

HISTORY, MUSEUMS, AND ARCHIVES CAREER PROGRAM 61

(CP 61)

STRATEGIC PLAN 2012-2016



CP 61 Proponency Office  
Chief Historian  
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**MISSION:** To develop a cadre of history, museums, and archival professionals to accurately collect, preserve, interpret, instruct, and express, through a wide variety of media, the Army's history and material culture in order to educate and professionally develop our Army, the military profession, and the nation.

**VISION:** To continuously develop a diverse, innovative, adaptive, and competent team of professionals who provide the highest quality archival, museum and historical support to the Army, the Soldier, and the nation.

**VALUES:** There are few better expressions of the overall values of the historical, museum, and archival professions than those encapsulated in the seven Army values: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage. But in addition to these overall attributes, the Army's museum, history, and archives professionals need three additional ones:

- Objectivity and Scholarship: Maintain the highest standards of objectivity and scholarship. The Army needs a core of professionals who will gather evidence on what the Army has done and using those facts will present the story of the Army clearly, forthrightly, and objectively. The Army is best served in the long run to have its entire story told, the good and the bad, so that Soldiers and civilians of the future can take pride in its accomplishments and learn from its mistakes.
- Stewardship: Ensure the most careful stewardship of our nation's and our Army's cultural and historical resources. Army historians, museum personnel, and archivists are entrusted with some of our nation's most precious assets: irreplaceable documents, artifacts, and historical publications that capture the very essence of over two centuries of our Army's faithful service to our nation. We preserve and present the Army's story in a wide variety of venues, faithful to the facts and ensuring the survival of all that we can so that future generations will see and hear that story in all of its complexity.
- Teamwork: Stress the importance of historians, museum, and archival professionals working together as a team to present a consistent and coherent message about the importance of the Army's past to Army leadership at all levels.

**ENVIRONMENT:** For the foreseeable future, the Army and its museum, history, and archival professionals will likely face an environment of:

*Facts*

- Limited resources.
- Continuous Army reorganizations, transformations, and reshaping of the force in response to uncertain and rapidly changing global conditions.
- Rapid technological changes, especially in the areas of information and data processing, that will dramatically affect core history and museum functions.
- A work environment that will put a premium on non-traditional working conditions, hours, and locations that will require more flexible management and work structuring.

*Assumptions*

- Resource challenges will continue, thus emphasizing the necessity to carefully plan and prioritize missions.
- The Army Historical Program will remain small, relatively decentralized, and facing an unshrinking workload, all of which will affect the availability of historical, museum, and archival professionals for extensive training.

While the historical, museum, and archival communities within the Army will always face a climate of limited and shrinking financial and personnel resources, such conditions cannot be permitted to alter our collective commitment as a community and as a profession to preserving the Army's vital intellectual and material heritage for the future regardless of those inherent limitations.

## **GOAL 1: RECRUITMENT**

Develop detailed and tailored recruitment programs to attract individuals who possess the critical attributes necessary to serve and develop into highly qualified and motivated historical, museum, and archival professionals.

**Strategy 1.1** Identify recruitment issues and challenges for historical, museum, and archival professionals and determine strategies to better reach qualified candidates.

Action 1.1.1 Review Manpower position descriptions (PD) and TDA authorizations to ensure positions are properly coded and that all the right positions are included under CP 61 (scrub DCPDS). Correct as required.

Lead: Command Career Program Activity  
Assist: CP 61 Board of Directors (BoD)

Action 1.1.2 Identify positions that are not properly coded as belonging to CP 61 and work with G-1 to correct as necessary.

Lead: Command Career Program Activity  
Assist: CP 61 BoD

**Strategy 1.2** Develop targeted recruitment strategies

Action 1.2.1 Develop recruiting strategies that “market” the benefits of a career in the Army history, museum, and archival professions. The strategies should include routine contacts with colleges, universities, professional organizations, and sister service history, museum, and archival organizations. It must also balance external and internal recruitment approaches, and leverage technology and social media.

Lead: Command Career Program Activity  
Assist: CP 61 BoD

Action 1.2.2 Develop/refine a selection process that emphasizes diversity of background as well as candidates’ career goals.

Lead: Command Career Program Activity  
Assist: HR and Career Program Supervisors

Action 1.2.3 Identify multiple markets for recruitment such as academic institutions, alumni groups, and civic organizations. Establish relationships with college and university career counseling offices. Develop/plan recruitment events and participate in job fairs for senior graduate students.

Lead: Command Career Program Activity  
Assist: CP 61 BoD

Action 1.2.4 Target career vacancy announcements to go deep into the Academic community to reach professors and departments at those colleges/universities where Military History, museum studies or archival courses are major areas of strength.

Lead: Command Career Program Activity  
Assist: CP 61 BoD

Action 1.2.5 Set up Army History, Museum, and Archival Program booths at the professional conferences best suited to our sub-disciplines: Society for Military History (SMH), National Council on Public History (NCPH), Organization of American Historians (OAH), American Historical Association (AHA), American Association of Museums (AAM), Society of American Archivists (SAA), etc.

Lead: Command Career Program Activity  
Assist: CP 61 BoD

Action 1.2.6 Set up Army History Museum, and Archival Program booths at college/university job fairs at those schools with the best tradition of teaching military history, museum, and archival professions at both the undergraduate and graduate levels.

Lead: Command Career Program Activity  
Assist: CP 61 BoD

**Strategy 1.3** Establish a fully functional career intern program as a means to recruit and develop the highest quality historians, museum personnel, and archivists.

Action 1.3.1 Prepare full documentation/policy guidance describing the intern program and its critical recruitment process.

Lead: CP 61 Intern subcommittee  
Assist: HR

Action 1.3.2 Identify multiple markets for recruitment of interns such as academic institutions, professional historical and museum organizations and alumni groups. Establish relationships with college and university career counseling offices.

Lead: Command Career Program Activity  
Assist: CP 61 BoD

Action 1.3.3 Promote the new Pathways Program as a potential source of student interns and, in time, potential career CP 61 interns.

Lead: Command Career Program Activity  
Assist: CP 61 BoD

Action 1.3.4 Target intern vacancy announcements to go deep into selected academic communities to reach professors and departments at those colleges/universities where military history, museum programs, or archival training are areas of strength.

Lead: Command Career Program Activity  
Assist: CP 61 BoD

Action 1.3.5 Set up Army History, Museum, and Archival Program booths at the professional conferences best suited to our sub-discipline: SMH, NCPH, OAH, AHA, AAM, SAA, etc.

Lead: Command Career Program Activity  
Assist: CP 61 BoD

Action 1.3.6 Set up Army, History Museum, and Archival Program booths at college/university job fairs at those schools with the best programs in military history, museum studies, and archival training at both the undergraduate and graduate levels.

Lead: Command Career Program Activity  
Assist: CP 61 BoD

**Strategy 1.4** Identify and prepare career related literature to provide basic information about career opportunities and methods of application.

Action 1.4.1 Update Careers in History in the Federal Government brochure for distribution to candidate audiences.

Lead: CP 61 FCR  
Assist: CP 61 BoD

Action 1.4.2 Prepare and publish a short brochure on museum curator and museum related opportunities for distribution to candidate audiences.

Lead: MD  
Assist: CP 61 BoD

Action 1.4.3 Prepare and publish a short brochure on archival related opportunities for distribution to candidate audiences.

Lead: CP 61FCR  
Assist: CP 61 BoD

Action 1.4.4 Prepare and distribute all recruitment materials (brochures, website, social media, etc.) highlighting the CP 61 career program, its benefits and opportunities.

Lead: CP 61 BoD  
Assist: CP 61 Website Committee

**Strategy 1.5** Establish criteria for recruiting mid-level positions.

Action 1.5.1 Develop a checklist of competencies, functional training, educational credentials and job experience recommended for each mid-level position as a guide to Delegated Examining Unit (DEU) panels for non-status hires.

Lead: ACTEDS  
Assist: BOD CP 61

Action 1.5.2 Ensure established competencies are clearly identified in all job announcements and recruiting materials.

Lead: Command Career Program Activity  
Assist: HR, Career Program Supervisors,

## GOAL 2: DEVELOPMENT

Provide for the professional development of a diverse and highly qualified workforce. Promote a work environment throughout the Army for its history, museum, and archival professionals that rewards and fosters professional development, lifelong learning, and scholarship.

**Strategy 2.1** Create and publish a detailed Master Intern Training Plan to provide interns with a comprehensive guide to training and development

Action 2.1.1 Compare skills necessary for historians, museum, and archival personnel at each grade level covered by the Intern Program (GS 7-12) with already existing Army or history/museum/archival professional development courses.

Lead: Education committee  
Assist: Intern subcommittee, ACTEDS committee

Action 2.1.2 Develop a checklist of competencies, functional training, educational credentials and desired job experience recommended for intern professional development.

Lead: Intern subcommittee  
Assist: ACTEDS

Action 2.1.3 Determine prime training and development locations in history offices and museums nationwide and further develop the Intern training plan to specify which courses will be covered at which locations for how long.

Lead: Intern subcommittee  
Assist: ACTEDS committee

Action 2.1.4 Develop a mobility and utilization plan for each Intern to maximize exposure to the Army history, museum, and/or archival Programs in multiple locations.

Lead: Command Career Program Activity  
Assist: CP 61 BoD

Action 2.1.5 Develop a structured, optional, intern specific, mentorship program.

Lead: Intern subcommittee  
Assist: CP 61 BoD

Action 2.1.6 Develop and coordinate for the publication of an Intern Development and Training Manual.

Lead: Command Career Program Activity  
Assist: Intern subcommittee

**Strategy 2.2** Identify and establish core competencies to ensure expertise at mid-level positions. Identify progressive educational credentials to support leader development.

Action 2.2.1 Revise current ACTEDS plans for Historians (GS-0170), Museum personnel (GS-1010, 1015, 1016), and Archivists (GS -1420, 1421).

Lead: CP 61 ACTEDS Revision committee  
Assist: CP 61 Education and Website committees

Action 2.2.2 Develop and publish (and keep updated) a listing of professional development opportunities for historian, museum, and archival personnel.

Lead: Command Career Program Activity  
Assist: Career Program Supervisors, Website committee

Action 2.2.3 Survey CP 61 supervisors to identify and assess competency gaps and obtain recommended educational, training, and professional development ideas.

Lead: Career Program Manager  
Assist: CP 61 Education committee, Career Program Supervisors, Website committee, ACTEDS Revision committee

Action 2.2.4 Survey CP 61 workforce (non supervisory mid-level) to identify and assess competency gaps and obtain recommended educational, training, and professional development ideas.

Lead: Career Program Manager  
Assist: CP 61 Education committee, Career Program Supervisors, Website committee, ACTEDS Revision committee

**Strategy 2.3** Promote a culture that emphasizes professional competence, managerial skill, and growth in position as well as alternatives of career advancement.

Action 2.3.1 Establish a new historian, curator, and archivist orientation course to ensure rapid and effective integration of newly hired professionals into the Army History Program.

Lead: CP 61 Education committee  
Assist: CP 61 Website committee

Action 2.3.2 Develop a Training and Education chart that displays recommended training, educational, and leadership, opportunities by position and by grade for all career professionals.

Lead: CP 61 Education committee  
Assist: CP 61 Website committee

Action 2.3.3 Actively promote the exchange of new ideas and enhance collaboration within the Army history, museum, and archival communities, the history, museum, and archival components of other DoD organizations, and related professional organizations, contractors, and academic institutions.

Lead: Career Program Manager  
Assist: Career Program Supervisors

Action 2.3.4 Develop a plan for increased integration of professional development opportunities and interaction between the history, museum and archival communities including cross attendance at the alternate year training workshops and conferences of the museum and history communities.

Lead: Career Program Manager  
Assist: Career Program Supervisors

Action 2.3.5 Ensure the appropriate Civilian Educational System (CES) courses and schools are an integral part of each professionals' Individual Development Plan.

Lead: Career Program Supervisors  
Assist: Career Program Manager

Action 2.3.6 Develop a variety of career tracks to supplement the career maps for historians, museum, and archival personnel and show interaction between the tracks ensuring transparent development and promotion opportunities.

Lead: CP 61 ACTEDS Revision committee  
Assist: CP 61 Education and Website committees

**Strategy 2.4** Provide funding for rigorously selected members of the Army history, museum, and archival programs to complete graduate level courses successfully leading to a professional degree in history or museum studies.

Action 2.4.1 Develop, staff, and insert into the Army Program Objective Memorandum (POM) cycle a comprehensive budget request insuring funds for a variety of full and part-time civilian professional training opportunities.

Lead: Career Program Manager  
Assist: Career Program Supervisors

Action 2.4.2 Develop and implement a selection process that assesses educational opportunities, potential candidates, and develops recommendations for approval by the CP 61 Functional Chief.

Lead: Career Program Manager  
Assist: Career Program Supervisors

**Strategy 2.5** Provide funding for developmental history, museum, and/or archival assignments in the other services and even in other federal government agencies, such as the National Park Service, the Smithsonian Institution, or the National Archives and Records Administration. Also, with the proper coordination and intergovernmental funding, explore similar developmental assignments with state and local government agencies or training with industries that have established history, museum or archive programs.

Action 2.5.1 Develop, staff, and insert into the Army Program Objective Memorandum (POM) cycle on regular basis a comprehensive budget request insuring that funds are requested for a variety of full and part-time civilian competitive professional development opportunities.

Lead: Career Program Manager  
Assist: Career Program Supervisors

Action 2.5.2 Develop and implement a selection process that assesses developmental opportunities with sister services, other federal, state and local government agencies, reviews potential candidates, and produces recommendations for selection by the CP 61 Functional Chief.

Lead: Career Program Manager  
Assist: Career Program Supervisors

Action 2.5.3 Conduct research to determine the practical and legal challenges and limits of public-private and training with industry developmental assignments.

Lead: CP 61 FCR  
Assist: Educational committee.

Action 2.5.4 Should public-private developmental assignments be practicable, develop and implement a selection process that assesses developmental opportunities with private concerns, reviews potential candidates, and produces recommendations for selection by the CP 61 Functional Chief.

Lead: Career Program Manager  
Assist: Career Program Supervisors

**Strategy 2.6** Explore memorandums of agreement for developing cost-effective exchange programs of developmental history, museum, and/or archival assignments in the other services and other federal government agencies, such as the National Park Service, the Smithsonian Institution, or the National Archives and Records Administration.

Action 2.6.1 Develop and implement a selection process that assesses developmental opportunities with sister services, other federal, state and local government agencies, reviews potential candidates, and produces recommendations for selection by the CP 61 Functional Chief.

Lead: Career Program Manager  
Assist: Career Program Supervisors

### **GOAL 3: RETENTION**

Retain a highly motivated and professional workforce capable of supporting, leading, and advancing the history, museum, and archival functions throughout the Army.

**Strategy 3.1** Develop and expand programs of professional support, recognition, and opportunities for outstanding members of the community.

Action 3.1.1 Develop a structured, optional, mentorship program for history, museum, and archival professionals to ensure career advice and assistance at each grade or level.

Lead: Career Program Manager  
Assist: Career Program Supervisors

Action 3.1.2 Develop a plan to recognize and reward professional achievement.

Lead: Career Program Supervisors  
Assist: CP 61 BoD

**Strategy 3.2** Improve Army History Program wide communications in order to enhance timely information flow, situational awareness, collaboration, and a sense of community among CP 61 personnel.

Action 3.2.1 Generate a more interactive web presence with a site specifically for CP 61 development and retention issues.

Lead: Website committee  
Assist: Career Program Supervisors, CP 61 BoD

Action 3.2.2 Develop a long term plan and schedule of CP 61 community conferences that enables networking opportunities, and development of professional relationships throughout the CP 61 community.

Lead: Career Program Manager  
Assist: CP 61 BoD, Career Program Supervisors

**Strategy 3.3** Provide funding for short research sabbaticals as developmental assignment opportunities for selected historians, museum professionals, and archivists to conduct meaningful military history research and produce publications for personal development and improvement of the profession as a whole.

Action 3.3.1 Develop, staff, and insert into the Army Program Objective Memorandum (POM) cycle a comprehensive budget in support of the full spectrum of retention initiatives.

Lead: Career Program Manager  
Assist: CP 61 BoD, Career Program Supervisors

Action 3.3.2 Develop and implement a budget management process that assesses historical, museum, and archival research and development opportunities, potential candidates, and produces funding recommendations for approval by the CP 61 Functional Chief.

Lead: Career Program Manager  
Assist: CP 61 BoD, Career Program Supervisors

Action 3.3.3 Compile a list of historian, museum, and archival research and development assignment opportunities for approval by CP 61 Functional Chief. Maintain and update the list as required.

Lead: Career Program Activity  
Assist: CP 61 BoD, Career Program Supervisors, Website committee

Action 3.3.4 Regularly post approved historian, museum, and archival research and development opportunities list on the CP 61 website.

Lead: CP 61 Website committee  
Assist: CP 61 BoD, Career Program Supervisor

**Strategy 3.4** Scrutinize CP 61 member participation to ensure qualified and high performing professionals are retained.

Action 3.4.1 Monitor the shifting demographics of CP 61 participation for diversity, mobility, education, leadership development, turnover rates, and all participants' future potential. Identify trends both positive and negative and develop recommendations to address any negative trends. Advise CP 61 Functional Chief (FC) and Functional Chief's Representative (FCR).

Lead: CP 61 BoD  
Assist: Career Program Manager

Action 3.4.2 Ensure career program professionals are counseled regarding all educational and leadership opportunities, functional assignments, and career development. Reinforce all standard performance counseling policies and The development of Individual Development Plans IAW all CMH and HR policies and SOPs.

Lead: Career Program Supervisors

Assist: Career Program Activity