

CAVE TOUR MANAGEMENT

Convincing show cave visitors of the value and fragility of cave systems is crucial to both the short term and long term goals of cave management. The advantage of numerical evaluations lies in their self-correction. Individual elements can be compared and changed to increase consistency in scoring, pinpoint deficiencies, compare different efforts at improving tours, or to give greater importance to a certain element that is important in a particular show cave.

In 1989, the National Park Service (NPS) wrote an audit form to evaluate concession tours at Oregon Caves National Monument. The standards were to 1) be fairly short, 2) be easily understood by park and concession staff, 3) be a training document, 4) be measurable, 5) enhance conservation, and 6) result in consistent scores when used by different auditors.

The 100 total possible points are spread among three sections: MECHANICS (20 points), COMMUNICATION (40 points), and TILDEN'S INTERPRETATION (40 points). Each section in turn is divided into four elements. A high score can be reached without using most of the methods listed in the standards; quality is more important than quantity. Additional points (1-10) can be given for each element in which the guide performs outstandingly well, especially in cases where the guide has implemented suggestions for improvement from a previous audit. Guides who develop clear themes, are accurate, inspire, provoke, share their excitement and love for caves, relate well with visitors, and follow procedures will score above 80%. Improving how themes, humor, questions, etc. are presented often raises scores in several elements. Although observing visitor reactions is vital in scoring audits, allowance is made for unusually unresponsive groups as long as the guide tries to provoke, build rapport, etc.

Full Certification occurs when a guide scores at least 80% on an audit and a written test. Full certification is good for one year. The guide goes back to provisional certification if she/he scores less than 80% on a subsequent audit.

AUDIT STANDARDS

MECHANICS (20 of the 100 total possible points)

Appearance (5 pts.): Casual; not sloppy. Good posture.

Control (5 points): Promotes participation in resource-protection by example and theme. Keeps track of number on tour.

Closes and/or locks cave doors. Has a firm, tactful, and effective direction & arrangement of the group. Explains rules clearly and positively. The lowest control level needed for compliance is used. Keeps within sight of the lead visitor. Handles stress and problems well.

Observed federal or state law violations are reported when the first phone is reached. A call is made even if there is a doubt as to whether an offense has occurred. The exception is touching of formations. However, a backup is called if a visitor continues to touch formations after being asked three times not to do so.

Safety (5 points): Alerts visitors to low ceilings and other trail hazards. Diplomatic, tactful, and sensitive to potential embarrassments. All life-threatening emergencies are reported as soon as the nearest phone is reached. The report includes location of the subject, extent of injury or illness, state of consciousness, breathing or pulse condition, and any condition that could have contributed to the incident. Less serious incidents in which swelling, bleeding, limping, or illness occurs are reported as soon as the tour is ended.

If a person is injured or becomes ill on a tour, the guide calmly helps him or her to be comfortable. The person is not moved if a spinal injury is suspected. Gives first aid only up to one's level of training. If the ill person does not begin to recover after a few minutes of rest and observation, the tour guide reaches the nearest phone and calls for assistance. The group is told to remain where they are and is assured the guide will return shortly. Upon return, the guide stays with the group and is available to assist until relieved by a ranger. The tour continues when directed to by NPS staff.

When lights go out in the cave, the guide uses his/her light, gives a spare light to the last person on the tour and tells all to stay where they are. He/she stays puts and does not proceed until the lighting system is on or until told to by one's supervisor. Extra safety warnings are given.

Timing (5 points): Chats with visitors before tour. The introduction begins at the scheduled time. Gives a **required** introduction that includes: 1) a welcome, 2) objectives that include the rule about touching and stresses the cave's fragility; 3) the physical requirements of the tour, 4) distance and time to be covered; and 5) the tour's theme. Two of the three measurable objectives written on the audit form must be met in order for the guide to be fully certified.

COMMUNICATION (40 of the 100 total possible points)

Content (16 points): Information agrees with current cave manuals. Uses information mostly for theme support. Teachable times such as unexpected events relate to the theme. Doesn't imitate other tours. Stops and talks vary. Credible. Explains new concepts in ways one can understand. Doesn't reveal personal problems or the obvious, such as "this is a large room." Free of avoidable religious, cultural, and ethnic biases.

Attitude (8 points): Enthusiastic, confident, courteous, responsive, warm, sincere, and relaxed. Is not bored or "burnt out." Shares excitement and love of caves, first-time-in-cave experiences, and other feelings. Doesn't lecture.

Para-verbal Communication (8 points): Body movements add to effectiveness. Has potential eye contact with all visitors most of the time. Number and extent of stops and silent periods are appropriate. Silence emphasizes important points. Makes visitors feel safe. Talks with visitors, not at them. Is not flippant. Stands about 2-4 feet from group.

Speech (8 points): Language is well-enunciated, readily grasped, relates to an actual, specific thing or instance and is often tangible. Words are colorful, not off-color. Sentences are complete and spaced. Verbs are active and imagery is specific. Uses proper grammar. Style isn't stilted or tape-recorded. Avoids unneeded sounds and phrases such as "sort of" or "I think".

When talking, usually faces the group and avoids walking. Insures all can understand. Rate and change of delivery and pitch are adequate and conversational. Speech is slow enough to be understood and fast enough to maintain interest. Uses transitions. Hints as to what to look for ahead.

TILDEN'S INTERPRETATION (40 of the 100 total possible points)

Successful interpretation increases understanding, appreciation and protection of park resources.

Relates to Personality or Experience of Visitor (8 points): Alters content and style as appropriate. Uses themes, tour stops, and/or interpretive methods not used during the 1st audit. New terms and concepts are few.

Questions are encouraged, repeated, one-at-a-time, relevant to visitor interests and experiences, and directed to the entire audience. Rarely answers his or her own questions. Guide corrects answers in a supportive manner and draws out discussion. At least 6 seconds are allowed for visitors to answer questions. Does or says the kindest or most fitting thing without compromising show cave policies, and shows respect for others' points-of-view.

Combines Many Arts (10 points): Gives content life and imagination. Humor is appropriate and builds rapport or depicts an important point. Much humor is spontaneous and not "built" into a certain part of the tour. Familiar things are seen in a new light. Different points of view are offered.

Chief Aim Is not Instruction but Provocation (8 points): Visitors are inspired to widen their understanding. Reveals/connects meanings, processes, and relationships instead of stating facts such as names of rooms or formations. Visitors are provoked but not offended; they still have a good time. Challenges and exceeds expectations, what the visitor believes has or will happen. Is intense but not intimidating. Maintains anticipation, attention, and curiosity. Tour pace, surprises, suspense, ironies, and initial "grabbers" engage/provoke interest. Equally attentive to all.

Presents Whole rather than a Part (14 points): A theme is a concept stated in one sentence and which ties together what is talked about. A theme provides continuity and organization and leads visitors in the direction the guide wishes them to follow. Themes should make the visitor feel this cave is special. Acceptable themes are those found in the cave manual or those approved by a supervisor. To be both provisionally and fully certified, all guides must present a central theme.

Guide infers or deducts new information from the tour's theme and encourages visitors to do the same. Some answers are tied back to the main theme.

Appendix A CAVE TOUR AUDIT FORM **Provisional** **Full**

Guide's Name: _____. Listed at the bottom of the page are my theme and 3 measurable objectives. Auditor scores on each blank underline before the maximum number of points for each category. Maximum score is 100. Passing for full certification is 80 or above. Circled items are those in need of improvement.

-----**MECHANICS** (20 points)

COMMENTS

Appearance (_ of 5)

_____ (Conforms to dress, uniform, grooming, and posture standards)

Control (_ of 6)

_____ (Firm; appropriate; model; credible; rules clear & positive; monitors all on tour; positions self and audience; preservation by example, explanation, theme, & appreciation; handles stress)

Safety (_ of 5)

_____ (Gives warnings, follows emergency procedures; monitors group; uses tact; has appropriate concern; adjusts suitably)

Timing (_ of 4)

_____ (Says required elements at start of tour. Allows for warm-up time; tours are well spaced and on time)

===== **COMMUNICATION (40 points)**

COMMENTS**Content (_ of 16)**

_____ (Uses up-to-date information; separates opinion from fact; purposeful; appropriate for theme; uses surprises; creative; gives his/her own tour, doesn't imitate other tours; uses and rearranges new data and techniques, credible, seeks new content)

Attitude (_ of 8)

_____ (Enthusiastic; confident; shares feelings; courteous; friendly; relaxed; curious, not flippant, "burned out" or boring)

Para-verbal (_ of 8)

(Gestures, pauses, silence, and stops appropriate, purposely, and instill credibility; distractions few; personable; congenial, sympathetic, accepting; involves multiple senses)

Speech (_ of 8)

(Articulate; conversational; concrete; clear; colorful; avoids meaningless sounds, jargon, trite sayings, and being breathy; transitions are smooth, linked, varied, & more than two are used)

===== **TILDEN'S INTERPRETATION (40 points)**

COMMENTS

Relates to People (_ of 8)

_____ (Adjusts to interests and groups; talks at level most members of the group can understand; seeks feedback and novelty; monitors audience; innovative; concepts illustrated by objects in view of audience; Questions/answers are repeated, one-at-a-time, clarified, not drawn out, and built on previous discussion. Gives support and enough time for visitor answers)

Combines Many Arts (_ of 10)

_____ (Imaginative; uses comparisons, spontaneous humor, quotes, drama, props, unusual twists, stories, and visitor skills; meets three measurable tour objectives (only one can be information recall).

Aim Is Provocation (_ of 8)

_____ (Visitors stimulated, inspired, and left wanting to know more; visitors ask for, evaluate, predict, and apply tour information; confrontation avoided; little naming; holds attention; builds anticipation; challenges & exceeds expectations)

Presents Whole Rather Than Part (_ of 14)

_____ (To be certified, must state their theme at the beginning and end of a tour, have visitors state it, and give a theme-oriented tour; consistent; linked; illustrated; supported; approved; goal oriented; structured; unified; adaptable; deductive, strong)

NPS Total Score is ____ points.

GENERAL COMMENTS

THEME:

Objective	#1
Objective	#2
Objective	#3

HEAD GUIDE INITIALS _ PARK RANGER CONCURS _ Date

Over 200 audits were done from 1989 to 1992. Cave or surface tours by first-time NPS seasonals at Oregon Caves and Crater Lake, Mammoth Cave and Redwoods National Parks scored an average of 84, consistent with the goal of bringing concession guides up to present NPS standards, 80 points being a passing score for final certification. The average score of concession audits was 78%.

Scores in 1991 marked the high point. Improvement since 1990 slowed overall and the average score for provisional certification audits declined from 78 to 72. The average scores of only two elements (**Content** and **Presents Whole**) increased from 1990 to 1991. All scores decreased in 1992. Tours in 1991 were more educational than in all other years but still at times had poor interpretation. Scores of MECHANICS elements were high every year.

Scores by ten NPS interpreters of the same guides at similar times show an average spread of seven percentage points, indicating that most elements are consistently measurable. However, the most variable scores were also those showing the least improvement among concession cave tour guides, such as speech and interpretive techniques. Elements can be changed to produce more consistent scores.

Evaluations by Crater Lake interpretive staff of the Monument's concession cave tours ranged from generally poor interpretation in 1989 and 1992, to uneven interpretation in 1990, to generally good interpretation in 1991.

Park and concession returnees averaged four points higher than first-time seasonals, indicating that increasing turnover decreases interpretive quality in both park and concession staff.

The more concrete, factual elements (either you have a correct theme or not, either your facts agree with the Manual or not) were improved upon. The Speech element had one of the lowest average scores, as speech problems are difficult to correct within a single season. Guides with substantial speech or interpretive technique deficiencies need to be screened out during the selection process. However, better selection of potential guides in 1991 probably made tours more educational. Initial overall scores were higher than in 1990.

The lower scores in 1992 for every element is a cause for concern. Possible reasons include: **1)** Retention of poor performance guides which tended to lower scores overall, **2)** Less formal training by both concession and NPS compared to 1990, **3)** Hiring in the middle of the season of a large number of local persons with a lower education and (apparently), enthusiasm, and incentive for improvement level compared to guides hired at the start of the season, **4)** Less auditing by the Head Guide compared to previous years.

There were about double the number of NPS audits between 1991 and 1992 yet the averaged scores declined. From the narrowing of scores between provisional and final certification scores, it is apparent that NPS audits do not always significantly increase performance, especially when, as happened in 1992, concession supervisors score or provide feedback on very few audits. There was little effort on the concession's part to initiate changes based on the recommendations of past yearly reports.

There also is little incentive for guides to improve their scores if they are not evaluated by the supervisor who will be recommending them during reference checks for future employment. Since very few guides ever return the second season, there is less incentive to do a good job so as to be able to return the following season.

Based on the test scores, it was also apparent that few guides read the required written material and virtually no guide actually studied and learned the material. However, more formal training sessions and paid time allotted to study could significantly improve audit and test scores.

The following are those important performance elements with the lowest average final certification scores and those with the most improvement.

1992 Elements Suggestions for Improvement

50% - **Combines Many Arts** -- Use more stories, metaphors, role playing, anecdotes, word pictures, sensory involvement, analogies, and demonstrations. Use more creative and spontaneous humor. 73% in 1991, 88% in 1990, 66% in 1989.

62% - **Speech** ----- Reduce meaningless and/or distracting sounds/words. Screen out potential problems during hiring selection. 69 in 1991, 78% in 1990, 76% in 1989.

70% - **Relates to Visitors** -- Seek out visitor interests & use questions. 91% in 1990, 75% in 1989

73% - **Para-verbal** ----- Be less flippant and use silence and more visual body movements. 78% in 1991, 91 in 1990.

66% - **Aim is Provocation**--- Challenge expectations. 83% in 1991, 89% in 1990, 61% in 1989

70% - **Presents Whole**----- Tie in visitor questions and interests to theme. Have more structured themes. 88 in 1991, 75% in 1990, 73% in 1989

80% - **Content**----- Stick to current manuals and check extrapolations with Head Guide or NPS. 93% in 1991, 85% in 1991, 64% in 1989

	Written Test	Provisional Audit	Final Audit
1989 Average	77		
		71	
			82
1990 Average	85		
		78	
			86
1991 Average		87	
			72
			87
1992 Average	79	69	83
Average	82	72	84

WINTER 1993 STANDARDS FOR OREGON CAVE TOUR GUIDES

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INTRODUCTION

Reasons for Standards: Performance standards and training to meet these standards are needed because the National Park Service (NPS) is mandated to conserve park resources, provide for a meaningful, enjoyable, and rewarding experience for visitors, and manage uses compatible with such mandates. The NPS requires that Oregon Caves guides have enough communication skills to accomplish these mandates. Even after some understanding is gained, more training is needed to make use of new information and to give dynamic and exciting interpretive tours in a seemingly unchanging cave.

HOW THE SYSTEM WORKS

The Operating Plan (CC-ORCA001-87) states that "the NPS naturalist determines if the guide-in-training is sufficiently knowledgeable before he/she is certified to conduct cave tours." To allow the guide to become familiar with the cave and the performance standards and to conduct tours at the beginning of the season, certification is divided into provisional certification and full certification.

Provisional certification means a concession employee can give cave tours up to 14 days before he/she is or isn't fully certified. A person is provisionally certified if he or she:

- 1) correctly answers **80%** or more items on a written test;
- 2) attains a final score of at least **65%** on the first audit;
- 3) gives all required beginning messages;
- 4) has a visitor restate the tour's theme at the tour's end.
- 5) gives a theme-oriented interpretive tour that doesn't imitate tours prepared by other people,
and;
- 6) meets at least two of three measurable, written objectives.

Written Test: The Operating Plan (CC-ORCA001-87) requires cave guides to take a written test. All test questions derive from material in this document, including all appendices. If the guide scores below 80%, he or she may take another test after two days. Failure to pass both tests results in the guide not being certified. A guide must pass a test within ten days of his/her first day of training.

Audits: Each guide has at least one audit. The Head Guide tapes and scores the 1st audit. Based on analysis of the audit, the park ranger gives a final score, either agreeing with the score given by the Head Guide or changing it. If the final score is less than 80%, a subsequent audit is done by the park ranger within seven days of the first audit.

The 100 total possible points are spread among three sections: MECHANICS (20 points), COMMUNICATION (40 points), and TILDEN'S INTERPRETATION (40 points). Each section in turn is divided into four elements. A high score can be reached without using most of the methods listed in these standards; quality is more important than quantity. Additional points (1-10) can be given for each element the guide performs outstandingly well, especially in cases where the guide has implemented suggestions for improvement from a previous audit. Guides who develop clear themes, are accurate, inspire, provoke, share their excitement and love for caves, relate well with visitors, and follow procedures will score above 80%. Improving how themes, humor, questions, etc. are presented often raises scores in several elements. Although observing visitor reactions is vital in scoring audits, allowance is made for unusually unresponsive groups as long as the guide tries to provoke, build rapport, etc.

Full Certification occurs when a guide scores at least 80% on an audit and a written test. Full certification is good for one year. The guide goes back to provisional certification if she/he scores less than 80% on a subsequent audit.

AUDIT STANDARDS Note: See Appendix A for the score sheet.

MECHANICS (20 of the 100 total possible points)

Appearance (5 pts.): Casual; not sloppy. Good posture.

Control (5 points): Promotes participation in resource-protection by example and theme. Head counts occur at the main entrance, 110 Exit, Ghost Room, & Exit Platform. Closes and/or locks cave doors. Has a firm, tactful, and effective direction & arrangement of the group. Explains rules clearly and positively. The lowest control level needed for compliance is used. Keeps within sight of the lead visitor. Handles stress and problems well.

Observed federal or state law violations are reported to the ORCA ranger office when the first phone is reached. A call is made even if there is a doubt as to whether an offense has occurred. The exception is touching of formations. However, the ORCA ranger office is called if a visitor continues to touch formations after being asked three times not to do so.

Safety (5 points): Alerts visitors to low ceilings at top of staircases (Wedding Cake, Dry Rm., Conn. Tunnel, Imag. Rm.). Warns of loose wiring and other trail replacement hazards. Diplomatic, tactful, and sensitive to potential embarrassments. All life-threatening emergencies are reported as soon as the nearest phone is reached. The report includes location of the subject, extent of injury or illness, state of consciousness, breathing or pulse condition, and any condition that could have contributed to the incident. Less serious incidents in which swelling, bleeding, limping, or illness occurs are reported to the ORCA ranger office as soon as the tour is ended.

If a person is injured or becomes ill on a tour, the guide calmly helps him or her to be comfortable. The person is not moved if a spinal injury is suspected. Gives first aid only up to one's level of training. If the ill person does not begin to recover after a few minutes of rest and observation, the tour guide reaches the nearest phone and calls the ORCA ranger office. Nobody is placed in charge of the group while the guide obtains help. The group is told to remain where they are and is assured the guide will return shortly. Upon return, the guide stays with the group and is available to assist until relieved by a ranger. The tour continues when directed to by NPS staff.

When lights go out in the cave, the guide uses his/her light, gives spare light to the last person on the tour and tells all to stay where they are. He/she stays puts and does not proceed until the lighting system is on or until told to by park staff. Paradise Lost is bypassed. Extra safety warnings are given.

Timing (5 points): Chats with visitors before tour. The introduction begins at the scheduled time. Gives a **required** introduction that includes: 1) a welcome, 2) a statement that the

guide works for a private concession, the Oregon Caves Company, 3) NPS objectives that include the rule about touching and stresses the cave's fragility; 4) the strenuous nature of the tour and it not being recommended for anyone with walking problems, 5) distance and time to be covered; 6) the tour's theme, and 7) warnings about low ceilings and trail replacement hazards. The theme also must be restated or touched upon at the end of the tour and two of the three measurable objectives must be met in order for the guide to be fully certified.

COMMUNICATION (40 of the 100 total possible points)

Content (16 points): Information agrees with this document and the current ORCA Training Manual. Uses information mostly for theme support. Teachable times such as unexpected events relate to the theme. Doesn't imitate other tours. Stops and talks vary. Credible. Explains new concepts in ways one can understand. Doesn't reveal personal problems or the obvious, such as "this is a large room." Free of avoidable religious, cultural, and ethnic biases.

Attitude (8 points): Enthusiastic, confident, courteous, responsive, warm, sincere, and relaxed. Is not bored or "burnt out." Shares excitement and love of caves, first-time-in-Caves experiences, and other feelings. Doesn't lecture.

Para-verbal Communication (8 points): Body movements add to effectiveness. Has potential eye contact with all visitors most of the time. Number and extent of stops and silent periods are appropriate. Silence emphasizes important points. Makes visitors feel safe. Talks with visitors, not at them. Is not flippant. Stands about 2-4 feet from group.

Speech (8 points): Language is well-enunciated, readily grasped, relates to an actual, specific thing or instance and is often tangible. Words are colorful, not off-color. Sentences are complete and spaced. Verbs are active and imagery is specific. Uses proper grammar. Style isn't stilted or tape-recorded. Avoids unneeded sounds and phrases such as "sort of" or "I think".

When talking, usually faces the group and avoids walking. Insures all can understand. Rate and change of delivery and pitch are adequate and conversational. Speech is slow enough to be understood and fast enough to maintain interest. Uses transitions. Hints as to what to look for ahead.

TILDEN'S INTERPRETATION (40 of the 100 total possible points)

Successful interpretation increases understanding, appreciation and protection of park resources.

Relates to Personality or Experience of Visitor (8 points): Alters content and style as appropriate. Uses themes, tour stops, and/or interpretive methods not used during the 1st audit. New terms and concepts are few.

Questions are encouraged, repeated, one-at-a-time, relevant to visitor interests and experiences, and directed to the entire audience. Rarely answers his or her own questions. Is patient, allowing time for visitors to answer questions. Guide corrects answers in a supportive manner and draws out discussion. At least 6 seconds are allowed for visitors to answer questions. Does or says the kindest or most fitting thing without compromising NPS policies, and shows respect for others' points-of-view.

Combines Many Arts (10 points): Gives content life and imagination. Humor is appropriate and builds rapport or depicts an important point. Much humor is spontaneous and not "built" into a certain part of the tour. Familiar things are seen in a new light. Different points of view are offered.

Chief Aim Is not Instruction but Provocation (8 points): Visitors are inspired to widen their understanding. Reveals/connects meanings, processes, and relationships instead of stating facts such as names of rooms or formations. Visitors are provoked but not offended; they still have a good time. Challenges and exceeds expectations, what the visitor believes has or will happen. Is intense but not intimidating. Maintains anticipation, attention, and curiosity. Tour pace, surprises, suspense, ironies, and initial "grabbers" engage/provoke interest. Equally attentive to all.

Presents Whole rather than a Part (14 points): A theme is a concept stated in one sentence and which ties together what is talked about. A theme provides continuity and organization and leads visitors in the direction the guide wishes them to follow. Themes should make the visitor feel that Oregon Caves is special. Acceptable themes are those found in Appendix B or those approved by the Area Manager or his/her appointee. To be both provisionally and fully certified, all guides must 1) present a central acceptable theme.

Guide infers or deducts new information from the tour's theme and encourages visitors to do the same. Some answers are tied back to the main theme.

Appendix A CAVE TOUR AUDIT FORM Provisional Full

Guide's Name: _____. Listed at the bottom of the page are my theme and 3 measurable objectives. Auditor scores on each blank underline before the maximum number of points for each category. Maximum score is 100. Passing for full certification is 80 or above. Circled items are those in need of improvement.

===== **MECHANICS** (20 points)
COMMENTS

Appearance (of 5)

(Conforms to dress, uniform, grooming, and posture standards)

Control (of 6)

(Firm; appropriate; model; credible; rules clear & positive; monitors all on tour; positions self and audience; preservation by example, explanation, theme, & appreciation; handles stress)

Safety (of 5)

(Gives warnings, follows emergency procedures; monitors group; uses tact; has appropriate concern; adjusts suitably)

Timing (of 4)

(Says required elements at start of tour. Allows for warm-up time; tours are well spaced and on time)

===== **COMMUNICATION** (40 points)
COMMENTS

Content (of 16)

(Uses up-to-date information; separates opinion from fact; purposive; appropriate for theme; uses surprises; creative; gives his/her own tour, doesn't imitate other tours; uses and rearranges new data and techniques, credible, seeks new content)

Attitude (of 8)

(Enthusiastic; confident; shares feelings; courteous; friendly; relaxed; curious, not flippant, "burned out" or boring)

Para-verbal (_ of 8)

(Gestures, pauses, silence, and stops appropriate, purposive and instill credibility; distractions few; personable; congenial, sympathetic, accepting; involves multiple senses)

Speech (_ of 8)

(Articulate; conversational; concrete; clear; colorful; avoids meaningless sounds, jargon, trite sayings, and breathiness; transitions are smooth, linked, varied, & more than two are used)

===== **TILDEN'S INTERPRETATION (40**

points)**COMM
ENTS**

Relates to People (_ of 8)

(Adjusts to interests and groups; talks at level most members of the group can understand; seeks feedback and novelty; monitors audience; innovative; concepts illustrated by objects in view of audience; Questions/answers are repeated, one-at-a-time, clarified, not drawn out, and built on previous discussion. Gives support and enough time for visitor answers)

Combines Many Arts (_ of 10)

(Imaginative; uses comparisons, spontaneous humor, quotes, drama, props, unusual twists, stories, and visitor skills; meets three measurable tour objectives (only one can be information recall).

Aim Is Provocation (_ of 8)

_____ (Visitors stimulated, inspired, and left wanting to know more; visitors ask for, evaluate, predict, and apply tour information; confrontation avoided; little naming; holds attention; builds anticipation; challenges & exceeds expectations)

Presents Whole Rather Than Part (_ of 14)

(To be certified, must state their theme at the beginning and end of a tour and give a **theme-oriented tour**; consistent; linked; illustrated; supported; approved; goal oriented; structured; unified; adaptable; deductive, strong)

NPS Total Score is ____ points.

GENERAL COMMENTSTHEME:

Objective _____ #1

Objective _____ #2

Objective #3 _____

