



Each tier of the process will be scored according to a specific rubric developed and approved by the Gettysburg National Military Park and the testing committee. You must successfully complete the requirements of each tier in the process to advance to the next tier to earn the license to serve as an LBG at Gettysburg. Failure to successfully complete any of the four tiers means a failure of the entire examination process. In the event this occurs, however, you may attempt to earn your license the next time GNMP offers the full examination process to prospective LBGs.

## **Tier 1            Written Examination**

Tier 1 – the written examination – addresses eight major areas of concentration: Causes of the American Civil War; Consequences of the American Civil War; the Pennsylvania/Gettysburg Campaign; July 1; July 2; July 3; post-battle Commemoration and Monuments; and the Soldiers’ National Cemetery.

Within these eight areas, the written examination may include, but are not limited to, details within the following subtopics:

- Knowledge of the advance and retreat of the Army of Northern Virginia and Army of the Potomac into Pennsylvania
- Identification and location of topographical and terrain features on the battlefield and in the town, and relevant maps
- Identification and location of monuments and landmarks located on the battlefield and in the town, and relevant maps
- Knowledge of the battle’s military participants, civilians associated with the town/community, and the Army of Northern Virginia and Army of the Potomac prior to, during, and in the early aftermath of the battle
- Identification and knowledge of the equipment, tactics, insignia, terminology, and uniforms of the Army of Northern Virginia and the Army of the Potomac during the Civil War
- Knowledge of field hospitals, their locations, and the medical practices utilized during Battle of Gettysburg
- Knowledge of President Lincoln’s Gettysburg Address and the Soldiers’ National Cemetery
- Knowledge of other major American Civil War battles
- Knowledge of social, political, economic and diplomatic causes and consequences of the American Civil War
- Knowledge of surrenders, assassination of President Lincoln, Period of Reconstruction
- Knowledge of the National Park Service, Gettysburg National Military Park and its primary partner, the Gettysburg Foundation
- Knowledge of questions related to being a Licensed Battlefield Guide, including the history of guiding at GNMP

### ***Format:***

- The morning section of the written examination will contain about 200-250 objective questions.
- The afternoon section of the written examination will contain a total of 16 essay questions, two in each category: Causes of the American Civil War, Consequences of the American Civil War; Pennsylvania/Gettysburg Campaign; July 1; July 2; July 3; Soldiers’ National Cemetery; and post-battle Commemoration and Monuments. Examinees must select one question per category to answer, for a total of eight questions that must be answered.
- Each answer must not exceed one side of one page of the provided paper. Answers must be printed/

written clearly and legibly; if they are not reasonably discernible to the examiners, any such answer will be marked wrong.

Please note that **no more than 50 examinees** will advance from this tier to Tier 2, the Panel Interview.

## **Tier 2 Panel Interview**

A major cornerstone of an LBG's skill set is the ability to communicate a tour to the visitor in an engaging, professional and understandable manner. Examinees who have received notification that they have successfully completed Tier 1 of the LBG Examination Process proceed to Tier 2 – the Panel Interview. Qualifying scores on Tier 1 do not carry over and will have no influence on an individual's Tier 2 outcome. Tier 2 will be held in the Ford Education Center of the Gettysburg National Military Park Museum and Visitor Center.

In Tier 2, you will be evaluated on your interpersonal communication skills. A panel of NPS Rangers and LBGs will pose several questions and engage you in dialogue for approximately 15 minutes. During this time you will have the opportunity to demonstrate mastery of both oral and interpersonal communications skills, including:

- Concise manner in the framing of response to questions posed.
- Ability to listen and relay relevant answers to questions posed.
- Appropriate eye contact; voice tone, tempo and level of projection; and use of correct grammar and pronunciation.
- Demeanor that exhibits the ability to connect with the interviewers/visitors, as well as reflects the qualities of enthusiasm, friendliness and a willingness to directly answer any and all questions.
- Neat, clean, professional appearance and good posture.

## **Tier 3 Mandatory Information and Orientation Program**

Approximately four to six weeks after the Written Examination and the Panel Interview (Tiers 1 and 2), top-performing candidates will be invited to attend a mandatory meeting for information and orientation purposes. This session will contain components such as, but not limited to:

- Background on the NPS and the LBG program
- Information on types of tours offered
- Extemporaneous speaking skills
- Methodology of creating an outline/tour stops
- Question and answer session with a panel of LBGs who will orient candidates on expectations for Tier 4 – the Oral Battlefield Examination – as well as expectations that the NPS and visiting public have of LBGs. You are expected to interact with the members of this panel to ensure that all of your future questions about the LBG Examination Process and guiding are answered.
- The scoring rubric developed and approved by GNMP and the testing committee for the oral exam will be shared and explained.
- Assignment to an LBG mentor. All LBG mentors also will be examiners in Tier 4 – the Oral Battlefield Examination – but cannot act as examiners for the individuals they mentor.

## **Tier 4 Oral Battlefield Examination**

Upon completion of Tiers 1 to 3, candidates will be notified of the scheduled Oral Battlefield Examination, Tier 4.

- Oral exams are scheduled throughout the week, not on weekends solely.
- GNMP will designate a time for the exam to begin. The exam begins in the lobby of the Gettysburg National Military Park Museum and Visitor Center.
- Examiners consist of an NPS Interpretive Ranger and an experienced LBG.
- Each candidate will have two opportunities to successfully complete the oral exam.
- Candidates must have a valid driver's license, as well as valid registration and proof of automobile insurance. Candidates will drive their own cars, cover the entire three-day battle and battlefield [with the exception of East Cavalry Field], answer all questions, obey all traffic safety rules and complete the entire tour in between 1 hour, 50 minutes and 2 hours, 10 minutes.
- Within less than an hour of completing the first oral exam, candidates will be invited for a personalized feedback session with the examiners, who will also inform candidates whether they successfully completed the exam. Within the context of this session, candidates also must demonstrate the ability to self-critique the exam.
- If a candidate is unsuccessful at the first attempt, a second oral exam will be scheduled with the same critique process to follow.
- Candidates also will receive a post-critique written evaluation following the scoring rubric reviewed in Tier 3.
- Should candidates fail the Oral Battlefield Examination a second time, they must repeat the entire four-tiered LBG Examination Process again the next time the NPS offers it.

### ***Additional Information to Consider before Becoming an LBG:***

- LBGs are self-employed individuals licensed to give tours at GNMP and are not employed by the National Park Service or the Gettysburg Foundation.
- LBGs are required, as a condition of their license, to give a minimum number of tours each year based upon their selected license category, of which there are three: full-time guide (175 minimum tours), part-time guide (90 minimum tours), weekend guide (45 minimum tours).
- There is a required annual license fee (full time = \$360; part time = \$240; weekend = \$160).
- Neither Gettysburg National Military Park, nor the Gettysburg Foundation provide benefits, such as health insurance, leave/vacation, sick benefits, disability payments, retirement programs, etc.
- LBGs must have a valid driver's license, vehicle registration and proof of automobile insurance.
- Designated uniforms are a requirement whenever on duty. Purchase and maintenance of the uniform is

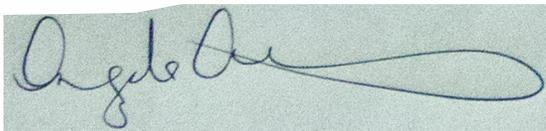
the sole responsibility of the LBG.

- Payment of any applicable federal, state and local income taxes, SSI, Medicare, etc. and related record keeping are the sole responsibility of the LBG.
- Because of the seasonal fluctuation in park visitation and guiding opportunities, guiding is not a job that pays regularly on a year-round basis.

Attached are a series of Frequently Asked Questions [FAQs], a suggested reading list and other sources, a brief history of guiding at GNMP and a handout about whether guiding is for you to help you with your self-guided, self-directed, self-study preparation for the entire four-tiered LBG Examination Process. We recommend you peruse all of these elements of the packet.

If you have any questions, please feel free to contact me.

Sincerely,

A handwritten signature in blue ink on a light green background. The signature appears to read "Angela Atkinson" and is written in a cursive style.

Angela Atkinson  
Supervisory Park Ranger/LBG Supervisor  
Gettysburg National Military Park  
1195 Baltimore Pike  
Suite 100  
Gettysburg, PA 17325  
Email: [angela\\_atkinson@nps.gov](mailto:angela_atkinson@nps.gov) (please use Licensed Battlefield Guide in the Subject line)

Licensed Battlefield Guide Exam Committee  
John Fitzpatrick, LBG  
Fred Hawthorne, LBG  
Rena MacLachlan, LBG  
Tony Nicasastro, LBG  
Dr. Carol Reardon, George Winfree Professor of American History, Penn State University  
Chris Rebman, LBG  
Fred Wieners, LBG

## Frequently Asked Questions [FAQs] about Becoming a Licensed Battlefield Guide

### *What is the size of the Guide Force?*

The law of supply and demand, as ultimately assessed by Gettysburg National Military Park, including input from the Gettysburg Foundation's database, determines this. Currently there are approximately 150 LBGs.

### *How is the size of the guide force determined?*

The park determines when guide-staffing levels warrant re-opening the testing process. The park, with input from the Gettysburg Foundation, which owns and manages the Visitor Center and operates the Reservation System, carefully reviews the number of requests for guided tours and the number of visitors not able to obtain an LBG because no guide is available to serve them, as well as visitation patterns to determine the number of guides to be added to the LBG force. Based on all of this, an informed decision is made whether the entire testing process should be initiated and how many guides will be licensed from the fully completed process at that time.

### *How frequently will the four-tiered LBG Examination test be given?*

The test is administered at the discretion of the NPS at GNMP, beginning with Tier 1 – the Written Examination – generally given during the winter months. There are several reasons for this time frame. It is a less hectic time to efficiently conduct, administer and score the exam. It allows for the entire four-tiered testing process to be completed and at least some new guides to be licensed and uniformed before the start of heavy visitation in the upcoming summer. At this time, the NPS will offer the LBG Examination as needed, not necessarily at regular intervals as in the past.

### *Why is there a cost to take the test?*

There is a non-refundable fee of \$100.00 to cover the administrative expenses associated with giving Tier 1 – the Written Examination – of the LBG Examination Process.

### *How soon should I start to study?*

The sooner the better – begin studying for the exam as soon as you want to become a guide.

### *What should I study?*

Start with a good general work such as Glenn Tucker's *High Tide at Gettysburg*. There are other more in-depth, one-volume works: Edwin Coddington's *The Gettysburg Campaign*; Noah Trudeau's *Gettysburg: A Testing of Courage*; Stephen W. Sears' *Gettysburg*; and Allen C. Guelzo's *Gettysburg: The Last Invasion*. It is important that you obtain the basics of the battle, and do not focus on statistics. Successful LBGs are those who also grasp the political, social, economic and diplomatic perspectives of the American Civil War era, as well as its causes and consequences. Knowledge of military aspects is important, but not sufficient. Individuals with the most detailed and minute knowledge of the battle usually have the hardest time making it through the licensing process. Why? Because they concentrate so much on a specialized aspect of the battle, i.e. tactics, and too little on the broader scope of the battle, the human-interest element and the meaning of it within the entire scope of the American Civil War.

Also, do not forget to study and become familiar with the actual physical battlefield. You must become familiar with the locations of monuments, historic homes and farms, the roads/waterways and important battle-related sites. This means you need to physically come to the battlefield and study it by driving, and, especially, walking the field. Relevant map study is also important – see also the Suggested Reading List and Sources of Information in this packet.

### ***What is the oral battlefield examination like?***

Following Tier 3, the process enters the last and often considered the most difficult phase, Tier 4 – the Oral Battlefield Examination. As a prospective LBG, you are required to take and successfully complete this exam, which consists of a tour given to an NPS Interpretive Ranger and a current LBG playing the role of visitors. You will provide a vehicle and drive these two “visitors” through the entire three-day battle in the Park (with the exception of East Cavalry Field) and present your tour. In preparation for the oral exam, you should develop a tour that covers all possible aspects of the battle within 1 hour, 50 minutes to 2 hours, 10 minutes. The oral exam is treated as any normal tour of the battlefield.

You are expected to weave your knowledge of the battle and the war into an educational and enjoyable interpretive tour that will personalize your narration of that tour for the “visitors.” You will be evaluated on how successful you were in completing this goal according to a scoring rubric developed by the NPS and the testing committee – this rubric will be shared with you in Tier 3 so you understand the expectations of you during this phase. You should expect the “visitors” to question you throughout the tour in order to test your knowledge and ability to weave your answers into an understandable narration.

### ***How will the oral exam be evaluated?***

The examiners will be taking notes and recording their observations while you are presenting your tour during the oral examination. Upon completion of the test, the examiners will have you wait while they convene to compare notes and discuss how well you performed. You will then be called in for a personalized discussion of your test results and whether you successfully completed the exam. Whatever decision is made, the examiners will explain what you did well and the areas you need to improve.

If you do not successfully complete the first oral exam, you will be told why and what steps are necessary to correct it. A second exam will be re-scheduled, allowing you time (usually 2-3 weeks, depending on the schedules of you and your examiners) to make the corrections. You will also receive written comments from the first test prior to the second oral exam. You should carefully review and follow the examiners’ suggestions as you prepare for the second chance. It may be helpful, but not required, to work with your LBG mentor from Tier 3 to help you work on the rough spots and provide you helpful ideas and suggestions. When the second test is administered, you will follow the same testing procedures as you did in the first test.

### ***What if I fail the oral exam a second time?***

If you are unsuccessful in passing the second oral, you must repeat the entire four-tier LBG Examination Process when the NPS offers it.

### ***I've passed the entire four-tiered LBG Examination Process – what happens next?***

Examinees who have successfully completed the entire four-tiered LBG Examination Process receive a packet of information on being a licensed battlefield guide, including paperwork that must be signed and returned to the Park, and the license fee. You will need to acquire a uniform of prescribed items (cost estimate is \$200 or more).

Finally, you will need to see the Supervisory Park Ranger to obtain the official badge and uniform patches, as well as keys and photo ID. After this is completed, you may give your first tour.

***Is there a probation period?***

All newly licensed battlefield guides are placed on a probation period of one year from the time their license is issued. During the probationary year, the Supervisory Park Ranger may audit a new LBG. This simply means you will be asked to present your tour to him or her. Failures to abide by regulations or pass the audit are grounds to suspend or revoke your license.

***How do I keep my license?***

Upon successfully completing the probationary year, an LBG may retain a license for as long as he or she wishes, so long as all guiding rules and regulations are obeyed, the annual license fee is paid and the annual licensing agreement is signed as specified by policy. LBGs are, of course, expected to continually research and refine their tours. New LBGs soon discover that to become successful, they must develop a number of different, even specialized, tours. As an LBG, you must not allow yourself to continually present a single tour for it will soon develop into a mechanical presentation. Unfortunately, some LBGs in the past have fallen into this type of presentation and have received complaints from visitors. Guides failing to improve upon their presentation will be so informed and counseled, after which they could lose their privilege to guide.

## Suggested Reading List and Sources of Information

The following list, organized by category, is provided for your self-guided, self-directed, self-study preparation for the entire four-tiered LBG Examination Process

### *Battle of Gettysburg*

Bachelder, John	History of the Battle of Gettysburg (David L. Ludd, ed.)
Brenneman, Chris; Boardman, Sue; Dowling, Bill	The Gettysburg Cyclorama, The Turning Point of the Civil War on Canvas
Busey, John W. & Martin, David S.	Regimental Strengths and Losses at Gettysburg
Busey, John W.	These Honored Dead: The Union Casualties at Gettysburg
Brown, Kent Masterson	Cushing of Gettysburg
Cleaves, Freeman	Meade of Gettysburg
Coco, Gregory A.	A Strange and Blighted Land: The Aftermath of Battle
Coco, Gregory A.	A Vast Sea of Misery: A History and Guide to the Union and Confederate Field Hospitals at Gettysburg
Coco, Gregory A.	Gettysburg Confederate Dead
Coddington, Edwin	The Gettysburg Campaign: A Study in Command
Cole, James M. & Frampton, Roy E.	Lincoln and the Human Interest Stories of the Gettysburg National Cemetery
Frampton, Roy E.	Noble Pillars: Medal of Honor & Confederate Medal of Honor Recipients of the Gettysburg Campaign, Volume I
Frassanito, William	Gettysburg: A Journey in Time
Frassanito, William	Early Photography at Gettysburg
Freeman, Douglas S.	Lee's Lieutenants, Volume III
Gallagher, Gary (ed.)	The First Day at Gettysburg: Essays on Confederate and Union Leadership
Gallagher, Gary (ed.)	The Second Day at Gettysburg: Essays on Confederate and Union Leadership
Gallagher, Gary (ed.)	The Third Day at Gettysburg: Gettysburg and Beyond
George-Harrison, Kathleen	A Common Pride and Fame: The Attack and Repulse of Pickett's Division, July 3, 1863
George-Harrison, Kathleen	Nothing But Glory, Pickett's Division at Gettysburg
Gottfried, Bradley M.	Brigades of Gettysburg
Gottfried, Bradley M.	The Maps of Gettysburg
Gottfried, Bradley M.	Stopping Pickett: The History of the Philadelphia Brigade
Guelzo, Allen C.	Gettysburg: The Last Invasion
Harmon, Troy	Cemetery Hill: "The General Plan was Unchanged"
Hartwig, D. Scott & Ann Marie	Gettysburg: The Complete Pictorial of Battlefield Monuments
Hassler, Jr., Warren W.	Crisis at the Crossroads – The First Day at Gettysburg
Hawthorne, Frederick W.	Gettysburg: Stories of Men and Monuments

Hessler, James; Motts, Wayne; Stanley, Steven	Pickett's Charge at Gettysburg, A Guide to the Most Famous Attack In History
Longacre, Edward G.	The Cavalry at Gettysburg
Patterson, Gerald A.	Debris of Battle: The Wounded of Gettysburg
Pfanz, Harry W.	The First Day
Pfanz, Harry W.	Gettysburg: The Second Day
Pfanz, Harry W.	Gettysburg: Culp's Hill and Cemetery Hill
Reardon, Carol	Pickett's Charge in History and Memory
Sauers, Richard A.	A Caspian Sea of Ink: The Meade-Sickles Controversy
Sears, Stephen W.	Gettysburg
Stewart, George	Pickett's Charge: A Micro History of the Final Attack At Gettysburg July 3, 1863
Trudeau, Noah A.	Gettysburg: A Testing of Courage
Tucker, Glenn	High Tide at Gettysburg

Official Records: Volume 27 (3 parts)

### ***General Bibliography of the American Civil War and its Causes and Consequences***

The Constitution of the United States of America, September 17, 1787, and Amendments

Billings, John D.	Hard Tack and Coffee
Blight, David	Race and Reunion: The Civil War in American History
Boatner, Mark M.	The Civil War Dictionary
Catton, Bruce	The Army of the Potomac Trilogy: A Stillness at Appomattox Glory Road Mr. Lincoln's Army
Catton, Bruce	The Centennial History of the Civil War: The Coming Fury Terrible, Swift Sword Never Call Retreat
Coates, Earl J. and Thomas, Dean S.	An Introduction to Civil War Small Arms
Commanger, Henry S.	The Blue and the Gray (2 volumes)
Cunningham, H. H.	Doctors in Gray
Adams, George W.	Doctors in Blue
Dowdey, Clifford	Lee's Last Campaign: The Story of Lee and His Men Against Grant – 1864
Foner, Eric	Reconstruction Updated Edition: America's Unfinished Revolution, 1863- 1877
Freeman, Douglas S.	R. E. Lee (4 volumes)
Goodwin, Doris Kearns	Team of Rivals, The Political Genius of Abraham Lincoln
Johnson, R.U. and Buel, Clarence C.	Battles and Leaders of the Civil War
Linderman, Gerald F.	Embattled Courage – The Experience of Combat in the Civil War
Long & Long	The Civil War Day by Day
McFeely, William S.	Grant – A Biography
McPherson, James M.	Battle Cry of Freedom
McPherson, James	For Cause and Comrades: Why Men Fought in the Civil War

Newton, George W.	Silent Sentinels, A Reference Guide to the Artillery at Gettysburg
Nolan, Alan T.	Lee Considered: General Robert E. Lee and Civil War History
Quarles, Benjamin	The Negro in the Civil War
Swanson, James L.	Manhunt, The 12-Day Chase for Lincoln's Killer
Warner, Ezra J.	Generals in Blue
Warner, Ezra J.	Generals in Gray
Wiley, Bell I.	The Life of Billy Yank
Wiley, Bell I.	The Life of Johnny Reb
Wills, Gary	Lincoln at Gettysburg, The Words that Remade Gettysburg
Winik, Jay	April 1865

### *Memoirs and Reminiscences*

Alexander, Edward Porter	Fighting for the Confederacy
Berkeley, Henry	Four Years in the Confederate Army (W.H. Runge, ed)
Carter, Robert G.	Four Brothers in Blue
Casler, John O.	Four Years in the Stonewall Brigade (J.I. Robertson, Jr., ed)
Chamberlain, Joshua Lawrence	Bayonet! Forward My Civil War Reminiscences
Douglas, Henry Kidd	I Rode with Stonewall
Douglass, Frederick	Narrative of the Life of Frederick Douglass, an American Slave
Fletcher, William A.	Rebel Private: Front and Rear (Bell I. Wiley, ed)
Gordon, John T.	Reminiscences of the Civil War
Haley, John W.	The Rebel Yell and The Yankee Hurrah (R.L. Silliker, ed)
Longstreet, James	From Manassas to Appomattox
Livermore, Thomas L.	Days and Events
Stearns, Austin C.	Three Years with Company K (R.L. Silliker, ed)
Wainwright, Charles	A Diary of Battle (Allan Nevins, ed.)
Watkins, Sam	Company Aytch

### *Associations, Seminars, Tours, Magazines, Etc.*

Association Of Licensed Battlefield Guides, Gettysburg, PA,  
[gettysburgtourguides.org](http://gettysburgtourguides.org)

Blue and Gray Magazine  
[blueandgraymagazine.com](http://blueandgraymagazine.com)

The Camp Chase Gazette  
[www.campchase.com](http://www.campchase.com)

Chambersburg Civil War Seminars and Tours  
[civilwarseminars.org](http://civilwarseminars.org)

Civil War Monitor Magazine  
[thecivilwarmonitor.com](http://thecivilwarmonitor.com)

The Civil War News  
[www.civilwarnews.com](http://www.civilwarnews.com)

The Civil War Trust  
[www.civilwar.org](http://www.civilwar.org)

Civil War Reenactor Units/Clubs, [in many localities throughout the US and Canada-new members welcome—usually also a Newsletter]

Civil War Roundtables [in many localities throughout the US and Canada-new members welcome—usually also a Newsletter]

Friends of Gettysburg  
[friendsofgettysburg.org](http://friendsofgettysburg.org)

Gettysburg Foundation  
[www.gettysburgfoundation.org](http://www.gettysburgfoundation.org)

Gettysburg Heritage Center  
[www.gettysburgmuseum.com](http://www.gettysburgmuseum.com)

Gettysburg National Military Park  
[www.nps.gov/gett](http://www.nps.gov/gett)

The Gettysburg Magazine  
[gdg.org/gettysburgmagazine](http://gdg.org/gettysburgmagazine)  
McPherson, James M.,

Hallowed Ground, A Walk at Gettysburg

Reardon, Carol and Vossler, Tom, A Field Guide to Gettysburg, Experiencing the  
Battlefield through Its History, Places and People

The Sentinel [A Publication of the National Park Service], [nps.gov/civilwar](http://nps.gov/civilwar)

### ***Information on Interpretive Techniques***

Tilden, Freeman      Interpreting Our Heritage

The Eppley Institute for Parks and Public Lands, [www.eppley.org](http://www.eppley.org)  
(Click on proValens tab on upper right, click on “Courses,” click on “Interpretive” and/or “History” and find several FREE Courses such as: Causes of the Civil War; Civil War to Civil Rights; Foundations of Interpretation, How to Prepare an Interpretive Program, etc.)