

**MASONIC
LEADERSHIP
TRAINING
MANUAL**



“AN EDUCATED MASON IS A DEDICATED MASON”

ACKNOWLEDGMENTS

We wish to express our appreciation to the Brethren who offered their ideas and desires for a manual of this nature. Our thanks also go to the many Brothers from Florida and other Grand Jurisdictions from which we have studied their information and found indeed worthy of being part of this **Masonic Leadership Training Manual**.

To all the Brothers from all over the country that have taken of their time to develop written work to improve the operation of the Lodges we are deeply grateful. Our admiration of their work, dedication and selfless endeavors is one that we could never truly thank in person but is worth mentioning, this work is that of a team effort although we have not met all the members, nonetheless they are all worthy of the praise, for their love of the Craft and their many hours of sacrifice and dedication they have devoted to this Noble Craft we call Masonry.

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INTRODUCTION

The operation and management of a Masonic Lodge is typically left to the Worshipful Master and the other Elected Officers of the Lodge. More helpers however make these tasks easier. Successful Lodges rely on the participation of each and every Elected and Appointed Officer, as well as other Members, to accomplish all of the myriad functions of the Lodge.

For a Lodge to be truly successful, it is necessary that all Officers function as a team. Each Officer, from the Tyler to the Worshipful Master, must perform certain duties and fulfill certain responsibilities. Too often, an Officer is assigned a list of duties that he is responsible for, yet never told why they are essential or how to perform them. They are told that they have different responsibilities that should be accomplished for them to successfully advance to the next chair, but never told how to do it. The result is that some, or many, duties and responsibilities either are not done or have to be done by someone else. As a consequence, the line of Officers is weakened and the success of the Lodge placed in jeopardy.

This manual has been prepared by the Grand Lodge of Florida as a part of the "Masonic Leadership Training" program. Its purpose is to present those duties and responsibilities that are felt to be essential for the development of an Officer.

Furthermore, this manual will contain sufficient information to assist the Worshipful Master and any other interested Brother who participates in this training program, on how to properly operate a Lodge, from committee appointments to the preparation for a special event.

It is hoped that you would use all or part of this manual to improve, promulgate and educate the members of your Lodge and to implement some of the programs herein listed. By establishing some of the committees recommended, the level of knowledge, participation and satisfaction of the Members of your Lodge will be greatly enhanced.

**GENERAL DUTIES & RESPONSIBILITIES OF ALL
LODGE OFFICERS**

- To perform such duties that are consistent with the usage's of the Craft and pertinent to the Office held, as directed by the Worshipful Master.
- To attend all Lodge functions (Stated and Called Communications, Special Events such Family Nights and any other Lodge functions).
- To conduct ones self with decorum and to dress appropriately in accordance with the customs of your Lodge while also meeting the requirements of proper Masonic Etiquette.
- To attend all Degree practices designated by the Worshipful Master or Lodge Instructor.
- To be qualified to give the work of your Office in all Degrees and if in the progressive line, to learn the work of the Office one step above yours.
- To be willing and able to serve as Chairman or as a member of a committee assigned by the Worshipful Master.
- To attend the District meetings such as Masters & Wardens Association or Master Masons Association, District & Zones Schools of Instructions, Masonic Leadership Training and any other meeting that would help, aid and assist an Officer in expanding his knowledge in Masonry.
- To attend the Grand Master's Official Visit to his District and to represent his Lodge.
- To attend Grand Lodge Communications as a representative of the Lodge
- **DO GOOD UNTO ALL**

EXAMPLES OF SOME LODGE CUSTOMS

A Lodge may adopt a set of customs which are unique to the special character of the Lodge and which do not violate the Florida Masonic Digest. Each Lodge is encouraged to create and document their own customs. These customs may be documented in the Lodge's Uniform Code of By-Laws, however they usually are not. If not, they are typically more flexible and may be changed at the will and pleasure of the Worshipful Master. If they are part of the Lodge By-laws, it takes the approval of the Lodge and the Grand Master before they can be changed. The following are some examples.

- Stated Communications begin promptly at 7:30 PM and last no more than one and one half hours.
- All Lodge Officers make every effort to be at every Stated & Called Communication. If they are unable to attend, they inform the Master in a timely manner.
- Brothers should dress in coat and tie for all Stated & Called Communications. At a minimum, slacks and Lodge shirt. (no jeans, shorts, open shoes or sandals)
- Each Officer of the Lodge performs his part from memory.
- Prompting will be performed by only one member designated by the Worshipful Master during Stated & Called Communications.
- If an Officer is not prepared to perform his part, he shall inform the Worshipful Master at the earliest possible time so that a suitable replacement may be found. **BRETHREN ARE PROHIBITED FROM USING THE CIPHER DURING STATED OR CALLED COMMUNICATION per the Digest of Masonic Law.**
- Officers dress in the attire prescribed by the Lodge By-Laws or custom of the Lodge for Stated and Called Communications, such as Degree Work and Lodge Installations.
- The Senior Deacon confers all Entered Apprentice Degrees, the Junior Warden confers all Fellow Craft Degrees, and the Senior Warden confers all Master Mason Degrees.
- Officers move up to assume the voids during Degree Work.
- The fifth meeting of the month (when they occur) is a special meeting night for friendship and fellowship, for honoring members and their ladies or for Educational Seminars.
- Progression through the line begins at Junior Steward and proceeds through Senior Deacon, where depending on the will of the members, Brother proceeds through the Elected offices.
- The line Officers (Worshipful Master, Senior Warden, Junior Warden, Treasurer and Secretary) meet regularly before the Stated Communication to discuss the agenda and plan the meeting.

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PROGRESSIVE OFFICERS LINE

It should be noted that there is no official line of advancement in a Lodge. Every voter eligible to vote at an election shall be eligible for any Office in the Lodge. However, most Lodges establish an unofficial line that their Officers follow as they progress from station to station. Nomination procedures shall be followed in accordance with Regulation 24.05, B.L. 7.02 Manner and Method of Election.

This line of progression and respective duties of their positions will prepare the Officer for the administrative position of Worshipful Master. However, the important point is that, no matter which station or place an Officer holds, he has an assigned duty that provides challenges and experiences that prepare him to hold the Office of Worshipful Master. Remember, each Officer has the potential of serving his Lodge as Worshipful Master. Therefore, it is very important that no Brother should be asked to serve as an Officer **if you would not be proud to have him as your Worshipful Master.**

DUTIES & RESPONSIBILITIES OF LODGE OFFICERS

Some of the duties presented herein are required by the Florida Digest of Masonic Law and the Handbook of Lodge Officers. Others are part of suggestions only and should be modified and adapted for each Lodge as it sees fit. The overall goal should be that every Officer of the Lodge contributes to the Lodge's operation and that each Officer should have a meaningful set of duties in addition to the ritualistic responsibilities of the position.

TYLER



DUTIES

1. To have in charge, subject to the direct order of the Worshipful Master, the paraphernalia, Jewels, and other property of the Lodge.
2. To take charge of the registration book and make sure each Brother signs as a member or visitor.
3. To be sure that no one enters the Lodge room without proper avouchment or identification.
4. To make sure that first time visitors are properly examined and the Worshipful Master, Senior Warden, and Senior Deacon are aware of their presence. Circumscribe dues cards are checked using the Circumscribe App.
5. To remove all of the paraphernalia, Jewels, aprons, etc. from the Lodge room and see that they are properly stored.

REQUIREMENTS

Obtain a Florida Masonic Monitor.

The Tyler is that Officer of the Lodge who is positioned outside the outer door. He is entrusted with the guarding of our outer boundaries, assuring the secrecy of our Degree Work and that our Communications are protected from all Cowans and eavesdroppers.

As Tyler, the Worshipful Master may depend upon you to be the custodian of all of the paraphernalia that the Lodge uses during its Communications. You should be sure that everything that was removed prior to the meeting is replaced, and periodically check each item to be sure that it is not damaged or defective in any way.

During your installation as Tyler, you were admonished on “Your early and punctual attendance.” Your early arrival is necessary, so that you have time to prepare the anteroom before the Brethren arrive. Make sure that the registration book and aprons are ready for use. Take time and go through the aprons and remove any that are torn or soiled.

You are to be sure that every Brother present signs the registration book. If there is a first time visitor, see that an examining committee is appointed to determine his qualifications. When it has been determined that the Brother is entitled to enter, inform the Worshipful Master and Senior Warden that there is a first time visitor present so that they may meet the Brother. Also inform the Senior Deacon of his presence so that he may be properly introduced during the meeting.

Do not allow anyone to enter the Lodge room that you do not know or are in doubt about. Before allowing someone in question to enter, ask to see his dues card (use App to check plastic dues cards) and ask if anyone present can avouch for him.

If the Worshipful Master has directed that everyone must show their dues card prior to entering the Lodge Room, be sure to station yourself near the door and allow no one, no matter what office or position, to be admitted without displaying their card. It is an honor to be able to carry this card and no Brother should

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balk at having to verify his membership in this manner. If, however, a Brother does not want to show you his card, report the incident to the Worshipful Master.

Once the meeting has started, two important rules must be followed. First, you are the only person who should physically make an alarm on the door. Second, the Junior Deacon is the only person who is authorized to open the door. Do not allow Brothers who are waiting and anxious to enter, to go to the door and sound an alarm, nor allow them to open the door and enter. Both actions are contrary to Masonic Etiquette and Law.

Try to determine what action is taking place in the meeting before making an alarm. If the door to the Lodge room has a "peephole" or some other device which allows you to either see or hear what is being transacted, wait until there is a break so that the alarm will not cause undue disturbance of the meeting. Before sounding an alarm, be sure that you inform the Brother what Degree the Lodge is opened in and that he is familiar with the proper procedure for entering (he knows the signs and where to present them).

Once the alarm has been made, wait until the Junior Deacon opens the door and explain the cause of the alarm to him. If you are unsure about what is taking place in the meeting, you may have to wait several minutes until the alarm is answered.

The door is opened for only one purpose at a time by the order of the Worshipful Master. If the door opens for a report to you by the Junior Deacon (for example, during opening and closing), do not report that someone is in waiting and desires to enter, since that was not the purpose of the door being opened. Wait until whatever action taking place is finished then you should make your alarm.

There are several situations when no alarms should be sounded nor any Brother be allowed to enter the Lodge room.

1. During the opening and closing of the Lodge.
2. During the absence of the Senior Deacon in the Entered Apprentice Degree.
3. During the Obligation of any of the Degrees.
4. During the time that the Lodge is balloting.

The Worshipful Master may instruct you on the use of alarms during the conferral of a Degree so that the Degree will not be disrupted.

When the Senior Deacon retires to question the candidates in the Entered Apprentice Degree, see that no one enters until he has returned into the Lodge room. If there are Brothers waiting to enter, make an alarm to announce them after the Senior Deacon has entered and has had time to make his report.

During the conferral of the obligation in any of the degrees, the door should never be opened unless there is a dire emergency. Any activity in the Lodge room at this time would seriously detract from the most important ceremony of the Degree. Therefore, do not make any alarm nor allow anyone to enter at this time.

When the Lodge is called upon to ballot, it is imperative that no one enters or retires thereby jeopardizing the security of the ballot. The only persons allowed to enter or retire during this time are the Junior Deacon and yourself (Tyler) when he relieves you so that you can ballot.

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After the meeting is over, it is your responsibility to see that all of the paraphernalia, Jewels, aprons, etc. is returned to storage and that the Lodge room is ready for use again. Since the Stewards are probably helping the Junior Warden with refreshments, the Chaplain and Marshal should be there to help you. Check the Ante-room and be sure that it is neat and that everything has been put away.

CHAPLAIN



DUTIES

1. Lead the Lodge in time of prayer.
2. Chairman of the Sickness and Visitation Committee.
3. Assist the Marshal and Stewards in preparing the Lodge room for the meeting and cleaning up afterwards.
4. Memorize the prayers for the opening and closing of the Lodge.
5. Memorize the ritual for the Chaplain of the Three Degrees.
6. Memorize the prayer for the Funeral Services.

REQUIREMENTS

Obtain a Florida Masonic Monitor.

The Chaplain is that Brother to whom the moral and spiritual obligations of the Lodge are entrusted. His duties revolve mainly around those times when we pause to give thanks to our Divine Creator.

At your installation as Chaplain, you were charged with the duty of performing " ...those solemn services which we should constantly render to our Infinite Creator." When called upon to lead the Lodge in prayer, speak clearly and distinctly, not hurrying, but delivering the prayer reverently.

From time to time, the Worshipful Master may call upon you to lead the Lodge in prayer, other than during the ceremonies of the Lodge. This may be at a special meeting of the Lodge such as a Family Night, a Lodge Bar-B-Que or special dinner, or any time that Masons assemble. Be prepared in advance, and if necessary, write down some prayers to be used at different times. Remember, that as Masons, we do not invoke the name of any specific Deity. Masonry uses generic names, such as "Great Architect of the Universe" or "Heavenly Father." In this manner, Masons of every religious faith may join in a common prayer.

Throughout the year, it may be reported to the Lodge that a member has been taken ill or is in the hospital. Your Lodge should have a Sickness and Visitation Committee for which you are Chairman. When someone is reported ill, request the assistance of another Brother or two and visit the sick Brother. Since illness requires rest, don't plan to spend too much time with him. Ask if the Lodge can render any assistance, and assure him that the prayers of the Lodge are with him. If the Brother is to be confined to bed for an extended time, request that the Worshipful Master have Brothers visit at different times. It has been reported that one visit from a member of the Lodge does wonders to lift the spirits of those who are sick. Be sure to check with the Brother's Lady or care giver to see if visits are approved and if any assistance is needed from the Lodge.

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Finally, you are to assist the Marshal and Stewards in setting up the Lodge room for the meeting. Read the Junior Steward's section of this manual for instructions pertaining to this duty. At the close of the meeting, assist in the returning of the paraphernalia to storage and cleaning the Lodge room.

As the Chaplain, you should learn the prayers used in the opening and closing of the Lodge. These prayers along with the flag ceremony prayer can be found in the Florida Masonic Monitor. It is just as important for you to learn these prayers and deliver them from memory as it is for the Worshipful Master to do his part from memory. The fact that the Chaplain does not read the prayers adds greatly to the opening and closing ceremonies.

You should also learn the Chaplain's ritual associated with the conferring of the degrees. This includes the verses of scripture recited during the circumambulation and the prayers offered during the Entered Apprentice, Fellow Craft and Master Mason Degrees.

MARSHAL



DUTIES

1. Assist the Chaplain and Stewards in preparing the Lodge for the meeting.
2. Assist the Tyler, Chaplain, and Stewards in returning the paraphernalia to storage and cleaning the Lodge room after the meeting.
3. Assist the Officers in the Ante-room welcoming the Brethren.
4. Assist the Senior Deacon in introducing distinguished visitors.
5. Assist the Stewards in the dining room after the meeting.
6. Memorize the Charges of the Three Degrees.

REQUIREMENTS

Obtain a Florida Masonic Monitor.

The office of Marshal is an office that is generally given to a wise and skilled Brother who has good diction and is at ease speaking before crowds. In this office, you will serve at the discretion of the Worshipful Master and your duties will be governed solely by the Worshipful Master's wishes.

Your year as Marshal will be one devoted to helping the other Officers in the discharge of their respective duties. You should arrive early at the Lodge so that you can help prepare the Lodge room for the meeting. When you are finished, go to the Ante-room and help welcome the Brethren as they arrive.

There are many things that you can do at this time to make the arriving Brethren feel glad that they decided to come to Lodge. Check the Junior Steward's section of this manual for detailed instructions on ante-room procedures. You can volunteer to serve on examining committees for first time Brothers, help the Senior Deacon with any first time visitors and help the Tyler in his duties.

After the meeting is over, help the Tyler and Chaplain return all of the paraphernalia to storage and clean the Lodge room. This is especially important if the Stewards are necessary to help the Junior Warden with refreshments. Once you have finished in the Lodge room, see if you can help the Stewards serve refreshments or clean the dining room and kitchen.

As Marshal, you should memorize the Charges of the Three Degrees. It is a fitting climax to a Degree when the Charge is delivered from memory. Perhaps you can learn the ritual of one or more offices so that you can fill in if needed. Learn the opening and closing prayers, or the ritual of the Stewards. If you are planning to continue in the chairs, this will only make it easier for you when it is required that you know this ritual. Any ritual that you can learn now will greatly help the general proficiency of the Lodge.

JUNIOR STEWARD



DUTIES

1. Assist the Chaplain, Marshal, and Senior Steward in preparing the Lodge room for the meeting.
2. Assist the Deacons and other Officers in performing their respective duties.
3. Assist the Junior Warden in providing the Craft with refreshments.
4. To take proper care of Ritual Garments.

REQUIREMENTS

1. Be proficient in the ritual for the Junior Steward.
2. Learn the ritual of the Senior Steward and candidate preparation.
3. Begin learning the questions and answers of the catechisms in order to earn a Silver Proficiency Card.
4. Obtain a Florida Masonic Monitor, Florida Masonic Code & Handbook of Floorwork Procedures.
5. Attend as many District and Zone Schools of Instruction as possible.
6. Attend as many District Masonic Education Workshops as possible.
7. Attend the Masonic Leadership Training Course.

The appointment as Junior Steward of the Lodge is the beginning of a journey that many have started, but not all have finished. That is what this Masonic Leadership Training Manual is all about, your advancement through the chairs culminating in your being installed as the Worshipful Master.

The Worshipful Master who appointed you has confidence that you will one day become Master of the Lodge. A certain trust was placed in you; a trust that you will become a dedicated Officer of the Lodge and fulfill all the obligations and responsibilities of the offices that you will hold.

While at first glance it may appear that the Junior Steward does not have much to do, your year as Junior Steward will be filled with learning; learning ritual, the traditions of your Lodge and the Fraternity, how to deal with the problems associated with your Lodge, etc. In short, you will be learning to be an Officer in a Masonic Lodge. There is no easy way to accomplish this, no short cuts or simple way out. You will have to devote many hours of study and practice if you want to succeed.

All the Officers have duties which they are expected to perform. Your duties may seem very insignificant and perhaps unnecessary. But in every organization, even the most routine duty is necessary for smooth operation. This is where you justify the Worshipful Master's trust in you by performing the duties assigned to you. This is how you can indicate to the Worshipful Master and Brethren that you are sincere in your desire to serve as an Officer of the Lodge. This is also where the Brethren will get their first

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impression of you as an Officer of the Lodge, an impression that will stay with you as long as you are an Officer of the Lodge.

DUTIES DETAILED

There are only three listed, but they can be time consuming. One key to success in all of your duties is to arrive at the Lodge early. Most of your tasks will be performed before the meeting, so the earlier that you get there, the more time you will have to complete them and give assistance to the other Officers as needed.

The first duty is to help the Chaplain, and Marshal, and Senior Steward set up the Lodge. Because the Tyler is in charge of the Ante-room, he may have to spend a great deal of time greeting the Brethren and getting them registered. Therefore, the job of setting up the Lodge falls upon you, the Chaplain, the Marshal, and the Senior Steward. After placing all of the paraphernalia in its proper place, go through a mental checklist to be sure that you haven't forgotten anything:

1. Are the three Lesser Lights properly positioned around the altar?
2. Are the gavels and working tools, if necessary, on the pedestals?
3. Are the rods and holders in proper position?
4. Is the presentation apron for Entered Apprentice Degree placed in the East (easily forgotten). The paraphernalia for the second sections of the Fellow Craft and Master Mason Degrees should be placed in a convenient location, out of the way.
5. Are the Columns for the Senior and Junior Warden's in place (Junior Warden's standing, Senior Warden's lowered)?
6. Are the Holy Bible, Square, and Compasses placed on the Altar? Don't forget a black drape if called for. Check with the Secretary.
7. Is the Flag of our country properly positioned to the Master's right? If your Lodge has a Lodge Banner, be sure that it is to the Master's left, one step down.
8. Are all of the lights in working order?

Your second duty is to assist the other Officers in whatever manner you can. Check with the Junior Warden to see if you can help him with the refreshments. If he doesn't have anything for you to do, help greet the members and visitors as they arrive.

It cannot be overstated how important the greeting of the Brethren, especially first time visitors, is to the character of a Lodge. There is nothing more reassuring to a Brother that he made the right decision to attend your Lodge than to see a warm smile and a hand of friendship extended toward him. He is a member of your Lodge, let him know that you are glad to see him and thank him for his support of your Lodge. If he is a first time visitor, introduce him to the Tyler and Worshipful Master. See that his first visit is an enjoyable one so that he will want to return to your Lodge. Remember, the name of the game is: **“to get all of them to come back.”**

You may be called upon to examine a visiting Brother; therefore, memorize the Tyler's Oath. It's in the beginning of the Florida Monitor. Be able to administer the oath from memory, and know what procedures your Lodge uses to examine visiting Brethren. Volunteer to serve on an examination committee so that you will be able to do it in the future.

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The examination of a visiting Brother is a very important ceremony, one which the visiting Brother may use to judge your Lodge. The Brother should not be embarrassed by his lack of knowledge or inability to answer your questions. Your examination should be aimed at helping him gain admission to the Lodge rather than keeping him out. Ask him questions that are needed to help you determine whether or not he is a Mason. When you examine a visiting Brother, you act in the place of the Worshipful Master, and he depends on your evaluation and avouchment of the Brother.

If you are not satisfied that he is a Mason or need help, request the Worshipful Master to assist you. He is the one who is charged with the responsibility of making sure that everyone who enters the Lodge is qualified to do so. Explain to both the Worshipful Master and Brother that you aren't satisfied, and let the Worshipful Master take over.

If you are satisfied, congratulate him and welcome him to the Lodge. If he made any mistakes, such as improperly rendering the signs, now is the time to correct him so that he will not be embarrassed in Lodge. Make sure when you are finished that you notify the Worshipful Master and the Tyler of the results of your examination and introduce him to the Senior Deacon. If your Lodge uses a Visitors Card make sure that he gets one and explain the use of it to him.

In general, before the meeting begins, make yourself as helpful and useful as possible. Do not get together with the other Officers of the Lodge in private conversations and leave visiting Brothers and members standing alone. Make this time before the meeting one of joyful reunions and warm welcomes to all.

After the meeting, you and/or the Senior Steward may have to help the Junior Warden prepare and serve refreshments. If your Lodge has a Dining Room Committee to assist the Junior Warden, help the Tyler, Chaplain, and Marshal return the paraphernalia to storage, if there are other Lodges or Allied & Appendant Bodies using the Lodge. Once you have finished in the Lodge room, join the Brethren in the dining room for refreshments. Make this a time of enjoyable fellowship for all. Remember that the warmth of fellowship, before and after the meeting, is a big deciding point on whether a Brother will return to your Lodge.

REQUIREMENTS DETAILED

In order to advance to the next chair in the line of Officers, you should not only perform your assigned duties, but you should also strive to meet certain requirements. These requirements assure that you progress in your ritual training and gain important and necessary information about the Fraternity through Masonic Education. Your requirements as Junior Steward start the process of building knowledge that will help you become a successful Worshipful Master.

Being proficient in the ritual means not only knowing the spoken ritual but also the floorwork and other elements of the Forms and Ceremonies of the Three Degrees. Your ritual requirements are not overly demanding which will allow you plenty of time to study the ritual for the offices that you will be advancing to in the next year or two. Don't forget that it is required that you demonstrate a complete understanding of the ritual of your office before you advance, so take your time.

After demonstrating your proficiency in the ritual of the Junior Steward, you should begin to learn the ritual of the Senior Steward. It is important that you learn this ritual as soon as you can since you may be sitting as the Senior Steward during the Degrees. In order to give the Senior and Junior Wardens and the Senior Deacon experience in the East as Worshipful Master, the Worshipful Master of the Lodge will call

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upon these Officers to preside in the East during Degrees. This creates a vacancy in one of the chairs, which is usually filled by moving up all of the Appointed Officers.

During this year you should begin to learn the questions and answers of the catechisms of the Three Degrees in order to earn a Silver Proficiency Card. This card is awarded to those Brothers who have demonstrated a proficiency in the catechism of the Three Degrees, both the questions and answers. Now is the best time to begin learning the catechisms since your ritual requirements are still light.

While you will learn most of your ritual at your Lodge, the District Schools of Instruction will help you to improve those skills. Here you will learn by demonstrations of the ritual and one-on-one instruction from both the District Instructor and other learned Brothers from your District. To further assist you in learning the ritual, you should attend the Zone Schools of Instruction. These schools are held at some central location within your zone and are conducted by the Zone Chairman of the Committee on Work. At these schools, the books of the Forms and Ceremonies are opened for your inspection and use, and any questions that might have arisen can be answered.

While your Lodge may be fortunate to have a Brother who is very knowledgeable in the ritual, your attendance at these schools can be very helpful. You will be surprised how difficult it is to say your part of the ritual in front of "strangers," or Brethren who are not from your Lodge or District. There may be Brothers present who seem anxious to "jump on you" for any mistake. It is not their intent to embarrass or humiliate you, but rather to see that your mistakes are pointed out and corrected so that you will improve.

In summary, these schools accomplish three things: you sharpen your skills learned at your Lodge, you learn to speak in front of different people, and you have an opportunity to meet the Officers and members of the other Lodges in your District and Zone and "compare notes" with them.

You should make every effort to attend as many of the District Masonic Education Workshops and Masonic Leadership Training Seminars as you can during the year. It is at these workshops you will learn the "what, where, why, when, and how" of Masonry. You will learn the rules and regulations that govern our Fraternity, the correct procedures for the different operations of the Lodge, your responsibilities as an Officer and/or member, and what you should or should not, can or can not do within the Fraternity. In short, this is where you learn to be a productive member and Officer of a Masonic Lodge. These workshops cover a wide range of subjects including Masonic Law, Masonic Etiquette, Masonic history, usages and customs, as well as other topics of importance to you as an Officer and member.

As you progress up the line, you will need to continue to attend these workshops as well as participate in the other programs of Masonic Education such as the Master Mason I, II, and III tests, and the Lodge Officer's Training Course. No one can become a competent Officer without receiving the instructions given at these workshops. So make every attempt to attend as many as you can.

Your participation in Masonic Education and Masonic Leadership Training will prepare you with a good foundation to become a good Lodge Officer on the journey to become Worshipful Master of your Lodge, and along the way serve the Craft teaching your less informed Brothers as a Lodge Mentor. Educating others and imparting knowledge can be most rewarding as you develop long lasting friendships. Sharing your knowledge with others is man's most unselfish act of kindness.

SENIOR STEWARD



DUTIES

1. Assist the Chaplain, Marshal, and Junior Steward in preparing the Lodge room for the meeting.
2. Assist the Deacons and other Officers in performing their respective duties.
3. Assist the Junior Warden in providing the Craft with refreshments.
4. Serve as Mentor for the Junior Steward.
5. To take proper care of Ritual Garments.

REQUIREMENTS

1. Know the ritual of the Junior Deacon.
2. Learn the questions and answers of the catechisms, or possess a Silver Proficiency Card.
3. Obtain your copy of the Florida Masonic Monitor, Florida Masonic Code, Handbook of Floorwork Procedures and Digest of the Masonic Law of Florida.
4. Attend the District and Zone Schools of Instruction.
5. Attend as many Masonic Education Workshops as possible.
6. Attend as many Masonic Leadership Training Courses as possible.

The advancement from Junior to Senior Steward may not seem that significant or important, but any advancement by any Officer in the line should be looked upon as an achievement worthy of praise. You have demonstrated to the Brethren and your fellow Officers that you are worthy of the trust placed in you. You have performed the duties assigned to you and completed the requirements necessary for your advancement. You have, in short, demonstrated that you are a dedicated Officer. Had you not performed as required, you would not have been advanced to the office of Senior Steward. This same dedication and performance will be needed each year as you advance toward the East.

If, for some reason, your appointment as the Senior Steward is your first appointment, you should carefully review all of the duties and requirements of the Junior Steward in order to become familiar with that office. No office's requirements should be omitted just because the Officer "jumps a chair." Each Officer should complete the requirements of every position in the line as he advances through the chairs if he is to become an effective leader and Worshipful Master of the Lodge. Once you have reviewed the requirements of the Junior Steward, begin working on those requirements of the Senior Steward.

Your duties as Senior Steward are basically the same as last year. Go back and re-read the pages concerning the duties of the Junior Steward to refresh your memory. What is most significant about the duties this year is that you are no longer in a supportive role, one of just learning, but rather as a trainer or

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leader. You now have to help the Junior Steward, just as the Senior Steward helped you last year. You have to show him how the Lodge is set up for the meeting. Explain what helping the other Officers means, especially the Junior Warden, and what will be expected of him throughout the year. You are expected to be his Mentor; to coach and advise him, and prepare him for his advancement to Senior Steward. Remember, he is just starting out and may make what you think are simple mistakes as you probably did last year. To be a good teacher, you must be patient. You may have to explain something several times before he understands exactly what you are trying to teach him. You will learn that teaching someone is not as easy as you first thought, but the experience gained here will be an invaluable asset throughout your career as an Officer in the Lodge. A certain bonding should develop between the two of you, for some day the two of you will be Worshipful Master and Senior Warden, a relationship that demands close harmony for success.

Probably the most important part of the ritual for the Senior Steward is the preparation of the candidates for the Degrees, especially for the Entered Apprentice Degree. This is the first direct exposure of the candidate to Freemasonry. He may be confused, unsure of himself, and most definitely nervous. Try to calm him with words of encouragement and assurance that Masonry is not like other fraternities that he may have experienced in the past, but rather that it is of a serious nature and that nothing will happen that will embarrass or demean him as a man. Now is the opportunity to dispel any fear or hesitancy and to instill confidence and assurance in the candidate so that the initiatory experience will make the deepest and most valuable impression possible upon him.

In all of the Degrees, care must be taken to insure that the preparation is done with accuracy, dignity, and concern for the candidate. You should be quiet, friendly, considerate, and properly serious. There should be no “fooling around,” joking, or other actions that detract from the dignity of the Degree. During the preparation, remember that the Lodge is open and that any loud noise that is made in the preparation room will carry out to the Lodge room. As the last step in your preparation, you should make a mental check to be sure that the candidate is “duly and truly prepared.”

Since you may be advancing to the office of Junior Deacon next year and may be sitting as the Junior Deacon during the Degrees this year, you should begin to learn the ritual for the Junior Deacon as soon as possible. This will be your first involvement with the opening and closing ceremonies of the Lodge. You will now have a speaking part and be required to perform certain duties at the direction of the Worshipful Master.

As is the case with all of the other Officers, a complete understanding and knowledge of your part in the ritual results in the Lodge being opened and closed with pride and the Degrees conferred with dignity. Not only will you and the other Officers take pride in the manner in which the ritual is performed, the members of the Lodge will feel and share in the pride as your Lodge grows in ritualistic work.

It must be emphasized that ritual does not make the Officer, but rather the Officer makes the ritual. Being able to learn a particular part of the ritual, or all of the ritual, does not make that Officer an effective Officer, but it does indicate to others that he is dedicated in his desire to become a good and effective Officer. Ritual is but a small part of the training that is necessary to become a good Officer and effective leader in the Lodge.

As Senior Steward, you should have learned the questions and answers of the catechisms and earned a Silver Proficiency Card. If not, continue to learn these catechisms so that you may receive your Silver Card this year. There are several proficiency cards that are awarded to those Brothers who attain certain degrees of proficiency in the ritualistic work. Perhaps now would be a good time to read in the Digest of the Masonic Law of Florida what cards the Committee on Work has prepared and what the requirements are. The Silver Card, and the knowledge that it signifies, is not only important for you as a possible coach

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of the catechism to new Brothers, but the ritual contained in the catechisms is an invaluable aid to learning the ritual that you will need as you progress through the chairs. Work with the Lodge Instructor or some other well informed Brother on the catechisms, and when you are ready the District Instructor will examine you.

Again, you should attend as many of the District and Zone Schools of Instruction as you can. You will never outgrow your need to attend these schools, for there is where you perfect those skills learned at Lodge practices and learn what, if any, changes have been made in the ritual. Take advantage of these opportunities to verify what you have already learned and remove any errors. Take a Brother aside and go over the catechisms or other ritual with him. If any questions were raised at the District School of Instruction or in your Lodge, get the book and determine what is correct. If a Degree is to be rehearsed, volunteer to sit as the Junior Deacon or one of the Stewards. You will discover that this exercise will truly sharpen your skills.

You should continue to attend as many of the Masonic Education Workshops & Masonic Leadership Training Courses as possible. One of the more important objectives of these workshops is to familiarize you with the Digest of the Masonic Law of Florida. This is the book that has all of the rules and regulations of the Grand Jurisdiction of Florida. By this time you should have already purchased your copy of the Digest and begun to familiarize yourself with its contents. Your knowledge of the rules and regulations and how to use the Digest is probably the most important subject that you can study as you advance through the chairs. Knowing the ritual is indeed important, but when you sit as the Worshipful Master, any error of law that you make can have unfortunate results.

The topics of importance to the Worshipful Master are too numerous to list here, yet all of them must be learned and understood before you become the Worshipful Master. Therefore, you should avail yourself of each and every Masonic Education meeting and participate in all of the programs that the Masonic Education Committee and Masonic Leadership Training Courses have developed.

The best advice that a junior Officer can receive is to take advantage of these programs and meetings offered by the Masonic Education Committee and the Masonic Leadership Training Course, so that you will be well informed and proficient in Masonic Law.

Your participation in Masonic Education and Masonic Leadership Training Course will prepare you with a good foundation to become a good Lodge Officer on the journey to becoming Worshipful Master of your Lodge, and along the way serve the Craft teaching your less informed Brothers as a Lodge Mentor. Educating others and imparting knowledge can be most rewarding as you develop long lasting friendships. Sharing your knowledge with others is man's most unselfish act of kindness.

JUNIOR DEACON



DUTIES

1. Assist the Senior Deacon in welcoming the Brethren to Lodge.
2. See to the security of the Lodge during meetings.
3. Assist the Senior Warden as he may direct.
4. Serve as Mentor for the Senior Steward.

REQUIREMENTS

1. Earn or possess a Silver Proficiency Card.
2. Learn the ritual of the Senior Deacon.
3. Obtain your copy of the Florida Masonic Monitor, Florida Masonic Code, Handbook of Floorwork Procedures and Digest of the Masonic Law of Florida
4. Attend as many of the District Schools of Instruction as possible.
5. Attend as many of the Zone School of Instructions as possible.
6. Attend as many of the Masonic Education Workshops as possible.
7. Attend as many Masonic Leadership Training Courses as possible.
8. Successfully complete Master Mason I test.
9. Successfully complete Lodge Officers Correspondence Course, Module I.

The duties, responsibilities, and requirements of the Junior Deacon are notably different and much more involved than those of your previous offices. Not only are you to perform the duties required of you as Junior Deacon, but you should begin to learn the Senior Deacon's Ritual and duties of the Degrees. You are now a part of every opening and closing, every Degree, and every ceremony of the Lodge.

In addition to this, you will now be called upon to serve the Lodge in other and more responsible ways. You can expect to be appointed to different committees of the Lodge; committees that are essential to the operation of the Lodge. Your appointment to these committees is made for two reasons. First, you have shown that you are a dedicated Officer and Brother, and secondly, so that you may gain experience and knowledge of the different committees of the Lodge. From this point on, an ever increasing amount of time will have to be devoted to your duties and responsibilities to the Lodge. Now you must examine and determine what exactly is the "length of your cable tow."

Your duties as Junior Deacon are few, which is fortunate for you since you have a great deal to learn. Primary among your duties is to assist the Senior Deacon in welcoming the Brethren as they arrive at the

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Lodge. Perhaps you should re-read those instructions that are a part of the Junior Steward's duties to refresh your memory.

By now, you should have memorized the "Tyler's Oath" and be able to conduct the examination of a first time visitor. Be ready to assist him in any way so that his visit to your Lodge is a memorable one, because he was made to feel comfortable and a part of the fellowship of the Lodge.

In your position as Junior Deacon, you are charged with the responsibility of the security of the Lodge while the meeting is in progress. One of the Landmarks recognized by the Grand Lodge of Florida is secrecy, which is in part, defined as "That every regular Lodge must be tyled while at labor." To insure that the privacy of the meeting is not unduly interrupted, both you and the Tyler must be alert to any disturbance, allowing no one to enter who is not "duly and properly avouched for." You are to answer all alarms at the door at the direction of the Worshipful Master, and see that no one enters or retires from the Lodge, except with the permission of the Worshipful Master.

Alarms may be made at any time, but good judgment on your part or a simple nod of the head by the Worshipful Master will tell you when to announce the alarm. In no case should any ceremony be interrupted. Wait until a break occurs in any discussion in the Lodge, and then announce the alarm to the Worshipful Master. If in doubt, after the alarm is made, stand up and wait to be recognized by the Worshipful Master. The Tyler should know that once the alarm is made, it might be several minutes until it can be answered.

There are times when no one can enter or retire from the Lodge. While the ballot is being spread on a petition or petitions, no one is permitted to enter or leave except the Tyler and Junior Deacon when the Junior Deacon relieves the Tyler so that he can vote. There are some Brothers who like to take this opportunity to leave the Lodge room for one reason or another. Since Masonic Law requires every member present to ballot, to attempt to avoid this duty of membership is un-Masonic in nature.

No one should enter or retire during the absence of the Senior Deacon in the Entered Apprentice Degree or during the conferral of the obligation in any Degree. The Worshipful Master may elect to use other methods of having the Brethren enter or retire from the Lodge during the progress of a Degree, so check with him and find out his "will and pleasure."

Be sure that you are familiar with the correct procedures used to announce any distinguished visitors or Grand Lodge Officers. Check with your Lodge or District Instructor and practice this ceremony several times before any special visitation.

Your "place" in the Lodge is at the right hand of the Senior Warden. You are positioned there not only to be close to the outer door, but also to assist him during the meetings as he may direct.

Finally, you should assist the Senior Steward in learning his duties and requirements. Remember, that his success depends to a large part on your patience and guidance. You will discover that as you progress, this duty will involve more and more time since there is so much more to learn.

REQUIREMENTS DETAILED

To become proficient in the ritual and to be able to perform all of the duties of the Senior Deacon correctly will demand a great deal of time and study. The Senior Deacon has a part in just about every ceremony, Degree, or action that takes place in the Lodge during a meeting. Your duties as the Senior Deacon can be broken down into two general areas: Regular Communications and Degrees. You should

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begin to learn this ritual and duties as soon as possible so that you will be prepared for next year.

Because of the amount of ritual that you will have to learn, you should attend as many of the District Schools of Instruction as you can. If possible, schedule some "one-on-one" practice with the Lodge Instructor. Any practice time that you can have will help you to learn and improve so that you may become a proficient Senior Deacon.

You should also attend the Zone Schools of Instruction that are held in your area. Your attendance at these schools is most beneficial to you, for here is where you can study the books and have a chance to work with well informed Brethren. Try to attend as many of these schools as you can, dividing your time between taking an active part in the Degree being exemplified for practice and working with one of the books.

Since you will soon become one of the Elected Officers of your Lodge, it is necessary that you learn as much about the Fraternity as you can. For this reason, you should attend the Masonic Education Workshops that are held in your District. Remember, that to be an effective and competent Officer, it is necessary that you are familiar with the Digest of Masonic Law and know how to apply it.

To assist you in becoming familiar with the Digest and Masonic law, the Masonic Education Committee has developed three multiple choice tests: Master Mason I, II, and III. These tests are designed to test your knowledge of certain areas of Masonic Law, usually in areas that mistakes are easily made, or where there is a high degree of uncertainty on the part of the Brethren. They are a valuable aid to your understanding the rules and regulations, and if used properly, can give you excellent training in how to use the Digest and how to find different topics of Masonic Law. Check with your District Masonic Education Chairman to see when the tests will be given and complete one or more of them. Upon completion of each of the tests, you will receive a certificate from the Masonic Education Committee indicating the successful completion of the test. These tests are also available on the Grand Lodge website <http://grandlodgefl.com/> under Masonic Education and are required prior to advancing to the South. In addition, these tests can also be taken in Circumscribe.

To further aid you in your studies, the Masonic Education Committee has also prepared a course of study entitled, "Lodge Officer's Training Course." It is divided into three "Modules" of seven lessons each, and is designed to be a "home study" or "do-it-yourself" course. Each lesson has several pages of important information pertaining to the topic covered in that particular lesson along with references for your further study and understanding. At the end of each lesson there is a test of 20-25 questions to test your understanding of the lesson material. If your time permits, you should request and complete Module I. In its seven lessons, Module I covers Lodge Officers, Lodge organization and jurisdiction, community involvement, charity, Grand Lodge organization, planning, and a brief history of Freemasonry in Florida. When you have finished all seven lessons, detach the answer sheets and send them to your District Masonic Education Chairman for grading. Do not send the information sheets, but rather keep them together as part of your reference library that you will build with the other Modules. After you have finished Module I and time permits, you can request Module II and work on it since all three modules will greatly benefit you as an Officer.

To further your Masonic education it is highly recommended that you attend the Masonic Leadership Training Course. The manual presented at this seminar of which this is a part of, will prepare you for all your future responsibilities as you progress through the line in your Lodge and also learn to operate the business side of the Lodge such as finances, building maintenance, fraternal relations, bills etc, that a Worshipful Master is required to know as the leader of your Lodge.

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COMMITMENT

Before going any further, a comment on your commitment is necessary. Up to this point in your career as an Officer, your appointments have been to offices that are not vested with any authority or powers. They have been offices whose duties are limited to assisting or carrying out the orders of the elected Officers. The lack of performance or failure to perform an assigned duty, although inconsistent with your progress to this point, would not, in all probability, have resulted in a major breach of Masonic Law or improper operation of the Lodge. However, you will soon be elected to an office, the Junior Warden, in which you will have to exercise a certain degree of authority. Unfortunately, there are some men who are hesitant to use the authority given to them, and as a result, shy away from giving orders and become poor and ineffective leaders. Your position as one of the three principal Officers will be one that also places great demands on your personal time; time at home, at your job, at your church, and recreation. Now is the time for you to do a little self-examination.

1. Can you be an effective leader and accept the responsibility and authority that goes with the office of Worshipful Master?
2. Will you have sufficient time in the next four years to devote to being an Officer and Master of your Lodge?
3. Will your family understand the demands of these responsibilities and support you in this endeavor?

If you cannot answer these questions in the affirmative, then now is the time for you to step down. If you are in doubt, talk to your Worshipful Master and discuss with him your concerns and doubts. It is a decision that may be very difficult to make, but in fairness to all, should be made now before you accept the appointment to the office of Senior Deacon. If you decide that you have to step down, immediately inform the Worshipful Master so that he may appoint another Brother to the office and be given sufficient time to meet the requirements of the office.

SENIOR DEACON



DUTIES

1. Welcome the Brethren as they arrive.
2. Be in charge of the candidates for the Degrees.
3. Assist the Worshipful Master as he may direct.
4. Serve as Mentor for the Junior Deacon.

REQUIREMENTS

1. Learn the Ritual of the Junior Warden.
2. Preside in the East during the Entered Apprentice Degree.
3. Obtain your copy of the Florida Masonic Monitor, Florida Masonic Code, Handbook of Floorwork Procedures, Digest of the Masonic Law of Florida and Mentors Manual.
4. Attend as many District Schools of Instruction as possible.
5. Attend as many Zone Schools of Instruction as possible.
6. Attend as many District Masonic Education Workshops as possible.
7. Attend as many Masonic Leadership Training Courses as possible.
8. Successfully complete Master Mason Test II.
9. Successfully complete Lodge Officer's Training Course, Module II.

The office of Senior Deacon is one that is exciting, demanding, and rewarding. It is exciting, because you are more involved in the Lodge's ritual and operation; demanding because that involvement requires more of your time; and rewarding because now you can begin to see the results of your past labors. With your appointment as Senior Deacon, you accepted and dedicated yourself and your time to the duties, responsibilities, and commitments that are inherent with the next four years as an Officer in the Lodge.

This year you will concentrate on the preparation that is necessary for you to become one of the three principal Officers of the Lodge. In that office, you will be clothed with authority and responsibilities that you have not had before. To be properly prepared, you will have to spend a great deal of time learning the operation of the Lodge, Masonic Law, ritual, Masonic Education, Masonic Leadership Training Course and other important information necessary for effective Lodge leadership. Prior to advancing to the South you are required to complete Master Mason Exams I, II, and III, and all of the Masonic Leadership Training Courses.

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DUTIES DETAILED

Before each meeting of the Lodge, station yourself in the Ante-room to welcome each Brother as he arrives. The importance of the Ante-room procedures was explained to you in the Junior Steward's section of this manual. Review these instructions again, remembering that you are in charge of "introducing and accommodating" a visiting Brother. If he is a first time visitor, make sure that he has been either avouched for or been examined, and that he has been introduced to the Worshipful Master and Senior Warden. Be sure that you are prepared to properly introduce him during the meeting.

As Senior Deacon, you are responsible for the candidates for all of the Degrees. Just because someone, perhaps the Junior Deacon, is substituting for you during the Degree, does not mean that you no longer have this responsibility. When a candidate arrives, be sure to greet him warmly, and see that he is introduced to the Worshipful Master and Brethren. The time spent in the Ante-room is most important to those who are to receive the Entered Apprentice Degree, since this is their first contact with members of the Fraternity and your Lodge at a meeting.

Prior to the opening of the Lodge, see that all of the candidates are placed in the preparation room and that they are comfortable. Ensure that another Brother remains with the new candidates when you enter the Lodge to take your place. Answer any questions that are appropriate to the occasion and try to ease any nervousness or apprehension they may have about the upcoming ceremonies.

Following the Degree, especially the Entered Apprentice Degree, accompany the candidate(s) to the dining room if there are to be refreshments. Remember that he has just learned to depend upon you as you conducted him through his Degree, and he is sure to feel more relaxed and confident if he knows that you are still there to help him. Just because the Degree is over does not mean that your responsibility towards him is finished. Assist him as he meets the Officers and members. See that he is introduced to the Brother who will instruct him in his catechism and that the next phase in his progress through the degrees is explained to him by his Mentor.

REGULAR COMMUNICATION DUTIES

During the course of a Stated Communication, the Senior Deacon may be called upon several times to perform certain duties at the order of the Worshipful Master. Some of these duties are minor in nature while others will require your study and understanding. Many of the ceremonies listed below are in part ritualistic, and thanks are given to the Committee on Work for their help and assistance in these areas. For a more complete understanding, consult with your District Instructor or Zone Chairman on the Committee on Work and ask to see the Handbook on Floorwork Procedures.

Flag Presentation

During the flag ceremony, you should carry the Flag "free and aloft," taking into consideration the height of the Lodge room ceiling. The Flag should be carried on the right side of the body with the right hand toward the bottom of the Flag staff and the left hand across the breast toward the upper part of the staff. The Flag is presented so that it does not hang over the altar. Take up a position West of the altar on or behind the "Altar Line," that imaginary line running North and South that is approximately three short steps West of the altar. The Senior Deacon does not recite the Pledge of Allegiance during the Flag ceremony, nor does he respond after the prayer. Remember that you are carrying the Flag of our country, and it should be carried at all times with all of the dignity and respect that is due to our National Emblem.

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Bible

During the opening and closing ceremonies, you are ordered to open and close the Holy Bible. It must be remembered that the Holy Bible, or Volume of Sacred Law, is The Great Light of Freemasonry. As such, every care must be taken to insure that proper respect is shown when opening and closing it. Do not hurry! Slowly open the Bible and center it on the altar. If your altar Bible has illustrations included in the text, be sure that you only select pages with text on them. Some Lodges have adopted the tradition or practice of opening the Bible to the page that includes the verses of scripture recited by the Chaplain during the circumambulation of the degrees. The Grand Lodge of Florida does not require the Bible to be opened to any particular passage of scripture, so you are free to select where to open it unless your Lodge has traditionally opened it to those particular passages. When closing the Bible, remember to use the same respect, slowly closing it and centering it on the altar.

It should be noted that the Committee on Work has directed that it is improper for the Senior Deacon to kneel at the altar while opening and closing the Holy Bible. If you are ever required to display a Volume of Sacred Law other than the Holy Bible for the benefit and comfort of a Brother, be sure to check with him as to the correct procedures for opening and/or displaying it.

Visitor Introductions

During the meeting, it is customary for visiting Brethren to be introduced. The Committee on Work has not specified any particular format or wording to be used during this ceremony, and many Lodges have adopted one form or another to use at this time. If you use cards with the visitors names and Lodges on them, be sure that you check with the Brother before the meeting starts on how to pronounce his name, Lodge name, home town, especially if you can't read what is written on the card. If there are any distinguished Brethren visiting your Lodge, they should be introduced according to their office or position. When a distinguished Brother arrives at your Lodge, his arrival should be announced to the Worshipful Master who may instruct you on some other ceremony to use when introducing him.

Conducting

From time to time, you will be ordered to conduct a Brother or Brothers to either the altar or to the East for some ceremony or presentation. Go to where the Brother is seated and take him by his left arm, being sure to place yourself between the altar and the Brother. There are only two times that a Brother will be conducted so that he is between you and the altar: when conducting the Grand Master or a Grand Lodge Officer acting on behalf of the Grand Master and the District Deputy Grand Master on his official visit to your Lodge.

When ordered to conduct a Brother to the East, the proper way to approach the East is "by way of the South, traveling West," in other words, in a counter-clockwise manner. If there is more than one Brother involved in the ceremony or presentation, conduct each one individually to the place designated by the Worshipful Master. After you have placed the Brother(s) where the Worshipful Master has directed, take one small step backwards and stand at attention. If the Brother(s) is (are) to be accorded Grand Honors, you do not join in the rendering of these honors, but remain standing at attention.

Some ceremonies may require, or the Worshipful Master may order, that the Brother(s) be conducted from the altar to the East. If there is only one Brother, take him by the left arm and conduct him to the East, positioning him directly in front of the Worshipful Master's pedestal. If there is more than one Brother, instruct them to follow you and lead them to the East, positioning them so that they are centered in front of the Master's pedestal. Again take one step backwards and stand at attention until the ceremony is concluded. When returning the Brothers to their seats, instruct them to again follow you. When there is

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just one Brother, take him by the right arm and conduct him to his seat, remembering that you must now travel in a clockwise direction.

Balloting

One of the most important aspects of Lodge business is balloting. The Committee on Work has prepared the ritual to be used for balloting and is a part of your Florida Masonic Monitor. Take time and study your part so that you are familiar with it. The ballot box should contain sufficient white balls and black cubes for every member to vote his preference. If not, advise the Worshipful Master so that additional ballots can be purchased. If your ballot box is of the type that does not have a drawer for the collection of the ballots and cannot be easily seen by the Senior and Junior Wardens from the East, it will be necessary for you to carry the ballot box to their stations so that they can see that it is ready for use.

After the first ballot has been cast, the Worshipful Master's, it is essential that nothing occurs that can jeopardize the standing of the Ballot. For that purpose, do not let it leave your sight. When presenting it to the Treasurer, Wardens, and Secretary for their vote, it is not necessary to turn around as the construction of the box should be such that it is impossible for you to determine their vote. You turn your back **only** while the Wardens are inspecting the Ballot Box after everyone has voted.

If your altar is not large enough to accommodate both the ballot box and the Holy Bible, place the ballot box on a small table positioned just north of the altar. Never place the ballot box on the Holy Bible.

Only members of the Lodge have the right to ballot. If you detect a Brother that is lined up to ballot that does not have the right to do so, inform him that it is improper for him to vote. No visitor or Honorary Member may vote, but Dual and Plural Members do have that right.

All balloting is done in secret, and proper precautions must be taken to ensure the secrecy of the ballot. The right of secrecy of the ballot is guaranteed by Masonic Law, and custom allows each member to have perfect freedom in balloting. This right is essential. Your duty as Senior Deacon is to ensure that no member's right of secrecy is violated. Therefore, allow only one Brother at a time to approach the ballot box, keeping all the others away from the area of the ballot box.

DUTIES DURING DEGREES

Your duties as Senior Deacon during the conferral of the Degrees are extremely important and vital to the success of the Degree as you lead the candidate(s) from the darkness of the outer world to the light of Masonry. For this reason, it is imperative that you avail yourself of as many Schools of Instruction as you can. No attempt shall be made here to explain all of your duties during the Degrees for there are too many and they are more properly covered during your instruction of the ritual. What is discussed here is presented in order to clarify certain duties, not to subvert the instruction of the Lodge or District Instructor.

It is your duty to be in charge of the candidate and your responsibility to see that he is properly prepared. Do not proceed with the Degree until you are satisfied that he is "duly and truly prepared." You are the candidate's companion during the progress of his Degrees and symbolically represent that guide, the still small voice of the conscience, which we may rely upon when we are in darkness and can neither foresee nor avert danger. Remember when you received your Degrees and you were very nervous and unsure of yourself, yet you felt that firm and comforting hand leading you. Now you must conduct with the same firmness, providing the hand that was once your guide and in which you placed your trust. You should speak clearly and distinctly in a voice that inspires confidence in the candidate of his safekeeping.

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Prior to the obligation, pause and make sure that the candidate(s) is (are) comfortable and in the proper position at the altar. If your Lodge has “regular conductors,” your job will be made a lot easier. If, however, you have to use Brothers from the sidelines, meet with them before the Degree begins and go over in detail exactly what they will have to do during the Degree.

After the obligation, use the words, “Follow me,” at all times when directed to conduct the candidate(s), except during the Second Sections of the Entered Apprentice and Master Mason Degrees, when you will physically conduct the candidate by his left arm.

Once the Degree is over, see that they join the Members in the dining room for refreshments and that they are not left alone. Your last responsibility with respect to the candidates that evening is to see that they are introduced to the Brother who will be instructing them in the catechism of the Degree and getting him acquainted with his Mentor.

Your place in the Lodge is at the right of the Worshipful Master where you are to assist him during the meeting as he may direct. There are many duties that the Worshipful Master may assign you during the meeting. He may or may not advise you before the meeting of some special ceremony to be conducted during the meeting. Familiarize yourself with the various duties outlined above so that you are prepared to comply with any order that he may give you.

You will also be assigned to perform duties apart from the meetings, such as a member or chairman of different committees and/or being placed in charge of certain Lodge projects. Your dedication and progress to this point have inspired confidence in the Worshipful Master that a task assigned to you will be done. Because of that, your duties in the Lodge take on a more important role since many of them are concerned with the operation and management of the Lodge.

Finally, you are to assist the Junior Deacon in learning not only his duties and responsibilities but also those of the Senior Deacon. You must be certain that he is prepared to take your place. Spend time with him and explain the duties that he will have to perform, and help him learn the necessary ritual.

REQUIREMENTS DETAILED

You should, by now, be familiar with most of the requirements listed above and realize the importance of your attendance at the different schools and workshops. You have a great deal to learn in ritual and Lodge operation, and your active participation in the several schools and workshops will prove to be a tremendous help to you.

During your year as Senior Deacon, you may be asked to preside in the East and confer the Entered Apprentice Degree. There is nothing that compares with the joy, excitement, satisfaction, and the horror of sitting in the East for the first time. You are in charge! You now have complete command of the proceedings of the meeting and the conferral of the Degree. You will be addressed as Worshipful Master and accorded the same respect due that office by all of the Brethren present. You are the “Worshipful Master,” but only because your skill and experience to this point have convinced the Worshipful Master that you are worthy and capable to preside in his place. Presiding in the East in the Entered Apprentice Degree is unique, because to the new candidate you are the Worshipful Master, the one who brought him from darkness to light. You are the Brother that he will remember when he reflects back over his Degrees. How to preside in the East as Worshipful Master during the Degrees is beyond the scope of this manual and is more properly covered in your ritual training.

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While you have a great deal of ritual to learn this year, any effort that you can make towards this goal will greatly help you in the coming years. Once these skills are learned and you have experienced the joy of assisting a new Brother to “Light in Masonry,” the time and energy that you have spent will seem well worth the effort.

This year you should attempt to earn a White Proficiency Card. This card is awarded to those Brethren who are proficient in the opening and closing of the Three Degrees and the esoteric work of the Entered Apprentice Degree. The esoteric work of the Entered Apprentice Degree includes the first and second sections of the Degree and the catechism of the Degree. Be sure that you check the expiration date on your Silver Card, and if necessary, renew it before it expires. **Remember, that all proficiency cards are valid for only three years, except the Brown Card is valid for ten years and the Gold Card is valid for life.**

13.11 (g) All proficiency cards except the brown and gold cards shall only be in force for three years unless renewed by the Committee upon examination of such card holder, or unless the holder of such cards has qualified to receive an extra card for proficiency; provided, that when any Master Mason is proficient in the esoteric work of all Three Degrees and the lectures thereof and receives a gold card, it shall be good for life, unless revoked by the Grand Lodge. The brown card shall be in force for ten years. (2003)

If you have not already completed the Master Mason II test and Module II of the Lodge Officer's Training Course, you should do so this year. Master Mason II is very similar to the one that you completed last year. It continues the exercise of familiarizing you with the Digest and the Regulations of Masonic Law. Module II of the Lodge Officer's Training Course deals with the operation of the Lodge covering such topics as Lodge finance, reports, petitions, and balloting and voting.

SECRETARY



DUTIES

1. To record all proceedings at each meeting proper to be written, under the direction of the Master, and to submit the same to the Lodge for approval or correction before the Lodge closes. After the same are so corrected and approved, to present them to the Master for his signature. Then to transcribe fairly such proceedings in a minute book to be read at the next Stated Communication.
2. To collect and receive all moneys due to the Lodge and pay them over to the Treasurer, obtaining a receipt therefore.
3. It is the Secretary's duty to serve the Craft and work in concert with the Worshipful Master but not without this knowledge.
4. To keep the Seal of the Lodge and to affix the same, with his attestation, to all papers issued under its authority or in obedience to all the requirements of the Constitution and Regulation of the Grand Lodge.
5. To read all correspondence from Grand Lodge to the Craft at all times more especially when instructed by Grand Lodge to do so.
6. To transmit to the Grand Secretary, immediately after each election in the Lodge, a certificate thereof.
7. To transmit to the Grand Secretary, quarterly and annual reports in such form as shall be provided.
8. To serve on the Budget Committee.
9. To report to the Master at the first Stated Communication in January the names of all members who have not yet paid their dues.
10. To attend all Lodge functions, Stated and Called Communications as well as other events such Family Nights, Past Masters, and other programs and functions of the Lodge.
11. The above is but a minuscule mention of the duties of a Lodge Secretary. For more comprehensive instructions the Lodge Secretary must follow the **Lodge Secretary's Administrative Guide (GL215)** and the **Secretary's How To Guide (GL-223)**.
12. To attend the Masonic Leadership Training Seminar or the Secretary & Treasurer workshop when presented by the Grand Secretary and Grand Treasurer or their representative.
13. To memorize the Secretary's part in the opening and closing the Lodge and the Ritual of the Master Masons Degree.

TREASURER



DUTIES

1. To receive and safely keep moneys or property of every kind which shall be placed in his hands by order of the Lodge.
2. To disburse or transfer the same, or any part thereof, upon the order of the Master and consent of the Lodge duly attested by a warrant from the Secretary.
3. To keep a book or books wherein a correct account of his receipts and disbursements shall be exhibited.
4. To present a statement of the finances of the Lodge whenever required.
5. To perform such other duties, appertaining to his office, as the By-Laws require or the Lodge may at any time direct.
6. To serve on the Budget Committee.
7. To attend all Lodge functions, Stated and Called Communications, as well as other events such as Family Nights, Past Masters, and other programs and functions of the Lodge.
8. The above is but a minuscule mention of the duties of a Lodge Treasurer. For more comprehensive instructions, the Lodge Treasurer must follow the **Lodge Secretary's Administrative Guide (GL215)** and the **Secretary's How To Guide (GL-223)**.
9. To attend the Masonic Leadership Training Seminar or the Secretary & Treasurer workshop when presented by the Grand Secretary and Grand Treasurer or their representative.
10. To learn and memorize the Treasurer's part in the opening and closing the Lodge.



JUNIOR WARDEN

DUTIES

1. Succeed to and exercise all the powers of the Worshipful Master in the absence of the Worshipful Master and Senior Warden.
2. Attend the Grand Lodge Communication or have a proxy appointed if unable to attend.
3. Take charge of the Craft during the hours of refreshment.
4. Chairman of the Lodge Vigilance Committee.
5. Chairman of the Lodge Masonic Education Committee.
6. Serve as a member of the Lodge Finance Committee.
7. Serve as a member of the Lodge Committee on Charity.
8. Serve as a member of the Lodge Board of Relief.
9. Serve as a member on the Committee on Lodge property.
10. Serve as Mentor to the Senior Deacon.

REQUIREMENTS

1. Learn the ritual of the Senior Warden.
2. Preside in the East during the Fellow Craft Degree.
3. Obtain your copy of the Florida Masonic Monitor, Florida Masonic Code, Handbook of Floorwork Procedures, Digest of the Masonic Law of Florida and Mentors Manual.
4. Obtain a copy of the Lodge Secretary Administrative Guide GL 215.
5. Attend as many District Schools of Instruction as possible.
6. Attend as many Zone Schools of Instruction as possible.
7. Attend as many District Masonic Education Workshops as possible.
8. Successfully complete Master Mason Exams I, II, and III.
9. Successfully complete Lodge Officer's Training Course, Module III.
10. Successfully complete the Masonic Leadership Training Course.

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11. Attend the Grand Master's Official District/Area Meeting.
12. Make a Report to the Lodge on Masonic Education activities for the year.
13. Prepare the Junior Warden's Trestleboard articles.

As the Junior Warden, you are now one of the three principal Officers of the Lodge and as such you have many duties and responsibilities. By Regulation you are the chairman and member of several committees of the Lodge, upon which the welfare and operation of the Lodge and members depend.

DUTIES DETAILED

The duties indicate that you now have a very active part in the government of the Lodge. If the Worshipful Master and Senior Warden are absent from a meeting, you, as the ranking Officer, are in charge. You are the "Worshipful Master" and control the proceedings of the meeting. While this may never happen, you should prepare yourself in the event that you are called upon to preside in the East. Observe the Worshipful Master as he conducts a meeting. Prepare an outline or order of business that you can use, and be sure that all of the business that is scheduled for the meeting is transacted. Check with the Secretary to see what the Worshipful Master had scheduled for the meeting. The Florida Monitor has a suggested order of business for the Lodge.

One of the important duties of the three principal Officers is to represent the Lodge at the Annual Grand Communication of the Grand Lodge. These Officers are the voting delegates to the Grand Communication and by their votes determine the important issues brought before the Grand Lodge. By Constitutional Provision, the Masters and Wardens of the Particular Lodges throughout the State, the elected Grand Lodge Officers, Past Elected Grand Lodge Officers, and Past Grand Masters are the only members of Grand Lodge who are authorized to elect Grand Lodge Officers and vote on taxes and assessments. Because of this, your attendance is of the utmost importance. If you are unable to attend, be sure that a proxy has been named and the necessary paperwork completed.

When you were installed as the Junior Warden, you were charged with "the superintendence of the Craft during the hours of refreshment." By this decree, you are in charge of the Craft at all times except when the Lodge is at labor. Much has already been said about the importance of fellowship before, during, and after the meeting of the Lodge. Your duty as Junior Warden is to provide refreshments during the period of fellowship that precedes or follows the meeting. What you serve will greatly depend upon the tradition of your Lodge; from cookies, cake, and coffee, to a complete meal. Whatever you serve, be sure to give some consideration to the dietary requirements of some of the Brethren. Don't serve only regular coffee, but provide decaffeinated coffee as well. You might have hot water ready in case a Brother would like tea instead. Check with the Brethren and determine if there are any special needs, and then try to provide them. Remember, some Brothers may not be able to eat pork products, so have alternatives available such as chicken or beef. Make sure that the Junior and Senior Stewards, or any other Brothers appointed to assist you, are doing their assigned jobs.

After the Brethren have left, make sure that the kitchen and dining room are clean and ready for the next function.

The Committee on Vigilance is composed of the Junior Warden as Chairman and two Brothers appointed by the Worshipful Master. Its duty is to exercise a watchful superintendence over the moral conduct of the

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Craft at all times, except during the hours of labor. You are to investigate all irregularities of moral conduct that are reported to the Lodge, and report the findings, by charges if necessary, back to the Lodge.

As the Junior Warden, you are the Chairman of the Lodge Masonic Education Committee. In this capacity, you are to ensure that all of the Masonic Education Programs of the Lodge are properly implemented. Assign well-informed Brothers to the different areas of the Program and be sure that they understand what their duties are. At the end of the year, you are required to make a full report to the Lodge Secretary on Masonic Education activities during the year: what programs were held, Candidate Education, Membership Education, what special educational meetings were held, etc.

The Lodge has five Standing Committees of which you are a member. Your membership on the Lodge Finance Committee is to prepare you for next year when you will be the chairman of this committee. The Lodge Finance Committee's duty is to examine and report on all financial matters of the Lodge, from the bills presented for payment, to the preparation of a budget. They shall also carefully examine all the books, accounts, records and vouchers of the Treasurer, and make a report to the Lodge on their findings, or cause the same to be done by some competent person.

As a member of the Lodge Committee on Charity, you should assist the Senior Warden to ensure that a discussion of charity is made a part of every Regular Communication of the Lodge. This committee is mainly concerned with charity in the community, and programs should be developed toward this end.

The Lodge Board of Relief, on the other hand, is directed at helping those members of the Lodge who find themselves in need of financial assistance. The Board shall give the Lodge quarterly reports of all disbursements, but in their discretion, they may omit the name of any recipients unless it is to be a continuing charity.

The Lodge Committee on Public Education and Primary Schools is charged with keeping a watchful eye on the public schools within the Lodge's jurisdiction, insuring that this system of education is not placed in jeopardy.

Finally, you are to serve as a member on the Committee on Lodge Property. This committee determines the rules for the use of the Lodge property, schedules the use of the property, and is in charge of the maintenance of the property. To more fully understand the duties and responsibilities of these committees and your part on them, it is recommended that you study those sections of the Digest and Masonic Education books.

REQUIREMENTS DETAILED

Most of the requirements need little comment at this point in your career as an Officer. This year you should preside in the East during the Fellow Craft Degree and earn a Green Proficiency Card. This card is awarded to those Brothers who are proficient in opening and closing the Lodge in all Three Degrees and the esoteric work of the Entered Apprentice and Fellow Craft Degrees. Once again, this includes the catechism of both degrees. The experience that you gained last year when you presided during the Entered Apprentice Degree should have prepared you for this requirement, and the early compliance with this requirement should not present any difficulties.

Many Brothers feel that once they have been elected Master or one of the Wardens that their attendance at the several workshops or schools is no longer important. Quite the opposite is true, for now all the training that you have had in the past takes on a new meaning. What was theoretical in nature then is now

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put into practical use. You may discover, as you progress through the year, new and different situations that may require extensive research and thought so that the correct decision can be made. It is during these workshops that the various problems that arise in the different Lodges are frequently discussed. Continued attendance at these workshops will make you aware of these problems and what corrective measures were taken. With this information, you will be prepared to handle similar situations.

Once a year, the Grand Master makes an Official Visit to each of the Masonic Districts throughout the State. This meeting affords you an excellent opportunity to meet with the Grand Master and the other Elected Grand Lodge Officers. During this meeting important information pertaining to Grand Lodge operations will be presented by the Grand Lodge Officers. You should make every effort to attend this meeting and make a report to the Lodge.

There is an additional workshop that you should attend, the Masonic Leadership Training Course. This workshop is directed at the Masters, Wardens, and all other officers including Treasurer and Secretaries of the Lodges. It covers topics of importance in the operation of the Lodge such as Masonic Law, petitions, penal affairs, Lodge records and forms, and Lodge reports. This workshop makes extensive use of the "Secretary Administrative Guide" GL215 and "Digest of Masonic Law" GL216, both of which you should now have and know how to use. This workshop is usually held twice a year in your District. Watch for the announcement of the date.

SENIOR WARDEN



DUTIES

1. Succeed to and exercise all the powers of the Worshipful Master in his absence.
2. Attend the Grand Lodge Communication or have a proxy appointed if unable.
3. Chairman of the Lodge Finance Committee.
4. Member of the Lodge Committee on Charity.
5. Member of the Lodge Board of Relief.
6. Member of the Committee on Lodge Property.
7. Serve as Mentor to the Junior Warden.

REQUIREMENTS

1. Learn the ritual of the Worshipful Master.
2. Preside in the East during the Master Mason Degree.
3. Obtain your copy of the Worshipful Master's Program Notebook GL218.
4. Obtain your copy of the Florida Masonic Monitor, Florida Masonic Code, Handbook of Floorwork Procedures, Digest of the Masonic Law of Florida and Mentor's Manual.
5. Obtain a Lodge Secretary Administrative Guide GL 215.
6. Attend as many District Schools of Instruction as possible.
7. Attend as many Zone Schools of Instruction as possible.
8. Attend as many District Masonic Education Workshops as possible.
9. Attend Masonic Leadership Training Course.
10. Attend the Grand Master's Official Visit to the District/area meeting.

The Office of Senior Warden may be compared to that of a Lieutenant-Governor or Vice-President. In the presence of the Worshipful Master, the Wardens are to assist him in governing the Lodge. In the absence of the Master, the Senior Warden, or in his absence, the Junior Warden, succeeds to all the duties of the Master and governs the Lodge. The training that you have received was intended to prepare you for the

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day when you will preside in the East. That training is nearly finished. The time is almost upon you when you have to put into practice all that you have learned. During this year, a great deal of time must be spent on planning for your year as Worshipful Master.

DUTIES DETAILED

As the Chairman of the Lodge Finance Committee, you have a great responsibility to the Lodge. Your first duty as Chairman is to audit the financial records of the Lodge. Section 10.02 of Regulation 24.05, By-Laws, of the Digest of Masonic Law requires that you “examine carefully and fully all the books, accounts, records and vouchers of the Treasurer and Secretary, or cause the same to be done by some competent person.” You are to report your findings in writing to the Lodge within thirty days of the close of the Masonic year, or prior to the end of January. You are to review all bills presented to the Lodge and report on their compliance with the budget.

Towards the end of the year, you are to prepare the budget for the following year. For this purpose, the Budget Committee may be appointed. This committee should be composed of yourself as chairman, the Treasurer, Secretary, Junior Warden, and at least three competent Brothers whose knowledge of financial matters and Lodge operation can benefit the committee in developing a sound budget. This budget must be prepared and presented to the Lodge for approval.

As a member of the Lodge Committee on Charity, it is your duty to ensure that charity is a continual part of every Regular Communication of the Lodge. While fraternal charity may be considered by this committee, it must not be directed only to groups or individuals within the Masonic Family. Select a worthy charity, either monthly or quarterly, for approval by the Lodge. A brief explanation of the charity should be given, and the amount contributed should be recorded in the minutes of the Lodge. Also encourage the members to contribute to them as liberally as their abilities permit.

REQUIREMENTS DETAILED

You have a task that is neither a duty nor a requirement, but an undertaking of great importance. Now is the time to look ahead and start planning for next year. Begin early enough in the year so that you have sufficient time to give serious thought and consideration to each phase of your preparation. Plan now for those activities and programs that you want to accomplish next year. Order Grand Lodge publication number GL-218, “Worshipful Master’s Program Notebook.” This booklet is an excellent guide to helping you plan the entire year, month by month. It will give you valuable ideas on different programs and activities that will help make your year interesting and exciting to the members. It provides you with a monthly calendar and suggestions for events to be scheduled during the different months. Do not wait until the last minute, but begin planning early in your year as Senior Warden. The success of your Mastership may depend upon how well you have planned your year.

As the Worshipful Master-elect, it is your duty, privilege, and prerogative to make all the appointments of committees and Appointed Officers. Since the appointment of an Officer is of such great importance to the success of the Lodge, you must be extremely careful in your selection. Make a list of those Brothers whom you think would accept an appointment and would make good Officers. Discuss your candidates with the Senior and Junior Wardens elect and Worshipful Master. They may be able to give you some valuable insight into your selections or provide you with additional names for consideration. Meet with your candidates individually and determine their qualifications and their willingness to accept the duties and responsibilities of an Officer of the Lodge.

It is also important that you periodically check with the Appointed Officers and monitor their progress

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with regard to their requirements. Remember, no Officer should be advanced if he has not completed all of the requirements and has not been certified to advance. It is also within your prerogative not to advance any Officer who has been negligent or careless in his duties, regardless of whether or not he has completed all of his requirements.

Another important consideration is your committee appointments. Carefully review each of the committees and the Brethren that have been appointed to serve on them. Each committee of the Lodge has specific duties to perform, and if the members are not fulfilling their obligations, then they must be replaced. Try to select Brothers for appointments that are knowledgeable in the area of concern of the committee.



WORSHIPFUL MASTER

When you were presented for installation as Worshipful Master, you were avouched for as being "of good morals" (proper character), "of great skill" (proper intellectuality and ability), "true and trusty" (proof of faithfulness), and "a lover of the Fraternity" (an example of brotherhood). From this we find that the principal qualifications of a Master are four: Morality, Intellectuality, Faithfulness, and Friendliness. Any Master who assumes office without all of these qualifications can only bring confusion, disorder, and even dishonor to his Lodge and the Fraternity he represents. No Lodge will be better than its Master. The public will measure the honor and respectability of the Lodge by its Master.

Before a man can be made a Mason, he must be worthy and well qualified. To a much greater extent the same is true of one who aspires to the office of Worshipful Master. A Master must be of real worth and merit and have served his Lodge well. He must be moral and upright before God, and of good repute before the world. He is an exemplar to his Brethren and should strictly obey the moral law. His character must be above reproach and he should have the respect and confidence of his Brethren. He should be a leader of men, and be able to direct his Brethren in the active duties of a Lodge. In addition, the Master must:

1. Be temperate and meek, and yet firm in his decisions.
2. Be cautious, courteous, and faithful and must practice self-government.
3. Respect his Masonic Superior.
4. Be a zealous Mason.
5. Be well versed in Masonic Law, both written and unwritten, and in the traditions and customs of Masonry and his Lodge.
6. Maintain the regularity of the Masonic system as essential to the very life and usefulness of Masonry itself.

The Master of a Lodge is clothed with such authority as is seldom, if ever, enjoyed by any presiding Officer of any other society. The Master not only presides, but he also governs. From his decisions and orders there is no appeal to the Lodge. Such decisions and orders can only be overruled by the Grand Master or the Grand Lodge. He should, therefore, be especially careful to see that his decisions are wise and just.

An ideal Master is one who will "judge with candor, admonish with friendship, and reprehend with justice." No Master should assume office until he has engraved upon his mind the laws set forth in the Digest of Masonic Law of Florida. Nothing brings disregard and shame so quickly upon a Lodge as a Master who is unable to dispose of matters in accordance with Masonic principles and Masonic custom.

A Master must be firm in his decisions, but he must deal fairly and honorably with all concerned in every procedure. He must never forget that the Lodge is not his Lodge, but the Lodge of his Brethren, and that the Law he is called upon to administer is not his Law, but that of the Grand Lodge and his Lodge.

A Master should possess those qualities by which the Craft may be directed, but never driven. The Master

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should be as the shepherd of a flock, not only leading his Lodge, but also protecting it from unruly members within as well as from foes without. In such instances where it is necessary to be firm, firmness must not be confused with harshness, and the steel hand of authority must be gloved in fraternal love.

Not only must a Master be fair and firm in his executive duties, but he should be zealous in seeing that the Degree Work is performed in such a manner that it makes a lasting impression upon the candidate. To do so, a Master must first perfect himself in the ritual as taught by the Grand Lodge Committee on Work. He cannot expect his Subordinate Officers to learn the ritual if he does not set the proper example. In addition, he must have the intellectual capacity to lift the ritualism to a height characterized by impressive sincerity and an expression of feeling that conveys conviction. Thus, he will inspire the candidate to apply the lessons of morality being taught. In addition, he will create in the candidate a thirst for further light in Masonry.

Because of the supremacy of the Master, his office is the most important in the Lodge. The success or the failure of the Lodge will depend chiefly upon his discretion, judgment, and ability. He should always remember that he is only a representative of his Brethren, selected by them to carry out the principles, laws, and regulations of the Craft, of which the Lodge is an integral part.

POWERS AND PREROGATIVES

"The Worshipful Master is supreme in his Lodge and must be held to worship." Thus, the Constitution defines the powers of the Worshipful Master. It follows that the Worshipful Master of a Masonic Lodge is much more than its presiding Officer, he also governs the Lodge. Therefore, he should be fully aware of his powers and prerogatives which should make him more conscious of his duties and responsibilities. All of these are so closely related that it is often impossible to separate one from the other.

A Master should think of his powers and prerogatives as an opportunity for rendering services, not as a means of enhancing his own personal "glory." He should thoroughly understand these powers in order that he may use them appropriately and perform them properly. The Worshipful Master who knows and understands his powers and who has the four qualifications necessary to be a Worshipful Master will lead with wisdom, discretion, and success.

Unless a man has learned self-discipline, when he becomes Worshipful Master of a Lodge, the temptation to tryout his almost unlimited powers is very great. Yielding to such temptation would be the worst possible thing that could happen to him or to his Lodge. The Worshipful Master who uses his powers in an arbitrary or tyrannical manner, simply because he has them and knows that there is no appeal, is not worthy to be a Mason, much less the Worshipful Master of a Lodge. He will go out of office being thoroughly detested and despised by his Brethren.

Although most of the Worshipful Master's powers and prerogatives are clearly defined in the "Digest of Masonic Law of Florida" and the "Florida Masonic Monitor," the following list deserves your attention.

1. The Master must be implicitly obeyed in every legitimate official order.
2. The Worshipful Master is limited in his official authority only by his installation vows and charges, the Constitution, resolutions and edicts of Grand Lodge, the rules and regulations of his Lodge, and the ancient established usages and customs of the Fraternity.
3. The Worshipful Master's expressed "will and pleasure" is absolute law in his Lodge; yet he should preside, not haughtily, but with dignity, courtesy, and affability.

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4. The Worshipful Master guides and controls all the work and business of the Lodge. He opens, closes, dispenses, calls off and calls on, at his pleasure.
5. The Worshipful Master may postpone the transaction of any Lodge business when he deems it in the best interest of the Craft.
6. The Worshipful Master may defer consideration of a Petition for the Degrees.
7. The Worshipful Master may and shall arrest the progress of a candidate if an objection arises.
8. The Worshipful Master, by his official order, shall abate any irregular proceedings of the Lodge.
9. The Worshipful Master, when present in the Lodge, may act through any Brother whose assistance or skills he may desire. But the acts performed in the Worshipful Master's presence, and by his authority, are his acts.
10. It is prerogative of the Worshipful Master to appoint all Subordinate Officers of the Lodge. Remember, however, that the Senior Warden has the right to nominate the Junior Deacon.
11. The Worshipful Master appoints all committees, unless there is a provision in the By-Laws of the Lodge.
12. The Worshipful Master is the judge of sufficiency of avouchment.
13. The Worshipful Master may refuse the admission of a visiting Brother if he deems such action necessary for the best interest of the Lodge. He shall refuse the admission of a visiting Brother if any Member of the Lodge objects to such visitation. As long as it's not because of race, ethnicity or religion prejudices.
14. The Worshipful Master may command the attendance of the members of his Lodge at any time by summons.
15. The Worshipful Master may call communications of his Lodge at any time when in his judgment it becomes necessary. He may fill vacant offices by pro-tem appointments.
16. The Worshipful Master may cast the deciding vote at any time in the event of a tie vote.
17. The Worshipful Master shall supervise all financial matters of his Lodge.

PROHIBITIONS

Although the powers and prerogatives of a Worshipful Master seem unlimited, there are certain prohibitions placed on a Worshipful Master by Masonic Law. Some of these are listed below.

1. The Worshipful Master of a Lodge cannot resign after being installed without the permission of the Grand Master.
2. The Worshipful Master of a Lodge cannot be installed prior to the anniversary of St. John the Evangelist (December 27th).
3. The Worshipful Master of a Lodge cannot demit.

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4. The Worshipful Master of a Lodge cannot hold his office and at the same time hold office as Grand Master, Deputy Grand Master, or District Deputy Grand Master.
5. The Worshipful Master of a chartered Lodge cannot be a petitioner of a Lodge U.D.
6. The Worshipful Master cannot be tried by his Lodge during his Mastership.
7. The Worshipful Master cannot arbitrarily disband a Lodge and surrender its Charter.
8. The Worshipful Master cannot order the removal of a disorderly Brother from the Lodge, but can instantly cease labor until harmony is restored.
9. The Worshipful Master cannot delegate his authority to preside in his absence.
10. The Worshipful Master and Wardens shall not sell, convey, or mortgage Lodge property except by action of the Lodge in Stated Communication after due notice to the membership.
11. The Worshipful Master cannot cause certain business of the Lodge to be transacted at a Called Communication.
12. The Worshipful Master cannot call a communication on Sunday, except for funerals, or to attend Divine Service, or for very urgent charity. The members shall not be summoned to attend Divine Service nor shall they attend in Masonic regalia.
13. The Worshipful Master cannot call a Lodge from labor to refreshment to meet on a certain day in the future.
14. The Worshipful Master of a Lodge does not have the authority to order the suspension of members for nonpayment of dues. The action for suspension can only be by direct action of the Lodge.
15. Any act or decision of the Worshipful Master may be reviewed by Grand Lodge or by the Grand Master when the Grand Lodge is in recess.

DUTIES AND RESPONSIBILITIES

Besides the duties inculcated by the unwritten law and the installation ceremonies, there are duties required by the Constitution which cannot be neglected without being liable to Masonic censure.

The duties and responsibilities of a Worshipful Master are of such magnitude as to defy enumeration. Many of these duties and responsibilities are constantly arising as the result of events which occur in the Lodge from time to time. Others are inculcated in our laws, customs, and traditions. Some of these are mentioned here as being worthy of careful consideration.

It is the duty and responsibility of the Worshipful Master to:

1. Obey implicitly, both in spirit and in letter, the Ancient Charges to which he gave his assent when he was installed.
2. Preserve the Charter of the Lodge with unflinching care, and to deliver it to his successor in office. If it should be lost or destroyed, a duplicate may be secured, but such a duplicate cannot replace the

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original signatures. Hence, the charge to the Worshipful Master that he should carefully preserve it and never allow it to pass out of his immediate control. (The importance of this is apparent from the fact that a Lodge cannot legally hold a communication without its Charter.)

3. Open and preside over the Lodge and make all necessary provisions for faithful performance of that duty when he cannot be present.
4. Set the Craft to work and give them proper instruction. This requirement is by no means confined to the conferring of the Degrees or to the transaction of the business of the Lodge. Every opportunity which presents itself should be used to instruct the Craft in matters of Masonic interest. It is hoped that this Handbook will be helpful in that respect.
5. The Lodge System of Masonic Education requires that a committee of five or more Brethren be appointed, one of which should be a Past Master to serve as the Masonic Education Committee. Additionally, one of the Brethren appointed to serve in this committee shall be designated the Lodge Mentor, and other Brothers be appointed to assist him in his duties.
6. See that worthy Brethren, visitors from other Lodges or Grand Lodge Officers have a courteous reception and a cordial, friendly welcome to the Lodge. A well-qualified Brother will be very helpful in accomplishing this.
7. Attend and direct the deliberations of all the Lodge Committees. If a committee or any member of it neglects to perform the required duties, the Worshipful Master should promptly discharge him or them and make a new appointment.
8. Postpone matters of extraordinary import when there is a very small attendance so that such matters will not be hurriedly disposed of by a small minority of the Lodge members.
9. See that smoking in the Lodge room is prohibited at all times.
10. See that all business and work of the Lodge is properly handled by the responsible Officer.
11. Unless dispensed by the Worshipful Master, the minutes of a Lodge should be read for correction and approval prior to closing Lodge. However, the minutes shall be read for final adoption at the next Stated Communication.
12. Attend all communications of the Grand Lodge and see that a report of the proceedings of the Grand Lodge Session is made to the Lodge.
13. See that the By-Laws of the Lodge, the Constitution, Regulations, and Edicts of the Grand Lodge are duly understood, respected, and obeyed by the members of the Lodge.
14. Ensure that all Grand Lodge reports are prepared, completed, and transmitted on time.
15. See that the moral law, written or unwritten, is respected and obeyed by every Brother.
16. See that all un-Masonic conduct coming to his knowledge is dealt with according to the laws of the Grand Lodge.
17. Guarantee to everyone charged with un-Masonic conduct a fair trial and the right to appeal to the Grand Lodge.

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18. Attend and conduct Masonic burial services for a deceased Brother of the Lodge.
19. See that his successor is duly installed in his office and surrender to him the Charter and such other symbols of authority and management as are proper.
20. To prepare the Lodge's Annual Plan.
21. To prepare the Lodge's Annual Budget.
22. To prepare the Worshipful Master's Trestleboard articles, and see to it that the Trestleboard is published.
23. To ascertain the date for the District Deputy Grand Master's Official visit.
24. To appoint the Investigating Committee as required.
25. To appoint all Standing Committees according to the Uniform Code of By-Laws, Finance, Vigilance, Petitions, Education, Board of Relief, Charity and Lodge Property.
26. To appoint any other committee as he seem fit.
27. To attend Grand Lodge and vote the Lodge's recommendation on the resolutions if any.
28. To prepare an agenda for each Stated Communication.
29. To see that the Craft does not lack instruction and teachings of Masonic Ritual, principles and philosophy.
30. To see to the well being of the Lodge and Masonry in his community.
31. To visit a sick or disabled Brother. It is not important that you know the Brother, or that he knows you, but what is important is that you as Worshipful Master have taken the time to visit the Brother.
32. To visit a newly widowed wife of a deceased Brother. Again it's not important that you know her, only that you have taken the time as Worshipful Master to visit her.
33. Welcome all visitors to the Lodge.
34. Welcoming the newly raised Brother to the Lodge and invite him to attend all Lodge Communications and Events.
35. Following up on all committee assignments to ensure that the committees are working on the assigned tasks and are performing them in a manner that meets with his satisfaction. It's important to delegate, but it's more important that you follow-up on all of the assignments that you have made.
36. Lending an understanding ear to the Brethren of the Lodge.
37. Communicate expectations early and often.

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PERTINENT ADVICE TO THE MASTER

There are certain general standards you should be careful to establish for yourself and endeavor to follow. They are not inflexible, but you should know them and how they should be applied to your work. The following suggestions should help you to establish these standards for yourself.

You should have already made plans for your year as Worshipful Master. Continually check your calendar to be sure that the programs and activities that you wish to accomplish are scheduled and be determined to meet them. Do not leave it to the "eleventh-hour rush."

Hold meetings with your Officers, not only to familiarize them with the scheduled work of the Lodge, but also that you might benefit from their viewpoints and suggestions. In doing so, you will find that these Officers will be working with you as a team because you have included them in the operation of the Lodge.

Your position is one of great responsibility. Therefore, if you are in doubt about a particular issue, seek the advice of experienced Brethren before proceeding. If competent advice is not immediately available, postpone the action until a later date. Be sure you are right before you go ahead.

In your position of authority, you are to be kind and gentle, yet firm. You are not to rule in an arbitrary or dictatorial manner, yet you are to rule. Be dignified without being arrogant, courteous without being subservient and firm without being oppressive. Keep your attitude on a friendly and brotherly basis, while observing proper dignity and decorum.

Promptness and punctuality are essential to success. It is imperative that the Worshipful Master and other Officers are early to every meeting. Be sure that the Lodge is always opened at the designated time.

After you have opened the Lodge, conduct the business with proper dignity, decorum, and dispatch so that you can avoid lengthy and boring meetings. Do not let your meetings drag. Lackadaisical habits by you will produce similar traits in your Officers and members. An early closing will allow time for social activities after Lodge for those who wish to stay.

Make your meetings sufficiently interesting and diversified so that your members will enjoy attending. You will soon discover that more of your members will be at your meetings. It takes more than the transaction of routine business and the conferring of the Degrees to keep your members coming to Lodge. Create as much activity as possible in your Lodge, and call upon as many members as you can to engage in these endeavors. The more members you have working, the more interest and activity there will be in your Lodge. In addition to wisdom and discretion, a Worshipful Master needs to use a certain amount of imagination if he is to attain the greatest amount of success.

The admission of new members into your Lodge is very important because it keeps the Lodge from drying up and withering on the vine. It is a mistake, however, to devote all of the Lodge meetings for the conferring of the Degrees to the neglect of your older members. The Lodge does not gain by taking in new members if the older members become bored and lose interest in attending Lodge. Holding the interest of one tried and true Mason, who is already a member of the Lodge, is worth more than the admission of two new and untried men.

In conferring the Degrees, you should be exceedingly careful to see that no candidate suffers any embarrassment or humiliation. Make no exceptions to the rule that "real Masonry requires of no man anything to which any gentlemen cannot honorably and without feeling humiliated, submit." Set up the

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necessary committees in your Lodge and use “The Lodge System of Masonic Education.” By so doing, you will find that the percentage of candidates who become active members of the Lodge will be greatly increased.

Educate your Officers and members. As the shepherd of the flock, you must lead by example. Encourage them to attend with you the schools of Masonic Education and Masonic Leadership Training. Further, encourage reading the Digest of Masonic Law and other Grand Lodge educational material.

Throughout your term of office, you will be addressed as “Worshipful Master.” Do you know what that means? It is one of the archaic terms we use, attesting to the age of our Order. The Standard Dictionary defines it as “worthy of honor by reason of character or position.” In Masonry, the title is given not only because of position attained, but because the character is supposed to have justified the position. In the Old Charges of Masonry, we are told, “All preferment among Masons is grounded upon real Worth and personal Merit only.” From the word “Worth” in the Old Charges comes the term “Worshipful” as we use it. See that you justify the title you now bear by your own life and work. Be worthy of the honor which your Brethren have conferred upon you.

INSTALLATION CHECKLIST

1. Discussion with outgoing Worshipful Master on Installing Officer
 - a. Installing Officer
 - b. Installing Marshal
 - c. Installing Chaplain
2. Discussion with Treasurer and Stewards on Installation Dinner
3. Officer Appointments
4. Committee Appointments
5. Calendar for Ensuing Year
6. Trestleboard Notification
7. Officers Meeting
8. Rehearsal
9. Select/Purchase Worshipful Master’s hat
10. Arrange for pictures of Masters and Wardens
11. Need Copy of Masonic Digest at Installation
12. Day of Installation
 - a. Opening of Lodge on Third Degree
 - b. Dinner
 - c. Installation
 - i. Welcome by outgoing Worshipful Master
 - ii. Introduction of Installing Team
 - iii. Installation of Officers
 1. Newly installed Worshipful Master has option of installing remaining Officers
 - d. **FILL THE CHAIRS OF THOSE TO BE INSTALLED WITH AS MANY PAST MASTERS AS POSSIBLE**
 - i. Worshipful Master
 - ii. Senior Warden
 - iii. Junior Warden
 - iv. Treasurer
 - v. Secretary
 - vi. Chaplain
 - vii. Marshal

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- viii. Senior Deacon
 - ix. Junior Deacon
 - x. Senior Steward
 - xi. Junior Steward
 - xii. Musician/Organist (IF ANY)
 - xiii. List of Past Master's that sat in chairs
 - xiv. Reserve seats in the Northeast of the Lodge for Ladies of installed officers
-
- e. Worshipful Master's
 - i. Thank Installing Officers
 - ii. Ask for any comments from Installing Officers
 - iii. Introduce wife and family
 - iv. Worshipful Master's Message to the Lodge (should be short)
 - f. Introductions of Lodge Officers
 - i. By rank
 - ii. Comments should be short
 - iii. Introduce family and personal guests
 - 1. If no family present should not point it out
 - g. Presentations
 - h. Recognition & Introduction of Dignitaries
 - i. Comments by others
 - j. Closing Comments by Worshipful Master
 - k. Closing Prayer
 - l. Refreshments (Excuse non-Masons)
 - m. Closing of Lodge
- 13. Officer Ritual Practices
 - 14. Officer Meetings
 - 15. Committee Meetings
 - 16. Remember to open as Annual Funeral Lodge as soon as possible (See Florida Masonic Monitor)

HOW TO BE A GOOD LEADER

Introduction

"I now proclaim the Officers of Name Lodge No. ____ F & A. M., duly installed." The words from the installation ceremony still ring in your ears. You have been told that the honor, reputation and usefulness of your Lodge depend on your ability to manage its concerns. Are you prepared? Your picture hanging in the Ante-room calls to mind the work of a leader or the memory of an incompetent caretaker.

You have this one opportunity to leave an example for others to follow. The choice is yours. Keep in mind that your Lodge is not governed by a textbook: only the Master possesses such authority and that person is you. Make each moment count and everyone around you a success. This is your year. How will it be remembered?

Management Principles to Remember

Organizations, large and small, government and private, fraternal and corporate, successfully operate only by paying strict attention to the needs, aspirations and concerns of people. Successful organizations, either fraternal or private, can trace their success directly to the amount of concern that they exhibit for the people they serve.

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When was the last time you returned to a restaurant that provided poor service, or served you a substandard meal for the high price you paid? When did you return to a store that exhibited a lack of concern for your business or sold you an inferior product? The same holds true for your Lodge. The amount of attention you pay to “customer service” for your membership, their families and the community will dictate the success or failure of your term.

1. Are your refreshments and meals well prepared, attractive and served promptly?
2. Is your Lodge clean and orderly and reflective of the beauty which our ritual dictates?
3. Are every Brother and his family greeted in a manner which reflects the brotherly love of our fraternity?
4. Are you and your Lodge fulfilling the needs and aspirations of every member?

If the answer is no, then you are not providing that important “Customer Service” aspect of every successful organization. You are now the proprietor of a long established business. Think for a moment, what are the services that you and your Lodge provide will maintain present and attract future customers back into your store?

We often forget that people make organizations. It is not the required paperwork, the beautiful ritual, the fancy organizational charts, or elaborate trestle boards. The management principles in this chapter will assist you in administering your Lodge by properly managing people.

Authority vs. Leadership

There is only one Worshipful Master in a Lodge, only one authority and only one leader. The Constitution and regulations of the Grand Lodge of Florida expressly delegate full authority to the Worshipful Master to govern the Lodge in accordance with those laws. In plain terms, my Brother, you are the boss, the leader and the manager. BUT WAIT!

By Masonic law and custom we grant the Worshipful Master unusual authority and great deference. The wise Worshipful Master does not let that go to his head. He knows that he cannot use his gavel arbitrarily, but must constantly work to inspire and encourage his team, to unite them in a common goal, and to help them achieve that goal.

Leadership exists in every Lodge. In some cases the leadership is exercised by the Worshipful Master. In other cases, regrettably, leadership is not exercised, and the Worshipful Master stands back allowing others, such as Past Masters or Secretaries, to wield an unseen gavel. In successful Lodges the Worshipful Master takes charge. In unsuccessful Lodges the vacuum is filled by others. How will it be during your year? Will you be in charge or will you sit regally in the East, wield a hollow gavel and allow others to assume the legitimate authority you have abandoned? The emblem of power is in your hands. Wield it with discretion, courtesy and above all, Brotherly Love.

Never forget that the opportunity to lead the Brethren of your Lodge and to manage its affairs has been given to you. How well you take advantage of this opportunity will determine the success or failure of your year in the East. There is no excuse for allowing a leadership vacuum to occur.

The buck stops with you

Harry S. Truman, Past Grand Master of Missouri and 33rd President of the United States of America proudly displayed a sign on his desk in the Oval Office which succinctly described the term Responsibility. It read “THE BUCK STOPS HERE.” That world-famous sign, in symbolic form, is

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forever displayed to all the brethren, silently resting upon the Master's podium, in front of the Oriental Chair. You cannot escape it; it cannot be thrown away; it cannot be destroyed, or placed into another Brother's hands. No matter how hard you may try to avoid it, "THE BUCK STOPS HERE" is that proverbial shadow which will never fade away. It is yours and yours alone.

Everyone will take credit for increased membership, excellent ritual, a beautiful Lodge and good participation by the membership at all functions. Few will share responsibility for failure. You, as Master, will not be able to escape the responsibility for what occurs during your year. The Brethren know this. They long to hear a Worshipful Master say:

"I wish to thank the Brethren for the confidence they have reposed in me. The authority of the Oriental Chair is now in my hands for this Masonic year. I assume that responsibility for the leadership and management of this Lodge. I will give credit to everyone for the things that go well, and I will carry the burden of blame for that which does not go well. My Brethren, I know that, "THE BUCK STOPS HERE."

Building your team

"To set the Craft at work with proper instruction."

How many times have you heard this essential duty of the Master proclaimed at the opening and closing of each meeting? They are not just empty words required by ritual. They describe a leadership function essential to the success of your Lodge.

No man can accomplish every task that is required to build a vibrant and progressive Lodge. Team Building is the process in which you, as Master, assemble, mold and direct a group of participants to labor on differing tasks toward a common and well defined goal.

Your Lodge Officers and membership are your team. Many are at home on inactive reserve status. Some are the "active reserves" sitting on the sidelines waiting and wanting to become involved. Others are the Officers, your "first string," who are in the trenches on a daily basis. The successful team utilizes each category of participant to the fullest extent. The unsuccessful team, no matter how skilled the quarterback, if the full roster is neglected, will suffer the consequences. Review your team, list the jobs that are required and personally ask your members to complete just one assignment. Then set them "to work with proper instructions" and let them pursue their labors.

Each player, every sideliner and even your inactive reserve must be thoroughly educated in what needs to be accomplished (crossing the goal line); how it is going to be accomplished (the play); and who is going to do the work (who blocks and carries the ball). For the play to be successful, each of the participants must know the goal, provide input on how to achieve the goal and know the duties and responsibilities of each team member.

As the quarterback, you may be scoring a multitude of touchdowns, but never forget the example of Joe Montana. Symbolically take your linemen to dinner and show your appreciation for their efforts. Their picture may never appear on the cover of SPORTS ILLUSTRATED but they will be pleased with your success and be ever ready to contribute more.

How to delegate

Delegation of authority and responsibility to accomplish limited tasks is the management principle which assures that all tasks, large and small, are accomplished according to plan. As Worshipful Master of the

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Lodge, you must utilize, to the fullest extent, the manpower resources that are available to you: the inactive reserve, the sideliners and the first string.

“Ask and it shall be given you; seek and ye shall find; knock and it shall be opened unto you” is that perfect timeless phrase that best describes the principle of Delegation. Ask a Brother to do a task; give him the necessary authority and resources to carry out his mission, make him responsible for its success and check with him frequently to insure that he is on the proper track. If he is proceeding according to plan, leave him alone. If he is not accomplishing the task, provide him with some assistance or find another person to carry the ball.

Here are some essential elements to remember when you delegate authority and responsibility to complete a task:

- A. You can delegate authority but, you, as Worshipful Master, are responsible for the final product. You can't point the finger and say “but I asked him to do it.” The Brethren on the sidelines will simply shake their heads. They know who is responsible and who didn't tend to detail.
- B. KISS “keep it short and simple” - Explain in simple terms what needs to be done. You might offer some helpful ideas, but respect their ability do the job. People resent being given a task and then being told exactly how to do it. Very soon they think, “If he wants to do this his way, he can do it.”
- C. Discuss the project with those assigned to determine what manpower, materials and money are required to adequately complete the task. Each assignment requires resources. Some jobs cannot be completed without adequate tools. So make an agreement; provide the proper tools and set them to work.
- D. Set realistic time limits for each phase of the assignment. You can't expect major duties to be completed yesterday and you cannot allow the job to extend indefinitely. Remember that work expands to fill the available time. So be reasonable, yet firm, with the amount of time you allocate to a specific assignment. Human nature requires deadlines. Otherwise, procrastination will leave you with last minute difficulties and possibly failure.
- E. Check back often with those who have been delegated the task to ascertain their progress and/or problems that have been encountered. If you wait until the last day, you risk being caught short without enough time to complete the job properly.
- F. Give public praise and recognition to all who have successfully completed their assignments, no matter how small the task. Everyone likes to be recognized for his contributions. Those who have received suitable recognition will soon volunteer again, and those who witnessed the praise being given will want a piece of the action. Remember, honey, not vinegar, will attract the worker bees.

Follow-up

As Worshipful Master of your Lodge you will develop goals and objectives, formulate plans for their execution and delegate to others. However, controlling these efforts is mandatory to insure successful completion. Your delegated staff is like an unbridled team of horses pulling a wagon loaded with valuable cargo. If the entire project is left only to those pulling the wagon, your cargo (goals) may arrive at a

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different destination, at a later date, or it may have never left the barn and the horses are left still standing there eating their oats. Every project requires a leader (the Worshipful Master) to handle the reins, to spur them on, to turn them either left or right and to stop them when necessary. The Master must continually make a determination as to whether the horses are strong enough and in sufficient numbers to pull the required weight. Additionally, when trouble arises, he must know when to dismount, put his shoulder to the wheel and help push the cart over a steep hill.

Every project requires the leader to expend his prestige and authority, when necessary, to keep the cart on path and on time. The reins are in your hands. Use them only when necessary. If your project has had trouble getting started or is wandering off track, gently take up the slack and guide them back on the road. Never jerk harshly or use your whip, for your team may become frustrated and stop in their tracks. Issuing proper instruction at the beginning and regularly following up by either personal contact or by telephone is usually all that is required to control your team and to determine if you have the right horses and that they are strong enough for the load.

TRAINING YOUR OFFICERS

“Yesterday I couldn’t even spell Worshipful Master and today I am one.” This simple statement, regrettably illustrates the dilemma in which many Lodges find themselves when the elected leadership either neglects or fails to expose and train the junior Officers in the duties and responsibilities that are required when they arrive in the East. Masonry attracts “good men from all levels of society; the high and the low, the rich and the poor.”

On one hand, the different backgrounds of our membership provide a rich mixture of diverse experiences and opinions. On the other hand, very few, without prior training and orientation, possess the knowledge and experience to be successful in the Oriental Chair. By starkly facing the critical reality that few of us are initially qualified to be Master, we must take the opportunity to begin the long process of preparation, training and orientation required to prepare our Officers for leadership.

“I feel like a mushroom! Kept in the dark and fed fertilizer.” This common attitude, which may prevail among your junior Officers, is one which you must understand, attack and eliminate. The bottom line is that each Lodge and every member must appreciate the fact that, when entering the line of succession, there is no single person within this jurisdiction who is fully prepared to assume the Oriental Chair.

A good Worshipful Master trains his junior Officers in both leadership and ritual. The often repeated phrase “when you finally learn the job, your year as Worshipful Master is finished” must be eliminated from usage. The benefits of such training to you and your Lodge are substantial.

As in any profession, those properly trained perform their tasks at an increased level of competence, resulting in Lodge improvement and member satisfaction. Additionally, seeing help and proper training being given may induce some sideliners to make the transition from the sidelines to the chairs.

Who is responsible? The Grand Lodge is not responsible. Neither is it the responsibility of your District Deputy or the Past Masters. Each Worshipful Master is fully, totally and completely responsible for insuring that each Officer is fully prepared to competently assume the duties and responsibilities of the succeeding chair prior to installation. In simple terms, you do not have the luxury of “spring training.” You and your Officers must be in mid-season form from the moment the first ball is thrown.

The following are some helpful hints when instituting an Officers’ training program:

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- A. Prepare and distribute the descriptions of the duties and responsibilities of each position to each Officer. Set deadlines for each Officer to be proficient in the skills required.
- B. Hold frequent Officers' meetings and communicate the methods and rationale behind all your decisions and actions and request their input.
- C. Utilize a "Big Brother" or "Mentor" approach by delegating to each Officer the responsibility of training next year's Officer the duties of his position.
- D. Require each Officer, committee chairman, the Treasurer and the Secretary to explain the function of his position and the manner in which he executes his responsibilities.
- E. Allow each junior Officer to actually perform the duties of the next chair when qualified.
- F. Obtain, distribute and discuss the many instructional materials available through the Grand Lodge and use your Officers to attend the training classes held by both the Masonic Leadership Training and the Masonic Education Committee.
- G. Organize a visit to the Grand Lodge office for your Officers and members. If within a reasonable distance spend the day not only to view the beautiful temple but to learn of the extensive resources that are available to you, your Officers and the Lodge. If you come from a great distance use your time at the Annual Communications for this educational experience. The staff is friendly, courteous and ever willing to assist you in every manner possible.
- H. Prepare your Officers for the next position not only in ritual, but in the other responsibilities at least by July.
- I. Communicate your Officers training program to the membership. A member who may otherwise be reluctant to assume a leadership position may step forward because he now realizes that a program to improve his skills is available and that he is not alone as he assumes greater responsibilities. Always remember those important principles that we have previously discussed. Plan, organize, communicate, delegate and control are vital when implementing a staff training program.

MAKE YOUR LODGE KNOWN

"Masons make themselves known by certain..."

Internally, we do a pretty good job on signs of recognition, lapel pins, rings, etc. However, we do not do a good job making ourselves known within the communities where we live. During our better years, in the 1940's and 1950's, it was easy. Most civic, professional and business leaders were members of the fraternity. Regrettably, this is no longer the case. We must make a solid and concerted effort to expose our principles and beliefs to the communities in which we live. No one will do it for us. Each community is unique and therefore different strategies are required. There is simply no excuse for sequestering ourselves in our Lodges while the community swirls around us.

One of your goals is to improve public awareness of your Lodge and of the Masonic Fraternity. The objectives you can develop to reach that goal are limited only by your imagination. Pick up and read your community calendar and decide how you and your Lodge can be a vital part of these planned activities. Information booths at festivals, participation in parades, attendance at local churches, community groups and service clubs is appropriate. Every time you go out, invite others to come in, as guests or program speakers. These are but a few examples of thousands of ideas. Your primary task is to get that team thinking and working on a program to increase our public awareness.

MANAGING YOUR MOST VALUABLE ASSET: YOUR TIME

You now have that top hat firmly in place, the gavel in hand and stand ready to govern the Lodge during your Masonic year. 365 days, 8760 hours and 585,600 minutes are available for your use. Your committees are in place, the program is set and the Officers and members stand ready to assist in building

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the Lodge. The question remains, “How can I possibly accomplish all that needs to be done in the short time frame of one year?” Time, your most valuable resource, can either be squandered, without hope of recovery, or efficiently managed and put to effective use.

Absent the time required to accomplish mandated Masonic tasks, i.e., Stated Communication, degrees, funerals, etc., you have full control of your time. You must realize that each hour wasted is one less hour you have to accomplish your goals. Each hour effectively utilized is one further step towards improving your Lodge. The choice is yours. How will you manage your most valuable resource?

A. Be Master of Your Own Schedule

You must first realize that it is your time you are spending and you can be either its boss, or you can allow it to boss you. Your year can be either a rewarding experience, or it can become an exhausting ordeal. The difference is in the manner in which you manage your time. The following are some helpful hints that will assist you in changing your time use habits and achieving your goals for the year.

B. Time Savers

Each of us has valuable commitments to our family and employer that must be satisfied prior to scheduling time for the Lodge. To take full advantage of every hour, it is mandatory that you evaluate your work habits and eliminate those activities which are unproductive and waste your valuable time. Eliminate time wasters and utilize the following to increase your productivity.

1. Schedule a portion of each day strictly to conduct the business of the Lodge. That scheduled hour will accomplish more than many hours grabbed at random.
2. Station yourself in a quiet place and do not take any telephone calls, receive visitors or allow yourself to be otherwise interrupted. Ask mother to keep the kids quiet, answer the telephone and take messages. Protect your time.
3. Inform your Officers and members of your schedule so that they will not be annoyed when told that you are now busy and will get to them at another time. Additionally, they will cooperate in reducing the potential for interruptions during your work period.
4. Schedule yourself the previous day by writing down important tasks, in order of priority, on a THINGS TO DO TODAY pad that can be purchased at any stationery store. During your scheduled time, begin on #1 and stay with it until you are completed. Recheck your priorities and then begin on #2. Make this your habit every working day and you will find that things get done and you will still have extra time for other important tasks.
5. All your telephone calls should be short, to the point and strictly business. Use other time to socialize on the telephone. Your schedule dictates only work for this period.
6. Don't put off until tomorrow what you can do today. Those who procrastinate habitually become interruption prone. Take a difficult task, set priorities, time limits and focus on the problem until it is resolved.
7. Don't be a perfectionist: If you wait until you are absolutely sure of everything you will never get anything done.
8. Learn to say no. You cannot accomplish everything for everybody. Many activities are in the “nice to do, but not essential” category. Do not spend time on efforts that are not

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included in your goals. It is much easier to just say NO than to waste time on unproductive endeavors.

9. Be decisive! Delaying a decision or talking an issue to death will not result in a solution. Face up to a problem, make your decision and move on to another issue. Don't waste time because of a reluctance to take on a decision.
10. An "I'll do it myself" attitude will result in you spending your time on nonessential tasks that can be done perfectly well by others. Decide what is important for you to accomplish and what should be delegated to others. As Worshipful Master, don't waste time on minor matters. There will not be enough left for what is important.
11. Make appointments and keep them. Don't allow unscheduled meetings to occur at times when you should be socializing with the Brethren. Those times are for relaxation and fellowship, not business. If cornered, simply acknowledge that the Brother has an important concern and schedule a time to get together for either a meeting or simply a telephone call. This will make him feel important, and you have not wasted time that should be devoted to others.
12. Constantly evaluate your use of time. Most time management experts strongly recommend that you keep a simple log of your activities so that you can evaluate exactly how your time is being utilized and then make the necessary adjustments to increase productivity. Your present habits must give way to your new responsibilities; otherwise, you will never find quality time to properly complete your required tasks.

Our ritual eloquently speaks of the importance of managing time: "Whereby we find eight hours for service to GOD and a distressed worthy Brother, eight hours for our usual vocations and eight hours for refreshment and sleep." This is instruction given to your newest candidate. You should also follow that example by allocating your time for the benefit of your Lodge and your Brethren. You can make your job exceedingly difficult and time consuming or you can make it seem like "a piece of cake." The difference between the two is in the manner in which you manage your time.

PLANNING FOR YOUR YEAR AS WORSHIPFUL MASTER

Why Planning is Important to You & Your Lodge

The toughest challenge facing every Worshipful Master-elect is creating a program that generates excitement among the members of his Lodge, promotes friendship, entices others to join, attracts the attention of his community and keeps members coming back. It's a huge responsibility and one that is best accomplished with planning and follow-through.

Your success as a presiding officer can be gauged by your plans. A Worshipful Master who starts the year with no plans or who merely repeats what the Lodge has done in previous years cannot hope to make progress or have a memorable year.

You, as the incoming Worshipful Master, have the responsibility and opportunity to make your Lodge appealing, meaningful and relevant. It's never too early to begin planning. Use the following process to plan a program of events that assures a successful year for your Lodge.

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Every Master can achieve a meaningful year for his Lodge if he has captured the vision of this unlimited opportunity to serve his Lodge, his brethren and mankind, and, then, has diligently prepared himself and his Lodge by entering the year with a plan.

Your plans must be member-driven to increase their buy-in and ownership. The process in this manual meets the key needs of your members, showing respect for their precious time in everything you do, and providing quality programs and activities.

Placing this manual in the hands of lodge officers, and involving them in this planning process, can result in positive Lodge programs year after year.

Four Ways Planning Helps Your Lodge

The planning process provided here, if followed from beginning to end, assures that you comprehensively construct your program considering the major factors that most positively meet the needs of your members and the Lodge. A good program helps your Lodge in four important ways:

- The participation of members and officers in this planning process enlists their commitment to and involvement in the activities of your Lodge.
- Competition for the attention of today's men comes from many sources, and many that are important to him. He can select from a variety of activities. Through planning, your Lodge's program will offer activities that meet his needs. In addition, it will be easier to "sell" your Lodge to men if you can show them an appealing, meaningful and relevant program.
- A well-planned program will assure your members that the activities you planned will be rewarding to them. They will be more likely to attend with the promise of a good, ongoing program.
- Involvement in the planning by those who are following you in line will help to ensure consistency from year to year, which will eliminate peaks and valleys in the performance of your Lodge. The long-term goal is continued with steady growth with increasing attendance. It's your responsibility as Master to leave the East with your Lodge in good shape to continue with solid programs and involved brethren.

Masonic Lodges face distinct challenges that can only be addressed by a well-prepared and thorough plan. Here are several reasons why a well-planned, inclusive term yields good results:

1. Lodge funds, which are frequently limited, can be spent judiciously.
2. If the brethren feel their respective interests have been given adequate consideration, they will be boosters for the entire plan and will participate.
3. Committees are activated and should have ample time to plan details and perform the many tasks necessary for a successful year.
4. The Master can have peace of mind, knowing that he has helped chart a course that will benefit the Lodge, its members and the community. He will have fulfilled the responsibilities of leadership, leaving nothing to the confusion of last-minute snap judgments.

Addressing Your Lodge's Challenges

The future of your Lodge hinges on the plans you make today and carry out tomorrow. Your goal must be to create a plan each year that takes your Lodge into the future as a viable and healthier Lodge.

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You are urged to frequently refer to this manual for understanding and direction. It will help you prepare for many positive years of fun, excitement and growth in your Lodge, if you choose to use it.

Moreover, while increasing membership and the involvement of members in your Lodge may be your toughest challenge, it is also your greatest opportunity to influence the direction of your Lodge for years to come. That's why it is important to start planning now.

The Worshipful Master-Elect's Role in Planning

In your journey to the East, you've learned that no Freemason should aspire to hold office unless he is willing to spend the necessary time preparing for the many duties he must perform. During the year you will serve as the head of your Lodge, you are entrusted with its future. But, you cannot also overlook the proud past of your Lodge that has had a presence and made contributions to the well being of your community for many, many years.

Whether your Lodge in recent years has been active and growing, or retiring and decreasing in size, your installation as Worshipful Master places a significant challenge on you to improve your Lodge's performance for its continued existence, growth in the future and imparting the lessons of Freemasonry to your members. The successes of your Lodge in helping your community and your members in the past demand it. Your community and members need the contributions of your Lodge for their growth.

Plans Affect More Than Your Lodge

Your service as Worshipful Master can and should affect more than just your Lodge. However, to have that impact demands planning on you and your Lodge's part to truly make a difference. For that reason, it is essential that you commit yourself to making a plan for the year you will serve as Worshipful Master, and involving officers and members so they also become committed to the plan and to ongoing planning for your Lodge.

By the time you are elected Worshipful Master, you should have a calendar prepared for the coming year.

Make it your goal that the year you serve as Worshipful Master will be deemed one of the best years that Your Lodge has ever experienced. In striving to accomplish that, your primary function is to prepare properly for that responsibility. If you strive diligently to plan a program that meets your Lodge's members' and community's needs, you will perform your duties with real distinction.

With Power Comes Responsibility

You well know from your study of Masonic Law that you, as Worshipful Master of a Masonic Lodge, will have powers, responsibilities and privileges not accorded the presiding officers of other organizations. They preside but do not govern. You will do both.

With this unquestionable power comes tremendous responsibility. And, that responsibility brings with it the demand that you plan a program designed to move your Lodge forward in serving the needs of your members and your community. You can't escape it. Inevitably, you must prepare a plan to be effective.

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The information in this guide will give you some ideas about what your lodge can do for your members, and how you can implement these ideas. We don't pretend that these are the only ideas available. Please share the activities unique to your Lodge, so that they can be included in the future.

You can do nothing greater in the year you serve as Worshipful Master than to set a precedent by exhibiting the positive impact of short- and long-range planning, and implementing your plan so that it achieves what your Lodge has planned to accomplish. The potential of your effort to plan an effective year could be felt for many years after your term of service has passed. Don't miss this opportunity. Start now!

THE EIGHT-STEP PLANNING PROCESS

Every effective planning process contains five crucial elements that make it a success:

1. Involvement of leaders and members
2. Analysis of strengths and weaknesses
3. A free discussion and consensus decision making about possible solutions
4. Broad communication of the plan and its goals; and
5. Committed participation of leaders and members to implement the plan.

The Eight-Step Planning Process suggested here is designed to meet these requirements.

Throughout the Eight-Step Planning Process, make certain you have enough time for you and your team to develop your plan. Allow at least eight active weeks to complete all eight steps. Start planning no later than late summer or early fall so the plan is finished before the incoming Lodge officers take office.

STEP NO. 1 – THE WORSHIPFUL MASTER’S DIRECTION

It is important that each Worshipful Master places his individual mark on the year he serves as head of the Lodge. The overall plan must be flexible to allow each Master to emphasize and implement plans, projects and programs that characterize his interests and the flavor of the year he serves as Master.

In this first step, you determine the emphasis of the term by answering the following:

“When I have completed serving as Worshipful Master, I want the year to be remembered for . . .”

Your answer will focus on one goal for the year that may appeal to the theme of the year, such as:

- . . . serving youth.
- . . . increasing membership by a certain percent.
- . . . serving the community or a specific project or group.
- . . . increasing fellowship in our Lodge.
- . . . building stronger ties with the other bodies that meet in our building.
- . . . increasing attendance at Lodge meetings.
- . . . helping to make our town cleaner.

The answer to this question will set in motion one or several events or projects, depending on how broad or narrow the goal. For instance, increasing attendance at Lodge meetings may involve providing an educational topic at each meeting, offering rides to shut-ins, starting a buddy system with long-absent and new members, holding a meal before each meeting, etc. Helping to make your town cleaner may involve only two Saturdays a year to pick up trash along a highway near your town.

In addition, it is vital that you complete your work in this manual to make plans for the entire year. After each section you will be asked to select a number of activity ideas to enter on the Lodge Planning Calendar in the back of this manual. When you have finished the manual and filled in the Lodge Planning Calendar, you will have the beginnings of a plan to present to your Lodge Planning Team that will be unique and active. Write your area of emphasis, and activities supporting it, on the following page.

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STEP NO. 1 – THE MASTER’S DIRECTION

Answer the following question: When I have completed serving as Worshipful Master, I want the year to be remembered for...

After completing the question above, identify the activities that will support the achievement of this goal. Ask yourself what agencies also address the same issue. Can you partner with them? Could they provide information to educate Lodge members? Would they provide a speaker to rally members to the cause?

**Activities Supporting
The Worshipful Master’s Goal**

Dates of

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STEP NO. 2 – EVERY MEMBER HAS SOMETHING TO OFFER

While the incoming Worshipful Master is contemplating the focus of the next year, send a survey to every Lodge member and ask him to complete it and return it. Ask their opinions about the major areas of the Lodge's work and ask them to express their views about how the Lodge operates and what it needs to do to improve.

Once the deadline arrives, total the results and be ready to summarize the findings with the Lodge Planning Team.

Asking members, particularly the most recent members, is a surefire way to learn what they are feeling. Doing it by phone instead of a mailed survey will guarantee better results and more candid answers.

As leader of your lodge, you need to know what your members want. We're encouraging you to ask many questions of members, especially new members. But, let's review what we already know. Men who join organizations have relatively simple needs:

- They want to **meet new friends**.
- They want to **have fun**.
- They want to **feel proud**.
- They want to be **well led**.
- They want a **role for their family**.
- They want the **lodge active in the community**.

In fact, they have said these things so often, we need to really listen to them and then take steps to prove we can do what we say.

A survey you can use in your Lodge follows:

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Survey of Lodge Members

1. What is our Lodge's greatest strength? _____

2. What is our Lodge's greatest weakness? _____

3. Do our stated meetings need to improve? _____. If so, what one thing could be done to improve them?

4. Does our Degree Work need improvement? _____. If so, what one thing could be done to improve it?

5. On a scale of 1 to 5, with 5 meaning very high, how would you rate the level of real fellowship in our Lodge? 1 2 3 4 5 If your rating was a 4 or 5, what most adds to the fellowship of our Lodge? If your rating is 3 or lower, what can be done to improve it?

6. What one thing could be done to improve our efforts to recruit new members?

7. On a scale of 1 to 5, with 5 meaning very high, how would you rate the level of awareness of our Lodge in our community? 1 2 3 4 5 If your rating was a 4 or 5, what enhances our image in our community? If your rating is 3 or lower, what can be done to improve it?

8. Do you feel you are adequately informed about what occurs in our Lodge? _____. If yes, what keeps you informed about our Lodge? If no, what can be done to improve your awareness of what occurs in our Lodge? _____

9. Does our Lodge have adequate funds to be effective in each area mentioned above? _____. If no, what specifically could be done to improve our financial situation?

10. What can our Lodge do that best meets your needs?

11. Write any additional comments below or on a separate piece of paper.

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STEP NO. 3 – IDENTIFYING KEY AREAS OF WORK

This step involves gathering together the incoming Worshipful Master and Wardens, and later a Lodge Planning Team, to identify the major areas needing improvement and the work necessary for the continued development of your Lodge in the coming year and at least the next two years after that.

First, hold a meeting of the incoming Worshipful Master and Wardens to discuss and agree on the areas your Lodge needs to focus its attention. From that point, further discussion can then determine the long-term approach to answering your Lodge's needs, including some ideas of what can occur each year to advance your Lodge in those areas.

From there, the three work individually to develop the plan they will use the year they serve as Worshipful Master of your Lodge. This is a critical step in the process. It brings together the next three leaders of your Lodge who will set the agenda for the foreseeable future. The decisions made in this meeting will steer the Lodge Planning Team in all its work each of those years. Carefully consider and weigh your Lodge's needs.

Naming the Planning Team

Carefully consider the members of your Lodge Planning Team. The Masonic Renewal Committee of North America suggests putting men on the committee with the following skills or background:

- A very effective Past Master.
- A businessman or owner.
- The most recently-joined, youthful Masons.
- An effective committee chairman.
- A skilled financial planner.
- An experienced planner.
- A good communicator.
- An interested member.

In addition, involve any or all officers for the coming year who will provide initiative and new ideas to contribute to a progressive plan. They have the most vested interests in the immediate success of your Lodge. They are the ones who will continue the planning and work to meet the goals of your Lodge not only next year, but also in the future. And, as the leaders of your Lodge, every Worshipful Master must have their buy-in in order for the plan to be successful. Buy-in is best achieved through involvement and contributions to the plan. Their involvement will continue the vision from year to year as your Lodge prepares a new plan each year.

The Planning Team's First Meeting

1. Appoint a member to record the discussions and decisions that are made. Use a pad of large sheets of papers (flip chart) to write the team's comments. This will help to reconstruct the direction of the discussions later.
2. Explain the importance of planning, as explained earlier, and how it will benefit your Lodge in the coming year and in the future. Describe the planning process that will be used and how it can identify a direction for the Lodge, that meets the wants and needs of your members and the Lodge. Tell them of the importance for your Lodge to hold more and new activities to attract old and new members. Your goal is to convince the planning team of the value of planning, especially the process that will be used.

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3. Ask them to provide ideas where the Lodge needs improvement, or areas of excellence that should be continued, keyed to the areas included in the survey (Step No. 2).
 - Strengths
 - Weaknesses
 - Meetings
 - Work
 - Fellowship
 - Membership
 - Community Service
 - Communications with Members
 - Fundraising
- Do not allow discussion about whether an idea is good or bad. The goal at this point is to gather topics for later discussion.
4. Review the results of the survey of members and add their needs and concerns to the list already started. (Step No. 2)
5. Review the project or major emphasis that you, as incoming Worshipful Master, will implement next year. (Step No. 1) Add it to the list. In addition, discuss your other plans for the major areas of Lodge work that you developed in this manual.
6. Group all ideas under common headings.
7. Discuss each idea offered by the Lodge Planning Team and if it should or should not be on the list. Place the team's ideas in priority order under each heading. The top ones will be the focus of your plan. Discuss what can be done to meet each priority or goal. Make certain the discussion doesn't drag on or become mired in details. Keep it moving. Remember that the incoming Worshipful Master's plan remains intact. The only ideas to be discussed are in addition to the Worshipful Master's plan.
8. Decide which ideas will be included in plans for the coming year, and which need to be addressed in following years (short- and long-term plans).
9. From among the Lodge Planning Team, form a group for each heading to develop a plan and activities for the new ideas as well as those of the incoming Worshipful Master. Set a date within the one-two weeks for the groups to get together again to finalize the plan for the area assigned them.

STEP NO. 4 – REFINING THE PLAN

Within a week after the Lodge Planning Team has met, hold another meeting of the groups. The purpose of this meeting is for each group to complete the activities for the priority or goal given them by the end of the evening.

During the few days that have passed since the last meeting, each member of the Lodge Planning Team has undoubtedly weighed the solutions to accomplish their priority, and the discussion is still fresh in their minds.

In a short time, each group should be able to complete a plan that adequately and effectively addresses each priority or goal.

The work of the Lodge Planning Team has accomplished three valuable goals:

1. With their input on the direction of the Lodge and suggestion of activities, this group of key members in your Lodge is now committed and excited about the entire program.
2. The members of the planning team will make excellent members of committees in your Lodge to implement the plan.

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3. The task of planning has been disbursed among the membership, which eases the load for the line officers, and ensures a plan for at least the next three years. However, remember that the plan must be revisited each year and adjusted as efforts fall short of your goals, or goals are accomplished or as new solutions are identified.

When the final plans are completed, they will be distributed to the incoming Worshipful Master, incoming Senior Warden and incoming Junior Warden to make calendars for at least the next three years.

STEP NO. 5 – PREPARING AN INITIAL CALENDAR

The incoming Worshipful Master, incoming Senior Warden and incoming Junior Warden will now assemble Lodge Event Calendars, each completing a calendar for the year they will presumably serve as Master.

The Master’s Direction – Figure the dates for the activities that will support the incoming Worshipful Master’s projects that were determined in Step No. 1. Add the other activities included on the Lodge Planning Calendar that you developed from this manual.

Top Priority Areas – The discussions in Step No. 3 will help you identify not only areas of work, but specific activities to implement in the top priority areas. Schedule those on the calendar.

Lodge Dates – Your Lodge may have traditional activities that occur at certain times of the year, such as, stated meetings, the Past Masters’ Dinner, installation of officers, Friendship Night, Table Lodge, fundraisers, etc. Add these dates to the calendars.

Grand Lodge Dates & Goals – The Grand Lodge may have several activities each year involving your Lodge or representatives of your Lodge. Find out those dates and add them to the calendars. If the next Grand Master’s calendar and list of goals are available, include them as part of your plan. The Grand Lodge is comprised of representatives from each Florida Lodge. By following a common direction, the Grand Lodge and local Lodges will advance the Craft in areas critical to our common, ongoing health. Working hard together as one body, we can make a positive impact on our beloved fraternity.

Florida Masonic Charities – Provide in the plan for a contribution of time, materials and/or funds to Florida charities: The Masonic Home of Florida in St. Petersburg, Grand Lodge Museum and The Grand Lodge Endowment Fund, Grand Lodge Flagship Charity the Masonic Medical Research Laboratories (MMRL), Grand Master’s Charity for the year and the Ladies’ Project.

STEP NO. 6 – THE FINAL PLAN

Once the incoming Worshipful Master, incoming Senior Warden and incoming Junior Warden have placed all the dates on their Lodge Event Calendars, you now have a complete calendar of events for your Lodge not only for the coming year, but the next two years as well.

The Events Calendars can now be brought into one document to present to the membership. The calendars will identify when events occur, listing the major events for each year, and should be planned before the year begins and distributed no later than installation of officers or your Lodge’s first stated meeting.

Your incoming Senior Warden and incoming Junior Warden are now probably way ahead in planning the year they may serve as Worshipful Master. This is a great relief and allows them more time to prepare the

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details of their plan, resulting in terms that are more organized and even better executed. This will not escape the attention of your members who will find the Lodge more interesting and relevant to their interests.

There may be more activities listed on the calendars than you think can be accomplished. Remember that a one-man Lodge cannot achieve as much as an entire membership working on the plan. You have brothers committed to the plan who are interested in its successful completion. Enlist their assistance to head or sit on committees to implement the plan. With the active involvement of the committees, your ambition is multiplied many fold, and the year you serve as Master will see many more significant activities that are the seeds for improving the health of your Lodge.

The most important fact is that you have in place the solid beginnings of a plan for the coming year and the continuance of plans for the next three years. Imagine the progress that will be made when your Lodge focuses on its most vital needs for at least three years.

Of course, next year's incoming Worshipful Master should repeat this process and update the calendars, extending your Lodge's plan at least one more year and improving the plans for the other two years.

STEP NO. 7 – THE BIG ANNOUNCEMENT

The best plan in the world will only be as effective as it motivates your members, and it will achieve only as much as its vision for your Lodge as is accepted by your brethren. This may very well be your most important hurdle. Ask the permission of your current Worshipful Master to present the plan at a stated meeting after elections. Or, present it at the installation of Officers or the first stated meeting of the New Year.

Fortunately, the members of your planning team, who helped develop and support the plan, will be present at the meeting when it is unveiled to the membership. They will provide good support for the plan. It is important that you recognize them for their assistance.

Tell the members that if they responded to the survey, their input was figured into the plan, and it represents a consensus of the membership about where the Lodge needs to be headed. Pledge to them your support to work the plan to the best of your ability. Remind them that it will require the assistance of the entire Lodge to make it happen. However, the promise of a more active Lodge, that is responsive to its members, will be the payoff for everyone's involvement on the committees and attendance at activities.

Prepare handouts that summarize the priorities identified through the membership survey and by the planning team, and how each priority will be addressed in the coming years. Also include in the handout a listing of the dates of activities for the coming three years. This will impress the membership. Plan for and identify activities that all members of the family can attend to show your Lodge's support for families. Knowing your Lodge will be active for the foreseeable future, they will encourage their relatives, friends and acquaintances to join your Lodge. It's difficult to sell a product if you don't know what it is. You have just given your brothers your product. If they like it, they will sell it.

One presentation to the membership will not be enough. Take every opportunity to place the plan and the Lodge's calendar in front of your brothers. For instance:

- Place copies in the back of the Lodge room for members to pick up until the next year's plan is prepared.
- Copy a one-page version of the plan on the back of your meeting agendas.

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- Post the plan on bulletin boards in your building.
- Include the plan in the next newsletter to members.
- Refer to upcoming activities throughout the coming year at meetings.
- Don't overlook one of the most highly attended activities of the year, installation of officers.
- Make a smaller version of the plan and hand it out with any other materials at installation.
- Put it on your Lodge's Website.
- Send it in an e-mail to members.

You can't promote the plan or your Lodge's activities too much to your brothers.

STEP NO. 8 – LAUNCH THE PLAN

Your Lodge's committees will launch the plan. Ask for volunteers to work on committees after presenting the plan to members. As you talk with brothers to appoint them to committees, tell them about the priorities their committee will handle. Make it clear to the chairmen of the committees what is expected. Advise the chairmen they will be asked to make periodic reports at stated meetings, and their attendance and progress on the plan is expected. Ask the chairmen to report to you monthly.

Here are qualities to consider when appointing committee members:

- Talent and ability to perform the assigned task.
- Interest in the particular work of the committee.
- Deep sense of responsibility.
- Willingness to give the time needed to carry out the assigned duties.
- Ambition for leadership, organization and teamwork.

After appointing committees, set a date for a meeting with all committee members. Your purpose is to give them their charge for the coming year and familiarize them with the plan and the process from which it evolved.

In preparation, divide activities for the coming year among the Lodge's committees, and give them the Events Calendar showing the dates of activities. Be sure no committees are overburdened.

Feel free to reserve some planning and implementation for yourself. In fact, you may need to handle some responsibilities to clear the way for the committees to complete other projects. Be seen as a Master who was the hardest working member of your Lodge. As Dr. Albert Schweitzer said, "Example is not the main thing influencing others. It is the only thing."

Armed with the Events Calendar, your committees will have what they initially need to plan activities. Set the committees to work at the meeting and ask them to complete a schedule of tasks for each activity. Make sure they set another meeting before they leave. In the early part of the year, at least, it may be a wise idea to attend the meetings of committees to ensure they are on track.

To implement each activity, committees should identify each step in planning the event, the date it is to be completed and the person responsible. See the Event Planning Form in this manual and make plenty of copies for each committee to use.

GENERAL GUIDELINES FOR PLANNING EVENTS

1. Do not try to combine events. This is probably the most common mistake Lodges make. Groups don't feel special when a Widows' Night, a Past Masters' Night and year-pin presentations are held at the same dinner. Plan only one event for the evening, and "point" everything to that event and that specific group of people.
2. Give yourself at least two months to organize and hold the event. It will take every bit of that to do it well.
3. When planning the year you're Master of your Lodge, decide on a date and time to hold open meetings and activities. Check the community calendar to make sure nothing will conflict, especially high school sports, school plays, etc. Conflicts can reduce attendance. When setting the time, consider the people being honored. You may want to hold your Widows' Night as a lunch rather than a dinner or Saturdays since some widows do not like to be out after dark.
4. Decide on the type of food for the event. Refreshments? Dinner? Reception-style finger foods? If it is to be a dinner, how will the food be provided? Will the Lodge have it catered? Will the event be held in a restaurant rather than the Lodge? Will members bring food for a potluck? (In that event, make sure the Past Masters, widows, or other honored guests, understand that they are not to bring food.)
5. Decide on a place to hold it. If the Lodge is on the second floor of a building with steep steps, it may not be the best place to hold a Past Masters Night or other event that the guests are likely to be elderly. Better a church fellowship hall where everyone can come, rather than the Lodge dining room where only the most athletic can enter.
6. Plan the theme and decorations for the event. Do not haul out of the closet the chipped candle holders with half-burned candles from a couple years ago, along with the faded paper streamers from an Eastern Star reception. Pick a theme (from a close holiday, the season of the year, an historic event, etc.) and plan decorations around it. This will take a little time and a few dollars, but presumably the people you are honoring are worth a little trouble. (Example: One Lodge holds its Widows' Night in the early spring. They buy light green and yellow plastic table cloths, scatter green leaves down the center of the tables, and purchase blooming garden plants whose pots they wrap in gold foil to serve as centerpieces. At the end of the evening, the plants are given to the widows.)
7. Three weeks before the event, mail an invitation to each guest to be honored. A card is better than a letter. Make sure it gives the name of the event, the date, time and location. If the guests are likely to be elderly, offer to have the Lodge members pick them up and take them back home after the event. Give a telephone number the guests can call to RSVP and request transportation.
8. Plan entertainment for the event. Make sure the program will appeal to those being honored. You may have a Lodge full of fishermen, but a Widows' Night is not the time to demonstrate a new bass lure. The program can be a speaker, a musical group, a story teller, etc.
9. About three days before the event, have a committee from the Lodge telephone the guests and remind them of the event. Again offer them transportation.
10. Make sure all of supplies have been purchased and the room is completely decorated and finished at least an hour before the guests are to arrive. Turn on the building lights and unlock the door at least 45

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minutes before the event starts. Station at least two Brothers in the lobby at least 15 minutes before the event to open the door, take people's coats, greet people, etc.

11. Make sure the guests feel welcome. Do not let Brethren congregate by themselves and talk Lodge business. Each Mason there should be mingling and helping to make the guests feel important. The kitchen is not the place for the Master and his wife to be when you have guests in your Lodge. They should both greet people and see that preparations are completed. This is especially true if the Grand Master and his wife or any Grand Lodge Officer and his wife are present. Sometimes Grand Lodge Officers, who usually know someone at the meeting, tend to leave their wives unattended. The Master's wife and other Lodge officers' wives should be especially watchful for this.

12. Within three or four days after the event, the Worshipful Master should write a letter to those guests who attended, thanking them for coming.

The Event Planning Form follows for the use of your committees to plan activities.

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EVENT PLANNING FORM

Event: _____

Date: _____ Assigned Committee: _____

Theme (Decorations): _____

Budget: \$ _____ Entertainment: _____

Food Chairman: _____

Decoration Chairman: _____

Invitations Chairman: _____

Agenda Chairman: _____

Transportation Chairman: _____

<u>Steps Necessary to Implement this Event</u>	<u>Cost</u>	<u>Date</u> <u>Start</u>	<u>Date</u> <u>End</u>	<u>Person</u> <u>Responsible</u>
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EIGHT AREAS OF LODGE WORK

For the purposes of this planning process, the work of each Lodge has been divided into eight categories. Your Lodge committees will find descriptions of each area of work on the following pages and suggested activities that will help meet the goals of your Lodge.

A healthy Lodge will incorporate activities from each of the following areas in their annual plans. By doing so, you will provide a diverse program of activities that will appeal to more brothers. In addition, a program prepared with this planning process will already contain elements from the areas discussed here.

The eight areas of Lodge work are:

1. Lodge Meetings and Regular Events.
2. Work.
3. Grand Lodge Activities.
4. Fellowship.
5. Service to Community and Fraternity.
6. Membership.
7. Communication.
8. Finances.

Providing a plan for your Lodge gives you, and those who will follow you, and your Lodge a solution to the challenges that confront you. The best part of the plan is the input from your brothers that ties them to the success of the plan as well as the success of your Lodge. Their buy-in is the source of your brothers' commitment and involvement in the activities during the year you are Master and the progress your Lodge will make on its long term challenges.

The next eight sections offer insight and many ideas that can make your year as Master filled with new and exciting activities, motivated and involved brothers, and growth in new members as a result of your Lodge's relevance to them, their families and your community.

BUILD YOUR PLAN

- 1). Return to "The Master's Direction" section and fill in your area of emphasis and several activities that will support it. Then, turn to the Lodge Planning Calendar and enter the activities on the Calendar. To find the dates for the year you are making plans.
- 2). Set a date to distribute the "Survey of Lodge Members" above to learn the opinions of your Brothers about the condition of your Lodge.
- 3). Name a Lodge Planning Team allowing two months for planning. Turn to the Lodge Planning Calendar and set the first meeting date of the Lodge Planning Team.
- 4). Turn to the Lodge Planning Form and set the date for a second meeting one-two weeks later for the Lodge Planning Team to discuss their assigned areas.
- 5). Turn to the Lodge Planning Team and set the date for a third meeting one week later for Lodge Planning Team to finalize the areas they are planning, and give them to incoming Master and Wardens.
- 6). The incoming Master and Wardens prepare the initial calendar for the year they will be Master.
- 7). Set a date to present the plan for the year you will serve as Master. Ask the current Worshipful Master's permission to present it after elections, or at installation or at your first stated meeting. Turn to the Lodge Planning Calendar and enter the presentation date on Calendar.
- 8). Set a date before installation to complete the appointment of all committees. Turn to the Lodge Planning Calendar and enter the date on the Calendar.
- 9). Set a date for the first meeting of all Lodge committees. Turn to the Lodge Planning Calendar and enter the date on the Calendar.

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GRAND LODGE PLANNING PUBLICATIONS

GL-218 Worshipful Master's Program Book
GL-215 Lodge Secretary's Administrative Guide
GL-223 Secretary's How to Guide

To order these publications or other informational brochures:

Web: <http://grandlodgefl.com/>
Phone: 1-904-354-2339
Address: Grand Lodge of Florida F.& A.M.
P. O. Box 1020
Jacksonville, FL 32201-1020

Note: Much of the material in this manual was taken from publications published by the Masonic Renewal Committee of North America (MRC) with their permission.

We recommend their publications to your use in planning for your Lodge, including:

A Masonic Leader's Planning Guide - An easy-to-read and use guidebook organized into a 7-step process for developing a plan and budget. Included are 19 printed originals which can be reproduced and used year after year.

Getting Set for Success - This guide assists your lodge with the evaluation of its strengths and weaknesses. There is instruction on how to present the findings to the members to achieve success.

101+ Ways to Improve Interest and Attendance in Your Masonic Lodge - An easy-to-use guidebook organized into 10 sections that provide specific steps for increasing interest and attendance.

75 Ways to Attract and Retain New Members - This handbook is a "How to" based on questions Masonic Leaders ask related to membership development and retention. The responses were then arranged into a series of single-page activities or experiences you can read and complete in a few minutes of quiet time. When you finish this handbook, you'll know 900 percent more than you do today.

To order these publications or other informational brochures:

Web: <http://www.masonic-renewal.org>
Phone: 1-888-734-4232 (toll free)
Address: Masonic Renewal Committee of North America
P. O. Box 87, Harbert, MI 49115-0087

SUPPLEMENTAL INFORMATION

This Manual is part of a project of the Grand Lodge Committee on Masonic Leadership Training to make available to the Craft both new materials and materials which have been published in the past. This Manual is a tool especially designed for anyone that is seeking to be an active member of the Lodge or the Master who wants to be an inspiring leader and an efficient manager. Because each Lodge is different and each Master unique, the material presented is not intended as a template to be imposed on your

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administration, but as suggestions for consideration and adaptation. Study and reflect upon it. Share it with your Officers and Members. Keep it handy in your briefcase.

CONTENTS

HOW YOU AS MASTER CAN...

- Be a Good Leader
- Establish Goals and Objectives
- Organize the Financial Resources of your Lodge
- Prepare Your Lodge Budget
- Put Together a Team
- Set Your Officers to Work with Proper Instructions
- Get New Members Involved
- Communicate Effectively
- Write a Good Letter
- Make Your Trestleboard
- Run a Good Business Meeting
- Arrange Interesting Programs
- Make an Event Checklist
- Organize a Fellowship Night
- Have a Successful DDGM/GM Visitation

HOW TO ESTABLISH YOUR GOALS AND OBJECTIVES

No organization, either fraternal or private, can be successful, in the long term, without establishing well defined goals and objectives from which to direct the membership. Successful goals are those which are conceived with the participation of the membership and executed with their support. Human nature dictates that a person will strive to achieve a goal if it is well defined, understood and accepted. He will not, however, endeavor to work if he has no idea what the ultimate purposes of his labors are. A Lodge without defined and accepted goals is a Lodge without committed and enthusiastic members.

Establishing goals for your Lodge is a group process which should involve your entire roster. Naturally, some, principally your Officers, are more important and should be brought into the process early for their participation, ideas and ultimate support. Others, the sideliners and inactive reserve, should be advised of the results of your labors and their input requested. Thus everyone is aware of the existing problems and the manner in which they are going to be resolved. What we are going to do, when it is going to be done and how it is going to be accomplished. Start the process of establishing goals for your Lodge by following this simple group process:

- A. Assemble your Officers and perhaps a few interested sideliners in a suitable meeting place, one that offers relaxation and comfort. Obtain and utilize a large “flip” chart and a handful of colored marking pens. Also provide some suitable refreshments to keep the assembled Brethren contented.
- B. With one man assigned to the chart, begin by asking each man individually - What in your view is the biggest problem existing within our Lodge? Allowing each participant to list only one response, go around the room and solicit an answer from every individual. Continue around the room numerous times until all perceived problems are listed. Remember that every man is different and each has an individual view on what the real problems truly are. Every response must be respected. To ridicule someone’s view will effectively remove him from the process and insure his ultimate opposition.
- C. Once all the problems are listed, then the group should review the work accomplished and begin to list them in priority. Once completed, you now have a listing of the perceived problems within your Lodge. Some problems will be minor and can be easily resolved by an immediate decision. Others will be major and require extensive plans and work to be achieved.
- D. The solutions to these listed problems should be the foundation for the ultimate goals which the leadership of your Lodge should establish. Allow your group to review the problems and establish a few achievable goals, both short term and long term. Then communicate your goals and plans of action to the membership for their input and ultimate acceptance.
- E. Stay on track, continue communicating your goals, and announce all progress and/or problems that you have encountered.

What have you just accomplished? Think for a moment. You have begun team building, communicated through a group process, outlined what needs to be accomplished and achieved a “buy in” from both the present and future leadership and the membership. Everyone now knows, in writing, what direction that you and the future Masters of your Lodge are traveling. Additionally, they are aware of what is going to be required of them to accomplish the tasks at hand.

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The following is just one example of setting proper goals and objectives for your Lodge. During your meetings, you and your team have concluded that the financial base for your Lodge has been eroded over the past few years and the team has determined that something must be done to correct this deficiency. Therefore, as a group, you have set the following as a goal: Increase the Financial Resources of the Lodge by \$10,000 within three years.

Objective A. Review present spending to insure that all funds are now being utilized efficiently.

Objective B. Review the historical pattern of spending and saving to ascertain how you arrived at your present levels.

Objective C. Review all sources of income into your Lodge - dues, donations, rentals, dinners, social events, candidate fees, etc., each as a percentage of total income.

Objective D. Determine what present spending can be reduced to assist in achieving the goal.

Objective E. Determine what fees can be raised and to what levels to achieve the goal.

Objective F. Communicate the findings of your team to the membership through the trestleboard, special newsletters and at all meetings.

Objective G. Develop a plan of action with specific time frames for implementation of all fee increases and/or spending decreases that will meet the goal that your team has set.

Objective H. Bring the goals and objectives before the Lodge for full discussion and approval by a vote of the membership. The work of your team is now an official goal of the Lodge, fully approved, and awaiting implementation.

Objective I. Continually review the plan of action and update it as the need arises to make sure that you and the future leaders are meeting the established goals of your Lodge.

The above is only an example of many such goals and objectives which your Lodge may wish to adopt. The important lesson to be learned is that your Lodge and its membership require specific direction if they are to be concerned and active. Don't hesitate: Wade on in: the water's fine.

PLANNING: THE KEY TO YOUR SUCCESS

The magnificent Temple that was constructed by King Solomon was not accomplished without detailed and concise plans which outlined all the tasks that were required, when they were to be constructed and who was to do the work. Proper planning leads to concise execution and results in superior performance and ultimately user satisfaction. It is mandatory that you need to establish an overall extensive plan for your year that includes separate detailed plans for each of your term's activities and programs.

The planning process may be thought by some to be unnecessary and a waste of time. However, it is a short sighted view which, in many cases, will result in a severe decline in the quality of "customer service" provided within a Lodge. There are all sorts of plans: some are short term which may relate to a program for a specific evening, and others are long term which may extend over a period of years. The important issue for you to be concerned with is that you and your Lodge have specific plans for every activity and every improvement that is desired, both short and long term. Team building and establishing goals and objectives as outlined above are the beginning of the planning process. You now have the Officers and the Lodge communicating with one another for the purpose of improving your Lodge. Now you must begin the process of preparing plans for implementation.

Prior to embarking upon any task, you first must know where you are. Then and only then can you plan which roads you must take and which vehicle you must ride to get you to your desired destination. It is easy to meet, discuss problems and then establish some goals and objectives. The hard part is to actively put them into effect. You can talk all day about the trip you are going to take. The difficulty comes when you must decide where to go, how to go and how much it is going to cost you. The results of the "problem sharing" and "goal setting" meetings that you have held with your Officers and members is the point of departure for the planning process.

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DIRECTION

Direction is more than setting your goals and objectives or developing extensive plans. Direction combines the above with specific guidance on completing assigned tasks or overseeing the work. Taking into consideration our present society and the fact that a Lodge is an assembly of volunteers, care must be given in the manner in which direction is given. It is easy to bark orders in an authoritarian manner. However, little will be accomplished because your membership will soon return to their homes and find something else entertaining to do. Additionally, the absence of direction will create a leadership vacuum and absolutely nothing will be accomplished.

Each task within a Lodge requires proper direction if the job is to be completed according to plan. When assigning a task to a member tell him in polite terms what you wish accomplished. Request his input, decide what path to take and strike an agreement as to what is going to be done. If a disagreement arises regarding the process, praise him for his ideas but then inform him of the manner in which you would like the task to be completed. Use words such as “That is a great idea but if you don’t mind I would really like it done this way.” In every instance when giving direction, think about the best way to approach a Brother and ultimately obtain his support. Common courtesy and good manners are the “honey that attracts those worker bees.”

Direction can also come through a detailed explanation of what the requirements are for each job within a Lodge. Did you give your Officers and Committee chairmen a job description of their duties and responsibilities? Verbal descriptions often times are insufficient to provide adequate direction. Call a meeting with your team and completely review each task within the Lodge and assign it to an individual.

This manual has excellent examples of job descriptions for your Officers and committees. Use them where appropriate or change them to reflect the traditions of your Lodge, but above all, commit the routine and required duties of each Officer and committee member to writing. Finally, distribute the materials to those involved and make sure that they understand what is required of them.

HOW TO ORGANIZE THE FINANCIAL RESOURCES OF YOUR LODGE

Every organization needs an adequate flow of funds to support its goals and objectives. Has your Lodge kept pace with the financial demands and expectations of modern life and inflation? Is it a comfortable location for the leaders of our communities to congregate and socialize? Are your social events adequately funded to insure the quality that separates the Masonic fraternity from other social organizations? Unfortunately, the answer to these important questions, in a great many Lodges, is NO.

Take a long hard look at yourself, your Lodge and your goals and objectives. Can you accomplish all the items on your priority list of goals and objectives with present resources alone? Probably not. If this is true, now is the time for action. To delay establishing a firm financial foundation only makes the situation worse and creates a larger problem for those in succeeding years. You may be thinking, “I don’t want to be known as the Master who raised dues” or “We can get by for this year, but YOU will certainly have to do something about it next year.” If this is the situation in your Lodge, determine that YOU will be part of the solution and not part of the problem.

A positive approach towards establishing a firm financial base will yield a positive result. Be proud of the fact that you and your Officers saw the problem, studied the alternatives, established financial goals and

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moved towards a solution. Masons by nature are generous and accommodating. If given the facts, and a plan for action, they will respond in a positive manner.

There will always be those who complain about the slightest increase in any fee. If you do your homework well, they will be silenced by the broad support you have enlisted from your Officers and members. To establish the Lodge on a path of financial stability is a badge of honor you should wear proudly.

“You can lead them to water, but you can’t make them drink” is an expression that is appropriate in this instance. Your job is to lead the members of your Lodge to water. If you don’t, who else will? Once at the well, explain the importance of the water. If they are smart, and most of them are, they will soon dip in and enjoy it. If they are not, they will soon know the alternative. At least, you had the courage and foresight to lead them in the right direction.

The Need for a Budget

One of the least understood and most feared principles of management is preparing a budget. Think of a budget as your road map for planning the programs and activities of your Lodge for the entire year. As Master, you can forget about the easy financial devices available in your personal budget. A Lodge budget does not include charge accounts, credit cards or overdraft capabilities. Although all your transactions may be in the form of checks, the principle is very simple: cash money in and cash money out. You can only spend what you have earned. That is a budget.

Preparing a budget for your Lodge is a simple process. Whether or not a budget already exists in a Lodge is of no consequence. The budget process must start from scratch each year if you are to be effective in properly administering the funds of your Lodge. It starts, not with a review of the Lodge’s finances, but with goals and objectives.

1. The Budget and Finance Committee

A budget that is to be submitted for approval by the membership must be much more than just a document prepared by the Master for his specific year. To achieve wide spread support by the Brethren for your spending plan, it is necessary that you involve an appropriate number of respected and knowledgeable members to ensure that you consider all the various concerns of the Lodge. An active Budget and Finance Committee, which involves your Officers and selected members, will be able to provide you with additional valuable input and information upon which to make valid budget decisions that will be accepted and supported by the membership.

2. Involving the Membership

Once the document has been adjusted to reflect your revenue, spending and savings, publish it in your trestleboard to inform the membership. At your first Stated Communication, distribute additional copies to all those attending and conduct a complete discussion. If questions arise, address them forthrightly and honestly. When your budget is approved by the Lodge, it now becomes their spending plan, not yours. The bottom line is that everyone has had the opportunity to discuss the plan and they fully realize the resources required for implementation. The rest is up to them.

HOW TO STAY WITHIN YOUR BUDGET

It is vital to the integrity of your budget to monitor your expenditures to insure that your spending is within the authorized budget. If you can add, subtract and say “NO” you can effectively control the

MASONIC LEADERSHIP TRAINING MANUAL

Lodge's budget. At the start of your year, ask both the Secretary and Treasurer to submit to you, prior to each Stated Communication, a year-to-date statement of the total amount of revenue received and a list, by budget categories, of all expenditures. When compared to the approved budget, you now have a picture of your fiscal condition. If you are in the red, you must then say "NO" to further spending. If you are in the black, then you can continue to implement your spending plan. Simple as that.

1. Plan Ahead

Be extremely careful not to become elated if you find that you have early fiscal year budget surpluses. Be aware that what may appear to be excess revenue at the beginning of the year is due to receiving dues income early and not making major expenditures until later. Plan ahead and follow your system of traditional expenditures so that you may remain fiscally solvent for the entire year.

2. Handling Unexpected Expenses

It never fails to happen that, during each fiscal year, there will be some new unanticipated expenditure that appears vital to your Lodge and cannot be delayed until next fiscal year. When this occurs, and it will, be extremely careful to insure that the expenditure is in accord with both your spending plan and the wishes of the Membership of the Lodge.

The first order of business is to assemble your Budget and Finance committee and review the existing appropriations and expenditures to prepare a recommendation to the Membership. If the new expenditure can be accommodated by utilizing excess revenue from either under-expended accounts or increased revenue sources, then present the recommendation to the Membership with a request for a budget category adjustment.

3. Budget Limits

Each budget category, by necessity, must have limits. Some adjustments can be made in categories that are under-expended to make up those areas which are deficient, due to unexpected expenses or unforeseen circumstances. Be careful to insure that your limits are reasonable and monitored carefully.

4. Authorized Expenditures

Insure that your budget plan and expenditures conform to both the requirements of the Grand Lodge and the budget which has been approved by your membership. Each Master must insure that the Lodge expends only that which is authorized. Review the Constitution of the Grand Lodge of Florida, its Standing Regulations, and the By-laws of your own Lodge to insure that the expenditures are consistent with both the letter and intent of the law.

DUES AND DUES COLLECTION

Now that you have just finished deciding how to spend your Lodges' money, you had better determine how much your dues are going to be and how you are going to collect it. Monitored and available revenues considered, then you must be forthright and communicate with your membership. Otherwise you could experience serious problems and possible defeat.

Continually make your case at Stated Communication and in your trestleboard. Inform them about the financial situation within the Lodge and enlist their support. You will get some complaining, but with accurate information that is widely distributed, the membership will understand and respond.

MASONIC LEADERSHIP TRAINING MANUAL

Ways to Collect Delinquent Dues

Delinquent dues is a continuing problem for each Lodge Master and certainly the Secretary, whose responsibility it is to “collect all money from the Brethren.” To reduce the problem of delinquent dues, consider the following:

- a. Be certain that each Brother is notified, in a timely manner, of his annual dues responsibility. Be sure that statements are sent to each member’s residence not later than November of each year. You cannot depend upon the Brethren to remember to pay their dues. Most individuals pay their bills monthly. Give them a bill, and the vast majority of the Brethren will promptly pay.
- b. Each Lodge needs a Delinquent Dues Committee to review quarterly the dues income, list those who have not yet paid and to notify the Secretary that the required delinquent notices must be sent to those in arrears. Don’t be bashful about notifying a delinquent member. Many have just forgotten or overlooked the responsibility. Make sure that the letter is a simple reminder, not abrupt or harsh.
- c. Before notifying a delinquent Brother of the possibility of suspension, be sure to make personal contact with him to insure that some problem doesn’t exist. The required suspension notice can be very upsetting to an individual, so be especially careful to insure personal contact prior to suspension.

INVESTMENTS AND MAXIMIZING YOUR INCOME

You have an obligation to your Lodge and its membership to insure that the dollars collected are earning maximum return for the benefit of the Lodge. Too often, Lodges will place their funds into what is convenient and easy, instead of where their funds can earn income. The Budget and Finance Committee should review with the Treasurer how the Lodge funds are invested and what is the rate of return? Some simple hints are as follows:

1. In the checking account, keep only such funds as are necessary to pay the monthly obligations. Insure that you are receiving the highest interest on your checking account available within your community.
2. Retain in a liquid savings account enough to fund unanticipated emergency expenses.
3. Invest the remaining funds in accounts that provide the highest reasonable return in the safest possible manner.

HOW TO PREPARE YOUR LODGE BUDGET

A budget should be used in every Masonic Lodge. You may not have thought about it, but everyone makes use of budgets in one way or another. This is true in every aspect of life, whether it be conserving energy for use in the final minutes of a game, or reducing automobile speed to stretch-out the remaining gasoline supply until you can reach a gas station.

Budgeting is necessary to attain your desired goals and to keep your planning within the realm of reality. It requires a systematic evaluation of estimated income and expenditures to ensure that funding will be available for programs, activities and building maintenance.

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A Lodge should have a Spreadsheet which is updated by actual expenditures from the Secretary and then the New Year can be updated from the budget variances. The following discussion below will help adjust further based on what is anticipated for the upcoming year. The budget should be ready for the first meeting of the year. If not, the previous budget should be continued by vote until new budget is approved. That will allow the routine bills to be paid for a couple of meetings. Open discussions with the Craft in December will build consensus on priorities and spending.

Resources

The first step in creating a budget is to estimate the income that the Lodge will receive. All budgets must eventually relate to the resources or income available. These resources are determined by the size of your Lodge's membership, amount of investment yield, and other sources. It is not, however, the most important aspect of the budgeting process, as we shall see later. These Lodge resources are typically made up of one or more of the following:

- 1) Dues
- 2) Interest and Dividends
- 3) Sale of Stocks or Bonds
- 4) Income from rentals
- 5) Initiation, Passing & Raisings and Affiliations
- 6) Donations
- 7) Fundraisers
- 8) Other (work parties at stadiums, race tracks, concession stands, etc.)

Consult with your Secretary and Treasurer to learn how much money is available in the several accounts held by the Lodge, and to determine the amount of the annual income which may be expected from each account.

Fixed Costs or Non-Discretionary Expenses

The second element is to determine the costs associated with your Lodge, and without which it cannot function. These are the fixed costs, and should be itemized separately from non-fixed or discretionary expenses. Fixed costs should include the following:

- 1) Rent/Maintenance
- 2) Utilities (Water, Trash, Electric, Telephone, Sewer, etc.)
- 3) Salaries and associated taxes
- 4) Trestleboard printing and postage
- 5) Representatives traveling to Grand Lodge Communication
- 6) Per-Capita tax
- 7) LYPMGC
- 8) Grand Master Official Visit to District (expenses per capita or Masters & Wardens)
- 9) Masters Apron, Case & Jewel (if customary)
- 10) Miscellaneous (according to Lodge By-laws such donations for deceased Brothers, flowers, memorial contributions, etc.)

This list is presented as a suggested guide for planning. Actual fixed cost items can only be determined by considering your Lodge's unique situation.

MASONIC LEADERSHIP TRAINING MANUAL

Non Fixed Expenditures or Program Budget

Once the resources and fixed expenses are identified and cataloged, the real task of budgeting can begin. After all revenues are identified, and the totals compared, you will have a good idea of the amount of money available for your special programs or your program budget. This is the point where dreams become realities as your ideas for the Lodge start to take shape in the form of realistic programs.

Project and Program Choices

When you have determined what your budget allows, you will have to make some project or program choices. Projects and programs can be very expensive or very inexpensive. It all depends upon what you plan and how you execute it. The costs of various projects and programs must be carefully estimated if you are to come up with a realistic budget. The following items should be considered in your estimates:

- 1) Printing costs (special trestleboard inserts, flyers, programs, tickets, etc.)
- 2) Postage for flyers and/or tickets
- 3) Entertainment costs (Musicians, entertainers, scenery and misc. for home or local talent, etc.)
- 4) Decoration costs
- 5) Food or refreshments (include condiments, paper goods, etc.)

You may not have all the details for each of your programs worked out to the level shown above, but the closer that you can come, the better your estimate will be.

Matching Program Costs and Available Resources

As soon as you have determined what your budget allows, and how much your proposed projects and programs cost, you will have to make the hard decision as to which programs you can afford, and which you will have to drop. Benefits of possible programs are not easily evaluated, but they must be considered if you are to present your Lodge with an interesting plan of activities. You need to choose programs that will be enjoyable for the majority of the members and will be well attended. The following points may help you in this decision process:

- 1) Would the majority of the members be likely to attend? (Are most of the members interested in this type of program or is it too specialized - for example, a chess tournament as opposed to a checkers tournament.)
- 2) Is there a cost to individuals attending? (If the cost is beyond the means of the members of your Lodge, then you can't expect very many to attend. In addition, Senior Citizens often have a limited income and cannot afford functions that are too expensive.)
- 3) Is the distance to the event too far for most members? (Should a bus or other transportation be provided?)
- 4) Is the event too late in the day for most members? (Again, Senior Citizens would be unlikely to attend late evening events, but could be available to attend week-day activities.)
- 5) What is the accessibility of the facility where the program is to be held? (Uneven terrain or a great many steps could mar the enjoyment of those members who are Senior Citizens or who are disabled.)

MASONIC LEADERSHIP TRAINING MANUAL

Finally, you must estimate the value or benefit to the membership of a proposed program, and relate it to the cost of the program. The relative benefits of alternative programs must each be considered in light of their respective cost. Those programs which yield the greatest benefit to your Lodge for the least cost are the most effective.

Alternative Means of Program Funding

Not all programs need to be funded entirely by the Lodge revenues. A significant portion of the costs related to some kinds of programs could properly be borne by those who choose to participate. For example, a Family Night Program that involves a dinner with a Magician's act following the dinner could properly charge those attending a donation for the dinner plus some or all of the entertainment. In those instances, it is recommended that the precise amount of Lodge contribution to the program be identified early, and that the user portion of the program costs be advertised in the trestleboard well in advance of the event. Be sure to state definite cutoff dates for reservations. Also, any necessary deposits should be requested at that time. This will have the effect of reducing the number of "no-shows" and will also provide working capital for the program. In many instances, programs can be put together which cost very little and yet are still of great interest to many people. Examples of these might include a tour of some private or public facility such as a major dam and powerhouse, a pulp mill factory, a historical museum, train or car museum or... Look around your area, and use your imagination. Your local Chamber of Commerce is a great resource tool that you can use for facilities appropriate to your area.

Also, public relations offices are established by many firms and public agencies to make their services known and to establish good rapport with the general public. They often welcome guided tours of interesting operations. Taking advantage of such services may materially reduce your program costs and at the same time provide an interesting program. In some cases, it can even make a good program possible in the first place. An excellent program does not have to be expensive.

Finalizing the Plan

You now come to the best part of the budgeting process. You have by now completed the project or program evaluation process and know how much revenue is available for these items. In some instances you may have determined that the benefits to be derived from a particular program warrant its full support by Lodge funds. In others, participant charges for all or a portion of the program costs may be warranted. For still others, you may have decided that the Lodge cannot afford the program at this time and may have chosen to give the idea to one of your Wardens for their use at a later date. You are now ready to finalize your plan and to correlate your budget with the calendar from your Annual Plan. Your preliminary budget, with your calendar, should be submitted to your budget committee for review and their comments.

The final budget should then be prepared by the budget committee for submittal to and approval by the Lodge. After the budget is approved by the Lodge your plan is ready to submit to your Entertainment Chairman for implementation.

REMEMBER, your budget is a plan and as such is subject to change. Don't hesitate to change the plan, with the approval of the Lodge, when it becomes necessary.

MASONIC LEADERSHIP TRAINING MANUAL

FINANCES

Funds are the life-blood of your Lodge. Money gives you the ability to effectively implement the plan that will make your Lodge visible in your community, to hold activities that are appealing to your members and their families, and to inform prospective members about our Fraternity and your Lodge.

Yet, too few Lodges have a budget. They don't know how much money they need to fund their activities. This is especially important if the plan you develop significantly increases the level of activity, participation and expenses. If you plan a more active year, your Lodge's finances won't be the same.

A budget is a guideline for the year. It can be adjusted as circumstances change, but with good planning and giving yourself enough time to discover all income and expenses, it should be reasonably close and enable you to allocate funds to meet the goals set for the year.

CHECK PAST RECORDS

Check past records for usual expenses incurred during a typical year. Your Secretary will have the records for you to peruse.

Break down each activity into components: Will we generate income? How much will food and decorations cost? How much money should we give to our Masonic charities? How will we raise the money necessary to fund the year's activities? Can we really afford to rent a bus for our trip? What is our membership goal and how much income will we have when they become members? Do we need new aprons for our Officers, or can they wait?

These are but a few of the questions you will ask yourself as you prepare your Lodge's budget. It's not an unbearable task, but a chance to learn more about your Lodge and set it on a solid financial foundation for its future.

Prudent financial management may assist you in transferring your Lodge into the hands of those that follow you in better condition than when you received it. Most important of all, your Lodge will be more stable and secure because you started or continued a process that ensures expenses are covered and income is enhanced.

THE LODGE BUDGET

Time and wealth are scarce resources to all individuals and organizations, and use of these resources requires planning. However, planning alone is insufficient. Control is also necessary to ensure that feasible plans are actually carried out. A tool widely used in planning and controlling the use of scarce resources is a budget.

A budget is a plan showing the organization's objectives and how management intends to acquire and use resources to attain those objectives. A budget also shows how management intends to control the acquisition and use of resources in the coming period. It involves the coordination of financial and non-financial planning to satisfy organizational goals and objectives.

MASONIC LEADERSHIP TRAINING MANUAL

The key element, money, is planned using a budget. A Lodge should have both a budget form and a budget worksheet available to its Officers. The budget worksheet is especially valuable as it helps you find areas for financial planning which might not be obvious. Sample budget planning forms to follow.

Most people try to plan a Lodge budget backwards – they start with the total income from dues and investments, if any, and then decide what the Lodge will do during the year based on the money available. It is much better to decide on the Lodge activities for the year and their approximate costs, and then decide how much additional money the Lodge will need to raise.

There is no prohibition against Lodges raising funds from the community. If the Lodge is to be a player in the community, it will almost certainly need more funds than it will collect in dues.

Some of the expenses, which should be covered by dues whenever possible (or by funds raised by the Lodge) are as follows:

- Utility bills, including telephone.
- Insurance, including liability insurance.
- Rental or other costs of the building.
- Maintenance, minor remodeling, repainting, etc.
- Salaries to Secretary, Janitor, etc.
- Per capita tax.
- Postage.
- Costs of producing a Lodge newsletter.
- Travel expenses for Officers attending special Masonic meetings, Grand Lodge, etc.
- Office supplies.
- Costs of supplies and materials purchased from Grand Lodge.
- Costs of all open meetings.
- All costs that relate to the operation of the Lodge.

Expenses that should be covered by fees charged to candidates:

- Candidate fees paid to Grand Lodge.
- Costs of materials supplied to the candidate (varies by Lodge but might include apron, monitor, Bible, Lodge System of Masonic Education booklets, etc.).

Expenses that could be covered by funds raised in the community:

- Charitable contributions.
- Educational activities in support of the schools, etc.
- Scholarships.
- Major remodeling and capital improvement projects.
- Funds expended in and for the benefit of the community (Little League, medical emergency funds, acts of God relief, etc.)

Fundraising may be divided into two major types: a) internal fundraising, in which money is raised from the members of the Lodge; b) external fundraising, in which money is raised in the community.

Internal fundraisers are appropriate to meet the needs of the Lodge itself. Sometimes special needs arise for which you have not budgeted (e.g. the air conditioner may need to be repaired or replaced, a storm may damage the roof, etc.).

One type of internal fundraiser that is popular in some Lodges is to write a letter to the membership and ask them to pledge a specific amount (or one of several specific amounts) for a given number of months. For example, you might ask them to give \$30, or \$20, or \$10 each month for three months. The names of Brothers participating could be placed on a plaque in the Lodge. Some Lodges raise \$1,000-\$1,500 each year this way. Let them know the progress as the fund accumulates, and be sure to make more than one appeal.

MASONIC LEADERSHIP TRAINING MANUAL

One mistake some Lodges make with an internal fundraiser is to send the appeal letters only to Brothers living in the town where the Lodge is located. Often, Lodge members who have moved to other states are among the best contributors. This is an easy way they can help and participate in their Lodge.

External fundraisers can involve anything from putting contribution jars for some civic project in local stores, to bake sales, selling loads of wood, Christmas trees, fireworks sales, pancake and sausage breakfast, spaghetti dinners, etc.

LODGE MAINTENANCE

When Masonry spread across Florida, many Lodges built their own buildings. Since that time, most Lodges have operated under an “as needed” maintenance program. They do only what is necessary to keep the building useable, and that is about all. Money is never budgeted for, nor is much thought given to, maintaining and beautifying the building and grounds. Equipment fails, panic sets in and more often than not, men and women may share the same restroom rather than raise funds to fix one that is broken.

Many Lodge buildings have become unsightly, both inside and out, due primarily to neglect.

Each Lodge should establish a long-range preventive maintenance program to steadily improve the usability and appearance of their building. Much preventive maintenance could be performed simply by cleaning, caulking and painting. This, of course, requires including a line in your budget to cover any preventive maintenance costs.

The next time you go to Lodge, go a little early. Walk around the outside of your building, and give it a good, hard look. Are you proud of it, or does it need some TLC?

Step inside. What do you see? Is it a clean, well-lighted place that is cheerful and inviting? Probably no non-Mason, the good man that we want in our Fraternity, will be favorably impressed when they enter a Lodge that is dirty, dingy, and smells musty.

Do you want a professional opinion of your Lodge building appearance? Let your wife make the assessment.

Once your Lodge has a good appearance, think about what an out-of-town Mason who would like to visit your Lodge sees. Is there a posting of what night and times your meetings take place? Is there any contact information so an interested individual (i.e., potential member) can learn more about what takes place in your building? Give thought to place a sign at your entrance that gives such pertinent information about not just your Blue Lodge, but all the other Appendant Bodies that meet in your building.

Build Your Plan:

- 1). Turn to the Lodge Planning Calendar and enter “Present Lodge Budget” on the Calendar and the date you will present it to the members.
- 2). Get a copy of your Lodge Secretary’s financial records and make a list of all income and expenditures for at least the past year. Determine which expenditures will occur in the year you will serve as Master of your Lodge.
- 3). Review your plans for the year you will be Master. Estimate the costs for each activity and make a list of expected income and expenditures.
- 4). Using the format of the Lodge budget forms in this section, categorize all income and expenditures to complete a budget.

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SIMPLE SAMPLE BUDGET

12/13/2010

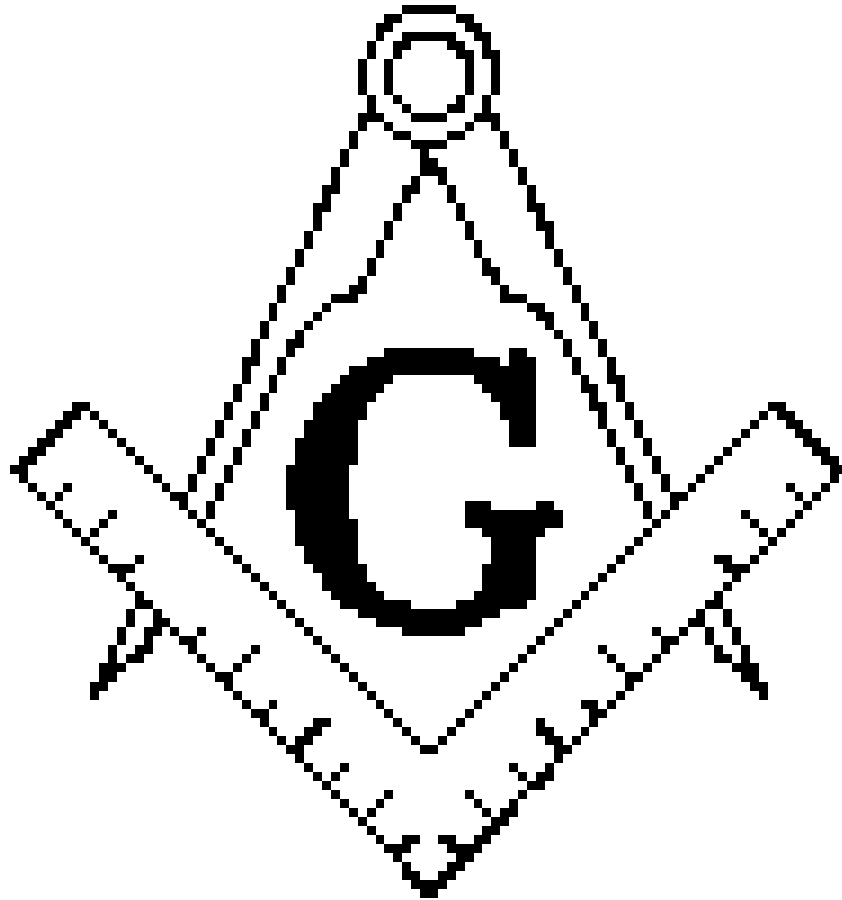
GENERAL INCOME:	ESTIMATE	ACTUAL
1. Annual Dues (members x dues) (Total member less dues exempt)		
2. Petitions (number X initiation fees)		
3. Affiliations (number x affiliation fee)		
4. Interest on Life Membership Account		
5. Interest on Building Fund/Holding Co. Accounts		
6. Newsletter Advertisement		
	TOTAL GENERAL INCOME	

GENERAL EXPENSES:	ESTIMATE	ACTUAL
1 Annual Lodge Rent		
2 2005 Grand Lodge Assessment (members x per capita) (Total members less per capita expenses)		
3 Grand Lodge Geo. Washington Memorial (Fee x new member)		
4 Candidates costs Bible, Apron, Masonic Education Supplies, (costs x new members)		
5 Secretary Supplies		
6 Lodge Supplies		
7 Trestleboard Printing		
8 Trestleboard Postage		
9 Past Master's Apron & Jewel, etc.		
10. Building Maintenance		
11 Lodge Improvements	TOTAL GENERAL EXPENSES:	

NET:

Date of Approved

THE LODGE BUDGET



FOR _____ LODGE NO. _____

FOR THE YEAR _____

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Income

Dues \$ _____

Fees \$ _____

Interest:
 Savings Accounts \$ _____

Other Investments \$ _____

Fundraising Events:

\$ _____

\$ _____

\$ _____

\$ _____

Other Income:

\$ _____

\$ _____

\$ _____

\$ _____

\$ _____

Balance from Prior Year: \$ _____

TOTAL: \$ _____

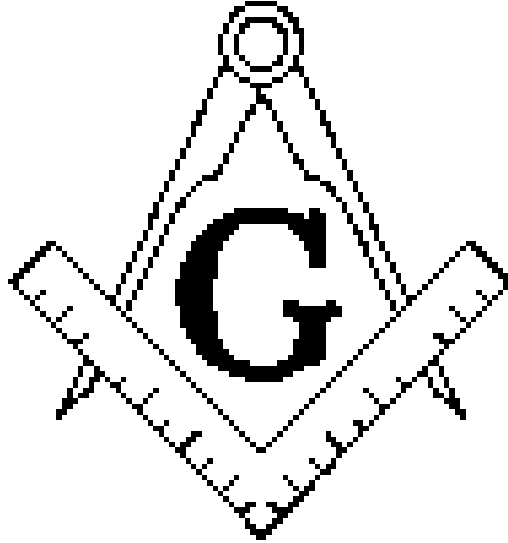
Total Carried Forward to Next Year: \$ _____

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Expenses

Grand Lodge Per Capita	\$ _____
Rent	\$ _____
Taxes	\$ _____
Insurance	\$ _____
Postage	\$ _____
Office Supplies	\$ _____
Salaries and Wages	\$ _____
Lodge Maintenance	\$ _____
Supplies from Grand Lodge	\$ _____
Charitable Expenses	\$ _____
Officers Attending Seminars and/or Grand Lodge	\$ _____
Other	\$ _____
Lodge Activity Expenses (from Lodge Budget Worksheets)	
Activity _____	\$ _____
Activity _____	\$ _____
Activity _____	\$ _____
Activity _____	\$ _____
Activity _____	\$ _____
Activity _____	\$ _____
Total for Activities	\$ _____
TOTAL EXPENDITURES	\$ _____
Total Expenditures over Income (Lodge will need to raise this amount)	\$ _____

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The Lodge Budget Worksheets

WORKSHEETS FOR LODGE ACTIVITY BUDGET PLANNING

FRIENDS NIGHT:

Postage \$ _____

Invitation Printing \$ _____

Lodge-Provided Food \$ _____

Favors For Friends Wives \$ _____

Decorations \$ _____

Incidental Expenses \$ _____

TOTAL \$ _____

(Multiply by anticipated number of Friends Nights _____)

TOTAL FOR ALL FRIENDS NIGHTS \$ _____

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WIDOWS/LADIES NIGHT:

Postage	\$ _____
Invitation Printing	\$ _____
Lodge-Provided Food	\$ _____
Decorations	\$ _____
Pins, Favors	\$ _____
Incidental Expenses	\$ _____
TOTAL:	\$ _____

NEWSLETTER:

Postage	\$ _____
Printing/Reproduction	\$ _____
Incidental Expenses	\$ _____
TOTAL	\$ _____

(Multiply by number of Issues _____)

TOTAL FOR ALL NEWSLETTERS: \$ _____

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ESSAY CONTEST AWARDS:

Award of \$_____ \$_____ \$_____ Girls

Award of \$_____ \$_____ \$_____ Boys

TOTAL: \$_____

LODGE CLEANUP, REFURBISHMENT OVER AND ABOVE M & O:

Paint \$_____

Cleaning Supplies \$_____

Equipment Acquisition/Replacement \$_____

Landscaping \$_____

Signage \$_____

Ceiling Tile Replacement \$_____

_____ \$_____

_____ \$_____

_____ \$_____

ACTIVITY: _____

_____ \$_____

_____ \$_____

_____ \$_____

TOTAL: \$_____

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ACTIVITY: _____

_____	\$ _____
_____	\$ _____
_____	\$ _____

TOTAL: \$ _____

ACTIVITY: _____

_____	\$ _____
_____	\$ _____
_____	\$ _____

TOTAL: \$ _____

ACTIVITY: _____

_____	\$ _____
_____	\$ _____
_____	\$ _____

TOTAL: \$ _____

ACTIVITY: _____

_____	\$ _____
_____	\$ _____
_____	\$ _____

TOTAL: \$ _____

HOW TO PUT A TEAM TOGETHER

MASONIC LEADERSHIP TRAINING MANUAL

The most important decision made by a Master for his year is the selection of the people who are going to help him throughout the year. In many cases, the decision is taken lightly and the resulting performance is poor. Successful Masters only select and appoint those who are willing to sacrifice the time and energy required to achieve the goals established by the Lodge. Unsuccessful Masters usually continue the appointments of the preceding year with little thought as to the anticipated results.

Consider your past and/or present experiences with your own profession and then equate them with your staffing requirements for the Lodge. The staffing for a private company or corporation is not left to chance. Positions are created, job descriptions formulated, employment standards written and then people are recruited with the abilities to complete the required assignments. Should it be any different for the many differing positions within your Lodge?

The Master has sole discretion to appoint all committee chairmen, committee members and junior non-elected Officers. Use this power wisely and with consideration as to what you wish accomplished during your year. Simply to copy that which has come before you is a disservice to you, your Lodge and its membership. This is your time to infuse your Lodge with fresh ideas and new enthusiasm

OFFICERS

When you make the Officer appointments, you essentially dictated who will inherit the leadership positions within the Lodge in the future years. Utilize input from the present Lodge Officers and discuss fully the capabilities of each potential candidate in fulfilling the requirements of present and future offices.

Discuss fully with those under consideration exactly what their duties will be and the magnitude of the commitment that is expected from them and their families, now and into the future. Finally, make each decision carefully with full consideration of the requirements that are mandatory to successfully lead the Lodge during the ensuing years. It is far better to leave a position vacant than to appoint one who is not capable of the important duties that await those who ascend to the East.

RECRUITMENT

Some believe it is difficult to find members to fill the required offices and that a warm body is better than nothing. Keep in mind that you are offering a man an opportunity to improve himself as well as serve his Lodge. Organizations become successful by diligent attention to their staffing requirements. You must do the same to build a successful Lodge.

Here are some helpful hints on Officer Recruitment:

1. As a Junior Officer, be continually evaluating the entire membership for those who show leadership potential.
2. Begin discussions early with those selected few who share your vision of the Lodge's future potential.
3. Involve them in the meetings which are developing the Lodge's goals and objectives.
4. Solicit their input on solutions to the various problems that have been identified within the Lodge. They already know what those problems are, so only talk about how they are going to be resolved.

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5. Create an air of excitement about the prospects of your year and the future of the Lodge. Instill within them a desire to be a part of your winning team and ultimately become the coach. We, regrettably, only support those who are winners, so it is up to you to develop your team, set your goals and produce a winner for both this season and future years.
6. Maintain a positive attitude about all aspects of Lodge leadership. A “can do -will do” instead of a “can’t do - won’t do” attitude will attract many interested individuals. Everyone wants to be a part of a winning team and no one loves a loser.
7. Explain, in real terms, what will be accomplished during the next year and what their role will be in achieving success. Additionally, point out that building a successful Lodge is not a one year process and that the planning process will require excellent leadership in future years. There will be many exciting projects remaining for their year in the East.
8. If they agree to join your team, make a commitment to stand by them during their year to assist in achieving their goals and objectives of the Lodge. Recruitment for your team starts with your initial appointment to the progressive line of Officers. If you wait until the last moment, you will field a team of substitutes instead of the required 1st string.

COMMITTEES

Start with a fresh slate. Decide which committees are required to implement your program for the year. Talk to the membership about the qualities that are required to accomplish the envisioned tasks. Select a few Brothers who express an interest and appoint them. Fully brief them on what your requirements for the specific assignments are. Once you have selected your teams for the differing committees, follow up your previous conversations with a written description of their duties and responsibilities together with preliminary time frames which you think reasonable to accomplish those tasks.

Besides the above committees which will help you implement your program in your year as Master there are other important committees required by the Uniform Code of By-Laws (UCB) for the proper discharge of all Regular Lodges chartered under the auspices of The Most Worshipful Grand Lodge of Florida Free & Accepted Masons.

These seven standing Committees are listed in the UCB Chapter 24.05 Section 10.01 Committees and are Finance, Vigilance, Petitions, Education, Board of Relief, Charity, and Lodge Property. These committees are an integral part of every Lodge and should be nominated and ready to function as such immediately after the Master’s Installation.

THE MASONIC FAMILY

A huge untapped resource of manpower available within many Lodges is the Masonic family i.e., the wives and children of members in addition to the membership within the Allied & Appendant Bodies of your temple. Develop positive relations with your total Masonic family and utilize their resources to develop not only your Lodge, but the family as a whole. You need them and, more importantly, they need a successful Lodge from which to expand their membership and achieve their goals. It’s a “no lose” situation. The more people who are involved in your activities, the more successful your Lodge will be.

Recognize the Allied & Appendant Bodies within your temple or in your area by including them into your planning process. Hold periodic, but frequent, meetings with their leadership and involve them and their

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membership in achieving the goals and objectives of your Lodge. It is far better to ask their participation and assistance than to ignore their specific problems and create resentment.

SET YOUR OFFICERS TO WORK WITH PROPER INSTRUCTION

INTRODUCTION

By their conduct, their dress, their attendance, their enthusiasm, the proficiency in their work and their attitude, the Officers of your Lodge set the tone for the entire Lodge operation. Each Officer can do much to convey to the candidates and to all members of the Lodge, the seriousness, the beauty and the honor of Masonry as well as the fun and fellowship. The duties on the following pages are provided as guidelines to achieve the above goals.

GENERAL GUIDELINES

The following topics apply to the operation of all Lodges:

1. PROMPTING

Only one person present during a Degree should be allowed to prompt. Multiple prompting, no matter how well intended, results in confusion and spoils the effect of the ritual. The Officer in charge should either do the prompting or assign a prompter. All others should remain quiet. The official prompter should be announced with the Officer line-up. If the District Instructor is present, he should be asked to be the prompter.

2. SPECIAL DUTIES OF THE OFFICER IN CHARGE

This refers to the Master, in the case of Stated Communications and Third Degrees; the Senior Warden for Second Degrees; and the Junior Warden for First Degrees. He should take full charge for the evening, being personally responsible for the following: (this should be left up to the Lodge's discretion for implementation as best suits the Lodge.)

- a. Prepare a list of the Brethren assigned to fill each station during the Degree. Inform them in advance, of the station that they are to fill, giving them time to go over the work before the Degree night.
- b. See that the Tyler knows the Degree and the candidate's name(s) so that he is properly informed when greeting visitors.
- c. Be responsible, both inside and outside the Lodge room, for all decorum, visitor's comfort and introductions.
- d. If a visitor is to take part in the work, make sure that he is reasonably proficient in the work of the station involved.
- e. When preparing to close, see that Brothers who are not proficient in the closing ritual are removed from the stations they have filled during the Degree so as not to embarrass them.

ADVANCEMENT NIGHT

The Officers preparing to advance to the next station in line should be prepared sometime during the middle of the year. There is no official line in a Lodge. Every member eligible to vote at an election is

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eligible to hold office in the Lodge. However, most Lodges establish an unofficial line that their Officers follow as they progress from place to place and station to station. The Lodge Officers' duties outlined in this chapter are based upon an assumed line of progression as follows: Junior Steward - Senior Steward - Junior Deacon - Senior Deacon - Junior Warden - Senior Warden - Worshipful Master.

This line of progression and the respective duties of each position will prepare the Officer for the administrative position of Worshipful Master as he progresses through the line. Each Officer shall have assigned duties that provide challenges and experiences that prepare an Officer to hold the office of Worshipful Master.

Each Officer has the potential of serving his Lodge as Worshipful Master. Therefore, it is very important that no Mason should be asked to serve as an Officer if you would not be proud to have him as your Worshipful Master.

HOW TO MAKE YOUR TRESTLEBOARD MORE INTERESTING

Communication is necessary to a successful life or to a successful Lodge. In order to be effective, an employer must communicate clearly to his employees, a father to his children, and a Master to his Officers and members. Trestle boards are the essential communication tool of the Master. It takes the Lodge to 100% of the membership, whether they are active members who participate in the Lodge activities or are housebound non-driving members who cannot attend any of the Lodge functions. For many members it is the ONLY contact that they have with their Lodge and gives them a feeling of knowing the active members of the Lodge by reading their names in the trestleboard.

TRESTLEBOARD APPEARANCE

The trestleboard projects the Lodge's image to its members and, perhaps more importantly, to non-members. You never know who will pick up a copy of your latest trestleboard, and after reading it comes away with an impression of Masonry and your Lodge. The impression can be favorable or unfavorable depending on how well the trestleboard is written and its overall appearance.

How does your trestleboard look? How can it be improved? Take a critical look at your present trestleboard. Is it too big or too small? Having a large trestleboard means that you can put more in it. But sometimes the content of the articles suffer when you have to fill those large spaces. On the other hand, a larger size gives you the opportunity to increase the print size - this makes it easier for your older members to read. Should you use photographs in the trestleboard? It costs more money, but as the old saying goes, "A picture is worth a thousand words." Whatever you decide to do, make your trestleboard eye appealing and don't forget that it projects your Lodge's image. Keep it well written.

IDEAS FOR TRESTLEBOARD ARTICLES

There are many sources available to you - almost everywhere you look! Previous trestle boards from your own Lodge and from other Lodge's; your own periodicals or your Florida Mason, news magazines, the Reader's Digest, local newspapers, and others all provide inspiration. Publications from Allied & Appendant Bodies such as the Scottish Rite Journal, the York Rite's Knight Templar, etc., are also excellent sources of ideas. Books on Masonry from your personal library, the local library or the Grand Lodge library are other possible sources. In addition, the Research Lodges have more material, from their monthly articles to books that you can purchase or borrow, than you can ever use. A less obvious source is to use notes taken while you are attending Masonic or non-Masonic functions. Look around you. You're sure to find many more sources.

If you quote an article or a part of an article you must obtain the permission of the author and in many cases the publisher as well. You will probably find that it is easier to obtain the permission of Masonic authors, but you must still get their permission. So now what? Well you don't have to use the article directly. Instead use the idea of the article. You don't have to have permission to use the idea when you use your own words. So, rewrite the article using the idea behind its words. Sometimes the article lends itself directly to your words. For example, one Master read an article that had left all of the o's out. This made the article very difficult to read. So he wrote a trestleboard article using this technique. In this article he told the members of his Lodge how hard it was to lead the Lodge without their support and

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presence. This idea could be used in any number of ways. You only have to use your imagination. Remember if you use direct quotes - YOU HAVE TO HAVE PERMISSION; if you use your own words, you don't.

WHEN TO START COLLECTING IDEAS

When should you start collecting articles/ideas for your trestleboard? AS SOON AS YOU CAN! Start when you are the Junior Warden or even earlier if possible. Why? Some articles you would like to use are time related. They appear about a year ahead of the time that you need them. For example, articles on George Washington's Birthday usually only appear once a year in February. If you wait until you need this article you can't get it into your February trestleboard as it needs to be written and submitted to your trestleboard editor in January. Collect early and be sure to gather two to three times the quantity that you'll actually use. Some ideas don't look as good on review at a later date.

You may want to ask the Craft to send articles to you or the Trestleboard Committee as a way to get more input from the members.

GETTING ORGANIZED

The best way to organize your items for trestleboard articles is to cut and paste the newspaper or magazine articles onto 3x5 cards. For books or magazines that you can't or don't want to deface, copy the pages first and then cut and paste. If you carry a few 3x5 cards with you when you attend Masonic functions you can make your notes directly on these and you will be prepared to use your notes directly when you return home.

Next file your 3x5 cards by topic or by theme. For example, George Washington's Birthday, the 4th of July, Valentine's Day, Masonic Affiliated Youth Orders, Masonic education articles, etc. Then shortly after the Annual Communication of Grand Lodge, when you have completed your annual plan as Senior Warden, you can start putting your ideas for next years trestleboard articles together.

Sort the articles and ideas that you have collected into monthly files. Use the monthly themes that you have established for your annual plan. For example, if in February you have planned a Sweetheart's Night program, articles or ideas about Valentine's Day could be placed in this month. In May, you might have decided to have a Founders Day, programs and articles about the history of the Lodge or local area would be appropriate here. In June, you might have planned a trip to the Masonic Home. This is a good time to use articles on Masonic Education such as - Where the expression "Meet me on the level" came from? Or "Why does the Worshipful Master wear a hat?", as you probably won't be writing about baseball. Having a well thought out plan will make the sorting of your articles easier.

When you have finished sorting the articles and ideas that you have collected, you will find that you have many left over. Pass these files on to your junior Officers. These files will help them get started on their own collection, and in a very short time the Lodge will have an impressive resource file.

THE WORSHIPFUL MASTER'S MESSAGE

Worshipful Masters have given the writing of the Worshipful Master's message different priorities. Some look forward to the opportunity of contacting the membership of the Lodge and presenting them with ideas that they have. Others feel that this is the worst thing that has ever happened to them, so they use their Lodge Secretary or even their printer to write their articles. There is nothing wrong with using an Editor or Trestleboard Committee to edit and setup the trestleboard, BUT THE WORSHIPFUL

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MASTER MUST WRITE his own message. It cannot be delegated. The Worshipful Master has an obligation to communicate with his Lodge.

If it is so tough, what can you do to make it easier? The above paragraph - GETTING ORGANIZED - has already given you some ideas that you can use to make the job easier. The following are some additional ideas you might use:

1. For the first trestleboard use your annual plan. Lay out your plans for the coming year. Let everyone see what you have planned and the date it is planned for. Then use your annual plan to provide you with other ideas for the month as suggested above.
2. You might write about important upcoming Lodge events such as a Ladies' Night program or Mason of the Year Awards. Or perhaps your Past Master's Night line-up. However, leave the monthly description of your other Lodge events to others.
3. Recognize members who have given community service, i.e., a man who has been Scoutmaster for many years, the president of the local Rotary, or adult leaders of Rainbow and DeMolay.
4. Recognize the youth leaders of DeMolay and Rainbow. Give a short biography of the leaders and a history of the youth group itself.
5. Enlighten the members with some Masonic Education. Write an article on "What does this mean? Or "Where does that come from?" For example, where does the "blue" in "Blue Lodge" come from? The possibilities are endless.
6. Use topical articles tied to the time period. For example, Washington's Birthday, the 4th of July, Mother's Day, Valentine's Day, and Election Day. (You can't talk about who's running, but you can encourage the Membership to get out and vote. Remind them it's a privilege and an obligation.) But whatever you write, be optimistic, enthusiastic and informative. There is no faster way to drive your Membership away than to blast them, month after month, with a guilt trip for not attending Lodge. As the old saying goes "Honey attracts more bees than vinegar ever will."

TRESTLEBOARD HELPERS

Unless you, as Worshipful Master, want to write the entire trestleboard yourself, you had better enlist some help. The two naturals are the Junior and Senior Wardens. It's good experience for them and will give them some preparation for their year as Worshipful Master. Make sure their assignments are clear: it would be unfortunate if each wrote on the same topic.

The Senior Warden might write on the Degrees that are to be exemplified in the coming month or give a thumbnail sketch of your newest Master Mason. The Junior Warden might review last month's program giving a brief overview of the program and mention how good it was to welcome back any Brethren (by name) who might be infrequent attendees to the Lodge. He might preview next month's program, its entertainment, or the supper.

If either of the Wardens is chairman of a committee, this is a good opportunity to report to all the Brethren what that committee is doing. The Secretary could also write some articles regarding membership, dues, and information such as address change reminders. He might also write a "Secretary's Corner" about members who have moved away or are traveling and what their families are doing.

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The trestleboard can also be used to communicate to the other Lodges with concurrent jurisdiction of the candidates for the Three Degrees of Freemasonry as required by the Digest of Masonic Law. If the Lodge does not have a trestleboard it is required that they inform the Lodges within the concurrent jurisdiction by first class mail.

Miscellaneous articles could also be written such as a Sunshine Report (sickness and distress), memorials (obituaries), monthly calendar of events, a thumbnail sketch of your Officers (one at a time, please), and a list of your appointments (semi-annually). The list goes on and on.

HOW TO ORGANIZE A FELLOWSHIP NIGHT

Men are often attracted to Masonry through a family member or friend who is a Mason and whom they respect. Often they join as the basis of that relationship alone, believing that some good men would only belong to a worthwhile institution.

But what of the men who have no family connection or whose Masonic friends are not good at explaining Masonry or its purposes? This question has confronted many Masters who know that there are many men in his community who would make good Masons and who would join if they just knew more about it. For some men, many Masons feel uncertain about explaining the Craft to non-Masons.

In response to this problem, you may organize a series of Fellowship Nights with the purpose of explaining Masonry to non-Masons. Over a period of time, M.:W.: George Pukkinen and R.:W.: Brian Paradis of the Grand Lodge of Maine learned what appeals to non-Masons and developed a format that has been successful everywhere it has been used. Lodges or Districts are, of course, free to try something different. If you want something which is tried and true, and yields results, the formula on the attached sheets worked everywhere it has been used.

TWELVE SIMPLE STEPS TO GROWTH IN THE MASONIC FRATERNITY BY PLANNING AND EXECUTING A SUCCESSFUL FELLOWSHIP NIGHT

Help Brethren realize they want/need to have candidates in their Lodges to survive and grow and spread the good works of Freemasonry (Lodges must raise 5% of their base memberships every year for 20 years to replace the members of today who average 64 years old.)

- Select a Lodge Membership Leader for each Lodge. He must be a man who understands the need to raise 5% of the base membership annually. In addition, he must be a man who gets things done.
- Help the Brethren identify two friends/relatives they would like to share their Freemasonry with. Suggest they consider as prospects their sons, brothers, sons-in-law, cousins, the men they fish or golf or bowl with, or go to church with. Just two names because the Brethren have a responsibility to get these guests to the meeting, and two guests (plus their wives) is about all anyone can easily handle.

Get the names and addresses of these two men on a guest sheet and make certain they get to the Lodge Membership Leader.

Choose a Fellowship Night date. (IT TAKES 8-10 WEEKS TO ADEQUATELY PREPARE!)

1. Lodge Membership Leaders should send invitations to guests selected to attend. All invitations for the same Fellowship Night should be mailed at the same time, about two weeks prior to the Fellowship Night date. (Sample invitation see page 184)
2. 3-4 days after invitations are mailed each Brother should contact his invited guests and tell them, "I'll be by to pick you (and your lady) up at 6 p.m." Then do it. We are inviting these guests to an evening of friendship. It's pretty unrealistic to expect a man to show up alone at a strange place. And it's not a very friendly thing to do, either. Remember, the guest doesn't know where the invitation came from until his friend -- our Brother -- calls and tells him 2-3 days before the

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Fellowship Night. The Brother should call his invited guests again to remind them of the event and that he'll be by to pick them up.

3. Fellowship Nights work well with 6:30 suppers followed by 7:30 meetings with everyone on the way home by 9 p.m.
4. Program should be kept simple with a tight focus. The message should be Freemasonry... what it is...what it does...and why. It's important to realize that most of our guests probably know nothing of the Craft or its structure, or its Allied & Appendant Bodies. Attempts to talk about too much makes for a confusing meeting with a garbled message. Part of the great beauty of Freemasonry is its simple, timeless truths. There's plenty of time to talk about our other parts later on.

LODGE OFFICER AND COMMITTEE ASSIGNMENTS

GENERAL DISCUSSION

The single most important decision made by a Master for his year is the selection of the people who are going to help him throughout the year. In many cases, the decision is taken lightly and the resulting performance is poor. Successful Masters only select and appoint those who are willing to sacrifice the time and energy required to achieve the goals established by the Lodge.

Consider your past and/or present experiences with your own profession and then equate them with your staffing requirements for the Lodge. The staffing for a private company or corporation is not left to chance. Positions are created, job descriptions formulated, employment standards written and then people are recruited with the abilities to complete the required assignments. Should it be any different for the many differing positions within your Lodge? However, don't write-off a brother who hasn't performed well in one position. It may not have been a good fit, and he may exceed your expectations with a future assignment.

The Worshipful Master has sole discretion to appoint all committee chairmen, committee members and Appointed Lodge Officers. Use this power wisely and with consideration as to what you wish accomplished during your year. Simply to copy that which has come before you is a disservice to you, your Lodge and its membership. This is your time to infuse your Lodge with fresh ideas and new enthusiasm.

OFFICERS

The decision you make when appointing a person to an officer position that will eventually lead to the Oriental Chair is the single most important decision you will make as Worshipful Master of the Lodge. When making such appointments (assuming your Lodge adopts a "Progressive Line"), you have essentially dictated who will inherit the leadership positions within the Lodge in future years. Utilize input from the present Lodge officers and discuss fully the capabilities of each potential candidate in fulfilling the requirements of present and future offices.

Discuss fully with those under consideration exactly what their duties will be and the magnitude of the commitment that is expected from them and their families, now and into the future. Finally, make each decision carefully with full consideration of the requirements that are mandatory to successfully lead the Lodge during the ensuing years. It is far better to leave a position vacant than to appoint one who is not capable of the important duties that await those who ascend to the Oriental Chair.

Some may believe that it is difficult to find members to fill the required offices and that a warm body is better than nothing. That attitude, my brethren, will certainly lead to such a situation. Successful organizations obtain that status by a diligent attention to their staffing requirements. To build a successful Lodge, you must do likewise. Some helpful hints on officer recruitment are as follows:

1. As an Appointed Lodge Officer, be continually evaluating the entire membership for those who show leadership potential.
2. Begin discussions early with those selected few who share the vision of the Lodge's future potential, as defined in the Lodge's Long Range Plan.

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3. Involve them in the meetings which are developing the Lodge's goals and objectives.
4. Solicit their input on solutions to the various problems that have been identified within the Lodge. They already know what the problems are, so only talk about how they are going to be resolved.
5. Create an air of excitement about the prospects of your year and the future of the Lodge. Instill within them a desire to be a part of your winning team and ultimately become the coach. We, regrettably, only support those who are winners, so it is up to you to develop your team, set your goals and produce a winner for both this season and future years.
6. Maintain a positive attitude about all aspects of Lodge leadership. A "can do - will do" instead of a "can't do - won't do" attitude will attract many interested individuals. Everyone wants to be a part of a winning team and no one loves a loser.
7. Explain, in real terms, what will be accomplished during the next year and what their role will be in achieving success. Additionally, point out that building a successful Lodge is not a one year process and that the planning process will require excellent leadership in future years. There will be many exciting projects remaining for their year in the Oriental Chair.

Concurrent with their agreement to join your team will be a commitment from you to stand closely by during their year to assist them in achieving the goals and objectives of the Lodge.

Recruitment for your team starts with your initial appointment to the progressive line of officers. If you wait until the last moment, you will field a team of substitutes instead of the required 1st string.

STANDING COMMITTEES

Don't be caught short using your valuable time performing tasks that could be better handled by another member, while letting those tasks that should be performed by you, as Master of the Lodge, fall by the wayside.

The following are committees referred to, in the Uniform Code of By-Laws under Chapter 24 Section 10.01 Title Committees of the Lodge.-

- 10.01 Committees of the Lodge.- There shall be the following standing Committees: Finance, Vigilance, Petitions, Education, Board of Relief, Charity, and Lodge Property.
- 10.02 Finance Committee.- The Finance Committee Shall consist of the Senior Warden and up to six (6) members, including a Past Master of the Lodge, appointed by the Master, whose duty it shall be to examine and report upon all matters relating or appertaining to the financial concerns of the Lodge, which may be placed in their hands by the Lodge or any members thereof, or other person. They shall also examine carefully and fully, and report upon in writing within thirty days after the close of the Masonic year, all books, accounts, records and vouchers of the Treasurer and Secretary, or cause all the same to be done by some competent person recommended by the Committee and approved by the Lodge.

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- 10.03 Vigilance Committee.- The Committee on Vigilance shall be composed of the Junior Warden and two members of the Lodge appointed by the Master, whose duty it is to exercise a watchful superintendence over the moral conduct of the Craft at all times, except during the working hours of the Lodge; to correct all irregularities, so far as they can in keeping with the dignity, nature and principles of the Fraternity, and to report, by charges, or otherwise, all matters necessary and proper for the vindication of Masonic Law and virtue.
- 10.04 Petitions Committee.- The Petitions Committee shall be composed of not less than three nor more than seven members, whose duty it shall be to cause each applicant for the Degrees before his petition has been received by the Lodge, to appear personally before the Committee to be interviewed and give such information as may be requested. The Committee shall make its report to the Worshipful Master, after which the petition shall take its usual course.
- 10.05 Masonic Education Committee.- The Committee on Masonic Education shall be composed of not less than five members of knowledge, dedication and tact of which at least one shall be a Past Master and Chairman appointed by the Worshipful Master, who shall be responsible for reporting to the Master on the Candidate's progress through the Three Symbolic Degrees and Masonic Education Program. As prescribed by Regulation 37.12 and 37.18.

The Committee on Masonic Education shall have a Sub-Committee for the Masonic Education of Candidates and shall be called the "Lodge Mentor's Committee."

1. This Committee shall be composed of Past Masters, very knowledgeable Brothers or Brothers willing to invest the necessary time to become knowledgeable about all aspects of Freemasonry, with the same requirements for dedication and tact.
 2. The Lodge Mentor **shall not** be the catechism instructor.
 3. A Lodge Mentor is required to be knowledgeable in the following: Masonic history, tradition, decorum, conduct, Masonic Law, Lodge history, and community history in regards to his own Lodge and American history concerning Masonry.
 4. The mentoring of candidates shall be conducted according to GL-200 Instruction Booklet in the Lodge System of Masonic Education.
 5. This Committee shall report to the Chairman of the Committee on Masonic Education on the candidate's progress though the Three Symbolic Degrees and Masonic Education.
- 10.06 Board of Relief.- The Worshipful Master and Wardens shall constitute the Board of Relief and jointly shall draw upon the Charity Fund, from time to time, as urgent fraternal necessity and propriety may require. The board shall render to the Lodge quarterly reports of all disbursements, but in their discretion they may omit the name of any recipient thereof unless such recipient is the object of continued charity. The Board must be scrupulously careful that no worthy cry of distress reaches their ears in vain and no deserving needy hands seek their aid without response, if within their power to grant without causing material injury to the Lodge.
- 10.07 Investigation Committee.- Upon the Lodge receiving a petition for the Degrees, or for affiliation, or for reinstatement, or for dual membership, or for plural membership, the Worshipful Master shall appoint a Committee of three members of the Lodge to inquire into the character and standing of the petitioner. Each member of the Committee shall

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investigate independently and submit his report in writing to the Lodge or authorize some Brother to report for him if unable to be present in person. The Committee may make a unanimous report or a divided report, *Provided*, if only two members of the Committee report, the Worshipful Master, in his discretion, may proceed with a ballot if no objection is made thereto. Upon the filing of a report and acceptance thereof by the Worshipful Master and the Lodge, the Committee is automatically discharged.

10.08 Committee on Charity.- The Committee on Charity shall, under the direction of the Worshipful Master arrange:

- (1) That a portion of every stated meeting be set aside for the lecture, talk or discussion of some Masonic or Community Charity or charitable endeavor and members of the Lodge urged to contribute to such charities.
- (2) Publication in the Lodge bulletin or Trestleboard, if one is published and announcement of the programs above referred to.
- (3) That the Lodge offer its facilities at cost or below cost to groups or organizations that support, sponsor or perform charitable services.
- (4) That the Lodge contributes to some, one or more community charity or charitable endeavors on a regular and frequent basis.
- (5) To advise with the Board of Relief in regard to fraternal need and assistance.

10.09 Committee on Lodge Property.- The Committee on Lodge Property shall be composed of not less than three (3) nor more than five (5) members appointed by the Worshipful Master whose duties it shall be to:

- (1) Promulgate and propose to the Lodge written Rules for government of use of the Lodge property.
- (2) Arrange schedules of meetings of other groups using Lodge property to avoid conflicts.
- (3) Make recommendations to the Lodge for improvements, repairs, additions and renovations of Lodge Property and for maintenance of Lodge Temple and grounds.
- (4) Under direction of the Worshipful Master and the Lodge negotiate for agreements between the Lodge and other organizations using Lodge Property.
- (5) Enforce or report to proper Masonic authorities for enforcement of all Lodge and Grand Lodge Rules and Regulations.

10.10 Neglect of Committee Duty - If a Committee, or any member thereof, neglect to perform the required duties, Worshipful Master may discharge him or them and make a new appointment.

GUIDELINES FOR THE PETITIONS AND INVESTIGATING COMMITTEE

PETITIONS COMMITTEE

This Committee together with the Investigating Committee are two of the most important committees in the Lodge. In a sense they stand as the sentinels of the “Portals of Masonry,” whose duty it is to assist the Lodge to weed out those applicants who for one reason or another are unfit material for membership in the Masonic Fraternity. In the faithful discharge of their duties, they are responsible not only to the Lodge and to the Craft as a whole, but also to the applicant, in seeing to it that a proper and thorough investigation is made so that neither the Lodge nor the applicant will suffer an injustice at the ballot box as the result of faulty or incomplete information.

The Petitions Committee should determine whether the applicant is eligible to petition the Lodge from the standpoint of residential requirements, physical or mental disabilities. The Committee should proceed to develop as much information as they can from the interview of the applicant so that their report to the Worshipful Master will be as comprehensive and conclusive as possible.

In conducting the interview, the Committee should keep in mind that the personality, traits and habits of the applicant have an important bearing on his fitness to become a member. If he should be irresponsible, or have bad habits, or the reputation of being a trouble maker, or would in any way disturb the peace and harmony of the Lodge, or most important of all, if he should be lacking in the essential moral characteristics, it becomes the duty of the Committee to file an adverse report with the Master. Information and leads developed by the Petitions Committee can be of great value to the Investigating Committee, which now takes over the further and complete investigation of the applicant.

The committee contacts the candidate to arrange a meeting with him at the Lodge. Have the applicant fill out the Supplementary Information for Petition GL602 Item No. 1602. Check the answers on the Supplemental form against the copy of the petition you should have been provided by the Secretary of your Lodge. Ensure the interview is friendly and promotes dialogue. Ask the following questions:

- **Belief in a Supreme Being.** A man must believe in a Supreme Being to become a Mason. This does not mean he must be Christian. No other religious test may be given.
- **Age.** A candidate must be at least 18 years old and must not be in his dotage (feebleness of mind).
- **Jurisdiction.** He must have resided continuously with the jurisdiction of the state for six months immediately preceding and at the time his petition is received by the Lodge.
- **Occupation.** The candidate’s occupation may be indicative of his character. However, there are no legal occupations identified by the Grand Lodge of Florida that would render a candidate ineligible.
- **Does the candidate know of any reason he cannot or should not become a Freemason?** The answer to this question could disclose mental reservations concerning the Craft or information about the candidate that may require further investigation.
- **His petition must be submitted of his own free will and accord.** Undue pressure shall not be applied to convince him to become a Mason.
- **Financial ability and special benefits.** He should have financial potential and authority to pay his dues and fees. He must understand that he will not receive personal advancement, either financial or otherwise, and that the Lodge is not an insurance, burial or relief society. He should

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also understand that his acceptance relies entirely on a unanimous secret ballot and there is no obligation to accept him or offer any reason or justification for denial.

- **Prior petition.** Check if the candidate previously petitioned any Lodge and if so, check the outcome of the first petition and verify that the required six months have passed from the date of the ballot to the date the new petition was received. If the candidate did petition another Lodge, that Lodge has three years jurisdiction over the candidate.

- When concluding the investigation, the committee should **contact the Brethren who signed his petition.** Any rumor casting discredit on his integrity, morals or record should be thoroughly investigated.

INVESTIGATION COMMITTEE

This Committee investigates the applicant after he has been interviewed by the Petitions Committee, the petition has been received by the Lodge and the Worshipful Master has appointed the Investigating Committee. The Secretary of the Lodge has ordered a "Background Investigation" and the committee members have seen the results of that investigation.

Since the work of these two committees is so closely related, each committee should be thoroughly familiar with the work of the other. It is therefore suggested that the members of the Investigating Committee read the preceding section pertaining to the duties of the Petitions Committee and further, that the information and leads developed by the Petitions Committee be furnished to members of this Committee for use in conducting their investigation.

Nowhere in all the work of Masonry is there a more important service to be rendered to the Lodge than that to be performed by those appointed to investigate the petitioners for Masonry. All too often the members of this Committee are content with a superficial investigation, either because they do not fully realize the great importance of the service they have been called upon to render or because they do not know how to make the proper kind of an investigation.

An appointment as a Member of an Investigating Committee should not be accepted indifferently or lightly. Such an assignment given to you by the Worshipful Master implies very clearly and definitely that you have been selected to procure all available information in order to consider the worthiness of a profane to become a Master Mason. In this, you have become the eyes, the ears and the brain of the Lodge, in that it is your duty to search out all of the facts concerning the applicant and then judge these facts, so that you can advise the Lodge in the form of a favorable or unfavorable report, which report, in practically every case, governs the action taken by the Lodge. This is a grave responsibility, which requires diligent search from all angles, by way of every channel, to ascertain if the applicant is duly and truly prepared by precept, example and reputation and in every other respect worthy to become a Master Mason; if he will prove of strength and helpfulness to our Fraternity, its teachings, its purposes, its traditions, its principles and its future.

Every member in the Lodge is part of the Investigating Committee, especially the voucher of the petitioner. The member who vouches for a profane should be certain of his fitness for membership. Also, it is the duty of every Master Mason who is aware of something which would cause a profane to be unfit for membership, to inform a Brother of that Lodge or the Investigating Committee, so these things can be Verified or Clarified. For it is the responsibility of every member to exercise scrupulous care in guarding the door of Masonry from gaining access and introducing Godless ideology. It is our duty as Masons to jealously examine a profanes fitness for membership. For on this examination rests the honor, glory, and reputation of our institution.

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The strength and power of Masonry are not so much in quantity, as in the quality, of its membership and therefore, undesirables should be stopped before they reach the point of knocking on our door. Every applicant must be thoroughly and rigidly investigated to protect our Fraternity because it has been truly said:

“No member of a Lodge is ever merely useless to it – he is either beneficial or injurious, either aids its progress or retards it. If ever in Freemasonry, men become numerous who do not comply with their obligations, do neither appreciate nor understand the sublime truths it teaches and only hold their membership as it insures to their personal benefit, then Masonry will be only a name and its God a word without meaning.”

Accordingly, we must be careful not to open our doors indiscriminately and admit with too lavish a hospitality the ignorant and the turbulent, the selfish and the indifferent. You must bear constantly in mind that membership in the Craft is too priceless to be shared without due consideration.

How essential then, not only that investigators be chosen with care, but that they be acquainted, in some manner, with the nature of the assignment, its significance, its value to the Lodge. Further, it is most essential that they be given an outline telling them to be secure concerning how they should go about this assignment, whom to contact, what fact the applicant, and many other leads on proper procedure in that connection.

You and your fellow Committeemen will probably be the only members of the Lodge to see and talk to the petitioner in his own environment, at his home. It is particularly desirable that you call at his home and it may be advisable that part of the home interview be conducted in the presence of his wife. The conditions surrounding a man's home life often have an important bearing in his eligibility and worthiness to become a member. In concluding your interviews you should be careful to make as favorable an impression on the applicant as you hope he will make on you.

Your investigation should be conducted in such a way as will enable you to determine if the petitioner believes in Deity, if his moral and mental standards are satisfactory, if he is physically and mentally qualified, if his acceptance would create financial or domestic problems and very importantly, you should ascertain his motives in petitioning.

Some suggestions for determining your answers are:

1. **Belief in Deity:** Is he a member of a church? Which one? Does he attend regularly? His wife's faith? His parent's faith? Does he believe in the sanctity of an oath and would an oath of secrecy conflict with the teachings of his faith? Does the petitioner believe in a Supreme Being? Masonry does not require a man to adhere to any particular creed or religion, he must believe in God and in the immortality of the soul. (Beyond a belief in one ever living and true God, Masonry is not concerned with a man's faith or creed, except when his faith or his wife's faith is diametrically opposed to membership in the Masonic Fraternity. In every other case, being a good church member is very much in his favor.)
2. **Moral Standards:** Is he profane or foul mouthed in speech? Does he have any criminal record or has he at any time been engaged in any illegal or questionable activity? Does he endeavor to deal with his fellowman according to the "Golden Rule?" If a veteran how was he discharged from service?

The applicant should be given the understanding that his character is subjected to the closest scrutiny, and that friendship, personal consideration, or favoritism, must not control or bias Masonic action. He is informed that he must pass the scrutiny of the investigation and the ordeal of the ballot, as all have done who have gone this way before him. If there be a doubt in regard to his

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fitness to become a Mason, let the Lodge have the benefit of the doubt. Remember that the dignity, honor, and reputation of the institution are in your hands.

3. **Financial or Domestic Problems:** Can he afford the initiation fees? Can he afford the dues and any assessments which may be voted by the Lodge? Does his wife and family approve? Is he adequately caring for his family at the present time and is he making adequate provision for the future care of his family if something should happen to him? Is either he or his family likely to become a charge upon the generosity of the Fraternity in the foreseeable future? Does he and his family clearly understand that Masonic membership does not carry with it any insurance or death benefits whatsoever? Does he and his family clearly understand that although as a Mason he would have the right to ask for relief upon need therefore, neither the Lodge nor any member is compelled to give relief when and as requested? Is his home life happy? Has he been previously married? If divorced, did he or his former wife secure the divorce and upon what grounds? If children by previous marriage is he contributing to their support according to their needs? How does he spend his spare time?

When visiting a candidate at his home, the committee should first determine the family's attitude toward his desire to join the Masonic Order. If there is serious opposition to him joining which cannot be overcome by the committee, and is there a very likelihood that his membership in the Lodge would cause internal family problems, the petition should be rejected.

Ascertain whether the petitioner's home surroundings are such as to permit him financially to continue his membership without depriving his family of the essentials of life. While a man's financial circumstances or his educational background ought not to bar him from participating in Masonic privileges or render him unwelcome in the Craft, his standard of living may be as different from those of the other members as to make her uncomfortable in their presence.

Is he prompt in meeting his financial obligations and honorable in his business dealing with others? Can he afford to become a Mason? The answers to the first two questions can be obtained by investigating his references, both business and personal. As to whether he can afford to become a Mason, this can be determined by pointing out that no man should join the Masonic Order, if he must deprive his family of the necessities of life. Naturally, no Lodge wishes to cause hardship for others, nor handicap itself by adding to its rolls members who are apt to become financial liabilities.

4. **Loyalty to country:** Disregarding political party lines, does he declare himself to be loyal to his government? Will he willingly swear that he never has been nor ever will be affiliated with any subversive group or organization? Is he a citizen of the United States of America? If not a natural born citizen, why has he not applied for his naturalization papers? (Failure to apply for his naturalization papers as soon as permitted by law indicates that he has something in his life that he wants to keep hidden or that he has little or no sense of responsibility or duty.)
5. **Motives in Petitioning:** Why does he wish to become a Mason? Why did he petition your Lodge? His idea of character of the Craft? Does he expect to give or to receive? How long and well does he know his sponsors?

Ascertain the petitioner's motive for wanting to become a Mason and what is his conception of the Fraternity. Of course, one who is new to the Order may not be expected to offer a consider opinion, but he should have at least some idea of the type organization he is expecting to join.

6. **References:** Has he any Masonic relatives? Does he have close acquaintance with any member of the Fraternity? Will he furnish you the names of several so that you might interview them? As further references, will he give you the names of any organizations or civic clubs, of which he may be a member, his pastor and his business acquaintances so that you might also interview them?
7. **Past History:** Where and when born? How long has he lived in the State and in your Lodge jurisdiction? At what addresses has he lived since birth? Where did he attend Grade School – High School – College? What have been his various occupations in chronological order and years and months? What are the names of his various employers? In what manner was each employment terminated and for what reasons? If in business for himself at any time, has he failed or gone into

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bankruptcy? Does his occupation permit him to attend meetings regularly?

8. **Charitable:** Is the petitioner charitable by nature? Does he contribute to needy causes as his finances permit? Also, is he charitable in thought and actions towards his fellowmen? Is he bigoted or prejudiced? All these questions, discreetly put, will help bring out the true character of the man.

In every case, where possible, the Committee should check the petitioner's answers to these questions against other sources of information, such as the references given, former employers or any other lead which may have been developed. This is particularly important where the applicant has lived a comparatively short part of his life in the jurisdiction of the Lodge. From the information thus gathered from all these sources, you should be able to evaluate the standards of the petitioner and his qualifications to become a member.

You and your fellow committeemen constitute the medium through which our Fraternity will receive that information that thought, that judgment and that recommendation upon which its future character and growth are more dependent than, perhaps any other channel or mode of procedure. If your Committee performs its duty creditably, it may be the means of preventing unfair, unreasonable or prejudicial treatment of the candidate at the ballot box. The opposite is equally true, namely, it is a medium which prevents the unworthy from taking advantage of the future of your Lodge and our Fraternity which we as Masons are charged to protect and cherish.

You are, of necessity, the inspectors to examine the material wherewith to add wisdom, strength, and beauty to the Universal Masonic Temple. Carelessness, indifference, or negligence in the discharge of this responsible duty is of the nature of misdemeanors.

The investigation should be so conducted that, even if rejected, the applicant gains a higher respect for the Fraternity.

To summarize and concisely express what we wish to convey, let us say to every Mason that your appointment to the Investigation Committee imposes upon you a solemn and serious duty and you should fulfill that duty and responsibility to the full credit of the Fraternity, your Lodge, the applicant and yourself. Promptness in performing the duties imposed by such an appointment is essential both to the Lodge and to the Applicant.

OTHER IMPORTANT COMMITTEES

The Lodges are required to appoint a Masonic Education Committee which according to Reg. 37.18 is responsible for the education and mentoring of all candidates and it reads as follows.

Reg. 37.18 The Grand Lodge has promulgated a “Lodge System of Masonic Education” which is described in 1954 Proceedings at pages 165 through 168. A candidate receiving the Entered Apprentice, Fellow Craft or Master Mason Degree shall receive the instruction prescribed to be given either before or after the conferring of each such Degree. Prior to the conferring of a Degree, the Worshipful Master or a majority of the Lodge Committee on Masonic Education shall certify to the Lodge Secretary that the candidate has received the prescribed instruction which shall be recorded in the Lodge minutes.

The Worshipful Master and the Lodge Secretary shall be directly and personally responsible to the Grand Master and to Grand Lodge for full compliance with this Regulation.

This regulation sets the Masonic Education Committee and the Lodge Mentoring System.

- 1) Masonic Education is required to be given at every Stated Communication of the Lodge and encourage the members to participate in Master Masons Exams I, II & III and to further their studies by taking the Lodge Officers Training Course Modules I, II, III each consisting of seven lessons, as well as his continued study of Freemasonry.
- 2) Lodge Mentoring - you will find that GL- 200 is the Instruction Booklet on how to implement the Mentoring system in the Lodge. Every Lodge must supply in the course of Candidate progress through Masonry the following Booklets. See page 186
 - a. GL-200 Instruction Booklet for Mentoring
 - b. GL-201 Booklet No. 1 Prior to Initiation
 - c. GL-202 Booklet No. 2 After Initiation
 - d. GL-203 The Entered Apprentice Degree
 - e. GL-204 Booklet No. 3 After the Passing
 - f. GL-205 The Fellow Craft Degree
 - g. GL-206 Booklet No. 4 After the Raising
 - h. GL-207 The Master Mason
 - i. GL-208 Masonic Etiquette
 - j. GL-217 Mentors’ Manual

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The following Committees may serve your Lodge very well and with the proper members appointed to them, you may be surprised at what the results maybe.

Budget Committee	Lodge History
By-Laws Committee	Lodge Renewal
Delinquent Dues Committee	Long Range Planning Committee
Entertainment Committee	Public Education and Publicity Committee
Refreshment Committee	Public Schools Committee
Telephone Committee	Sickness and Distress Committee
Trestleboard Committee	Sojourners Committee
Youth Activities Committee	Transportation Committee
Funeral Committee	Visitor's Committee
Friendship Night Committee	Widows Committee
Fundraising Committee	

BUDGET COMMITTEE

Duties: To assist the Worshipful Master in developing a Budget for the incoming year expenditures. The assistance of the Secretary and Treasurer is very important as they have day to day knowledge of the income and expenses of the Lodge. It should be the duty of this committee to see that the Lodge has sufficient funds to run the course of the calendar year, even if it means that an assessment or dues increase is necessary to meet the expenses of the Lodge. Special events or Fund Raisers should be used for charitable purposes or a Special Project for Lodge Improvements.

BY-LAWS COMMITTEE

Duties: To review the Lodge By-Laws for the purpose of seeing that they are updated, and that Grand Lodge has a copy of your latest By-Laws on file. Every member of the Lodge should have a copy of the Lodge By-Laws.

16.01 Amendments.- Uniform Code of By-Laws

(1) The proposition must be made in writing at a Stated Communication, and if approved by a majority vote, shall lie over until the next Stated Communication, of which the membership shall be given written notice; and if three-fourths of all the members of the Lodge then present vote in favor thereof, it is adopted, and will go into effect after approval of the Grand Lodge of its authority. Proposed By-Laws or amendments, after adoption by the Lodge, shall be submitted for approval in accordance with the provisions of Regulation 24.04.

(2) Any proposed amendment to these By-Laws shall be submitted to the Grand Lodge or its authority as follows:

Original and three copies of such By-Laws or revision signed by the Worshipful Master and Secretary under the Seal of the Lodge, with date of approval and date of adoption shown thereon, shall be forwarded to the Grand Secretary.

DELINQUENT DUES COMMITTEE

Duties:

1. To assist the Secretary and the Worshipful Master at his request with those members who are currently in arrears of their dues.
2. To personally visit, engage, and otherwise have a dialog establish with these Brothers as to

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ascertain the reasons for their present status.

3. To work closely with the Brothers and Worshipful Master in a continuing effort to retain all members unable to pay.

This committee should have the utmost respect for these Brothers and at no time the circumstances found should be communicated to anyone, except the Worshipful Master of the Lodge.

The Brothers serving in this committee besides having the utmost respect for the Brothers, they should use tact, good manners and foremost Brotherly Love and Affection when engaging these Brothers that find themselves in difficult situations for whatever reason that may be.

This committee should start their work as early as possible in the year under the supervision of the Master of the Lodge to engage these Brothers and invite them to the Lodge Meetings and other events to make him feel part of the Brotherhood and further that we care and miss this Brother in our midst.

ENTERTAINMENT COMMITTEE

Duties: To provide information or entertainment programs to the Lodge members, their families and friends during special events, such as Past Master's Night or Ladies Nights.

- Conduct a survey and develop a list of members, their families and friends who may have special musical and artistic talents.
- Consider using professional or semi-professional entertainers.
- Consider a speaker from local community historical society, etc.
- Develop a budget listing the expected costs of providing entertainment, including gratuities and donations in addition to direct costs and the proposed means of paying. (Cost however, should be nominal and not a burden to the Lodge members.)
- Present your budget to the Lodge for approval.

REFRESHMENT COMMITTEE

Duties: To provide refreshments at all Lodge functions, including dinner meetings and under the supervision of the Junior Warden and Stewards.

- Set up for all dinners and refreshments.
- Provide refreshments for all Degrees.
- Provide a special touch for candidates after their Third Degree such as a cake congratulating them for their achievement.

TELEPHONE COMMITTEE

Duties: To call members of the Lodge within commuting distance two or three days before the Stated or Called Communication and any other Special Event sponsored by the Lodge to remind them and to encourage their participation.

A calling tree technique would work very well to meet this need.

TRESTLEBOARD COMMITTEE

Duties: To publish the Lodge's Trestleboard. This committee should receive inputs from the Master, Wardens and any other members; collate the information; and ensure that the Trestleboard is printed and mailed on time.

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- Prepare monthly Trestleboard.
- Have Trestleboard completed three weeks before stated Meeting for proofing.
- Arrange for mailing of Trestleboard two weeks before stated meeting.

This may be a committee that is handled by the Worshipful Master and/or Secretary of the Lodge and they will certainly be grateful for any assistance.

FUNERAL COMMITTEE

Duties: To provide a team of ritually competent Masons to officiate and perform various Masonic funeral and memorial services for departed Master Masons' families as the necessity and circumstances require.

Masonic funeral is a privilege, not a right. The Lodge may bestow or deny it; and it may be extended to sojourning Masons in good standing, as well as to members of the Lodge. It is for the Lodge or the Master to determine. No worthy Master Mason should be denied this sacred Rite.

In case of the death of a sojourner, the Master should immediately contact the deceased Brother's Lodge, through the Grand Secretary's office, asking instructions.

No Freemason can be interred with the formalities of the Fraternity unless he shall have been Raised to the Master Mason Degree. Fellow Crafts and Entered Apprentices are not entitled to Masonic Funeral Rites, nor can they, as Masons, join in processions on such occasions.

The funeral habiliments shall be worn only by Master Masons in good standing, when the Worshipful Master or a Brother appointed by him and proficient in the funeral ceremonies assembles a Lodge of Master Masons to conduct funeral services.

FRIENDSHIP NIGHT COMMITTEE

Duties: Introduce men identified by the members as potentially good Masons to the Fraternity.

- Have the members invite prospective members to a Lodge sponsored Friendship Night.
- Send invitations to prospective members with date, time, and proper attire for the evening, with RSVP.
- Start preparations not less than a month in advance.
- Confirm attendance of speaker who will give about a 15 to 20 minute introductory program about Masonry for prospective members.
- Work with the Refreshment Committee to ensure appropriate refreshments are provided (i.e. potluck, deserts, finger food, etc.)
- Arrange to show appropriate video such as "Friend to Friend," "What it Means to be a Mason," "Architects of Freedom," etc. for anyone interested.
- Prepare follow-up letters thanking attendees for coming.

FUNDRAISING

Duties: Following the Grand Lodge guidelines and State Laws, this committee can develop a set of guidelines for fundraising which can identify various fundraising strategies and build up a plan establishing a successful fundraising campaign. Implement one or more fundraising programs annually.

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Fundraising may be pursued to support your Lodge, Grand Lodge or a worthy cause in your community as well as a 501(c)3 charitable organization.

Don't feel like you have to reinvent the wheel, keep your eyes open for something that might already be going on in the community and join the event. This would be good, especially if your Lodge is a bit short on active members at the present time.

Your imagination is the only limitation to raising funds. Remember that Grand Lodge forbids games of chance and alcoholic beverages associated with any Masonic event.

LODGE HISTORY

Duties: To maintain a record of the important historic milestones of the Lodge and to prepare suitable methods to display and share this information with the Brethren, their families and the public.

This task usually falls to the Lodge Secretaries, but it should not. Lodge Secretaries are far too busy with other duties to devote time to Lodge history.

It is important for a Lodge to recognize and celebrate the accomplishments of its past and the members who contributed to those accomplishments.

- Maintain an archive of the important milestones of the Lodge including the Lodge Chartering, when and where it took place and the dignitaries present.
- Most every Lodge has a wall with pictures of Past Masters. Biographical information on these Brothers as well as their pictures should be maintained. A picture hanging ceremony as an annual event for the outgoing Master maybe a nice way to have a Past Masters Night.
- Work with the Grand Lodge Committee on Museum and History which you can rely to be a repository of Lodge records. Also make them aware of any artifacts that the Lodge may have, they also may be able to discuss with you its safe keeping and how to maintain such items.

LODGE RENEWAL

Duties: With guidance from Grand Lodge Renewal Committee develop a program of Masonic renewal activities that will be carried out each calendar year.

Also the Grand Lodge of Florida defines "Ten steps to Lodge Renewal", which are:

1. Plan, Program, Prepare
2. Attract New Members
3. Spice up Lodge Meetings
4. Family Involvement
5. Community Involvement/Visibility
6. Initiate a major fundraiser, either for your Lodge or a worthy cause in your community
7. Membership Retention/Utilization
8. Publicize Your Lodge (Internally and Externally)
9. Lodge Appearance
10. Last But Certainly Not Least ---**RITUAL**

LONG RANGE PLANNING COMMITTEE

Duties: To develop a Long Range Plan for the next five to ten years to address the major issues and

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concerns facing the Lodge today.

PUBLIC EDUCATION AND PUBLICITY COMMITTEE

Public Schools

Duties: To plan and execute a public schools program. Programs such as open houses, classroom visitations, speech contest, dinner meetings honoring principals, administration and teachers, radio and television appearances on the local channels, especially local cable is a way to recognize school personnel and an excellent opportunity to present the Lodge to the public.

Sickness and Distress Committee

Duties: To offer encouragement to ill and shut-in Brothers and their widows by way of personal visits and/or telephone calls and letters.

- Keep track of any illness or hospitalization among the membership.
- Arrange for flowers and get well cards, if appropriate.
- Inform the Master, Secretary and Lodge who among the membership is ill.

Sojourners Committee

Duties: To locate the Sojourners and develop in them a desire to participate in your Lodge's activities. Keep members of your Lodge who live in other jurisdictions apprised of the Lodge events.

- Make sure that Lodge members who live outside the commuting area of the Lodge are included on the Trestleboard mailing list.
- Consider adding Sojourners in our area to the Lodge Trestleboard mailing list.
- Contact Sojourners in the Lodge area and advise them of the benefits of affiliating with the Lodge.
- Plan and execute a "Rusty Mason Night."
- Make sure that Sojourners in your area are invited to all Lodge activities, especially Friendship Nights.

Transportation Committee

Duties: Work with the telephone committee to identify Brothers who, because of transportation issues, have difficulty attending Lodge meetings and functions. Provide these Brothers with transportation assistance, so that they may participate.

Visitor's Examination Committee

Duties: To treat all first time visitors hospitably, examine their identification and credentials (dues cards) in a courteous and efficient manner, assuring that no Cowan gains entrance and that no Brother is embarrassed in proving their membership.

- Examine all first time visitors, checking their identification, that they possess a current dues card from a Lodge recognized by Grand Lodge and know the signs, words and modes of recognition. Plastic dues cards are to be checked with the Circumscribe App.
- Administer the Tyler's Oath.
- Permit inspection of the Lodge's Charter by the visitor.
- Make the visitor welcome and extend every hospitality to him.

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Widows Committee

Duties: To maintain contact with the Widows of the Lodge. To provide an annual widows program and to preserve their Masonic relationship.

- Plan a pre-stated meeting dinner for all known widows of Lodge members.

Invite all known widows of Lodge members.

- Arrange for a speaker to give about 20 minute presentations.
- Keep the Worshipful Master, Secretary and Lodge informed about the health and welfare of the Lodge's Masonic Widows.

Youth Activities

Duties: To plan and execute a Youth Activities program each year honoring our Masonic Affiliated Youth – The International Order of Rainbow for Girls, Job's Daughters and DeMolay. The purpose is to acquaint the Lodge members with these orders and to encourage them to attend the youth meetings and to participate in their activities. To plan and execute other programs throughout the year promoting our Masonic Affiliated Youth Groups.

- Encourage the Lodge to donate to the Masonic Youth Groups as well as others in your community.

SUGGESTED LODGE ACTIVITIES

- Past Masters' Night
- Masonic Plays
- Masonic Digest Night
- Public Schools Night
- Ladies' Night
- Youth Organization Program
- Anniversary Night
- George Washington Night
- Citizenship Program
- International Night
- Bowling Nights
- Charity Contributions
- Child ID
- Cigar Night
- Fishing Trip
- Food Baskets Drive
- Holiday Meals
 - Thanksgiving
 - Christmas
- Friendship Night
- Masonic Education Night
- Family Picnic
- Community Events
 - Parades
 - Drug Awareness Program
 - Clean-up Day
 - Blood Drive, Etc.
- Breakfasts
- Homecoming Night
- Renewal Open House
- Roadside Pick-up
- Sponsor Youth Sports Team
- Scholarships
- Teacher of the Year
- Policeman of the Year
- Fireman of the Year
- Emergency Person of the Year
- Volunteer of the Year
- Masonic Saints Day
 - St. John the Evangelist, December 27
 - St. John the Baptist, June 24
- Americanism Night
- County Fair
- Missing Person Search
- Hurricane Assistance
- Illiteracy Campaign
- Meals on Wheels Volunteer
- Boys Scout Troop Volunteer
- Sponsor Little League
- Sponsor a High School Band
- Historical Society Night
- Habitat for Humanity Volunteer
- Volunteer for Local Events
- Lodge Clean-up
 - Grounds
 - Building
 - Painting
- School Volunteer

PLANNING

LONG RANGE PLANNING

What is a Long Range Plan and why does a Lodge need one?

- Clearly defines the purpose of our organization
- Creates realistic goals and objectives consistent with our mission
- Communicate those goals and objectives to the membership
- Develop a sense of ownership of the plan
- Ensure the most effective use is made of our organization's resources and focuses those resources on the key priorities
- Provides a base from which progress can be measured and establishes a method for change when needed
- Brings together of everyone's best and most reasoned efforts

How to create a Long Term Plan?

The process for developing a Long Term Plan includes:

- Developing a Mission and Vision Statement
- Developing Strategic Imperatives
- Developing Goals & Objectives
- Developing Action Plans
- Writing the Strategic Plan
- Communicating the Plan
- Soliciting Feedback
- Revising the Plan
- A Strategic Plan is a living document
- As time goes by, the environment in which we operate may change and new initiatives may arise
- Review and revise the Strategic Plan annually, soliciting input from all your membership
- Begin again

What are Mission and Vision Statements?

- MISSION is the reason our organization exists. The original founders' intentions – what they wanted to achieve by starting the organization- must be reexamined and refreshed periodically if an organization is to remain dynamic.
- A mission statement should say who our organization is, what we do, what we stand for and why we do it.
- A vision is a guiding image of success formed in terms of a contribution to society. If a strategic plan is the "blueprint" for an organization's work, then the vision is the "artist's rendering" of the achievement of that plan. It is a description in words that conjures up a similar picture for each member of the group and of the destination of the group's work together.

What are Strategic Imperatives?

Strategic Imperatives are specific areas of interest or concern and defines what needs to be improved before the Lodge can achieve its Vision of the future.

What are Goals and Objectives?

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- Goals are statements describing what your organization wishes to accomplish, stemming from our mission statement.
- Goals are the ends toward which your efforts will be directed and often change from year to year, depending on the nature of the group.
- When linked with Objectives, they are the steps necessary to achieve the goal.
- Objectives define how a Goal will be accomplished.

What are Action Plans?

An Action Plan describes:

- What is to be done to meet the Objective
- What resources are needed
- Who is responsible for performing the Plan
- What is the Plan's deadline
- How you know when work is done
- An Action Plan defines "Who will do what by when"

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ANNUAL PLANNING

Plan to Plan

(Gather the necessary materials required to develop your plan)

- **List of traditional lodge activities**
Include all activities in which the Lodge has participated in the past (i.e., Past Masters' Night, Widows' Night, Annual Picnics, Table Lodges, etc.)
- **Calendar of Grand Lodge and District events**
Note the date of the Grand Master's official visit to your Lodge and other visitations within the commuting area. Note the dates of the Annual Grand Communication of Grand Lodge. Also note the date of your District Deputy Grand Master's official visit to your Lodge and any other scheduled District events.
- **Local Community calendar**
Identify the dates of community events that the Lodge might participate in (fairs, festivals, parades, clean-up days, etc.)
- **Calendar of local Allied & Appendant Bodies**
Get to know the leaders of the Allied & Appendant Bodies that meet in your Lodge Building. Find out when their meetings are and what special events they have scheduled for the coming year. You want to do this for two reasons. First, you do not want to schedule a Lodge event that might conflict with an activity of one of these organizations. Secondly, if you support them in their activities, they will support you.
- **Grand Lodge Programs Participation**
Check and list the mandated events that your Lodge need to hold in order to qualify for Grand Lodge Awards such Masonic Education, Public Education and Citizenship, Public Relations and Publicity, Youth Activities, Schools of Instruction, Masonic Leadership Training etc.
- **List of Lodge improvement projects**
Review the list of pending improvement projects for your Lodge. If you do not have a list, create one. Such a list should be in priority order and identify the material and people resources necessary to accomplish them and include estimated cost for each project.
- **Paper and Pencil**
Finally, gather together those materials you will needs to facilitate putting the plan together. Those materials might include:
 - A large format calendar for listing event dates
 - Pads and pencils to keep notes
 - Flip chart or large piece of paper and marking pens
 - Refreshments

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Schedule Meeting

Although you can develop your plan in a vacuum, you will generate more buy-in and support for your plan if you involve, at the very least your elected line officers. Pick a time and location that is convenient to all who will participate. The earlier you schedule this meeting the better. If you can, schedule your meeting in September or October of the preceding year. However, if decorum requires that you be elected Worshipful Master first, schedule the planning session as soon after your election as practical.

Prepare the plan

- Make a planning grid on a flip chart or large piece of paper. One possible grid form could have seven columns titled Month, Stated & Called Meetings, Grand Lodge and District Events, Allied and Appendant Bodies Events, Community Events and Lodge Activity(s). The grid will also have 12 rows one for each month.
- Select a monthly theme for each month the Lodge meets. Your theme may be associated with a normally scheduled Lodge activity like Past Masters' Night, it may be related to some bit of Masonic trivia or history you would like to present or it may be related to some fun activity for Lodge members and families.
- Place the Lodge Stated & Called meetings in that column (i.e. Stated meeting 1st & 3rd Tuesday, etc.)
- List all Grand Lodge and District Events in its column. Do not forget the Annual Communication.
- List all appropriate Allied & Appendant bodies' events on the sheet in months they occur.
- List all community events on the sheet in the month they occur.
- With your committee (or on your own), make a list of Lodge activities, which are driven by your monthly theme or which may drive your monthly theme, i.e., honor widows, etc.
- Transfer the plan to the large format calendar on the specific dates the activities will occur (or the dates you expect them to occur).

GENERAL SUPPORT

You have now defined a whole bunch of work to be accomplished in the coming year, but do not fret. You do not have to do it yourself. In fact, as Master of the Lodge, you have an obligation to build up those under you. You now have an opportunity to delegate the responsibility for the tasks you have just identified to individual officers of the Lodge or to a committee of your members.

- Identify those tasks which you will accomplish yourself.
- Identify which tasks are part of the normal duties and responsibilities of specific Lodge officers.
- Identify which tasks should be delegated to a committee and identify the chairman of the committees. You may identify the chairman of the committees or choose to allow the chairman to select his own members. Remember, however, that committee assignment is a great opportunity to develop newer Masons, and it is your responsibility to see that all have an opportunity to develop in Masonry.
- Communicate your selections to those you wish to accomplish the specific tasks (preferably in

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writing). Do not forget to specify what you expect them to accomplish, how it is up to them (remember you are empowering them, not directing them). Finally, secure their commitment that they will do what is expected of them.

- Follow up with each officer and committee chairman on a regular basis to learn if they are having any difficulties in accomplishing their assigned tasks and if there are any resources they require.

COMMUNICATE THE PLAN

You are now almost finished with your annual plan. However, it is still just a plan on paper. You must communicate it to the entire Lodge membership and any other persons or organizations that might have a vested interest in it. You should communicate your plan at the earliest practical time. Outline your plan verbally during your installation. Post it in the Lodge's newsletter and webpage (if you have one). The more ways you communicate your plan the more participation and support you will receive. Be warned, however, that once you have published everyone will expect it to be accomplished as written. If you anticipate that one or more of the activities or events listed in the plan will not be accomplished as planned or any dates have to be changed, communicate those changes to everyone as soon as possible in the same manner you published your plan.

ANNUAL PLANNING GRID

Month	Theme	Stated & Special Meetings	Grand Lodge & District Events	Allied & Appendant Bodies Events	Community Events	Lodge Activity
January						
February						
March						
April						
May						
June						
July						

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August

September

October

November

December

PLANNING A STATED COMMUNICATION

The Stated Communication is the one meeting that most of your members will attend. Although the general purpose of the Stated Communication is to conduct the business of the Lodge, keep in mind to communicate and not bore the Brethren. First and foremost, a well planned and run Stated Meeting is paramount to the success and well being of your Lodge. When your meeting is planned in advance, routine business is kept to a minimum, leaving more time for fellowship and special activities.

CONDUCT MONTHLY PLANNING SESSIONS

The Worshipful Master should schedule a day and time to conduct a routine Stated Communication planning session (no more than one hour long). Invite the Lodge Wardens and Secretary (Lodge management team) to participate. This planning session should take place one week or more before the Stated Communication.

Review the annual calendar, old business and issues before the Lodge

Review the annual Lodge calendar to identify any Lodge activities, which have been planned for the near future. Where an activity has been assigned to a committee, contact the committee chair to learn the status of their planning to date. Ask the committee chair to be prepared to “briefly” report on the committee’s activities at the Stated Communication.

Review the previous minutes of the Lodge and discuss with your management team any issues or concerns, which are before the Lodge. Discuss how best to present these issues to the Lodge in the briefest, most forthright manner.

Review bills and correspondence

Review the bills received by the Lodge and determine which are routine and included in the Lodge Budget and which require a vote of the Lodge. Do not leave the presentation of a motion to pay a particular bill to chance, but anticipate who will make and second the motion. Ensure that these members are present at the Stated Communication and are briefed on your expectations.

Review the correspondence received by the Lodge and determines which is necessary to be read in the Lodge and which may be left for any member to review at his discretion.

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Plan for fellowship and special activities

Confer with the Junior Warden and insure that suitable refreshments have been planned for before and after the meeting.

Confer with the Senior Warden and/or the Masonic Education Committee and insure that a program of Masonic Instruction, guest speaker, or other program has been planned for before, after or during the meeting.

Develop an agenda

As stated above, your goal should be to conduct the business of the Lodge in a concise manner, leaving enough time for fellowship and some program of your choosing. A good rule of thumb would be to allow one third of the allotted time to fellowship and refreshment, one third to the business of the Lodge and one third for a program. It is imperative, therefore, that you prepare an agenda for the evenings events. Ritual opening and closing of the Lodge is required; however, how you fill the time between is up to your own imagination. A suggested order of business is provided on page 19 of the Florida Masonic Monitor.

Suggested Order of Business

- Flag ceremony (before opening the Lodge).
- Reading minutes for information and final adoption.
- Report of Master of the business before the Lodge.
- Reports of sickness and distress.
- Reports of petitions filed with the Secretary.
- References of petitions to Committees.
- Reports of Committees on Petitions.
- Balloting.
- Reports of Special Committees.
- Unfinished business.
- General business and work.
- Reading of minutes for approval before closing.

As it said above, this is a suggested order of business. Your Lodge may already have an order of business which is used and therefore no need to reinvent the wheel. Consult with your Secretary and come up with one that will make the meeting run smoother and convenient to the Worshipful Master and Secretary.

The following items are some suggestions that may be included in the suggested order of business

1. Communications
2. New Business
3. Announcements
4. Good of the Order
5. Masonic Education

Please note that, although the Digest of the Masonic Law of Florida requires the minutes of the Lodge must be read at every communication and approved by the Lodge before the closing of the Lodge, it also states that the Worshipful Master can dispense with the reading of the minutes until the next Stated Communication.

- 25.28** The minutes of the Lodge at every Communication must be read for correction and approval before the closing of the Lodge, unless dispensed with by the Worshipful Master, but the minutes of the previous Communication or Communications shall be read for final adoption at the next Stated Communication.

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CONTACT TELEPHONE COMMITTEE

Finally, contact the chairman of the Lodge Telephone Committee and pass along any specific announcements regarding the upcoming meeting, i.e. program, speaker, and/or special refreshments. Ask him to share this information when calling the members to inform them of the time and date of the Stated Communication.

MENTORING PROGRAM

What is a Mentoring Program?

The Mentoring Program consists of assigning each candidate a well educated Brother to act as his mentor, educator and companion for a year or until the Brother is an active, educated and working member of the Lodge. Remember “an educated Mason is a dedicated Mason.”

A Mentoring Program, together with a system of Masonic Education provides the necessary methodology to guarantee that every new Brother is properly instructed in the fundamentals and working of the Craft.

Why is Mentoring needed?

Every candidate is a stranger to Freemasonry and Freemasonry is a stranger to him. It is not merely a Lodge that he joins, but a great Fraternity with a history stretching back over many centuries. It has an intricate system of laws, a large number of purposes, ideals and Obligations, a set of rights, privileges and duties, and a set of Landmarks to be preserved. The Fraternity as a whole carries on a program of activities of great variety.

It is too much to expect of any man that without guidance he can make himself at home in such a society or that unaided he can take his own proper place in the Lodge’s work with credit to himself and honor to the Fraternity. He has every right to expect that the Lodge itself shall give him much of the information he needs. So many Brethren never receive this information and are permitted to come- and perhaps go- undirected and uninstructed. They either cease attending Lodge at all or sometimes, for lack of knowledge, blunder into humiliation to themselves and cause damage to the Lodge.

There is nothing new in these statements. For years responsible Craft leaders have been very aware of these problems. This failure to properly prepare the candidate for his new duties and privileges is both a failure on the part of the Craft to discharge its just obligations to him and a weakness in the fundamental system of Initiation. These failures incur the danger of weakening the whole structure by attempting to build enduring walls with rough ashlar and un-tempered mortar. Moreover, it is not solely a matter of teaching the new member the ceremonies he is to go through. It is necessary that he become imbued with the spirit of Freemasonry and to believe in, as well as to understand, its purposes and ideals. Our Fraternity does not rest on compulsion or military rule; if its own members are at odds with its aims it becomes a house divided against itself. In many cases when Masons cause dissension in a Lodge, it is not out of malice or a desire to make mischief, but because they do not understand the rules and laws.

It is not only the candidate that profits by a Mentoring and Education Program. The Lodge itself is strengthened from having new members who from the beginning are able to take part in its activities; who are likely to become regular attendants; and who can quickly grasp the aim and purpose of the Lodge’s endeavors. They come already prepared for work!

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What is the definition of a Mentor?

A Mentor should first be active in the life of the Lodge and knowledgeable about not only his own Lodge, but also about the Grand Lodge of Florida and all of Freemasonry, in regard to the history, tradition, philosophy and the Laws and Regulations of the Grand Lodge of Florida. A Mentor should:

- Set good examples
- Be a good teacher
- Not be afraid to give good and timely counsel
- Be talented
- Be a good Friend
- Take time to show an interest in the student, etc.

How is a Mentoring Program accomplished in a Lodge?

Mentoring is a process whereby, following the receipt of a petition or election to receive the degrees, the Master appoints the Lodge Mentor (preferably a seasoned member who is knowledgeable about the Craft) for what ever time is necessary until the Brother is a regular participating and contributing member of the Lodge's well being.

The Lodge Mentor will contact the candidate and advise him of the tentative Degree schedule and invite the candidate and his Lady to any open Lodge functions. He should arrange a meeting with the candidate to give him the first lecture of the Mentors Manual and present the candidate with Booklet No. 1 of the Lodge System of Masonic Education, prior to his initiation as prescribed in GL-200 Instruction Booklet in the Lodge System of Masonic Education. And following its guidelines for all of the subsequent Degrees.

The Mentor will maintain contact during the candidate's progress through the Degrees and will assist him in preparing for each Degree. The Mentor will find out if the candidate has any particular friends or associates who would like to be invited to attend or assist in the conferral of the Degrees (particularly the Third Degree). Above all, the Mentor will make the new Brother a part of the Masonic Family.

The Candidate meets with the Mentor a minimum of FOUR times using the tried and proven Mentoring System as prescribed in GL-200 Grand Lodge of Florida Lodge System of Masonic Education. In this Booklet you will find guidelines for when the mentoring should be implemented and how long each presentation should take. Remember to leave time for questions and answers.

The Mentor will continue to maintain contact with the candidate and meet as often as the candidate's necessities require and the Mentor's ability permits. The new Mason needs to know and understand his duties as a Master Mason and what his rights and privileges are. He should be taught how to visit other Lodges. He needs information about the traditions and work of the Craft as a whole.

It must be stressed that the duties of a Mentor are not to be taken lightly. You have the sole responsibility of creating living thinking Masons. Remember that **“an educated Mason is a dedicated Mason.”**

Do not leave the newly made Master Mason to fend for himself after the Third Degree. Encourage and attend with him Masonic Education Classes, forums or training where he can continue to expand his horizons in Freemasonry.

LODGE ETIQUETTE AND COURTESIES

ETIQUETTE

Manner of Dress

- Although there is no strict dress code associated with Masonry, local customs and individual Lodges have established informal codes of dress. For example, some Lodges require all their Officers to wear a Black Tux at Stated Communications and/or Degrees, while others require a White Evening Coat and Black trousers with bow tie and cummerbund. Yet others require dark color suits or Blue Blazer and Grey slacks to mention a few of the practices by different Lodges.
- Some receptions and outdoor functions like barbecues may specify casual wear.
- Under no circumstances is it ever proper to attend Lodge in shorts, t-shirts, flips flops, open toe sandals without socks, etc.
- Lodge attire should always be in good taste to compliment the decorum so essentially necessary to convey the respect that is properly due the Brethren and the Lodge.
- In the absence of a dress code for Lodge Officers, it is always preferred that a coat and tie be worn by all the Officers of the Lodge. This will convey the proper respect for the Lodge and set the example for the membership at large. Remember to lead by example.
- It should also be noted that no Brother should be chastised or barred from a Lodge Meeting, if work or other commitments prevent him from changing into more formal attire before the meeting. If lack of time because of work reasons is the problem, you may want to suggest that the Brother changes at the Lodge.
- Another good practice is to have sports coats available at the Lodge to supply them to a Brother who arrives without one, so as not to make him feel out of place when everyone else is dressed in a coat and tie. If room allows it, the Lodge may provide a space where the Brothers may want to leave a coat and tie at the Lodge permanently so they can dress at the Lodge when they arrive.

Behavior within the Lodge

- There must not be any private committees or separate conversation held without the permission of the Worshipful Master.
- There must be no impolite or disrespectful talk.
- There must be no interruptions of the Worshipful Master or Wardens, or any other Brother speaking to the Worshipful Master.
- There must be no foolish or silly acts while the Lodge is engaged in its serious and solemn business.

How are Motions presented?

The Worshipful Master has the sole authority and as such only he may declare discussion on a motion ended and put it to a vote. It is never proper to “call for the question” from the floor.

- Obtaining the Floor.
 - Wait until the last speaker has finished.
 - Rise and address the Worshipful Master by saying “Worshipful Master.”
 - Wait until he recognizes you.
- Make your Motion.
 - Speak in clear and concise manner.
 - Always state a motion affirmatively. Say, “I move that we....” rather than, “I move that

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- we do not.”
- Avoid personalities and stay on your project.
- Wait for someone to second your Motion.
- Another Brother will second your motion or the Worshipful Master will call for a second.
- If there is no second to your motion, it is lost.
- The Worshipful Master States your Motion.
 - The Worshipful Master will say, “It has been moved and seconded that we...” Thus placing your motion before the Brethren for consideration and action.
 - The Worshipful Master will call for discussion on your motion.
 - Once your motion is presented to the Brethren by the Worshipful Master it becomes “Lodge Property” and cannot be changed by you, without the consent of the Brethren.
- Expanding on your Motion.
 - The time for you to speak in favor of your motion is at this point in time, rather than at the time you present it.
 - The mover should always be allowed to speak first.
 - All comments and debate must be directed to the Worshipful Master.
 - Keep to the time limit for speaking if a limit has been established.
 - The mover may speak again only after other speakers are finished, unless called upon by the Worshipful Master.
- Putting the Question to the Membership.
 - The Worshipful Master may call for the vote after discussion has ended or time tables have been met for or against if any was set, or at any other time he may deem necessary.
 - If there is no further discussion, a vote is taken.

COURTESIES

Reception and introduction of Visitors

- When should introductions be made and who should be introduced?

This is a question requiring careful consideration. Often times a good portion of a Lodge’s meeting is spent introducing (and reintroducing) Past Masters of the Lodge and various other dignitaries. Lodge stated meetings should be devoted to imparting Masonic Education and taking care of the business of the Lodge. Time should be set aside to accommodate and introduce visiting Brothers. Although it is not necessary to always introduce Lodge Past Masters, if the Worshipful Master is well prepared this can be done fast, introduce once and make nice with all Past Masters, as well as those Past Masters that are or have been District Instructors and District Deputies as well as a Grand Lodge Appointed or Elected Officer and introductions can be such as all Past Masters, Past District Instructors, Current District Instructor, Past District Deputies, Past Grand Lodge Appointed Officers, Past Grand Lodge Elected Officers, Current District Deputy Grand Master, Current Deputy Grand Master or Grand Master, everyone being introduced by their highest title and only once. Remember it is always nice to pay attention to everyone in the Lodge especially those that have given so much of themselves to your Lodge and the Fraternity in general. The most important time to introduce the Past Masters is during their formal reception at a Past Masters’ Night ceremony, so do not forget.

A good rule of thumb is to always introduce first time visitors, visiting sitting Worshipful Masters, and sitting Grand Lodge Officers. It is always appropriate to introduce the District Deputy Grand Master of your district when he visits your Lodge.

Introduction of the District Deputy Grand Master during his Official Visit to your Lodge, as prescribed by the D.D.G.M.

Introduction of the Grand Master, the Grand Lodge Officers and Past Grand Masters that may be accompanying him during any visit to his Lodge According to his wishes. If the Grand Marshal is traveling with the Grand Master, he will have instructions for you on how he wants to be received.

LODGE REFRESHMENTS

Many a Mason has excelled in the “Knife and Fork” Degree. Eating is one of the things we as Masons do well. The fellowship and community derived from the refreshment table have sustained Masonry throughout the centuries and are pivotal to the success of any Lodge. We have many opportunities to dine with Brothers and their families and these are moments that we cherish for the good time, good food and fellowship.

Often times, however, the preparation of the refreshments is left to only one or a few Brothers and can become a burden. Worse yet, sometimes the preparation of refreshments are an after thought and are left to the last minute.

GUIDELINES

Here are a few simple guidelines to ensure a successful refreshment table.

When should refreshment be provided?

- Before or after Stated Communications
- Before or after Degree conferrals
- At the reception of Grand Lodge Officers
- At events which honor Past Masters/Widows
- During Lodge Installations
- During family get together
- At Friendship Night events
- At Table Lodges or Festive Boards
- At any of a myriad of activities envisioned by the Lodge

How should refreshments be provided?

Typically the responsibility for providing food, setting up and clearing away the refreshment table during regular and special meetings falls to the Refreshment Committee, but that is not always the case. Other sources may include:

- Hold pot luck and invite members to bring something to share
- Hire a caterer
- Hold refreshments at a restaurant or banquet facility
- Contract with an Allied and Appendant Body for refreshments

The manner of providing refreshments is dependent on the type of event being conducted. Some examples may include:

- Pot luck or Buffet supper for a Stated Communication and Degree Conferrals.
- Plated dinners or Banquets for reception of Grand Lodge Officers or at nights honoring Past Masters, Widows or any other special guest.
- Light snacks or finger food are acceptable for Lodge Installations and Friendship Night events (Pot Luck or Buffet supper may also be considered).
- Table Lodges should be formal affairs. If possible it may be catered.
- Picnics and barbecues are great ways to entertain the whole family.

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Who should attend?

As with the manner of providing refreshments, the appropriate audience of an event is dependent on the event itself. For example:

- Dinners at Stated Communications, outdoor events (picnics, etc.), Installations and Friendship Nights should be family affairs.
- Dinners during receptions of visitors and special honor nights should be a night out with your date (leave the kids at home).
- Table Lodges have their own particular protocol depending on whether the event is open or closed. If opened, the Brothers should be encouraged to bring their special someone. If closed, it will be for members of the Fraternity only.
- Degree nights are typically filled with a lot of serious ritual work. This is normally open only to members of the Fraternity.

PROGRAM/ENTERTAINMENT

The refreshments table is intended to enhance or complement the event that is being practiced. Table Lodges themselves are the event. Others events should include some type of program or entertainment. Examples may include:

- Invite a speaker to provide some topic of interest, either Masonic or of general interest.
- Provide some musical or similar type of entertainment.
- Include Masonic plays as part of the evening activity.
- Have theme dinners like a “mystery dinner,” “crazy dinner,” or one with food from one particular region or country.
- Suggestions?

Final Note:

Remember that, even though it may seem easier to handle the refreshments yourself, it is far better to involve all the Brothers (especially the newer Masons) in the planning, preparation and delivery of refreshments. Also, since we are a Fraternity, it is important not to dump this responsibility on our wives and girlfriends, but to encourage their involvement and suggestions.

TEN STEPS TO LODGE RENEWAL

Adapted from the Grand Lodge of Iowa
(<http://showcase.netins.net/web/iowamasons/TenSteps.html>)

1. PLAN, PROGRAM, PREPARE

Have Lodge set goals and agenda for the year.

Hold a planning goal-setting meeting with your officers.

- Refer to the Grand Lodge's Programs guidelines. Simply following these will ensure that the Lodge has at least some positive activity.
- Document specific activities and goals each month that your Lodge wants to accomplish. Use a calendar and write down these specific items. Review and stick with it.

Make Sure Your Lodge Is Represented At Grand Lodge!!!

2. ATTRACT NEW MEMBERS

Identify men in your community who would meet the qualifications of membership. Have trouble coming up with names? Try the following tools:

- Look for relatives of present or past members.
- Look at your circle of friends for people who are "Baby-Boomers" who may find themselves with more time on their hands. These are men who now are looking for exactly what Masonry has to offer: A chance to "give back" to their communities, a sense of belonging, fraternal relations, etc.
- Don't overlook men who have expressed an interest in the past, even those who may have taken their 1st or 2nd Degree(s). Maybe it simply wasn't the right time or perhaps there were other circumstances that interfered with their membership.

Talk to these men about their potential interest in the Fraternity, using your personal experiences and describe what Masonry has meant to you.

Send a letter to your non-Masonic friends.

Hold a "Friendship Night" or "Brother Bring a Friend Night."

Refer to:

- <http://www.masonicrenewal.org>

3. SPICE UP LODGE MEETINGS

Streamline the necessary business portion of the meeting. Suggestions...

- Summarize - don't read communications verbatim.

Add informational and Educational Programs to every Stated Communication.

Experiment with meals/refreshments before and/or after meetings.

- Experiment with timing of programs; i.e. have your program before dinner, followed by Lodge meeting or have the program during the meeting, or afterwards over coffee/refreshments.

Don't always rely on the same Brother to provide the program - pass the responsibility around.

- Encourage Brothers to prepare and present programs that are interesting.

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- Remember, a large part of Masonry revolves around self-improvement. However, don't force a Brother to speak if he does not want to.
- The program does not have to be Masonic. Have a member come and talk about his profession. You would be surprised how many Brothers would find that sort of thing interesting.
- Consider using non-members to provide the program.
- Don't forget to include wives/families in some of the programs/activities.
- Contact the Grand Lodge Office to request a speaker from time to time. Announce the agenda of your meeting in advance through postcards, local newspaper or newsletter.
- Create curiosity and interest in the meeting in the announcement.
- For instance, instead of writing "Brother Joe will discuss Masonic opinions of Revolutionary leaders," write this: "Did you ever wonder why Thomas Jefferson was never made a Mason? Was he Anti-Masonic?"

Take advantage of the Mentoring Program to educate current, even long-term members.

Have your Officers and members visit another Lodge for their regular or special meeting.

4. FAMILY INVOLVEMENT

Involve the ladies in your planning process.

Find ways to involve the entire family in your events.

Refer to... <http://www.masonic-renewal.org/MRC%20Products.htm>

5. COMMUNITY INVOLVEMENT/VISIBILITY

Take part in parades, community festivals, celebrations, etc.

- A Lodge Open House could be held in conjunction with a community celebration.

Organize a service function such as lining up services for elderly citizens.

- Think what good could come from a photo in the local newspaper of a group of Masons putting up shutters for some elderly residents.

The possibilities are limited only by your imagination. Adopt another Community/Service Organization to partner with in a worthwhile project.

- Some examples include the Kiwanis, Lions, Rotary, or the Jaycees. With their retirement age of 35, the Jaycees might be very beneficial to Lodge membership.

6. FUNDRAISER

INITIATE A MAJOR FUNDRAISER, EITHER FOR YOUR LODGE OR A WORTHY CAUSE IN YOUR COMMUNITY.

An example might be to raise money for a new Fire Truck or Ambulance for the local volunteer department.

- Don't feel like you have to reinvent the wheel here - keep your eyes open to something that might already be going on in the community and jump on that bandwagon. This would be good, especially if your Lodge is a bit short on active members right now.

Other fundraisers

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- Some Lodges hold a pancake breakfast, e.g. every Saturday morning, or a couple of Saturday mornings per month. The townspeople know that it is going to be held and look forward to it. Be careful to follow the Guidelines of the Grand Lodge and the regulations of The Dept. of Agriculture as well as the Florida Dept. of Revenue.
- Other Lodges have a large repository for redeemable cans. It is surprising how much money can be raised from simply putting up a large container and publicizing it.

7. MEMBERSHIP RETENTION/UTILIZATION

Get new members involved right away.

- Refer to Masonic Mentoring Program defined in the Lodge System of Masonic Education and the Instruction Booklet for its implementation GL-200.

Contact Brethren who haven't attended Lodge lately.

- Let them know they have been missed. Assign them a duty for the next meeting and offer to pick them up and bring them there.

Organize a "Telephone Tree" to make contacting all Brothers easier.

- If each Brother has to contact only 2 or 3 other members (who in turn contact 2 or 3 more, etc.) the entire membership can be contacted in a very short period of time. This can be very useful, too, for special meetings, such as funerals.

Organize a "Pick-up Service" for those Brothers within a specified radius who may be uncomfortable driving.

- This is especially useful for night driving or poor weather conditions.

Survey your members, particularly the younger members, what type of activities they would be interested in.

- Think outside the box - it doesn't have to be Masonically related. How about watching sports on a big-screen TV, computer, etc. Let them give you their ideas and listen to them - make them feel they are a real part of the process and the Lodge.

Hold a "Rusty Nail" Degree or a "Re-Obligation Night."

- Publicize the event. Invite members of near-by Lodges. In case of a major Rededication Ceremony, the Grand Lodge may like to participate. This can't help but remind your members why they became Masons in the first place and why they have maintained their membership.

8. PUBLICIZE YOUR LODGE (INTERNALLY AND EXTERNALLY)

Appoint a member to be in charge of Public Relations.

Internal Publicity

- Obtain email addresses of Lodge members.
 - This will provide one more way to communicate with the membership.
- Initiate or improve your Lodge Trestleboard.
 - If your Lodge already has a Trestleboard, consider spicing it up somehow. Do something radically different in the next issue to generate interest.
 - This could be something as easy as rearranging the contents to adding a new feature to putting something controversial in the newsletter. Use a sensational headline e.g. "Elvis sighted last week at Any Place Lodge." Create a satirical article to follow it. Have FUN

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with it. One of the negative opinions that the uninitiated have of Masonry is that we are a bunch of stuffed shirts. Appoint a member to be in charge of public relations.

External Publicity

- Submit press releases to local newspapers.
 - Local newspapers are always looking for things to fill space. Important: make certain the articles are well written and complete. Don't expect the newspapers to edit and/or correct mistakes.
 - Place a notice in the newspaper inviting out of State and out of town Brother Master Masons to attend Lodge and any other event you would like them to attend.

9. LODGE APPEARANCE

Don't forget that one of a Lodge's best sources of publicity and community involvement is the Lodge building itself. The appearance of your Lodge says a lot to the uninitiated. Are you sending the right message?

- Hold a clean-up, painting party. Make a fun day or night out of it.
- Make sure the sign on your building is clean and in good shape.
- Place highway signs at each entrance to your community, along with one stating the day and time of your regularly scheduled meeting.
- Make sure the Lodge grounds are kept cut, trim and have a welcoming feeling to the Lodge and the surrounding neighbors.
- Make sure you have contact names and numbers in case of emergency.

10. LAST BUT CERTAINLY NOT LEAST -- RITUAL

Make sure your Lodge can and does provide top-notch ritual in your Degrees and meetings.

Hold a Ritual School of Instruction.

- Contact local District Instructor to assist your Lodge Instructor and the Lodge with a school of instruction.

Identify members who are potential candidates to become a Lodge Instructor and members of a Degree Team.

Finally, Brethren, please understand that you and your Lodge are not in this thing alone. It is a TEAM effort! If you have any questions, or would like guidance and/or assistance in any of the steps along the way to Lodge Renewal, contact the Grand Lodge "Masonic Renewal Committee." The names and addresses of the current members are listed in the Grand Lodge Directory which is distributed to all Lodge Secretaries. If in doubt, contact the Grand Lodge Office who can refer you to the Masonic Renewal Zone Chairman in your area. Call (904) 354-2339 or email Richard.Lynn@glflamason.org

Additional Reference Material:

- <http://www.iowamasons.org/>
- <http://www.masonic-renewal.org/>
- <http://www.msana.com/>

RITUAL WORK

Take pride in the work of your Lodge and you will experience a feeling of personal accomplishment. The candidates will be impressed with meaningful and understandable work. Prepare your Lodge to present proficient work far into the future.

These are among the benefits to your Lodge in not only achieving proficiency, but also by excelling in the performance of our Craft's work.

Your Lodge's ability to perform the work of our Craft is key to your Lodge's continued growth. It is wise to not only ensure your Officers are proficient, but to also build a backup of Brothers proficient in the parts who can perform the work for your Lodge for years to come. Having proficient members in your Degree Work is essential to the ongoing health of your Lodge. This can be best accomplished through a two-phased approach of practices and instruction for your Officers and Brothers. Your plan needs to include preparing your members to learn and continue the work of your Lodge. You're not just building for today, but preparing for your Lodge's future.

ANOTHER REASON FOR GOOD WORK

How well your Brothers perform the work casts an impression of your Lodge and Masonry on new members. It is important that Brothers maintain decorum, eliminate "horseplay," and be well-studied in our work.

Our fraternity espouses high and serious ideals, which should be exemplified in our work. Incessant chatting or laughing on the sidelines is a distraction to candidates and the Brothers delivering our work. Candidates can't be impressed with such lack of respect. Ensure the focus of all Brothers is on the work and they are considerate of candidates.

THE IMPORTANCE OF BACKUP RITUALISTS

It is essential to the ongoing health of your Lodge that more than one Brother is able to perform each part of our work. Provide for additional Brothers to perform the work so there is a backup for each part. No one should "own" a part and be the only one to deliver it. Our work is important to the involvement and satisfaction of all your members. Brothers who learn new parts should be scheduled to alternate and perform the work so they maintain what they've learned and continue their interest in your Lodge as a vital part of its success now and into the future. Also, include all Brothers who know a part in any practices.

PRACTICING AND PERFORMING RITUAL WORK

Improving your Lodge's ritual work begins with a sincere desire to accomplish proficiency in all phases of the ritual in the best possible manner. This requires the commitment of your Brothers and your leadership by example as well as your comprehensive planning to achieve proficiency.

Holding regular practices is the best way to ensure that your Officers, and those who perform Degree Work, know their parts. The word "proficient" means to be highly competent or skilled. You, as Worshipful Master, must set the level of acceptance. It is your prerogative to call practices, to ask a Brother to work with a struggling Officer or to whisper wise counsel in the ear of a Brother who needs to work harder on his part. It is also your responsibility, because one or several years of not practicing ritual work begins the slide that can result in the loss of proficiency.

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But, practicing is not the entire answer. Familiarity with our work can also be achieved through presentations of the ritual at all meetings or special meetings that deal with ritual work training. Repetition of Degree parts partially or in full, at Stated Communications helps all Brothers review the work or familiarizes them with the work and could possibly interest them in learning it. Including explanations of where the presented work occurs in the Degree and what it means will only add interest. In addition, understanding the meaning eases comprehension and memorization. To make these presentations appropriate for meetings, it is advisable to keep them short even if only a part of a lecture is performed.

Inform the Brethren that your ritual training program will be continuous and designed to attain and retain the ritual over a long period of time. Together, these approaches will provide plenty of exposure to the work, what it means and gives those who have learned a part opportunities to perform it.

PRACTICING THE WORK

Set a ritual practice schedule for the Officers who will serve during the year you are Master. Also, allow time later in the year for the incoming Officers to prepare for proficiency examinations conducted by your District Instructor.

During practices, refer to both the Cipher and the Floorwork Manual to determine the correct sequence for the ritual and to make certain the ritual and floorwork are taught correctly. Note that they are not to be used in a Tyled Lodge.

Select Brethren to practice the Funeral Services and the Worshipful Master's or Chaplain's part in the Memorial Service. Practice in your Lodge so that it's comfortable for the Brethren to perform in public.

PERFORMING THE WORK

Identify Lodge Brothers whom you believe are best qualified to participate in a program to improve the quality of the ritual work by performing at regular meetings or special meetings for training in the work. Assign a specific part to each Brother and give them the date they will perform the part. It's important to control the subject material and time. Do all you can to get the Brethren present to participate in the ritual work. Communicate to your members the subject of the upcoming training session and how long it will last.

Plan an orderly approach to the subjects you will cover in special meetings. Start with presenting the opening and closing in each Degree, then progress through the Degrees. Integrate the Cipher and Floor Manual for the conferral of the Degree up to the Lectures, and then start with the announcements for the Lectures and all that follows. Do not try to accomplish too much at each session. Select a portion of the ritual and spend enough time on it to be comfortable before progressing to the next phase.

If you have questions or want specific help in your program of instruction or with practices, call your District Instructor.

RECOGNITION

Another way to instill pride in your Brothers who are learning the work is to list them on a Proficiency Wall Chart and mark the parts they learn. Hang the chart in your Lodge.

MASONIC LEADERSHIP TRAINING MANUAL

TOOLS OF PROFICIENCY

The Grand Lodge Office has several publications that will assist you in achieving and maintaining proficiency in your Lodge. If your Lodge doesn't have these publications, contact the Grand Lodge Office to obtain copies. Grand Lodge Ritual Work Publications listed below:

1. Merged Floorwork/Cipher Book
2. Florida Masonic Code
3. Florida Masonic Monitor

Note: Items 1 & 2 are only to be allowed during practices, never in a "tyled Lodge." Item 3 may be use in a tyled Lodge.

ACTIVITIES TO IMPROVE LODGE WORK

Schedule enough practices so everyone with a part can become proficient.

It may be necessary for someone to **work individually with Brothers** to help them learn their parts. Assign Brothers to help each other as needed.

To protect your Lodge in the event someone becomes ill, leaves town or has other obligations when a Degree is scheduled, set goals to have **several members proficient** in each part so they may be called on when a crisis arises. Rotate those who know the same part in Degree Work so all are well practiced and can readily prepare to present the part.

Encourage everyone who presents the work, or who aspires to learn the work, to attend **Schools of Instruction** conducted by the District Instructor and Zone Chairman of Committee on Work Open Books session in your area so they can brush up on their parts.

If necessary, request a **District Instructor** assist your members at a practice to improve your Lodge's work.

Announce at the first meeting of your year, that it is the expectation of all Officers of the Lodge that during Degree Work members refrain from conversation during the Degree. Be prepared to back it up if it occurs with a rap of the gavel or by providing good counsel to the offending Brothers.

Ask your officers to join you to **visit a Lodge** that performs excellent work so members can gain better understanding of what is expected of them.

Included in this section are forms to use when making a trestleboard for Degree Work.

Build Your Plan:

1. Turn to the Lodge Planning Calendar and write a note on the "Ideas" page to make a list of all Brothers in your Lodge who are proficient in each part of our work. (Refer to the trestle boards of this section to identify the parts in the work.) Review the list and take note of those parts in which no one is proficient. Also determine what parts need at least one backup ritualist. Ask Brothers to learn parts and inform the member who prepares the trestle boards to rotate the members who perform the parts at each Degree.
2. Turn to the Lodge Planning Calendar and use the calendars to determine the dates of practices. Write each practice on the Lodge Planning Calendar and the Degree that will be practiced. Collaborate with the incoming Senior Warden about dates when the next incoming Officers will practice to prepare for proficiency examination late in the year you will be Master.
3. Turn to the Lodge Planning Calendar and note on the Activities Before, During and After Meetings the regular or special meetings when you will hold ritual work training. Review the list

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of Brothers who are proficient in the parts and decide which you would like present. Contact the Brothers who know those parts and provide guidelines for their presentations.

4. Review the list of Grand Lodge Ritual Work Publications above in this section and determine which publications your Lodge, you and your Officers need to assist them in becoming proficient. Contact the Grand Lodge Office to place an order.

GRAND LODGE RITUAL WORK PUBLICATIONS

Merged Floorwork/Cipher Book
Florida Masonic Monitor
Florida Masonic Code

To order these publications or other informational brochures:

Phone: (904) 354-2339
Address: Grand Lodge F.: & A.: M.: of Florida
P. O. Box 1020
Jacksonville, FL 32201-1020

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ENTERED APPRENTICE DEGREE – PLANNING FORM

Date: _____

Candidates:	1.	2.
	3.	4.
	5.	

		Alternate
Master		
Senior Warden		
Junior Warden		
Senior Deacon		
Junior Deacon		
Senior Steward		
Junior Steward		
Treasurer		
Secretary		
Chaplain		
Marshal		
Tyler		
Preparation Room		
Lecturer		
Charge		

Notes:

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FELLOW CRAFT DEGREE – PLANNING FORM

Date: _____

Candidates:	1.	2.
	3.	4.

		Alternate
Master		
Senior Warden		
Junior Warden		
Senior Deacon		
Junior Deacon		
Senior Steward		
Junior Steward		
Treasurer		
Secretary		
Chaplain		
Marshal		
Tyler		
Preparation Room		
Lecturer		
Charge		

Notes:

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MASTER MASON DEGREE - FORM

Date: _____

Candidates:	1.	2.
	3.	4.

Master		King Solomon	
Senior Warden		S::G::W::	
Junior Warden		S::G::D::	
Senior Deacon		J::G::D::	
Junior Deacon			
Senior Steward			
Junior Steward			
Treasurer			
Secretary		G::S::	
Chaplain		G::C::	
1 st Fellow Craft		1 st Base (JA)	
2 nd Fellow Craft		2 nd Base (JO)	
3 rd Fellow Craft		3 rd Base (JM)	
Seafaring Man		Wayfaring Man	
Marshal			
Tyler			
Preparation Room			
Lecturer			
Charge			

Notes:

GRAND LODGE ACTIVITIES

During the Revolutionary War, Benjamin Franklin said, “We must all hang together or most assuredly we will all hang separately.” If Florida Lodges head in separate directions and the Grand Lodge in another, then our Fraternity can’t possibly make progress.

Your Grand Lodge provides a focus and direction for the State’s Lodges based on its analysis of the broad and varied needs of our Fraternity. There is no correct answer for every situation, but there are certain truths that apply to almost every Lodge.

In addition, the resources and experiences of the Grand Lodge and its Officers can assist you in many ways. This experience is evident in the programs, materials and other resources the Grand Lodge offers.

The Grand Lodge provides activities and education to give your Lodge more tools to tackle your challenges. That is why attendance and participation in Grand Lodge activities are important not only to your Lodge and members, but also every Lodge across the state.

Imagine what 297 Lodges, all headed in the same direction, can achieve.

ACTIVITIES OF THE GRAND LODGE

Grand Lodge Annual Communication begins the Sunday before Memorial Day Weekend (observed). The **Installation of Grand Lodge Officers** is held on Wednesday at the close of Grand Lodge Communications.

The **Masonic Leadership Training** is held to provide the Wardens and Deacons of Lodges, as well as any other Brothers who desire to attend, a session to begin planning the year he will serve as Worshipful Master and to make at least a three-year plan for his Lodge.

The Committee on Work and District Instructor host **Schools of Instruction** across the state to teach and refine the ritual work of Lodges and their Officers.

The Grand Lodge Masonic Education Committee holds **Educational Symposiums** during the year in your area that offers ideas for Masonic Education in your Lodge.

Grand Lodge Officers hold Legislative Meetings each spring across the state to inform Lodge members and Officers about the upcoming Grand Lodge Annual Communication, Legislation to be presented and other issues.

You can provide a valued community service and increase awareness of your Lodge by holding a Child ID program in your community. Child ID provides at no charge to parents a kit containing their Child’s photo, an interview, cheek swab, and digital fingerprints. The kit can provide immediate and useful information to authorities when a child is missing or for identification purposes. Inviting local parents to take their children to receive this community service offers an opportunity for your Lodge to receive public recognition. For more information about how to set up a Child ID event in your community, contact the Grand Lodge Office at (904) 354-2339. Tax deductible donations can be made to Florida Masonic Charities Foundations, Inc. and ear mark the donation to Child ID. Other funds are provided by local Lodges that arrange the Child ID events.

Another way that a Lodge can help is when a Child or Senior is missing and they ask for volunteers to

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search an area, get as many members as possible from a Lodge or a group of Lodges to volunteer as a search party.

Attend or coordinate a **Cornerstone Laying Ceremony**. Contact the Grand Marshal or Grand Lodge Office if you plan to or would like to hold a Corner-Stone Laying Ceremony.

Participate in the **Grand Lodge Scholarship Program**. The Grand Lodge of Florida gives ten (10) College Scholarship one per each zone, contact your District, Zone or State Chairman for more details and information, you will be able to get their information from your Secretary, the Grand Lodge Directory, your District Deputy Grand Master or simply contact the Grand Lodge Office at the number listed above.

Build Your Plan:

1. Review the dates of Grand Lodge events and decide which activities you want your Lodge attend. Turn to your Lodge Planning Calendar and enter these events and dates in which you will be participating.
2. Review the goals of the Grand Master and list activities you will hold in your Lodge to reach these goals. After determining the activities your Lodge will perform, enter them on your Lodge Planning Calendar.
3. Place a reminder in your Lodge Planning Calendar of all the reports to be turned in by January 15th of each year for the Grand Lodge awards. Remember, the report must be turned in whether or not you qualify for the award. Set a day sometime in December so you can work with the Secretary to gather the information necessary. Remember, it is the Worshipful Master's responsibility to keep track of all your events and programs that help you qualify for the award. Your Lodge Planning Calendar will become very handy when you are looking for dates and information on events you held in your year.
4. Remember that your Zone will have a Scholarship to give away and you may use that to encourage high school students to participate in this program.
5. Consider holding a Child ID event in your community; contact your District Deputy Grand Master to assist you in this endeavor. You can also contact the Zone Chairman for assistance.

GRAND LODGE EVENTS

Grand Lodge Annual Communications

Memorial weekend to be held at the Rosen Plaza Hotel in Orlando, FL for the years 2010, 2011, 2012 & 2013

Open Books

Open books will be schedule throughout the year and your Lodge will be notified on the dates well in advance.

Legislative Meetings

The Lodges will be notified of the date for their Zone Legislative Meeting.

Grand Lodge Scholarship Program

Information such as requirements and deadlines can be obtained from the District, Zone or State Chairman as well as the Grand Lodge Office, for requirements and deadlines.

FELLOWSHIP

Most Lodge members are not active. They don't come to business meetings, activities or Degrees. In most Lodges, only one in 10 Brothers participates.

FRIENDS AND FELLOWSHIP

The Masonic Renewal Committee of North America surveyed new Masons about the potential benefits they expect from membership in our Fraternity. The response of 95 percent of those surveyed was that they expect to gain new friends and fellowship. Another survey of active and inactive Masons disclosed they want better fellowship and opportunities to make new friends.

These surveys point to one obvious fact: today's men want to spend time and make friends with other men. That is our opportunity for involved members and growth in our Lodges. People naturally go where they feel fellowship. When a man feels welcome in your Lodge, that's his first step in becoming a Mason and getting him involved and committed to your Lodge and our Fraternity.

WHAT CONTRIBUTES TO FELLOWSHIP?

In another survey, Masons said the following contributed the most to fellowship:

- The good example set by leadership.
- Absence of cliques.
- A warm and pleasant setting.
- Effort on the part of all members.
- An open and friendly atmosphere.

Of importance to members is the involvement of spouse and family. With many husbands and wives working outside the home, their opportunities to be together and with their family are limited. Wives and family taking part in activities at the Lodge not only meets the expectations of your Brothers, but also their wives. In addition, the support of a wife is important for their husband's involvement. Placing a member in the situation to choose between his family and your Lodge is a no-win situation for you.

IMPORTANCE OF FAMILY

Surveys show that after fellowship and involvement in the community, future members insist that the organization they join be involved with the family. In fact, research of men between the ages of 35-55 indicates that if an organization is not actively involved with the family, the decision to join becomes much more difficult.

Most importantly, bear in mind that every Mason is told in our Degree Work that the Fraternity will never come before his family.

Including the family in Lodge activities may mean as few as five activities a year where the Lodge hosts a meaningful and relevant program centered on the needs and expectations of the family. Additional research found that the most appealing activities to wives were special events where children were the center of the activity, while dinner and ladies-night programs were not.

Plan activities that bring members together and which exhibit your Lodge's appreciation of their involvement. In addition, from the top to the bottom of your Lodge, members must show earnest interest and caring for all members. Extending the Masonic hand of friendship to all Brothers is right in line with what men are asking from our Fraternity.

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Your Lodge must provide something for every member. It is a way to keep the members you already have. Give them reasons to stay. It helps your members attract their sons, relatives and friends to Masonry. Give them reasons to join. It is a way to involve more members in positions of responsibility in the Lodge. Give them ownership.

COURTESIES PROMOTING FELLOWSHIP

1. Charge Officers to **welcome all members and visitors** before and after every meeting.
2. Give responsibility to non-officers to **greet all members** as they enter the Lodge.
3. Give special attention to **guests**, and give them nametags to sign and wear.
4. Make introductions during Lodge meetings warm and personal. Ask all members to **warmly welcome** new members and guests.
5. Send a **Masonic anniversary card** to Brothers on the date they became Master Masons. Or, send **birthday cards** to members.
6. Send **Get Well** cards to ill or hospitalized Brethren.
7. Send **Sympathy Cards** when a member of a Brother's family dies.
8. When a Brother dies, present a "**Certificate of Respect**" to the Brother's family (A Certificate of Respect form is available from Grand Lodge GL107, item no. 1107.) At a Widow's Night following the death of a Brother, present the widow with a **Widow's Pin and Card** (Pin and Card are available from Grand Lodge, item no. 1235).
9. Appoint a **Masonic Widow Contact Committee** to identify widows of Lodge Brethren. Contact them on a regular basis to make sure their needs are being met, and inform them of special Lodge meetings for widows, etc. Members of the committee maintain a list of widows, their addresses and telephone numbers, and contact them to see if they need handiwork done around the house, etc. They serve as a main source of contact with the widows we have obligated ourselves to aid and protect.
10. Use the calling tree to **notify members of the death of a Brother** and the time of the funeral. Make every effort to have a good attendance of Brethren at the funeral itself.
11. **Appoint a committee** to check and alert the Lodge if a Brother is hospitalized. **Visit** ill or hospitalized Brothers at home or hospital so sick and shut-in Brothers and their families know they are remembered and cared for. This develops a method to learn about Brothers who are sick and shut-in and could benefit by your Lodge's attention, cards or visits. Committee members report at Lodge meetings, and visit such Brothers on a regular basis, and make the Lodge aware of special needs.
12. Use the time **after closing your Lodge** to reinforce fellowship. Provide refreshments that will keep members and guests after the meeting to fraternize.
13. Send a **personal note** to thank new members or guests for attending your Lodge.
14. Include the names of new Master Masons in **Lodge Communications** with a brief summary of their interests and the names of their wives and children.
15. Schedule open meetings to make **25, 40, 50, 60, 70 & 75 year pin presentations**.
16. Appoint a **Bring a Brother to Lodge Committee** to re-involve inactive Brothers and to promote Lodge attendance. Committee members call inactive Brothers and offer to take them to Lodge. During the contact, the Committee member should try to discover if the inactive Brother has any special needs that are not being met.

FELLOWSHIP-RELATED ACTIVITIES

Family

Activities with wives

Barbeque

Day at the State or County Fair

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Ladies at the Table Ceremony

Ice Cream Social

Camping out together

Mother-child bake-off (& dessert party)

Family Day-Long Field Trip

Family Day/Night with nearby Lodge (park or other outside location)

Father-child dinner

Father-child cookout

Father-child Softball/football/basketball

Grandparents Night (time on Grandparents Day; whether Masons or not)

Holiday party for kids (Halloween, holidays with games & activities)

Host a meeting of wives within the first few months of the year, and the wives of new members within two months that their husbands join Lodge. Inform them of your plan and point out activities you want them to attend.

Inform wives about Masonry using a page in your newsletter, or an entire newsletter, to explain our Craft to her. Tell her who can belong, what we do, what we support, what happens in Lodge and answer their difficult questions. Be sure they also receive a calendar of events for the year.

Invite wives to Lodge to hear a speaker on a local topic of interest.

Ladies Night (catered meal, activities to meet other wives, rent fine china, linen and silver which is only a few dollars more; give them a gift such as a photo of their husband, note cards, a book, candy, a gift certificate, movie pass or even a free car wash)

Picnic (inside or outside)

Progressive dinner with wives (serve courses at different homes)

Sports Day (at local playground, park)

Weekend out-of-town with wives shopping, historic site, lake parties, etc.

Widow's Night or other activity honoring them

Family Informational Programs

(And sources of help/presenters)

The Dangers of Smoking (American Cancer Society/American Lung Assn.)

The Dangers of Drug Use (for school students; local schools or police)

Swimming Safety (Red Cross)

Choosing a Career (high school/college students; Chamber of Commerce, or local post-secondary schools)

Driver Safety (driving instructor for information about driving in winter)

Crafts (for children; local crafts person or hobbyist; make a gift for Mom)

Boating Safety

Firearms Safety (local law enforcement)

Book Club (involve 8-10 spouses to form and participate)

Making Family Relationships Work (local minister, social services professional or family relations counselor)

Crisis Management (minister or social services professional could recommend a presenter to discuss managing the pressures of today's lifestyles)

Local/Community History (local historians, museum set up 4-5 meetings exploring this subject)

Personal Financial Management (local financial planner)

Growing and/or Arranging Flowers (local florist or garden club)

Personal Computers (small group program with instructions; member of your Lodge)

Kids and Summer Fun (city parks dept., YMCA or YWCA; what will be happening this summer in your town to keep kids busy)

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Careers for Women Returning to the Work Force (local employment counselor provide a series of sessions)

Improving Marital Relationships (an overview by Marriage Encounter or other counselors)

Meals

Potluck dinner

Recognition dinner

Chili cook-off

Dinner with other Masonic bodies

George Washington's Day Dinner

Table Lodge

Past Masters Dinner

Charter Day Dinner

Sts. John Dinners (St. John the Baptist, June 24; St. John the Evangelist, December 27)

Picnic with other Lodges or Eastern Star

Arrange to meet after church for brunch

Parties

Children's parties

Holiday parties

Past Masters' Night

Year-Pin recognition night

Theme parties (western, luau, football, fiesta, 50s/60s party, etc.)

Ritual Work

Hold an outdoor Degree

Visit a local or area Lodge

Rusty Nail Degree

Friendship Night

The Vacant Chair Ceremony that honors veterans and current members of armed service

Sports

Attend a sporting event together

Bowling

Golf

Play pool

Fishing trip

Miniature golf

Sponsor a softball team of members

Sponsor youth football or baseball teams

Hold a Lodge fishing trip and invite nearby Lodges to join you

Others

Visit a local place of interest (zoo, historical site, museum, TV station, etc.)

Travel to The Masonic Home in St. Petersburg to assist with programs, projects or work on the grounds or just to tour.

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BUILD YOUR PLAN

- 1). Review the Courtesies Promoting Fellowship and select those items that you would like to implement. Turn to Lodge Planning Calendar and write those you intend to implement on the Calendar.
- 2). Review the Fellowship-Related Activities and select at least five family activities or programs, or other ideas you may want to implement, to hold during the year you are Worshipful Master. Turn to the Lodge Planning Calendar and write those activities on the Calendar.
- 3). Review the other Fellowship-Related Activities in the list and select at least three additional activities, or other ideas you may want to implement, to hold during the year you are Worshipful Master. Turns to Lodge Planning Calendar and write those activities on the Calendar.

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SERVICE TO COMMUNITY & FRATERNITY

Freemasons support more ways to help people than any other private organization, and donate more than \$2 million a day to charities. In the early days of the 1700s and early 1800's, Masonic charity was largely limited to members, their widows and their orphans. Homes for the aged and orphanages were established all over America.

LODGES: A COMMUNITY'S FOCAL POINT

For all of Florida's history, Masonic Lodges have been a focal point in the community. The Masonic Lodge often also served as a church on Sunday and a post office or school during the weekdays. Many Lodges were used as polling places on Election Day. Civic functions such as parades, July 4th celebrations and Founders' Days events were planned in the Lodge with the participation of its members. Anyone who saw a community need – from paving or lighting the streets to planning a city park – included the Masons from the beginning.

Today, Masonic charity reaches far beyond our Fraternity, and the great majority of the Freemasonry's charity dollars goes to those with no connection to Masonry. In addition, in Florida, there are hundreds of civic and community projects in which Masons are involved.

Selflessness is the essence of Masonry. We are taught that we have an obligation to help, to make things better for everyone. Therefore, it's only natural that the teaching should find expression in Masonic volunteers cleaning the streets of the town, or serving as volunteer teacher's aides in the classroom. It's only natural to find Masons holding a pancake breakfast to buy uniforms for the high school band, or working with pick and shovel and hammer and nails to create a city park that's accessible for handicapped children.

MEMBERS FELL PRIDE

Pride is the result a leader or member feels when a personal goal, or a goal of the Lodge, is achieved in the community. Unless you have experienced it, you cannot imagine how proud a Lodge will feel because it achieved some distinction in the community.

As leaders of your Lodge, you have a choice to make: Do we pursue activities that create pride and thereby increase member satisfaction and support, or do we continue on a path of noninvolvement and wonder where our members have gone?

Masonry dies when it stays inside the Lodge room. It has always been a vital part of the community. It is our task to seek out new ways we can benefit our communities. A good Lodge requires a good, strong, humane, compassionate community, and a good, strong, humane, compassionate community deserves a good Masonic Lodge.

Research conducted by the Masonic Renewal Committee of North America found that men, who would consider joining Freemasonry, want to be involved in their community.

WHY CONNECT WITH YOUR COMMUNITY?

There are several reasons why your Lodge must be connected with your community:

- Future members are in the community and when the Lodge is involved, they will discover what Masonry is all about.

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- Future members demand that any organization they join be active in their community.
- The community is the responsibility of everyone, including Masons.
- The Lodge is a perfect community service organization.
- Your members will be proud of their role in the community.
- For any organization to grow, it must be able to involve all its members in some way. Community involvement is one of the best ways to do this.
- The participation of your members in community service can be a powerful, unifying force for your Lodge. It builds a strong team and commitment to the Lodge. Your image improves in the community, and spreads positive relations among residents unlike any amount of advertising or other effort can provide.

Sell Your Involvement

Sell your Lodge's involvement in community service with these points:

- If we say we are part of our community, then we must act like good community citizens and contribute to its improvement.
- If we want and need to attract new members, we must be visible and involved where we work and live.
- When we say we need younger men, we must understand that younger men insist the organization be involved in our community.
- If the members say they are bored with the same old thing, we must look for new ways to interest and excite them.
- If we want to be viewed as a relevant Lodge, then we must do what relevant organizations do; get involved in our community.

A common response is that Masonry is moving to become more like service clubs. The real importance of this program is not to change what the Lodge is doing, but to increase member interest, participation, awareness and pride through family and community involvement.

Let's face the facts. Communities, and especially schools, must have the help of community organizations or the community itself is at risk. Given today's tight budgets, the problems in our communities are bigger than the community can solve alone. Local governments are trying to establish partnerships with groups that can solve community related problems without a lot of fuss. In addition, human service organizations are looking for volunteer partners to help them accomplish their goals.

We have resources that make us an attractive community partner: our Lodges have the capacity to be important to the community, many Masons are retired and are available to help, and young members want to get involved.

Considerations of Involvement

When considering your Lodge's involvement in the community, consider the following:

- **Think big.** Review the largest and best opportunity before you settle on a project. Consider a problem in your community that needs a solution. Determine the role your Lodge can play. You can always reduce your level of involvement later.
- **Start small.** Success is most important when beginning community involvement. It builds a foundation for increased involvement in the coming years. So, **take chewable bites.** Take things one step at a time. Know all the steps at the beginning and make sure you can accomplish each step before moving on to the next.
- **Appoint a chairman** of a committee or team to address the problem, who will organize the Lodge to provide the service.

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- **Communicate your project** effectively to your members to gain their support and involvement. Inform all members. You might interest members who don't normally attend your Lodge's meetings. Spend as much time as you need selling the ideas to members. Make sure one man doesn't bring it down. Be upbeat in your communications. Present benefits and results – not problems to members.
- **Make your member-volunteers winners.** Remember your members are doing this because you asked them. Make sure it is fun. Understand volunteer efforts and how to motivate them.

What Will Be Gained

While working on or after completing your service project, your Lodge and members will gain support and recognition from your community:

- As a community resource.
- As involved individuals.
- As fathers serving as good role models for their children.
- As husbands showing their wives they are involved.
- As citizens looking to make things right.
- As volunteers making things happen in schools.
- As men enjoying fellowship with other men.
- As men helping children.
- As men helping women and other men.
- As men who make a difference.
- As men wanting to work with other men.
- As men who care.

INVOLVEMENT WITH SCHOOLS

There is no better or important way for a Masonic Lodge to become relevant than to become involved with a school in their community. Supporting children's education is one of the "right things" the leadership can do to move the Lodge closer to the members, their families and the community. There are many positives:

- Schools are perfectly organized to accept volunteer partnerships and they have the staff to assist.
- Schools are seeking partnerships to supplement the support they receive from traditional government sources.
- If your Lodge wants to be known for making a difference, there is no better means to do so than through involvement with children.
- There is a natural connection, often geographic, between many Lodges and schools.
- Fathers will recognize the contributions of Masons who are involved in their school and this may spur them to join.
- The news media is much more likely to recognize your Lodge's contributions to the community if you support public education and local schools.
- The help that schools need are well within the capabilities of the membership of a Masonic Lodge.
- Making a difference with children – especially in their formative years – is in keeping with the traditions of Masons and their spirit of charity and giving.
- Many educators are important to their community and will make wonderful new friends and will broaden every member's social and fraternal reach.
- Students who benefit from the Lodge's involvement will be powerful voices in helping the Lodge achieve relevance, recognition and support.

The Masonic Renewal Committee asked educators around the country to identify the top five ways that a Lodge could help them. They said:

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- Volunteer a few hours a month to work with the teachers in the classroom to read to children, listen to them in small groups and work with them on special assignments.
- Adopt a local school and work with the administration to identify one yearlong effort for which the Lodge would be responsible. (Grooming the play area, supervising evening events, work as library aids, work with teachers, go on field trips with classes and handle special projects or events. Reading assistance was most often mentioned.)
- Recognize excellence in learning by granting scholarships to individual students identified by a school/Lodge committee.
- Recognize teaching or instructional excellence by granting annual awards or scholarships to teachers who met or exceeded expectations in working with children. (A cash award would be used to further the winning teacher's education or involvement in the school.)
- Volunteer time for events or occasions identified by the school, such as keeping the library open for adult reading or literacy, beautify the school grounds, refinish the gym floor or raise funds for a significant school event.

FRATERNAL SERVICE

Other causes are close to the hearts of Florida Masons: The Masonic Home of Florida and the Masonic Medical Research Laboratory, our Flagship Charity. These worthy causes are the first line of Florida Freemasonry's service projects. A new addition is the **Child ID Program**. You can provide a valued community service and increase awareness of your Lodge by holding a **Child Identification Program** in your community. Child ID provides at no charge to parents a kit containing their child's photo, a videotape and fingerprints. The kit gives immediate and useful information to authorities when a child is missing or for identification purposes. Every Mason and every Lodge should make a contribution of time, materials and/or funds to help further the calling of these three institutions that are a manifestation of the principles we stand for and the obligation we took.

- **The Masonic Home of Florida** in St. Petersburg provides care for retired Masons, their wives or widows. Its by-laws for eligibility include membership in good standing over a continuous period as a Mason. Admission can be on a "private pay" or "life care." Under the "private pay," the resident pays on a monthly basis; under the "life care," the resident turns over all assets in return for continuing care. Further information can be found in the Digest of Masonic Law or you may call the District Deputy Grand Master in your District, the Grand Lodge Office or the Administrator of the Masonic Home 866-868-6749 or email at lisa.tsotsos@masonichomefl.com. You can also go on the website masonichomefl.com.

- **The Masonic Youth Association of Florida, Inc** (MYA) was established in 1967 and created for the sole purpose of helping, aiding and assisting our three (3) Masonic Youth Groups - Rainbow for Girls, Jobs Daughters and DeMolay for Boys. It is made up of Board members from our Masonic Fraternity and Appendant Orders. None of the Board members of the MYA receive any compensation for their services to, and time spent for our organization. They are all volunteers and their payment is being able to help our Masonic Youth.

Every year, the MYA Board members and the three Youth Group's line officers, along with their adult leaders, meet at our Masonic Home in St. Petersburg for an annual meeting. They submit to us their proposed budgets, and the MYA provides the financial support to allow each Assembly, Bethel, and Chapter to carry out their plans and programs for the upcoming year. Traditionally, the total of the three combined budgets range between \$17,000 and \$20,000 each year and grows as their membership grows. The proceeds from the sale of our Grand Master's coins each year, along with donations from various Lodges, individual Brothers and Sisters, and many Appendant Orders give the MYA the ability to provide this financial help.

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- By holding a **Child ID** event in your community your Lodge can receive public recognition. For more information about how to set up a Child ID event in your community, contact the Grand Lodge Office at 904-354-2339 or the State Chairman of the Child ID Committee. Tax deductible donations can be made to the **Masonic Charities of Florida**, which provides funds to Child ID and designate them for Child ID on the memo. Other funds are provided by local Lodges that arrange the Child ID events.

PHILANTHROPIES OF ALLIED & APPENDANT BODIES

Appendant Bodies of our fraternity also support various philanthropies:

- The **York Rite** bodies support a number of worthy causes. The **Knights Templar Eye Foundation** does important work with vision, as well as offering free eye surgery to children when the surgery is necessary to save their vision. Knights Templar also supports **Holy Land pilgrimages** and **educational loan programs**. The **Cryptic Masons Research Foundation** promotes research on the treatment of atherosclerosis and **Royal Arch Research Assistance (RARA)** funds research on auditory maladies. Further information is available from your local York Rite Bodies.

- The **Scottish Rite** has established **Childhood Language Disorders Centers** across America where children with language disorder (the most common problem children experience) are treated. Another part of the program provides training for teachers in a technique that is 87 percent effective in teaching children with dyslexia how to read. In Florida, there are 14 Language Disorder Clinics throughout the state which are supported by the Scottish Rite Foundation of Florida, U.S.A., Inc. Further information is available from your local Scottish Rite Office.

- Perhaps the best known Masonic charities are the **Shriners Hospitals for Children**, where the world's very best care for birth defects and orthopedic problems is available completely free of charge. The Shrine has also established Burn Centers and Spinal Cord Treatment Centers where childhood victims of burns and spinal cord injuries are treated, also free of charge. For more information, contact the Shrine headquarters in your area.

- In addition, the **Order of the Eastern Star** sponsors an **educational loan program** for O.E.S members and relatives, and also provides grants under the **Eastern Star Training Awards for Religious Leadership (ESTARL)** program. Further information can be obtained from your local O.E.S Chapter.

- The philanthropy of **Job's Daughters International** is the **Hearing Impaired Kids Endowment (H.I.K.E.)** which provides hearing devices at no cost to children between newborn and 20 years of age. Further information is available from your local Bethel.

In addition to all of the above, each Lodge and each Lodge member in Florida donates in some way to Masonic Charity. Many Lodges in Florida see a need in their community, find a way to address that need, and then conduct fundraisers, either alone or with another local organization, to fulfill that need. Sometimes this need requires personal assistance, funding, or manual labor, or all three. Whatever the need, Florida Masons are there to help.

Charity is one of the most important activities in Masonry. We must never forget that small acts of charity are not so small to those who need them. It is good to engage in large projects, but helping a widow with

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heating bills or buying glasses for a child are important too. The small acts of charity are where your Lodge comes in. There is always a need, in every community, for small acts of charity. Look for the need and then lead your Lodge in addressing that need, whether it is money, manual labor, or materials, or all three.

We have Lodges in more than 290 communities in Florida. We are in the forefront to see where people are hurting and in need of some type of charity. Our Lodges have the greatest opportunity to serve humanity on a local and personal level. We must become active in our communities and show our neighbors who we really are and what we stand for.

When you have served as Master of your Lodge, it will feel good to look back knowing you made a difference; knowing that you made your Lodge a little stronger; knowing that an activity or project you supported was successful; and knowing that you influenced the next Master to do something as well. One exciting idea or project usually leads to another. However, do something. What is the point of just sitting in a chair for a year? Masonry is about giving. You just might find that the public's perception of you and your Lodge in your community improves, that exciting things start to happen in your Lodge, and that Masonry reaches its potential in our state.

SERVICE ACTIVITIES

Children/Families

Adopt a needy family during the holidays and gather food and/or presents.

Sponsor a pancake breakfast with the Boy or Girl Scouts.

Volunteer to deliver food or toys during the holidays.

Create an event for kids at a county or state fair.

Join with a local group to help with donations and distribution of toys for the holidays.

Mount a drive to collect coats for kids. Arrange to have them cleaned.

Volunteer to read at a local library.

Build a play area in a local park.

Host a Games Day for kids with a community celebration. Work with your local recreation or parks board.

Sponsor a public speaking contest open to high school senior boys and girls.

Sponsor a photo contest for young people in association with a local mall or store. Judge, display and give prizes.

Sponsor a major essay or writing contest for kids. Arrange to have the winning essays published.

Hold a fundraiser (pancake breakfast, etc.) for a local youth group.

Contact your local YMCA or YWCA for opportunities to volunteer.

Pay a video store to provide a number of videos to a local hospital or children's care center.

Schools

Children's Holiday Party. Hold a party for all the kids in your town. Open your hall; get a Santa, and maybe some Shrine clowns. Give sacks of fruit and candy. A side benefit – this is fun.

Sponsor a grade school sports event.

Sponsor an environmental or other club at a local high school.

Adopt a local elementary school and work with the principal to develop ways to help.

Develop with your local schools, a program to recognize teachers who do an excellent job with children.

Offer scholarships in conjunction with the Grand Lodge Scholarship Program.

Contact your local school or Department of Education to develop special programs and help with costs.

Read to children on a regular schedule.

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Initiate a scholarship program for learning excellence and present a cash award or savings bond to one student in each grade who meets established criteria.

Hold an event with the school to raise funds for a specific need like computers.

Assist the librarian in an after-hours volunteer reading program to promote reading enjoyment for adults and children.

Organize a book exchange so students and members of the community can donate books for children and adults. Distribute through the school library.

Deliver books and other learning materials to children who are out of school for an extended period.

Volunteer as chaperones or hosts for school-related field trips/events.

Develop a contest in which students who read the greatest number of books receive an award or prize.

Sponsor a creative writing contest in which children write about a specific subject and the Lodge arranges for special prizes or awards.

Provide teachers or the library with subscriptions to magazines for children.

Fund an after-school or summer reading program on school property. Provide compensation for teachers and materials. Parents could also pay.

Establish a forum where students who want or need extra assistance can go for help.

The Lodge could be a learning center. Compensation may be required.

Arrange for a limited number of part-time jobs for students with a need and an excellent academic record.

Don't let hours exceed 15 hours a week or schoolwork might suffer.

Host a book fair with parents and teachers with proceeds going to the library.

Reward learning excellence by offering summer jobs to kids who meet pre-determined criteria.

Showcase students in your Lodge newsletter who have achieved academic excellence.

Provide in-school day care for parents who need to visit the school.

Showcase the names of the All-Star Reading Team in the local newspaper. Arrange for photos of the students to go with the article.

Offer the local high school a series of field trips to businesses in the community so that students gain additional knowledge about the workplace.

Arrange for equipment from businesses represented by Lodge members to be donated to the school.

Volunteer to work at school as a tutor or mentor.

Identify needs in music and art.

Purchase a video for the school and donate it in the name of the Lodge.

Arrange for selected merchants in town to provide a small discount for children and faculty members.

Underwrite and organize a contest that would ask students to become familiar with the town's history.

Ask for a display, model, map or some other type of project that would encourage their additional discovery.

Arrange and host a Read-A-Thon where students assemble in the school one day each quarter for a reading experience. Arrange for games, prizes, instruction, book sales and other activities.

Provide a video library for a school. Buy tapes from a 'wish list' for the school library. (Put your Lodge's name and a brief statement about Freemasonry on the case.)

Sponsor an unsung hero's award to spotlight the high school boy or girl that the coaches or drama or music instructors identify as unselfish in their support of their high school team or group.

Host a local alcohol or drug awareness seminar for all students. Work with local social service agencies.

Develop a reading and writing pal program with the school. Ask each Lodge member to partner with one student for one year. Assume that each member will commit one hour on the phone per week and one two-hour, face-to-face every other week for a year.

Organize and underwrite a special Discovery Series of field trips to unusual places for students. Work with school authorities to learn of the important places you might visit.

Encourage innovation and discovery by sponsoring a Discovery Fair in association with your local science teacher. Contribute prizes.

Work with local businesses to hold a Creative Fair. Students submit artwork, photos, videotapes, original music and creative writing for scholarships and prizes.

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Develop, host and sponsor a Classics Film Forum. Your local librarian should have a list of rental films suitable for showing in the schools.

Provide transportation for student the school identifies as needing help getting to local school events. (Check with your insurance agent.)

Develop a county-wide poster contest promoting goodwill, racial understanding and parental involvement. Arrange for year-long sponsorship and involvement. Get local businesses to display entries and winners. Have the winning posters made into T-shirts with the artist's name, school and your Lodge's name on it.

Community

Sponsor or assist with the July 4th celebration.

Provide medical supplies for local EMT unit.

Provide funds and labor to renovate local ballpark.

Raise funds to assist public library.

Help a local hospital in a volunteer or fundraising effort.

Help the local United Way with its volunteer effort.

Sponsor a food-for-the-hungry campaign with a local store or business.

Visit the elderly at a nursing home.

Partner with a local charity to raise funds for cancer research.

Develop an award for excellent contributions to the environment.

Assist with traffic control at a community event.

Adopt a local library, playground, park, memorial, public area or public facility to keep it clean, safe and operational.

Volunteer to run a local food kitchen during a holiday and underwrite the costs of meals.

Partner with any successful agency in town to solve a community problem.

Identify a small but important community project that needs a fix-up and paint job.

Gather books from the community and members to hold a book fair. Lodge families work the fair. All profits will support a community cause.

Consider getting involved in immediate causes. Perhaps a child needs money for an organ transplant, a band needs funds to appear at a college bowl game or a family is in a desperate situation.

Identify objects that need a coat of paint (park benches, swing sets, fences, etc.)

Identify a local stream, small river, inlets or beaches and clean the banks of waste and debris.

Host a flea market with funds helping a local charity.

Plant and water a garden project for medians in your community's streets.

Arrange an exhibit for local artists to display and sell their works. Get judges to select the best in different categories for prizes. Consider including crafts.

Volunteer to serve as drivers at a local senior citizens home for a weekly trip to a store or business.

Organize a local blood drive, relying on members to donate blood.

Volunteer to help the Salvation Army raise funds during the holidays.

Organize a recycling point in your community. Work with your local newspaper and appropriate agencies to establish it as a one-day event or as an ongoing activity.

Assist local charities with phone-a-thons that raise money for their cause. You could get on-air credit for helping.

Work with local optometrists or ophthalmologists to provide transportation for those unable to get to the doctor's office for glasses or treatment.

Volunteer to serve as parade marshals or to direct traffic at a local event.

Organize a symposium about child abuse, alcohol and drug abuse, or spousal abuse.

Partner with a local college, hospital or social services agency.

Volunteer to help with a crisis hotline.

Arrange to help a local agency check on seniors each day at their homes.

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Deliver meals to seniors.

Volunteer to help at a hospital.

Support your local literacy council.

Help the League of Women Voters get out the message to vote by volunteering to hand out literature or making phone calls.

Seek to sponsor a sports tournament with your local parks and recreation department.

Adopt an area in your community that you will clean and secure for community use.

Adopt a section of a road or highway to keep clean of debris.

Provide staffing at local attractions like a zoo, museum, special exhibits or events, gardens, parks, visitors' bureau, etc.

Work at a soup kitchen to help feed the homeless.

Fraternity

Arrange for a Corner-Stone ceremony for a public building or church in your community.

Plan activities to raise money or volunteer the time of your Brothers to support The Masonic Home, Masonic Youth Association of Florida, and Child ID Program.

Hold a Widows Night or similar event to recognize them and to fulfill our obligation to care for the widows of our Brothers.

Host youth members of DeMolay, Job's Daughters or Rainbow for Girls at a Masonic Youth Recognition Night or day-time event.

Build Your Plan:

1). Review the lists of children/families, school, community and fraternity activities. Consider selecting one of the above categories to focus the activities of your Lodge, or diversify your service work by choosing two or more categories. Select at least two service activities, or come up with your own activities for your Lodge to perform. Turn to the Lodge Planning Calendar and write these activities you've selected on the Calendar.

2). Plan activities that will provide funds or the time of your Brothers to support Florida Masonry's three charities: The Masonic Home of Florida, Masonic Youth Association of Florida and Child ID Program. Turn to the Lodge Planning Calendar and write these activities you've selected on the Calendar.

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MEMBERSHIP

A group of men came together who saw something useful about periodically gathering for self-improvement, fellowship and service. They found in others that same common need. After much discussion, they found even more men who were interested. They then decided to begin meeting as a group on a regular basis. No matter if this scene is from the 18th Century or today, the basic elements of creating and building a strong, cohesive and growing group haven't changed.

What made Freemasonry successful centuries ago was its success meeting the needs of the men of that day. Today, the culture of Freemasonry in most Lodges and Jurisdictions makes recruiting a serious challenge. Culture is the collective behaviors and beliefs of an organization or society. Those who subscribe to a culture agree to behave according to its precepts, think more or less alike, and move toward common goals and objectives. In our Fraternity, Masonic culture is strong, yet research suggests that we may be in conflict with many elements of the 21st Century. We cannot expect to pour new attitudes into old organizations to find out new attitudes cannot survive and prosper. We must change the environment of Freemasonry, which means changing our culture. These changes are good as long as we do not change the "Ancient Landmarks" of Freemasonry.

MASONIC RECRUITING

For years, Masonic culture discouraged Masons from actively recruiting men to join. Prospective members had to ask a Mason how to join the Fraternity with no prompting from the Brother. At the same time, Freemasonry sought little publicity due in part to avoid "showboating," while believing that if a man was interested in joining, he would seek out a Mason to ask how to do it.

As the years passed, Freemasonry found this recruitment method in decline and created a new approach. Many Masons know what "2B1ASK1" means. It usually appeared on a bumper sticker or sign intended to catch the curious eye of men and encourage them to ask about it. Masons were then free to pitch the Fraternity since he "inquired" about joining our Fraternity. In effect, "2B1ASK1" means, "To be one (a Mason), ask one (a Mason)."

The fact Freemasonry was forced to create this method of recruitment is indicative of the changing times and the need for change. The times have changed even more significantly since then. Today, society has shifted so that women work full-time and still choose to be mothers. Men also work long hours, work from home after normal work hours, work more than one job, and share child care and other duties around the home with their wife. This limits free time for men who might become Masons. Our Fraternity must offer something of value to these men by meeting their needs, and/or convincing them Freemasonry offers something they would enjoy.

People are not as social as they once were. They tend to stay home, socialize with smaller groups and do not become active in their community. This is likely because community organizations do not market themselves to today's younger adults. Numbers in Civic and Fraternal groups across the country have dropped dramatically in the last 40 years nationwide. In 1980, approximately 83,400 men were Masons in Florida. In 2009, there are about 48,500. This includes an increase in population of nearly 4.3 million males during the same period. Hundreds of Lodges across the nation have been forced to close over the past 40 years due to lack of members and Florida has had a significant drop as well, since 1980 we have lost 25 Lodges. Obviously, the Fraternity must develop a new way to maintain membership. We cannot afford to ignore the modern recruitment culture.

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Conveying the Importance of Recruiting New Masons

The continued strength and prosperity of Freemasonry depends on dedicated Masons like you. In fact, as a Mason, you are still the most valuable recruiter of our Fraternity. In essence, prospects provided by active Masons are consistently more productive than those from other sources, such as advertising or “walk-in” inquiries to the Grand Lodge. In fact, you account for the overwhelming majority of new members. You walk the cutting edge of a new era for recruiting in Freemasonry.

By letting your friends, family and associates know about the tangible and intangible rewards you’re receiving as a Mason, you present them with the opportunity to succeed at your side while improving the Fraternity as a whole.

Target the best and brightest from your community; people who have demonstrated their ability to be successful, who can make Freemasonry better than it would be without them. Look for people of vision who desire to develop a life plan and who see how Freemasonry will help them achieve their goals. Help them see the Fraternity as an opportunity to break from regular routine and breathe new vigor into their journey through life. Here is a challenge to help good men discover a new kind of fellowship through Freemasonry. It’s a fresh opportunity to break from your regular routine and pump new vigor into your life as well.

Inspiring Members to be Active Masons and Recruiters

A Mason’s Bill of Rights

As already noted, today’s Lodges must appeal directly to the needs of men. Max DePree, in the book, “Leadership is an Art,” outlined a bill of rights for members of organizations. His work has been modified here to address Freemasonry. These are qualities your Lodge must be able to provide members in order to recruit and retain members.

- **The right to be needed.** Can I use my gifts to benefit Freemasonry and therefore myself?
- **The right to be involved.** That is, to give and receive input, to respond and be part of the action.
- **The right to a covenantal relationship.** Can I expect to enjoy a “contract” with leadership based upon trust and “intimacy,” meaning I feel some sense of ownership in the solutions?
- **The right to understand.** Where is Freemasonry going? What is its vision and what is my role in its future?
- **The right to affect one’s own destiny.** In other words, it’s the right to influence one’s own personal progress and future.

When a member feels good about Freemasonry and what he is gaining from it, he will be active in the Lodge, and will talk enthusiastically to his relatives, friends and acquaintances about it. This is the most effective recruitment tool possible. It emanates from a well-designed program in your Lodge targeted to meet his wants and needs as well as those of Freemasonry.

It is a foregone conclusion that to increase your Lodge’s membership, you must begin by building a relevant and meaningful program for your year as Master. In so doing, current and new Masons in your Lodge will recruit new members.

Ask the most successful recruiters in your Lodge how they recruit new members. Also, ask your Brothers (and yourself) why they became Masons and why they remain members of the Craft. Using these sources, and the other information included in this section, write a dialogue for use with prospects that may lead to their joining.

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Consider establishing new member teams among active members by age groups. They may be able to develop ways to appeal to other men their age, and they should be empowered to pursue them as they see fit. Older active members may have a small circle of friends and acquaintances outside the Lodge. This may limit their effectiveness as recruiters. The key to meeting and exceeding membership goals is to get younger members involved. It follows that activities and social events geared toward younger members should be held with sports or other popular activities.

Develop a presentation for your Lodge members informing them of the consequences of failing to develop and foster membership. Review your membership numbers for the past 5, 10 or 20 years, then forecast your Lodge's membership. Show the impact on Lodge finances resulting from lost dues, which could affect your ability to maintain your building, participate in your community and hold activities for your membership.

Prospective Lodge Members Form

Don't overlook your best prospects: men whom your members know. Most Masons become perplexed when asked to provide the names of men who may want to join our Fraternity. Actually, many new members are out there. Too often, we convince ourselves they wouldn't want to join, or, more than likely, we think there's no one who will join. Getting your members to think about the areas of their lives where they interact with men may make them aware of men they hadn't previously considered.

Appoint a committee to develop a list of prospective members. At your next meeting, they should distribute the Prospective Lodge Members form. Read each category aloud and ask members to write down the names of men they know. Give them time to fill out the sheet after reading each category. The committee will gather all the forms to keep a record of all prospective members on the Prospective New Members Tracking Chart.

MOTIVATING FACTORS FOR BECOMING A MASON

What Men Want from Freemasonry

Success requires not just strong recruitment, because that isn't what mainly attracts members. The most effective recruiting tool is to first build an effective program of activities in your Lodge that meets the interests of today's men. As surveys show, Masons want our Fraternity to provide:

- Better **fellowship** and opportunities to make new friends.
- **Leadership opportunities**, improved **leadership training** and to be well led.
- Greater **civic involvement**, public charities, pride in the accomplishments of the Craft.
- Improved **Masonic Education** and understanding by Masons.
- A **higher profile** for Freemasonry, more open to the public, greater visibility and more pride in the organization.
- Active commitment to the needs of the **youth**.
- **Higher quality Degrees** presented more dramatically and understandably.
- **Improved meetings** with entertaining and interesting programs.
- Opportunities for **family involvement** in Lodge.
- **Self-improvement**.

You may believe that pursuing these points will make your Lodge more like a social or civic club, but if you overlook what your members need then you will not achieve gains in membership. On average, after the first year of membership, 80 percent of all new members fail to return to meetings and don't remain active in their Lodge. Failing to take action puts the future of your Lodge at risk. At your next meeting, look around your lodge. You know this to be true.

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Get a list from your Secretary of the members that had joined the Lodge in the last (5) five years, who are not participating in your Lodge meetings or events and poll them on why there attendance has wane. With questions such as:

What were you looking for in Freemasonry?

Can you share with us, the reasons that caused you to stop attending Lodge on a regular basis?

In your view, what do we need to modify to improve attendance to the Lodge?

Again in your view what do we need to do to increase membership in Freemasonry?

Would you recommend membership in Freemasonry to your friends?

It's incumbent on your Lodge to do everything in this manual well. Most men are attracted to appealing programs, not just Lodges and especially not just ritual work.

In fact, not all men are interested in joining a group. Only about 25 percent of men today indicate they are "favorably interested" in joining groups. Of that percentage, only 2 percent show definite interest while the other 23 percent "may be interested."

Research shows the following six behaviors about men:

- 75 percent said they had little or no interest in joining.
- 90 percent said they had no time.
- 90 percent said they wouldn't join a secretive organization.
- 85 percent said they wouldn't join if women weren't allowed to join.
- 95 percent said they did not want to wear a special uniform.
- None said they wanted more ritual and memorization in their lives.

Here's the challenge, research clearly indicates most men are not joiners. That places Masonry in the position of competing with other organizations (other fraternal and civic groups) for the small pool of men who are willing to consider joining our Craft.

Men Most Interested in Becoming Masons

Recent surveys show the following men are more likely to join Masonry:

- Between the ages of 35-55.
- College educated.
- Unmarried.
- Professional men (as opposed to blue collar workers).
- Living in rural communities with Lodges (as opposed to those near urban Lodges).

Although our primary target age range is 35-55, that doesn't mean we ignore men of other ages. However, men 35-55 are generally more interested in joining than men in their 20s or older than 55. Men 35-55 are usually looking for more to do in their lives or a way to get involved or to network with others. From your Lodge's standpoint, men in this target age range are established and are likely to maintain their roots in your community resulting in members who could be life-long, contributing members.

Some benefits men want in their lives:

- 85 percent wanted more friends.
- Nearly 100 percent want to make new connections.
- Nearly all married men want better time with their family.
- 80 percent want to play some role of importance in their community.

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- 60 percent want more opportunities to lead.

Issues Important to Potential Masons

Those who might join Masonry also said:

- 75 percent said groups excluding wives from membership were unappealing.
- 70 percent said they objected to a dress code.
- 72 percent said they do not find memorizing materials appealing.
- 88 percent found unappealing any organization that was racially exclusive.
- 92 percent said quality of leadership was important in their decision to join.
- 92 percent said a group's charitable efforts were important to their decision.
- 88 percent said an image as philanthropic or charitable was important. Of these, 89 percent included outdoor and sports image.
- 88 percent said modest fees for joining were important.

A survey of young men conducted by the Shrine revealed that:

- 76 percent said they were not involved in clubs, civic organizations or societies.
- 24 percent said they were involved in clubs, civic organizations or societies (college graduates were twice as involved as high school graduates).
- 6 percent said they were involved with fraternal organizations.
- 47 percent of men age 35-55 had a problem finding the time to be involved. Of these, only 8 percent said they had no problem finding time.
- 29 percent of men polled had trouble finding enough time for their jobs.

Of men who would consider joining, they said in a **USA Today** poll on how men spend their time shows:

- 46 percent read.
- 24 percent watch TV, and 12 percent watch sports on TV.
- 9 percent are active in sports.
- 6 percent participate in hobbies.
- 3 percent do other activities.

Armed with this information, a clear path of activities and the culture that your Lodge needs to develop is evident. Build a solid, long-lasting program of activities in your Lodge based on the previous survey information and you have something to sell to men who are looking for these exact activities in an organization.

Characteristics of a Candidate

The Membership Committee Chairman needs to remind your Brothers of the qualities your Lodge is looking for in a potential member. The following are characteristics of a good candidate for Freemasonry:

- Must be 18 years of age and believe in a Supreme Being.
- Honest, faithful and responsible.
- Gregarious, congenial and intelligent.
- Interested in the welfare of others as well as family.
- Good morals.
- Financially responsible and meets obligations.
- Practices temperance.
- Charitable nature.
- Does not gossip or belittle his fellowman.
- Capable of subduing his passion and not argumentative or controversial.
- Remains true to personal convictions.
- Industrious in personal life.

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- Involved in community activities.
- Law-abiding citizen.

The Membership Committee Chairman needs assistance from the Brothers to identify prospective members. The Prospective Lodge Members form identifies several groups of men to help jog your members' minds for possible candidates.

One Organization's Success

One group stands alone in changing to meet the needs of its members. For years, the Girl Scouts have seen membership increase while similar organizations experienced significant membership declines. Every Masonic leader can learn much from the Girl Scouts because they successfully responded to their members' needs. Their success stems from three critical organizational behaviors:

- Focusing exclusively on **meeting members' needs**.
- A commitment to **develop good volunteer leaders**.
- Allocating up to 60 percent of their revenues for **member benefits**.

This seminar and manual are the Grand Lodge of Florida's effort to address the second point. The Girl Scouts answered the first and third points by asking young girls what they wanted after offering cooking, camping, sewing and crafts for years. Their response: give us skills to be successful women. Now they focus on computers, environmental concerns, budgeting, corporate stocks, grooming and good health. Girl Scouts in metro areas learn personal safety, and those in rural areas learn soil management, agricultural skills and economics.

If Masonic leaders do not pay attention to Lodge members in at least two of the above ways, they may be creating an undesirable future for your Lodge. If you have not asked your members what they want and whether they feel their Lodge is succeeding, consider sending them the survey in the planning section of this manual.

Let's assume you develop an appealing program through this planning process. Now it's time to build membership. That is, targeting the men you want to join your Lodge.

RECRUITING NEW MASONS

Targeting Prospective Masons

Targeting is defined as identifying a group of men appropriate to become Masons. For instance, perhaps it's members of your church, fathers of your son's Boy Scout Troop, former high school athletes who played together, men on your softball team or any other groups, associates or organizations of which you are aware.

Your first step is to set a goal. Review your Lodge's losses for the past five years, and estimate how many Masons you expect to lose in the coming year. Add a percentage of growth to your previous year's membership total, such as 5 percent or 10 percent. Don't make it too low or too high, but a little more than what you're comfortable achieving. Make yourself and your members stretch to reach your goal. If the Grand Master has set a goal for each Lodge, adopt that percentage and begin planning how you will achieve it. Your goal should not only replace your Lodge's losses, but also increase membership as well.

Appoint a Membership Committee Chairman who works hard and is committed to your Lodge's success. Members should trust him as someone who will do what's needed to increase membership.

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PROSPECTIVE LODGE MEMBERS

Relatives (sons, grandsons, nephews, etc.)

Church, synagogue, worship associates

**Professionals you do business with
(Doctor, dentist, attorney, vet, insurance agent, accountant/tax preparer, banker, Pharmacist, mail carrier, barber, police, appliance repairman, who sold you your home, car, tires, gas, furniture, etc.)**

Schools (teachers, principals, adult students, volunteers, etc.)

Community leaders (councilmen, board members, volunteers, etc.)

Civic and other organizations (Elks, Kiwanis, Rotary, etc.)

Friends, neighbors (current and former), holiday card list, classmates

Work associates (current and former coworkers, consultants, vendors, etc.)

Sports (coaches, teammates, other parents/grandparents, etc.)

Business owners/managers (grocery, automotive, hardware, jewelers, printers, etc.)

Service providers (travel agent, barber, plumbers, landscapers, repairmen, broker, etc.)

Activity associates (Booster club, hobby groups)

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SOME METHODS TO BE AN EFFECTIVE MASONIC RECRUITER

Any Mason can be a top-notch recruiter. The hardest obstacle to overcome for success in recruiting is deciding you want to do it. There are many incentives to do so. A more active and meaningful Lodge, shared workload, increased fundraising, annual dues waivers for recruiters and the continued existence of your Lodge are just a few. It takes just a little preparation that can be a very interesting and fun process for you.

Become familiar with famous Masons. Learn who in world history was well known by the general public who also happened to be a Mason. Know everyone from local celebrities and officials to foreign dignitaries throughout time so you can bring them up in any conversation that may arise. Armed with good background information, you are ready to start identifying and getting prospects. This will aid you in the next step.

Get the word out. One of Freemasonry's greatest challenges is the fact that few people know about our beloved Fraternity. Some people have heard of the institution, others have seen the Square and Compass symbol from time to time and still others know that their grandfather was a Mason. What can the individual Mason do to recruit quality men into the organization? Find any one of many creative ways to cause people to ask you about Freemasonry. The following steps are some innovative ways to advertise the Fraternity. Masonic recruiters are limited only by their imagination and good common sense, of course:

1. Wear a Masonic ring. Are you proud to be a Mason? Do you want people to know it? The easiest way to let your friends, co-workers and the general public know you belong to the oldest and largest Fraternity in the world is to wear a Masonic ring that displays the Square and Compass clearly. Successful Masonic recruiters report this method as the single most effective way to get curious people to ask about Freemasonry. They also say rings that prominently display the Square and Compass are the most effective as opposed to highly ornate ringers that are difficult to identify at a glance. A prospective recruit's question opens the door for you to apply the other recruiting techniques discussed in this manual. It also gives the impression that you are answering the person's question because they brought it up, not pressuring them to join Freemasonry on your own initiative. Do not continue the discussion if you feel they want to change the subject. It is necessary to be patient. You will quickly develop a feeling of whether or not the prospect is favorably impressed and may consider becoming a Mason. There may be many opportunities to "work on" the prospect in the future. Don't overdo it at first. If they seem the least bit interested, you can mention the fact that you feel they would fit quite nicely into an organization such as Freemasonry and ask them to consider becoming a Mason. At any time during step one; you may implement all or part of step two below.

2. Discuss famous Masons with friends and prospects. It doesn't take an inquiry about your ring to mention famous Masons while talking among friends or potential prospects. If a television show involves or mentions any person you know to be a famous Mason, you can be ready to say, "...and John Wayne was also a Fraternity Brother of mine." That will no doubt beg many questions from your non-Masonic friends. If there is any doubt about the integrity of Freemasonry, it will be hard for them to continue to believe it if they know such men of historical integrity were also Masons. Ensure they know you feel they are the type of man who should be included with the likes of George Washington, Winston Churchill, etc. Create and give a list of famous Masons (with a blurb on Masonic history) to your prospect for reading. Include your name and contact information at the bottom. Keep a stack of petitions, dual member forms and

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lists of famous Masons readily available wherever you are (your vehicle, office and briefcase.) You never know where you'll be when the opportunity to recruit a good Mason will arise.

3. Place the Square and Compass symbol on your vehicle. The people who ride with you or who notice your vehicle in a parking lot will ask what it means and provide a recruitment opportunity. Implement steps 1 and 2 as needed.

4. Bring up Freemasonry in any way you can without directly asking them to join. If you constantly mention something in passing about the Fraternity, people will decide it has great meaning to you and will ask more about it. Invite them to your house to watch a movie like "National Treasure," "The Man Who Would be King" or "The DaVinci Code." (For more movies with Masonic references, go to the Website of the Grand Lodge of British Columbia and Yukon which is full of positive Masonic history. Don't sell the event as a Masonic recruitment effort, just a good movie. Invite them to a classical music performance of Mozart and casually mention that he was a Mason.

5. Point out Masonic influence on history. When a prospect says, "Is it on the level?" or any of the other commonly-used Masonic phrases or terms, take the opportunity to explain its Masonic meaning.

6. Invite prospects to non-Masonic social gatherings with a group of Masons. Invite prospects to your house for a cookout, to a restaurant or bar, a movie, or any other social gathering where they are the only non-Mason present. Implement steps 1 through 5 as appropriate.

Once you have identified prospective members, the next step is the most critical: recruiting them. It is most important to favorably impress prospective members. You must provide them with accurate and meaningful information about your Lodge and our Craft. In addition to your "Famous Masons" fact sheet, give them "Freemasonry Pamphlets for Non-Masons" good information that answers many questions about Masonry. It is available from the Grand Lodge Office. (See the Grand Lodge Membership Publications at the end of this section).

However, it is equally important that you and your members are able to speak knowledgeably about Blue Lodge Masonry. Give your Brothers a copy of the following, which provides appropriate responses to the most common questions and comments when invited to become a Mason. Modify it as you see fit to tailor the message to specific individuals.

What is Freemasonry?

Freemasonry is the oldest and largest fraternal organization in the world with more than 1.5 million members in North America. Masons can be found on every continent and in every ethnic group on earth. North American Masons donate more than \$2 million a day to help others, and conduct many activities for the betterment of their communities, nation and the world. Masons focus on self-improvement through education and development, charity for others, family, community, friendship, and camaraderie. Many famous men of great integrity and genius were active

Freemasons such as George Washington, Benjamin Franklin, Winston Churchill and many other important men influenced our world.

I don't have time to be involved in anything else.

We all find time to do the things we really want to do. What concerns you about committing your time?

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(Is he most concerned about the time it takes to become a Mason or is he worried about attending meetings? Answer his main concern. Tell him he doesn't absolutely need to attend meetings every month. Masonry is designed to permit members to put in as much time as they want.)

My religion won't allow me to join.

(If the concern is that Masonry is a religion...) Masonry is not a religion. In fact, Freemasonry advocates that members should participate in their own denominations and never place Masonry ahead of their religious involvement. No Masonic beliefs conflict with religions. (If the concern is secrecy.) Masons meet in buildings that are clearly marked and publish schedules of activities and meetings. The only things we don't share are the signs and words that we give other Masons to identify ourselves as members of the Fraternity. That is part of being a member of a Fraternity. Many other groups also have signs and words they don't share with the public.

(If Masonic penalties are mentioned) They are symbolic and never intended to be taken literally.

I don't think I can memorize.

With the help of your Catechism Instructor and the cipher it is much easier to learn the memorization part of the Fraternity.

My family might object.

Our Lodge is family friendly. We hold activities that involve all members of the family. In addition, wives can become involved in Eastern Star, daughters in Job's Daughters or Rainbow for Girls, and sons can join DeMolay. There are other organizations that you and your family can join once you are a Mason. All these organizations believe in the same principles and encourage the involvement of families.

How much does it cost to join?

There is a \$____ initiation fee to join, and \$____ is due when you submit your petition for membership. The remainder can be paid just before you receive the Second and Third Degree. Our annual dues are only \$____.

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What do Masons do?

Your involvement will give you a chance to share camaraderie with other men of like interests, serve our community and learn more about what qualities make a better man. In our Lodge we... (Describe your Lodge's activities and service work).

Ten Reasons to Become a Mason

In addition to the previous, the following are 10 reasons why a man should become a Mason. Consider copying and giving this to prospective members to review:

1. Freemasonry is a Fraternity in which you can confidently trust your Lodge Brothers and entrust your family with them.
2. Freemasonry is a Fraternity where, within moral and civil guidelines, free thought, free speech and the spiritual growth can develop to its fullest potential.
3. Freemasonry provides the opportunity to meet, know, and befriend outstanding individuals from all walks of life you would not otherwise meet and consider them a Brother.
4. Freemasonry is an opportunity to be part of a Fraternity that holds Brotherly Love, Relief and Truth as its principle tenets.
5. Freemasonry provides self-development opportunities, leadership training and experience, and refine public speaking skills.
6. Freemasonry fosters an environment to seek support and/or provide it to others.
7. Freemasonry teaches and regularly reinforces moral virtues.
8. Freemasonry provides an opportunity to spend time with a group of Brothers who, by acting as good men, make you want to become a better man. Not better than others, but better within yourself than you would have been otherwise.
9. Freemasonry affords an opportunity for men to enhance their services to church and community.
10. Freemasonry is a place to meet established members of the community and to become a more effective and engaged citizen.

At this point, the above efforts should produce a list of prospective members, and your Brothers should be prepared to talk with them about Freemasonry and your Lodge. Ask the members who recommended the prospects to them and discuss Masonry. Men respond best when Masonry is explained to them face-to-face by a friend. The recommending Brother should ask their friend to set a time when you, as Worshipful Master, can visit or call. Don't take too much of the prospect's time and don't try to "oversell" him on Masonry. It is effective to ask any other Brother who knows the prospect well, or a member of the Membership Committee to accompany you. Tell prospective members why you are a Mason and what it means to you. Give him the basics, such as the previous information, and then present him with a petition and invite him to join. If he won't make a decision at that time, change the subject or part ways for the evening. After a couple days, follow up with a call to ask if he has any questions and whether he's made a decision. Be positive and upbeat. If you have a "Who are the Masons?" meeting planned for prospective members, invite him and his wife to attend.

"Who are the Masons?" Meeting

A more formal presentation of information can be provided to prospective members at a "Who are the Masons?" meeting which is a proven recruiting tool. This involves the preparation of a meal, presentations about Masonry and a tour of your Lodge. In addition, most importantly, it brings the prospect face-to-face with other Brothers in your Lodge.

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Included in this section are step-by-step directions for laying the groundwork and implementing this event, as well as suggestions for the procedures, program, materials, and recommendations for follow-up leading to new petitions and Degree Work. This will result in renewed enthusiasm and growth for your Lodge.

From your targeting exercise, you have developed a list of prospective new members. Send a letter from the Master of the Lodge inviting them to learn more about Freemasonry at the “Who are the Masons?” meeting.

Plan, Plan, Plan and Be Organized

A Friends of Masons Night can be very rewarding for your Lodge if planned and carried out properly. To ensure its success, it must be planned months in advance and include a letter of invitation, a dinner with a program about Masonry, and a follow-up visit, if necessary, with the prospect. The following step-by-step approach has worked successfully and will work equally well for your Lodge. Laying solid groundwork is an important key to holding a successful “Who are the Masons?” meeting.

First, appoint a committee to organize the meeting. Name a Chairman who is a detail person and who has good follow-up skills. The first task of the committee is to schedule the “Who are the Masons?” meeting on a date that the most people can attend. Check the school, community, sports and especially other Masonic organizations’ calendars. Many Lodges have success with a Sunday or Wednesday evening event. Determine where it will be held. If your Lodge isn’t clean, presentable and handicapped accessible, find another location. Don’t assume the event will just happen. A poorly planned and implemented “Who are the Masons?” meeting gives a bad impression of your Lodge and Masonry. Pay attention to detail and ensure all plans are completed correctly. Remember, it only costs a little more to go first class and is well worth the effort to make a good first impression.

The committee should study materials about Masonry so they may answer questions a prospective member may have about our Craft and your Lodge. Ensure Brothers who are good communicators are selected to present information.

Using the list of targeted prospects, the committee develops and sends invitations to prospective members. A sample letter of invitation, inviting them to a “Who are the Masons?” meeting, is included in this section. Also invite all Lodge members to attend.

Mail the letter to each prospect three weeks before the “Who are the Masons?” meeting. The letter should give prospects all the essential information about the event including the day, date, time, place and the name of the Lodge member who will contact them. Don’t expect them to attend with no contact from a member. Personal contact is a necessity if prospects are going to attend your program. Know the prospect’s profession and background and assign him a Masonic “sponsor” with similar characteristics to make him feel more comfortable.

The appointed Lodge member should contact his prospect three to four days after the letters of invitation are mailed and simply inquire if he received and read the invitation, telling him he will be back in contact in approximately one week before the meeting. At that time, your member tells his prospect about the nice evening the Lodge has planned and about the child care service that will be available. Identify suitable attire for both he and his wife, and ask if you can pick them up or if they prefer to meet him at the Lodge. The committee and members who contacted prospects need to arrive early the night of the meeting so that when their guest arrives, they will be present to greet and introduce him to others.

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Plan a dinner meeting with a covered dish, steak fry, etc. for the evening. Remember, if a dinner is planned and guests are expected, it is important that quality food be provided in the proper quantities. Offer child care services, if needed.

Have a program planned for the meeting. A welcome and an invocation are needed before the meal. It may be necessary to delay introductions until you move from the dining area to the Lodge room. Make sure name tags are prepared ahead of time for everyone (use different colors for the Masons and the prospects to help identify each group.) Make special effort to encourage your Lodge members to the "Who are the Masons?" meeting so they can show support for the Lodge.

Once convened in the Lodge room, the Master gives a short welcome. First, introduce any distinguished guests followed by any other introductions of other Lodge Officers, prospective Masons, etc. But, don't introduce everyone.

After an invocation and dinner, present the program the committee has prepared regarding Freemasonry. If you sponsor a student or have a local essay contest winner, invite them for dinner and ask them to give a short talk. It is a nice way to start the program. Tell them about Masonry, what your Lodge does on the local level, the good programs the Grand Lodge sponsors, and about Masonry on a national level. Tell them you would like them to become members of your Lodge. Visual aids, such as posters, videotapes and flip charts are helpful.

Impress on prospective members the benefits of meeting new friends, enjoying the company of other men and making new connections with like-minded people. Mention the opportunities your Lodge offers for the involvement of his wife and the importance of the family to the Fraternity. Show the things your Lodge does for the community, and how he can participate. Mention how the Craft develops leadership. Make men aware that the time required during initiation is longer than the time for meetings.

It is best to confine the program to Blue Lodge Masonry. Presentations from other Appendant Bodies (Scottish Rite, York Rite, Shrine, etc.) only confuse prospective members about Masonry and add to the length of the program. The other Appendant Bodies depend on the Blue Lodges for new members and will benefit from your work at a later point in time.

After a few remarks by the Master thanking everyone for attending, as well as a benediction, close the meeting. Present each prospect with the "Freemasonry Pamphlet for Non-Masons" brochure or other literature about Freemasonry to take home and read. Offer them a petition and encourage them to complete it before leaving. (See the list of membership publications in this section.) The entire program should never last longer than one hour. Follow with refreshments to provide an opportunity for fellowship and to answer questions on a one-to-one basis.

The most important part of making your "Who are the Masons?" meeting successful occurs after it ends. In the week following the event, personal contact with each prospect is essential. Preferably, the sponsoring Mason who invited him to the "Who are the Masons?" meeting should get in touch with the prospect and ask if he has any questions. If the prospect's questions cannot be answered fully and properly, the sponsor should ensure the prospect they will discover the answers. Then, the sponsor should ask him to submit a petition. Finally, sponsors should impress on the prospect the honor and privilege it would be to recommend his initiation into Freemasonry.

If the prospect declines to immediately submit a petition at that time, but indicates it is forthcoming, the sponsor should inform him of the date it needs to be completed so it may be forwarded to the Lodge Secretary and read at the next meeting. Remind the prospect of the 30-day holdover period so he may plan ahead; explain to him the process with the Petitions Committee and Investigating Committee.

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If the prospect completes the petition during the “Who are the Masons?” meeting, he should be informed that an Investigations Committee will make an appointment to visit with him to discuss his qualifications and answer any further questions. Ensure he understands this is the standard procedure for all candidates for the Degrees of Freemasonry.

A successful “Who are the Masons?” meeting, followed by new petitions and Degree Work can be an exciting time in any Lodge. Make your plan and carry it out well and you will ensure success.

Incentives for members who bring new members into your Lodge can play a significant role in your membership efforts. Incentives, such as the Lodge paying one year’s dues, can encourage a member to talk to a friend or relative about Freemasonry and about joining. Also, recognize Brothers in Lodge meetings who bring in new members.

“WHO ARE THE MASONS?” MEETING PLANNING CALENDAR

The following is a suggested planning calendar to use for your “Who are the Masons?” meeting. Use this calendar in conjunction with the Lodge Planning Calendar.

9 Weeks Before

- Appoint the “Who are the Masons?” meeting committee.
- Establish the event location and date and identify any conflicts.
- Arrange supervision and entertainment for the children of guests, if necessary.
- Plan table and room decorations.
- Assign follow up calling to the guests’ Masonic sponsor.
- Begin planning the meal.
- Designate a greeting committee.

8 Weeks Before

- Select a theme for the "Who are the Masons?" meeting.
- Compile prospect names as well as those of their spouse and children.

7 Weeks Before

- Check prospect list for duplication of names.
- Design the letter and/or invitation.
- Finalize plans for food, decorations, favors, prizes, etc.

6 Weeks Before

- Finalize plans for the program and the content of the informational packet.
- Order any special printing and begin gathering materials for the information packet.
- Arrange for staffing of child care and order the necessary supplies.

5 Weeks Before

- Meet with committees to check their progress. Discuss any problems.

4 Weeks Before

- Remind Lodge members of the "Who are the Masons?" meeting and invite their wives. If attendance is usually small, write to local Brothers and encourage them to attend.
- Address invitations.

3 Weeks Before

- Mail invitations so all prospects have at least 3 full weeks before the event.
- Follow up with phone calls 3-4 days after mailing the invitation. Encourage them to mark the date on their calendar.

2 Weeks Before

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- Sponsors of the guests should contact prospects to verify they will be attending, and ask if their spouse or significant other will accompany them. Also inquire if child care is needed and the number and ages of the children. Offer to drive them to the event.

1 Week Before

- Make sure all supplies arrive.
- Clean the Lodge and decorate the dining room.
- Confirm the program and make any notes needed to introduce speakers and other important people.
- Determine the number of prospects, wives, and children who will be attending.
- Meet with committee to make sure everything is covered and nothing has been forgotten.
- Prepare name tags for members and guests.

The Day of the Who are the Masons? Meeting

- Complete the final touches on decorations.
- Make sure supplies for name badges are in place. Preprinted nametags look more professional and are highly encouraged. Verify the spelling of names.
- Be certain that food preparation begins on time, or confirm with the caterer.
- Make sure the building is unlocked and the lights are on and appropriate room temperature is established at least one hour before starting time.
- Ensure your greeters arrive before the guests.
- Remind the Brethren that the focus is on the prospects. If you see Brothers standing around, ignoring the guests, quietly encourage them to mingle.
- At the conclusion of the program, make petitions available and invite the prospects to become Masons.

Two Days After

- Send thank you notes to those who attended.
- Send a letter to those who did not attend and enclose the informational packet presented at the event. Offer to provide any additional information they want to know about Masonry.

One Week After

- Personal contact by the sponsoring member of the Lodge.
- Determine if the prospect has any additional questions about Freemasonry.
- Invite him to sign a petition to become a Mason.
- Impress upon him what an honor and privilege it would be for you to recommend him to your Lodge for membership.
- If they are not currently interested, be friendly.
- Invite them to future activities and stay in touch unless they request to be taken off your prospect list.

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Letter to Prospective Members

Date

Mr. Prospective Member
123 Main Street
Anywhere, Florida 33333

Dear _____:

(Name of recommending Mason), a member of (Name of lodge) Masonic Lodge No. (no.) holds great respect for you and he believes you may be interested in learning more about Freemasonry. Have you wondered if Freemasonry has something to offer you? Would you like to learn more about this centuries-old fraternity, its many charities and what Freemasonry accomplishes in our community, the state of Florida and the world? You will discover the answers to these questions and more if you accept this invitation to learn more about our fraternity by being the guest of (name of your Lodge) Masonic Lodge on (day of the week) evening, (Month/day), 20__.

The evening will begin at (Time) p.m. with a (your choice of meal) dinner at (your Lodge's name) Masonic Lodge located at (Address). A short, yet informative and insightful program concerning the Free and Accepted Masons of Florida will be presented by (Name and title) at (Time) p.m. Any questions you have regarding Freemasonry will be answered during this event or prior to it by Brother (Recommending Mason).

Please mark your calendar now and plan to enjoy the evening with us. We extend this invitation to your wife or significant other as well. Brother (Recommending Mason) will contact you concerning the evening. Child care, if needed, will be available to you at no cost.

We have planned a very special evening for you and would be delighted to enjoy your company.

Sincerely,
(Name)
(Master,
(Your Lodge name) Lodge No. (Lodge #)

PREPARING FOR THE ENTERED APPRENTICE DEGREE

Once a man has committed to and been accepted to become a Mason, your work has just begun to make him feel comfortable and assimilate him into the Lodge. Ensure his experience is positive by informing him of what to expect.

Of men who were suspended from their Lodges for non-payment of dues, 66 percent said it was not what they expected. When asked to explain in more detail, they said they were not prepared for the initiation. It surprised them and they felt uncomfortable. In fact, the initiation was very uncomfortable for many. Because no one had told them what to expect, this made them uncomfortable and even embarrassed.

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MENTORS

SHALL ENSURE WELL-BEING AND SUCCESS OF NEW MASONS AND APPOINT LODGE MEMBERS TO MENTOR CANDIDATES.

Each candidate must have a Mentor assigned to him who will keep him informed of all that he needs to know while progressing through the Degrees and beyond. The Mentor's duties are:

- To attend each stated and special meeting for six months.
- To personally call and invite the new member to each meeting.
- To provide transportation if required.
- To give the Candidate all the lectures before and after each Degree.
- To follow up after each Degree to answer his questions.
- To personally introduce the new Mason to his Lodge Brothers.
- To contact the family and answer any questions they may have (if necessary).
- Identify the new member's Masonic friends and invite them to his initiation.
- Provide names of committee chairs and urge him to call them to volunteer.

In addition, the mentor must:

- Inform the Brothers about the interests of new members.
- Encourage Brothers to connect with new members by relating their names and what is unique about them.
- Invite the new member to a sporting event, and ask him to invite his friends.
- Take a photo of the new member and place it on the bulletin board.
- Ask for feedback from the new member about how he feels about his membership in your Lodge. As he makes more friends in the Lodge, the Mentor can begin withdrawing, if desired.
- Watch for any loss of enthusiasm. If discovered, ask for the cause of it.

For more information about the Mentor's role see the following: GL200 Instructions for the Masonic System of Loge Education and GL217 the Mentor's Manual.

SCHOOLS FOR CANDIDATES

It is required to set at least one evening aside after each Degree and prior to the start of the catechism to teach the candidates other things they need to know, such as, the explanation of certain terms, what they can and cannot do in Lodge, etc. This is also part of the Mentor's duties.

Effective Candidate Instruction

Merely receiving the Degrees, however well presented, does not make a proficient Mason. To properly instruct, we must have competent teachers and effective courses of study. It is important to remember the Three Degrees of Freemasonry form the foundation of the Fraternity – the beginning of a man's Masonic journey. They are not Freemasonry's entire scope any more than teaching a baby boy to walk immediately makes him qualified and prepared to be a marathon runner. How you teach the baby to walk is unimportant. Ongoing experience and training must be accomplished to prepare him for marathons. In Freemasonry, candidates learn more when they become active and hear the Degrees several times than they do while being initiated and under some degree of uncertainty, apprehension or nervousness. Ensure your Brothers understand Freemasonry is not solely defined as the Three Degrees. Often times, some Brothers feel if the Lodge is doing a lot of Degree Work, it is an active and effective Lodge. This is erroneous if nothing is being done to mentor the new Masons being raised and they do not receive "light in Masonry" beyond what they experienced in their Degrees, or if their only experience is to watch someone else receive them. Masonic Education and active involvement in Lodge charities, projects and fellowship is critical to maintaining enthusiasm in new and old members alike.

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The best Catechism Instructor is a consecrated Mason; one who is so devoted to the Craft that he really wants to assist in the important task of teaching his Brethren. It is not necessary for him to be a scholar, but he should have the ability to communicate effectively with others from all walks of life. The instructor should see to it that the Brother is well verse in his catechism before he is brought to the Lodge to give his proficiency, as not to embarrass the Brother or the instructor.

Every new Mason must participate in the Mentor's program and stand proficiency in the Degrees as described in the Digest of Masonic Law.

RETENTION OF MEMBERS

Participate with new members in a review of their reasons for becoming a Mason and the types of personal enrichment they hope to receive through membership in your Lodge. Use that information to adjust your Lodge's plans. Follow up later by asking how well your Lodge is meeting their needs. Their satisfaction ensures they will remain a Mason and recommend Lodge membership to others.

Communicate at least five times with new members within the first six months of membership. Make them comfortable when they come to Lodge meetings and activities. Moreover, call them if they miss a meeting. You may discover that your new members want benefits that differ from those of current members. You probably won't need to change your Lodge, but you will need to accommodate these needs. Don't let old ways of doing business get in the way of future members. Contact former members to determine why they don't attend and which needs were not being met.

DELINQUENT DUES

Another important aspect of retention is preventing members from becoming delinquent with their dues. Suspensions for non-payment of dues have occurred at an alarming rate for more than two decades.

The Masonic Renewal Committee studied members suspended for non-payment of dues and found that 50 percent were not contacted prior to their suspension. Nearly 35 percent said they had no knowledge of being suspended, and another 35 percent could not be reached because their contact information was incorrect.

It is the responsibility of the Chairman of Membership Retention to obtain from the Secretary a list of all members who are in arrears with dues before they are suspended the 27th day of December each year. Send a letter from the Master of the Lodge to those on the list advising them their dues are in arrears and encouraging them to become current.

A follow-up letter from the Master must be sent to those who have not yet responded after a specified period of time.

For the members who have still not responded, the most successful method is personal contact, either in person or by phone. It is probably best for those who signed his petition to contact him. A Brother who is acquainted with him or a member of the Membership Committee is the next best choices.

In some cases, a Brother is unable to pay his dues because of financial reasons. Perhaps he is in a care facility, has health problems, is financially distressed, or simply that he has not been brought into the fellowship of the Fraternity. In these situations, the Lodge can remit his dues. Remember, the Masonic principles of Brotherly Love, Relief and Truth should not allow a member to be dropped from the rolls for non-payment of dues. Consider creating a fund to pay for the Annual Grand Lodge Per Capita for

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members who, for whatever reason, have not paid their annual dues. Solicit donations from your members to help these Brothers. To drop a member would mean the loss of several important benefits: his and his wife's right to apply for admission to the Florida Masonic Home, membership in other Masonic organizations, availability of Masonic Funeral Services, eligibility to receive membership awards, and other rights and privileges afforded a Master Mason in good standing. The names of those who are in need of assistance must be maintained in the strictest of confidence.

Build Your Plan:

- 1). Turn to Lodge Planning Calendar and enter the date on the Calendar when you will appoint a Membership Committee.
- 2). Turn to Lodge Planning Calendar and determine at which Lodge meeting you will give the Prospective Lodge Member's Form to members to complete. Review the information on this section for using this form. Enter the date on the Calendar.
- 3). Turn to Lodge Planning Calendar and determine the week you want your Lodge Brothers to contact the prospective members they proposed for membership with the Prospective Member's Form. Enter the date on the Calendar.
- 4). Turn to Lodge Planning Calendar and set the date when your Lodge will hold a Who Are the Masons? Meeting. Enter the date on the Calendar.
- 5). Turn to Lodge Planning Calendar and enter the date when you will appoint a committee to make arrangements for the Friends of Masons Night. Give them the Friends of Masons Night Planning Calendar to use as a guide to plan and implement the event.
- 6). Copy the Letter to EA Candidate and give it to your Lodge Secretary to send to candidates before the Entered Apprentice Degree is conferred.
- 7). Turn to Lodge Planning Calendar and enter the date when you will appoint a committee to arrange Mentors for new members and to hold schools for candidates. Give the committee the information to guide them in their responsibilities.
- 8). Copy the Retention of Members information and give it to your Lodge Secretary and the Membership Retention Committee.

GRAND LODGE MEMBERSHIP PUBLICATIONS

GL-706 Freemasonry Pamphlet for Non-Masons	Item No. 1706
Greetings – Freemasonry	Item No. 8005
For The New Mason – Q & A	Item No. 8006
For The New Mason – Helpful Hints	Item No. 8010
Freemasonry A Way of Life	Item No. 8007
Conscience of the Craft	Item No. 8008

To order these publications or other informational brochures:

Phone: 1-904-354-2339
Address: Grand Lodge F. & A. M. of Florida
P. O. Box 1020
Jacksonville, FL 32201-1020

COMMUNICATION

During the year you will be Worshipful Master of your Lodge, you will want to see members who are active and attending activities, as well as an influx of new members who will provide long-term stability for your Lodge. Each section in this manual provides a piece to that puzzle. This section offers a very large and important piece . . . communication. You will have two different audiences you need to keep informed: an internal audience, your members, and an external audience, non-members.

The advantages presented by promoting your Lodge and its activities are numerous and beneficial.

Internally, communication will:

- Keep your members informed about what their Lodge is doing.
- Encourage members to attend activities because they will know when they will occur and what will happen at them.
- Give members pride in their Lodge because of increased awareness of its many activities in the community.
- Create pride in members who are recognized in your communications.

Externally, communication will:

- Educate the public about Masonry, who you are and what you stand for.
- Interest men in joining your Lodge because of what they've learned about our Craft from your promotion.
- Elevate the prestige of your Lodge, your members and our Craft in your community as your involvement, and supporting promotion, increases.

How does the public perceive your Lodge and the Masons in your community? How do your own Lodge members perceive your Lodge?

The sad truth is that few Lodges engage in any kind of communication, whether external or internal, which contributes to a lack of understanding about Masonry and declining membership. The result is the lack of any perception, or at least a positive perception, about Freemasonry. And, little or no communication from their Lodge leaves your brothers questioning why they pay their dues.

In most cases, the public may be aware of the sign on your Lodge with the peculiar symbols they don't understand. Or, perhaps they've heard a funeral oration. Beyond that, their perception of Freemasonry and your Lodge is probably limited except for other sources of information, which may be inaccurate and misleading. The lack of understanding is always filled with misinformation, innuendo and rumors. We've all heard Masonry called a secret society, a cult, a religion or even worse.

Perception becomes reality for our members and the public. In the absence of communication from your Lodge, they don't know any more than what they've heard from unofficial sources or what they conjure up themselves. The lack of communication with inactive members may cause them to view your Lodge as not caring, not relevant and staid. It makes them question why they remain members. This gap of understanding about who Masons are and what your Lodge does is directly attributable to the lack of communication from your Lodge.

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EXTERNAL COMMUNICATION

External communication with non-members in your community introduces Freemasonry and your Lodge, to a veritable unlimited supply of new members. It can take many forms, under the headings of informal and formal communication methods.

INFORMAL EXTERNAL COMMUNICATION

Informal communication includes ordinary or casual methods that are known to us that lack ceremony. They are generally simple and easy to do, but of equal importance.

If you wear a Masonic ring, lapel pin, or car emblems, and if your Lodge posts signs outside your town, these are informal communication methods. It could include what you say about Masonry, how you act in public and how you live your life. All these tell the public something about Masonry. For informal communication to be successful, you and your members must keep your radar up and seize opportunities to inform. That is, keep your radar up by being aware of what to say when comments or questions arise about our fraternity, and seize these opportunities by being prepared to talk about Freemasonry.

You must be prepared to inform others about Freemasonry. Do you know how to respond when asked about Masonry? Membership means something different to every member. Here are a few definitions you and your members may consider using, or adapting, to explain the Craft to non-members:

- Freemasonry offers men opportunities to make good friends, help others, and to nourish their own value system.
- Freemasonry is a way of life. Its purpose is to make good men better. (Paul Bessel)
- Freemasonry is a fraternity of men that share a belief in one God, by whatever name each calls their Creator, which promotes friendship among men, and works for the betterment of its members and the communities in which they interact.
- Freemasonry is educational and inspirational, kindness and fidelity, honesty, dependability, self-control, compassion and assistance, forgiveness, and reverence, love and obedience. (R.W. Bro. Norman J. Senn)
- Freemasonry is the oldest, largest and most prestigious fraternity in the world. It's like a civic club, a charitable institution and a fraternity all rolled into one. We're like a civic club in that we do a lot of community and statewide projects. We're like a major charity in that we give over \$2 million away every day. But, most importantly, we are a fraternity for men doing good things for each other, and trying to bring men of good morals and ethics together in our community. (W.Bro. Mark T. Ronn)
- Freemasonry is an organization whose goals include: Helping its members improve themselves through education and improved knowledge of themselves and others. Brotherhood of all people and tolerance of differences among people. Support of democracy, freedom, individual rights and the dignity of all people. Mutual assistance, including helping fellow members' families. Charity and assistance to the community, especially those in need. (Paul Bessel)

Informal communication may prompt others to ask you about Freemasonry, or when you mention that you are a member. Talk openly about our fraternity. Others can't ignore your outward passion for our Craft.

Everything your Lodge does in your community informally communicates something about your Lodge. That's why it's important that every event and activity be well planned and that your members always present a good image of your Lodge and Freemasonry in everything they do there.

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FORMAL EXTERNAL COMMUNICATION

Formal external communication involves more planning, member involvement and sometimes a financial and time commitment to utilize more conventional external methods of communication. An obvious example is the news media in your community: your local newspaper, and radio and television stations.

It can sometimes be challenging to get your Lodge's information in print or on the airwaves. Your best bet is to know someone in the media whom you can work with to get the information placed before the public. A personal relationship with a member of the news media can go a long way to gaining additional exposure for your Lodge.

In addition, a well-written news release can provide a vehicle for getting the word out about Masonry in your town. For instance, prepare a news release about community service activities and special events at your Lodge. The less editing that is required of your news release increases its likelihood to be used. Reporters and editors have very little time each day to correct grammatical errors, misspellings, and copy that is not in news style.

Included in this section on pages 196 - 198 are form news releases you can use for various events at your Lodge. You may also contact the Chairman of Public Relations and Publicity Committee to assist you in writing a particular news release.

The following three form news releases (see pages 196 - 198) are for:

- Installation of Officers.
- Masonic Educational Scholarships.
- The presentation of 50/60/70 year pins.

Follow these guidelines when preparing news releases:

- Retype the news releases using the same format and inserting the appropriate information shown in italics and parenthesis. This form news release is written according to accepted journalistic style.
- Double-space your news release. All news media prefer news releases that are double-spaced so there is ample room to write any edits to copy.
- Send the finished news release to all newspapers, and radio and television stations in your town as well as in neighboring towns that may have an interest. The Grand Lodge Office has a listing of all news media in Florida and will be happy to provide you this information on request.
- Send the news release in advance of the event so it is timely. If it is received too long after the event, your chances of having it run are significantly reduced. You can ask the news media to hold the news release until a certain date and time. Change the heading from "For Immediate Release" to "For Release (*date and time*)."
- Include a photograph of the event with the news release. Or, if you send it before the presentation, tell them you will bring a photograph after the event. Include a caption that describes the event and who is in the photo starting with people on the left side and indicating the row, if appropriate. Spell out names and titles in full. Be certain you have a clear, well-lit photo with good contrast that is in focus. A photo is always more interesting if the subject is doing something and appears natural instead of posed. Never paperclip or staple a photograph to anything. When mailing, place it between two sheets of stiff cardboard to prevent damage and mark "Photo, Do Not Bend" on the envelope.
- If you prefer to write your own news release, answer the following questions in the first paragraph of the story in 30 words or less.
 - **Who** is the person or event you are talking about?
 - **What** do you want to tell about the activity you are describing?
 - **Where** will or did the activity take place?
 - **When** will or did the activity happen? Include the date and time, if appropriate.

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- **Why** did the activity happen? What was the reason behind the event or what goal did the activity achieve?

Look at examples of writing in the newspaper or listen or watch how stories are written for radio and television news programs. The remainder of the news release should include the most important information at the top followed by the least important. If you have difficulty getting a news release placed in your local news media, larger communities sometimes have a neighborhood newspaper that typically want local information to include in their news columns.

INTERNAL COMMUNICATION

Internal communication creates an informed membership and encourages your members to take part in meetings and activities of your Lodge.

No matter how good the plan is for the year you will be Worshipful Master, you must tell your members about your Lodge's activities so it is heard, heard again and heard a third time before it becomes memorable. The worst thing for a Master to hear is that a Brother intended to be at an event, but he couldn't find the information or forgot about it.

Take advantage of every situation to inform or remind members about upcoming activities. Every time members meet, mention events that are on the schedule. Regularly review the Lodge's schedule at meetings and Degrees, but don't forget ritual practice or even when passing on the street. Hand out the Lodge schedule at the Installation of Officers when you may have the highest attendance of the year.

The following is a list of communication vehicles that may help you get the word out to your members:

- **Lodge newsletter.** Newsletters offer the best opportunity to put details about activities in front of your members. But, make certain your articles are short and graphics are included to grab their attention.
- **E-mails.** This is one of the fastest ways to inform members about the latest happenings or upcoming activities. Develop an e-mail list of your members.
- **Calling Committee.** This is another quick means to inform or find out expected attendance from members. Some members will appreciate the personal contact over impersonal e-mail, but most young men prefer e-mail.
- **Website.** A Lodge Website offers information about your Lodge and its activities 24 hours a day, seven days a week. Your biggest challenge is keeping it updated and fresh.
- **Postcards, Handouts & Invitations.** Postcards put information in the hands of all members inexpensively, but there may be a delay of a couple days before it is received. Handouts at meetings, or just placed in the back of the room for members to pick up, also keeps information readily available. Invitations or letters to members allow more information to be communicated and permit you to use more emotion, if appropriate.
- **Bulletin Boards.** An ever-changing and colorful bulletin board will quickly draw attention to itself, and you can place photos and high-impact graphics and messages there.
- **Community Calendars.** Most radio and television stations have community calendars that accept announcements about meetings and activities from local organizations. Send information about Lodge events and activities at least two weeks before they occur.

We must communicate with our members more professionally, more often, and with greater appeal. Here are some tips about how to improve your Lodge's communications:

- Input your **member records into a computer.** Include name, address, phone number, employer, wife's name, date of birth, date Raised and occupation. Send a questionnaire if this information is not available. Updates are just a few keystrokes away.
- Develop a list of men who have been Raised to Master Masons in the past three years and ask the Officers or volunteers to **contact each by phone** and invite them to a special meeting, a dinner or

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friends night. Call back right before the meeting to confirm their attendance. Members respond to a personal invitation from a brother quicker.

- Develop a **special greetings program** for members or their wives. Mail cards on behalf of the Lodge for significant holidays or birthdays. Every communication from your Lodge raises their awareness.

- Ask a member who may be a designer, graphic artist or a desktop publishing expert to **review all Lodge communications**. Listen to his recommendations.

- If you don't already have one, **get a computer** for your Lodge. Besides word processing software, add a graphics package and consider planning and budgeting software. Use its capability to improve the quality and frequency of communications to members.

- **Dress-up**, brighten-up and spruce-up your **existing publication** and communication to members. Consider at least a quarterly supplemental publication mailed to members.

It can't be emphasized too much that frequent communication with members will keep your Lodge at the forefront of their thoughts, and a repetition of messages can help to increase attendance.

WEBSITE WEBMASTER'S HELP SYSTEM

An increasing external communication method is the World Wide Web. Although you may intend a Lodge Website for the information for your members only, the fact that it is on the Web makes it available to anyone at any time. The Grand Lodge has established guidelines for the creation of a Website for Florida Lodges:

Website rules:

1. Grand Lodge hosted Lodge Website are Lodge activities and, therefore, under the jurisdiction of the Grand Lodge.
2. A Lodge Website must be presented and maintained in good taste and conform to the Constitution, Resolutions and Edicts of the Grand Lodge. Page designs are up to the individual Lodge; however, the initial design must be approved by the Technology Committee as follows. The home page (the first page seen by someone coming to the Website) must contain the caveat "Pending Approval of the Grand Lodge Internet Committee" when it is first posted. The committee will be notified by an email message to Grand Lodge stating that a new page(s) has been posted and giving its Uniform Resource Locator (URL). The Grand Lodge webmaster will notify all other members of the committee and the site will be reviewed. When approved by a majority of the committee, the Lodge Web master will be notified to remove the caveat.
3. The Lodge Website must not link to any Website where there may be any conflict with the principles of Freemasonry. If another site requests permission to link to a Lodge's Website; and, in the opinion of the Lodge webmaster, the principles of Freemasonry would be violated, permission must be denied for the link. If a link is discovered from a site that did not ask permission, and that site is found to be in violation of the principles of Freemasonry, a request to remove the link must be sent. There must be a link to the Grand Lodge's Website on any Lodge's.
4. Names, addresses, phone numbers, email addresses, etc. of Grand Lodge Officers, Committee Members, and Custodians will not be published on Lodge Web sites. Lodge members and officers of the Lodge may be published if the Lodge webmaster has their written permission. Information displayed on the Lodge Website must be accurate and kept up-to-date as pertains to names, addresses, phone numbers, dates, etc. Suggested types of information on websites are: List of Officers; History of the Lodge; Contact Information; Upcoming Events; Master's Message; List of Past Masters; Newsletter.
5. A Lodge Website will not link to any business or personal Web sites; however, personal Website may link to a Lodge website.

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6. Any Lodge Website which solicits funds must use existing approval methods; i.e., approval of the Grand Master. (This does not apply to fundraising events such as yard sales, suppers, etc.)
7. When a Website hosted by the Grand Lodge needs a MAJOR change in content, the changes may be made and posted by adding the caveat to the home page as described in item 2 above. The Grand Lodge will be notified of the changes by email and the committee will review the site again. After approval, the Lodge webmaster will be notified to remove the caveat. Major changes do not include upcoming events, changes to Lodge Officers, news items, etc.
8. The Seal of Grand Lodge of Florida will not be used on a Website without written permission from the Grand Master. Graphics will not be taken from other Masonic sites without permission. (Permission is not necessary to use any graphics from the Grand Lodge's Website.)
9. These rules are subject to change by the Internet Committee, with the approval of the Grand Lodge Officers.

LODGE NEWSLETTER

Preparing and sending a newsletter to all members from your Lodge offers many benefits and gives even non-active members the feeling they're getting something for their dues.

On the following pages is information about how to produce a Lodge newsletter.

HOW TO PRODUCE A NEWSLETTER FOR YOUR LODGE

What do you want to accomplish?

Before you begin producing a newsletter for your lodge, determine what you want it to accomplish.

Do you want your newsletter to increase attendance at meetings and activities? Will you provide a recap of past activities to let members know what your lodge has been doing? Is Masonic education a goal? Do you want to provide a list of officers and how to contact them? Is a message from the Worshipful Master or other officers another goal? Is recognition of members, part of your reason to publish a newsletter? Do you want to reach every member? How often do you want to inform members? Or, do you want to achieve all the above goals?

Maybe you have additional reasons. Ask yourself what you want to accomplish, write them down and turn those into articles for each issue of your newsletter.

How do you want your newsletter to look?

It's most important that your newsletter communicate information to its readers, and an attractive newsletter will invite and pull your members to read its contents.

A newsletter can be as simple as a typewritten piece of paper, or as elaborate as a newspaper, and limited only by the resources available to you. A key way to publish a newsletter is to use a computer with publishing software that gives you flexibility to use various sizes of typefaces and columns. With very little effort, an attractive-looking and appealing newsletter can be produced with a computer. Since most, if not all, your readers are very familiar with a newspaper, use your local newspaper as a guide to lay out your newsletter and readers will more easily relate to it. Use typefaces similar to your local newspaper for headlines and copy.

What will you call your newsletter? This is an important decision. A newsletter's name should say something about your Lodge. With more than 90 emblems, Freemasonry provides many possible names. You may also decide to use the name and/or number of your lodge, or a local attraction or site.

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Photographs and artwork draw attention to articles. Photos can be difficult to duplicate unless your publication is professionally printed, or if you print all copies on a high quality computer printer. If it will be difficult to reproduce photos, look for simple artwork instead that represents the theme of the article. There are many Web sites that have Masonic and other clip art. Artwork that will duplicate best is black and white.

How will copy be developed for your newsletter?

Will your Lodge rely on one person or several members to provide copy for the newsletter? What role will the Worshipful Master play in its development? Of critical importance is completing copy in time for the regular distribution of your newsletter whether one person or several people prepare copy. The Worshipful Master should provide strong direction in the content of the newsletter in accordance with the goals of the newsletter, which he should help develop with the newsletter editor. Here are a variety of articles you may consider placing in your newsletter:

- Calendar or list of upcoming events.
- Masonic Education.
- Articles about upcoming activities.
- List of Lodge Officers and their phone numbers.
- Support and promotion of Grand Lodge programs.
- Reports of Lodge Committees' activities.
- List of Masonic or calendar birthdays.
- Message from at least one Elected Officer.
- Reports of sickness and distress.
- Profiles/information about members and their families.
- Information from/about Appendant Bodies.

Lodge newsletters should inform members of upcoming meetings and activities, thus encouraging their involvement. Masonic education articles not only educate members, but also remind them of the reasons they remain members. Newsletters should provide information about how to contact officers, and serve as a point of information about Grand Lodge programs. If you have working committees, summarize their work to show the interest and involvement of members and that your Lodge is active. Recognize your membership by reporting their Masonic or calendar birthdays and profile members and their families, especially new members. Show your members you care by providing reports of sickness and distress. Many of your members also belong to Appendant Bodies. Summarize information about happenings with those organizations so they are fully informed about our fraternity.

How frequently should the newsletter be distributed?

The more frequently you communicate with members, the greater likelihood they will be aware of upcoming activities and you may increase their interest in your Lodge. Distributing your newsletter once a month is ideal. Greater time between issues risks members not remembering the information, and requiring your newsletter to contain more and interesting information to make a long-lasting impression. In addition, you must be sure to cover all upcoming activities until the next issue. Consistency in distributing your newsletter on a certain date will build your reader's expectation for its arrival, assure that all activities are covered and will enable you to maintain a regular schedule in its production.

Who should write the newsletter?

Select a newsletter editor who has a good command of English and may know something about newsletters or newspapers, or who can operate a computer well. It is advisable that an assistant editor or reporters be appointed who are good at completing assignments on time and who write well. It's also a good idea to have someone review copy to give it a final reading for errors. This may be the Worshipful Master.

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To whom should I send our newsletter?

It is advisable that your newsletter be sent to all members living close and far away. Every member pays dues and is entitled to know what his Lodge is doing. Regularly sending news about happenings in your Lodge may help stem the tide of suspensions for non-payment of dues as members feel they are getting something in return for their dues.

How should I distribute the newsletter?

Most members may prefer to receive your Lodge's newsletter through the mail, but for some who know how to operate a computer, an e-mail mailing could work best. E-mail will save your Lodge a lot of money. Find out the e-mail addresses of members to send your newsletter via the Internet, and send a paper copy of the newsletter through the mail to all other members.

Build Your Plan:

- 1). Turn to the Lodge Planning Calendar and write on the Calendar when you will send the news releases about your Lodge Officers installation, the awarding of the educational scholarship, membership certificates, etc.
- 2). Review the information about setting up a Website and determine whether your Lodge will do that. Appoint a Brother to develop the Website. For more information, contact the Grand Lodge Office for guidance from their Technical Department.
- 3). Review the list of internal communication vehicles in this section and select those that you will use during the year you are Master. Turn to the Lodge Planning Calendar and write them on the Calendar. If you include a newsletter in your plans, refer to the instructions about how to prepare a news release.

NEWS RELEASE – NEW LODGE OFFICERS

(Lodge Name) Masonic Lodge No. (Number)

Installation of Officers

For Immediate Release

For more information, contact: (Contact Name and Phone Number)

(Name) Installed Master

Of (Name) Masonic Lodge

(Full Name) was installed Master of (Lodge Name) Lodge No. (Number), Free and Accepted Masons of (City/Town) on (day of week, month, date).

(Last Name) held elected leadership positions in the Masonic Lodge for ____ year(s) before he was elected Master. In that position, he will lead all meetings of the Lodge, and plan community service, membership and social and family-oriented activities for the coming year.

Other elected officers installed were: (Name), Senior Warden; (Name), Junior Warden; (Name), Secretary; and (Name), Treasurer.

Installed as appointed officers were: (Name), Chaplain; (Name), Marshal; (Name), Senior Deacon; (Name), Junior Deacon; (Name), Senior Steward; (Name), Junior Steward; (Name), Tyler; and (Name), Organist.

(Lodge Name) Masonic Lodge was chartered in (year), and has (Number) members. About 275 Masonic Lodges are located in 230 Florida communities. Freemasonry has more than 1.5 million members in the U.S.

The Grand Lodge F. & A.M. of Florida represents the approximately 34,000 Master Masons in the state. Freemasonry is a benevolent, educational and charitable organization that provides over \$2 million a day in charity through its Appendant bodies. Masonry is the oldest and largest fraternal organization in the

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world, and practices brotherhood, morality, justice, tolerance, citizenship, education and freedom of ideas, religious choice and expression. The Grand Lodge maintains a home: The Masonic Home of Florida at St. Petersburg for elderly Masons their wives and widows.

NEWS RELEASE – MASONIC SCHOLARSHIP

(Lodge Name) Masonic Lodge No. (Number)

Masonic Scholarship

For Immediate Release

For more information, contact: (Contact Name and Phone Number)

(Name) Masonic Lodge Awards

Scholarship To (Student's Name)

(Student's Name), the (son/daughter) of Mr. and Mrs. (First and Last Name of Father, or Father's Name and Mother's Name if divorced), was awarded (Year) Grand Lodge of Florida and (Lodge Name) Masonic Lodge scholarship.

(Last Name only if the recipient is male/use 'Miss' and Last Name if female) is a senior at (Name) High School. (Describe some of his/her activities and accomplishments in the school and community.)

In presenting the scholarship, Worshipful Master (Name) of (Lodge Name) Masonic Lodge recognized (Last Name only if the recipient is male/use 'Miss' and Last Name if female) for exemplifying good citizenship and high moral character. The \$(amount) scholarship is presented by (Lodge Name) without regard to scholastic standing or parental finances.

The scholarship (was/will be) presented at (location and/or describe event).

"We are proud to recognize (First Name of recipient) with this scholarship," (Last Name of Worshipful Master) said. "(He/She) is an example of the best that today's youth has to offer for our future. We hope this scholarship helps (First Name of recipient) realize (his/her) career goals."

Besides scholarships, (Name of Lodge) Lodge has (explain other community service projects your Lodge has performed).

(Lodge Name) Masonic Lodge was chartered in (year), and has (Number) members. About 275 Masonic Lodges are located in more than 230 Florida communities. Freemasonry has more than 1.5 million members in the U.S.

The Grand Lodge F. & A.M. of Florida represents the approximately 34,000 Master Masons in the state. Freemasonry is a benevolent, educational and charitable organization that provides over \$2 million a day in charity through its Appendant bodies. Masonry is the oldest and largest fraternal organization in the world, and practices brotherhood, morality, justice, tolerance, citizenship, education and freedom of ideas, religious choice and expression. The Grand Lodge maintains a home: The Masonic Home of Florida in St. Petersburg for elderly Masons, their wives and widows.

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NEWS RELEASE – LONG TIME MEMBER RECOGNIZED

(Lodge Name) Masonic Lodge No. (Number)

Long-Time Member Recognized

For Immediate Release

For more information, contact: (Contact Name and Phone Number)

(Name) Masonic Lodge Recognizes

(Name) For (Number) Years of Membership

(Member's Name) was recognized by (Lodge's Name) Lodge No. (Number) for his (25/40/50/55/60/65/70/75) years of membership as a Master Mason at a ceremony held (month, day) at (Location).

(Last Name of the recipient) became a Master Mason in (Year) at (Lodge's Name) Lodge.

During his (Number) years of membership, (Last Name) has held the offices of (list offices he held). In addition, he has (list other involvement and achievements).

A (25/40/50/55/60/65/70/75)-year pin and certificate were presented to (Last Name) by Worshipful Master (Name) during the special ceremony at (Location). The Grand Lodge of Florida recognizes members for 25, 40, 50, 55, 60, 65, 70, and 75 years of membership in Freemasonry.

“(First Name of recipient) has been a devoted Master Mason throughout the (25/40/50/55/60/65/70/75) years of his membership,” said (Last Name of Worshipful Master). “It is appropriate that we recognize his contributions to the development and success of (Lodge Name) Lodge.”

(Lodge Name) Masonic Lodge was chartered in (year), and has (Number) members. There are more than 275 Lodges in about 230 communities in the state with over 34,000 members. Freemasonry has nearly 1.5 million members in the U.S.

The Grand Lodge F. & A.M. of Florida represents the approximately 34,000 Master Masons in the state. Freemasonry is a benevolent, educational and charitable organization that provides over \$2 million a day in charity through its Appendant bodies. Masonry is the oldest and largest fraternal organization in the world, and practices brotherhood, morality, justice, tolerance, citizenship, education and freedom of ideas, religious choice and expression. The Grand Lodge maintains a home: The Masonic Home of Florida in St. Petersburg for elderly Masons, their wives and widows.

THE WORSHIPFUL MASTER AND HIS LODGE

The information in this section is intended to assist you in becoming a better Worshipful Master and administrator of your Lodge. Included in this section are suggestions, ideas and outlines to help you run your Lodge in an organized, timely manner.

Your Lodge should adopt a Mission and Vision Statement for your Lodge. Remember that your Mission Statement should be concise and to the point. The Vision Statement should exemplify how you will implement your Mission Statement. Keep in mind that a Vision without a plan of implementation is an illusion; make sure you have a plan to execute your Lodge's Vision Statement.

The Organization must be well-led, committed to excellence, maintain quality programs and quality use of time and should forge alliances within the community designed both to help the community and develop the character of Masons.

A man who becomes a Florida Mason can expect to find in his Fraternity the opportunity to learn and to lead; to be inspired and entertained; to be challenged and respected; to be involved with his family, his brothers and his community; and be proud to be a member of an organization committed to making a difference.

THE WORSHIPFUL MASTER AS ADMINISTRATOR

To be a good administrator, start before becoming the Master of your Lodge. A good administrator will be organized, knowledgeable and educated about how to run his Lodge, business meetings and other Lodge events.

The following list will help you understand your obligations to your Lodge and brethren as Master. As the administrator of your Lodge you should:

1. Review and become familiar with the Constitution and Bylaws of the Grand Lodge and the By-laws of your Lodge.
2. Be aware of the Lodge reporting requirements to Grand Lodge and the requirement to submit quarterly and yearly activity report to Grand Lodge, even if there is no activity to report.
3. Review the charges given you at your installation as shown in the Monitor and Ceremonies.
4. Carry out the plan you developed during your year as Senior Warden.
5. Remember your responsibility to further the Masonic Education of all members.
6. Meet with officers to involve and train them, assign tasks and get their ideas and input. Your job is to see that things get done, not necessarily to do the task.
7. Know Masonic Funeral Procedures.
8. Be familiar with The Masonic Home of Florida.
9. Attend Area Meetings and Grand Lodge meetings.
10. Encourage all Lodge officers to attend the monthly Schools of Instruction.
11. Know all membership and balloting procedures and requirements.
12. Know the duties of all officers.
13. Stay in contact with your Secretary and make out your meeting agenda early.
14. Appoint your committees early and make sure they know their objectives.
15. Stay informed about the welfare of Masonic widows and distressed or ill Masons.
16. Remember that you are responsible for all officers correctly performing their duties.
17. Conduct annual election.
18. Handle the appointments or removal of officers.
19. Ensure a quorum is present for meetings.

MASONIC LEADERSHIP TRAINING MANUAL

20. Attend all meetings. If absent, make sure the Senior and Junior Wardens and Secretary are informed as far in advance as possible.
21. Take responsibility for the quality of your Lodge's ritual work.
22. Be familiar with the requirements of achieving proficiency.
23. Understand dispensations.
24. Schedule regular meeting dates as outlined in your Lodge Bylaws, and learn when and how they can be changed.
25. Know procedures for amending By-laws.
26. Know how to receive and accept petitions.
27. Know about appoint investigation committees.
28. Know how to examine and admit visiting brethren.
29. Know how to handle suspensions and non-payment of dues.
30. Know how to handle charges brought against a brother.
31. Plan your year, assign responsibilities and follow up, follow up, follow up.

OFFICER LISTING/COMMITTEE LISTING

The listing of officers and committees is very helpful for reference during the year.

CALENDAR

A calendar of all Lodge activities should be developed prior to the start of the year and include the dates of all events planned for the year (e.g., fundraisers, holiday dinners, special events, picnics, Past Masters Nights, Ladies at the Table ceremonies, etc.). Include this as part of your roster and even publish in your Lodge newsletter.

BUSINESS MEETING AGENDA

No meeting can be run effectively without a plan. As Worshipful Master, you need to know in advance what business is to be transacted at each meeting in order to remain in control at all times. Obtain input from the Wardens and Secretary, so that you, as Worshipful Master, can set the agenda for the meeting. Check your Lodge's Bylaws for the order of your agenda.

DEGREE WORK FORMS

In order for Degree Work to be performed effectively, all parts should be filled and confirmed prior to the meeting. See the forms under Ritual Section. Confirmation is important and each part should be confirmed at least two or three days prior to the Degree so substitutions can be made if necessary. Though the Worshipful Master oversees this task, it is recommended that another officer(s) be given this assignment. A Proficiency Wall Chart can be helpful in listing your members and what parts they can fill.

Build Your Plan:

- 1). Review the Worshipful Master as Administrator in this section to learn about your responsibilities when you are Master of your Lodge.
- 2). Review the forms in this section and determine whether any would be useful to you and your Lodge.
- 3). Determine times when you will meet with Lodge Officers to update them about activities assign tasks and make plans. Turn to the Lodge Planning Calendar and enter the dates of these meetings on the calendar.
- 6). Turn to the Lodge Planning Calendar and enter "Schools of Instruction" on the Lodge Planning Calendar. When dates are announced, be certain to enter them on the calendar.

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LODGE OFFICERS LIST

Worshipful Master:

Home:

Work:

E-Mail:

Senior Deacon:

Home:

Work:

E-Mail:

Senior Warden:

Home:

Work:

E-Mail:

Junior Deacon:

Home:

Work:

E-Mail:

Junior Warden:

Home:

Work:

E-Mail:

Senior Steward:

Home:

Work:

E-Mail:

Secretary:

Home:

Work:

E-Mail:

Junior Steward:

Home:

Work:

E-Mail:

Treasurer:

Home:

Work:

E-Mail:

Tyler:

Home:

Work:

E-Mail:

Chaplain:

Home:

Work:

E-Mail:

Organist:

Home:

Work:

E-Mail:

Marshal:

Home:

Work:

E-Mail:

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LODGE COMMITTEES

Finance Committee

(SW)
(PM)
(Mem.)
(Mem.)
(Mem.)
(Mem.)

(Mem.)

Mentor's Committee

(PM)
(Mem.)
(Mem.)

Vigilance Committee

(JW)
(Mem.)
(Mem.)

Youth Committee

Chairman
(Mem.)
(Mem.)

Petitions Committee

(Mem.)
(Mem.)
(Mem.)
(Mem.)
(Mem.)
(Mem.)
(Mem.)

Calling Committee

Chairman
A-B
C-D-E-F
G-H-I-J
K-L-M
N-O-P
Q-R-S
T-U-V-W-X-Y-Z

Board of Relief

(WM)
(SW)
(JW)

Committee on Visitation

(SW)
(JW)

Committee on Charity

(WM)
(Mem)
(Mem)

Posting Committee

Chairman
EA
FC
MM

Committee on Lodge Property

(Mem.)
(Mem.)
(Mem.)
(Mem.)
(Mem.)

Masters & Wardens or Master Masons

Association

(WM)
(SW)
(JW)
(Any other M.M. Desiring to participate)

Investigation Committee

Appointed as needed per individual investigation

Masonic Education Committee

Chairman _____
(PM)
(Mem.)

MASONIC LEADERSHIP TRAINING MANUAL

Notes:

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BUSINESS MEETING AGENDA

Date: _____

1. Open at _____ p.m.
2. Pledge of Allegiance to the Flag
3. Welcome to members and introductions of guests:

4. Minutes of last stated and any intervening meetings:
5. Reading of Petitions

6. Report of Investigating Committee:
7. Balloting on Petitions:
8. Presentation of Bills:
9. Correspondence:
10. Committee Reports:
11. Treasurer's Report:
12. Sickness & Distress: _____

13. Old Business:
 - a. _____
 - b. _____
 - c. _____
 - d. _____
 - e. _____

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14. New Business:

a. _____

b. _____

c. _____

d. _____

e. _____

15. Announcements:

16. Masonic Education:

1. Charity Report:

2. Next Meeting: _____

3. Closing:

PROTOCOL IN LODGE

Addressing the Master

– A member should always rise when addressing the Worshipful Master in an open Lodge as a sign of respect for his office.

Worshipful Brothers

– The Master of a Lodge and all Past Masters are always addressed as Worshipful Master or Worshipful Brother. It is a sign of respect.

Covered in Lodge

– Only the Worshipful Master may be covered in Lodge.

Crossing Between Altar & East

– None may pass between the Worshipful Master and the Altar when the Lodge is open unless is part of the ritual.

Apparel at Meetings

– Although full formal wear is seldom, if ever, required while attending Lodge, it should be common courtesy to other Brethren and candidates to dress appropriate to the occasion. A good example to follow is to dress as you would when attending your own church services. Shorts, open toe shoes, sleeveless shirts and t-shirts with writing that would be considered offensive are not proper to be worn in the Lodge.

Wearing of Apron

– When wearing clothing that would conceal the Apron, always wear the Apron on the outside of the garment, as, for instance, a double breasted coat.

Whenever a Grand Lodge Officer is present as such at any Masonic assembly (except Masonic funerals) where aprons are worn, he should wear the apron suitable for his office, not only to pay proper respect to the Lodge or Grand Lodge but also as a means of identify the office he holds.

Raps

– Three raps of the gavel raise the entire Lodge. Two raps raise the Elected & Appointed Officers. One rap seats the Lodge or an individual Brother.

Entering or Leaving

– After a Lodge is properly opened, the Worshipful Master may, if he desires, turn the maintenance of the door over to the Senior Warden. Any Brother then wishing to enter or leave the Lodge would salute the Senior Warden.

Vouching for Visitors

– A Brother must be vouched for by one with whom he has sat in Lodge, or be examined before he can be admitted as a member of a Lodge.

Degree Work

– During Degree Work, full respect should be shown to the candidate. Therefore, talking among those on the sidelines should be avoided. Horseplay of any nature during any Degree Work has no place in a Masonic Lodge. Decorum and dignity should be displayed at all times. All participants in Degree Work should sit upright and avoid crossing their legs while seated at their respective stations and/or places.

MASONIC LEADERSHIP TRAINING MANUAL

Voting

–Everyone must vote on petitions. No one may enter or leave the Lodge during balloting.

Discussion of Petition, Voting

– It is a Masonic offense to discuss a petition following balloting or to express an opinion that a particular Brother cast a black ball.

Other Discussion

– It is a Masonic offense to discuss religion or politics in Lodge.

Grand Master Speaks

– The Grand Master or his personal representative should be the last scheduled speaker on the program. When they are introduced, all members of the Craft should rise. At the conclusion of their remarks, all members of the Craft should again rise and express their appreciation with dignified applause in respect to the office. All announcements, introductions, remarks, thank you's or other comments are to be made prior to the Grand Master's remarks. Immediately following the Grand Master's presentation, the person in charge of the evening, should call on the Chaplain for a closing benediction, which ends the program.

ADDITIONAL EXPECTATIONS

Include here additional expectations the Worshipful Master or your Lodge has for its officers, such as:

Greet Members

Brotherhood is one of the main reasons men join and stay involved in Lodge. As Officers, we can increase the satisfaction and appeal of Lodge by greeting and talking with all members. When a Brother, member or visitor arrives at Lodge, he expects a friendly greeting. Let each man know his presence is appreciated. See that each new member or visitor has a Brother assigned to sit with him in Lodge and to see that he is properly introduced.

Arrive at the meeting no later than 30 minutes before it starts, unless otherwise outlined in your responsibilities or directed by the Master. This will give you more time to welcome and greet the members and visitors.

- Every Officer should consider it his personal responsibility to greet every member and guest at every regular communication and Degree Work.
- If you notice an Officer already talking with a member, go to a different member and strike up a conversation with him.
- At the next meeting, talk with someone else whom you haven't talked with yet.
- Give special attention to new members and guests, and members who find it more difficult to meet and talk with others.

Meetings

Contact your Worshipful Master no later than the day before the meeting about items you would like him to consider putting on the agenda. Don't surprise your Worshipful Master.

Apparel

As an Officer, you are a representative of our Lodge. It is important that you present a positive image to members as well as the public. Therefore:

- If the Lodge has designated attire for Officers they should all be the same. If not wear a suit/sport coat and tie to all regular communications and Degrees.

MASONIC LEADERSHIP TRAINING MANUAL

- In June, July and August, you may wear the Lodge polo shirt and designated pants (no jeans); if this is the custom of the Lodge all Officers should be the same as directed by the Worshipful Master.
- All other Brothers on the sidelines should either dress in a suit/sport coat and tie to all regular communications and Degrees. In June, July and August, you may wear the Lodge polo shirt and pants (no jeans), if this is the custom of the Lodge.

Conferring the Degrees

Maintain proper dignity and decorum especially during the Degree Work. First impressions are often lasting impressions.

It is good to be letter perfect in conferring degrees, but it is even more important to be impressive – to get the message across to the candidate. If one or two Officers do sloppy work it reflects on the Master and the entire Lodge. Mediocrity is not acceptable. Set a high standard in our Lodge by your own performance.

PROFICIENT WORK

Promoting Ritual Proficiency – Accurate and impressive rendition of the entire ritual is a primary responsibility of the Worshipful Master. The candidate has a right to expect the best the Lodge can give him; anything less than the best is shortchanging him. The Degree Work must be the pride and privilege of each Officer, each member of the Craft and all who participate. Distribute the ritual duties as widely as practical. Any Brother who has a sincere desire to help the Lodge and to improve his own knowledge should be encouraged in every respect.

ADMINISTRATION OF LODGE FUNDS & PROPERTY

Lodge Budget

– The first step toward a sound, financial structure is the preparation of an annual budget that will underwrite any planned program of the Lodge. Any program, however desirable it may be, can succeed only if the necessary funds are provided for its promotion.

Funds

– To properly administer all Lodge funds, the Worshipful Master must know the purpose of each fund, whether special or general. The special funds, particularly, will vary according to each Lodge's needs and customary practices.

Capital

– Every Lodge should maintain an adequate working capital, with sufficient reserve to ensure against emergencies.

Monthly Report

– The Treasurer should make a financial report to the Lodge at the first stated meeting of each month.

Audit

– A complete and accurate audit of all Lodge accounts is required at the close of each fiscal year. This audit must include any special funds in the hands of persons other than the Secretary and Treasurer. The welfare of the Lodge depends on the regularity of its accounts and the judgment used in the disbursement of its funds.

MASONIC LEADERSHIP TRAINING MANUAL

Assets

– The Lodge’s real estate and equipment are important assets and must be properly maintained. This is the responsibility of the Worshipful Master.

Insurance

– Each Worshipful Master should ascertain that his Lodge is protected by adequate insurance coverage at all times, including liability insurance. Partial or total destruction of Lodge property by fire, windstorm or other natural forces is an ever-present danger.

Reports & Payments

– The Worshipful Master is responsible for certain reports and payments that must be made by his Lodge to the Grand Lodge office. Usually, the Secretary can be counted on to discharge all these duties before the deadlines. These include:

- The annual report and payment of Grand Lodge per capita which is due by the 15th of February.

Should any of the required reports fail to arrive, should payment of per capita not be made by the final date, it will be the Worshipful Master who will be called for an accounting.

MASONIC FUNERALS

On notice of the death of a Brother or sojourner, the Worshipful Master will contact the family to express the condolences of the Lodge and to offer the assistance of the Lodge. He should also learn whether a Masonic funeral service is desired.

If the family wishes to have the Masonic Service, the Worshipful Master contacts the Lodge Officers and members (through or with the assistance of the Secretary) so they may attend the funeral.

Items needed for the ceremony:

Gloves and Aprons for the Brethren

Bible with Square and Compass

Evergreen sprig

Deceased Brother's apron (or a substitute)

Masonic Record of the deceased Brother

(Special care should be taken not to infringe upon the part of the minister in the service. Every consideration should be given to the family, the minister, and those in charge of the funeral.)

MASONIC FUNERALS

One of your most solemn duties as Worshipful Master is to see that Masonic funerals are conducted properly and impressively. They are the last measure of respect and devotion your Lodge gives its departed members.

Responsibility to the Family

– As soon as you learn of the death of a Brother, you should call on his bereaved family. Extend to them your personal condolence and the sympathy of the Lodge. Offer to help in any way you can. Determine if it is their wish, or the wish of the departed Brother, that the Lodge conduct a Masonic funeral. As Master, you cannot deny a Masonic funeral if the departed Brother is entitled to it, and you should not discourage the family from requesting a Masonic funeral. If affiliation or standing cannot be determined, for whatever reason, always err on the side of charity.

Right for a Masonic Funeral

– The Digest permits a Brother to receive Masonic interment under the following conditions:

- He must be a Master Mason.
- He must be in good standing.
- He need not be affiliated with the Lodge within whose jurisdiction he dies, for it is one of the most graceful acts of Masonic courtesy to gather as a Lodge and bestow these honors on worthy sojourners at the request or approval of his Lodge.

Attendance

– Make every effort to obtain maximum attendance at funerals. Here are some suggestions:

- Make a list of Lodge members who are retired, or whose work will permit them to attend funerals.
- Appoint a Funeral Notification Committee whose duty it will be to phone or contact every Brother on the funeral list.

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- Ask the local newspaper to include a mention of the Masonic funeral in its obituary column.
- If time permits, send a postcard to every local or nearby member.

Performance

– Masonic funerals are among the few occasions when the public sees the Craft at work. Your Lodge can win public esteem and prestige by handling the service well. Familiarize yourself with every word of the funeral ritual.

Funeral Committee

– Make sure the Funeral Committee understands what is expected of it. Check every detail of the equipment needed: clean aprons, white gloves, rods, black ribbons for rods, carrier for Bible, Square and Compass and sprigs of evergreen.

COURTESIES TO PAST MASTERS

CALL ON PAST MASTERS

– During your year as Master, you will face problems and emergencies. Keep in mind that the counsel of Past Masters is always available to you. Call on them for help, with the full assurance they will be ready to assist you.

EXTEND COURTESIES

– Make a careful note to extend every Masonic courtesy to your Past Masters. When they are present at a meeting of the Lodge, invite them to have a seat in the East. Permit them to help in conferring Degree Work.

RELATIONS WITH THE GRAND MASTER, DISTRICT DEPUTY GRAND MASTER & GRAND LODGE

WORSHIPFUL MASTER'S RESPONSIBILITIES

– It is the Master's duty to see that all correspondence between his Lodge and any official or committee of the Grand Lodge is answered courteously and promptly. Also, that all reports due to Grand Master, the Grand Secretary, District Deputy Grand Master and any other District, Zone or State Committee Chairman are fully prepared and mailed promptly.

WORSHIPFUL MASTER'S INTERACTION WITH THE DISTRICT DEPUTY GRAND MASTER

The District Deputy Grand Master serves at the pleasure of the Grand Master and the DDGM reflects the views of that Officer. When the Grand Master is not present in the District, the District Deputy Grand Master is his representative. Upon being installed Worshipful Master of your Lodge, your DDGM has been in office since the last Grand Communications, 6-7 months. By the time you are installed as Worshipful Master, you should have made his acquaintance and be well versed on the expectations of the Grand Master.

The DDGM has many duties and the cooperation of the Worshipful Master of each Lodge in his District will facilitate a successful working relationship. As Worshipful Master you are responsible for reporting to the District Deputy Grand Master on the following during his official visit to your Lodge:

- Your Lodge Plan for implementing the Lodge System of Masonic Education.
- Completion of the DDGM's Check List prior to his arrival.

To ensure that the DDGM has a successful visitation, the following should be considered:

- Make sure not to plan Degree Work, Proficiencies, extensive or numerous reports that would take too much time and reduce the time available to the D.D.G.M.
- Make sure the Secretary and Treasurer arrive early to provide access to all the Lodge Records for review (if other arrangements have not been made).
- Make arrangements with the District Committee Chairmen to come back to the Lodge at a later date to present their program with more details.
This return visit can serve as Masonic Education for the evening.
- Make sure that your Lodge is well represented in any District Schools of Instruction and Masonic Education.
- Remember to treat the D.D.G.M. with as much courtesy as you would the Grand Master.
- Cooperate with the D.D.G.M. to promote harmony by contributing to the Grand Masters Official Visit to your District. This does not mean financial support only, it also means working with the Brethren in your District to plan, setup and assist in the events of the visit.

When a member of your Lodge requests admission to the Masonic Home of Florida, it is your duty to gather the Masonic Record of this member and provide it to the DDGM. He will then obtain an application and work with you to complete the process.

MASONIC LEADERSHIP TRAINING MANUAL

Investigations

– If the Grand Master, or his Deputy, investigates any situation in your Lodge, it will be the Worshipful Master's duty to facilitate his investigation. The Grand Master must have all the evidence to take action consistent with Masonic justice.

Attendance at Meetings & Activities

– Customarily, the Grand Master visits a Lodge by invitation. As a courtesy to him, and to increase the likelihood of his acceptance, send your invitation to him weeks or preferably months before the date of your event. Keep in mind that the Grand Master is very busy and may already have another activity scheduled on that day.

If you would like other Grand Lodge Officers or Past Grand Masters, and perhaps their wives, to attend an activity, send an invitation as far in advance as possible. If overnight accommodations are necessary, also inform them of the options available to them, including accommodations available, names and phone numbers of local hotels.

In either case, your guests should be fully informed about the nature and important details of your event (open to the public or for Masons only), the time it is scheduled to begin, and where it will be held.

When it comes time for introductions, usually the Grand Master may handle the introduction of Grand Lodge Officers himself or assign a Brother to do so for him.

Grand Lodge Meetings

Attendance

– One of the specific duties of the Worshipful Master is to see that his Lodge is properly represented in all meetings of the Grand Lodge, either in person or by proxy appointed by him from among the members of his Lodge.

Annual Communication

– The Annual Communication of the Grand Lodge is an extremely important event. If at all possible, the Worshipful Master and the Senior and Junior Wardens of every Lodge should be present in person rather than by proxy. The Grand Lodge Communication is typically held the Monday after Memorial Day Weekend, at a time and place selected by the Grand Master, with the approval of the Grand Lodge.

Credentials

– Credentials for the Worshipful Master and the Senior and Junior Wardens are received at the registration desk of the Returns and Credentials Committee. Other communications regarding the Grand Lodge session are mailed to every Lodge in the state. If it is necessary to appoint a proxy, it is their prerogative to appoint any member of their Lodge who is in good standing. The Master should attend if he can, but in any event, it is his duty to be certain that his Lodge is represented and that a report of the Grand Lodge proceedings are made to his lodge and its next stated communication.

Voting

– There are three items of primary interest in relation to voting during Grand Lodge session: 1) the election of Grand Officers; 2) the manner of voting on resolutions or motions; and 3) the responsibility of each delegate to vote on such resolutions or motions according to the dictates of his own conscience and best judgment, so that the welfare of the Fraternity as a whole may best be served or as directed by the vote of his Lodge.

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- 1) In voting, remember that the elective officers are: Grand Master, Deputy Grand Master, Senior Grand Warden, Junior Grand Warden, Grand Treasurer and Grand Secretary. The incoming Grand Master appoints all other Grand Lodge Appointed Officers.
- 2) When the Grand Master places any question or motion before the Grand Lodge, he usually calls for the usual voting sign of a Mason when voting. If the vote is so close that a decision is difficult, he may call for a written ballot.
- 3) When a question is put, it shall be the duty of every member of Grand Lodge to vote. Previous reference has been made to each delegate's responsibility to consider only the best interests of the Fraternity, as a whole, when casting his vote on any question. Personal or local preferences should be laid aside in favor of what is best for Freemasonry. Otherwise, our Fraternity might easily become a hodgepodge of self-seeking individuals or groups, and we must continue to avoid that at all costs. The Worshipful Master and Wardens are the only officers of the Lodge who are members of the Grand Lodge.

Ballots

- Ballots for the annual election of the Grand Officers will be received from the Returns and Credentials Committee via your District Deputy Grand Master.

Presenting Resolutions

- Should you desire to present a resolution to amend the Constitution or Bylaws, you should prepare it in writing, have it signed by seven other members and present it to the Grand Secretary by December 31.

GRAND LODGE SERVICES & MATERIALS

The Grand Lodge office offers and makes available to Lodges certain services and materials. Some are free and others have a nominal fee to cover the cost of production.

Among these are:

- List of Regular Lodges recognized by the Grand Lodge of Florida.
- Copies of various handbooks and educational material.
- The Constitutions and By-Laws of the Grand Lodge.
- Twenty-five, Forty, Fifty, Fifty-Five, Sixty, Sixty-Five, Seventy, and Seventy-Five Year Pins.
- Printed forms for Lodge reports.
- Dues cards.
- The Monitor and Ceremonies.
- Standard Proficiency Manuals.
- Merged Floorwork/Cipher Book.
- Cipher Book.

The Grand Lodge Website can be found at: <http://grandlodgefl.com/>

MASONIC TRIALS

Code – The Worshipful Master and Wardens should carefully study Chapter 44 Penal Code in the Digest of Masonic Law; and, if a trial becomes necessary, cooperate with the Trial Committee or Commission to expedite the procedure for the benefit of everyone. Procedure in the Digest for preferring, presenting and acceptance of charges, should be followed carefully so that they will not need to be done over with consequent delay.

JUNIOR WARDEN'S ROLE

– Note, too, the Junior Warden's obligation if a Mason is convicted of a criminal offense involving moral turpitude.

THE ORGANIZATION OF FREEMASONRY

Freemasonry is the oldest organization for men in the world. The basic organizational unit of the Fraternity is the Lodge. We believe the term comes from the Lodges (shelters) constructed at the building sites of cathedrals and castles during the Middle Ages. Masons worked and lived in these shelters.

Each Lodge is headed by an officer called the “Worshipful Master.” “Worshipful” means “highly respected” or “honored.” The term comes from the judicial system of England and carries no religious implication. “Master” means “leader” or “best qualified,” as in “Concert Master” or “Master Architect.”

Each Officer of a Lodge has a title that originated during the Middle Ages. These titles may vary somewhat from state to state, but in general the officers and their contemporary equivalents are:

Worshipful Master = President
Senior Warden = 1st Vice President
Junior Warden = 2nd Vice President
Treasurer = Financial Officer
Secretary = Recorder

Marshal = Master at Arms
Deacon = Messenger
Steward = Page
Tyler = Door Keeper
Chaplain = Chaplain

Until 1717, each Lodge of Masons was autonomous. On July 24, 1717, four of the Lodges operating in London met together to form the first Grand Lodge of England. It became the first administrative or policy-making body of Freemasonry.

Masonic Lodges still retain autonomy over their finances, activities, officer election, fundraising, and joining ceremonies. However, administratively, each State or Province has a Grand Lodge, which coordinates activities, serves as a central source of record keeping, and performs other administrative and policy functions for the Fraternity. The state president is called the Grand Master of the Grand Lodge. He has broad powers in overseeing the progress of the Fraternity and while there is no national spokesperson for the Fraternity, within his own state (jurisdiction), he is the chief spokesman.

FREEMASONRY AND ITS TEACHINGS

Because of the way in which Masonry teaches – confronting the person with symbols and allegory and then asking him to reflect upon them and discover the lessons for himself – it is impossible to list all of the things a man can learn in the fraternity. Masonry is a process of self-discovery and self-awareness, but there are certain great lessons, which, as almost all Masons would agree, form the basis of Masonic philosophy.

- **Human Beings are creatures of God.**
- **Because God is our common Father, all men are Brothers.** The fact of that common heritage is more important than race, denomination, wealth, position, education, social status, or anything else.
- **Faith is essential to us if we are to be truly free.** Only the knowledge of the Deity in our lives can give freedom.
- **Each person is entitled to dignity, and no one, for any reason or under any pretext, has the right to compromise the dignity of another.**
- **Each man and woman is entitled to complete freedom of thought, belief, political expression and speech.** No person, government, or earthly spiritual authority has the right to dictate the thought or belief of another individual. No tyranny, no matter how benign, is ever acceptable.
- **It is the duty of every person to make the world better for others in every way he can.**
- **It is the duty of each Mason to develop himself, through study, thought, reflection, conversation, and by every means he can find.** We are committed to intellectual, spiritual, and emotional growth, and to grow as ethical, caring and compassionate men.
- **There are two natures in Man – an animal nature, which is the result of our physical selves, and a spiritual nature, which is a gift from the Deity.**
The two are usually in conflict. It is our duty to see that the spiritual nature wins.
- **Each person has the responsibility to obey the law, and to seek to change it only through legal means.** Only in this way can society survive.
- **A Mason must know how to keep absolutely confidential the things others tell him in confidence.** Under no circumstances should a Mason ever spread gossip or slander. We cannot be true friends and Brothers if we cannot hold secret the things told to us which would cause pain to others if they were revealed.
- **Charity is an obligation on all Masons. And charity is not limited to giving money.** Charity means involved compassion, really caring what happens to others, putting ourselves in their place and sharing in their sorrow or hurt.
- **There is no such thing as a "small" or "unimportant" act.** Every action we take affects both others and ourselves. We never have the luxury of acting without thinking.
- **Above all things and at all times, Masonry teaches toleration.** We have seen the results too often in history of intolerance. The most deadly words known are "I know I am right and you are wrong, and I have the right to force you to agree with me." Those words were spoken as men burned women and children at the stake because they disagreed on some point of theology, as Hitler sent millions of human beings to the gas chambers, as foolish, defenseless old women were hanged as witches, and as Stalin wiped out his political opposition. Masonry teaches that each person, each idea, must be respected. No one has the right to be intolerant.

There are many other lessons in Masonry; lessons about the nature of the world; about the relationship between people, and between people and God; about responsibility. Masonry is the study of life.

FREEMASONRY AND RELIGION

Freemasonry is not a religion, nor is it a substitute for religion, it requires of its members a belief in God as a part of the obligation of every responsible adult, but advocates no sectarian faith or practice. Masonic ceremonies include prayers, both traditional and extempore, to reaffirm each individual's dependence on God and to seek divine guidance. Freemasonry is open to men of any faith, but religion and sectarian discussion is forbidden in Lodge rooms. Masons meet in a spirit of toleration and brotherhood.

Masons believe that there is one God and that people employ many different ways to seek and to express what they know of God. Masonry primarily uses the appellation, "Grand Architect of the Universe," and other non-sectarian titles, to address Deity. In this way, persons of different faiths may join together in prayer, concentrating on God, rather than the differences among themselves. Masonry believes in religious freedom and that the relationship between the individual and God is personal, private and sacred. It strongly encourages each man to be active in his own place of worship. It expects each member to follow his own faith and to place his duty to God above all their duties. Freemasonry's moral teachings are acceptable to all religions.

Freemasonry lacks the basic elements of religion. It has no dogma or theology, no wish or means to enforce religious orthodoxy and it offers no sacraments. Freemasonry does not claim to lead to salvation by works, by secret knowledge or by any other means. The secrets of Freemasonry are concerned with modes of recognition of one Brother to another, not with the means of salvation.

An open Volume of the Sacred Law, "the rule and guide of life," is an essential part of every Masonic meeting. The Volume of the Sacred Law to a Christian is the Bible, to Freemasons of other faiths it is the Book held Holy by them. The obligations taken by Freemasons are sworn to on the Volume of the Sacred Law. They are undertakings to follow the principles of Freemasonry and to keep confidential Freemasons' means of recognition.

Many outstanding religious leaders are and have been Masons – including the Reverend Norman Vincent Peale, Bishops of the Methodist Church, Episcopal Bishops and Archbishops, Presidents of the Southern Baptist Convention, Rabbis and leaders of all the world's great religions. Masons are members of numerous denominations representing many faiths – including many thousands of Lutheran and Roman Catholic Masons in the United States and around the world.

FREEMASONRY AND RACE

The Fraternity of Freemasonry has members from every race and every continent in the world. Brotherhood is a primary teaching of Masonry – that each person must be judged as an individual, on his own merits, and that such factors as race, national origin, religious creed, social status or wealth are incidental to the person's character.

The exact racial make-up of Freemasonry is impossible to determine. No petition for membership in masonry asks a petitioner's race, and racial breakdown statistics are not kept by any Grand Lodge because collecting such information is considered as inappropriate as collecting information about a Brother's financial standing.

When visiting Lodges in various parts of North America, it is obvious that the racial mixture of the Brothers varies within geographical areas and tends to reflect the demographics of the general population.

No Lodge is permitted to exclude a candidate on the basis of his race or national origin. To petition for membership, the petitioner, in addition to having a belief in Deity, must be a man, free born, of lawful age, and well recommended. While election to membership in the Fraternity is a matter for the local Lodge to decide, the qualifications for membership are standard and all Masons are required to observe them.

Freemasonry began in North America in the 1700's. Unfortunately, this was a time when racial attitudes were very different than today. As a result, and as happened in many churches, Freemasonry for black men and white men developed independently from each other.

Freemasonry in Florida is diverse as its Lodges have members from a wide range of ethnic and racial backgrounds and harmony prevails in the jurisdiction as Brotherly Love and Affection reigns in our Fraternity.

The Brotherhood of Man under the Fatherhood of God is a basic and essential teaching of Freemasonry. Every effort is being made to make sure that it is not just a teaching, but a full reality!

The Digest of Masonic Law of Florida adopted the following Declaration of Principles in 1993 as a Rulings and Decision as presented by M.:W.: Richard E. Lynn, P.G.M. 1992 and Grand Secretary at the One Hundred and Sixty – Fourth Annual Communication of the Most Worshipful Grand Lodge of Free & Accepted Masons of Florida.

RULING AND DECISION

"Declaration of Principles"

It is my Ruling and Decision that the Digest of Masonic Law of Florida does not authorize a member of a Particular Lodge to object to the petition for membership to receive the Three Degrees of Masonry, or to visitation by an otherwise duly qualified visiting Mason, if the objection is based upon the grounds of race, creed or color.

Such objections are illegal under the State and Federal law and Masons are bound to abide by such laws. ("A Mason is a peaceful subject to the civil powers, wherever he resides or works..." Andersons Constitutions – Chapter 1(II)). Therefore, it shall be deemed un-Masonic conduct to object to a petition or a visitor based solely on these grounds. Based upon this Ruling and Decision, the Worshipful Master shall be authorized to overrule such objections. Whether the objection is premised on race, creed or color is to be determined by the Worshipful Master, who rules and governs his Lodge. Any visitor must, of course, have the Worshipful Master's permission to enter the Lodge. This Ruling and Decision shall carry the same effect regarding Allied and Appendant Orders, or any other civic organizations using Masonic properties.

In making this, my Ruling and Decision, I have considered and reviewed the Digest of Masonic Law of Florida, and more particularly the following sections: Article XIII, (Landmarks, Page 70) Section 2(g); Article XIII, Section 3 (d); Article III, 2 (e), (g), Page 70, Chapter 31.01; and Chapter 1, I and II of Anderson's Constitution. I have also reviewed the advice of counsel, as to appropriate State and Federal laws pertaining to our Fraternity and its tax status, and particularly that section of the Internal Revenue Code (Section 3-501, Tax Exempt Organizations) and provides that tax exempt organizations can lose their tax exempt status if they fail to comply with Federal regulations regarding discrimination based on race prejudice. It is a long standing principle of Masons to abide by the Civil law, wherever Masons reside. I therefore declare any conflicting sections of the Digest of Masonic Law of Florida, or any enabling Masonic legislation authorized by the State of Florida relating to Masonry, which may be in conflict with this Ruling and Decision, be declared, and the same is null and void, by this Ruling and Decision.

So ordered this 22nd day of May, 1993

Respectfully
Richard E. Lynn, Grand Master
The Most Worshipful Grand Lodge of Free And
Accepted Masons of Florida.

FREEMASONRY AND SECRECY

People sometimes refer to Freemasonry as being a "Secret Society." In one sense the statement is true. Any social group or private business is "secret" in the sense that its business meetings may be open only to its members. In Freemasonry, the process of joining is also a private matter, and its members are pledged not to discuss with nonmembers certain parts of the ceremonies associated with the organization.

Freemasonry is a fraternity, and like all college fraternities, Freemasonry does have certain handshakes and passwords that are kept private. They are means of recognizing each other – necessary to an organization which spans the entire world and which encompasses many languages.

The tradition of using handshakes and passwords was very common in the Middle Ages, when the ability to identify oneself as belonging to a building or trade guild often made the difference in getting a job or in obtaining help for yourself and family. Today, Freemasons make the same pledge to every member that he will be offered assistance if he, or his family, ever requests it.

Freemasonry can't be called a "secret society" in a literal sense. A truly secret society forbids its members to disclose that they belong to the organization, or that it even exists. Much of the Masonic ritual is in books called "Monitors" that are widely available, even in public libraries. Most Freemasons wear rings and lapel pins, which clearly identify them as members of the Fraternity. Masonic Lodges are listed in the phone books, Masonic buildings are clearly marked and in many areas of the country, Masonic Lodges place signs on the roads leading into town, along with civic organizations, showing the time and place of meetings.

In terms of what it does, what it teaches, who belongs, where it meets, there are no secrets in Freemasonry! It is a private fraternal association of men who contribute much toward the public good while enjoying the benefits of the Brotherhood of a Fraternity.

MASONIC LEADERSHIP TRAINING MANUAL

Notes:

MASONIC LEADERSHIP TRAINING MANUAL

Insert calendar for year: _____

MASONIC LEADERSHIP TRAINING MANUAL

Insert calendar for year: _____

Insert calendar for Insert calendar for year: _____

LODGE PLANNING CALENDAR

The Lodge Planning Calendar section is the most important section in the Masonic Leadership Training Manual. On the three forms in this section, you will collect the activity ideas, dates, meeting activities and other ideas you develop during the course of completing this manual. When you have completed the sections, you will have the beginning of a plan for the year you will serve as Worshipful Master of your Lodge.

To be able to leave this training with a useable plan that will serve you, your Lodge and your community well, it is incumbent on you throughout the presentation of the materials to consider the ideas presented here and write the ones you want to implement on these pages. That ensures you will have a well-rounded program during the year you serve as Worshipful Master with a variety of activities aimed at meeting the needs of your members.

At this point, it does no harm to write many ideas on the following pages. You can cull the best ideas later. As the research in the previous sections shows, today's men want more than meetings and ritual work from the organizations they join. Therefore, it is important to weigh the many, many options provided in this manual and use them to build a diverse, meaningful program that will excite and involve your members and attract new members. The previous sections were created based on what the research and the experts say are the key factors influencing the decision of men to join. Providing a mix of activities from each section will result in a variety of activities that are sure to appeal to a cross section of men.

The Lodge Planning Calendar on the following page corresponds with the General Guidelines for Planning Events in for Your Year as Worshipful Master on which you and your Lodge's committees can use to plan the activities of your Lodge. The headings, under which you will write key information or dates, may not apply to every activity, but they are a good starting point. With the help of the Event Planning Form, you should be able to successfully create a plan that clearly spells out the activities and deadlines to prepare to implement every activity.

During the presentations, you will be directed to the Ideas page to write in specific action items. However, as you think of other thoughts and ideas, you may want to write them on this page or the Lodge Planning Calendar. Because one of the main complaints of members and past members is that Lodge meetings are too long and boring, a page was created here especially to encourage you to use the ideas in Lodge Meetings and Regular Events that will make a plan to keep your meetings interesting and inviting to members.

The end result, we hope, is that you will leave the Masonic Leadership Training with the following pages filled with ideas that you can implement at your home Lodge that are relevant, meaningful and appealing to your members and your community. What you will create here, and complete at home and in your Lodge, is a foundation upon which your Lodge can begin a building process that will construct a strong program. If the planning process used here is followed each succeeding year, then your Lodge will have the benefit of building on previous years' activities and adding to the sturdy program so that your Lodge, your community and, most importantly, your Brothers maintain their interest and involvement each year because of your efforts.

After today, you will be able to ease your mind with the confidence that when you return home, you will have a great many new ideas that are proven to be effective and appealing to your Brothers. In addition, your plans will be in one place on the following pages for easy reference as you prepare to serve your Brethren as Worshipful Master of your Lodge.

MASONIC LEADERSHIP TRAINING MANUAL

IDEAS

MASONIC LEADERSHIP TRAINING MANUAL

IDEAS

ACTIVITIES BEFORE, DURING AND AFTER MEETINGS

<u>Dates of Regular Meetings</u>	<u>Ideas for Activities Before Meetings</u>	<u>Ideas for Activities During Meetings</u>	<u>Ideas for Activities After Meetings</u>

MASONIC LEADERSHIP TRAINING MANUAL

LODGE FORM LETTERS FOR VARIOUS OCCASIONS

HOW TO WRITE A GOOD LETTER

You do not need to be a good writer to write a good letter. You need some samples to go by. The attached samples can be put on a word processor and modified in only two or three minutes by you, Your Secretary or some Brother who is willing to help.

The small amount of time spent on these correspondences will add a very personal touch and will clarify your wishes and expectations.

These are sample letters you can adapt for your Lodge:

Secretary to Accepted Candidate

Worshipful Master to the Accepted Candidate

Worshipful Master to the Candidate's Wife

Worshipful Master to the Newly Initiated Entered Apprentice

Worshipful Master to Wife of Entered Apprentice

Worshipful Master to the Newly Passed Fellow Craft

Worshipful Master to Newly Raised Master Mason

Junior Warden to Newly Raised Master Mason

Worshipful Master to the Newly Affiliated Member

Secretary to Newly Affiliated Member

Secretary to Newly Affiliated Dual Member

Worshipful Master to a Member Delinquent in His Dues

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SAMPLE LETTER SECRETARY TO ACCEPTED CANDIDATE

Date

Mr. Prospective Candidate
123 Main Street
Anywhere, Florida 33333

Dear Mr. Candidate:

As you may know by now, the Brothers of _____ Lodge voted unanimously to confer upon you the Degrees of Masonry. You will be told when those special evenings are scheduled and will be given further information beforehand.

You will also be assigned a Lodge Mentor to work closely with you. Brother Knowles Congenial will assist you through this period of learning and serve as a guide while going through the Three Degrees of Freemasonry.

Please make sure you make yourself available for his instructions, as they will play a very important part of the process you are about to undertake.

In the meantime, we look forward to welcoming you into our Fraternity.

Sincerely yours,

John Anagnostis
Secretary

MASONIC LEADERSHIP TRAINING MANUAL

SAMPLE LETTER TO EA CANDIDATE

Date

Mr. Prospective Candidate
123 Main Street
Anywhere, Florida 33333

Dear Mr. Candidate:

Congratulations on making the decision to become a part of Freemasonry by joining _____
Lodge No. _____. You will be initiated on _____ at _____ p.m. _____
Lodge is located at _____ Street. You may park _____. Please
arrive about 15 minutes before the ceremony starts.

This letter provides information regarding what occurs during your Entered Apprentice Mason (EA) initiation. First and foremost, nothing will occur that embarrasses you. Initiation is a serious ceremony that explains the principles of Freemasonry. For part of the ceremony, you will wear clothing representative of the teachings of Freemasonry. You will be treated with the utmost respect and dignity. Enclosed is a booklet entitled, *A Word to the Candidate About Freemasonry* which explains more about our origins, the Entered Apprentice ceremony and answers to frequently-asked questions.

Any Entered Apprentice, Fellow Craft or Master Mason can attend your initiation. If they are not members of our Lodge, they must show a current dues card and prove they are a Mason. I encourage you to invite any of your friends who are Freemasons to attend.

In keeping with the dignified meaning of the ceremony, the officers and members will wear business attire such as a suit/sport coat with tie, slacks and dress shoes. You may feel most comfortable in such attire as well.

Your initiation should take about one hour and 45 minutes. The members of _____ Lodge enjoy camaraderie in the dining room following the ceremony where they will greet you.

When your EA initiation is completed, you can attend the initiations of others who are becoming Entered Apprentice Masons. You will be ineligible to attend the Fellow Craft (FC) and Master Mason (MM) ceremonies of others until you're initiated in those Degrees. On achieving the Degree of a Master Mason, you may attend any Lodge activity. You are eligible and encouraged to attend any other non-Degree Lodge activities prior to your initiation into any of the three degrees of Freemasonry.

You have paid the initiation fee for the first of three steps to become a Master Mason. Before experiencing the two ceremonies that follow, it is necessary for you to pay a total of \$____. Or, you may have already paid the entire \$_____ fee. Once you become a Master Mason, annual

MASONIC LEADERSHIP TRAINING MANUAL

dues are \$____. This year, your dues will be prorated at \$____ for each month after you become a Master Mason.

Following the EA ceremony, you will be given a booklet that provides additional insight to Entered Apprentice Freemasonry. As soon as possible, you should read the booklet and answer the questions in the back. Some answers will also be found in *A Word to the Candidate About Freemasonry*, which is enclosed. There is a short speaking part you must memorize. A member of ____ Lodge will work with you to review your answers to the questions and to help you memorize the part. It is not difficult and must be verbally presented to Lodge members before your next step in becoming a Master Mason. When you have learned it, your passing to the Degree of a Fellow Craft Mason will be scheduled.

If you need to contact us on the evening of your initiation, the phone number at the Lodge is _____. If you have questions before the beginning of the ceremony, you may contact the member who signed your petition, or me, the *(Title)* of _____ Lodge, _____, at _____.

Freemasonry is the oldest and largest fraternal organization in the world with more than 1.5 million members in North America alone. Masons can be found on every continent and in every ethnic group on earth. North American Masons donate more than \$2 million a day to help others, and conduct many activities for the betterment of their communities, nation and the world. Masons focus on self-improvement through education and development, charity for others, family, community, and friendship.

_____ Lodge was chartered in _____. About _____ men are members. You will find our members friendly and willing to quickly include you. If you would like more information about _____ Lodge, visit our Website at:

Again, congratulations on joining our fraternity. We look forward to your initiation.

Sincerely,

(Title)

(Name and number of Lodge)

MASONIC LEADERSHIP TRAINING MANUAL

SAMPLE LETTER WORSHIPFUL MASTER TO THE ACCEPTED CANDIDATE

Date

Mr. Prospective Candidate
123 Main Street
Anywhere, Florida 33333

Dear Mr. Candidate:

It is my pleasure to enclose this personal letter of congratulations with the Secretary's official notification of your election to receive the Degrees of Freemasonry. Through the ages free men everywhere have aspired to membership in this great fraternal order, and only as the mysteries of Masonry have unfolded before them have they comprehended fully the honor bestowed upon them.

The spirit with which you approach your Masonic experience will determine largely how much it will mean to you. One seeking material reward in some selfish form is likely to derive little benefit. One with "a sincere wish to be serviceable to his fellow creatures," as expressed in his application - "thereby entering with the desire to give of him self in service, sacrifice and fellowship" will surely reap a hundred-fold.

Come to your Initiation prepared for a time-honored and memorable ceremony. As you knock at the door of this Venerable Institution, enter only with the prayer in your heart that you may be found worthy.

Please invite any relatives and friends whom you understand are Master Masons to attend your Initiation. They will be warmly welcomed. It is considered an honor in Masonry to be present when someone you know is receiving the Degrees.

I wish for you success in your Masonic work and true happiness in your new associations. As we come together in the close fellowship of the Lodge, feel free to call upon me at any time for such advice and assistance as I may be able to provide.

Furthermore, Brother Knowles Congenial will assist you through this period of learning and serve as your guide while going through the Three Degrees of Freemasonry, as your personal Lodge Mentor.

Please make sure you make yourself available for his instructions, as they will play a very important part of the process you are about to undertake.

On behalf of all the Officers and Members of _____ Lodge, I extend to you a hearty welcome and every good wish.

Sincerely yours,

Hiram Abiff
Worshipful Master
Tel. Number

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SAMPLE LETTER WORSHIPFUL MASTER TO THE CANDIDATE'S WIFE

Date

Mrs. Prospective Candidate
123 Main Street
Anywhere, Florida 33333

Dear Mrs. Candidate:

We are aware that you may have some questions about your husband's intention to join our Fraternity. His Membership will occasionally take him away from you for an evening meeting. You may be reflecting on his new outside interest. You may have unspoken questions about Masonry itself. We can understand your feelings and would like to ease your mind in this regard. It is one of Masonry's ideals that its influence on a Member may make him more loving, considerate and thoughtful of those in his home and in his community. Those who respond to the influence of Masonry are likely to grow in the qualities a wife appreciates. This growth cannot be guaranteed, but it is our goal.

We sincerely hope that you will find that you have exchanged his occasional evening out for an increasingly devoted husband because of his affiliations with Masonry. We also hope that, in the future, we shall have the pleasure of your company at our public installations and other Lodge programs especially planned for the wives of Masons. Should you ever be in the need of assistance, we trust you will remember that there is a body of Freemasons who care.

Very shortly we will schedule a meeting to give your husband an overview of Masonry and the Three Degrees he will be taking. You are cordially welcome to attend that meeting and we look forward to seeing you.

Sincerely yours,

Hiram Abiff
Worshipful Master
Tel. Number

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SAMPLE LETTER WORSHIPFUL MASTER TO THE NEWLY INITIATED ENTERED APPRENTICE

Date

Hon. Entered Apprentice
123 Main Street
Anywhere, Florida 33333

Dear Brother Apprentice:

Now that you have been initiated an Entered Apprentice Mason, I congratulate you on taking this first step toward full Membership in _____ Lodge. Since this is a totally new experience for you, a few points are listed below which may be of interest and of help.

1. You have participated in a time-honored ceremony, the Masonic ritual of the First Degree. I am sure you understand the complete and binding requirement of total secrecy with regard to our ritual. While we have secret signs, words and tokens, which we use as means of recognition, we are not a secret society. The location of our Lodges can be found in the Website of The Grand Lodge of Florida. Similarly, many of our Members openly wear Masonic symbols signifying that they are Masons and belong to a Masonic Lodge.
2. Before you can be Passed to the Degree of Fellow Craft, you now must commit to memory a portion of the First Degree. Do not delay in getting started with this work. It is not too difficult a task, but the longer you wait, the harder it is to learn. Moreover, the Degree schedule of the Lodge assumes that you will proceed promptly to the next step. Classes are scheduled for you.
3. Remember that Masonic teachings have been passed down through the ages by word of mouth with the help of a cipher. Your Catechism Instructor is a dedicated Mason who has volunteered to impart these learned phrases to you as you work toward advancement. He is responsible to assist you in becoming proficient in the Catechism of the Entered Apprentice Degree and to prepare you for examination before proceeding to the next step.
4. Your Instructor is Brother John Smith, 111 Main Street, Anywhere, Florida 33333, 555-555-5555. Get in touch with him if you have any questions or need help with the Ritual. Any other questions you should contact your Lodge Mentor who is best suited for that purpose.
5. Your Lodge Mentor is Brother Knowles Congenial, 1 Main Street, Anywhere, Florida 33333, 444-444-4444. Get in touch with him if you have any questions concerning Freemasonry, except the ritual work, as your instructor is best suited for that purpose.
6. Your rights and privileges in the Lodge are limited until you become a Master Mason. As an Entered Apprentice Mason you may not attend the Stated Communication on the _____ and _____ (day of week) of each month while business is transacted because Stated Communications are opened in the Third or Master Mason's Degree. You are most welcome at all social functions of the Lodge. You may not visit another Masonic Lodge,

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except to observe an Entered Apprentice Degree. You are expected to be present at each Lodge meeting when a First Degree is scheduled. Read the trestleboard which will be mailed to you, and attend Lodge faithfully at the proper times.

7. As I suggested to you previously, remember to invite friends and relatives whom you understand are Master Masons to attend _____ Lodge, particularly when you are to receive a Degree. We welcome visitors, and any Mason considers it a compliment to be invited when someone he knows is to receive a Degree.
8. Finally, understand that all the rules and regulations, such as those I refer to, have been established for a purpose and that all Masons who have preceded you have been governed by the same procedures. Do not hesitate to ask questions as they may arise - of your Mentor, of any Officer or any Member of the Lodge - but, above all, remember that I am as close to you as the nearest telephone and always available for consultation and advice.
9. Very shortly you will be invited to attend an informal review and discussion of the Degree you have just taken by your Lodge Mentor. Please feel free to bring up any questions you have about Masonry or about the Entered Apprentice Degree at that meeting. At the same time you will again be introduced to your Catechism Instructor who together with you will be setting the schedule of your catechism classes.

Good luck as you go forward in your Masonic Life. I look forward to the occasion when I may take your hand as a Master Mason and welcome you into full Membership in _____ Lodge.

Fraternally yours,

Hiram Abiff
Worshipful Master
Tel. Number

MASONIC LEADERSHIP TRAINING MANUAL

SAMPLE LETTER WORSHIPFUL MASTER TO WIFE OF ENTERED APPRENTICE

Date

Mrs. Entered Apprentice
123 Main Street
Anywhere, Florida 33333

Dear Mrs. Apprentice:

Your husband has received his First Degree in the Masonic Fraternity. He is now an Entered Apprentice and you are now a Mason's Lady. While you personally have not joined our organization, there are certain things that may be helpful for you to know in the future. At the same time, there are matters of general interest about your Mason and his new Fraternity that we think you would like to know.

WHEN AND WHERE DID IT BEGIN?

The Fraternity of Free and Accepted Masons (F. & A.M.) is the oldest, largest, and most widely known fraternal organization in the world. It has its roots in antiquity.

Freemasonry was brought to the United States by our early settlers. Today, there are 297 Masonic Lodges in Florida with Membership totaling nearly 50,000. Through out the world, there are approximately three million Masons, with nearly one and a half million of them in the United States.

WHAT IS THE PURPOSE OF FREEMASONRY?

The basic purpose is to make "better men out of good men;" better fathers, better husbands, better brothers, and better sons. We try to place emphasis on the individual man by strengthening his character, improving his moral and spiritual outlook and broadening his mental horizons. We try to build a better world by building better men to work in their own communities.

Membership is limited to adult males who can meet recognized qualifications and standards of character and reputation.

IS FREEMASONRY A SECRET ORGANIZATION OR A RELIGION?

The answer is NO. A secret organization is one which conceals its membership, which has secret meeting places and which conceals from the public, its organization or its principles. This description does not fit the Masonic Fraternity at all. Our secrets are very few in number and deals mainly with methods of personal recognition. Freemasonry is not a religion, although it is religious in character. Every applicant for Masonry must express a belief and a trust in God. Masonry does not take the place of religion. It stresses the personal commitment and involvement of each Member in the religious community of his own choice.

WHAT ARE THE DEGREES?

Lessons in Masonry are taught in three separate stages in our Masonic Lodges. The Degrees, in order are Entered Apprentice (First Degree), Fellow Craft (Second Degree), and

MASONIC LEADERSHIP TRAINING MANUAL

Master Mason (Third Degree). Each blends Masonic moral philosophy in a unique lesson which is intended to have a serious impact and influence on the man who receives the Degree.

WHAT ARE MASONIC APRONS?

The symbolic apron was worn by Operative Masons to protect themselves from rough stones and tools. Presently, it is a badge of fraternal distinction. It represents the white lambskin, a symbol of innocence. Some decorations may appear on Masonic Aprons and often designate an Officer or special recognition. All are, however, a proud display of Membership in this world-wide Fraternity. Many Masons leave instructions with their family to be buried with their apron when called to the Celestial Lodge.

WHAT DO MASONIC SYMBOLS MEAN?

The most widely recognized symbol of the Fraternity is the Square and Compasses with the letter “G” in the center. Members wear it to remind themselves of their obligation to the lessons learned in their Lodges, and to identify their Membership to other Masons and all people. Masonic symbols have wide meanings, some directly relate to the tools used by actual Operative Masons and some represent the need for order and direction in life. The letter “G” represents the designs of the Supreme Architect of the Universe.

WHEN ARE MEETINGS HELD?

Lodges meet in regular monthly sessions called “Stated Communications” to conduct its work and on “Called Communications” for instruction. While every Mason’s attendance is earnestly solicited, yet it is not intended that a Lodge should interfere with his work or with his obligations to his family or his God.

Your husband has invested time and money in joining our Fraternity. He can best receive all that he should by frequently participating in its deliberations and events. We hope that you will approve and encourage him to attend regularly, and we hope also, that you, too, will join us whenever possible for the guest activities held by the Lodge.

SHOULD I CONTACT ANYONE WHEN MY HUSBAND IS ILL OR HOSPITALIZED?

In the event any Member of our Lodge becomes ill, we want to know. You may call the Master or Secretary of this Lodge. Your husband has joined an organization which wants to assist him and you when in need, and we need your help to do it.

WHAT CAN YOUR INVOLVEMENT BE?

Countless opportunities abound through active participation and membership in any of the numerous Masonic-related ladies organizations. You are encouraged to share in many activities of the Lodge. Non-Masonic friends and families may also take part in many Masonic programs.

We hope you will be proud that your husband has chosen to become a member of the world’s oldest and best fraternity. We welcome you as a “Mason’s Lady”.

Sincerely,

Hiram Abiff, Worshipful Master
Tel. Number

MASONIC LEADERSHIP TRAINING MANUAL

SAMPLE LETTER WORSHIPFUL MASTER TO THE NEWLY PASSED FELLOW CRAFT

Date

Hon. Fellow Craft
123 Main Street
Anywhere, Florida 33333

Dear Brother Craft:

Now that you have been passed to the Degree of Fellow Craft, I again take pleasure in congratulating you on your advancement in Masonry. Only one more step remains before you earn full Membership in _____ Lodge.

As you know, your Catechism Instructor is Brother John Smith, 111 Main Street, Anywhere, Florida 33333, 555-555-5555. Get in touch with him promptly and work out your instruction schedule with the Second Degree Instructor, thus relieving him of the responsibility of seeking you out in connection with this necessary work.

In addition, your Lodge Mentor is Brother John Hancock, 1 Main Street, Anywhere, Florida 33333, 444-444-4444. Will be in touch with you to schedule your next lesson, prior to your continuing Catechism Instruction. Have any questions concerning the Fellow Craft Degree through which you have just passed or any other topics about Freemasonry that you are entitle to. As your Mentor he is best suited for that purpose.

With respect to attendance, you are now invited to be present at the Lodge on all First Degree and Second Degree nights. You will be welcome to attend Stated Communication of the Lodge after you have received the Master Mason Degree. I hope that you will take advantage of all such occasions to become better acquainted with the Members of your Lodge.

Remember my suggestions about inviting relatives, business associates or other friends whom you understand to be Master Masons, particularly on the evening of your Third Degree. It will mean a great deal to those friends of yours to be present and in later years, as you look back, it will mean much to you.

Finally, let me point out that the First and Second Degrees, impressive as they are, simply help to prepare you for the big step -- the ceremony when you are raised to the Sublime Degree of Master Mason. I join you in anticipating that eventful occasion.

Fraternally yours,

Hiram Abiff
Worshipful Master
Tel. Number

MASONIC LEADERSHIP TRAINING MANUAL

SAMPLE LETTER WORSHIPFUL MASTER TO THE NEWLY RAISED MASTER MASON

Date

Hon. Master Mason
123 Main Street
Anywhere, Florida 33333

Dear Brother Mason:

This is the last of the series of letters I address to each new Brother as he progresses through the Masonic degrees. Again, let me offer you warmest congratulations and welcome you as a Master Mason and Member of _____ Lodge.

It is now timely to consider your future course of action in Masonic affairs. As you have learned, Masonry is a progressive science, and you will find more and more of its inspirational teachings unfolding through the years as you participate in our Lodge activities. Privileged as I am to serve as Worshipful Master, I find that each new Masonic experience brings a deeper awareness of Freemasonry. It is a continuing, enriching and enlarging philosophy.

First, of course, prepare for your final proficiency examination in the Master Mason Degree. I suggest that you do not delay as the memory work is much easier while the experience of the Degree is still fresh in your mind.

As you know, your Catechism Instructor is Brother John Smith, 111 Main Street, Anywhere, Florida 33333, 555-555-5555. Get in touch with him promptly and work out your instruction schedule with the Third Degree Instructor, thus relieving him of the responsibility of seeking you out in connection with this necessary work.

Remember that your Lodge Mentor will continue to work with you. As you are now entitled to have any and all answers to any questions you may have with regards to Freemasonry, feel free to partake in discussions with him, as he can impart a wealth of knowledge to get you started in building your Masonic Edifice, as before this meeting will be scheduled prior to your Catechism Instruction. I pray the bond you have developed with your Mentor will last a life time of friendship and Brotherly Love.

Secondly, look at the various avenues for participation in the activities of _____ Lodge so as to find the areas where you will be the happiest in your new Masonic home. There is such a variety of ways to serve and to benefit: a period of duty on the Stewards' Committee, waiting on the Brothers who have waited on you; learning to participate as a sidelinier in some aspects of the Degree work; supporting the Lodge simply by regular attendance at Stated and Special Meetings; calling on a Brother who is ill; bringing wives, families and friends to our social functions; taking up the study of Masonic Philosophy; attending Masonic Schools of Instruction; Lodge Officers & Members Workshops and, any other special events of importance, partaking of all the good fellowship which is available to you through your Lodge.

Third, I strongly encourage you to consider membership in Scottish Rite, York Rite and Shrine. They have enhanced my Masonic experience and I highly recommend them to you. Order of Eastern Star and White Shrine are available for both husbands and wives, or singles. Also, we have a very strong Masonic Youth Program with Order of DeMolay for young men

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between the ages of 12-21 and Rainbow for girls between the ages of 11-18. My family has benefited from all of these programs.

May you chart your Masonic course with wisdom and humility, and may you experience the rewards which are yours to earn and receive. Never abandon that which you came from.

Fraternally yours,

Hiram Abiff
Worshipful Master
Tel. Number

MASONIC LEADERSHIP TRAINING MANUAL

SAMPLE LETTER FOR THE STEWARDS

The following is a sample letter that can be used by your Junior Warden to send to your newly raised candidates on your Lodge's stationary. In this Lodge the newly raised Members are automatically placed on the Steward's Committee to serve until three new Members have been raised. These letters can be tailored to meet your Lodge's needs.

Date

Hon. Master Mason
123 Main Street
Anywhere, Florida 33333

Dear Brother Mason:

I would like to congratulate you again on becoming a Master Mason. As you may know, in our Lodge this automatically places you on the Junior Warden's Committee. This is not only an obligation but an opportunity. Through your service on this committee you will become acquainted with the Members of the Lodge and the Lodge Members will become better acquainted with you.

After the next class of new Brothers has been raised, you will be "retired" from the committee. I realize that you may have other obligations and that you will not always be able to attend. I would appreciate a call from you on those occasions. This is particularly true on Stated Communication nights as we are counting on you to be there.

The Stewards and the Committee have the responsibility of setting up the dining room and serving either dinner before or refreshments after the meeting. Needless to say, they also clean up afterwards.

Remember, to quote an old saying, "You only get out of an organization what you put into it," - - so I hope to see you often.

Fraternally yours,

Reddy Meals
Junior Warden

MASONIC LEADERSHIP TRAINING MANUAL

SAMPLE LETTER FOR AFFILIATE MEMBER

Date

Hon. Ernest Doer
76 Welcome Street
Anywhere, Florida 33333

Dear Brother Doer:

It is with sincere pleasure that I welcome you into the _____ Lodge family as a newly Affiliated Member. Through this letter I extend to you the right hand of fellowship and an earnest invitation to join in all the affairs and activities of your new Lodge.

As you may have discovered by now, _____ Lodge is strong in its Membership ties, and I know you will find many rewards through your participation, whether it be in the Lodge room, or in fellowship.

Always feel free to call upon me for any assistance I may be able to provide, and also I hope you will not hesitate to offer any advice or suggestions you may have. The Lodge grows as each Member contributes his own individual share of understanding and service.

Again, on behalf of the Officers and Members, a warm welcome to you, and I look forward to our association together in Masonry.

Fraternally yours,

Hiram Abiff
Worshipful Master
Tel. Number

MASONIC LEADERSHIP TRAINING MANUAL

SAMPLE LETTER TO TRANSFER MEMBER

Date

Hon. Ernest Doer
76 Welcome Street
Anywhere, Florida 33333

Dear Brother Doer:

It is my pleasure to inform you that your application for affiliation was granted by _____ Lodge, at its Stated Communication on Month Date, Year. The next order of business is for you to sign our by-laws. Once this has happened you are officially a Member of _____ Lodge, and you will be presented with a dues card for the current year and a copy of the Lodge By-laws. The next Stated Communication will be held on Month Date, Year at Time p.m. You may sign the by-laws at that time. I will then forward the Demit stub to YOUR Lodge No. __ F. & A.M. in Somewhere, State.

_____ Lodge holds it's Stated Communications on the __ and __ Day of week of the month. Once again welcome and I sincerely hope you will enjoy the life of our Lodge.

Sincerely yours,

Hiram Abiff
Worshipful Master
Tel. Number

MASONIC LEADERSHIP TRAINING MANUAL

SAMPLE LETTER FOR DUAL/PLURAL MEMBERSHIP

Date

Hon. Imus Participator
47 Dural Street
Anywhere, Florida 33333

Dear Brother Participator:

It is my pleasure to inform you that your application for affiliation (Dual Membership) was granted by _____ Lodge, at its Stated Communication on Month Date, Year. The next order of business is for you to sign our by-laws. Once this has happened you are officially a Member of _____ Lodge, and you will be presented with a dues card for the current year and a copy of the Lodge By-laws. The next Stated Communication will be held on Month Day, Year at Time p.m. You may sign the by-laws at that time.

_____ Lodge holds its Stated Communications on the ___ and ___ day of week_ of the month. Once again welcome, we all hope you will enjoy participating in the life of our Lodge.

Sincerely yours,

Hiram Abiff
Worshipful Master
Tel. Number

MASONIC LEADERSHIP TRAINING MANUAL

SAMPLE LETTER FOR DELINQUENT DUES

Date

Hon. Dues Oweing
84 Comeback Street
Anywhere, Florida 33333

Dear Brother Oweing:

Our Secretary tells me that your Lodge dues for year are in arrears. I need to talk with you about it. Unpaid dues create a problem for our Lodge. I know you value your Masonic Membership as much as I do mine.

I hope you have not lost interest or your enthusiasm of the day you were raised to the Sublime Degree of a Master Mason. We value you as a Brother and as a Member of _____ Lodge. If you need help, aid or assistance we stand at ready for you. Please contact me at your earliest convenience. If there is a problem, we can discuss it.

Please get in touch with me.

Fraternally yours,

Hiram Abiff
Worshipful Master
Tel. Number

MASONIC LEADERSHIP TRAINING MANUAL

SAMPLE LETTER FIRST DUES NOTICE

Date

Hon. Dues Oweing
84 Comeback Street
Anywhere, Florida 33333

Dear Brother Oweing:

(Body of letter.)

(Last paragraphs...) _____ Lodge has established a fund which is used for assisting in the payment of dues for brethren of the Lodge who are unable to meet their dues obligation. The Masonic principles of brotherly love, relief and truth should not allow a member to be dropped from the rolls for non-payment of dues. Should funds be remaining at the end of the year, they may be used to augment charitable giving or fundraising by the Lodge.

If you desire to contribute to the fund, simply include an additional amount on your dues check. Your contribution and the names of those who are in need of assistance will be maintained in the strictest of confidence if you so desire.

Fraternally,

Secretary

Your 20__ Lodge Dues are: \$_____
Our records show arrears dues of: \$_____
Total outstanding: \$_____

Please contact the Secretary if your records do not agree.

MASONIC LEADERSHIP TRAINING MANUAL

SAMPLE LETTER SECOND DUES NOTICE

Date

Hon. Dues Oweing
84 Comeback Street
Anywhere, Florida 33333

Dear Brother Oweing:

In reviewing our Lodge records, I notice we have not received your 20__ dues payment. _____
Lodge is required to send the per capita payment to the Grand Lodge prior to the tenth of April of each
year, so your cooperation in remitting payment at this time would be greatly appreciated.

If you find that you are unable to comply with your dues obligation at this time, please let me know.
_____ Lodge has established a fund to assist those brothers in such a situation. It's part of our
obligation as Masons to do so and will be done in strict confidence.

Thank you for your support of _____ Lodge and Florida Masonry.

Fraternally,

Secretary

Your 20__ Lodge Dues are: \$_____
Our records show arrears dues of: \$_____
Total outstanding: \$_____

Please contact the Secretary if your records do not agree.

MASONIC LEADERSHIP TRAINING MANUAL

SAMPLE LETTER THIRD DUES NOTICE

Date

Hon. Dues Oweing
84 Comeback Street
Anywhere, Florida 33333

Dear Brother Oweing:

I have been advised by the Lodge Secretary that you have not responded to his notices regarding your _____ Lodge dues.

We have determined that, if we truly live by those great Masonic principles of brotherly love, relief and truth, no member should ever be dropped from the rolls for nonpayment of dues. To do so would harm the brother by losing his and his female relatives' the right to apply for admission to The Masonic Home of Florida, his ability to visit other Lodges, membership in Appendant bodies such as the Shrine, the honor of a Masonic Funeral Service, eligibility to receive membership awards, and other rights and privileges afforded a Master Mason in good standing.

Because of this, and the generosity of your brothers at _____ Lodge through a fund to assist in the payment of dues, I am pleased to enclose your 20__ dues card. Be assured this is done in the strictest of confidence.

If we can be of further assistance to you, or should circumstances change that would enable you to pay your dues, please contact me.

Fraternally Yours,

Worshipful Master

MASONIC LEADERSHIP TRAINING MANUAL

SAMPLE LETTER TO BROTHERS WHO PAY THEIR DUES

Enclosed is your 20__ Masonic Dues Card!

We thank you . . .

Your remittance has been received and it is a pleasure to enclose your 20__ dues card. Sign the card and always carry it with you. It is your record of good standing in this Lodge and on proper examination entitles you admission to Lodges around the world.

Your support of Freemasonry, and _____ Lodge No. _____ in particular, is appreciated and we offer the best wishes and kindest regards from the officers and your fellow brethren.

If you know of a prospective member for our beloved fraternity and don't have a petition or are uneasy about contacting him, please contact the Secretary!

Lodge meets the _____ of each month at _____
p.m. / a.m. Please join us for fellowship.

MASONIC LEADERSHIP TRAINING MANUAL

SAMPLE LETTER TO WIDOW AFTER SERVICE

Date

Mrs. Departed Brother
123 Main Street
Anywhere, Florida 33333

Dear Mrs. Brother:

I am writing to thank you again for asking the Brothers of _____ Lodge to conduct the service for Name of Husband. Your husband was a valued Member in our Lodge. It meant a lot for us to be asked to do the service.

We want you to know you will be very much in our thoughts during the weeks and months ahead. If there is anything we can do, I hope you will feel free to call me.

With Our Deepest Sympathy,

Hiram Abiff
Worshipful Master
Tel. Number

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