West Point. SMEs were primarily from eastern, mid-Atlantic, and mid-western geographical regions. These SMEs, in turn, informally coordinated with their peers and colleagues in the other job series (1010, 1016, and 1421).

c. Competency development process: In progress

d. Define competency "gap closure" strategies: In progress

e. Federal Regulatory or specific occupational requirements that inform training and development plan: The highest educational and professional development standards of historians, museum personnel, and archivists.

C. Career Program Overview:

1. **Functional Specialties** –

a. 0170 Historian; 1015 Museum Curator; 1016 Museum Specialist/Technician; 1010 Exhibit Specialist; 1420 Archivist; 1421 Archives Technician/Specialist.

b. Selected jobs in the 301 series if they are directly in support of Army history or museum activities.

c. There are no sub-career fields in CP 61

d. Mission Critical Occupations (MCOs): N/A

e. For further information, contact the CP 61 Career Program Manager at: usarmy.mcnair.cmh.mbx.cp-61@mail.mil or visit the CP 61 website at: http://www.history.army.mil/banner_images/focus/CP-61/index.html

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2. <u>Population</u> –

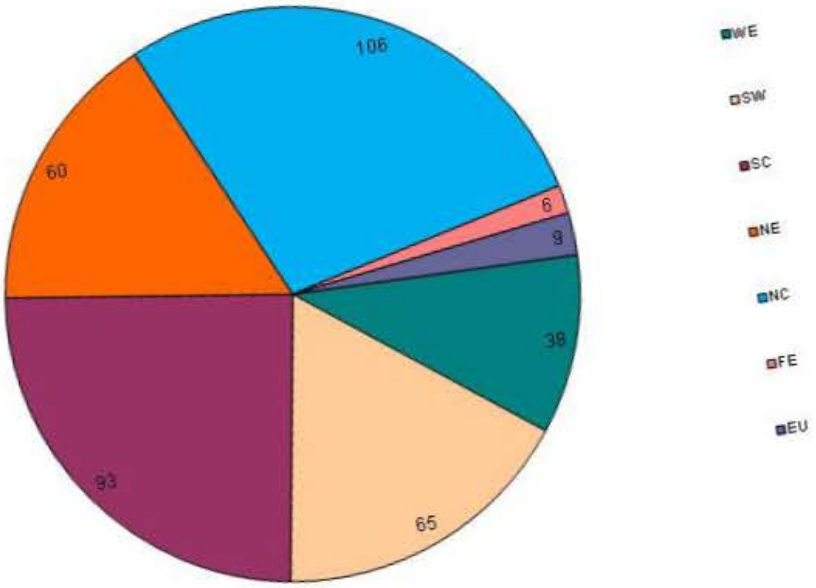
a. Approximate size of population: 377 as of Nov 2012. (Ref. DCPDS)

Breakout:	Historians (0170)	165
	Museum Curators (1015)	89
	Exhibit Specialists (1010)	31
	Museum Technicians/Specialists (1016)	79
	Archivists (1420)	4
	Archives Specialists or Technicians (1421)	2
	Other (1099, 301, 303)	7

(Note: The DCPDS database is slowing evolving to more accurately reflect the actual composition of each career program. Many individuals within various career series may still be listed erroneously in other career programs.)

b. Geographical Dispersion: (See attached charts)

Chart 1: Geographical Distribution of Career Program (as of Nov 2012)



WE=West; SW=Southwest; SC=South Central; NE=Northeast; NC=North Central; FE=Far East; EU=Europe

Chart 2: Geographical Dispersion by State (as of Nov 2012)

State or Country	Count
AL	17
AZ	8
CA	3
CO	1
DC	52
GA	20
Germany	9
HI	8
IL	8
KS	21
KY	5
LA	2
MD	25
MI	1
MO	16
MS	1
NC	23
NJ	3
NM	1
NY	13
OK	16
PA	24
SC	10
South Korea	6
TN	4
TX	28
VA	47
WA	4
WI	1

CP 61 Occupational Series by Command (as of Nov 2012)

Cmd	Command Description	Position Type	Count of SSNs
2A	U. S. Army Cyber Command (AR2A)	APPR	1
5A	U.S. Army North (AR5A)	APPR	2
AA	U. S. Army Accession Command (ARAA)	APPR	5
AS	U.S. Army Intelligence and Security Command (ARAS)	APPR	3
BA	U.S. Army Installation Management Command (ARBA)	APPR	47
CE	U.S. Army Corps of Engineers (ARCE)	APPR	14
E1	Immediate Ofc of the Commander-in-Chief of U.S. Army (ARE1)	APPR	4
E5	U.S. Army V Corps (ARE5)	APPR	1
EN	Seventh Army Training Command (AREN)	LN	1
FC	U.S. Army Forces Command (ARFC)	APPR	3
G6	US Army Network Enterprise Tech Cmnd (ARG6)	APPR	1
GB	Office of the Chief of the National Guard Bureau (ARGB)	APPR	1
HR	U.S. Army Reserve Command (ARHR)	APPR	9
JA	Joint Activities (ARJA)	APPR	7
MA	U.S. Military Academy (ARMA)	APPR	1
MC	U.S. Army Medical Command (ARMC)	APPR	20
MW	U.S. Army Military District of Washington (ARMW)	APPR	3
P1	U.S. Army, Pacific (ARP1)	APPR	3
P1	U.S. Army, Pacific (ARP1)	LN	1
SC	U.S. Army Space and Missile Defense Command (ARSC)	APPR	1
SE	HQDA Field Operating Agencies and Staff Support Agencies (ARSE)	APPR	85
SF	Miscellaneous Field Operating Agencies (ARSF)	APPR	1
SJ	Joint Svcs & Activities Sptd by Ofc, Sec of the Army (ARSJ)	APPR	2
SO	U.S. Army South (ARSO)	APPR	1
SP	U.S. Special Operations Command (Army) (ARSP)	APPR	8
TC	U.S. Army Training and Doctrine Command (ARTC)	APPR	106
TW	U.S. Army War College (ARTW)	APPR	24
X2	Headquarters, AMC (ARX2)	APPR	3
X6	US Army Aviation and Missile Command (ARX6)	APPR	2
X7	U.S. Army Tank-Automotive & Armament Cmnd (TACOM) (ARX7)	APPR	2
X8	U.S. Army Communications Electronics Command (ARX8)	APPR	3
XC	U.S Army Sustainment Command (ASC) (ARXC)	APPR	2
XD	U.S. Army Contracting Command (ARXD)	APPR	1
XQ	U.S. Army Joint Munitions Command (JMC) (ARXQ)	APPR	1
XR	U.S. Army Research, Development and Engineering Command (ARXR)	APPR	7
XT	Military Surface Deployment and Distribution Command (ARXT)	APPR	1
		Sum:	**377**

3. **<u>Affirmative Action Statement</u>**: Selection of employees for training programs in this plan will be made without regard to political preference, race, color, religion, national origin, sex, marital status, disability, age, or sexual orientation.

4. **<u>Career Program Management Structure:</u>** In accordance with the *Life Cycle Career Management for Army Civilian Roles and Responsibilities*, CP 61 management is accomplished by a Functional Chief (FC), a Functional Chief's Representative (FCR), and a Board of Directors (BOD). A Career Program Manager (CPM) has been authorized starting in FY 14.

   a. <u>Functional Career Chief (FC)/Functional Chief's Representative(FCR) –</u>
      1.) The Director of the U.S. Army Center of Military History (CMH) is the Functional Career Chief (FC), and the Chief Historian is the Functional Chief's Representative (FCR) for CP 61.
      2.) The FC is the senior career program official.
      3.) The FCR is a senior civilian designated by the FC to serve as his/her principal advisor in matters pertaining to Career Program management.

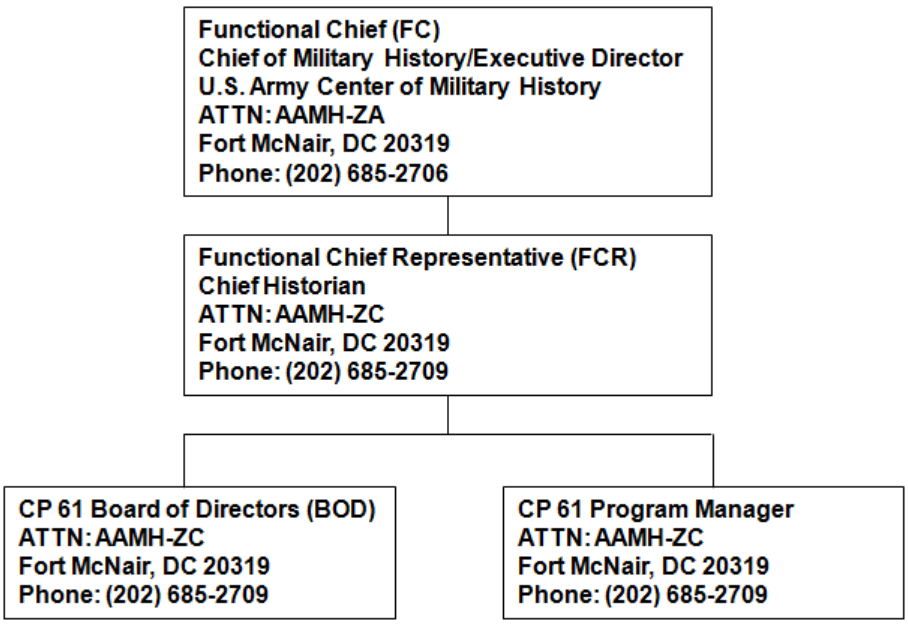
   b. <u>Board of Directors (BOD)</u>
      1.) The CP 61 Board of Directors provides a senior leadership council to review and propose recommendations to the FC and FCR on policy issues pertaining to CP 61. The Board develops and maintains the CP 61 Strategic Plan and provides strategic communication on CP 61 policy and on issues across the Career Program.
      2.) The CP 61 FCR chairs the Board. Normally the membership will include all CMH division chiefs, the CMH strategic planner, the CMH personnel officer, two senior field historians, and two senior field museum curators. The Board's membership is determined by the chairperson in consultation with the FC. This membership is indicative of the breadth and diversity of the Army Historical Program, and also reflects the importance of including those various perspectives in shaping and administering CP 61.

c. Career Program Manager (CPM)

1.) The CPM works for the FCR and manages the day to day tasks of career program management including, but not limited to: updating the ACTEDS plan in accordance to the guidance provided by the FC, FCR, and Board of Directors; developing and publishing (after BOD approval) the ACTEDS Competitive Professional Development (CPD) training budget and Program Objective Memorandum (POM); developing and publishing CP announcements of available courses or training opportunities for CP members; constituting and running the selection boards for recommending who should attend which forms of training or educational opportunities; monitoring the CP websites and Army Career Tracker (ACT) landing pages to keep them up to date and accurate; monitoring training participation and evaluating success; measuring return on investment for all course participants through their chains of command; and approving training requests and matching funding with training opportunities.

2.) The CPM will serve as an ex officio, non-voting member of the CP 61 Board of Directors.

Contact information for the management structure follows:



5. Mobility: No mobility requirements currently exist for implementation of this ACTEDS plan, except for those recruited into the centrally funded Career Intern Program (CIP). However, individuals employed in the Army

Historical Program must realize that their opportunities for advancement are enhanced by an ability and willingness to perform a variety of Army historical functions and even to relocate to other geographical areas on a permanent or temporary (developmental assignment) basis. Functional and geographic mobility affords better access to training opportunities and assignments that demonstrate professional potential and provide much greater generalized and specialized experience.

Some competitive training opportunities, especially at the Senior Service College level, may require applicants to sign a mobility agreement, to accept a post-training assignment, and to commit to a service obligation to ensure the Army's Return on Investment (ROI). Guidance regarding mobility and service agreements and specific courses that require them are in the *Catalog of Civilian Training, Education, and Professional Development Opportunities*, published annually by the Civilian Personnel Management Directorate, Assistant Secretary of the Army (Manpower and Reserve Affairs).

a. Functional Mobility –Although CP 61 professionals may be able to achieve their career goals within a single specialized area, multi-dimensional and multi-disciplined experience is a key factor in individual professional development. CP 61 emphasizes such experience, particularly for those individuals aspiring to progress to managerial and executive positions.

b. Geographic Mobility – Geographic mobility is often required to obtain the diverse experience required of GS-15 or Senior Executive Service level positions. Supervisors should encourage career personnel to take advantage of their mobility opportunities, so that they can develop competencies at a variety of organizational levels consistent with the individual's career goals and the needs of the Army.

c. Continuing Service Agreement --Training/developmental assignments in residence may require completion of a Continued Service Agreement. A Continuing Service Agreement is an agreement signed by the employee being trained to continue to work for the federal government for a set period of time after they have completed a centrally-funded training assignment. The obligated service period in the Department of the Army may vary based upon training time and experience.

d. Deployability – In order to support Army operations, members of CP 61 may have to deploy and provide historical support for humanitarian relief, natural disasters, and/or contingencies. Commanders may designate CP 61 professionals as Emergency-Essential. Individual

development plans should reflect initial, follow-on, and sustainment training for timely response to deployments or emergencies.

SECTION II: OBJECTIVES

This ACTEDS plan provides guidance for the progressive professional development of historians, museum professionals, and archivists through universal and competitive training and education. Accordingly, this ACTEDS plan has both short-term and long-term objectives.

A. Short-Term Objectives:

- Publicize career program philosophy and guidance on career progression, education, mobility, and other career development issues.
- Provide commanders, supervisors, and CP 61 professionals with an updated, single-source reference to plan for professional development to enhance on-the-job performance and prepare individuals for senior and leadership positions.
- Provide an orientation course to historians, museum professionals, and archivists new to the Army Historical Program.
- Assist commanders, staff, resource managers, and civilian personnel representatives in allocating and prioritizing resources for civilian training, education, and development by providing references to available programs, based on core competencies.

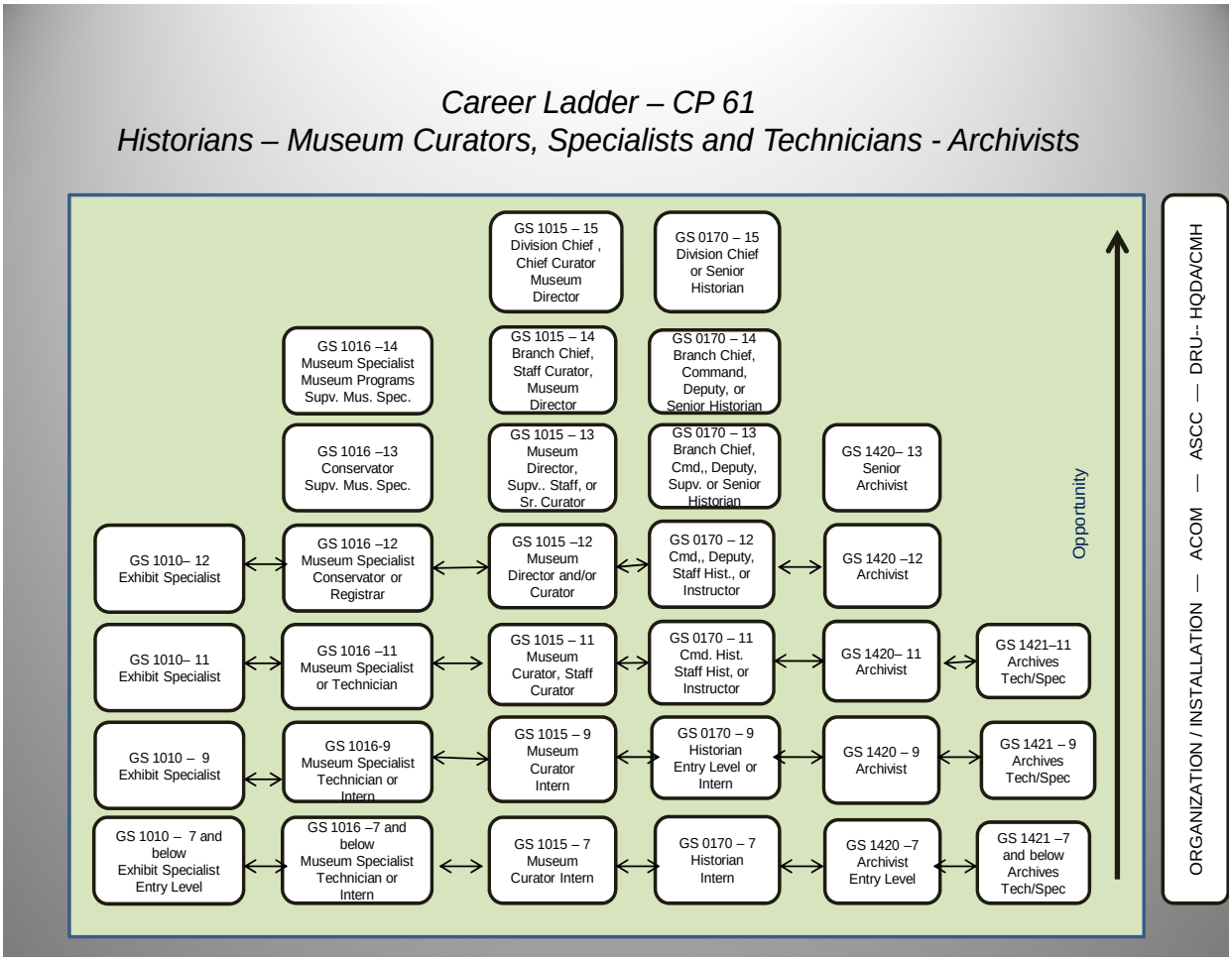
B. Long-Term Objectives:

- Improve the effectiveness and efficiency of Army historical offices, archives, and museums by enhancing the technical and professional abilities of personnel through academic education, professional development, and other career opportunities.
- Develop strategies to train and educate future leader/managers by ensuring that promising personnel take the Supervisor Development Course, Intermediate Course, and Managers Development Course.
- Incorporate and encourage professional development through publications, presentations, conferences, training assignments, teaching, CP 61 developmental assignments, and service to professional organizations.
- Identify competency gaps in the CP 61 field, develop strategies to close those gaps, and assess future requirements.
- Develop and align strategic plans in accordance with the Planning, Programming, Budgeting, and Execution System (PPBES) and the Program Objective Memorandum (POM) process to articulate and fund CP 61 mission, vision, and goals.

SECTION III: CAREER LADDER/CAREER MAPS

A. Career Ladder

This career ladder shows grades and natural grade progression upwards within the various job series. Lateral movement to a different job series is possible up through the level of GS-12 but unlikely above it. This reflects the increasing challenge of moving into higher level supervisory or management responsibilities in a job series without extensive grounding in the full technical tasks and skills of the different professions of historian or museum professional or archivist.



B. Career Maps

A career map provides careerists general professional guidance on career progression. It shows progressive and sequential functional training, professional training, and developmental recommendations for career enhancement and promotion. At each level of progression it thus provides the associated training and development that shapes the requisite competencies required of the position or grade level.

All competencies listed on the attached career maps are preliminary/draft in nature and await completion of the full Competency Management System process.

0170 Historian Career Map
1010 Exhibit Specialist Career Map
1015 Museum Curator Career Map
1016 Museum Technician/Specialist Career Map
1420 Archivist Career Map
1421 Archivist Technician/Specialist Career Map

Career Program 61 - Series 0170 Historian – Overview

Civilian Career Map	This career map provides a standardized framework and career enhancing information to individuals and managers for the professional development of the Army Civilian Corps. The map serves as the professional blueprint for your successful civil service career while providing information and guidance for advancement.
Career Program:	**Historian/Archivist/Museum Professional**
Career Program Number:	**61**
Career Series:	**0170 Historian**

Qualifying for a Career	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems
Series Description	**General Schedule** GS 07 and Below	**General Schedule** GS 09	**General Schedule** GS 11 Supervisory/ Nonsupervisory	**General Schedule** GS 12 Supervisory/ Nonsupervisory	**General Schedule** GS 13 Supervisory/ Nonsupervisory	**General Schedule** GS 14 Supervisory/ Nonsupervisory	**General Schedule** GS 15 Supervisory/ Nonsupervisory
Leader Development **Civilian Human Resources Training Application System**	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Defense Civilian Emerging Leader Program	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Defense Civilian Emerging Leader Program I	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Defense Civilian Emerging Leader Program	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Intermediate Course Manager Development Course Federal Executive Institute Courses Defense Civilian Emerging Leader Program Defense Executive Leadership Development Program	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Intermediate Course Advanced Course Manager Development Course Federal Executive Institute Courses Defense Executive Leadership Development Program	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Intermediate Course Advanced Course Manager Development Course Federal Executive Institute Courses Senior Enterprise Talent Management TDY Senior Service College Continuing Education for Defense Executive Leadership Development Program Defense Senior Leader Development Program	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Intermediate Course Advanced Course Manager Development Course Federal Executive Institute Courses Senior Enterprise Talent Management TDY Senior Service College Continuing Education for Defense Senior Leader Development Program
Professional Development	Intern Program Continuing Education: Society for Military History Other Professional Conferences Outside Reading Outside Publication Outside Presentations	Intern Program Deployments Developmental Assignment Continuing Education: Society for Military History Other Professional Conferences Outside Reading Outside Publication Outside Presentations	Deployments Developmental Assignment Army Congressional Fellowship Continuing Education: Society for Military History Other Professional Conferences Outside Reading Outside Publication Outside Presentations Mentorship	Deployments Developmental Assignment Army Congressional Fellowship Continuing Education: Society for Military History Other Professional Conferences Outside Reading Outside Publication Outside Presentations Mentorship	Deployments Developmental Assignment Army Congressional Fellowship Continuing Education: Society for Military History Other Professional Conferences Outside Reading Outside Publication Outside Presentations Mentorship	Deployments Army Congressional Fellowship Harvard School Senior Executive Fellowship Continuing Education: Society for Military History Other Professional Conferences Outside Reading Outside Publication Outside Presentations Mentorship	Harvard School Senior Executive Fellowship Society for Military History Other Professional Conferences Outside Reading Outside Publications Outside Presentations Syracuse University National Security Studies

Career Program 61 - Series 0170 Historian - Overview (Continued)

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Leader Development **Civilian Human Resources Training Application System**	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Defense Civilian Emerging Leader Program	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Defense Civilian Emerging Leader Program	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Defense Civilian Emerging Leader Program	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Intermediate Course Manager Development Course Federal Executive Institute Courses Defense Civilian Emerging Leader Program Defense Executive Leadership Development Program	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Intermediate Course Advanced Course Manager Development Course Federal Executive Institute Courses	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Intermediate Course Advanced Course Manager Development Course Federal Executive Institute Courses Senior Enterprise Talent Management TDY Senior Service College Continuing Education for Defense Executive Leadership Development Program Defense Senior Leader Development Program	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Intermediate Course Advanced Course Manager Development Course Federal Executive Institute Courses Senior Enterprise Talent Management TDY Senior Service College Continuing Education for Defense Senior Leader Development Program
Professional Development	Intern Program Continuing Education: Society for Military History Other Professional Conferences Outside Reading Outside Publication Outside Presentations	Intern Program Deployments Developmental Assignment Continuing Education: Society for Military History Other Professional Conferences Outside Reading Outside Publication Outside Presentations	Deployments Developmental Assignment Army Congressional Fellowship Continuing Education: Society for Military History Other Professional Conferences Outside Reading Outside Publication Outside Presentations Mentorship	Deployments Developmental Assignment Army Congressional Fellowship Continuing Education: Society for Military History Other Professional Conferences Outside Reading Outside Publication Outside Presentations Mentorship	Deployments Developmental Assignment Army Congressional Fellowship Continuing Education: Society for Military History Other Professional Conferences Outside Reading Outside Publication Outside Presentations Mentorship	Deployments Army Congressional Fellowship Harvard School Senior Executive Fellowship Continuing Education: Society for Military History Other Professional Conferences Outside Reading Outside Publication Outside Presentations Mentorship	Harvard School Senior Executive Fellowship Society for Military History Other Professional Conferences Outside Reading Outside Publications Outside Presentations Syracuse University National Security Studies

Career Program 61 - Series 0170 Historian - Overview (Continued)

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Professional Development (Continued)							George Washington University National Security Studies Senior Manager Course in National Security
Occupational Training	Army Courses Recommended by Supervisor/Command Army Historians Training Symposium	Army Courses Recommended by Supervisor/Command Army Historians Training Symposium	Army Courses Recommended by Supervisor/Command Army Historians Training Symposium	Army Courses Recommended by Supervisor/Command Army Historians Training Symposium	Army Courses Recommended by Supervisor/Command Army Historians Training Symposium	Army Courses Recommended by Supervisor/Command Army Historians Training Symposium	
Academic Training	Bachelor's Degree Advanced Degree Course Work	Bachelor's Degree Advanced Degree Course Work	Masters Degree Advanced Degree Course Work	Doctoral Degree Post Graduate Course Work	Doctoral Degree Post Graduate Course Work Post Graduate Course Work	Doctoral Degree Post Graduate Course Work Post Graduate Course Work	Doctoral Degree Post Graduate Course Work Post Graduate Course Work
Certifications							
Mandatory Training	New Historians/Archivists/Museum Professionals Orientation Course Civilian Education System Foundation Course Annual Security Awareness Antiterrorism Training Army Substance Abuse Program Ethics Information Assurance Training No FEAR Act Prevention of Sexual Harassment Threat Awareness and Reporting Program (TARP) Mandatory Training For Army Civilians						

Career Program 61
Series 0170
Career Map Definitions

Key Assignments	Competencies	Leader Development	Professional Development	Occupational Development	Academic Training	Certifications
Positions that represent windows of opportunities for personnel to complete diverse assignments across multiple echelons. The sequence of positions is not as important as mastering critical skills and gaining experience before the next stage of career development.	Identified behaviors, knowledge, skills, and abilities that directly and positively impact the success of employees and organizations. Competencies can be objectively measured, enhanced, and improved through coaching and learning opportunities.	Training and education that focus on methods to support decision-making, quick thinking, and sound judgment, and ways to accelerate the development of Army leaders by improving interpersonal and team-building skills. The goal is to leverage cognitive and instructional technologies in ways that improve critical thinking skills needed by current and future leaders. Also focuses on enhancing leadership styles and skills in order to improve leader qualities as well the Core Leadership Competencies and Essential Supervisory Skills.	Activities and programs designed to increase knowledge and skill, through certified and consistent education in a profession. Competitive Professional Development (CPD) programs boost the individual's career through developmental assignments, experiential learning, continuing education, workshops and seminars, and working with experienced professionals. Competitive Professional Development programs strengthen and augment the employee's skills while building their expertise.	Training that combines general education classes, career-related coursework and developmental assignments/on-the-job learning. Through this combination employees can apply classroom instruction and professional behaviors to real-life situations.	Academic studies endorsed by the Army that provide the ability for an employee to pursue an academic degree (college, university) related to one's current career field through a competitive process.	Certifications and/or licenses required from a professional society or by law to validate an individual's ability and knowledge to perform one's official duties.
	Leadership Competencies			**Core Training**		
	Knowledge, skills and abilities that enable the leader to be innovative, adaptive and able to lead successfully in uncertain and complex operating environments.			Training that supports an employee's ability to develop required soft skills to satisfactorily perform their assigned duties.		
	Functional Competencies			**Functional Training**		
	Specific knowledge and skills necessary to perform one's tasks at a high level of accomplishment, in addition to understanding of any legal requirements related to one's field of expertise, and the institutional sawy necessary to attain objectives.			Training that combines general education classes, career-related coursework and developmental assignments/on-the-job training that relate specifically to employees' job series and occupational discipline.		
	Core Competencies					
	General knowledge, skills and capabilities, central to the success of the career program and required to perform one's task at a certain level.					

Career Program 61
Series 0170 Career Map
Leadership Competencies

Interpersonal Skills	Oral Communications	Integrity/ Honesty	Written Communications	Continual Learning	Public Service Motivation	Accountability	Critical Thinking	External Awareness	Financial Management	HR Management	Influencing and Negotiating	Problem Solving	Strategic Thinking	Technology Management	Vision
Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations. Provides staff with purpose, direction, and motivation.	Makes clear and convincing oral presentations to individuals or groups. Listens effectively and clarifies information as needed. Facilitates an open exchange of ideas and fosters atmosphere of open communication. Presents briefings to command and staff. Speaks at conferences, stakeholder meetings and Soldier training sessions. Presents clear oral information to customers in multiple contexts, including active listening.	Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high ethical standards.	Understands and interprets written material, including technical material, rules, regulations, instructions, reports, charts, graphs, and tables. Applies what is learned from written material to specific situations. Recognizes and uses correct English grammar, punctuation and spelling. Communicates information (e.g., facts, ideas, and messages) in a succinct, organized manner. Produces written information, which may include technical material, appropriate for the intended audience. Writes memoranda in accordance with AR 25-50. Writes a decision paper in accordance with the Military Decision Making Process (MDMP). Writes in a clear, concise, organized, and convincing manner for the intended audience.	Assesses and recognizes own strengths and weaknesses. Pursues self-development.	Shows a commitment to serve the public. Ensures that actions meet public needs. Aligns organizational objectives and practices with public interests.	Uses effective controls to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Ensures that projects of specific responsibility are completed in a timely manner within budget. Monitors and evaluates plans. Focuses on results, measuring attainment of outcomes. Acts responsibly and independently without supervision. Accepts responsibility for actions and mistakes. Practices sound fiscal/resource management. Completes tasks and projects on time, within budget and in accordance with standards.	Works with business information to answer questions, determine strategy, reduce risk, and maximize performance. Assesses validity of information drawn from a variety of sources and synthesizes data. Identifies trends and patterns to make appropriate decisions through collection and analysis of intelligence from a wide variety of sources. Clarifies complex issues and mitigates risk through data analysis. Triangulates and validates information from multiple sources.	Identifies and keeps current on economic, political and social trends that affect key organization policies and priorities. Understands where the organization is headed and how to make contributions. Coordinates interservice agreements, works collaboratively with committees, and promotes shared communications. Maintains situational awareness of economic, political, agency and service trends.	Understands the principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies and/or administers the budget for the program area. Uses cost-benefit thinking to set priorities. Monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting. Develops and implements a budget according to directives. Validates needs for budgetary requirements statistically. Collects and evaluates budgetary data, including return on investment (ROI).	Assesses current and future staffing needs based on organizational goals and budget realities. Uses merit principles, ensuring staff is appropriately selected, developed, used, appraised, and rewarded. Takes corrective action. Reviews and projects staffing needs. Identifies and implements performance expectations. Supervises selection and termination processes. Negotiates, justifies, and coordinates training and staffing initiatives.	Persuades others and develops networks and coalitions. Gains cooperation from others to obtain information and accomplish goals. Negotiates to find mutually acceptable solutions and builds consensus through give and take. Persuades others to accept recommendations or cooperate or change their behavior. Negotiates contracts, memoranda of understanding, and other agreements among multiple agencies, organizations and institutions. Promotes Army opportunities and programs. Builds coalitions with the civilian community at state, regional and local levels.	Identifies and analyzes problems. Uses sound reasoning to arrive at conclusions. Finds alternative solutions to complex problems. Distinguishes between relevant and irrelevant information to make logical judgments. Considers a wide and flexible range of alternatives and solutions to problems and challenges. Proposes multiple courses of action, looking beyond the current horizon and present limitations.	Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning from a long-term perspective. Determines objectives and sets priorities. Anticipates potential threats or opportunities. Identifies trends and patterns for making appropriate decisions through collection and analysis of intelligence from a wide variety of sources.	Uses efficient and cost-effective approaches for integrating technology into the workplace to improve program effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological change on the organization. Understands and utilizes technological developments to enhance program effectiveness. Maintains situational awareness of technology. Directs and collects research to evaluate potential impact of emerging technologies. Develops requests for proposal (RFPs).	Takes a long-term view and acts as a catalyst for organizational change. Builds a shared vision with others and influences others to translate vision into action. Creates key values and shared vision within the organization. Creates a mission statement that reflects long-term goals. Encourages subordinates to participate in the process of enacting vision-driven long-term planning. Develops strategies to build organizational strength. Manages branding.

Career Program 61
Series 0170 Career Map
Functional Competency

Historical Project Planning	Historical Factfinding	Historical Research	Historical Analysis	Historical Synthesis	Historical Presentation	Management of Historical Programs
Definition:	**Definition:**	**Definition:**	**Definition:**	**Definition:**	**Definition:**	**Definition:**
Plans historical project or a number of projects in a series or program.	Uses primary and secondary sources to locate and accurately access historical facts.	Consults primary and secondary sources to assemble and evaluate evidence on a historical issue or topic.	Breaks down a complex, historical phenomena for closer examination and evaluation.	Combines relevant information to create a complete and coherent picture of a historical issue or topic.	Produces a clear, organized product for an audience, whether in written form, for an oral presentation, using a variety of electronic media, or for a series of classes, discussions, or briefings	Supervises all aspects of a multi-layer historical program for a unit, headquarters, or command
Description:	**Description:**	**Description:**	**Description:**	**Description:**	**Description:**	**Description:**
This function involves evaluating the scope, breadth, depth, and audience of a project or projects; outlining the project; determining available resources; and estimating time and cost factors.	Whether answering an inquiry, reviewing a manuscript for accuracy, establishing historical facts as part of a research project, or conducting some other form of factfinding, this function involves locating and evaluating the accuracy of a range of source types.	Through exhaustive searches of government archives, manuscript repositories, oral history collections, and other sources of information, this function involves assembling and evaluating evidence on historical issues or subjects in terms of reliability, relevance, and significance.	To evaluate a complex historical subject, it is necessary to objectively break it down to its component parts to discover their nature, inner workings, and the relationships between them.	Through evaluating evidence, noting causal relationships, and applying reason, this function involves the assembly of historical data from multiple historical narratives and differing interpretations to form a full, coherent picture of a complex whole.	The historical process aims at a product for an audience, whether a written narrative or analysis, a lecture or discussion, a webpage or social media, or a course or seminar involving a combination of the above. Organization and clarity of expression are essential as is the careful selection of the right media for the right audience to maximize its impact.	As a historian moves higher in the Army Historical Program, from small command history office up to managing wide-ranging historical programs for a major command or headquarters, building, organizing, managing, and sustaining a historical program is an essential higher level skill. The ability to hire subordinate historians, provide the full range of human resources and supervision of historical employees throughout a program, and ensure budgetary sufficiency are essential skills and abilities needed to ensure the long-term health of any historical program at any level.

Career Program 61
Series 0170 Career Map
Core Competencies

Knowledge of Career Program Functions	Administration of Career Program Functions	Supervision of Career Program Functions	Knowledge of Professional Methods and Techniques	Program Advocacy	Knowledge of History
Definition:	**Definition:**	**Definition:**	**Definition:**	**Definition:**	**Definition:**
Knowledge of the career program, its various specialties and functions, and its provisions for career development	Ability to administer programs that fall under the career program	Ability to supervise individuals within the career program.	Knowledge and ability to apply the methods and techniques of the professions involved in the career program.	The ability to articulate the value and relevance of the career program and job series to ensure program viability and sustainment	Knowledge of past human experience.
Description:	**Description:**	**Description:**	**Description:**	**Description:**	**Description:**
Knowledge, skills, and abilities to create a productive CP 61 professional of maximum benefit to the Army with the appropriate level of professional education and plans for continued professional development	Administrative skills necessary to enable historical, archival, and museum programs to run at peak efficiency	Leadership and management skills necessary to help CP 61 professionals achieve their full potential while continuing to pursue the improvement of professional and leadership skills.	For historians, knowledge and ability to apply historical methods of research, analysis, and synthesis; for museum professionals, knowledge and ability to apply museum principles of care and display of material culture; for archivists, knowledge and ability to preserve, analyze content, categorize, and make available historical records and documents.	As CP 61 professionals, it is critical to promote continuously the relevance and value of the history, museum, and archival programs of the command to higher level supervisors and fellow staff officers. Without constant attention to ensuring the visibility and value to the command or headquarters of the program, its structure, budget, and manpower needs will not be sustained. Advocating for the program will have a long-term benefit to the Army and to the Army Historical Program.	For CP 61 professionals, expertise in American military history, world military history, and U.S. history especially valuable.

Career Program 61 - Series 1010 Exhibit Specialist – Overview

Civilian Career Map	This career map provides a standardized framework and career enhancing information to individuals and managers for the professional development of the Army Civilian Corps. The map serves as the professional blueprint for your successful civil service career while providing information and guidance for advancement.			
Career Program:	**Historian/Archivist/Museum Professional**			
Career Program Number:	**61**			
Career Series:	**1010 Exhibit Specialist**			
Qualifying for a Career	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems
Series Description	**General Schedule** GS 07 and Below	**General Schedule** GS 09	**General Schedule** GS 11 Supervisory/ Nonsupervisory	**General Schedule** GS 12 Supervisory/ Nonsupervisory
Key Assignments	**Location:** Installation **Positions:** Exhibit Specialist	**Location:** Installation **Positions:** Exhibit Specialist	**Location:** Installation ACOM ASCC DRU **Positions:** Exhibit Specialist	**Location:** Installation ACOM ASCC DRU **Positions:** Exhibit Specialist
Leadership Competencies	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision
Functional Competencies	**General Schedule** GS 07 and Below Knowledge of exhibit fabrication, installation, and maintenance Knowledge of material culture Preservation	**General Schedule** GS 09 Knowledge of exhibit fabrication, installation, and maintenance Knowledge of material culture Preservation Ability to design exhibits	**General Schedule** GS 11 Supervisory/ Nonsupervisory Knowledge of exhibit fabrication, installation, and maintenance Knowledge of electronic media systems Knowledge of material culture Preservation Ability to design exhibits	**General Schedule** GS 12 Supervisory/ Nonsupervisory Knowledge of exhibit fabrication, installation, and maintenance Knowledge of electronic media systems Knowledge of material culture Preservation Ability to design exhibits

Career Program 61 - Series 1010 Exhibit Specialist – Overview

Civilian Career Map	This career map provides a standardized framework and career enhancing information to individuals and managers for the professional development of the Army Civilian Corps. The map serves as the professional blueprint for your successful civil service career while providing information and guidance for advancement.			
Career Program:	**Historian/Archivist/Museum Professional**			
Career Program Number:	**61**			
Career Series:	**1010 Exhibit Specialist**			
Qualifying for a Career	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems
Series Description	**General Schedule** GS 07 and Below	**General Schedule** GS 09	**General Schedule** GS 11 Supervisory/ Nonsupervisory	**General Schedule** GS 12 Supervisory/ Nonsupervisory
Core Competencies	Knowledge of career program functions Knowledge of professional methods and Program Advocacy Knowledge of history	Knowledge of career program functions Administration of career program Knowledge of professional methods and Program Advocacy Knowledge of history	Knowledge of career program functions Administration of career program Supervision of career program functions Knowledge of professional methods and Program Advocacy Knowledge of history	Knowledge of career program functions Administration of career program Supervision of career program functions Knowledge of professional methods and Program Advocacy Knowledge of history
Leader Development **Civilian Human Resources Training Application System**	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Intermediate Course Manager Development Course Federal Executive Institute Courses
	Defense Civilian Emerging Leader Program	Defense Civilian Emerging Leader Program	Defense Civilian Emerging Leader Program	Defense Civilian Emerging Leader Program Defense Executive Leadership Development Program
Professional Development	Continuing Education: Outside Reading Outside Presentation Professional organizations Professional workshops	Deployments Developmental Assignment Continuing Education: Outside Reading Outside Publication Outside Presentation Professional organizations Professional workshops	Deployments Developmental Assignment Mentorship Army Congressional Fellowship Continuing Education: Outside Reading Outside Publication Outside Presentation Professional organizations Professional workshops	Deployments Developmental Assignment Mentorship Army Congressional Fellowship Continuing Education: Outside Reading Outside Publication Outside Presentation Professional organizations Professional workshops
Occupational Training	Army Courses Recommended by Supervisor/Command Basic Training in Museum Methods Army Museum System Training Course	Army Courses Recommended by Supervisor/Command Basic Training in Museum Methods Army Museum System Training Course	Army Courses Recommended by Supervisor/Command Intermediate Training in Museum Army Museum System Training Course	Army Courses Recommended by Supervisor/Command Advanced Training in Museum Methods Army Museum System Training Course
Academic Training	Associate's Degree	Bachelor's degree	Bachelor's degree	Bachelor's degree Advanced Degree Course Work

Career Program 61 - Series 1010 Exhibit Specialist – Overview (Continued)

Civilian Career Map	This career map provides a standardized framework and career enhancing information to individuals and managers for the professional development of the Army Civilian Corps. The map serves as the professional blueprint for your successful civil service career while providing information and guidance for advancement.			
Career Program:	**Historian/Archivist/Museum Professional**			
Career Program Number:	**61**			
Career Series:	**1010 Exhibit Specialist**			
Qualifying for a Career	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems
Series Description	**General Schedule** GS 07 and Below	**General Schedule** GS 09	**General Schedule** GS 11 Supervisory/ Nonsupervisory	**General Schedule** GS 12 Supervisory/ Nonsupervisory
Certifications	Certificates for Army Museum Courses Courses	Certificates for Army Museum Courses Courses	Certificates for Army Museum Courses Courses	Certificates for Army Museum Courses Courses
Mandatory Training	New Historians/Archivists/Museum Professionals Orientation Course Civilian Education System Foundation Course Annual Security Awareness Antiterrorism Training Army Substance Abuse Program Ethics Information Assurance Training No FEAR Act Prevention of Sexual Harassment Threat Awareness and Reporting Program (TARP) Mandatory Training For Army Civilians			
SELF DEVELOPMENT				
Learning Resources	ACTEDS Training Catalog Army e-Learning Army Training Information Architecture Army Distributed Learning System GoArmy Education			
Career Guides/Regulations	AR 690-950 Civilian Personnel Career Management Army Civilian Corps Handbook Civilian Personnel Online DA Administrative Publications		AR 870-20 Army Museums, Historical Artifacts, and Art AR 870-5: Military History: Responsibilities, Policies, and Procedures FM 1-20: Military History Operations	
Career Links	Army Civilian Service Civilian Human Resources Agency Total Army Performance Evaluation System Army Benefits Center-Civilian			
Professional Organizations/Journals	State and Regional Museum Associations American Association of Museums American Association for State and Local History		National Council on Public History	

Career Program 61
Series 1010 Exhibit Specialist
Career Map Definitions

Key Assignments	Competencies	Leader Development	Professional Development	Occupational Development	Academic Training	Certifications
Positions that represent windows of opportunities for career personnel to complete diverse assignments across multiple echelons. The sequence of positions is not as important as mastering critical skills and gaining experience before the next stage of career development.	Identified behaviors, knowledge, skills, and abilities that directly and positively impact the success of employees and organizations. Competencies can be objectively measured, enhanced, and improved through coaching and learning opportunities. Competencies **Leadership Competencies** Knowledge, skills and abilities that enable the leader to be innovative, adaptive and able to lead successfully in uncertain and complex operating environments. **Functional Competencies** Specific knowledge and skills necessary to perform one's tasks at a high level of accomplishment, in addition to understanding any legal requirements related to one's field of expertise, and the institutional savvy necessary to attain objectives. **Core Competencies** General knowledge, skills and capabilities, central to the success of the career program and required to perform one's task at a certain level.	Training and education that focus on methods to support decision-making, quick thinking, sound judgment, and ways to accelerate the development of Army leaders by improving interpersonal and team-building skills. The goal is to leverage cognitive and instructional technologies in ways that improve critical thinking skills needed by current and future leaders. Also focuses on enhancing leadership styles, leadership skills in order to improve leader qualities as well the Core Leadership Competencies and Essential Supervisory Skills.	Activities and programs designed to increase knowledge and skill, through certified and consistent education in a profession. Competitive Professional Development (CPD) programs boost the individual's career, through developmental assignments, experiential learning, continuing education, workshops and seminars, and by working with experienced professionals. Competitive Professional Development programs strengthen and augment the employee's skills while building their expertise.	Training that combines general education classes, career-related coursework and developmental assignments/on-the-job learning. Through this combination employees can apply classroom instruction and professional behaviors to real-life situations. **Core Training** Training that supports an employee's ability to develop required soft skills to satisfactorily perform their assigned duties. **Functional Training** Training that combines general education classes, career-related coursework and developmental assignments/on-the-job training that relates specifically to employees' job series and occupational discipline.	Academic studies endorsed by the Army that provide the ability for an employee to pursue an academic degree (college, university) related to one's current career field through a competitive process.	Certifications and/or licenses required from a professional society or by law to validate an individual's ability and knowledge to perform one's official duties.

Career Program 61
Series 1010 Career Map
Leadership Competencies

Interpersonal Skills	Oral Communications	Integrity/ Honesty	Written Communications	Continual Learning	Public Service Motivation	Accountability	Critical Thinking	External Awareness	Financial Management	HR Management	Influencing and Negotiating	Problem Solving	Strategic Thinking	Technology Management	Vision
Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.	Makes clear and convincing oral presentations to individuals or groups. Listens effectively and clarifies information as needed. Facilitates an open exchange of ideas and fosters atmosphere of open communication. Presents briefings to command and staff. Speaks at conferences, stakeholder meetings and Soldier training sessions. Presents clear oral information to customers in multiple contexts, including active listening.	Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high ethical standards.	Understands and interprets written material, including technical material, rules, regulations, instructions, reports, charts, graphs, and tables. Applies what is learned from written material to specific situations. Recognizes and uses correct English grammar, punctuation and spelling. Communicates information (e.g., facts, ideas, and messages) in a succinct, organized manner. Produces written information, which may include technical material, appropriate for the intended audience. Writes memoranda in accordance with AR 25-50. Writes a decision paper in accordance with the Military Decision Making Process (MDMP). Writes in a clear, concise, organized, convincing manner for the intended audience.	Assesses and recognizes own strengths and weaknesses. Pursues self-development.	Shows a commitment to serve the public. Ensures that actions meet public needs. Aligns organizational objectives and practices with public interests.	Uses effective controls to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Ensures that projects of specific responsibility are completed in a timely manner within budget. Monitors and evaluates plans. Focuses on results, measuring attainment of outcomes. Acts responsibly and independently without supervision. Accepts responsibility for actions and mistakes. Practices sound fiscal/resource management. Completes tasks and projects on time, within budget and in accordance with standards.	Works with business information to answer questions, determine strategy, reduce risk, and maximize performance. Assesses validity of information drawn from a variety of sources and synthesizes data. Identifies trends and patterns to make appropriate decisions through collection and analysis of intelligence from a wide variety of sources. Clarifies complex issues and mitigates risk through data analysis. Triangulates and validates information from multiple sources.	Identifies and keeps current on economic, political and social trends that affect key organization policies and priorities. Understands where the organization is headed and how to make contributions. Coordinates interservice agreements, works collaboratively with committees, and promotes shared communications. Maintains situational awareness of economic, political, agency and service trends.	Understands the principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies and/or administers the budget for the program area. Uses cost-benefit thinking to set priorities. Monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting. Develops and implements a budget according to directives. Validates needs for budgetary requirements statistically. Collects and evaluates budgetary data, including return on investment (ROI).	Assesses current and future staffing needs based on organizational goals and budget realities. Uses merit principles, ensuring staff is appropriately selected, developed, used, appraised and rewarded. Takes corrective action. Reviews and projects staffing needs. Identifies and implements performance expectations. Supervises selection and termination processes. Negotiates, justifies, and coordinates training and staffing initiatives.	Persuades others and develops networks and coalitions. Gains cooperation from others to obtain information and accomplish goals. Negotiates to find mutually acceptable solutions and builds consensus through give and take. Persuades others to accept recommendations or cooperate or change their behavior. Negotiates contracts, memoranda of understanding, and other agreements among multiple agencies, organizations and institutions. Promotes Army opportunities and programs. Builds coalitions with the civilian community at state, regional and local levels.	Identifies and analyzes problems. Uses sound reasoning to arrive at conclusions. Finds alternative solutions to complex problems. Distinguishes between relevant and irrelevant information to make logical judgments. Considers a wide and flexible range of alternatives and solutions to problems and challenges. Proposes multiple courses of action, looking beyond the current horizon and present limitations.	Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning from a long-term perspective. Determines objectives and sets priorities. Anticipates potential threats or opportunities. Identifies trends and patterns for making appropriate decisions through collection and analysis of intelligence from a wide variety of sources.	Uses efficient and cost-effective approaches for integrating technology into the workplace to improve program effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological change on the organization. Understands and utilizes technological developments to enhance program effectiveness. Maintains situational awareness of technology. Directs and collects research to evaluate potential impact of emerging technologies. Develops requests for proposal (RFPs).	Takes a long-term view and acts as a catalyst for organizational change. Builds a shared vision with others and influences others to translate vision into action. Creates key values and shared vision within the organization. Creates a mission statement that reflects long-term goals. Encourages subordinates to participate in the process of enacting vision-driven long-term planning. Develops strategies to build organizational strength. Manages branding.

Career Program 61
Series 1010 Career Map
Functional Competency

Knowledge of Exhibit Fabrication, Installation, and Maintenance	Knowledge of Electronic Media Systems	Knowledge of Material Culture	Preservation	Ability to Design Exhibits
Definition:	**Definition:**	**Definition:**	**Definition:**	**Definition:**
Ability to construct, install, and maintain exhibit fixtures and objects.	Abilty to use software programs and electronic media sources during exhibit development process.	Ability to describe objects physically and in their cultural context.	Ability to reduce, retard or prevent unecessary or further deterioration or damage to artifacts or works of art.	Taking exhibit ideas from conceptual stage to complete exhibit plans
Description:	**Description:**	**Description:**	**Description:**	**Description:**
Skills sufficient to construct display cases, platforms, graphic panels, housing for electronic media; ability to print, laminate, and mount graphic media; knowledge of hanging and mounting art and artifacts; ability to provide required levels of maintenance; ability to maintain specified lighting and heating, ventilation, and air conditioning requirements.	Ability to use computer software programs during exhibit design and fabrication planning phase. This function also involves abilty to creatively design graphics and images for exhibit panels. Understanding of various uses of media in exhibits such as moving images, interactives, and audio.	Basic understanding of material culture as it pertains to using historically accurate props within exhibit storyline. General knowledge of Army history. Ability to use appropriate resourches to identify people and events in order to use graphic representation and images accurately.	This skill involves basic knowledge in regards to preservation techniques as it pertains specifically to lighting, mounting, and displaying artifacts.	Skills sufficient to render drawings and sketches in order to fabricate design plans effectively. Requires creative and practical use of space and the ability to work within budget constraints. Understanding of Americans With Disabilities Act regulations and universal design practices. Requires knowledge of mechanical drawings, construction materials, and theatrical lighting techniques.

Career Program 61
Series 1010 Career Map
Core Competencies

Knowledge of Career Program Functions	Administration of Career Program Functions	Supervision of Career Program Functions	Knowledge of Professional Methods and Techniques	Program Advocacy	Knowledge of History
Definition:	**Definition:**	**Definition:**	**Definition:**	**Definition:**	**Definition:**
Knowledge of the career program, its various specialties and functions, and its provisions for career development	Ability to administer programs that fall under the career program	Ability to supervise individuals within the career program	Knowledge and ability to apply the methods and techniques of the professions involved in the career program	The ability to articulate the value and relevance of your career program and job series to ensure program viability and sustainment	Knowledge of past human experience
Description:	**Description:**	**Description:**	**Description:**	**Description:**	**Description:**
Knowledge, skills, and abilities to create a productive CP 61 professional of maximum benefit to the Army with the appropriate level of professional education and plans for continued professional development	Administrative skills necessary to enable historical, archival, and museum programs to run at peak efficiency	Leadership and management skills necessary to help CP 61 professionals achieve their full potential while continuing to pursue the improvement of professional and leadership skills	For historians, knowledge and ability to apply historical methods of research, analysis, and synthesis; for museum professionals, knowledge and ability to apply museum principles of care and display of material culture; for archivists, knowledge and ability to preserve, analyze content, categorize, and make available historical records and documents.	As CP 61 professionals, it is critical to promote continuously the relevance and value of the history, museum, and archival programs of the command to higher level supervisors and fellow staff officers. Without constant attention to ensuring the visibility and value to the command or headquarters of the program, its structure, budget, and manpower needs will not be sustained. Advocating for the program will have a long-term benefit to the Army and the Army Historical Program.	For CP 61 professionals, expertise in American military history, world military history, and U.S. history especially valuable

Career Program 61 - Series 1015 Museum Curator – Overview

Civilian Career Map	This career map provides a standardized framework and career enhancing information to individuals and managers for the professional development of the Army Civilian Corps. The map serves as the professional blueprint for your successful civil service career while providing information and guidance for advancement.
Career	**Historian/Archivist/Museum Professional**
Career Program Number:	**61**
Career Series:	**1015 Museum Curator**

Qualifying for a Career	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems
Series Description	**General Schedule** GS 07	**General Schedule** GS 09	**General Schedule** GS 11 Supervisory/ Nonsupervisory	**General Schedule** GS 12 Supervisory/ Nonsupervisory	**General Schedule** GS 13 Supervisory/ Nonsupervisory	**General Schedule** GS 14 Supervisory/ Nonsupervisory	**General Schedule** GS 15 Supervisory/ Nonsupervisory
Key Assignments	**Location:** Installation **Positions:** Museum Curator Intern	**Location:** Installation **Positions:** Museum Intern Museum Curator	**Location:** Installation ACOM ASCC DRU **Positions:** Deputy Director Museum Curator Staff Curator	**Location:** Installation ACOM ASCC DRU **Positions:** Museum Director Museum Curator Staff Curator	**Location:** Installation ACOM ASCC DRU DA **Positions:** Museum Director Senior Curator Staff Curator	**Location:** Installation ACOM ASCC DRU DA **Positions:** Museum Director Branch Chief Staff Curator	**Location:** ACOM ASCC DRU DA **Positions:** Museum Director Division Chief Chief Curator
Leadership Competencies	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision
Functional Competencies	Collecting Research Collections Responsibility Education and Training	Collecting Research Collections Responsibility Education and Training Interpretive Writing	Collecting Research Collections Responsibility Interpretive Writing Exhibit Management Conservation and Preservation Scholarship Museum Management Strategic Planning Financial Planning	Collecting Research Collections Responsibility Interpretive Writing Exhibit Management Conservation and Preservation Scholarship Museum Management Strategic Planning Financial Planning	Collecting Research Collections Responsibility Interpretive Writing Exhibit Management Conservation and Preservation Scholarship Museum Management Strategic Planning Financial Planning	Collecting Research Collections Responsibility Interpretive Writing Exhibit Management Conservation and Preservation Scholarship Museum Management Strategic Planning Financial Planning	Research Exhibit Management Scholarship Museum Management Strategic Planning Financial Planning Administration of Museum Systems
Core Competencies	Knowledge of career program Knowledge of professional methods Program Advocacy Knowledge of history	Knowledge of career program Administration of career program Knowledge of professional methods Program Advocacy Knowledge of history	Knowledge of career program Administration of career program Supervision of career program Knowledge of professional methods Program Advocacy Knowledge of history	Knowledge of career program Administration of career program Supervision of career program Knowledge of professional methods Program Advocacy Knowledge of history	Knowledge of career program Administration of career program Supervision of career program Knowledge of professional methods Program Advocacy Knowledge of history	Knowledge of career program Administration of career program Supervision of career program Knowledge of professional methods Program Advocacy Knowledge of history	Knowledge of career program Administration of career program Supervision of career program Knowledge of professional methods Program Advocacy Knowledge of history

Career Program 61 - Series 1015 Museum Curator – Overview (Continued)

Civilian Career Map	This career map provides a standardized framework and career enhancing information to individuals and managers for the professional development of the Army Civilian Corps. The map serves as the professional blueprint for your successful civil service career while providing information and guidance for advancement.						
Career	**Historian/Archivist/Museum Professional**						
Career Program Number:	**61**						
Career Series:	**1015 Museum Curator**						
Qualifying for a Career	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems
Series Description	**General Schedule** GS 07	**General Schedule** GS 09	**General Schedule** GS 11 Supervisory/ Nonsupervisory	**General Schedule** GS 12 Supervisory/ Nonsupervisory	**General Schedule** GS 13 Supervisory/ Nonsupervisory	**General Schedule** GS 14 Supervisory/ Nonsupervisory	**General Schedule** GS 15 Supervisory/ Nonsupervisory
Leader Development **Civilian Human Resources Training Application System**	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Defense Civilian Emerging Leader Program	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Defense Civilian Emerging Leader Program	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Intermediate Course Manager Development Course Defense Civilian Emerging Leader Program	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Intermediate Course Manager Development Course Federal Executive Institute Courses Defense Civilian Emerging Leader Program Defense Executive Leadership Development Program	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Intermediate Course Advanced Course Manager Development Course Federal Executive Institute Courses Defense Executive Leadership Development Program	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Intermediate Course Advanced Course Manager Development Course Federal Executive Institute Courses Senior Enterprise Talent Management TDY Senior Service College Continuing Education for Senior Defense Executive Leadership Development Program Defense Senior Leader Development Program	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Intermediate Course Advanced Course Manager Development Course Federal Executive Institute Courses Senior Enterprise Talent Management TDY Senior Service College Continuing Education for Senior Defense Senior Leader Development Program
Professional Development	Intern Program Professional Memberships Outside Workshops Outside Reading	Intern Program Deployments Developmental Assignment Continuing Education: Professional Memberships Outside Workshops Outside Reading	Deployments Developmental Assignment Army Congressional Fellowship Continuing Education: Professional Memberships Outside Workshops Outside Reading Outside Publication Outside Presentation	Deployments Developmental Assignment Army Congressional Fellowship Continuing Education: Professional Memberships Outside Workshops Outside Reading Outside Publication Outside Presentation Mentorship	Deployments Developmental Assignment Army Congressional Fellowship Continuing Education: Professional Memberships Outside Workshops Outside Reading Outside Publication Outside Presentation Mentorship	Deployments Army Congressional Fellowship Harvard School Senior Executive Fellowship Continuing Education: Professional Memberships Outside Workshops Outside Reading Outside Publication Outside Presentation Mentorship	Harvard School Senior Executive Fellowship Senior Manager Course in National Security George Washington University National Security Studies Syracuse University National Security Studies Outside Reading, Publication, Presentations

Career Program 61 - Series 1015 Museum Curator – Overview (Continued)

Civilian Career Map	This career map provides a standardized framework and career enhancing information to individuals and managers for the professional development of the Army Civilian Corps. The map serves as the professional blueprint for your successful civil service career while providing information and guidance for advancement.						
Career	**Historian/Archivist/Museum Professional**						
Career Program Number:	**61**						
Career Series:	**1015 Museum Curator**						
Qualifying for a Career	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems
Series Description	**General Schedule** GS 07	**General Schedule** GS 09	**General Schedule** GS 11 Supervisory/ Nonsupervisory	**General Schedule** GS 12 Supervisory/ Nonsupervisory	**General Schedule** GS 13 Supervisory/ Nonsupervisory	**General Schedule** GS 14 Supervisory/ Nonsupervisory	**General Schedule** GS 15 Supervisory/ Nonsupervisory
Occupational Training	Army Courses Recommended by Supervisor/Command Basic Training in Museum Methods Army Museum System Training	Army Courses Recommended by Supervisor/Command Basic Training in Museum Methods Army Museum System Training	Army Courses Recommended by Supervisor/Command Intermediate Training in Museum Army Museum System Training	Army Courses Recommended by Supervisor/Command Advanced Training in Museum Army Museum System Training	Army Courses Recommended by Supervisor/Command Advanced Training in Museum Army Museum System Training	Army Courses Recommended by Supervisor/Command Advanced Training in Museum Army Museum System Training	Army Courses Recommended by Supervisor/Command Army Museum System Training
Academic Training	Bachelor's degree Advanced Degree Course Work	Bachelor's degree Advanced Degree Course Work	Master's degree Advanced Degree Course Work	Master's degree Advanced Degree Course Work	Master's degree Advanced Degree Course Work Post Graduate Course Work	Doctoral degree Post Graduate Course Work Post Graduate Course Work	Doctoral degree Post Graduate Course Work Post Graduate Course Work
Mandatory Training	New Historians/Archivists/Museum Professionals Orientation Course Civilian Education Service Foundation Course Annual Security Awareness Antiterrorism Training Army Substance Abuse Program Ethics Information Assurance Training No FEAR Act Prevention of Sexual Harassment Threat Awareness and Reporting Program (TARP) Mandatory Training For Army Civilians						
SELF DEVELOPMENT							
Learning Resources	ACTEDS Training Catalog Army e-Learning Army Training Information Architecture Army Distributed Learning System GoArmy Education						
Career Guides/Regulations	AR 690-950 Civilian Personnel Career Management Army Civilian Corps Handbook Civilian Personnel Online http://www.cpol.army.mil/library/train/ DA Administrative Publications	AR 870-20 Army Museums, Historical Artifacts, and Art AR 870-5: Military History: Responsibilities, Policies, and FM 1-20 Military History Operations					
Career Links	Army Civilian Service Civilian Human Resources Agency Total Army Performance Evaluation System Army Benefits Center-Civilian						
Professional Organizations/Journals	Society for Military History State and Regional Museum Associations American Association of Museums American Association for State and Local History	Company of Military Historians National Council on Public History Oral History Association					

Career Program 61
Series 1015 Career Map
Definitions

Key Assignments	Competencies	Leader Development	Professional Development	Occupational Development	Academic Training	Certifications
Positions that represent windows of opportunities for career personnel to complete diverse assignments across multiple echelons. The sequence of positions is not as important as mastering critical skills and gaining experience before the next stage of career development.	Identified behaviors, knowledge, skills, and abilities that directly and positively impact the success of employees and organizations. Competencies can be objectively measured, enhanced, and improved through coaching and learning opportunities. Competencies **Leadership Competencies** Knowledge, skills and abilities that enable the leader to be innovative, adaptive and able to lead successfully in uncertain and complex operating environments. **Functional Competencies** Specific knowledge and skills necessary to perform one's tasks at a high level of accomplishment, in addition to understanding of any legal requirements related to one's field of expertise, and the institutional savvy necessary to attain objectives. **Core Competencies** General knowledge, skills and capabilities, central to the success of the career program and required to perform one's task at a certain level.	Training and education that focus on methods to support decision-making, quick thinking, and sound judgment, and ways to accelerate the development of Army leaders by improving interpersonal and team-building skills. The goal is to leverage cognitive and instructional technologies in ways that improve critical thinking skills needed by current and future leaders. Also focuses on enhancing leadership styles and skills in order to improve leader qualities as well the Core Leadership Competencies and Essential Supervisory Skills.	Activities and programs designed to increase knowledge and skill, through certified and consistent education in a profession. Competitive Professional Development (CPD) programs boost the individual's career through developmental assignments, experiential learning, continuing education, workshops and seminars, and working with experienced professionals. Competitive Professional Development programs strengthen and augment the employee's skills while building their expertise.	Training that combines general education classes, career-related coursework and developmental assignments/on-the-job learning. Through this combination employees can apply classroom instruction and professional behaviors to real-life situations. **Core Training** Training that supports an employee's ability to develop required soft skills to satisfactorily perform their assigned duties. **Functional Training** Training that combines general education classes, career-related coursework and developmental assignments/on-the-job training that relate specifically to employees' job series and occupational discipline.	Academic studies endorsed by the Army that provide the ability for an employee to pursue an academic degree (college, university) related to one's current career field through a competitive process.	Certifications and/or licenses required from a professional society or by law to validate an individual's ability and knowledge to perform one's official duties.

Career Program 61
Series 1015 Career Map
Leadership Competencies

Interpersonal Skills	Oral Communications	Integrity/ Honesty	Written Communications	Continual Learning	Public Service Motivation	Accountability	Critical Thinking	External Awareness	Financial Management	HR Management	Influencing and Negotiating	Problem Solving	Strategic Thinking	Technology Management	Vision
Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations. Provides staff with purpose, direction, and motivation.	Makes clear and convincing oral presentations to individuals or groups. Listens effectively and clarifies information as needed. Facilitates an open exchange of ideas and fosters atmosphere of open communication. Presents briefings to command and staff. Speaks at conferences, stakeholder meetings and Soldier training sessions. Presents clear oral information to customers in multiple contexts, including active listening.	Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high ethical standards.	Understands and interprets written material, including technical material, rules, regulations, instructions, reports, charts, graphs, and tables. Applies what is learned from written material to specific situations. Recognizes and uses correct English grammar, punctuation and spelling. Communicates information (e.g., facts, ideas, and messages) in a succinct, organized manner. Produces written information, which may include technical material, appropriate for the intended audience. Writes memoranda in accordance with AR 25-50. Writes a decision paper in accordance with the Military Decision Making Process (MDMP). Writes in a clear, concise, organized, and convincing manner for the intended audience.	Assesses and recognizes own strengths and weaknesses. Pursues self-development.	Shows a commitment to serve the public. Ensures that actions meet public needs. Aligns organizational objectives and practices with public interests.	Uses effective controls to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Ensures that projects of specific responsibility are completed in a timely manner within budget. Monitors and evaluates plans. Focuses on results, measuring attainment of outcomes. Acts responsibly and independently without supervision. Accepts responsibility for actions and mistakes. Practices sound fiscal/resource management. Completes tasks and projects on time, within budget and in accordance with standards.	Works with business information to answer questions, determine strategy, reduce risk, and maximize performance. Assesses validity of information drawn from a variety of sources and synthesizes data. Identifies trends and patterns to make appropriate decisions through collection and analysis of intelligence from a wide variety of sources. Clarifies complex issues and mitigates risk through data analysis. Triangulates and validates information from multiple sources.	Identifies and keeps current on economic, political and social trends that affect key organization policies and priorities. Understands where the organization is headed and how to make contributions. Coordinates interservice agreements, works collaboratively with committees, and promotes shared communications. Maintains situational awareness of economic, political, agency and service trends.	Understands the principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies and/or administers the budget for the program area. Uses cost-benefit thinking to set priorities. Monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting. Develops and implements a budget according to directives. Validates needs for budgetary requirements statistically. Collects and evaluates budgetary data, including return on investment (ROI).	Assesses current and future staffing needs based on organizational goals and budget realities. Uses merit principles, ensuring staff is appropriately selected, developed, used, appraised and rewarded. Takes corrective action. Reviews and projects staffing needs. Identifies and implements performance expectations. Supervises selection and termination processes. Negotiates, justifies, and coordinates training and staffing initiatives.	Persuades others and develops networks and coalitions. Gains cooperation from others to obtain information and accomplish goals. Negotiates to find mutually acceptable solutions and builds consensus through give and take. Persuades others to accept recommendations or cooperate or change their behavior. Negotiates contracts, memoranda of understanding, and other agreements among multiple agencies, organizations and institutions. Promotes Army opportunities and programs. Builds coalitions with the civilian community at state, regional and local levels.	Identifies and analyzes problems. Uses sound reasoning to arrive at conclusions. Finds alternative solutions to complex problems. Distinguishes between relevant and irrelevant information to make logical judgments. Considers a wide and flexible range of alternatives and solutions to problems and challenges. Proposes multiple courses of action, looking beyond the current horizon and present limitations.	Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning from a long-term perspective. Determines objectives and sets priorities. Anticipates potential threats or opportunities. Identifies trends and patterns for making appropriate decisions through collection and analysis of intelligence from a wide variety of sources.	Uses efficient and cost-effective approaches for integrating technology into the workplace to improve program effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological change on the organization. Understands and utilizes technological developments to enhance program effectiveness. Maintains situational awareness of technology. Directs and collects research to evaluate potential impact of emerging technologies. Develops requests for proposal (RFPs).	Takes a long-term view and acts as a catalyst for organizational change. Builds a shared vision with others and influences others to translate vision into action. Creates key values and shared vision within the organization. Creates a mission statement that reflects long-term goals. Encourages subordinates to participate in the process of enacting vision-driven long-term planning. Develops strategies to build organizational strength. Manages branding.

Career Program 61
Series 1015 Career Map
Functional Competency

Research	Collections Responsibility	Interpretive Writing	Exhibit Management	Conservation and Preservation	Education and Training	Scholarship	Museum Management	Strategic Planning	Financial Planning	Administration of Museum Systems
Definition:	**Definition:**	**Definition:**	**Definition:**	**Definition:**	**Definition:**	**Definition:**	**Definition:**	**Definition:**	**Definition:**	**Definition:**
Utilizes scholarly methods to determine historical significance and context of artifacts and works of art.	Maintains oversight of the collection, personnel, and their activities to ensure the preservation of the Army collection.	Writes exhibit text that makes scholarship accessible to all visitors and adheres to current best practices.	Organizes the execution of an exhibit from concept to conclusion that is built around artifacts from the Army collection.	Utilizes resources to prevent further damage to Army collection or knowledge of methods of actual repair.	Develops and delivers content inside and outside the museum to a wide range of audiences.	Adds to body of knowledge relating to museum mission and curatorial and historical profession.	Supervises all operations of the museum.	Provides goals and a coherent strategy to achieve them.	Develops and implements budgets and identifies funding requirements.	Directs multiple Army museums to ensure compliance with Army regulations and statutory requirements.
Description:	**Description:**	**Description:**	**Description:**	**Description:**	**Description:**	**Description:**	**Description:**	**Description:**	**Description:**	**Description:**
Skills sufficient to identify objects and their historical significance or utilize references to place them in their proper historical context. Involves object identification, artifact research and historical research. Includes knowledge of bibliography and cataloging aids, ascertaining artifact provenance, and ability to enter this information into a record system in conformity with AHCAS regulations.	Involves creating a scope of collections statement and a collections policy; maintaining overall responsibility for the care, use, and preservation of the Army collection; and the ability to identify objects for conservation. Involves an understanding of collection management and registration practices.	Mastery of presenting complex and nuanced information in an accessible way through label copy, exhibit text, education materials and handouts, informative and lucid text for captions, object labels, and introductory texts.	Involves project management including developing a list and schedule of deliverables, plan of work, contracting, and lines of communications by all parties. Monitors deliverables and expenses through concept development, design development, artifact selection, fabrication and installation.	Understanding of preservation techniques through knowledge of appropriate environmental conditions, skilled in handling and storage procedures, exhibition, packing, transport, and use. Knowledge of pest management and ability to create and implement emergency preparedness and response plan.	Conducts seminars, lectures, and gallery talks. Maintains understanding of museum education methods and functions. Collaborates with education personnel and other stakeholders during exhibit development. Uses collections for Soldier specific training.	Researches and writes historical and scholarly papers for publication or for presentation. Contributes writings and ideas that advance the museum's mission and the curatorial and historical profession. Researches and writes exhibit catalog.	Includes personnel planning and identifying requirements. Involves the knowledge, skills, and ability to manage an Army museum to conform to AR 870-20, Federal and State laws, regulations, policies, and procedures.	Creativity and vision to establish objectives and goals, and to set priorities and timelines, and the ability to evaluate processes and end states.	Includes creating budgets, projecting requirements, identifying possible uses of unfunded requirements, understanding of contracting, timing, and processes.	Develops, plans, and executes strategies by which multiple Army museums comply with Army regulations and statutory requirements economically and with maximum benefit from available resources. Coordinates the actions of multiple Army museums in carrying out the Army's mission of collections preservation, soldier education, and other goals and objectives set forth by the Secretary of the Army

Career Program 61
Series 1015 Career Map
Core Competencies

Knowledge of Career Program Functions	Administration of Career Program Functions	Supervision of Career Program Functions	Knowledge of Professional Methods and Techniques	Program Advocacy	Knowledge of History
Definition:	**Definition:**	**Definition:**	**Definition:**	**Definition:**	**Definition:**
Knowledge of the career program, its various specialties and functions, and its provisions for career development	Ability to administer programs that fall under the career program	Ability to supervise individuals within the career program	Knowledge and ability to apply the methods and techniques of the professions involved in the career field	The ability to articulate the value and relevance of the career program and job series to ensure program viability and sustainment	Knowledge of past human experience
Description:	**Description:**	**Description:**	**Description:**	**Description:**	**Description:**
Knowledge, skills, and abilities to create a productive CP 61 professional of maximum benefit to the Army with the appropriate level of professional education and plans for continued professional development.	Administrative skills necessary to enable historical, archival, and museum programs to run at peak efficiency	Leadership and management skills necessary to help CP 61 professionals achieve their full potential while continuing to pursue the improvement of professional and leadership skills	For historians, knowledge and ability to apply historical methods of research, analysis, and synthesis; for museum professionals, knowledge and ability to apply museum principles of care and display of material culture; for archivists, knowledge and ability to preserve, analyze content, categorize, and make available historical records and documents.	As CP 61 professionals, it is critical to promote continuously the relevance and value of the history, museum, and archival programs of the command to higher level supervisors and fellow staff officers. Without constant attention to ensuring the visibility and value to the command or headquarters of the program, its structure, budget, and manpower needs will not be sustained. Advocating for the program will have a long-term benefit to the Army and the Army Historical Program.	For CP 61 professionals, expertise in American military history, world military history, and U.S. history especially valuable

Career Program 61 - Series 1016 Museum Specialist – Overview

Civilian Career Map	This career map provides a standardized framework and career enhancing information to individuals and managers for the professional development of the Army Civilian Corps. The map serves as the professional blueprint for your successful civil service career while providing information and guidance for advancement.
Career Program:	**Historian/Archivist/ Museum**
Career Program Number:	**61**
Career Series:	**1016 Museum Specialist**

Qualifying for a Career	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems
Series Description	**General Schedule** GS 07 and Below	**General Schedule** GS 09	**General Schedule** GS 11 Supervisory/ Nonsupervisory	**General Schedule** GS 12 Supervisory/ Nonsupervisory	**General Schedule** GS 13 Supervisory/ Nonsupervisory	**General Schedule** GS 14 Supervisory/ Nonsupervisory
Key Assignments	**Location:** Installation **Positions:** Museum Specialist Museum Technician Intern	**Location:** Installation **Positions:** Museum Specialist Museum Technician Intern	**Location:** Installation ACOM ASCC DRU **Positions:** Museum Specialist Museum Technician	**Location:** Installation ACOM ASCC DRU **Positions:** Museum Specialist Museum Conservator Museum Registrar	**Location:** Installation ACOM ASCC DRU DA **Positions:** Superv Museum Specialist Museum Conservator	**Location:** Installation ACOM ASCC DRU DA **Positions:** Superv Museum Specialist Museum Programs Specialist
Leadership Competencies	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision
Functional Competencies	Collections Preservation Accessioning and Cataloging Knowledge of material culture Proper use of tools and	Collections Preservation Accessioning and Cataloging Knowledge of material culture Ability to provide technical assistance to curators, Proper use of tools and	Collections Preservation Accessioning and Cataloging Special Projects Knowledge of material culture Ability to provide technical assistance to curators, Proper use of tools and	Collections Preservation Accessioning and Cataloging Special Projects Knowledge of material culture Ability to provide technical assistance to curators, Proper use of tools and	Collections Preservation Accessioning and Cataloging Special Projects Knowledge of material culture Ability to provide technical assistance to curators, Proper use of tools and	Collections Preservation Accessioning and Cataloging Special Projects Knowledge of material culture Ability to provide technical assistance to curators, Proper use of tools and
	Knowledge of career program Knowledge of professional Program Advocacy	Knowledge of career program Administration of career Knowledge of professional Program Advocacy	Knowledge of career program Administration of career Supervision of career program Knowledge of professional Program Advocacy	Knowledge of career program Administration of career Supervision of career program Knowledge of professional Program Advocacy	Knowledge of career program Administration of career Supervision of career program Knowledge of professional Program Advocacy	Knowledge of career program Administration of career Supervision of career program Knowledge of professional Program Advocacy
	Knowledge of history	Knowledge of history	Knowledge of history	Knowledge of history	Knowledge of history	Knowledge of history
Leader Development	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Intermediate Course	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Intermediate Course Advanced Course	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Intermediate Course Advanced Course

Career Program 61 - Series 1016 Museum Specialist – Overview (Continued)

Civilian Career Map	This career map provides a standardized framework and career enhancing information to individuals and managers for the professional development of the Army Civilian Corps. The map serves as the professional blueprint for your successful civil service career while providing information and guidance for advancement.					
Career Program:	**Historian/Archivist/ Museum**					
Career Program Number:	**61**					
Career Series:	**1016 Museum Specialist**					
Qualifying for a Career	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems
Series Description	**General Schedule** GS 07 and Below	**General Schedule** GS 09	**General Schedule** GS 11 Supervisory/ Nonsupervisory	**General Schedule** GS 12 Supervisory/ Nonsupervisory	**General Schedule** GS 13 Supervisory/ Nonsupervisory	**General Schedule** GS 14 Supervisory/ Nonsupervisory
Leader Development (Continued) **Civilian Human Resources Training Application System**	Defense Civilian Emerging Leader Program	Defense Civilian Emerging Leader Program	Defense Civilian Emerging Leader Program	Manager Development Course Federal Executive Institute Courses Defense Civilian Emerging Leader Program Defense Executive Leadership Development Program	Manager Development Course Federal Executive Institute Courses Defense Executive Leadership Development Program	Manager Development Course Federal Executive Institute Courses Senior Enterprise Talent Management TDY Senior Service College Continuing Education for Senior Defense Executive Leadership Development Program Defense Senior Leader Development Program
Professional Development	Continuing Education: Professional organizations Professional workshops Outside Reading Outside Presentation Intern Program	Deployments Developmental Assignment Continuing Education: Professional organizations Professional workshops Outside Reading Outside Presentation Intern Program	Deployments Developmental Assignment Army Congressional Fellowship Continuing Education: Professional organizations Professional workshops Outside Reading Outside Presentation Outside Publication	Deployments Developmental Assignment Army Congressional Fellowship Continuing Education: Professional organizations Professional workshops Outside Reading Outside Presentation Outside Publication Mentorship	Deployments Developmental Assignment Army Congressional Fellowship Continuing Education: Professional organizations Professional workshops Outside Reading Outside Presentation Outside Publication Mentorship	Deployments Army Congressional Fellowship Harvard School Senior Executive Fellowship Continuing Education: Professional organizations Professional workshops Outside Reading Outside Presentation Outside Publication Mentorship
Occupational Training	Army Courses Recommended by Supervisor/Command Basic Training in Museum Methods Army Museum System Training Course	Army Courses Recommended by Supervisor/Command Basic Training in Museum Methods Army Museum System Training Course	Army Courses Recommended by Supervisor/Command Intermediate Training in Museum Methods Army Museum System Training Course	Army Courses Recommended by Supervisor/Command Advanced Training in Museum Methods Army Museum System Training Course	Army Courses Recommended by Supervisor/Command Advanced Training in Museum Methods Army Museum System Training Course	Army Courses Recommended by Supervisor/Command Advanced Training in Museum Methods Army Museum System Training Course
Academic Training	Bachelor's degree	Bachelor's degree Advanced degree coursework	Master's degree Advanced degree coursework	Masters's degree Advanced degree coursework	Master's degree Advanced degree coursework Post Graduate Course Work	Doctoral degree Post Graduate Course Work
Certifications	Required Army Museum Courses	Required Army Museum Courses	Required Army Museum Courses	Required Army Museum Courses	Required Army Museum Courses	Required Army Museum Courses

Career Program 61 - Series 1016 Museum Specialist – Overview (Continued)

Civilian Career Map	This career map provides a standardized framework and career enhancing information to individuals and managers for the professional development of the Army Civilian Corps. The map serves as the professional blueprint for your successful civil service career while providing information and guidance for advancement.					
Career Program:	**Historian/Archivist/ Museum**					
Career Program Number:	**61**					
Career Series:	**1016 Museum Specialist**					
Qualifying for a Career	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems
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Mandatory Training	New Historians/Archivists/Museum Professionals Orientation Course Civilian Education System Foundation Course Annual Security Awareness Antiterrorism Training Army Substance Abuse Program Ethics Information Assurance Training No FEAR Act Prevention of Sexual Harassment Threat Awareness and Reporting Program (TARP) Mandatory Training For Army Civilians					
SELF DEVELOPMENT						
Learning Resources	ACTEDS Training Catalog Army e-Learning Army Training Information Architecture Army Distributed Learning System GoArmy Education					
Career Guides/Regulations	AR 690-950 Civilian Personnel Career Management Army Civilian Corps Handbook Civilian Personnel Online http://www.cpol.army.mil/library/train/ DA Administrative Publications	AR 870-20 Army Museums, Historical Artifacts, and Art AR 870-5: Military History: Responsibilities, Policies, and FM 1-20 Military History Operations				
Career Links	Army Civilian Service Civilian Human Resources Agency Total Army Performance Evaluation System Army Benefits Center-Civilian					
Professional Organizations/Journals	State and Regional Museum Associations American Association of Museums American Association for State and Local History National Archives and Records Administration (preservation) American Institute for Conservation	Company of Military Historians National Council on Public History				

Career Program 61
Series 1016 Career Map
Definitions

Key Assignments	Competencies	Leader Development	Professional Development	Occupational Development	Academic Training	Certifications
Positions that represent windows of opportunities for career personnel to complete diverse assignments across multiple echelons. The sequence of positions is not as important as mastering critical skills and gaining experience before the next stage of career development.	Identified behaviors, knowledge, skills, and abilities that directly and positively impact the success of employees and organizations. Competencies can be objectively measured, enhanced, and improved through coaching and learning opportunities. Competencies	Training and education that focus on methods to support decision-making, quick thinking, and sound judgment, and ways to accelerate the development of Army leaders by improving interpersonal and team-building skills. The goal is to leverage cognitive and instructional technologies in ways that improve critical thinking skills needed by current and future leaders. Also focuses on enhancing leadership styles and skills in order to improve leader qualities as well the Core Leadership Competencies and Essential Supervisory Skills.	Activities and programs designed to increase knowledge and skill, through certified and consistent education in a profession. Competitive Professional Development (CPD) programs boost the individual's career through developmental assignments, experiential learning, continuing education, workshops and seminars, and working with experienced professionals. Competitive Professional Development programs strengthen and augment the employee's skills while building their expertise.	Training that combines general education classes, career-related coursework and developmental assignments/on-the-job learning. Through this combination employees can apply classroom instruction and professional behaviors to real-life situations.	Academic studies endorsed by the Army that provide the ability for an employee to pursue an academic degree (college, university) related to one's current career field through a competitive process.	Certifications and/or licenses required from a professional society or by law to validate an individual's ability and knowledge to perform one's official duties.
	Leadership Competencies			**Core Training**		
	Knowledge, skills and abilities that enable the leader to be innovative, adaptive and able to lead successfully in uncertain and complex operating environments.			Training that supports an employee's ability to develop required soft skills to satisfactorily perform their assigned duties.		
	Functional Competencies			**Functional Training**		
	Specific knowledge and skills necessary to perform one's tasks at a high level of accomplishment, in addition to understanding of any legal requirements related to one's field of expertise, and the institutional sawy necessary to attain objectives.			Training that combines general education classes, career-related coursework and developmental assignments/on-the-job training that relate specifically to employees' job series and occupational discipline.		
	Core Competencies					
	General knowledge, skills and capabilities, central to the success of the career program and required to perform one's task at a certain level.					

Career Program 61
Series 1016 Career Map
Leadership Competencies

Oral Communications	Integrity/ Honesty	Written Communications	Continual Learning	Public Service Motivation	Accountability	Critical Thinking	External Awareness	Financial Management	HR Management	Influencing and Negotiating	Problem Solving	Strategic Thinking	Technology Management	Vision
Makes clear and convincing oral presentations to individuals or groups. Listens effectively and clarifies information as needed. Facilitates an open exchange of ideas and fosters atmosphere of open communication. Presents briefings to command and staff. Speaks at conferences, stakeholder meetings and Soldier training sessions. Presents clear oral information to customers in multiple contexts, including active listening.	Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high ethical standards.	Understands and interprets written material, including technical material, rules, regulations, instructions, reports, charts, graphs, and tables. Applies what is learned from written material to specific situations. Recognizes and uses correct English grammar, punctuation and spelling. Communicates information (e.g., facts, ideas, and messages) in a succinct, organized manner. Produces written information, which may include technical material, appropriate for the intended audience. Writes memoranda in accordance with AR 25-50. Writes a decision paper in accordance with the Military Decision Making Process (MDMP). Writes in a clear, concise, organized, and convincing manner for the intended audience.	Assesses and recognizes own strengths and weaknesses. Pursues self-development.	Shows a commitment to serve the public. Ensures that actions meet public needs. Aligns organizational objectives and practices with public interests.	Uses effective controls to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Ensures that projects of specific responsibility are completed in a timely manner within budget. Monitors and evaluates plans. Focuses on results, measuring attainment of outcomes. Acts responsibly and independently without supervision. Accepts responsibility for actions and mistakes. Practices sound fiscal/resource management. Completes tasks and projects on time, within budget and in accordance with standards.	Works with business information to answer questions, determine strategy, reduce risk, and maximize performance. Assesses validity of information drawn from a variety of sources and synthesizes data. Identifies trends and patterns to make appropriate decisions through collection and analysis of intelligence from a wide variety of sources. Clarifies complex issues and mitigates risk through data analysis. Triangulates and validates information from multiple sources.	Identifies and keeps current on economic, political and social trends that affect key organization policies and priorities. Understands where the organization is headed and how to make contributions. Coordinates interservice agreements, works collaboratively with committees, and promotes shared communications. Maintains situational awareness of economic, political, agency and service trends.	Understands the principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies and/or administers the budget for the program area. Uses cost-benefit thinking to set priorities. Monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting. Develops and implements a budget according to directives. Validates needs for budgetary requirements statistically. Collects and evaluates budgetary data, including return on investment (ROI).	Assesses current and future staffing needs based on organizational goals and budget realities. Uses merit principles, ensuring staff is appropriately selected, developed, used, appraised and rewarded. Takes corrective action. Reviews and projects staffing needs. Identifies and implements performance expectations. Supervises selection and termination processes. Negotiates, justifies, and coordinates training and staffing initiatives.	Persuades others and develops networks and coalitions. Gains cooperation from others to obtain information and accomplish goals. Negotiates to find mutually acceptable solutions and builds consensus through give and take. Persuades others to accept recommendations or cooperate or change their behavior. Negotiates contracts, memoranda of understanding, and other agreements among multiple agencies, organizations and institutions. Promotes Army opportunities and programs. Builds coalitions with the civilian community at state, regional and local levels.	Identifies and analyzes problems. Uses sound reasoning to arrive at conclusions. Finds alternative solutions to complex problems. Distinguishes between relevant and irrelevant information to make logical judgments. Considers a wide and flexible range of alternatives and solutions to problems and challenges. Proposes multiple courses of action, looking beyond the current horizon and present limitations.	Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning from a long-term perspective. Determines objectives and sets priorities. Anticipates potential threats or opportunities. Identifies trends and patterns for making appropriate decisions through collection and analysis of intelligence from a wide variety of sources.	Uses efficient and cost-effective approaches for integrating technology into the workplace to improve program effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological change on the organization. Understands and utilizes technological developments to enhance program effectiveness. Maintains situational awareness of technology. Directs and collects research to evaluate potential impact of emerging technologies. Develops requests for proposal (RFPs).	Takes a long-term view and acts as a catalyst for organizational change. Builds a shared vision with others and influences others to translate vision into action. Creates key values and shared vision within the organization. Creates a mission statement that reflects long-term goals. Encourages subordinates to participate in the process of enacting vision-driven long-term planning. Develops strategies to build organizational strength. Manages branding.

Career Program 61
Series 1016 Career Map
Functional Competency

Collections Preservation	Accessioning and Cataloging	Special Projects	Knowledge of Material Culture	Ability to Provide Technical Assistance to Curators, Managers, and Scientists	Proper Use of Tools and Equipment
Definition:	**Definition:**	**Definition:**	**Definition:**	**Definition:**	**Definition:**
Ability to reduce, retard, or prevent unnecessary or further deterioration or damage to artifacts or works of art.	Official acceptance, classification and documentation of newly acquired artifacts into the Army Historical Collection Accountability System (AHCAS).	Improvement or expansion of museum programs, conditions, or functions.	Ability to describe objects physically and in their cultural context.	Provides support for other museum staff with regards to areas of specialization.	Safely use proper tools for any given job
Description:	**Description:**	**Description:**	**Description:**	**Description:**	**Description:**
In the case of the technician and specialist, includes understanding basic preservation techniques to assist conservators and curators; maintains collection in stable conditions through preventative maintenance, condition surveys, environmental controls, and pest management; and monitors climate controls established by AR 870-20. In the case of the conservator, analyzes and mitigates risk of loss to the Army Historical Collection by performing repairs, cleaning, reassembling, creating copies, or stabiliizing fragile, damaged, or deteriorating artifacts; analyzes proper climate controls for objects made of various materials.	In the case of the technician and specialist, performs data entry, creates condition reports, maintains documentation and records, and creates source of acquisition files and historical property jackets. Assists curator with performance of inventories, incoming and outgoing loans, and the acquisition process. Assists conservator with inputing condition reports into AHCAS. Insures compliance with AR 870-20 during accessioning and cataloging process. In the case of the conservator, provides guidance and expertise to curator during acquisition process while determining museum quality of donations.	Technicians assist specialists, curators, or conservators during special projects. Specialists possess specialized knowledge of a specific function of a museum, such as collections management, education, or registration; they also develop and implement or expand and improve programs related to these functions in support of museum mission. Conservators develop, implement, expand, and improve special projects related to conservation efforts. This includes the ability to prepare contracts for third parties for consideration.	Correctly applies nomenclature or uses resources to describe object. General knowledge of Army history. Processes information established by curators and conservators during accessioning and cataloging process or creating condition reports.	Technicians provide technical assistance in areas such as reporting issues concerning artifacts in the collection. Specialists support exhibit development and provide insight into education programs, registration, or collection management. Conservators advise the director and curators regarding artifact conservation and preservation; they also use their skills to stabilize or enhance artifacts for display or storage and provide technical assistance during packing and shipment of artifacts. They research and write technical papers and reports for reference or publication.	Uses tools for restorations, basic preservation procedures, and collections management procedures; in the case of the conservator, operates scientific equipment and performs chemical tests using specialized equipment

Career Program 61
Series 1016 Career Map
Core Competencies

Knowledge of Career Program Functions	Administration of Career Program Functions	Supervision of Career Program Functions	Knowledge of Professional Methods and Techniques	Program Advocacy	Knowledge of history
Definition:	**Definition:**	**Definition:**	**Definition:**	**Definition:**	**Definition:**
Knowledge of the career program, its various specialties and functions, and its provisions for career development	Ability to administer programs that fall under the career program	Ability to supervise individuals within the career program	Knowledge and ability to apply the methods and techniques of the professions involved in the career program	The ability to articulate the value and relevance of a career program and job series to ensure program viability and sustainment	Knowledge of past human experience
Description:	**Description:**	**Description:**	**Description:**	**Description:**	**Description:**
Knowledge, skills, and abilities to create a productive CP 61 professional of maximum benefit to the Army with the appropriate level of professional education and plans for continued professional development	Administrative skills necessary to enable historical, archival, and museum programs to run at peak efficiency	Leadership and management skills necessary to help CP 61 professionals achieve their full potential while continuing to pursue the improvement of professional and leadership skills	For historians, knowledge and ability to apply historical methods of research, analysis, and synthesis; for museum professionals, knowledge and ability to apply museum principles of care and display of material culture; for archivists, knowledge and ability to preserve, analyze content, categorize, and make available historical records and documents.	As CP 61 professionals, it is critical to promote continuously the relevance and value of the history, museum, and archival programs of the command to higher level supervisors and fellow staff officers. Without constant attention to ensuring the visibility and value to the command or headquarters of the program, the structure, budget, and manpower needs of the program will not be sustained. Advocating for the program will have a long-term benefit to the Army and the Army Historical Program.	For CP 61 professionals, expertise in American military history, world military history, and U.S. history especially valuable

Career Program 61 - Series 1420 Archivist – Overview

Civilian Career Map	This career map provides a standardized framework and career enhancing information to individuals and managers for the professional development of the Army Civilian Corps. The map serves as the professional blueprint for your successful civil service career while providing information and guidance for advancement.
Career Program:	**Historian/Archivist/Museum Professional**
Career Program Number:	**61**
Career Series:	**1420 Archivist**

Qualifying for a Career	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems
Series Description	**General Schedule** GS 07	**General Schedule** GS 09	**General Schedule** GS 11 Supervisory/ Nonsupervisory	**General Schedule** GS 12 Supervisory/ Nonsupervisory	**General Schedule** GS 13 Supervisory/ Nonsupervisory
Key Assignments	**Location:** Installation **Positions:** Archivist	**Location:** Installation **Positions:** Archivist	**Location:** Installation ACOM ASCC DRU **Positions:** Archivist	**Location:** Installation ACOM ASCC DRU DA **Positions:** Archivist	**Location:** Installation ACOM ASCC DRU DA **Positions:** Senior Archivist
Leadership Competencies	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision
Functional Competencies	General Archival Knowledge Ethical and Legal Responsibilities New Technologies Arrangement and Description Reference Services and Access Preservation and Protection	General Archival Knowledge Managing Archival Programs Ethical and Legal Responsibilities New Technologies Documentary Publication, Historical Editing, Selection, Appraisal, and Acquisition Arrangement and Description Reference Services and Access Preservation and Protection	General Archival Knowledge Managing Archival Programs Ethical and Legal Responsibilities New Technologies Documentary Publication, Historical Editing, Outreach, Advocacy, and Promotion Selection, Appraisal, and Acquisition Arrangement and Description Reference Services and Access Preservation and Protection	General Archival Knowledge Managing Archival Programs Ethical and Legal Responsibilities New Technologies Documentary Publication, Historical Editing, Outreach, Advocacy, and Promotion Selection, Appraisal, and Acquisition Arrangement and Description Reference Services and Access Preservation and Protection	General Archival Knowledge Managing Archival Programs Ethical and Legal Responsibilities New Technologies Doumentary Publication, Historical Editing, Outreach, Advocacy, and Promotion Selection, Appraisal, and Acquisition Arrangement and Description Reference Services and Access Preservation and Protection

Career Program 61 - Series 1420 Archivist – Overview (Continued)

Civilian Career Map	This career map provides a standardized framework and career enhancing information to individuals and managers for the professional development of the Army Civilian Corps. The map serves as the professional blueprint for your successful civil service career while providing information and guidance for advancement.

Career Program: Historian/Archivist/Museum Professional

Career Program Number: 61

Career Series: 1420 Archivist

Qualifying for a Career	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems
Series Description	**General Schedule** GS 07	**General Schedule** GS 09	**General Schedule** GS 11 Supervisory/ Nonsupervisory	**General Schedule** GS 12 Supervisory/ Nonsupervisory	**General Schedule** GS 13 Supervisory/ Nonsupervisory
Core Competencies	Knowledge of career program functions Knowledge of professional methods and Program Advocacy Knowledge of history	Knowledge of career program functions Administration of career program functions Knowledge of professional methods and Program Advocacy Knowledge of history	Knowledge of career program functions Administration of career program functions Supervision of career program functions Knowledge of professional methods and Program Advocacy Knowledge of history	Knowledge of career program functions Administration of career program functions Supervision of career program functions Knowledge of professional methods and Program Advocacy Knowledge of history	Knowledge of career program functions Administration of career program functions Supervision of career program functions Knowledge of professional methods and Program Advocacy Knowledge of history
Leader Development **Civilian Human Resources Training Application System**	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Defense Civilian Emerging Leader Program	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Defense Civilian Emerging Leader Program	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Defense Civilian Emerging Leader Program	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Intermediate Course Manager Development Course Federal Executive Institute Courses Defense Civilian Emerging Leader Program Defense Executive Leadership Development Program	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Intermediate Course Advanced Course Manager Development Course Federal Executive Institute Courses Defense Executive Leadership Development Program
Professional Development	Intern Program Continuing Education: Society of American Archivists Other professional organizations Outside Reading Outside Publication Outside Presentation	Intern Program Deployments Developmental Assignment Continuing Education: Society of American Archivists Other professional organizations Outside Reading Outside Publication Outside Presentation	Deployments Developmental Assignment Army Congressional Fellowship Continuing Education: Society of American Archivists Other professional organizations Outside Reading Outside Publication Outside Presentation Mentorship	Deployments Developmental Assignment Army Congressional Fellowship Continuing Education: Society of American Archivists Other professional organizations Outside Reading Outside Publication Outside Presentation Mentorship	Deployments Developmental Assignment Army Congressional Fellowship Continuing Education: Society of American Archivists Other professional organizations Outside Reading Outside Publication Outside Presentation Mentorship
Occupational Training	Army Courses Recommended by Supervisor/Command Army Historians Training Symposium	Army Courses Recommended by Supervisor/Command Army Historians Training Symposium	Army Courses Recommended by Supervisor/Command Army Historians Training Symposium	Army Courses Recommended by Supervisor/Command Army Historians Training Symposium	Army Courses Recommended by Supervisor/Command Army Historians Training Symposium

Career Program 61 - Series 1420 Archivist – Overview (Continued)

Civilian Career Map	This career map provides a standardized framework and career enhancing information to individuals and managers for the professional development of the Army Civilian Corps. The map serves as the professional blueprint for your successful civil service career while providing information and guidance for advancement.				
Career Program:	**Historian/Archivist/Museum Professional**				
Career Program Number:	**61**				
Career Series:	**1420 Archivist**				
Qualifying for a Career	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems
Series Description	**General Schedule** GS 07	**General Schedule** GS 09	**General Schedule** GS 11 Supervisory/ Nonsupervisory	**General Schedule** GS 12 Supervisory/ Nonsupervisory	**General Schedule** GS 13 Supervisory/ Nonsupervisory
Academic Training	Bachelor's Degree	Bachelor's Degree	Master's Degree	Masters Degree	Masters Degree Post Graduate Course Work
Certifications					
Mandatory Training	New Historians/Archivists/Museum Professionals Orientation Course Civilian Education System Foundation Course Annual Security Awareness Antiterrorism Training Army Substance Abuse Program Ethics Information Assurance Training No FEAR Act Prevention of Sexual Harassment Threat Awareness and Reporting Program (TARP) Mandatory Training For Army Civilians				

Career Program 61
Series 1420 Career Map
Definitions

Key Assignments	Competencies	Leader Development	Professional Development	Occupational Development	Academic Training	Certifications
Positions that represent windows of opportunities for career personnel to complete diverse assignments across multiple echelons. The sequence of positions is not as important as mastering critical skills and gaining experience before the next stage of career development.	Identified behaviors, knowledge, skills, and abilities that directly and positively impact the success of employees and organizations. Competencies can be objectively measured, enhanced, and improved through coaching and learning opportunities. Competencies are broken into three categories: **Leadership Competencies** Knowledge, skills and abilities that enable the leader to be innovative, adaptive and able to lead successfully in uncertain and complex operating environments. **Functional Competencies** Specific knowledge and skills necessary to perform one's tasks at a high level of accomplishment, in addition to understanding of any legal requirements related to one's field of expertise, and the institutional savvy necessary to attain objectives. **Core Competencies** General knowledge, skills and capabilities, central to the success of the career program and required to perform one's task at a certain level.	Training and education that focus on methods to support decision-making, quick thinking, and sound judgment, and ways to accelerate the development of Army leaders by improving interpersonal and team-building skills. The goal is to leverage cognitive and instructional technologies in ways that improve critical thinking skills needed by current and future leaders. Also focuses on enhancing leadership styles and skills in order to improve leader qualities as well the Core Leadership Competencies and Essential Supervisory Skills.	Activities and programs designed to increase knowledge and skill, through certified and consistent education in a profession. Competitive Professional Development (CPD) programs boost the individual's career through developmental assignments, experiential learning, continuing education, workshops and seminars, and working with experienced professionals. Competitive Professional Development programs strengthen and augment the employee's skills while building their expertise.	Training that combines general education classes, career-related coursework and developmental assignments/on-the-job learning. Through this combination employees can apply classroom instruction and professional behaviors to real-life situations. **Core Training** Training that supports an employee's ability to develop required soft skills to satisfactorily perform their assigned duties. **Functional Training** Training that combines general education classes, career-related coursework and developmental assignments/on-the-job training that relate specifically to employees' job series and occupational discipline.	Academic studies endorsed by the Army that provide the ability for an employee to pursue an academic degree (college, university) related to one's current career field through a competitive process.	Certifications and/or licenses required from a professional society or by law to validate an individual's ability and knowledge to perform one's official duties.

Career Program 61
Series 1420 Career Map
Leadership Competencies

Interpersonal Skills	Oral Communications	Integrity/Honesty	Written Communications	Continual Learning	Public Service Motivation	Accountability	Critical Thinking	External Awareness	Financial Management	HR Management	Influencing and Negotiating	Problem Solving	Strategic Thinking	Technology Management	Vision
Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations. Provides staff with purpose, direction, and motivation.	Makes clear and convincing oral presentations to individuals or groups. Listens effectively and clarifies information as needed. Facilitates an open exchange of ideas and fosters atmosphere of open communication. Presents briefings to command and staff. Speaks at conferences, stakeholder meetings and Soldier training sessions. Presents clear oral information to customers in multiple contexts, including active listening.	Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.	Understands and interprets written material, including technical material, rules, regulations, instructions, reports, charts, graphs, and tables. Applies what is learned from written material to specific situations. Recognizes and uses correct English grammar, punctuation and spelling. Communicates information (e.g., facts, ideas, and messages) in a succinct, organized manner. Produces written information, which may include technical material, appropriate for the intended audience. Writes memoranda in accordance with AR 25-50. Writes a decision paper in accordance with the Military Decision Making Process (MDMP). Writes in a clear, concise, organized, and convincing manner for the intended	Assesses and recognizes own strengths and weaknesses; pursues self-development.	Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.	Uses effective controls to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Ensures that projects of specific responsibility are completed in a timely manner within budget. Monitors and evaluates plans. Focuses on results, measuring attainment of outcomes. Acts responsibly and independently without supervision. Accepts responsibility for actions and mistakes. Practices sound fiscal/resource management. Completes tasks and projects on time, within budget and in accordance with standards.	Works with business information to answer questions, determine strategy, reduce risk, and maximize performance. Assesses validity of information drawn from a variety of sources and synthesizes data. Identifies trends and patterns to make appropriate decisions through collection and analysis of intelligence from a wide variety of sources. Clarifies complex issues and mitigates risk through data analysis. Triangulates and validates information from multiple sources.	Identifies and keeps current on economic, political and social trends that affect key organization policies and priorities. Understands where the organization is headed and how to make contributions. Coordinates interservice agreements, works collaboratively with committees, and promotes shared communications. Maintains situational awareness of economic, political, agency and service trends.	Understands the principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies and/or administers the budget for the program area. Uses cost-benefit thinking to set priorities. Monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting. Develops and implements a budget according to directives. Validates needs for budgetary requirements statistically. Collects and evaluates budgetary data, including return on investment (ROI).	Assesses current and future staffing needs based on organizational goals and budget realities. Uses merit principles, ensuring staff is appropriately selected, developed, used, appraised, and rewarded. Takes corrective action. Reviews and projects staffing needs. Identifies and implements performance expectations. Supervises selection and termination processes. Negotiates, justifies, and coordinates training and staffing initiatives.	Persuades others and develops networks and coalitions. Gains cooperation from others to obtain information and accomplish goals. Negotiates to find mutually acceptable solutions and builds consensus through give and take. Persuades others to accept recommendations or cooperate or change their behavior. Negotiates contracts, memoranda of understanding, and other agreements among multiple agencies, organizations and institutions. Promotes Army opportunities and programs. Builds coalitions with the civilian community at state, regional and local levels.	Identifies and analyzes problems. Uses sound reasoning to arrive at conclusions. Finds alternative solutions to complex problems. Distinguishes between relevant and irrelevant information to make logical judgments. Considers a wide and flexible range of alternatives and solutions to problems and challenges. Proposes multiple courses of action, looking beyond the current horizon and present limitations.	Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning from a long-term perspective. Determines objectives and sets priorities. Anticipates potential threats or opportunities. Identifies trends and patterns for making appropriate decisions through collection and analysis of intelligence from a wide variety of sources.	Uses efficient and cost-effective approaches for integrating technology into the workplace to improve program effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological change on the organization. Understands and utilizes technological developments to enhance program effectiveness. Maintains situational awareness of technology. Directs and collects research to evaluate potential impact of emerging technologies. Develops requests for proposal (RFPs).	Takes a long-term view and acts as a catalyst for organizational change. Builds a shared vision with others and influences others to translate vision into action. Creates key values and shared vision within the organization. Creates a mission statement that reflects long-term goals. Encourages subordinates to participate in the process of enacting vision-driven long-term planning. Develops strategies to build organizational strength. Manages branding.

Career Program 61
Series 1420 Career Map
Functional Competency (1)

General Archival Knowledge	Managing Archival Programs	Ethical and Legal Responsibilities	New Technologies	Documentary Publication, Historical Editing, and the Exhibit of Archival Materials
Definition:	**Definition:**	**Definition:**	**Definition:**	**Definition:**
The theory and history of archives and the archival profession; social and cultural history; the life cycle of records and papers; relationships to allied professions; familiarity with professional standards and best practices; and use of appropriate research methodologies and technological solutions.	The principles and practices that archivists use to facilitate all aspects of archival work through careful planning and administration of the repository and its institutional resources.	The laws, regulations, institutional policies, and ethical standards which are applicable to the archival community.	All programs should address the latest developments and technologies, as appropriate, and incorporate best practices in the knowledge areas.	Archival holdings may be published comprehensively or selectively in a variety of media or may be exhibited in the interest of greater popular understanding of historical events or persons.
Description:	**Description:**	**Description:**	**Description:**	**Description:**
Archival theory, methodology, and practice appropriate for records and papers on all media: paper, digital, audio, and visual and how they have been influenced and affected by computer technologies. How the core archival functions (selection, appraisal, and acquisition; arrangement and description; reference services and access; preservation and protection; and outreach, advocacy and promotion) relate to each other and influence the administration of records and papers. The standards and accepted professional best practices that apply to archival work, including their rationale and implications. The physical and technological characteristics of records and papers and how these characteristics influence their appraisal, acquisition, preservation, and use. How the administration of archives is related to, different from, and draws upon the theory, methodology, and practice of such allied professions and disciplines as history, library and information science, records management, museology, historic preservation, historical editing, and oral history. The similarities and differences between the nature and administration of organizational records and	Participates in the development of a strategic vision for an archival program, establishes priorities, continually assesses progress toward that vision, and makes adjustments as environments and resources change. Assesses staffing needs, recruits appropriate personnel, and trains staff; supports professional development; and ensures that the staff works together to fulfill the archives' mission. Plans, gains approval of, and administers a budget; assesses financial performance; and monitors progress and identifies facility space and resource management techniques and equipment needs and prepares and implements plans to meet those needs. Understands institutional structures, cultures, and values and the role of archival programs within these institutions and structures. Possesses knowledge about sources of professional and technical advice and assistance, internal and external funding agencies, and other forms of potential program assistance.	Understands and utilizes archival and information professional codes and standards, such as the Code of Ethics of the Society of American Archivists (SAA) and the SAA/ALA joint statement on Standards for Access to Research Materials in Archival and Manuscript Repositories. Understands the laws, regulations, and ethical considerations governing reference services and access to records and papers, including copyright, freedom of information, privacy, confidentiality, security, and equality of access as well as the laws, regulations, and ethical considerations governing loans, deposits, exchanges, and gifts to institutions, as well as regulations defining public records and personal papers and governing their retention, accessibility, integrity, and disposition.	Understands the nature of records in electronic form, including the functions of various storage media, the nature of system dependence, and the effect of time on the integrity of records. Defines and communicates requirements, roles, and responsibilities related to digital archives to a variety of partners and audiences. Formulates strategies and tactics for appraising, describing, managing, organizing, and preserving digital archives. Integrates technologies, tools, software, and media within existing functions for appraising, capturing, preserving, and providing access to digital collections. Plans for the integration of new tools or successive generations of emerging technologies, software, and media. Curates, stores, and retrieves original master and access copies of digital archives	Archivists engaged in publications work exercise a thorough knowledge of values, uses, volume and physical condition of records in selecting those suitable for publication and in determining the form and scope (i.e., printed volume vs. microfilm; comprehensive vs. selective; full texts vs. abstract) of the publication. Archivists involved in the publication of archival materials in printed and web based volumes are required to possess a thorough knowledge of traditional and modern documentation as source material of history; the canons of textual criticism; scholarly annotation; the value and use of non-textual (pictorial, cartographic, etc.) documentary material for explanatory or illustrative purposes; and copy-editing, proofreading and indexing. Archivists engaged in exhibit work consider the timeliness of proposed exhibit themes, their potential educational and popular appeal, and the cost of preparing exhibits. This involves surveys of the holdings of archival and manuscript repositories and of museums for materials for exhibit and extensive scholarly researching using both primary and secondary sources to determine the origin and authenticity of documents selected for exhibit

Career Program 61
Series 1420 Career Map
Functional Competencies (2)

Outreach, Advocacy, and Promotion	Selection, Appraisal, and Acquisition	Arrangement and Description	Reference Services and Access	Preservation and Protection
Definition:	**Definition:**	**Definition:**	**Definition:**	**Definition:**
The theories, practices, and technologies that archivists use to create and market programs that promote increased use, resources, visibility, and support for their institutions and collections among a broad range of audiences, both onsite and virtually.	The theory, policies, and procedures that archivists use to identify, evaluate, acquire, and authenticate records and papers of enduring value in all media and formats.	The intellectual and physical organization or verification of archival records and papers in all media and formats, and the development of descriptive tools and systems that provide both control of and access to collections.	The development and implementation of policies, procedures, and practices designed to serve the information needs of the various user groups, both onsite and virtually.	The integration and implementation of activities to protect cultural property from deterioration and to ensure the physical protection and authentication of records and papers in all media and formats to assure their continued accessibility to researchers.
Description:	**Description:**	**Description:**	**Description:**	**Description:**
Develops an understanding of, and support for, the archival program among resource allocators, key constituents, potential donors, allied professionals, and within related functional areas (IT, library, etc.) of the archives' parent organization. Promotes the use of records and papers by identifying potential users and uses, by analyzing and describing the benefits of use, and by working through public and educational programs. Participates in programs that draw directly on records and papers to support such activities as exhibitions, conferences, publications, and editorial projects. Understands and promotes the methods of presenting archival records and papers, or information from or about them, in a user-friendly manner that reduces the need for on-site visitation to the repository and excessive handling of the materials	Understands the arrangement and accessibility of the information in the records, the legal requirements or administrative purposes to be served by their retention, the volume of records involved, the availability of similar information from other sources, and the cost of accessioning, arranging, preserving and providing reference service from such records. In determining the acquisition of records and papers, identifies and evaluates record characteristics and appraises records and papers for their long term retention and prepares appraisal reports accordingly. Implements disposition recommendations or decisions through legal instruments of transfer such as schedules, deed of gift, purchase contracts, and deposit agreements. Understands the values of records such as evidential, informational, administrative, legal, fiscal and intrinsic as well as the characteristics of records and papers such as trustworthiness, authenticity, reliability, usability, and comprehensiveness, as well as form, uniqueness, and quantity. Applies selection and appraisal methodologies, including documentation strategy and functional analysis, on all media: paper, digital, audio and video. Defines collecting or accessioning areas and develops an acquisition policy. Understands the impact of technology on traditional methods of inventorying, scheduling, appraisal, and disposition.	Analyzes the existing arrangement and description of records and papers and makes decisions about any further arrangement and description that may be necessary. Designs and implements an arrangement plan to either perfect the existing arrangement or establish a new one. Designs and implements a descriptive plan to identify and explain the structure, context and content of records and papers to promote their accessibility and utilize descriptive standards for records and papers stored in any form or medium. Defines/explains how the descriptive process may begin at or before records creation and continue throughout the life of the records and papers. Understands and utilizes the levels, types, and components of finding aids within an overall description program. Knows the complementary principles of provenance and original order, the history and variety of recordkeeping systems and practices for all media, the role of access and retrieval in making arrangement and description decisions, the concept of hierarchical levels of arrangement, the distinctions and relationships between physical and intellectual control of records and papers and the impact of technology on policies, practices, and methods for archival arrangement and description. Understands the rules and current best practices for describing archives, personal papers, and manuscript collections that can be applied to all material types.	Develops policies and procedures designed to serve the information needs of various user groups, based on evaluation of institutional mandates and constituencies, the nature of the collections, relevant laws and ethical considerations, and appropriate technologies and accepted best practices for safeguarding records and papers while in use. Develops reference strategies based on varying holdings, formats, media, and user needs as well as the subject areas of an institution's holdings, and how they relate to holdings in other repositories. Understands the laws, regulations, and ethical principles governing copyright, freedom of information, privacy, confidentiality, security, and equality of access strategies.	Analyzes the current physical condition of records and papers, and determines and implements appropriate preservation priorities and actions. Makes and implements decisions about reformatting (e.g., digitization or microfilming), handling techniques, data migration, data conversion, appropriate laboratory treatments, phased conservation, and referral to technical experts. Ensures the correct long-term storage of records and papers by such techniques as using proper containers and encasements, using acceptable shelving, and maintaining acceptable environmental controls. Ensures the security of records and papers in all media and formats from damage, destruction, theft, and other forms of loss. Understands the elements of preservation management and preservation planning, including environmental monitoring, disaster planning, in-house conservation/preservation, reformatting, data migration, data conversion, and services available through outside vendors.

Career Program 61
Series 1420 Career Map
Core Competencies

Knowledge of Career Program Functions	Administration of Career Program Functions	Supervision of Career Program Functions	Knowledge of Professional Methods and Techniques	Program Advocacy	Knowledge of History
Definition:	**Definition:**	**Definition:**	**Definition:**	**Definition:**	**Definition:**
Knowledge of the career program, its various specialties and functions, and its provisions for career development	Ability to administer programs that fall under the career program	Ability to supervise individuals within the career program	Knowledge and ability to apply the methods and techniques of the professions involved in the career program	The ability to articulate the value and relevance of the career program and job series to ensure program viability and sustainment	Knowledge of past human experience
Description:	**Description:**	**Description:**	**Description:**	**Description:**	**Description:**
Knowledge, skills, and abilities to create a productive CP 61 professional of maximum benefit to the Army with the appropriate level of professional education and plans for continued professional development	Administrative skills necessary to enable historical, archival, and museum programs to run at peak efficiency	Leadership and management skills necessary to help CP 61 professionals achieve their full potential while continuing to pursue the improvement of professional and leadership skills	For historians, knowledge and ability to apply historical methods of research, analysis, and synthesis; for museum professionals, knowledge and ability to apply museum principles of care and display of material culture; for archivists, knowledge and ability to preserve, analyze content, categorize, and make available historical records and documents	As CP 61 professionals, it is critical to promote continuously the relevance and value of the history, museum, and archival programs of the command to higher level supervisors and fellow staff officers. Without constant attention to ensuring the visibility and value to the command or headquarters of the program, the structure, budget, and manpower needs of the program will not be sustained. Advocacy for the program will have a long-term benefit to the Army and to the Army Historical Program.	For CP 61 professionals, expertise in American military history, world military history, and U.S. history especially valuable

Career Program 61 - Series 1421 Archivist Technician/Specialist – Overview (Continued)

Civilian Career Map	This career map provides a standardized framework and career enhancing information to individuals and managers for the professional development of the Army Civilian Corps. The map serves as the professional blueprint for your successful civil service career while providing information and guidance for advancement.		
Career Program:	**Historian/Archivist/Museum Professional**		
Career Program Number:	**61**		
Career Series:	**1421 Archivist Technician/Specialist**		
Qualifying for a Career	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems
Series Description	**General Schedule** GS 07 and Below	**General Schedule** GS 09	**General Schedule** GS 11 Supervisory/ Nonsupervisory
Key Assignments	**Location:** Installation **Positions:** Archivist Technician	**Location:** Installation **Positions:** Archivist Specialist	**Location:** Installation ACOM ASCC DRU DA **Positions:** Archivist Specialist
Leadership Competencies	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management Problem Solving Strategic Thinking Technology Management Vision	Interpersonal Skills Oral Communications Integrity/Honesty Written Communications Continual Learning Public Service Motivation Accountability Critical Thinking External Awareness Financial Management HR Management Influencing and Negotiating Problem Solving Strategic Thinking Technology Management Vision
Functional Competencies	General Archival Knowledge Ethical and Legal Responsibilities New Technologies Arrangement & Description Preservation and Protection	General Archival Knowledge Managing Archival Programs Ethical and Legal Responsibilities New Technologies Documentary Publication, Historical Outreach, Advocacy, and Promotion Selection, Appraisal, and Acquisition Arrangement and Description Reference Services and Access Preservation and Protection	General Archival Knowledge Managing Archival Programs Ethical and Legal Responsibilities New Technologies Documentary Publication, Historical Outreach, Advocacy, and Promotion Selection, Appraisal, and Acquisition Arrangement and Description Reference Services and Access Preservation and Protection

Career Program 61 - Series 1421 Archivist Technician/Specialist – Overview (Continued)

Civilian Career Map	This career map provides a standardized framework and career enhancing information to individuals and managers for the professional development of the Army Civilian Corps. The map serves as the professional blueprint for your successful civil service career while providing information and guidance for advancement.		
Career Program:	**Historian/Archivist/Museum Professional**		
Career Program Number:	**61**		
Career Series:	**1421 Archivist Technician/Specialist**		
Qualifying for a Career	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems
Series Description	**General Schedule** GS 07 and Below	**General Schedule** GS 09	**General Schedule** GS 11 Supervisory/ Nonsupervisory
Functional Competencies (Continued)	Knowledge of career program functions Knowledge of professional methods and Program Advocacy Knowledge of history	Knowledge of career program functions Administration of career program functions Knowledge of professional methods and Program Advocacy Knowledge of history	Knowledge of career program functions Administration of career program functions Supervision of career program functions Knowledge of professional methods and Program Advocacy Knowledge of history
Civilian Human Resources Training Application System	Foundation Course Basic Course Action Officer Developmnt Course Supervisor Development Course Defense Civilian Emerging Leader Program	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Defense Civilian Emerging Leader Program	Foundation Course Basic Course Action Officer Development Course Supervisor Development Course Defense Civilian Emerging Leader Program
Professional Development	Intern Program	Intern Program Deployments Developmental Assignment Continuing Education:	Deployments Developmental Assignment Army Congressional Fellowship Continuing Education:
Occupational Training	Army Courses Recommended by Supervisor/Command Army Historians Training Symposium	Army Courses Recommended by Supervisor/Command Army Historians Training Symposium	Army Courses Recommended by Supervisor/Command Army Historians Training Symposium
Academic Training	Associate Degree	Bachelor's Degree	Bachelor's Degree
Certifications			

Career Program 61 - Series 1421 Archivist Technician/Specialist – Overview (Continued)

Civilian Career Map	This career map provides a standardized framework and career enhancing information to individuals and managers for the professional development of the Army Civilian Corps. The map serves as the professional blueprint for your successful civil service career while providing information and guidance for advancement.		
Career Program:	**Historian/Archivist/Museum Professional**		
Career Program Number:	**61**		
Career Series:	**1421 Archivist Technician/Specialist**		
Qualifying for a Career	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems	Guide to Federal Classification and Job Grading Systems
Series Description	**General Schedule** GS 07 and Below	**General Schedule** GS 09	**General Schedule** GS 11 Supervisory/ Nonsupervisory
Mandatory Training	New Historians/Archivists/Museum Professionals Orientation Course Civilian Education System Foundation Course Annual Security Awareness Antiterrorism Training Army Substance Abuse Program Ethics Information Assurance Training No FEAR Act Prevention of Sexual Harassment Threat Awareness and Reporting Program (TARP) Mandatory Training For Army Civilians		
SELF DEVELOPMENT			
Learning Resources	ACTEDS Training Catalog Army e-Learning Army Training Information Architecture Army Distributed Learning System GoArmy Education		
Career Guides/Regulations	AR 690-950 Civilian Personnel Career Management Army Civilian Corps Handbook Civilian Personnel Online DA Administrative Publications		
Career Links	Army Civilian Service Civilian Human Resources Agency Total Army Performance Evaluation System Army Benefits Center-Civilian		AR 870-5: Military History: Responsibilities, FM 1-20: Military History Operations
Professional Organizations/Journals	Society for Military History Society of American Archivists Company of Military Historians American Association for State and Local History Society for History in the Federal Government American Historical Association Organization of American Historians International Commission on Military History National Council on Public History Oral History Association		

Career Program 61
Series 1421 Career Map
Definitions

Key Assignments	Competencies	Leader Development	Professional Development	Occupational Development	Academic Training	Certifications
Positions that represent windows of opportunities for career personnel to complete diverse assignments across multiple echelons. The sequence of positions is not as important as mastering critical skills and gaining experience before the next stage of career development.	Identified behaviors, knowledge, skills, and abilities that directly and positively impact the success of employees and organizations. Competencies can be objectively measured, enhanced, and improved through coaching and learning opportunities. Competencies are broken into three categories: **Leadership Competencies** Knowledge, skills and abilities that enable the leader to be innovative, adaptive and able to lead successfully in uncertain and complex operating environments. **Functional Competencies** Specific knowledge and skills necessary to perform one's tasks at a high level of accomplishment, in addition to understanding of any legal requirements related to one's field of expertise, and the institutional savvy necessary to attain objectives. **Core Competencies** General knowledge, skills and capabilities, central to the success of the career program and required to perform one's task at a certain level.	Training and education that focus on methods to support decision-making, quick thinking, and sound judgment, and ways to accelerate the development of Army leaders by improving interpersonal and team-building skills. The goal is to leverage cognitive and instructional technologies in ways that improve critical thinking skills needed by current and future leaders. Also focuses on enhancing leadership styles and skills in order to improve leader qualities as well the Core Leadership Competencies and Essential Supervisory Skills.	Activities and programs designed to increase knowledge and skill, through certified and consistent education in a profession. Competitive Professional Development (CPD) programs boost the individual's career through developmental assignments, experiential learning, continuing education, workshops and seminars, and working with experienced professionals. Competitive Professional Development programs strengthen and augment the employee's skills while building their expertise.	Training that combines general education classes, career-related coursework and developmental assignments/on-the-job learning. Through this combination employees can apply classroom instruction and professional behaviors to real-life situations. **Core Training** Training that supports an employee's ability to develop required soft skills to satisfactorily perform their assigned duties. **Functional Training** Training that combines general education classes, career-related coursework and developmental assignments/on-the-job training that relate specifically to employees' job series and occupational discipline.	Academic studies endorsed by the Army that provide the ability for an employee to pursue an academic degree (college, university) related to one's current career field through a competitive process.	Certifications and/or licenses required from a professional society or by law to validate an individual's ability and knowledge to perform one's official duties.

Career Program 61
Series 1421 Career Map
Leadership Competencies

Interpersonal Skills	Oral Communications	Integrity/Honesty	Written Communications	Continual Learning	Public Service Motivation	Accountability	Critical Thinking	External Awareness	Financial Management	HR Management	Influencing and Negotiating	Problem Solving	Strategic Thinking	Technology Management	Vision
Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations. Provides staff with purpose, direction, and motivation.	Makes clear and convincing oral presentations to individuals or groups. Listens effectively and clarifies information as needed. Facilitates an open exchange of ideas and fosters atmosphere of open communication. Presents briefings to command and staff. Speaks at conferences, stakeholder meetings and Soldier training sessions. Presents clear oral information to customers in multiple contexts, including active listening.	Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.	Understands and interprets written material, including technical material, rules, regulations, instructions, reports, charts, graphs, and tables. Applies what is learned from written material to specific situations. Recognizes and uses correct English grammar, punctuation and spelling. Communicates information (e.g., facts, ideas, and messages) in a succinct, organized manner. Produces written information, which may include technical material, appropriate for the intended audience. Writes memoranda in accordance with AR 25-50. Writes a decision paper in accordance with the Military Decision Making Process (MDMP). Writes in a clear, concise, organized, and convincing manner for the intended	Assesses and recognizes own strengths and weaknesses; pursues self-development.	Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.	Uses effective controls to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Ensures that projects of specific responsibility are completed in a timely manner within budget. Monitors and evaluates plans. Focuses on results, measuring attainment of outcomes. Acts responsibly and independently without supervision. Accepts responsibility for actions and mistakes. Practices sound fiscal/resource management. Completes tasks and projects on time, within budget and in accordance with standards.	Works with business information to answer questions, determine strategy, reduce risk, and maximize performance. Assesses validity of information drawn from a variety of sources and synthesizes data. Identifies trends and patterns to make appropriate decisions through collection and analysis of intelligence from a wide variety of sources. Clarifies complex issues and mitigates risk through data analysis. Triangulates and validates information from multiple sources.	Identifies and keeps current on economic, political and social trends that affect key organization policies and priorities. Understands where the organization is headed and how to make contributions. Coordinates interservice agreements, works collaboratively with committees, and promotes shared communications. Maintains situational awareness of economic, political, agency and service trends.	Understands the principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies and/or administers the budget for the program area. Uses cost-benefit thinking to set priorities. Monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting. Develops and implements a budget according to directives. Validates needs for budgetary requirements statistically. Collects and evaluates budgetary data, including return on investment (ROI).	Assesses current and future staffing needs based on organizational goals and budget realities. Uses merit principles, ensuring staff is appropriately selected, developed, used, appraised, and rewarded. Takes corrective action. Reviews and projects staffing needs. Identifies and implements performance expectations. Supervises selection and termination processes. Negotiates, justifies, and coordinates training and staffing initiatives.	Persuades others and develops networks and coalitions. Gains cooperation from others to obtain information and accomplish goals. Negotiates to find mutually acceptable solutions and builds consensus through give and take. Persuades others to accept recommendations or cooperate or change their behavior. Negotiates contracts, memoranda of understanding, and other agreements among multiple agencies, organizations and institutions. Promotes Army opportunities and programs. Builds coalitions with the civilian community at state, regional and local levels.	Identifies and analyzes problems. Uses sound reasoning to arrive at conclusions. Finds alternative solutions to complex problems. Distinguishes between relevant and irrelevant information to make logical judgments. Considers a wide and flexible range of alternatives and solutions to problems and challenges. Proposes multiple courses of action, looking beyond the current horizon and present limitations.	Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning from a long-term perspective. Determines objectives and sets priorities. Anticipates potential threats or opportunities. Identifies trends and patterns for making appropriate decisions through collection and analysis of intelligence from a wide variety of sources.	Uses efficient and cost-effective approaches for integrating technology into the workplace to improve program effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological change on the organization. Understands and utilizes technological developments to enhance program effectiveness. Maintains situational awareness of technology. Directs and collects research to evaluate potential impact of emerging technologies. Develops requests for proposal (RFPs).	Takes a long-term view and acts as a catalyst for organizational change. Builds a shared vision with others and influences others to translate vision into action. Creates key values and shared vision within the organization. Creates a mission statement that reflects long-term goals. Encourages subordinates to participate in the process of enacting vision-driven long-term planning. Develops strategies to build organizational strength. Manages branding.

Career Program 61
Series 1421 Career Map
Functional Competency (1)

Functional Competencies	Managing Archival Programs	Ethical and Legal Responsibilities	New Technologies	Documentary Publication, Historical Editing, and the Exhibit of Archival Materials
Definition:	**Definition:**	**Definition:**	**Definition:**	**Definition:**
The theory and history of archives and the archival profession; social and cultural history; the life cycle of records and papers; relationships to allied professions; familiarity with professional standards and best practices; and use of appropriate research methodologies and technological solutions.	The principles and practices that archivists use to facilitate all aspects of archival work through careful planning and administration of the repository and its institutional resources.	The laws, regulations, institutional policies, and ethical standards which are applicable to the archival community.	All programs should address the latest developments and technologies, as appropriate, and incorporate best practices in the knowledge areas.	Archival holdings may be published comprehensively or selectively in a variety of media or may be exhibited in the interest of greater popular understanding of historical events or persons.
Description:	**Description:**	**Description:**	**Description:**	**Description:**
Knowledge of: Archival theory, methodology, and practice appropriate for records and papers on all media: paper, digital, audio, and visual and how they have been influenced and affected by computer technologies. How the core archival functions (selection, appraisal, and acquisition; arrangement and description; reference services and access; preservation and protection; and outreach, advocacy and promotion) relate to each other and influence the administration of records and papers. The standards and accepted professional best practices that apply to archival work, including their rationale and implications. The physical and technological characteristics of records and papers and how these characteristics influence their appraisal, acquisition, preservation, and use. How the administration of archives is related to, different from, and draws upon the theory, methodology, and practice of such allied professions and disciplines as history, library and information science, records management, museology, historic preservation, historical editing, and oral history. Understands the similarities and differences between the nature and administration of organizational records and personal papers.	Participates in the development of a strategic vision for an archival program, establishes priorities, continually assesses progress toward that vision, and makes adjustments as environments and resources change. Assesses staffing needs, recruits appropriate personnel, and trains staff; supports professional development; and ensures that the staff works together to fulfill the archives' mission. Plans, gains approval of, and administers a budget; assesses financial performance; and monitors progress and identifies facility space and resource management techniques and equipment needs and prepares and implements plans to meeting those needs. Understands institutional structures, cultures, and values and the role of archival programs within these institutions and structures. Possesses knowledge about sources of professional and technical advice and assistance, internal and external funding agencies, and other forms of potential program assistance.	Understands and utilizes archival and information professional codes and standards, such as the Code of Ethics of the Society of American Archivists (SAA) and the SAA/ALA joint statement on Standards for Access to Research Materials in Archival and Manuscript Repositories. Understands the laws, regulations, and ethical considerations governing reference services and access to records and papers, including copyright, freedom of information, privacy, confidentiality, security, and equality of access; the laws, regulations, and ethical considerations governing loans, deposits, exchanges, gifts to institutions; and regulations defining public records and personal papers and governing their retention, accessibility, integrity, and disposition.	Understands the nature of records in electronic form, including the functions of various storage media, the nature of system dependence, and the effect on of time on the integrity of records. Defines and communicates requirements, roles, and responsibilities related to digital archives to a variety of partners and audiences. Formulates strategies and tactics for appraising, describing, managing, organizing, and preserving digital archives. Integrates technologies, tools, software, and media within existing functions for appraising, capturing, preserving, and providing access to digital collections. Plans for the integration of new tools or successive generations of emerging technologies, software, and media. Curates, stores, and retrieves original master and access copies of digital archives	Archivists engaged in publications work exercise a thorough knowledge of values, uses, volume and physical condition of records in selecting those suitable for publication and in determining the form and scope (i.e., printed volume vs. microfilm; comprehensive vs. selective; full texts vs. abstract) of the publication. Archivists involved in the publication of archival materials in printed and web based volumes are required to possess a thorough knowledge of traditional and modern documentation as source material of history; the canons of textual criticism; scholarly annotation; the value and use of non-textual (pictorial, cartographic, etc.) documentary material for explanatory or illustrative purposes; and copy-editing, proofreading and indexing. Archivists engaged in exhibit work consider the timeliness of proposed exhibit themes, their potential educational and popular appeal, and the cost of preparing exhibits. This involves surveys of the holdings of archival and manuscript repositories and of museums for materials for exhibit and extensive scholarly research, using both primary and secondary sources to determine the origin and authenticity of documents selected for exhibit.

Career Program 61
Series 1421 Career Map
Functional Competency (2)

Outreach, Advocacy, and Promotion	Selection, Appraisal, and Acquisition	Arrangement and Description	Reference Services and Access	Preservation and Protection
Definition:	**Definition:**	**Definition:**	**Definition:**	**Definition:**
The theories, practices, and technologies that archivists use to create and market programs that promote increased use, resources, visibility, and support for their institutions and collections among a broad range of audiences, both onsite and virtually.	The theory, policies, and procedures that archivists use to identify, evaluate, acquire, and authenticate records and papers of enduring value in all media and formats.	The intellectual and physical organization or verification of archival records and papers in all media and formats, and the development of descriptive tools and systems that provide both control of and access to collections.	The development and implementation of policies, procedures, and practices designed to serve the information needs of the various user groups, both onsite and virtually.	The integration and implementation of activities to protect cultural property from deterioration and to ensure the physical protection and authentication of records and papers in all media and formats to assure their continued accessibility to researchers.
Description:	**Description:**	**Description:**	**Description:**	**Description:**
Develops an understanding of, and support for, the archival program among resource allocators, key constituents, potential donors, allied professionals, and within related functional areas (IT, library, etc.) of the archives' parent organization. Promotes the use of records and papers by identifying potential users and uses, by analyzing and describing the benefits of use, and through public and educational programs. Participates in programs that draw directly on records and papers to support such activities as exhibitions, conferences, publications, and editorial projects. Understands and promotes the methods of presenting archival records and papers, or information from or about them, in a user-friendly manner that reduces the need for on-site visitation to the repository and excessive handling of the materials.	Understands the arrangement and accessibility of the information in the records, the legal requirements or administrative purposes to be served by their retention, the volume of records involved, the availability of similar information from other sources, and the cost of accessioning, arranging, preserving and providing reference service from such records. In determining the acquisition of records and papers, identifies and evaluates record characteristics and appraise records and papers for their long term retention and prepares appraisal reports accordingly. Implements disposition recommendations or decisions through legal instruments of transfer such as schedules, deed of gift, purchase contracts, and deposit agreements. Understands the values of records such as evidential, informational, administrative, legal, fiscal and intrinsic as well as the characteristics of records and papers such as trustworthiness, authenticity, reliability, usability, and comprehensiveness, as well as form, uniqueness, and quantity. Applies selection and appraisal methodologies, including documentation strategy and functional analysis, on all media: paper, digital, audio and video. Defines collecting or accessioning areas and develop an acquisition policy. Understands the impact of technology on traditional methods of inventorying, scheduling, appraisal, and disposition.	Analyzes the existing arrangement and description of records and papers and makes decisions about any further arrangement and description that may be necessary. Designs and implements an arrangement plan to either perfect the existing arrangement or establish a new one. Designs and implements a descriptive plan to identify and explain the structure, context and content of records and papers to promote their accessibility and utilize descriptive standards for records and papers stored in any form or medium. Defines/explains how the descriptive process may begin at or before records creation and continue throughout the life of the records and papers. Understands and utilizes the levels, types, and components of finding aids within an overall description program. Knowledge of: the complementary principles of provenance and original order, the history and variety of recordkeeping systems and practices for all media, the role of access and retrieval in making arrangement and description decisions, the concept of hierarchical levels of arrangement, the distinctions and relationships between physical and intellectual control of records and papers and the impact of technology on policies, practices, and methods for archival arrangement and description. Understands the rules and current best practices for describing archives, personal papers, and manuscript collections that can be applied to all material types.	Develops policies and procedures designed to serve the information needs of various user groups, based on evaluation of institutional mandates and constituencies, the nature of the collections, relevant laws and ethical considerations, and appropriate technologies and accepted best practices for safeguarding records and papers while in use. Develops reference strategies based on varying holdings, formats, media, and user needs as well as the subject areas of an institution's holdings, and how they relate to holdings in other repositories. Understands the laws, regulations, and ethical principles governing copyright, freedom of information, privacy, confidentiality, security, and equality of access strategies	Analyzes the current physical condition of records and papers, and determines and implements appropriate preservation priorities and actions. Makes and implements decisions about reformatting (e.g., digitization or microfilming), handling techniques, data migration, data conversion, appropriate laboratory treatments, phased conservation, and referral to technical experts. Ensures the correct long-term storage of records and papers by such techniques as using proper containers and encasements, using acceptable shelving, and maintaining acceptable environmental controls. Ensures the security of records and papers in all media and formats from damage, destruction, theft, and other forms of loss. Understands the elements of preservation management and preservation planning, including environmental monitoring, disaster planning, in-house conservation/preservation, reformatting, data migration, data conversion, and services available through outside vendors.

Career Program 61
Series 1421 Career Map
Core Competencies

Administration of Career Program Functions	Supervision of Career Program Functions	Knowledge of Professional Methods and Techniques	Program Advocacy	Knowledge of History
Definition:	**Definition:**	**Definition:**	**Definition:**	**Definition:**
Ability to administer programs that fall under the career program	Ability to supervise individuals within the career program	Knowledge and ability to apply the methods and techniques of the professions involved in the career program	The ability to articulate the value and relevance of the career program and job series to ensure program viability and sustainment	Knowledge of past human experience
Description:	**Description:**	**Description:**	**Description:**	**Description:**
Administrative skills necessary to enable historical, archival, and museum programs to run at peak efficiency	Leadership and management skills necessary to help CP 61 professionals achieve their full potential while continuing to pursue the improvement of professional and leadership skills	For historians, knowledge and ability to apply historical methods of research, analysis, and synthesis; for museum professionals, knowledge and ability to apply museum principles of care and display of material culture; for archivists, knowledge and ability to preserve, analyze content, categorize, and make available historical records and documents	As CP 61 professionals, it is critical to promote continuously the relevance and value of the history, museum, and archival programs of the command to higher level supervisors and fellow staff officers. Without constant attention to ensuring the visibility and value to the command or headquarters of the program, its structure, budget, and manpower needs will not be sustained. Advocating for the program will have a long-term benefit to the Army and to the Army Historical Program.	For CP 61 professionals, expertise in American military history, world military history, and U.S. history especially valuable

C. Qualification Charts

Individuals entering the CP 61 series will be guided by the qualification standards established by the U.S. Office of Personnel Management (OPM). To compete successfully at each grade, the CP 61 career ladder assumes that individuals employed at various grade levels have met the minimum requisite qualifications for respective classification series. However, to compete for the highest positions, more than just the minimum OPM standards are highly recommended. The charts below summarize the recommended minimum professional qualifications for GS-07 through GS-15 positions in the various series under CP 61. They show what experience has indicated is the necessary education or experience for successful performance at each grade level in each series for an individual on the pathway to the top.

GS-0170 HISTORIANS

GRADE	CP-RELATED EXPERIENCE	EDUCATION
GS-07	N/A	Bachelor's Degree
GS-09	1 year equivalent to at least GS-07	Bachelor's Degree and one full year of a higher level of graduate education
GS-11	1 year equivalent to at least GS-09	Master's Degree or equivalent graduate degree
GS-12	1 year equivalent to at least GS-11	Ph.D. or equivalent doctoral degree
GS-13	1 year equivalent to at least GS-12	Ph.D. or equivalent doctoral degree
GS-14	1 year equivalent to at least GS-13	Ph.D. or equivalent doctoral degree
GS-15	1 year equivalent to at least GS-14	Ph.D. or equivalent doctoral degree

GS 1010 EXHIBIT SPECIALISTS

GRADE	CP-RELATED EXPERIENCE	EDUCATION
GS-07	N/A	Associate's Degree
GS-09	1 year equivalent to at least GS-07	Bachelor's Degree
GS-11	1 year equivalent to at least GS-09	Bachelor's Degree
GS-12	1 year equivalent to at least GS-11	Bachelor's Degree

GS 1015 MUSEUM CURATORS

GRADE	CP-RELATED EXPERIENCE	EDUCATION
GS-07	N/A	Bachelor's Degree
GS-09	1 year equivalent to at least GS-07	Bachelor's Degree
GS-11	1 year equivalent to at least GS-09	Master's Degree or equivalent graduate degree
GS-12	1 year equivalent to at least GS-11	Master's Degree or equivalent graduate degree
GS-13	1 year equivalent to at least GS-12	Master's Degree or equivalent graduate degree
GS-14	1 year equivalent to at least GS-13	Ph.D. or equivalent doctoral degree
GS-15	1 year equivalent to at least GS-14	Ph.D. or equivalent doctoral degree

GS 1016 MUSEUM TECHNICIANS/SPECIALISTS

GRADE	CP-RELATED EXPERIENCE	EDUCATION
GS-07	N/A	Bachelor's Degree
GS-09	1 year equivalent to at least GS-07	Bachelor's Degree
GS-11	1 year equivalent to at least GS-09	Master's Degree or equivalent graduate degree
GS-12	1 year equivalent to at least GS-11	Master's Degree or equivalent graduate degree
GS-13	1 year equivalent to at least GS-12	Master's Degree or equivalent graduate degree
GS-14	1 year equivalent to at least GS-13	Ph.D. or equivalent doctoral degree

GS-1420 ARCHIVISTS

GRADE	CP-RELATED EXPERIENCE	EDUCATION
GS-07	N/A	Bachelor's Degree
GS-09	1 year equivalent to at least GS-07	Bachelor's Degree
GS-11	1 year equivalent to at least GS-09	Master's Degree or equivalent graduate degree
GS-12	1 year equivalent to at least GS-11	Master's Degree or equivalent graduate degree
GS-13	1 year equivalent to at least GS-12	Master's Degree or equivalent graduate degree

GS-1421 ARCHIVIST TECHNICIANS/SPECIALISTS

GRADE	CP-RELATED EXPERIENCE	EDUCATION
GS-07	N/A	Associate Degree
GS-09	1 year equivalent to at least GS-07	Bachelor's Degree
GS-11	1 year equivalent to at least GS-09	Bachelor's Degree

SECTION IV: CAREER PROGRAM COMPETENCIES

A. Competency Management System (CMS): The Assistant G-1 for Civilian Personnel (AG-1 CP) (http://www.cpol.army.mil/) oversees competency development for the Army. The Competency Management System (CMS), under the auspices of the AG-1 CP, is the central repository for validated competencies. CMS supports Army career management, workforce planning, and Defense Enterprise Civilian Competency Management Framework implementation.

B. Competencies: Preliminary analysis of CP 61 competencies was considered during career mapping of the CP 61 series (see annex E). These tentative competencies will serve as a starting point for CMS development and review to be undertaken over the next few years.

ANNEX A: COMPETENCIES

TO BE DETERMINED (TBD) UNDER THE COMPETENCY MANAGEMENT SYSTEM (CMS) TO BE MORE FULLY DEVELOPED DURING THE NEXT FISCAL YEAR. ALL CURRENTLY LISTED COMPETENCIES ARE PRELIMINARY AND NOT FINAL.

ANNEX B: MASTER TRAINING PLAN (MTP)

1. This master training plan covers training requirements and recommendations for professionals in CP 61 from GS-07 through GS-15. Through the training, education, and special assignments in this program, CP 61 will develop those:
    a. Who have, and will continue to develop, the command of their subject and the professional methodology necessary to serve with excellence in the Army Historical Program;
    b. Who know the Army, its organization, and its culture, and work well with Army peer professionals;
    c. Who possess the technical skills required to perform their jobs at a high level of efficiency; and
    d. Who have, and will continue to develop, capabilities to lead and to manage the CP 61 workforce.

    The CP 61 master training plan has the following main components:

2. **Mandatory Training:** The New Historians/ Archivists/Museum Professionals Orientation Course introduces the new CP 61 professional to the Army Historical Program. As a condition of employment, all career employees who entered CP 61 since 30 September 2006 must take the Civilian Education System's Foundation Course. CP 61 personnel also receive mandatory training in ethics, security awareness, substance abuse, prevention of sexual harassment, combating terrorism, and other topics as directed.

    <u>Career Program 61 New Historians/Archivists/Museum Professionals Orientation Course</u>: All new employees must successfully complete this course for orientation to the Army Historical Program. Over five days at the Center of Military History, it introduces the new historian, museum professional, or archivist to the Army, its organization, and its historical program and covers the different responsibilities, duties, and procedures of CP 61 professionals and their role within the wider historical program.

3. **Occupational Training:** CP 61 professionals will be expected to develop and to maintain skills essential to the performance of their duties. Every other year, the CP 61 professional attends the Army Historians Training Symposium and/or the Army Museum System Training Course to develop his or her professional skills. Occupational training might also involve computer courses, contracting classes, instruction in security procedures, and other programs required or recommended by the employee's supervisor or command.

Army Historians Training Symposium: Each CP 61 historian or archivist should attend this biannual, week-long meeting, which, through workshops and presentations of scholarly papers, develops professional expertise.

Army Museum System Training Course: Each CP 61 museum professional should attend this biannual, week-long training course, which, through workshops, demonstrations, and seminars, develops professional expertise and facilitates exchange of information on policies and practices.

4. **Leader Development:** The Civilian Education System (CES) is a progressive and sequential leader development program that provides enhanced educational opportunities for Army civilians throughout the course of their careers. In addition to developing leadership, supervisory, and managerial capabilities, it also familiarizes CP 61 professionals with the greater Army and fosters contacts with other Army civilians. CES provides eight levels of civilian development: Foundation Course (FC), Action Officer Development Course (AODC), Supervisor Development Course (SDC), Basic Course (BC), Intermediate Course (IC), Manager Development Course (MDC), Advanced Course (AC), and Continuing Education for Senior Leaders (CESL). The method of delivery is distance Learning (dL), resident instruction, or blended learning, a mixture of dL and resident instruction. The Department of the Army, Department of Defense, and Office of Personnel Management provide additional programs for senior leaders and executives.

5. **Professional Education/Academic Training:** Key to obtaining employment as a historian, archivist or museum professional is having the appropriate academic degree. Historians or archivists without Ph.D.s or museum personnel without Masters Degrees and professional certification will not be able to compete successfully for the higher level positions nor will they be able to bring a full range of skills to bear on their duty performance. For those historians, archivists and museum professionals who do not bring this level of academic preparation to their positions upon initial employment, some selected full or part time university educational opportunities may be made available, funding dependent. Such opportunities are supported by this ACTEDS to the extent possible.

6. **Professional Development:** Even when holding advanced professional degrees in history or museum subjects, the CP 61 professional must continue to engage in regular professional development courses, seminars, conferences, and panel discussions of the highest quality and obtain a series of professionally advancing assignments. CP 61 professional development encompasses a variety of learning experiences. These fall into two general categories:
   a. Developmental Assignments: CP 61 includes several career-enhancing assignments, centrally managed by the CP 61 career program manager.

Rotations, generally early in a career, familiarize the individual with the variety of functions performed by CP 61 professionals. Exchanges; funded research at CMH, the U.S. Army Heritage and Education Center (AHEC), or another site; and attendance at Army schools provide opportunities for professional growth and expanded contacts across the Army. Ongoing academic education, whether full- or part-time, also greatly enhances the CP 61 professional's value to the Army.

b. Self-Paced Learning: Structured self development is essential for CP 61 professionals. Mere possession of an advanced degree does not end a CP 61 professional's education, which extends over a lifetime. All members must engage in general and specialized reading to maintain expertise in their chosen field.[1] Publications and presentations of historical or professional interest, as well as membership and participation in professional organizations, conferences, and training symposia are also critical elements of CP 61 career development.

CP 61 RELATED TRAINING AND PROFESSIONAL DEVELOPMENT

This is a common training plan and professional development listing of opportunities across all series and is not intended to be an all-inclusive list. Additional opportunities specific to the individual series are available in Appendices B-1, B-2, and B-3. Courses, conferences, training events, and symposia may be centrally managed, command-sponsored, or self-directed as part of a lifelong learning and development plan. Individuals are encouraged to seek out additional training of like type in consultation with their supervisors.

Mandatory Training:

CP 61 New Historians/Archivists/Museum Professionals Orientation Course
Length: 5 days
Source: U.S. Army Center of Military History (CMH)
This mandatory general orientation for all new hires will include familiarization with the Army's historical program; training in the standards of conduct; and blocks of instruction, introducing the new CP 61 professional to the organization and mission of the Department of Defense, the U.S. Army, and the U.S. Army Center of Military History. **(In Development)**

Civilian Education System Foundation Course: see information on Civilian Education System in the Leader Development section below.

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[1] As a start, see the Chief of Staff's professional reading list, available at http://www.history.army.mil.

Mandatory Command Training
Length: c 30 hours
Source: Varies
Completion of command training such as antiterrorism training, prevention of sexual harassment; ethics; annual security awareness, information assurance, No FEAR Act, substance abuse, and other topics as directed.

Occupational Training and Education:

Army Historians Training Symposium
Length: 1 week every other year
Source: CMH
Formerly known as the Conference of Army Historians, this bi-annual symposium offers CP 61 professionals an opportunity to meet for historical program training and professional development, while also providing a collegial environment for attendees. A mix of lectures, demonstrations, seminars, and workshops covers the CP 61 disciplines and facilitates the exchange of information regarding policies and procedures. All CP 61 professionals, especially in the GS-0170 historian field, should attend this conference.

Army Museum System Training Course (AMSTC)
Length: 1 week
Source: CMH
The US Army Museum System Training Course is the largest biannual military museum meeting in the country. The mix of lectures, demonstrations, seminars, and workshops is designed to accommodate several disciplines in the museum profession and facilitate the exchange of information regarding policies and procedures. Almost one-quarter of the participants come from outside the Army or the Federal Government, and include archivists, historians, and archeologists. The course is offered every other year, based on funding. All CP 61 museum professionals should attend this course.

Army Basic Training in Museum Methods Course: While primarily for museum professionals, this is also a good course for historians and archivists who would like to broaden their expertise within CP 61. (see Appendix B-2 of this annex)

Modern Archives Institute: This is a good course for historians and museum personnel who wish to broaden their expertise within CP 61. (see Appendix B-3 of this annex)

Archives Practicum: Archival Theory and Methods: This is a good course for historians and museum personnel who wish to broaden their expertise within CP 61. (see Appendix B-3 of this annex)

Basic/Intermediate Computer Programs
Length: Varies
Sources: Varies
The increasing use of office automation for administration procedures, research, and exhibit design and fabrication requires knowledge of computer applications that are essential to the successful performance of various tasks within CP 61. Many of these types of basic/intermediate courses are routinely offered at colleges and universities.

Contract Administration
Length: 1 week
Source: Federal Acquisition Institute
Employees at the GS-11 level and higher, who are likely to be engaged in preparing contract proposals or assisting with their administration, should attend contract administration training. This course involves classroom instruction in planning, awarding, monitoring, modifying, and terminating a contract.

Contracting Officer's Representative Course
Length: 1 week
Source: Defense Acquisition University, Ft. Lee, VA or a variety of locally contracted venues
Individuals likely to serve as a Contracting Officer's Representative (COR) must complete this course prior to appointment. An abbreviated version of Fort Lee's residency course may be available at the installation or through private vendors.

University Education (Full or Part Time)
Length: Varies
Source: Varies based on geography and university program availability and acceptance
Selected individuals without their terminal degrees (Ph.D. for historian or archivist or M.A. or museum certification program for museum personnel) may compete for an extremely limited number of slots in selected universities either in a full-time or part-time basis to complete course work (dissertation research and writing will not be funded).

Leader Development: Centrally managed and often centrally funded courses in leadership and critical to the development of any career Army civil servant.

Civilian Education System (CES): The Civilian Education System (CES) is the foundation of the Army's leader development program for all Army Civilians, providing progressive and sequential education course opportunities that employees can take throughout their career. It is centrally funded by HQDA G-37/Training Directorate for most permanent Army Civilians, including but not

limited to general schedule (GS), non-appropriated fund (NAF), local national (LN) and wage grade (WG) employees. CES leadership courses, or designated equivalent courses, are required for all Army Civilians. Employees should include attendance at the CES course for which they are eligible in their Individual Development Plans (IDP). More information on CES courses, as well as instructions on how to enroll can be found on the Civilian Training and Leader Development website at: http://www.t3ac.army.mil/Pages/Homepage.aspx.

Foundation Course (FC)

This course consists of Distance Learning (DL) modules that provide an orientation to being an Army Civilian and an introduction to the Army. You will gain an understanding of the Army's role within the Department of Defense, as well as the Army's composition, customs, traditions, values and leadership doctrine. You will learn concepts of building teams, managing conflict and effective communication skills. As a new Army Civilian, you will be exposed to the administrative requirements of the Army organization and career management information.

http://www.civiliantraining.army.mil/leader/Pages/FC.aspx

Action Officer Development Course (AODC)

The Action Officer Development Course provides an overview of actions and responsibilities required of an Action Officer. You will learn the functions of an Action Officer and the expectations of managers and staff activities, the application of problem solving and time management techniques, and effective oral and written communication skills for military environments. The term "action officer" does not refer to a duty position.

http://www.civiliantraining.army.mil/leader/Pages/AODC.aspx

Supervisor Development Course (SDC)

The SDC contains lessons on topics mandated by the NDAA 2010. Topics include: Workforce Planning, Position Management and Classification, Hiring, Merit Systems Principles and Prohibited Personnel Practices, Onboarding, Performance Management, Training and Development, Recognition, Incentives and Awards, Coaching, Counseling and Mentoring, Leave Administration, Workers' Compensation, Labor Relations, Supervising a Diverse Workforce, Hostile Work Environment, Reasonable Accommodations, Creating an Engaging Work Environment, Managing Conflict, Valuing Individual Differences, Leading Change.

This course is entirely DL. Students have 120 days from the time of enrollment to complete this course. Once 120 days has passed, the course will no longer be accessible and students will have to register again

http://www.civiliantraining.army.mil/leader/Pages/SDC.aspx

Basic Course (BC)

The Basic Course consists of a DL course and a two week resident course. The resident course will be taken after successful completion of the DL course and takes place in a university setting encompassing a classroom environment and small group seminars.

The DL phase must be completed prior to taking the resident phase. The time length between completing the DL course and beginning the resident course should not exceed 180 days. Those unable to successfully complete the DL course are not eligible for the resident phase.

http://www.civiliantraining.army.mil/leader/Pages/BC.aspx

Intermediate Course (IC)

The IC consists of a DL course and a three-week resident course. The resident course will be taken after successful completion of the DL course and takes place in a university setting encompassing a classroom environment and small group seminars.

The DL phase must be completed prior to taking the resident phase. The time length between completing the DL course and beginning the resident course should not exceed 180 days. Those unable to successfully complete the DL course are not eligible for the resident phase. The course is recommended for individuals aspiring to leadership positions in CP 61.

http://www.civiliantraining.army.mil/leader/Pages/IC.aspx

Manager Development Course (MDC)

Through the Manager Development Course students will gain an understanding of the demands of an Army Manager and learn knowledge and skills that will enable them to perform these duties at higher levels of the organization.

http://www.civiliantraining.army.mil/leader/Pages/MDC.aspx

Advanced Course (AC)

This course is designed for Civilian leaders in permanent appointment supervisor or managerial positions and who are adaptive, innovative, self-aware, and capable of effectively leading a complex organization, guiding programs, and managing associated resources. The training focus is on strategic thinking and assessment, change management, developing a cohesive organization, managing a diverse workplace, and management of resources. The AC

consists of a DL course and a four-week resident course. The resident course will be taken after successful completion of the DL course and takes place in a university setting encompassing a classroom environment and small group seminars.

The DL phase must be completed prior to taking the resident phase. The time length between completing the DL course and beginning the resident course should not exceed 180 days. Those unable to successfully complete the DL course are not eligible for the resident phase.

http://www.civiliantraining.army.mil/leader/Pages/AC.aspx

Continuing Education for Senior Leaders (CESL)

Continuing Education for Senior Leaders (CESL) provides an interactive environment in which senior leaders discuss current issues and relevant challenges facing Civilian and Military leaders and provides a continuing education program on specific topics. The CESL is conducted through blended learning - pre-course work and a 4.5-day resident course. The resident course consists of both small and large group activities. The course structure is a combination of guest speakers and interactive exercises on subjects like National Security Personnel Challenges, Strategic Thinking, Knowledge Management, and Cultural Well Being. Panels consisting of commanders and NCOs who recently returned from theater provide a personal perspective on events in Iraq and Afghanistan. Updates on Army initiatives are also included in the program.

http://www.civiliantraining.army.mil/leader/Pages/CESL.aspx

Senior Enterprise Talent Management (SETM)

When Army Civilians reach the GS-14 - GS-15 or equivalent level, they have the option of participating in a structured mentorship and professional development program to prepare them for positions of greater responsibility within the Army through advanced senior-level educational and experiential learning opportunities.

The Senior Enterprise Talent Management (SETM) program, developed collaboratively as a Civilian Workforce Transformation initiative and administered by the Civilian Senior Leader Management Office (CSLMO), Assistant Secretary of the Army (Manpower and Reserve Affairs), is open to GS-14 and GS-15 (or equivalent) employees who wish to apply for participation.

http://www.civiliantraining.army.mil/professional/pages/setm.aspx

DoD Executive Leadership Development Program (DELDP)

The Executive Leadership Development Program (ELDP) provides Department of Defense (DOD) and interagency personnel the opportunity to participate in an exceptional joint and enterprise-wide Civilian leadership training and development experience.

The objective is to promote greater understanding of the overall Department of Defense mission and culture, provide hands-on leadership training that parallels selected military training and ensure cross-Component exposure.

The program is offered annually, and provides a series of learning and training experiences that blend experiential and academic learning, with hands-on exercises focused on the role of the war fighter. Program activities are conducted both in the United States and overseas.

http://www.civiliantraining.army.mil/leader/Pages/ELDP.aspx

DoD Senior Leader Development Program (DSLDP)

Defense Senior Leadership Development Program (DSLDP) is the Department of Defense (DOD) program to develop senior civilian leaders to excel in the 21st Century joint, interagency and multi-national environment. This program supports the government-wide effort to foster interagency cooperation and information sharing by providing opportunities to understand and experience, firsthand, the issues and challenges facing leaders across DOD and the broader national security arena. Designed to support one of the Department's top transformational priorities, DSLDP is the senior-level component of our overall leader development strategy. The program provides the means to develop a cadre of world-class senior Civilian leaders with the Enterprise-wide Perspective and the critical skills needed to lead organizations and programs, and to achieve results in the national security environment today and well into the future.

http://www.civiliantraining.army.mil/leader/Pages/DSLDP.aspx

Federal Executive Institute (FEI)

Length: Varies

Source: U.S. Office of Personnel Management (OPM)

Based in Charlottesville, Virginia, the Federal Executive Institute offers a range of multi-day courses to develop leadership and management skills among senior executives and managers in the federal government.

Professional Development:

Developmental Assignments
Length: 7-179 days
Source: CMH
Some development assignments will be funded using CP 61 funds on a competitive basis as announced by the CP 61 FCR and Career Program Management Office.

Rotations – A short-term (7-120 days) developmental assignment to another command to familiarize the CP 61 professional with the depth and breadth of the Army historical community. For example, a branch historian may spend a short time at a different office or at CMH to broaden his or her experience. May also be used in conjunction with exchanges. **(In Development)**

Exchanges – A 30-to-179-day developmental assignment in which two CP 61 professionals may switch jobs briefly to broaden and deepen their knowledge and experience. For example, a senior or staff historian at CMH may switch jobs with a branch historian, or vice versa, upon agreement between their commands and CMH. **(In Development)**

Funded Research – A short-term (30-120 days) developmental assignment in which a CP 61 professional conducts onsite research at CMH, the Museum Support Center, the National Archives, the Army Heritage and Education Center, the Strategic Studies Institute, the Peacekeeping and Stability Operations Institute, or another site with a view toward producing a scholarly publication. **(In Development)**

Funded Academic Education – A 120+day developmental assignment that would allow a CP 61 professional to attend classes or complete course work for a dissertation or master's thesis as part of work toward an advanced professional degree. CP 61 professionals taking part in this program will incur a service obligation. **(In Development)**

Professional Associations:

This directory lists some of the primary professional associations in the fields covered by CP 61. It is not exhaustive or intended to limit CP 61 members from attending the meetings of other such organizations.

Society for Military History (SMH)
Length: 4 days each year
Source: Society for Military History
The Society's annual meeting brings together academic, official, and independent historians, archivists, and museum professionals, and others interested in military history from around the world for presentations, scholarly panels, staff rides, and social functions that offer opportunities to build contacts across the larger profession. This is the premier organization for professionals in military history, and all CP 61 personnel should consider joining and attending its conferences.

Society for History in the Federal Government (SHFG)
Length: 1 day each year
Source: Society for History in the Federal Government
The Society's annual meeting assembles those with an interest in federal history. Usually held at the National Archives in College Park, Maryland, for one day in March, it includes presentations, workshops, scholarly panels, an awards luncheon, and social functions that offer opportunities to build contacts in the federal history community.

International Commission on Military History (ICMH)
Length: 5 days each year
Source: International Commission on Military History
The ICMH's annual meeting at locations around the world includes lectures and seminars that address various topics and research fields in the study of military history, as well as bibliographical resources and archives. The U.S. Commission on Military History is its American component.

The Company of Military Historians
Length: 4 days each year
Source: Company of Military Historians
The Company's annual meeting includes an array of lectures, exhibits, demonstrations, tours of historic sites, and seminars on military history and material culture. Additional programs are also offered by regional chapters.

National Council on Public History (NCPH)
Length:4 days each year
Source: National Council on Public History
The NCPH seeks to promote professionalism among history practitioners and to promote their engagement with the public. It includes consultants, museum professionals, government historians, professors and students, archivists, teachers, cultural resource managers, curators, film and media producers, historical interpreters, policy advisors, and many others. Its annual meeting

features panels, roundtables, workshops, and field trips across the spectrum of those involved in public history.

Oral History Association (OHA)
Length: 5 days each year
Source: Oral History Association
Established in 1966, the OHA brings together people interested in oral history as a way of collecting and interpreting human memories. Its annual meeting includes numerous workshops and sessions on oral history methodology and different approaches to the field.

American Association for State and Local History (AASLH)
Length: 4 days each year
Source: American Association for State and Local History
The AASLH offers a variety of workshops of interest to CP 61 professionals. Its annual meeting includes numerous seminars and presentations that address issues and topics of interest for historians, museum directors, curators, conservators, registrars, and exhibits specialists. This organization also sponsors a number of state and regional seminars throughout the year.

American Historical Association (AHA)
Length: 3 days each year
Source: American Historical Association
The American Historical Association is the flagship organization for the historical profession as a whole. Its annual meetings in a major city offer scholarly panels, workshops, luncheon meetings, and numerous opportunities to meet other historians and stay in touch with the latest developments in the profession.

Organization of American Historians (OAH)
Length: 3 days each year
Source: Organization of American Historians
The Organization of American Historians brings together scholars of American history. Its annual meetings in a major city offer scholarly panels, workshops, luncheon meetings, and numerous opportunities to meet other historians and stay in touch with the latest developments in the broader field of American history.

American Association of Museums (AAM)
Length: 4 days
Source: American Association of Museums
The mission of the American Association of Museums is to strengthen museums through leadership, advocacy, collaboration, and service. It is the only organization that represents the entire scope of museum professionals and unpaid staff who work for and with museums. It publishes a bimonthly museum

magazine and a monthly newsletter, and hosts workshops. The AAM has a certification and accreditation process and sets the standard for industry best practices. There are opportunities to participate in professional interest committees, such as Curator Committee, Collections Committee, or Museum Education.

Society of American Archivists (SAA)
Length: 6 days
Source: Society of American Archivists
Established in 1936, the Society of American Archivists is the oldest and largest archivist association in North America, serving the educational and informational needs of more than 5,000 individual and institutional members. The organization supports its members and the archival profession through strong publication and professional workshop programs and semi-annual meetings. The publication program puts out a semi-annual refereed scholarly journal, the *American Archivist*, and many books and manuals addressing aspects of the archival profession. Across the United States, it sponsors workshops that attend to current archival concerns and issues such as Encoded Archival Description, the digitizing of archival materials, and preservation and conservation of materials, among others.

Appendix B-1: Historians

MASTER TRAINING PLAN: HISTORIANS

The Army Historical Program includes a variety of specialized functions for historians. Although all historians share common duties and responsibilities, some individuals may have greater involvement in specific assignments involving research, analysis, and writing; unit lineages; teaching; outreach programs; and supervision of complex historical operations that may involve these tasks and related activities, such as historic preservation, archival work, and museum administration. Thus, a historian in the Army Historical Program can expect to encounter a multiplicity of opportunities and assignments that will range from the general to the specialized. For purposes of classification and grade determination, all individuals in this element of CP 61 are simply identified as GS-0170 historians. The titles listed in the career ladder and cited below only reflect typical duty positions and functions at various grade levels and in different organizational assignments and are not exclusive. In addition, some senior positions within larger historical organizations may include some GS-301 Administrative/Program Manager positions whose duties are heavily oriented towards support of the historical office. Their individual development plans should include selected historical professional development opportunities and training.

a. A division/installation command historian manages the historical program for a local Army organization, installation, or command. In this capacity, he/she serves as the principal advisor to the commander on historical operations and activities. The scope of assignments embraces all facets of Army historical work, including research and writing, collection and preservation of documents and oral histories, and staff support, as well as office administration. Individuals detailed or assigned to these positions who lack the qualifications of a professional historian often receive the designation of historical officer.

b. An assistant/deputy command historian may be found at any command level. This individual usually performs specific assignments and duties in support of the command's historical program and is under the immediate supervision of a higher grade historian.

c. A staff historian often serves in larger historical offices at the Army Command or HQDA-CMH level. Assignments for such historians involve specific aspects of the command's total historical program. Work often is specialized and limited to research, education, or writing projects; lineage; outreach; and support for the Army Historical Program. At the higher grade levels, such an individual might have the designation of senior historian.

d. A branch/command historian manages the historical program for a specific organizational unit, branch, headquarters, or school in the Army. This individual engages in a variety of historical operations, possibly including teaching responsibilities, and may be assisted by support personnel, in which case he/she might also exercise supervisory responsibilities as well as program management skills.

e. An instructor or educator may be appointed to a full- or part-time instructor position in an Army school, or serve as a coordinator for public outreach

programs. As such, his or her primary duties may include the preparation of class plans, lectures, programs of instruction, discussion groups, evaluation of class work, and leading staff rides to historical locations. Many instructor positions are currently filled by Title X, Excepted Service, personnel and not by CP 61 professionals in the General Schedule of the Civil Service. However, some positions or developmental opportunities may be available for CP 61 personnel as full- or part-time instructors. In addition, many branch or command historians may have duties as instructors of the history of a branch or specialty or as more general instructors of the history of the Army, the uses of history in decision making, or other professional development courses. Thus, continuing professional development in educational skills and practice in instructing and briefing techniques would be particularly enhancing for CP 61 professionals with teaching or outreach responsibilities.

f. A supervisory historian at the GS-13/14 grade level may exist at the HQDA-CMH level, subordinate Army commands, or schools but can also be a command historian. Such an individual customarily supervises other historians, usually as a branch chief, and frequently as a sub-element of a larger historical program within the command or organization.

g. A command historian serves as the chief historian for an Army Command, Army Service Component Command, or Direct Reporting Unit. In this capacity, he/she exercises supervisory responsibilities for the entire command's historical program and the historical office, and advises the commanding general concerning associated historical activities within the command.

h. A director/supervisory historian at the GS-14/15 grade level serves at major Army schools and HQDA-CMH . Often functioning as a branch chief or division chief within a larger historical organization, this individual has oversight for a variety of projects that deal with a specific function of the organization's or the command's historical program and mission.

i. The Chief Historian of the Army at the U.S. Army Center of Military History and the senior civilian historian in the Army is a member of the Senior Executive Service and has technical responsibility for maintaining the highest professional historical standards throughout the Army Historical Program.

Historian Specific Training Courses

This list of training courses and professional organizations is not meant to be exhaustive. Historians interested in the broader aspects of CP 61 should look at courses in Appendix B-2 for museum professionals and Appendix B-3 for archivists.

CP 61 New Historians/Archivists/Museum Professionals Orientation Course:
See Annex B: Master Training Plan

Army Historians Training Symposium: See Annex B: Master Training Plan

Field Historian Basic Course
Length: 1 week
Source: U.S. Army Heritage and Education Center (AHEC)
This course provides each officer, soldier, and civilian student with the basic skills necessary to assume duties either as a member of a military history detachment (MHD), as a unit historian, or as a command historian. The course provides instruction on serving as a special staff officer; identifying, collecting, and preserving historical documents; conducting oral history; developing and briefing a historical collection plan; preparing a command report or annual history (as applicable); and advising the command on all aspects of the history program in accordance with Army Regulation 870-5 and Field Manual 1-20. **(In Development)**

Field Historian Advanced Course
Length: 1 week
Source: USAHEC
This course provides each officer and civilian student with advanced field historian skills necessary to assume duties as a command historian at the corps-level and above, as a theater/joint task force command historian, or as a member of an MHD Team A (officer team). The course teaches advanced field historian techniques in identification, collection, and preservation of historical documents; development of a historical operations plan annex to a corps-level contingency or combat operations plan or order; provision of staff supervision and mentoring of unit historical officers and MHD's operating in the command area; and support of operational-level professional leader development by providing instruction and conducting staff rides on historical topics. **(In Development)**

USAR Military History Detachment Course
Length: 1 week
Source: Army Reserve Readiness Training Center (ARRTC), Fort Knox, KY
The course provides a thorough coverage of the basic concepts and techniques used by MHDs, in collecting military history on the modern battlefield (historical methodology, oral history, and historical documents, artifacts, and photograph collection). While primarily a course for military members assigned to MHDs, the course is also open to CP 61 professionals interested in learning field collection. This course is strongly recommended prior to deployment.

West Point Summer Seminar in Military History
Length: 3 weeks
Source: US Military Academy, West Point, NY
The Seminar's mission is to advance the field of military history and the study of war. Seminar events include lectures and staff ride visits to Revolutionary War and Civil War battlefields. This course is open to graduate students with all degree requirements complete except for the dissertation, and to recent Ph.D.'s with an emphasis on preparing civilian teachers to present courses on military history to

fulfill Reserve Officer Training Corps (ROTC) requirements. It may be open to CP 61 professionals on a selective basis.

Military History Instructors Course
Length: 85 hours
Source: Combat Studies Institute (CSI), Fort Leavenworth, KS
For civilian personnel who have an additional duty as an instructor of military history, or for assignment as an Assistant Professor of Military Science (APMS). This course is primarily designed for ROTC instructors but may also be available to CP 61 professionals.

Attendance at Senior Service Colleges
Length: 10 months
Source: Senior Service Colleges
Under this program, CP 61 historians attend classes at the Army War College, Naval War College, Air War College, and National War College. These are competitive positions and are centrally managed by HQDA.

Society for Historians of American Foreign Relations (SHAFR)
Length: 3 days
Source: Society for Historians of American Foreign Relations
This organization brings together academic, official, and independent scholars interested in the history of American relations with the rest of the world, including diplomatic, economic, cultural, and military factors. Its annual meeting, which comes to the Washington area every other year, includes scholarly panels, plenary sessions, roundtables, and numerous opportunities to meet others in the field. SHAFR is especially recommended for historians of the Cold War.

Society for the History of Technology (SHOT)
Length: 4 days
Source: Society for the History of Technology
This society seeks to encourage the study of the development of technology and its relations with society and culture. Its members represent a wide range of disciplines and professions from history and the humanities to engineering and science. Its annual meeting, held overseas every fourth year, includes several panels, workshops, tours, and social events dealing with the history of technology.

Appendix B-2: Museum Professionals

MASTER TRAINING PLAN: MUSEUM PROFESSIONALS

The Army Museum System includes a variety of specialized functions for museum professionals. Although all museum professionals share common duties and responsibilities, some may have greater involvement in assignments involving research, collections care, collections accountability, educational programming, exhibits planning and development, museum administration, or other duties as directed. Individuals entering the Army Museum System can expect to encounter a variety of opportunities and assignments ranging from the general to the specialized. For purposes of classification and grade determination, museum professionals are divided into three series: 1015, 1016, or 1010 (see below for details). The titles listed in the career ladder and cited below reflect typical duty positions and functions which may vary by organizational assignment. In addition, some senior positions within larger museum organizations may include some GS-301 Administrative/Program Manager positions whose duties are heavily oriented toward museum support. Their individual development plans should include selected museum professional development opportunities and training.

a. A GS-1015 Museum Director (Supervisory Curator) occupies a leadership position in a grade level appropriate to the level of the museum activity. Senior-level 1015s also serve as Director of Museums for multi-museum posts and major headquarters, or as the Chief, Museums Division at CMH.

b. A GS-1015 Museum Curator is a professional responsible for curatorial, educational, and other museum-related matters. This person often serves as a Deputy Director of an installation museum or a staff curator at CMH.

c. A GS-1016 Museum Specialist/Technician is a professional responsible for the accountability and care of the museum collection and other museum-related matters. GS-1016s perform a variety of functions at field museums and on the CMH staff, such as conservator, registrar, or educator.

d. A GS-1010 Exhibit Specialist is a professional responsible for the planning, fabrication, and maintenance of a museum's exhibits.

Museum Specific Training Courses

This list of training courses and professional organizations is not meant to be exhaustive. Museum professionals interested in the broader aspects of CP 61 should look at courses in Appendix B-1 for historians and Appendix B-3 for archivists.

CP 61 New Historians/Archivists/Museum Professionals Orientation Course:
See Annex B: Master Training Plan

Army Museum System Training Course (AMSTC): See Annex B: Master Training Plan

Basic Training Course in Museum Methods
Length: 5 days
Source: CMH
An introductory course designed for individuals who are new to the Army Museum System. The curriculum embraces the four principal activities of operating a museum: collections management, conservation, exhibitions, and education programs. Participants become acquainted with the personnel and agencies with whom they can expect to engage during their service in an Army museum.

Intermediate Training Course in Museum Methods

Length: 5 days

Source: CMH

This training course is designed for curators, museum specialists, or exhibit specialists who have been in the Army Museum System for at least three years . The course is given at the Museum Support Center at Fort Belvoir, Virginia. The course includes Army regulations and public laws, use of exhibitions for both soldier training and public education, budget planning, exhibit planning, and storyline development.

Advanced Training Course in Museum Methods

Length: 5 days

Source: CMH

This training course takes place at the Museum Support Center at Fort Belvoir, Virginia. It is designed for senior museum curators and museum directors. Among the topics included are private organization/foundation relations; senior curatorial projects; contracting conservation; POM planning; and museum management. The course includes museum visits and written and oral critiques as well as in-depth sessions with CMH Museum Division policy makers.

Basic Army Historical Collections Accountability System (AHCAS) Web-Based Training
Length: 2.5 hours
Source: CMH
The Basic AHCAS Training is web-based, interactive training that demonstrates the

basic functions of AHCAS, a computerized cataloging and inventory software used to achieve maximum inventory control and property accountability. Functions demonstrated include inquiry tools, cataloging new objects, submitting records for approval, placing records on hold, creating cyclic inventory checklists, printing standard documents, and using AHCAS Help tools. CP 61 professionals desiring lateral movement into the museum field will benefit from completing this training.

Introduction to Federal Projects and Historic Preservation Law

Length: 3 days

Source: General Services Administration

The National Trust for Historic Preservation offers training to personnel covering basic procedures of historic preservation law. This course is important for CP 61 professionals because of issues addressed concerning historic sites, archaeological remains, and historic structures, artifacts and property as required by law.

Additional Coursework in Museum Subjects

Length: Varies

Source: Varies

Course work at accredited colleges and universities may improve the knowledge, skills, and abilities of employees in museum-related disciplines. Such course work may be funded and is recommended for professional development.

Regional/State Museum Training or Colloquia

Length: Varies

Source: Varies

Numerous regional and state museum organizations exist throughout the United States; training courses and conferences are held annually.

Conservation Centers

Length: Varies

Source: Varies

The Campbell, Getty, and other regional conservation centers provide training in museum and archival collections care, conservation of cultural objects, and architectural historic preservation. The courses are valuable resources for CP 61 professionals at all levels. The training includes workshops and intensive hands-on training.

Appendix B-3: Archivists

MASTER TRAINING PLAN: ARCHIVISTS

The Archives series 1420 consists of five General Schedule (GS) grades: GS-07, GS-09, GS-11, GS-12, and GS-13; and the Archivist Technician/Specialist series 1421 consists of three GS grades: GS-07, GS-09, and GS-11. Individuals seeking Federal employment at higher levels in CP 61 are strongly encouraged to pursue graduate studies in history or a closely related field. Archivists and archivist technicians possess a general archival knowledge, including the theory and history of archives and the archival profession; the life cycle of records and papers; relationships to allied professions; familiarity with professional standards and best practices; and use of appropriate research methodologies and technological solutions. Specific tasks include:

1. Identify, evaluate, and acquire records and papers of enduring value in all media and formats through selection, appraisal, and acquisition.

2. Arrange and describe records, making them accessible for research.

3. Understand the laws, regulations, institutional policies, and ethical standards which are applicable to the archival community.

4. Develop and implement policies, procedures, and practices designed to serve the information needs of the various user groups and to promote increased use, resources, visibility, and support for their institutions and collections among a broad range of audiences, both onsite and virtual.

5. Ensure the preservation, physical protection, authentication, and accessibility of records and papers in all media and formats (to include classified material).

6. Address the latest developments and technologies, as appropriate, and incorporate best practices in the knowledge areas. Understand the nature of records in electronic form, including the functions of various storage media, the nature of system dependence, and the effect on the integrity of records over time. Integrate technologies, tools, software, and media within existing functions for appraising, capturing, preserving, and providing access to digital collections.

Some senior positions within larger archival organizations may include some GS-301 Administrative/Program Manager positions whose duties are heavily oriented towards support of the archives. Their individual development plans should include selected archival professional development opportunities and training.

Archivist Specific Training

This list of training courses and professional organizations is not meant to be exhaustive. Archivists interested in the broader aspects of CP 61 should look at courses in Appendix B-1 for historians and Appendix B-2 for museum professionals.

CP 61 New Historians/Archivists/Museum Professionals Orientation Course:
See Annex B: Master Training Plan

Modern Archives Institute
Length: 2 weeks
Source: National Archives and Records Administration
This course is designed to orient the history professional with limited archival experience to basic archival principles and techniques. It is appropriate for individuals who work with the records of public and private institutions and organizations and with personal papers. It is intended to help historians and archivists acquire basic knowledge about caring for archival materials and making them available. The program includes lectures, discussions, workshops, a full day of activities in the Library of Congress, and tours of various units of the National Archives and Records Administration.

Archives Practicum: Archival Theory and Methods
Length: 1 week
Source: U.S. Army Heritage and Education Center (AHEC)
The Archives Practicum is an overview of archival methods and theory. The mix of lectures, demonstrations, and workshops is designed to train those in the archives discipline as well as to accommodate several disciplines in the museum and history profession to facilitate the exchange of information regarding archival methodology and procedure. **(In Development)**

American Institute for Conservation of Historic and Artistic Works
Length: 4 days
Source: American Institute for Conservation
The American Institute for Conservation of Historic and Artistic Works is the national organization supporting conservation professionals in preserving cultural heritage by establishing and upholding professional standards, promoting research and publications, providing educational opportunities, and fostering the exchange of knowledge among conservators, allied professionals, and the

public. Its annual meeting brings together conservators, educators, students, conservation scientists, art historians, librarians, archivists, and other conservation enthusiasts.

Mid Atlantic Regional Archives Conference (MARAC)

Length: 3 days

Source: Mid Atlantic Regional Archives Consortium

MARAC is a volunteer, regional consortium of archivists who live and work in the states of New York, New Jersey, Pennsylvania, Maryland, Delaware, Virginia, and West Virginia, and in the District of Columbia. Its mission is to assist and support professional and volunteer archivists, manuscript curators, and records managers in obtaining continuing education. MARAC holds semi-annual conferences in the spring and fall, offering members opportunities to discuss archival concerns and to obtain new training through breakout sessions, workshops, and guest speakers.

North East Document Conservation Center (NEDCC)

Length: 3 days

Source: North East Document Conservation Center

NEDCC is a regional conservation center specializing in the preservation of paper-based materials. NEDCC's mission is to improve the conservation efforts of libraries, archives, historical organizations, museums, and other repositories by providing higher quality services to institutions without in-house conservation facilities or those that seek specialized expertise. NEDCC's conferences—Digital Directions, Persistence of Memory, and the recent Tectonics of Digital Curation Symposium—have identified it as a leader in training on the creation and management of sustainable digital collections.

Other Conservation Centers

Length: Varies

Source: Varies

The Campbell, Getty, and other regional conservation centers provide training in museum and archival collections care, conservation of cultural objects, and architectural historic preservation. The courses are valuable resources for CP 61 professionals at all levels. The training includes workshops and intensive hands-on training.

ANNEX C: MASTER CAREER INTERN PROGRAM

MASTER TRAINING PLAN: ARMY CAREER INTERNS

1. General

This Master Training Plan for the Army Career Intern Program, describes the universal requirements for training and development of the Army Centrally-Funded Career Intern Employees in the Historian and Museum Professional Career Fields, as well as the unique requirements for each specialized area. Given the small number of archivists and archivist technicians within the career program, no centrally funded positions in those job series will be available. The plan will cover a 24-month period and will be used in conjunction with the CP 61 ACTEDS when preparing Individual Development Plans (IDPs) for individual employees. Recruitment will be at the GS-07 level. The full performance level upon completion of the program is GS-11. While the Army Career Intern Program can operate at many locations, in most cases CP 61 centrally-funded employees will begin at the installation level and participate in rotational assignments to the U.S. Army Center of Military History (CMH). The CP 61 Career Program Management Office will manage centrally-funded employees in close consultation with their initial and rotational assignment supervisors throughout the two-year program. The CP 61 Career Program Manager at CMH will manage the program directly; develop the rotational, training, and individual development plans; and place the successful employee in an appropriate historian or curator position at the end of the two-year program. If a vacancy is not immediately available, the employee will remain in a position in the centrally managed Army Career Intern Program until receiving an offer.

2. Career Ladders

Career ladders in ACTEDS apply to all CP 61 professionals, including centrally-funded Career Intern Program employees. A jointly developed IDP will guide progression during each year.

3. Performance Standards and Evaluations

Supervisors are responsible for completing each centrally-funded employee's required counseling and performance evaluations. After each rotation, the rotational supervisor will complete an evaluation in accordance with the guidance in the Total Army Performance Evaluation System (TAPES). Supervisors will work with

employees to correct any unsatisfactory performance. A Career Intern must demonstrate satisfactory performance for promotion during the first year of the program. See AR 690-950, *Civilian Personnel: Career Management* (31 December 2001), for additional information.

4. Program Participant Roles for the CP 61 Army Centrally-Funded Employee Program

The participants and responsibilities are as follows:

Army History Career Intern Program Coordinator – The **Army History Career Intern Program Coordinator**, part of the CP 61 Career Program Management Office at CMH (and likely dual hated with the overall Career Program Manager), provides general oversight for the program and serves as each centrally-funded employee's Senior Rater under TAPES. The coordinator will:

- Assist in the development of an IDP that allows for the professional development of the new employee and meets the needs of the home historical office
- Maintain contact with the rotational supervisors
- Assist with administrative issues, i.e., travel, health benefits, etc.
- Initiate appropriate personnel actions in a timely manner
- Develop and evaluate potential rotational assignments
- Complete the Senior Rater portion of performance evaluations for centrally-funded employees

Supervisors – Supervisors provide instruction, guidance, and feedback; they will:

- Meet regularly with Career Intern Program employees to establish expectations and performance objectives
- Complete the Career Intern's performance evaluation
- Monitor the execution of the employee's IDP
- Assign appropriate work
- Provide regular feedback, including to the program coordinator, and guidance
- Maintain a basic knowledge of the Army Career Intern Program

Army Career Intern Program Employees – An Army Career Program Intern has multiple learning opportunities throughout the two-year program. The employee, however, must also take control of his or her own career development and advancement by:

- Demonstrating geographic and functional mobility and flexibility
- Establishing a reputation for professionalism
- Achieving goals and objectives established for each rotation by the employee and his/her supervisor
- Communicating both short-term and long-term career goals with the Program Coordinator and supervisor

Rotational Supervisor – The rotational supervisor is responsible for the Career Intern during the temporary assignments outside of the employee's core area. Rotational supervisors will:

- Ensure the employee is assigned a full and appropriate workload
- Develop objectives to be accomplished during the assignment
- Communicate performance goals to the employee prior to the beginning of the assignment
- Evaluate the employee's performance during the rotation and provide a performance appraisal to the supervisor and Program Coordinator

5. Sequencing of Formal Training Courses and Rotational Assignments

The proper sequencing of training and performance-enhancing rotational assignments is critical to the professional development and growth of a Career Intern. As noted previously, individual development plans will promote the success of each Intern and accommodate the interests of the home station organization.

Rotational assignments are an important part of the developmental process for the Career Intern. Such assignments allow employees to learn career program skills at different organizational levels, develop a broad understanding of the Army Historical Program, establish a professional network, acquire a variety of professional skills, and lay the foundation for future managerial and supervisory responsibilities. Rotations must be carefully planned. Before a rotational assignment is finalized, Career Intern and Program Coordinator will jointly complete a support form. Rotational assignments will have the following characteristics:

- Last not less than 90 days and assist the Career Intern in developing skill sets that support success in CP 61. This plan enumerates rotations of different lengths.

- Expose Career Interns to a broader range of Army organizations and installations than is available in one location.
- Develop the Career Interns' knowledge and professional interests.
- Allow employees to gain experience at a variety of levels within the Army.

A minimum of two rotations will be required:

- For historians, the first rotational assignment will be at the Center of Military History. The second rotation will be at one of the following locations (excluding, if applicable, the employee's home station): HQ, U.S. Army Materiel Command, Redstone Arsenal, Ala.; HQ, U.S. Forces Command, Fort Bragg, N.C.; HQ, U.S. Army Training and Doctrine Command, Fort Eustis, Va.; Combat Studies Institute, Fort Leavenworth, Kans.; U.S. Army Heritage and Education Center, Carlisle Barracks, Pa.
- For museum curators, the first rotational assignment will be at the Museum Support Center (MSC) of the Center of Military History's Museum Division. The second rotation will be at one of the following locations (excluding whichever location is the employee's home station): National Infantry Museum, Columbus, Ga.; Fort Sill Museum Directorate, Fort Sill, Ok.; or U.S. Military Academy Museum, West Point, N.Y.

6. Master Training Plan

Training for Army Career Interns in CP 61 is comprehensive and designed for an individual who is being exposed to the Army history and museum career program for the first time. The five-phase plan identifies the categories of training necessary to acquire the knowledge, skills, and abilities necessary for entry-level success in this career program. The plan also offers flexibility so that individual plans can meet the needs of Career Interns and their employing organizations.

a. Organization. The Master Training Plan (MTP) identifies universal training for the historian and curator career series within CP 61. The six general types of training provided are listed below:

(1) Orientation
(2) General Functional Skills Training
(3) Job Experience Rotational Assignments
(4) Core Competency Training Courses
(5) On-the-job Training
(6) Leader Development Training

b. Terminology. The following terms are used in the Master Training Plan:

(1) Description – Describes the general category of training content.

(2) Type of training – Indicates how training is delivered or acquired:

(a) On-the-job Training (OJT)—training received during assignment in an Army Historical Program office.

(b) Rotational Assignments (ROT)—training received during rotational assignments of not less than 90 days in duration in another office or organization and concentrating on one of the History/Museums Core Competency groupings. Such assignments will involve other categories of training and may take place at the installation, subordinate command, MACOM, and HQDA levels.

(c) Formal Course Training (FOR):

- Resident Course—training received in the classroom mode at a school or on-site.
- Non-resident Course—training received via distance or distributed learning (DL).

(d) Self-Development Training (SD)—education and professional development pursued by the employee on his or her initiative.

(3) Year 1 and Year 2—the number of training hours that the employee is expected to spend on each category and type of training in each of the five-phases of the master training plan. A figure within parentheses indicates an event, such as the Army Historians Training Symposium, that may or may not occur during a particular phase, but which needs to be noted.

(4) Purpose—the nature and objective of the training (as well as course names, where appropriate).

1. GS-0170 Historian: First Phase General Orientation at Home Station – 4 Months

(Home station – Field History Office with 3 TDA slots outside the National Capital Region)

DESCRIPTION	TYPE	YEAR 1	YEAR 2	PURPOSE
		600		
a. Individual orientation	OJT	16		Familiarization with individual development plan Familiarization with individual training plan Understanding of standards of conduct
b. Introduction to the Army	OJT	16		Describe the organization of the US Government Describe the organization and mission of the Department of Defense Describe the organization and mission of the Department of the Army Describe the organization and mission of CMH and the Army Historical Program History of the US Army Knowledge of pertinent Army regulations and field manuals
	SD	80		Army Chief of Staff Professional Reading List
	FOR	30		New CP 61 Professionals Orientation Course
	DL	40		Action Officer Development Course MANDATORY: complete in six months

	DL	60	CES Foundation Course MANDATORY: complete in six months
c. Mandatory Command Training	FOR/DL	30	Mandatory Army training: Information Technology training; Prevention of Sexual Harassment; Safety; EEO/Affirmative Action; Ethics; Suicide Prevention; Substance Abuse; Threat Awareness and Reporting Program (TARP), etc.
d. Functional Training	FOR	(40)	Army Historians Training Symposium (phase TBD)
	OJT	288-328	Learn historical duties of home office (procedures, staff practices, annual history process)
	SD		Membership in professional organizations

2. GS-0170 Historian: Second Phase First Rotational Assignment at the Center of Military History – 4 Months

		600	
a. Functional Training	OJT	120	Familiarization with CMH organization and functions: - 80 hours in Field Programs and Historical Services Division (FP) (organizational history, staff rides, MHDs) - 40 hours in Pentagon office (HQDA orientation)
	OJT	80	Archival Visits (National Archives, AHEC, Library of Congress)
	OJT	80	Write information papers
	OJT	280	Research and writing assignment in Histories Division (HD) to support current book project
	OJT	40	Oral history methods
	SD		Membership in professional organizations

3. GS-0170 Historian: Third Phase Second Round of Training at Home Station – 6 Months

		600	300	
a. Functional training	OJT	200	260-300	Continue home office training (includes research and writing on command projects, staff work, admin. work, etc.)
	OJT	300-400		Prepare chapter(s) of command report/annual history
	FOR	(60)		Attend one professional history conference (e.g., SMH or Army Historians Training Symposium) and one Army conference (e.g., Association of the U.S. Army (AUSA)
	FOR	(40)	(40)	Military History Detachment Course
	SD			Membership in professional organizations

4. GS-0170 Historian: Fourth Phase Second Rotational Assignment – 4 Months

		600	
a. Functional Training	OJT	120	Familiarization with duties, practices, and organization of new office and command (action officer)
	OJT	280	Conduct research and writing for current project (e.g., historical study or annual history)
	OJT	80	Prepare for and conduct oral history interviews
	OJT	120	Conduct special project (TBD by command/FCR)
	SD		Membership in professional organizations

5. GS-0170 Historian: Fifth Phase Third Round of Training at Home Station – 6 Months

		900	
a. Functional Training	OJT	240-340	Gain mastery of duties, practices, and organization of home office and command (action officer)
	OJT	300	Conduct research and writing for current project (e.g., historical study or annual history)
	OJT	80	Prepare for, conduct, and transcribe oral history interviews
	OJT	40	Prepare written assessment of internship
	OJT	40	Prepare for and deliver lecture/presentation (Officer Professional Development (OPD) session
	FOR/	120	CES Basic Course (MANDATORY)
	FOR	(60)	Attend one professional history conference (e.g., SMH or Army Historians Training Symposium) and one Army conference (e.g., AUSA)
	FOR SD	(40)	Military History Detachment Course Membership in professional organizations

1. GS-1015 Museum Curator: First Phase General Orientation at Home Station – 3 months

(Home station – National Infantry Museum, Fort Benning; Fort Sill Museum Directorate; or United States Military Academy Museum, West Point)

	TYPE	YEAR 1	YEAR 2
		450	
a. Individual orientation	OJT	16	Familiarization with individual development plan Familiarization with individual training plan Understanding of standards of conduct

b. Introduction to the Army	OJT	16	Describe the organization of the US Government Describe the organization and mission of the Department of Defense Describe the organization and mission of the Department of the Army Describe the organization and mission of the Army Historical Program (AHP) and CMH History of the US Army Knowledge of pertinent Army regulations and field manuals
	SD	40-80	Museum Reading List

	FOR	30	New CP 61 Professionals Orientation Course
	DL	40	Action Officer Development Course MANDATORY: complete in six months)
	DL	60	Foundation Course MANDATORY: complete in six months)

c. Mandatory Command Training	FOR/DL	30	Mandatory Army training: Information Technology training; Prevention of Sexual Harassment; Safety; EEO/Affirmative Action; Ethics; Suicide Prevention; Substance Abuse; , Threat Awareness and Reporting Program (TARP), etc.

d. Functional Training	FOR	(40)	Army Museum System Training Course
	FOR	40	Army Basic Curatorial Methods Training Course
	DL	40	Basic AHCAS web-based Training
	FOR	24	Annual Meeting, Company of Military Historians
	OJT	18-138	Learn mission, storyline, and operations of home station museum
	FOR	(40)	Army Historians Training Symposium (phase TBD)
	SD		Membership in professional organizations

2. GS-1015 Museum Curator: Second Phase First Rotational Assignment at the Center of Military History – 6 months

		900	
a. Functional Training	OJT	120	Familiarization with CMH organization and functions: · 80 hours in Collections Branch, Museums Division (MD) · 40 hours in Programs Branch, MD
	OJT	80	Museum Assessments and Critiques (e.g., National Museum of American History, Mt. Vernon)
	OJT	40	Army Heritage and Education Center (AHEC) visit
	OJT	240	Accessions policies and practices (MSC) and ethics, including writing a scope of collections statement
	OJT	220	Collection management policies and practices (MSC), including writing a collection policy and disaster plan
	OJT	200	Conservation policies and practices (MSC)
	SD		Membership in professional organizations

3. GS-1015 Museum Curator: Third Phase Second Phase at Home Station – 3 months

450

a. Functional Training	OJT	70	Collections Management
	OJT	60	Accessions & cataloging (artifact identification)
	OJT	60	Preservation work and condition reporting
	OJT	80	Prepare assessment of home station museum based on Army museum certification program
	OJT	120	Research and write exhibit script
	OJT	60	Attend one professional museum conference (e.g., AAM or Army Museum Training Conference) and one Army conference (e.g., AUSA)
	SD		Membership in professional organizations

4. GS-1015 Museum Curator: Fourth Phase Second Rotational Assignment – 6 months

900

a. Functional Training	OJT	240	Familiarization with duties, practices, and organization of new museum and command
	OJT	380	Research and write scholarly article for publication or presentation
	OJT	160	Collections management, cataloging, and identification
	OJT	120	Conduct special project (TBD by command/FCR - example: prepare and deliver a gallery talk)
	SD		Membership in professional organizations

5. GS-1015 Museum Curator: Fifth Phase Third Segment at Home Station – 6 months

900

a. Functional Training	OJT	246	Gain mastery of duties, practices, and organization of home office and command (action officer)
	OJT	240	Conduct special project (TBD by command/FCR)
	OJT	140	Collections inventory and survey
	OJT	40	Prepare written assessment of internship
	FOR/DL	120	CES Basic Course (MANDATORY)
	FOR	24	Annual Meeting, Company of Military Historians
	FOR	60	Attend one professional museum conference (e.g., American Association of Museums or Army Museum Training Conference) and one Army conference (e.g., AUSA)
	SD		Membership in professional organizations

b. Mandatory Command Training	FOR/DL	30	Mandatory Army training: Information Technology training; Prevention of Sexual Harassment; Safety; EEO/Affirmative Action; Ethics; Suicide Prevention; Substance Abuse; Threat Awareness and Reporting Program (TARP), etc.

ANNEX D: ACTEDS TRAINING CATALOG APPLICATION SUBMISSION PROCESS

A. ACTEDS Guidance. Chapter 3 of the ACTEDS Training Catalog (http://cpol.army.mil/library/train/catalog/) is the authoritative source for individuals applying for training and education. Applications for training and education must adhere to the requirements established in the ACTEDS Training Catalog.

B. Application Procedures. The "ADT Checklist" at http://cpol.army.mil/library/train/catalog/ch03cp28.html should be followed when applying for Academic Degree Training (ADT). The "Course Checklist" at http://cpol.army.mil/library/train/catalog/ch03cp28.html should be followed for all other application submissions. Applicants are responsible for ensuring all required forms, endorsements, and signatures are included in the application packages they submit.

Completed application packages (original and one copy) must be submitted through the chain of command to the Career Program Office to arrive not later than the suspense date established in the various training announcements broadcast by the Career Program Management Office. Completed applications should be sent to the CP50 Career Program Point of Contact.

C. Approvals. The Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA M&RA) is the approving authority for Academic Degree Training (ADT). The FCR approves all other competitive training opportunities. These approvals trigger funding. Applicants will not be reimbursed for enrollment in courses prior to approval dates. Applicants must allow for sufficient lead time in submitting their applications so as to ensure timely selection/approval in advance of course start dates.

D. Application Forms. Applications for short-term training (e.g., 120 days or less) may only require submission of Standard Form (SF) 182, Authorization Agreement, and Certification of Training. Applicants should contact the Career Program Office at (703) 545-5781 for additional information about required forms.

Selection for long term training (e.g., exceeding 120 days) will require completion of a Continued Service Agreement. The service obligation is three (3) times the period of training.

E. Resource Allocation Selection System (RASS). RASS is the automated financial system that manages central funding for CP 61 training and education (e.g., the Centrally Funded Employee Program, functional courses and Army professional development programs). RASS eliminates manual paper processing of training and travel documents. Applicants use RASS to initiate training arrangements upon approval of their application submission. RASS electronically generates: **SF 182, Authorization Agreement and Certification of Training.** A RASS user guide is provided at http://cpol.army.mil/library/train/rass/ for further information.

ANNEX E: GLOSSARY OF TERMS (See also the AG-1 (CP) Career Management Data Dictionary (Forthcoming)

Academic Degree Training (ADT) – Career-related academic studies based on the stated objective of obtaining an academic degree in accordance with Title 5, US Code, Section 4107, and Department of the Army (DA) guidance.

Army Campaign Plan – The operational articulation of The Army Plan (TAP), coordinating and synchronizing a series of related lines of effort for building a balanced Army for the 21st century. TAP provides strategic direction on how the Army intends to fulfill its Title 10 obligations to organize, train, equip, deploy and sustain land forces.

Army Career Tracker (ACT) – An automated program to track individual educational and training progress in that individual's job series and career program and to highlight future courses and opportunities for advancement.

Army Civilian Training, Education, and Development System (ACTEDS) -- Army-wide civilian training and career management requirements-based system that identifies an orderly, systematic approach to technical, professional, and leadership development of knowledge, skills and abilities progression from entry-level to supervisory, managerial, and executive positions. It identifies a blending of progressive and sequential work assignments, formal training, educational courses, and self-development opportunities similar to the military system. ACTEDS is applicable to all Civilian Career Programs.

Army Command (ACOM)-- An Army force, designated by the Secretary of the Army, performing multiple Army Service Title 10 USC functions across multiple disciplines. Responsibilities are those established by the Secretary of the Army. ACOMs include the U.S. Army Forces Command, U.S. Army Training and Doctrine Command, and U.S. Army Materiel Command.

Army Force Generation (ARFORGEN) – A structured progression of increased unit readiness over time, resulting in recurring periods of availability of trained, ready and cohesive units prepared for operational deployment in support of geographic combatant commander requirements.

Army Heritage and Education Center (AHEC) – The U.S. Army's preeminent historical research complex. It also preserves Army heritage, honors soldiers and Army veterans, and educates the Army and the public on the role of the soldier in the development and protection of the nation.

Army Historical Collections Accountability System (AHCAS) -- A computerized cataloging and inventory software used by Army museum professionals to achieve maximum inventory control and property accountability.

Army Historical Program (AHP) – Army historical activities, including the Center of Military History, the Army Heritage and Education Center, historical professionals in the Army school system, command historians throughout the service hierarchy, museum curators and material culture specialists at active and reserve component institutions, and uniformed historians serving in commands and historical units throughout the world.

Army Management Staff College (AMSC) – The Army's primary institution for the education and preparation of Army civilians and selected military personnel for leadership and management responsibilities throughout the Army.

Army Materiel Command (AMC) -- The Army's premier provider of materiel readiness – technology, acquisition support, materiel development, logistics power projection, and sustainment – to the total force across the spectrum of joint military operations.

Army Reserve Readiness Training Center (ARRTC) – The U.S. Army Reserve's primary school house for full time support personnel. The ARRTC trains approximately 8,000 students per year in either one or two week courses.

Army Service Component Command (ASCC) -- An Army force, designated by the Secretary of the Army, comprised primarily of operational organizations serving as the Army component of a combatant command or subunified command. If directed by the combatant commander, serves as a joint force land component command or a joint task force. Command responsibilities are those assigned to the combatant commander and delegated to the ASCC and those established by the Secretary of the Army. ASCC's include U.S. Army Europe, U.S. Army Central, U.S. Army North, U.S. Army South, U.S. Army Pacific, U.S. Army Special Operations Command, Military Surface Deployment and Distribution Command, U.S. Army Space and Missile Defense Command/Army Strategic Command, and Eighth U.S. Army.

Assistant G-1 for Civilian Personnel (**AG-1 CP) --** A Headquarters Army, G-1 Staff element responsible for setting long-range, strategic direction and policy governing the management and utilization of Department of the Army (DA), civilian employees.

Assistant Professor of Military Science (APMS) – A college or university faculty member responsible for the recruiting, retention, training, mentoring, and commissioning of Reserve Officer Training Corps candidates.

Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA) - - The principle advisor to the Secretary of the Army for manpower, human capital management, training, leader development, readiness and Reserve Affairs. Has overall

responsibility for civilian personnel management and for civilian personnel policy and programs.

Association of the U.S. Army (AUSA) – A private, non-profit educational organization that supports the Active Army, National Guard, and Reserve, as well as government civilians, retirees, Wounded Warriors, veterans, and family members, through public advocacy and professional education and information programs.

Board of Directors (BOD) -- A senior leadership council that reviews and proposes recommendations to the Functional Chief and Functional Chief's Representative on policy issues pertaining to Career Program 61. The Board develops and maintains the CP 61 Strategic Plan and provides strategic communication on CP 61 policy and on issues across the career program.

Career Development – A method of obtaining additional knowledge, skills and abilities within a career program through training, assignment or self-development.

Career Ladder – A graphic depiction of the levels of grade progression within the Career Program. The career ladders describe the grade levels by position titles and organizational level within each function and across functions where applicable.

Career Map – Information that provides careerists general professional guidance on career progression.

Career Intern Program (CIP) – The Career Intern Program is to be distinguished from the Student Intern Program established under the Pathways program. The Career Intern program hires the best fully-qualified historians and museum personnel, moves them into a variety of geographical and professional positions according to a centrally managed training plan, and then places them in the appropriate, permanent, full-time career-path position. (See Annex C) They represent a major investment of time and energy in preparing future leaders of the Army History Program.

Career Program (CP) – Occupational series aligned into consolidated groupings, based on common technical functions, associated command missions, and position knowledge, skills and abilities.

Career Program Manager (CPM) -- Activity level functional subject-matter-expert (SME) who gives technical advice and assistance to the commander and CPAC; provides advice and guidance to careerists; and serves as resource person by assisting supervisors in furnishing CP information to careerists and interns.

Career Program Policy Committee (CPPC) -- A continuing, intra-component, Army-level committee that (a), develops recommendations for changes in Army Career Program policies and procedures, (b) prepares recommendations for the AG-1 CP, to determine ACTEDS resource allocations for Interns and Fellows; to the HQDA, G-3 for

Competitive Professional Development, (c) makes determination on recommendations from any subcommittee operating within mission of the CPPC, and (d) makes determinations and develops solutions to enterprise-level issues and develops practices appropriate for Army-wide execution.

Career Program Proponency Office (CPPO) -- Staff office to support and assist the Functional Chief's Representative with career management responsibilities. Personnel proponents are also responsible for developing, monitoring and assessing equal opportunity and affirmative actions of their respective career fields.

Center of Military History (CMH) – The clearinghouse and coordination center for Army historical activities. The Center prepares the Army's official history, provides direct support to the Army Staff and Secretariat, and supervises or assists all historical and museum programs within the Army at large.

Centrally Funded Employee Program – See the Career Intern Program.

Certification – Designation awarded by a professional society or by law to validate one's skill qualification in accordance with established standards of proficiency.

Civilian Education System (CES) – A leader development program for Army civilians. The CES is designed to assist Army career civilians to become agile leaders. CES training includes both distance learning and in-resident classroom instruction.

Civilian Expeditionary Workforce – A subset of the Department of Defense's civilian workforce that is organized, trained, cleared, and ready in a manner that facilitates the use of their capabilities either in a temporary reassignment and/or duty status or to stay in place overseas to support the Defense Department's mission. Members of the CEW are organized, trained, cleared, equipped, and ready to deploy in support of combat operations; contingencies; emergency operations; humanitarian missions; disaster relief; restoration of order, drug interdiction; and stability operations in accordance with Department of Defense Directive 3000.05. The CEW is composed of the existing category of Emergency-Essential (E-E) positions and new categories of positions, Non-Combat Essential (NCE), Capability-Based Volunteers (CBVs) and former Army employee volunteers.

Civilian Human Resources Agency (CHRA) -- Organization within the Army G-1, responsible for providing Department of the Army Civilian Human Resources (operations) support.

Civilian Personnel Advisor Center (CPAC) -- The Installation CPAC services or is collocated with the proponent office and, provides proponents access to and assistance with interpretation of civilian personnel management regulations, laws and other reference materials.

Civilian Senior Leader Management Office (CSLMO) -- Responsible office for providing the Secretary of the Army and other senior leaders advice on all matters relating to the recruitment, utilization, and lifecycle management of the Executive and Senior Professional (ESP) Civilian workforce.

Civilian Workforce Transformation (CWT) – The process to bring all Army civilians into a career program, to match their skill gaps with opportunities to obtain those skills, and to transform the civilian workforce into a highly trained, professional core within the Army.

Combat Studies Institute (CSI) – A major subordinate organization of the Combined Arms Center at Fort Leavenworth, Kansas. It prepares and publishes studies pertinent to current Army doctrinal and operational concerns, organizes staff rides, runs the Frontier Army Museum, and provides support to military history instruction throughout the Army.

Competency – An observable, measurable pattern of knowledge, abilities, skills, and other characteristics that individuals need in order to successfully perform their work

Competency-based Management (CBM) -- A systematic approach to evaluating and effectively aligning employee competencies with mission and job requirements throughout the human capital life cycle.

Competency-based Management System (CMS) -- A system that is administratively managed by the AG-1 CP, and is the central repository of position and employee competencies. CMS supports Army career management workforce planning and Defense Enterprise Civilian Competency Management Framework implementation, in accordance with National Defense Authorization Act 2010 requirements.

Competency Gaps – The gaps identified as a result of an analysis of the differences between the forecasted human resources competency needs and future human resource competency supply. This analysis reveals human resources surpluses and deficits in raw numbers and assists with further planning for addressing such gaps.

Competitive Professional Development (CPD) – Competitive, functionally tailored, significant developmental opportunities that occur in academic programs, Training-With-Industry (TWI), Short-Term Training, and/or planned developmental assignments that respective ACTEDS plans have documented.

Component Functional Career Manager and Representative (CFCM/CFCMR) -- Component level (Army), senior functional community managers responsible for supporting the execution of the Department of Defense Instruction 1400.25-V250, in their respective Department of Defense component career (programs) by working with command leadership, manpower representatives, OFCMs, and Human Resources consultants.

Computer Based Training (CBT) -- Instructional information displayed on the computer, including visuals and quizzes. Advanced CBT can be non-linear in format and interactive with the student.

Continuing Education – Further education encompassing a broad spectrum of post secondary learning activities and programs, to include degree credit courses, non-degree job training, certification credentialing, personal and professional enrichment courses and self-development endeavors.

Continued Service Agreement -- The Department of the Army obligated period of service that an employee agrees to continue to work after they have completed a centrally-funded assignment that exceeded 120 days.

Contracting Officer's Representative (COR) – A qualified individual designated and authorized in writing by a contracting officer to assist in the technical monitoring or administration of contracts or orders.

Core Competency – Technical areas of knowledge, skills, abilities and other characteristics across all specialties that are required by the majority of the positions in an occupational series or career program for the successful execution of critical tasks associated with the duties and responsibilities of positions.

Department of Defense Instruction on Civilian Personnel Management System (**DoDI 1400.25) --** Establishes uniform Department of Defense-wide procedures, provides guidelines and model programs, delegates authority, and assigns responsibilities regarding civilian personnel management within the Department of Defense.

Direct Reporting Unit (DRU) -- An Army organization comprised of one or more units with institutional or operational support functions, designated by the Secretary of the Army, normally to provide broad general support to the Army in a single, unique discipline not otherwise available elsewhere in the Army. DRUs report directly to a Headquarters, Department of the Army principal and/or Army Command and operate under authorities established by the Secretary of the Army. DRU's include the U.S. Army Network Enterprise Technology Command/9th Signal Command (Army) (NETCOM), U.S. Army Medical Command, U.S. Army Intelligence and Security Command, U.S. Army Criminal Investigation Command, U.S. Army Corps of Engineers, U.S. Army Military District of Washington, U.S. Army Test and Evaluation Command, U.S. Military Academy, U.S. Army Reserve Command, U.S. Army Acquisition Support Center, and U.S. Army Installation Management Command.

Distance Learning (DL) – Also known as distributed learning; the use of a variety of non-resident training and education strategies to transfer skills and knowledge to the workforce.

Equal Employment Opportunity (EEO) – A program designed to provide for appropriate work force representation and fair treatment of minorities, women, and disabled persons and to resolve charges of discrimination.

Field Programs and Historical Services Division (FP) -- The division in the Center of Military History responsible for organizational history and lineages, staff supervision of the Army's field history program, staff rides, and maintenance of a website, small library, and archive to support the work of the Center, the Army, and the interested public.

Forces Command (FORSCOM) – The Army Command in the United States charged with providing expeditionary, campaign-capable land forces to combatant commanders.

Formal Course Training (FOR) – - Course training received via the classroom mode at a school or on-site, or via distance or distributed learning (DL).

Functional Career Chief (FC) – the senior career program official—in the case of CP 61, the Director of the U.S. Army Center of Military History.

Functional Chief's Representative (FCR) – the principal advisor to the Functional Career Chief. He or she also serves as the chairman of the Board of Directors. In the case of CP 61, the Chief Historian of the Center of Military History.

Functional Competency – Technical specialty areas of knowledge skill, abilities and other characteristics that are required by the majority of the positions in an occupational series or career program for the successful execution of critical tasks associated with the duties and responsibilities of positions.

Functional Training – Training that combines general education classes, career-related coursework and on-the-job learning that relates specifically to a job series and occupational discipline.

General Schedule (GS) – A classification and pay system that covers the majority of white-collar personnel in the Federal civil service.

Generating Force - Those Army organizations whose primary mission is to generate and sustain the capabilities of the Operational Army for employment by joint commanders.

Headquarters, Department of the Army (HQDA) – The executive part of the Department of the Army, exercising directive and supervisory control over the Army. It is composed of the Office of the Secretary of the Army; Office of the Chief of Staff, Army; the Army Staff; and specifically designated staff support agencies.

Histories Division (HD) – The division of the Center of Military History charged with preparing the official history of the U.S. Army. The division also provides prepares quick studies of Army history, provides staff support to the Army Staff and Secretariat, conducts oral history interviews, and coordinates Army commemoration activities.

Individual Development Plan (IDP) – A documented plan developed with supervisor and employee collaboration that identifies individual development needs and outlines specific short and long-term goals and associated training or development needs. The intent of an IDP is to promote career development and continued personal growth.

Intern – An employee who has met all entrance requirements for an entry-level position in an established career program. The employee accepts an obligation to complete a highly structured training program and occupies a position with known potential for noncompetitive promotion to a target level grade and which may or may not include mobility. Not to be confused with a Student Intern under the Pathways Program. Student Interns are temporary employees with no guaranteed position for future hire.

Intern Program – A civilian leader development program designed to establish planned intake of personnel with high potential to meet career program staffing needs and to give these high potential personnel the knowledge, skills, and abilities necessary to advance and successfully perform in target level positions. Intern graduates form the feeder group for future leadership in the Army's professional occupations.

Job Analysis (JA) -- The process of identifying and defining, at an appropriate level of detail, what the basic duties and responsibilities of a job require in terms of both job tasks and employee competencies needed to perform those duties and responsibilities. The competencies derived from the job analysis must be relevant or demonstrate a linkage to the tasks or duties of the job. There are various well-developed, systematic approaches to job analysis.

Key Assignment – Positions that represent windows of opportunities for professionals to complete diverse assignments across multiple echelons. The sequence of positions is not as important as mastering critical skills and gaining experience before the next stage of career development.

Leader Development – Training and education that focus on methods to support decision-making, quick thinking, sound judgment, and ways to accelerate the development of Army leaders by improving interpersonal and team-building skills. The goal is to leverage cognitive and instructional technologies in ways that improve critical thinking skills needed by current and future leaders. Leader development also focuses on enhancing leadership styles and skills in order to improve leader performance.

Leadership Competency – Knowledge, skills and abilities that enable the leader to be innovative, adaptive and able to lead successfully in uncertain and complex operating environments.

Life-Cycle Career Management – Following a continuum of manageable steps and processes to guide career progression through the personnel life cycle (Structure, Acquire, Develop, Distribute, Sustain and Transition).

Mandatory Training – All Defense and Army training requirements established as mandatory in AR 350-1.

Master Intern Training Plan (MITP) – A detailed training plan issued by HQDA showing competitive, centrally managed and centrally funded, on-the-job training and formal courses that will prepare career interns for target-level CP positions Department of the Army-wide.

Master Training Plan (MTP) – The syllabus of training and educational opportunities that support a career program (CP). The MTP is competency-based and has the dual purpose of furthering individual and organizational performance to accomplish Army missions.

Military Decision Making Process (MDMP) – The Army's seven-step process for military decision making in both tactical and garrison environments.

Military History Detachment (MHD) – A unit in the U.S. Army responsible for collecting documentation in military conflicts for future work by military historians in writing both official and unofficial histories of the Army.

Mission Critical Occupation (MCO) – Occupational series designated by the Department of Defense (DoD) and Department of the Army (DA) as essential to current and future military and organizational mission accomplishment.

Mobility – A change in duty position and/or change in permanent duty station for the purposes of career development, promotion opportunity or mission effectiveness.

Museum Support Center (MSC) – The repository at Fort Belvoir, Virginia, of the Army's core collection of micro artifacts and the Army Art Collection. Also houses a reference archive used to identify artifacts.

Museums Division (MD) – The division of the Center of Military History responsible for stewardship and support of the Army Museum System. The division provides policy guidance, financial requirements, and regulatory oversight for sixty Army museums and museum activities and nine Army Reserve activities. Through its Collections Branch, it also preserves, studies, and interprets the material culture of the American soldier.

Office of Personnel Management (OPM) – An independent agency of the United States government that manages the civil service of the federal government.

Office of Personnel Management Pathways/Intern Program -- Internship Program provides students in high schools, colleges, trade schools and other qualifying educational institutions with paid opportunities to work in agencies and explore Federal careers while completing their education. Replaced the Student Career Experience Program (SCEP) and Student Temporary Employment Program (STEP).

OPM Pathways/Presidential Management Fellow Program (PMF) -- A reinvigorated Program for people who have obtained an advanced degree (e.g., graduate or professional degree) within the preceding two years prior to appointment.

OPM Pathways/Recent Graduates Program -- A Program for people who have recently graduated from qualifying educational institutions or programs (2 years from the date the graduate completed an academic course of study).

Office of the Secretary of the Army (OSA) -- One of the three military departments (Army, Navy and Air Force) reporting to the Department of Defense, and is the principal staff element of the SA in the exercise of policy development, planning, resource management, fiscal, and program evaluation responsibilities.

Office of the Secretary of Defense (OSD) -- The principal staff element of the Secretary of Defense in the exercise of policy development, planning, resource management, fiscal, and program evaluation responsibilities.

Officer Professional Development (OPD) – Officer education and training that augments institutional training, operational assignments, and self development programs.

On Job Training (OJT) – Informal training received by a career professional in the work place, from a more senior peer, mentor or supervisor.

Operational Army – Those Army organizations whose primary purpose is to participate in full spectrum operations as part of the joint combat force.

Planning, Programming, Budgeting, and Execution (PPBE) – A cyclic financial management process that contains three distinct but interrelated phases: planning, programming, and budgeting. It establishes the framework and process for decision making on future programs and permits prior decisions to be examined and analyzed from the viewpoint of the current environment and for the time period being addressed. The ultimate objective of PPBES is to provide the operational commanders in chief the best mix of forces, equipment, and support attainable within financial constraints.

Position -- A specific job consisting of all the current major duties and responsibilities assigned or delegated by management.

Professional Development – Activities, programs and assignments designed to increase knowledge and expertise in a profession through education, training, experiential learning and mentoring by qualified professionals.

Program Objective Memorandum (POM) – The final product of the programming process within the Department of Defense, displaying the resource allocation decisions of the Military Department in response to, and in accordance with, the Guidance for Development of the Force (GDF) and Joint Programming Guidance (JPG).

Request for Proposal (RFP) –A document that an organization posts to elicit bids from potential vendors for a product or service.

Requirements-based Training -- Training and development defined within one of these competency-based categories - (1) Performance Enhancement - To close competency gaps to improve job performance, (2) Meet New Position Requirements - Driven by new or changes in mission that require the development of new competencies required by the job, (3) Career Progression - Match Army's requirements with employee career goals, to develop competencies to facilitate career progression, and/or, (4) Mandatory/Foundational - Meet professional/technical requirements/credentialing of positions and/or Army's standards/guidance.

Reserve Officer Training Corps (ROTC) – A college-based program for training future commissioned officers of the United States armed forces.

Resource Allocation Selection System (RASS) – A web-based computer application that centralizes the management of funds for Army Civilian Training, Education and Development System (ACTEDS) funded programs. RASS enables the online creation, submission, approval, status tracking, and reporting of training and travel-related request forms (Standard Form 182, DD Form 1610 and Standard Form 1164).

Return on Investment (ROI) – A performance measure used by the Army to evaluate the efficiency of an investment or to compare the efficiency of a number of different investments.

Rotational Assignments (ROT) – training of not less than 90 days in duration received in another office or organization and focusing on one of the core competency groupings.

Self Development Training (SD) – Education and professional development pursued by an employee on his or her own initiative.

Senior Enterprise Talent Management (SETM) – A Civilian Workforce Transformation (CWT) initiative administered by the Civilian Senior Leader Management Office (CSLMO) Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA M&RA). The program prepares participants for positions of greater responsibility through advanced senior-level educational and developmental experiences. SETM opportunities include the Enterprise Placement Program, Developmental Experiences, Senior Service College, and the Defense Senior Leader Development Program.

Short-Term Training (STT) -- Training of 120 calendar days or less. Training instances may include, but are not limited to, professional workshops, seminars and college/university courses. Attendance at workshops and seminars must have a demonstrated training purpose and must be documented in each respective Career Program, MTP or IDP.

Subject Matter Experts (SME) – an expert in a particular area or topic.

Table of Distribution and Allowances (TDA) – a table for an organization, generally non-combatant and non-deployable, that performs specific missions and for which no appropriate tables of organization and equipment exist. Generally, these units are discontinued when they have accomplished their assigned mission.

Target position – The position in which an intern is placed when the intern training program is completed.

Temporary Duty (TDY) – Assignment of short duration (less than six months) at a location other than one's permanent duty station, usually involving travel and reimbursement for travel expenses.

Threat Awareness and Reporting Program (TARP) – Replaces the Subversion and Espionage Directed Against the U.S. Army (SAEDA). It establishes policy and responsibility for training in threat awareness and reporting in the Army with regard to foreign intelligence services, foreign adversaries, international terrorists, or extremists.

Total Army Performance Evaluation System (TAPES) – The Army's system for planning and appraising performance by communicating organizational goals, priorities, values, and ethics; establishing individual expectations for performance; facilitating frequent discussion among the rater and the ratee; and requiring annual written individual performance evaluations that provide supervisors and managers with tools for systematic assessment of performance results.

Training and Doctrine Command (TRADOC) – The Army Command responsible for overall training, education, and doctrinal development.