

## **SECTION 5: REVITALIZE - REVITALIZATION OF PAST MASTERS, OFFICERS AND MEMBERS**

### **5.1 PURPOSE**

The objective of this section entitled REVITALIZATION is to present ideas which will make ALL members feel that they belong and are an important part of the Lodge. The topics outlined for discussion in your Lodge where applicable are:

1. Finding the Right type of Lodge Management.
2. Coping with Change.
3. Better and more Diverse programs in Lodge.
4. Ideas for more participation by members.
5. Conducting Membership Opinion Surveys.

Along with other ideas and tools, it's imperative that ALL members feel needed, wanted and welcomed. **IF YOU BUILD IT, THEY WILL COME!**

### **5.2 IDEAS FOR THE REVITALIZATION OF THE MEMBERSHIP IN GENERAL**

A few thoughts as to how we can revitalize the existing membership.

We should be using a number of the programs we currently have targeted for other groups. As an example, Mentor and Friend to Friend. These are programs the average member could not explain, let alone understand the content of them. Is it his fault? This may be a fault in leadership whether lodge, district or Grand Lodge.

If the average member knew the strength of the fraternity of what he joined as it relates to him, then he would have reason to attend lodge. Until he can relate to Freemasonry on a personal basis and see how he can bloom spiritually, he will continue to compare going to lodge with going bowling or playing baseball.

Some possible examples of these hidden qualities include leadership, communication, public speaking, confidence, administrative, management and organization skills.

Once a mason understands the precepts and sees the value to him as a person, we can then explain the value of many other things we do that are needed in every day life.

### 5.3 FINDING THE RIGHT TYPE OF LODGE MANAGEMENT: CONSULTATION AND CONSENSUS

"Brethren, such is the nature of our institution that, while some must of necessity rule and teach, so others must of course learn to submit and obey..." Masonry is a fraternal organization, which prides its self on the equality of its members. As noted in the preceding quotation from the "General Charge", certain members must take a leadership role for each individual lodge to survive and flourish. How this Lodge Management is conducted can have a profound effect on the success of the lodge.

The purpose of this Section is to examine the various techniques of Lodge Management that exist and to determine which approach to leadership is best suited to a modern day Craft Lodge. The goal is to determine how to instil a successful management scheme in the Lodge.

#### 5.3.1 Management Styles

Lodge Management can run the gamut from "totally autocratic" to "fully democratic". The successful formula lies somewhere in between. Perhaps you will identify the style that your Lodge employs. Maybe you will be pleased with what you find. You may identify problems with your Lodge's management style. If you do recognize problems, perhaps this Section will enable you to identify solutions to those problems.

1. Decisions by **DECREE**, made by: **A SINGLE DOMINANT MEMBER**

Advantages: - none.

Disadvantages: - members lack feeling of ownership of the Lodge  
- generates dissatisfaction  
- narrow in scope  
- fosters stagnation  
- undermines normal Officer development and progression  
- autocratic.

2. Decisions by **DECREE**, made by: **A SMALL PERMANENT CLIQUE**

Advantages: - none.

Disadvantages: - unreceptive to new ideas  
- dissension among members  
- stagnation  
- causes factions in Lodge and in Corporate memory  
- places the Lodge in a rut  
- stifles incentive  
- decisions rehearsed, rather than democratic  
- undermines the Office of Master  
- undermines membership participation.

No longer can Masonry tolerate Lodge Management by one dominant member, or a small group of members. Management by one individual or a small clique leads to conflict. This type of management has no place in the modern Lodge. Decisions made

by Decree, or even Consultation then Decree, promote no advantages, but create many disadvantages including; results in a dictatorship; creates dissension, anger and resentment; turns members off Masonry; results in short-term attendance by new members; decisions not in best interests of the Lodge at large; and it leads to criticism outside of the Lodge.

To overcome the disadvantages of an autocratic leadership and its negative impact on the very existence of the Lodge, a number of managerial styles are employed. While they provide certain advantages, any restriction of participation by the membership at large still creates disadvantages. For example:

3. Decisions by **CONSENSUS**, made by: **MASTER, WARDENS AND PAST MASTERS**

- Advantages:
- establishes a line of organization
  - members know where decisions are made
  - progression of thoughts and plans
  - new ideas encouraged and considered
  - blends good old ideas with new ideas
  - retains Corporate memory
- Disadvantages:
- Past Masters could intimidate Master and Officers
  - old ideas could outweigh new ideas
  - destroys the Committee structure
  - management base too narrow
  - discourages initiative of Junior Officers and members
  - excludes general membership, particularly new members.

4. Decisions by **CONSENSUS**, made by: **MASTER AND ALL OFFICERS**

- Advantages:
- as above, plus:
  - more ideas and from a broader base
  - participation by Junior Officers encouraged
  - better team development
  - continuity of ideas and plans
  - opportunity for management training.
- Disadvantages:
- could create an elitist group of Officers
  - could generate long debates on minor issues
  - could result in some exclusion, including Past Masters.

5. Decisions by **CONSENSUS**, made by: **MASTER, OFFICERS AND PAST MASTERS**

Advantages:               - as above, plus:  
                                  - past experience balances with new ideas  
                                  - better representation.

Disadvantages:           - regular members excluded.  
                                  - could be difficult to get members to attend meetings.

Strength and the flexibility to address changing times and circumstances come from participation and the ability to manage the changes that must come. Masonry must move forward. It must count on all of its members. Management must flow with changes in society and be flexible to address these cultural changes. To be stagnant in a changing world is to wither on the vine.

The "Friend to Friend Programme" is designed to rejuvenate the interest in those members who have not been active in recent years, and generate an interest to join in quality men who need a simple nudge to investigate membership in the Craft.

We must prepare for the integration of these new members. The "Mentor Programme" is making these new members knowledgeable about Masonry in a manner not witnessed in candidates in past years. This knowledge and a related interest in the operations of the Lodge must be exploited and directed towards retaining the interest which first attracted them to the Craft and making them long-term, active members.

Masons come from all walks of life and vocations. Each has something distinctive to contribute to the advancement of the Fraternity. Members bring to the Craft unique skills, enthusiasm, interests and a sincere desire to improve themselves and Masonry. New members must be given the opportunity to participate in the ownership of the Lodge by immediately encouraging their involvement, by demonstrating that the new members' opinions, thoughts and special talents are needed by their Lodges and the brethren. Like any organization, all types of skills and talents are required to operate the Lodge. There are administrative, planning and accounting needs, managerial and Officer needs, and the need of music at our ceremonies.

These are some of the special skills that only a capable brother can contribute. These individual skills must be harnessed and made to work in unison for the betterment of the Lodge. This is achieved when the membership is consulted, and the decisions made reflect a consensus of what is the best course of action for the Lodge. This leads to one further improvement in the style of Lodge Management:

6. Decisions by **CONSULTATION AND CONSENSUS**, made by: **MASTER, OFFICERS, PAST MASTERS AND MEMBERS**

Advantages:

- all those above, plus:
- democratic
- excellent for management training
- necessitates formal planning and agenda
- creates good communications
- opportunity for differing points of view
- always alternatives to consider
- members able to buy into plans
- contributes to a happy and healthy Lodge.

Disadvantages:

- could be unwieldy
- too many ideas could lead to lack of accomplishment
- takes longer to arrive at conclusions
- requires strong management

No management style is without some disadvantages, but these disadvantages are manageable, and have the benefit of action. Several of those listed, particularly a surplus of ideas and a requirement for strong management, could also be viewed as advantages.

21<sup>st</sup> Century Lodge Management requires wide-spread participation by the members, under the strong direction of the Master, where every member has the feeling of belonging to the Lodge and participating in its management, where the views of the members are sought and considered, where decisions are taken following a consensus of views, and where good management is guaranteed through a plan of succession, under which Officers fully participate in the management of the Lodge as they progress.

In certain instances, we must inspire our current members to become more involved in Lodge activities, while in other instances, we must encourage them to share management of these Lodge activities with the new members. To do this, of course, the Lodge must have activities. These activities should be the result of a carefully conceived plan, developed by the Master, with assistance from Lodge Officers and Past Masters, that strives for an interesting balance between degree and social programs, and provides for optimum participation by Lodge members (see Section on "Planning the Year as Worshipful Master" for suggestions).

If your analysis has identified a concern, hopefully, this Section will lead to a solution. And if you understand why change is necessary for the future well-being of the Craft and how to go about achieving that change through the proper Management of Change, then this Section will have achieved its full purpose.

Your challenge is to assess the management style used by your Lodge and, if necessary, to alter it (FOR THE BETTER), so that it employs consultation with its members, action by consensus, and is capable of coping with inevitable change without divisive internal conflict.

## 5.4 LODGE MANAGEMENT: COPING WITH CHANGE

### 5.4.1 Introduction

Lodge Officers and active members have all too frequently heard: "you can't do that!", or "we have always done it this way!" These utterances are aimed at change, or more accurately, against change. Change for change's sake is inappropriate. However, equally inappropriate is resistance to change because "we never did that before!"

The purpose of this Section is to address the Management of Change.

One of our basic tenets is that it is not in the power of any man or body of men to make innovation in the body of Masonry, however change is said to be inevitable. What often gets lost in the heat of debate is the nature of the change. Landmarks, Tenets, Principles and the Ritual require consistency for the Craft to survive. Equally important for survival are the changes necessary to keep the Craft current with modern society. We are soon to enter a new millennium, but without the capacity to recognize the need to modernize our management philosophies and bring them forward into the 21st century, there is little likelihood that the truly important unalterable principles will have the fertile ground in which to survive and grow. Certain changes are mandatory, if the basic philosophy of Freemasonry is to endure beyond its 300th Anniversary.

The paradox we all face as Masons is to preserve that which cannot be changed without compromising the very foundation of Freemasonry. While overcoming the conflict and bickering over those changes that must be made to ensure the continued existence of what each and every Mason deems inviolable: the preservation of a healthy Masonic Order "until time shall be no more" is the challenge of every Mason.

What changes are required for Masonry to survive and grow? Some are already being taken. The veil of secrecy that, in the past, has surrounded and screened out the curiosity and perhaps interest of our family, friends and the community, is being lifted. Masonry is emerging from its own dark age at a time when society is fearing more and more the unknown. The more society understands about Masons and their contributions to the community, the stronger the Fraternity will become.

Lodge Management must also move forward. Gone are the heydays of Masonic growth following both World Wars when, with the fraternal feeling for their comrades-at-arms still in their hearts, many returning veterans sought something to erase the agony and, to fill the gap, turned to Freemasonry. This is an age of independence. The "Baby Boomers" and "Generation Xers" all have their own distinct views of life in general, and how much they wish to participate. Their sense of belonging differs from past generations. They are not content to sit on the sidelines. They are active or they are gone. To attract these generations, who represent the future of our Craft, Freemasonry must adapt to accommodate their philosophies to include a voice in the operation of the Lodge and expand to include their families in Lodge activities.

We must strive for Total Quality Masonry, the pursuit of excellence in all our Masonic activities, including improving the quality of our membership. While the values of Masonry remain untarnished, many of the old ways of doing things must be re-evaluated to ensure they are still valid in today's world. If changes are necessary, then changes

must be made, including modernizing our managerial philosophies, as outlined in the Section entitled: "Finding the Right Type of Lodge Management".

#### 5.4.2 Converting Conflict into Consensus

As Masons, we are admonished to "... work together with that love and harmony which should at all times characterize Freemasonry"... and so we should. This, however, is often easier said than done. Often differences of opinion can harden resolve on differing courses of action to such a degree that confrontation arises, making a common sense compromise difficult. Not only is this "non-Masonic", it creates a state of stagnation within the lodge, and everyone suffers.

Change is never easy, and it can be accompanied by conflict. Differing points of view must be assessed and the merits of each fully considered. Proponents of differing opinions must be given their say. Frequently the course of action to follow lies between the extremes. Often, the solution evolves through compromise. When required, a mediator, whether it be the Worshipful Master or some skilled Brother chairing a Committee, must possess the wisdom of Solomon and the patience of Job. He must be fair in his assessment of the different views and possess the skills of a good negotiator in achieving a solution that all parties can accept for the harmony of the Lodge. This is the essence of the Management of Change.

Mediating consensus from conflicting points of view is a challenge. This is particularly true in the management of a lodge, where opposing views often agree on only two factors. Each has the lodge's best interests at heart, and each believes that its point of view is best for the lodge and its members. To achieve consensus on a course of action that addresses the problem and permits the lodge to move forward, a mediator must strive for a compromise to be reached. Often, this is not midway between the opposing views (half a change may be worse than no change at all). The lodge must move forward.

The best interests of the future well-being of the lodge must be paramount. Any change must strengthen the lodge. In creating the proper atmosphere for consultation, every effort should be made to improve the interaction between the parties. Each party must be made more respectful of the opposing position. The key to success is communication, "are all parties listening"? Are they open to compromise? Do they fully understand the total picture, including the various options? Are their interests shared, compatible, or conflicting? It is the role of the mediator to get answers to these questions and to assess the alternatives. What are they? Can they be improved upon? Are there other possibilities?

When opposing parties try to bargain over positions, they tend to lock themselves into their positions. The more each clarifies its position and defends it against attack, the more committed they become to it. A principled mediation method of focusing on basic interests, mutually satisfying options and fair standards typically results in a wise agreement by reaching a gradual consensus on a joint decision efficiently. This method should involve the following steps:

#### 5.4.3 Separate the PEOPLE from the Problem:

Deal with the facts only. It is difficult to deal with a problem with people misunderstanding each other, getting angry or upset, and taking things personally. People tend to see what they want to see. Out of a mass of detailed information, they tend to pick out and focus on those facts that confirm their perceptions and to disregard or misrepresent those that call their perceptions into question. Give each side a stake in the outcome by ensuring that they participate in the process. If they are not involved, they are hardly likely to approve of the solution. Often, people will continue to hold out, not because the proposal is unacceptable, but simply because they want to avoid the feeling or appearance of backing down to the other side.

Proposals should be made that are consistent with their values. "Face-saving" involves reconciling an agreement with principle and the self-image of both parties. If the parties view themselves as adversaries in a personal face-to-face confrontation, it is difficult to separate their relationship from the substantive problem. The more effective way for the parties to think of themselves is as partners in a side-by-side search for a fair agreement advantageous to each and beneficial to the Lodge.

#### 5.4.4 Focus on INTERESTS, not Positions:

List the facts. Since the parties' problem appears to be a conflict of positions, and since the goal is to achieve agreement on a position, they naturally tend to think and talk about positions - and in the process, often reach an impasse. The basic problem lies not in conflicting positions, but in the conflict between each side's needs, concerns and fears, that is, their interests. Interests motivate people. Their position is what they have decided upon, but their interests are what caused them to decide. Looking to their interests instead of their positions makes it possible to develop a solution. Behind opposed positions lie shared and compatible interests, as well as conflicting ones. Agreement is often possible precisely because interests differ. Shared interests and differing, but complementary interests, can both serve as the building blocks for a wise agreement. A position is likely to be concrete and clear, unfortunately the interests underlying it may well be unexpressed, intangible and perhaps inconsistent.

The problem, then, is to identify those interests. One basic technique is for the mediator to put himself in the shoes of each party. Examine each position they take, and ask himself "Why?" One useful way to uncover interests is first to identify the basic decision each party seeks, and then to determine why the other party has not made that decision. What interests of theirs stand in the way? The purpose of mediating is to serve the best interests of the Lodge. The chance of that happening increases when there is communication between the parties. Each side may not know the other's interests. If each side is to take the other party's interest into account, the mediator has to explain to them what those interests are. He must be specific. Concrete details not only make the description credible, they add impact. People tend to listen better if they feel that they have been understood. It also helps to acknowledge that their interests are part of the overall solution being sought.



#### 5.4.5 Invent OPTIONS for Mutual Gain:

It may seem that there is no way to split the pie that leaves both parties satisfied. Often the solution appears to be an either/or choice that is either markedly favourable to one side or the other. As valuable as it is to have options, people involved in negotiation rarely sense the need for them.

There are four major obstacles that inhibit the inventing of an abundance of options:

- Premature judgement - inventing options does not come naturally.
- Searching for the single answer - in most people's minds, inventing alternatives simply is not part of the negotiating process.
- The assumption of a fixed pie - each side sees the situation as essentially "either/or", either I get what is in dispute, or the other party does.
- Thinking that "solving their problem is their problem" - each side is concerned with only its own immediate interests.

To invent creative options deal with the facts, then it is necessary to:

- Separate the act of inventing the options from the act of judging them, since judgement hinders imagination.
- Broaden the options on the table, rather than look for a single answer.
- Search for mutual gains - shared interests help to produce agreement.
- Invent ways to make the decisions of each party easy - confront each side with a choice that is as painless as possible.

#### 5.4.6 Insist on Using Objective CRITERIA:

The more standards of fairness, efficiency or merit is brought to bear on the problem, the more likely that a final course of action will be produced that is wise and fair. Approaching agreement through discussion of objective criteria also reduces the number of commitments that each side must make and then unmake as they move toward agreement. In positional bargaining, each party spends much of the time defending its position and attacking the other side's position. The use of objective criteria tends to employ time more effectively talking about possible solutions. Objective criteria need to be independent of each side's will and, to assure a wise agreement, should also be logical and practical.

When change appears necessary and differences in how to address the issue exist, the preceding methodology should be employed. To assist in reaching the proper conclusions, the following process should be considered:

- Identify the issue.

- Assemble the pertinent information from available sources, such as the Constitution and Lodge By-laws, experience and expert knowledge of members, tradition and history to form a basis from which to begin, review of past records, consult with other lodges and data sources within the Craft.
- Review the assembled facts with representatives of the membership.
- Establish a Committee to devise a plan to bring about the appropriate change, chaired by a member possessing mediation skills. Committee members should be selected for their abilities in relation to the issue, and to represent the interests of the membership.
- Have Committee proposals and recommended action reviewed by representatives of the membership.
- Implement the agreed change, and review progress and results with the membership on a regular basis.

#### 5.4.7 Summary

Changes are occurring daily all around us. We cannot drag our feet in an attempt to stop the changes. We must adapt to those changes so that we will survive. Freemasonry is like life itself, because it is comprised of individuals who each contribute to its strength. Freemasonry, therefore, must also change to keep up with the evolution of society. In this manner, not only will Freemasonry survive in the new century, it will flourish. The key is to recognize that Freemasonry cannot stand still in this fast-paced world. It must be at the forefront of change, not in those areas which are inviolable, but in Lodge Management.

## 5.5 SUCCESSFUL PLANNING FOR THE MASONIC YEAR (FOR THE WORSHIP MASTER)

### 5.5.1 Introduction

Things, especially good things, do not just happen - you must make them happen. This requires planning - and your plan should try to predict the unpredictable, so that, as Worshipful Master, you are prepared to cope successfully with any eventuality, from black balls in the ballot box, to the unannounced arrival of the Grand Master himself.

Planning is a key management responsibility. It provides the following benefits:

- It compels you to assess your goals and objectives.
- It promotes communication and co-ordination with other members of the Lodge.
- It provides definite expectations that are the best framework for judging subsequent performance.

As a line officer, it is easy to take for granted the success of the meetings, but it must be recognized that hard work and planning are behind every successful meeting. Concentrate on determining the components that you recognize as contributing to that success, both in your Lodge, and when you visit. And do visit. There are many ideas worthy of adopting which you will see at other Lodges. Be prepared in advance to be the Worshipful Master.

There is no one sure road to success, but let's look at what should constitute a successful plan.

But first, let us recognize that our plan is our road map to success, and, like any map, it is of no value if, once prepared, it is stuffed into the glove compartment and forgotten. Study your plan, revise it if circumstances dictate - after all, it is your guide for a successful year!

In reality, we should be talking of two types of plan - the long-range plan, setting out your goals and objectives for your year as Worshipful Master, and the short-term plan, or individual meeting plans, which obviously must be more precise, but in fact, are component parts of your Master Plan.

### 5.5.2 Long-Range (Master) Plan

In some lodges, it is traditional for the Master-elect to meet with the Past Masters prior to Installation to set out his plan of action and get their collective advice and guidance. If your Lodge does not now follow such a practice, you should seriously consider instituting it - or alternatively, set out your goals and objectives, as well as a plan to achieve them, and discuss them with a cross-section of Past Masters.

Obviously, the number of candidates available during the year will dictate the overall program, and this number is usually not known at the outset of the Masonic year. As a result, the long-range plan must be flexible. Some plan is better than no plan, because a plan necessitates thinking and communication - two keys to success, and it will provide you with the foundation upon which to build a successful year.

Be creative - plan variety and strive for an interesting balance between your degree and social programs. Degree work is fine, especially if you are blessed with a number of candidates. Remember, "all work and no play makes Johnny a dull boy" - it also makes him a bored Mason, one who could turn away to other pursuits of enjoyment, and he

may be lost to the Lodge forever. If you have lots of degree work, vary it, so that there are different degrees at regular meetings. Intersperse special interest programs. Invite other lodges to participate. It is important that the Lodge Officers know their work and work the three degrees, even if you have to borrow candidates from sister lodges, or exemplify certain degrees. This responsibility having been addressed, consider other special programs such as:

- A Past Masters Night, honouring an active Past Master by allowing him to conduct a degree team of other Past Masters.
- A Members Night, with a Past Master conducting a Degree Team consisting of members. What a wonderful way to keep their interest up and to uncover likely officer material.
- Special Degree Teams, such as the R.C.M.P. or the Masters Group of some specific year.
- Fraternal Visits by Lodges, either from within or outside your own District or Grand Jurisdiction with the visitors doing the work of the evening.
- Special programs of Masonic Education and/or Instruction.
- Special non-Masonic programs in the Lodge Room for family and friends of members.
- An Awards Night for the presentation of long service and other pins and certificates.
- Social functions, such as the annual Ladies Night, Christmas Party, barbecue, special functions for members and their families, and don't forget the widows of deceased members.

In preparing your long-range plan for the year, take full advantage of the expertise available. Just because you are the leader does not mean that you must carry the ball at each meeting. Use the resources of your own Lodge and do not forget to utilize the District talent available to you. There are District Officers in a number of disciplines who are anxious for the opportunity to participate in Lodge meetings.

With your road map for the year completed, you are now ready to finalize its implementation. Recognize at the outset, however, that the long-range plan must be flexible to address changing requirements as the year progresses and, regrettably, that all your goals will probably not be achieved, unless you have set your sights too low!

### 5.5.3 Short-Term (Meeting) Plan

Develop your meeting plan (the detailed map) in a logical step by step manner, and write down an outline to which you can refer during the meeting. Do not try to commit everything to memory.

A good plan for each meeting should include the following elements:

- Establish your objective. It may simply be to have a successful meeting.
- Set the goals necessary to achieve that objective. Perform the work of the evening with dignity and decorum to ensure a smooth-flowing meeting and to end at a reasonable hour.

- Define specific tasks. Organize the business portion so that it is accomplished smoothly. Ensure that all participants in the work of the evening are well versed in their parts and know when to act. Ensure all Officers are aware well in advance of any special requirements expected of them, e.g. that the Deacons are aware that a ballot is to be conducted.
- Choose your strategies. Ensure all Officers are prepared by holding educational meetings and practices. Try to foresee anything that could arise during the meeting. Time all segments and ensure that they are smooth flowing.
- Assign responsibilities. As noted previously, you are the leader, so set the strategy. Assign tasks to the Secretary, Director of Ceremonies, other Officers and certain members. Let each one know what is specifically expected of him and establish controls to evaluate performance. Your map is only of value if you check it from time to time to ensure that you are still on course.
- Choose a capable Past Master to conduct practices and to assess actual performance during meetings. Encourage him to provide constructive criticism. Only in this manner can the Officers improve.

#### 5.5.4 Order of Business

The Order of Business at a lodge meeting is often specified in the Lodge By-laws, however, it can be revised at the discretion of the Worshipful Master. Your plan for the evening should be developed on that sequence, and might be something like this:

- Open the Lodge in ancient form.
- Have the Secretary read the Summons calling the meeting.
- Have the Secretary read the Minutes of the last regular and any subsequent emergent meetings, then confirm and sign the Minutes.
- Hear and approve the report of the Committee of General Purposes and present the accounts for payment.
- Receive and consider the reports of other committees.
- Have the correspondence read and considered.
- Receive and deal with any petitions or applications.
- Consider any business left unfinished from a previous meeting, and consider any other matter legitimately brought before the Lodge.
- Ballot upon applications for membership, first by affiliation and then by initiation (in accordance with the Book of Constitution, balloting must be the last order of business, except for the conferring of degrees).
- Confer degrees in their respective order, and/or present other programs of the evening.
- Hear any address or lecture.
- Close the Lodge in ancient form and conduct the banquet hall program.

### 5.5.5 Specific Procedures

Having developed this basic outline, let's now look at some specific procedures to follow:

- Several weeks before the meeting, discuss the contents of the Summons with the Secretary to ensure key points are covered and special announcements are included.
- Several days before the meeting, review the Minutes of the previous meeting with the Secretary to determine whether there is any unfinished business that might require some comments by the Worshipful Master -- similarly, for the Committee of General Purposes, to ensure that no outstanding matter of Lodge business is overlooked.
- Refresh your memory as to when a motion or notice of motion is required, which motions may be decided by a show of hands, which require a secret ballot, and whether a simple majority or a two-thirds majority is required to carry the motion.
- Remember that the regular meeting places the seal of approval on Lodge affairs - ensure that contentious issues are brought forward for resolution at the Committee of General Purposes before placing them in front of the members, so as not to take up the time of the whole Lodge. Be prepared to refer items to the Committee of General Purposes, or even to special sub-committees, and invite interested members to participate in the discussions.
- Do not try to crowd too many items into one evening - recognize that we are competing for the member's time. Make him want to come back by giving him excellent degree work or thought-provoking education programs - but remember, do not overkill. You have a captive audience to entertain, but you only have their attention for approximately two-and-a-half hours - do not drag the meeting on. A key factor in the success of our Fraternity is "fraternizing". The members are there to support you, but they also want to visit with old friends and meet new ones - do not steal their socializing time!
- Make sure that all Officers are familiar with their tasks of the evening. Nothing is more truer in this respect than the old adage, "practice makes perfect".
- Ensure that the Officers are alert and attentive to the proceedings and are ready to participate when required. Decorum is of key importance. The Officers must always appear to be alert and interested. If they show disinterest, why should the members be interested?
- If the work of the evening is a degree, appoint a prompter and announce his name at the beginning of the evening, so as to avoid confusion from stage whispers during the work.
- Know who the visitors are likely to be. Make some arrangements by which you can be notified of the arrival of an unexpected guest, or one to whom special honours are to be accorded. If the program of the evening is to be a special one, such as a Past Masters or Members Night, confirm the part each participant is to undertake by letter. In all cases, telephone those who are to take part in the evening several days in advance to confirm their presence. It is also wise to have backups available for key parts, just to be

sure. For example, if the degree is to be put on by a special team, ensure each Lodge Officer is ready to step in at the last moment, should his counterpart for the evening not be able to attend.

#### 5.5.6 Key Factors to Success

Now let's look more closely at some of the key factors that will contribute to a successful year as Worshipful Master.

#### 5.5.7 Knowledge

As Worshipful Master, you are responsible for every administrative procedure and financial transaction. Be prepared by knowing the breadth and limitations of your authority. Before assuming control, ensure that you are familiar with the Constitution of Grand Lodge and the By-laws and financial resources of your own Lodge.

#### 5.5.8 Delegation of Work

Although the plans that you have developed are yours, you cannot implement these plans by yourself. Decide what could and should be delegated. Select and train a competent team to accept delegated responsibility. Communicate your expectations. Coach and counsel to improve performance. If you do not include others, they will exclude themselves. Do not forget that you are the leader, you can delegate the work, but it is not your role to single-handedly rule and direct the Lodge.

#### 5.5.9 Timing

Sound management is the best control of time, and a solid plan is the tool to tighten that control. Timing is a vital part of planning a meeting, and is instrumental in achieving one major goal, that of sending everyone home at a reasonable hour, satisfied that the evening was filled with propriety, dignity, perhaps a little humour, and lots of good fellowship. If you succeed, they will want to come back, and perhaps bring a friend.

Develop an average timetable for the various segments of the evening. For example, opening, business, degree or other work, speeches and announcements, closing and the banquet program. Attempt to follow your timetable closely, but do not try to make up for lost time by speeding up the ceremony, this only lessens the dignity. Do eliminate moments when time is otherwise wasted. Do use natural pauses in the procedures, like the preparation of the candidate, to good advantage, such as for introducing visitors, or for announcements for the good of Freemasonry.

To ensure that the meeting moves along at an appropriate pace, consider the following:

- Start the meeting on time, as specified in the Lodge summons Do not keep many waiting because a few are late. Encourage the Officers to be present early, not only so that the meeting can start when scheduled, but also to help meet and greet the brethren and visitors.
- If there is to be a ballot, ensure that it is prepared before Lodge is opened and that the Deacons know the procedure to follow.
- Ensure that all Officers recognize the value of not wasting time.
- When introducing the visitors, do so without delay. Reduce the number of groups to as few as possible. Discourage ad-hoc introductions of individual visitors or groups by Officers or members of your Lodge.

- For special visitors, the Director of Ceremonies should limit his introduction to a few carefully chosen remarks, before turning them over to the Worshipful Master for the official Lodge welcome.
- Continually think ahead to what is supposed to happen, and keep the meeting focused towards your goals.
- Ensure the necessary motions are made, and seconded, without delay.
- Do not keep answering “alarms” to allow late arrivals to dribble in.
- Discourage frivolous comments in the Lodge and place a limit on the length of all speeches, both in Lodge and during the banquet hour, except on special occasions.

Knowledge, Delegation and Timing, are all key factors in contributing to a successful year. They are but the working tools to carry out the design, and must be integrated into a plan in order to achieve specific goals and objectives.

#### 5.5.10 Summary

That’s all there is to it. With a dedicated team knowing what is expected and you as leader with your plan as the strategy, you cannot help but succeed! Planning is not that hard, but it is essential. It is difficult to set out down the road to success, if you have no preconceived notion of what success is.

Implementing your plan and making it work will call upon your leadership qualities. Remember, you are Worshipful Master of your Lodge because you have already demonstrated to others that you possess just such qualities and the lodge has elected you for such.



## 5.6 IDEAS ON HOW TO IMPROVE A NIGHT AT LODGE (SURVEY RESULTS)

The following is a summary of comments that were collected during the 1996 Masonic Neophyte Information Sessions. The information sessions were conducted by a Special Committee of Grand Lodge and held throughout the jurisdiction.

The purpose of the information sessions was to gather input from brethren who have been Masons for less than 10 years. The ultimate goal was to get a pulse on the condition of masonry from its newest members, the leaders of tomorrow, and to determine the positives and the negatives about Freemasonry to determine a strategy for the future.

The points below are a subset of those comments. The comments do not reflect Grand Lodge or the Brother to Brother Committee, but do reflect the perceptions of those who were invited to participate.

- Debate on moral issues, Discuss Masonic history In layman terms.
- More Masonic & historical education. More educational presentations.
- Variety in Degree Work (i.e. special groups, themes).
- Less time on business and more on Degree Work and social aspect. Invite speakers.
- Explain to new candidates what we do, and why. More visiting speakers.
- Provide more current materials for the Masonic Education Committee.
- Introduce Masonic Education to 21st Century Technology (videos, graphics, etc.).
- Get more members out. More effort in The Work.
- Live theatre.
- Phone campaigns to encourage more members to come out.
- Provide more factual information before Lodge matters are decided.
- Try to give some duties to different individuals, i.e. degrees and lodge care. Eliminate all unnecessary, redundant speaking.
- Breakdown the groups that form after lodge, i.e. PM's sit with PM's, young sit with the young etc., mix it up.
- Involve more members in the activities.
- Move formal meeting and degree work along in order to be out of Lodge earlier.

- Interesting and timely Masonic education. Quality degree work.
- Short presentations on history of Lodge and craft.
- Reduce redundant material.
- Start on time and end at a reasonable time.
- Better and more food. More attendance. More casual events. Reduce Degree Work.
- More in-depth discussion on inner meanings and symbolism of the craft.
- Esoteric meanings of the degrees. Group visitations. Keep it prompt.
- Change start time to 7:00 p.m. to allow additional time for discussions.
- Should be out of lodge room by 9:30 to allow time for fellowship and social time.
- Don't like getting home at midnight.
- Polish our ritual.
- Try to get some of our older brethren out to lodge possibly by providing a ride.
- Encourage perfect performance of the work.
- Audio Visual props and speakers bureau.
- More in lodge explanation of ritual.
- Charity....more community visibility.
- Banquet hour programs to reduce boredom.
- Theme nights supported by speaker.
- Liven up the fellowship hour.
- Have work rehearsal first.
- "Give the boys something to go home and think about in everyday life."
- Brief (10 minute) educational spots.
- Don't let meetings bog down.

## **5.7 HOW TO SUCCESSFULLY IMPLEMENT A FRIEND TO FRIEND NIGHT**

### **5.7.1 FRIEND TO FRIEND IS?**

Friend to Friend Is:

- An evening at the Lodge where members bring a non-Masonic friend/guest (a potential quality candidate) for the purpose of learning more about Freemasonry

Friend to Friend Is Not:

- An open house
- A mall information booth
- Just showing the "Friend to Friend" video to Lodge brethren

### **5.7.2 BENEFITS OF A FRIEND TO FRIEND NIGHT**

- Motivates the interest of all current active members
- Rejuvenates the interest of our members who are not attending Lodge
- Attracts the interest and provides information to potential quality candidates
- Increases the level of pride among brethren
- Creates intensity among brethren
- A win/win for the Lodge

### **5.7.3 THE CRITICAL STEPS IN GETTING A FRIEND TO FRIEND NIGHT STARTED**

- Determine the need
- Start Planning Now! (4-5 months in advance)
- Appoint a Lodge "Friend to Friend" committee (5-6 Members)
- Select a date for a "Friend to Friend" Night well in advance
- Obtain dispensation well in advance from Grand Lodge (no fee)
- Read the manual
- Use tools available
- Ensure that members bring non-Masonic friends to Lodge

#### **5.7.4 KEY STEPS IN IMPLEMENTING A FRIEND TO FRIEND NIGHT**

- 1) The Memory Jogger
- 2) "Friend to Friend" brochure (give to your friend in advance)
- 3) Give interested friends' phone number and address to Chairman
- 4) Lodge to send letter of invitation to friends (include brief Agenda)
- 5) Prepare detailed Agenda (assign Lodge speakers)
- 6) Deliver "Friend to Friend" program (good timing a must)
- 7) Prepare for questions (handouts) sign-in sheet
- 8) Follow up in 2 weeks with thank you letters to friends/guests
- 9) Promote "Friend to Friend" Night in Lodge Summons

#### **5.7.5 AN EXAMPLE OF A LETTER OF INVITATION TO A LODGE MEMBER**

Friend to Friend Night

On [DATE] bring along your friend to [LODGE NAME]'s "Friend to Friend Evening". This night is also for you!! If you have not been to Lodge for a while come out to renew old friendships.

There will be no degree work, everyone can enjoy in the fellowship with a light dinner at 6:30pm, preview the "Friend to Friend" video, sit in the Lodge room and listen to the presenters talk briefly about our craft and its teachings.

You can guarantee it is shaping up to be an evening of information and fellowship. I invite you on behalf of the Worshipful Master [W.M. NAME] and the [LODGE NAME] Friend to Friend Committee.

\*\*\* Give the enclosed invitation to a Friend \*\*\*

W. Bro. xxx

Chairman, "Friend to Friend Night"

## 5.7.6 AN INVITATION EXAMPLE

*You are cordially invited to attend as my guest a  
"FRIEND TO FRIEND NIGHT"*

*at  
[LODGE NAME] Lodge,  
[ADDRESS]  
[CITY], Ontario*

*[DATE]  
6:00 p.m. - 9:30 p.m.*

*For the purpose of Learning more about what Freemasonry is,  
who Masons are,  
what they believe in, what they do  
and to respond to any of your questions.*

## 5.7.7 A SAMPLE AGENDA

### ***Friend to Friend Night***

*[LODGE NAME]*

*[DATE]*

### ***Master of Ceremonies Program Agenda***

#### *6:00PM SOCIAL HOUR*

- *Reception Committee*
- *Displays*

#### *6:30PM DINNER*

- *Invocation*
- *Toast to Queen & Craft*
- *Dinner(Informal)*
- *Words of Welcome*
- *Outline of Program to Follow*
- *Introduction of Lodge Officers*
- *Introduction of Guest(s)*

#### *7:30PM OPEN LODGE*

- *Conduct Business*

#### *BANQUET ROOM*

- *Introduce Friend to Friend Video*
- *Question & Answer Period*

#### *8:00PM LODGE CLOSED*

- *Members retire to escort their Guests into Lodge*
  - *1) Introduce Lodge Officers and Regalia*
  - *2) Present Masonic Overview*
  - *Brief History of the Lodge*
  - *Explanation of Lodge Room*
  - *Question & Answer Period*

#### *9:00PM*

*RETIRE TO BANQUET HALL (Coffee Hour)*

#### *9:30PM*

*THANK GUESTS/ADJOURN*

### **5.7.8 POSSIBLE WORDING FOR THE EVENING**

Welcome the visitors to the lodge room. Describe that this is how a lodge looks at WORK versus the lodge at REFRESHMENT as was witnessed downstairs.

All Lodge rooms are similar to this layout.

Introduce the Lodge Officers and their describe their regalia. Begin at the top and ask the Officers to stand when introduced and remain standing.

- MASTER OF THE LODGE, Collar and Apron. Jewel: THE SQUARE.
- SENIOR WARDEN, Collar and Apron. Jewel: THE LEVEL.
- JUNIOR WARDEN, Collar and Apron. Jewel: THE PLUMB RULE.
- TREASURER, Collar and Apron. Jewel: THE CROSSED KEYS.
- SECRETARY, Collar and Apron. Jewel: THE CROSSED PENS.
- ASSISTANT SECRETARY, Collar and Apron. Jewel: THE CROSSED PENS WITH THE WORD ASSISTANT.
- SENIOR DEACON, Collar and Apron. Jewel: THE DOVE BEARING AN OLIVE BRANCH IN THE BEAK.
- JUNIOR DEACON, Collar and Apron. Jewel: THE DOVE BEARING AN OLIVE BRANCH IN THE BEAK.
- INNER GUARD, Collar and Apron. Jewel: THE CROSSED SWORDS.
- SENIOR STEWARD, Collar and Apron. Jewel: THE CORNUCOPIA.
- JUNIOR STEWARD, Collar and Apron. Jewel: THE CORNUCOPIA.
- DIRECTOR OF CEREMONIES, Collar and Apron. Jewel: THE CROSSED RODS.
- ORGANIST, Collar and Apron. Jewel: THE LYRE.
- HISTORIAN, Collar and Apron. Jewel: THE SCROLL SURMOUNTED BY A TORCH.
- CHAPLAIN, Collar and Apron. Jewel: THE BOOK ON TRIANGLE.
- TYLER, Collar and Apron. Jewel: THE SWORD.
- Last but not least, the IMMEDIATE PAST MASTER, Collar and Apron. Jewel: THE 47<sup>TH</sup> PROBLEM OF THE 1<sup>ST</sup> BOOK OF EUCLID.

These are the Officers in a Lodge.

- WOULD ALL THE PAST MASTERS PLEASE STAND. (SPREAD IN YEARS)
- NOTE DIFFERENT COLOURED APRONS/COLLARS: FROM PURE WHITE TO PALE BLUE TO ROYAL BLUE.
- INTRODUCE (PLEASE STAND) EAM, FC, MM, PM, VW, RW.
- INTRODUCE THE OLDEST MEMBER IN ATTENDANCE AND THE NEWEST MEMBER NOTE THE DIFFERENCE IN YEARS OF SERVICE.
- CLOSE WITH YOUR COMMENTS.

### **5.7.9 A MASONIC OVERVIEW**

#### *What is Freemasonry*

Freemasonry is the oldest and largest world-wide fraternity dedicated to the Brotherhood of Man under a Supreme being. In a society whose moral values are being severely tested. Masonry brings men together for fellowship and the promotion of integrity and good citizenship.

#### *Where Did Freemasonry Get its Start*

Our traditions can be traced directly to the associations of operative masons. They were men of outstanding character and high ideals who built the cathedrals and buildings of the Middle Ages.

With the decline of cathedral building in the 17th Century many guilds of craftsman, called "Operative Masons" started to accept into their membership those who were not working members of the Mason's craft and called them Speculative or Accepted Masons. It was in these groups called lodges comprised mainly of "Accepted" masons that Freemasonry as we know it today had its beginning.

In Seventeen hundred and Seventeen 1717 four such lodges which had been meeting regularly in London England united to form the " First Grand Lodge of England" under the direction of a "Grand Master".

From that first Grand Lodge, Freemasonry has spread throughout the world. Today some 150 Grand Lodges have a total membership of approximately five million masons.

Our Grand Lodges currently recognizes approximately 140 other Grand Lodges throughout the World. Each of these Grand Lodges is presided by a Grand Master, assisted by a Deputy Grand Master and a Board of General Purposes. These jurisdictions are usually subdivided into Districts under the custody of a District Deputy Grand Master and each district is comprised by a number of individual lodges, each ruled by a Worshipful Master. In Ontario we currently have 46 districts and a total of (648) lodges comprised of approximately 78,500Masons.



The District in which we belong is called the [District Name] District. [District Name] is comprised of [##] lodges, all meeting in [##] Lodge building or Masonic Temples.

There are numerous other appendant bodies of Masonic origin that are recognized by Masonic Grand Lodges including Royal Arch Masons, The Scottish Rite, the Shriners and many more. The common thread running through all of these bodies is that they are continuances of Craft masonry and their members must be Master Masons in order to join.

Freemasonry supports many charitable institutions such as, The Ontario Deafness Research Foundation, Autistic Homes of Ontario, and the Muscular Dystrophy Association. The Masonic Foundation of Ontario has a bursary program for university and college students and an awareness program to educate youth on the hazards of drugs and alcohol.

### *What is Freemasonry and What are its Objectives*

Freemasonry is a non religious organization which throughout its very many years of existence has maintained a consistent set of principles which are in parallel and which compliment those of all the Major Religions of the world, while at the same time promoting the simple but important objectives of helping all men and women everywhere to live happy lives. These principles include: Kindness and consideration at home; honesty in business, courtesy towards others, dependability in one's work, compassion for the unfortunate, and being a good citizen of the world.

While Freemasonry's activities and work may vary from town to town and from country to country its principles and objectives remain the same wherever it exists in the world. The organization of Freemasonry is based on a system of Grand lodges, each sovereign within its own territory. There is no central authority governing all Grand Lodges. To be acknowledged by others, however, acceptable traditions, standards, and practices must be maintained.

### *How Do You Become a Member*

One of freemasonry's customs is not to solicit for members. However anyone should feel free to approach any Mason to seek further information about the fraternity.

Membership is for men (21) years of age or older who are of good moral character, and who believe in the existence of Supreme Being.

### *What does Freemasonry Expect From its Members*

Freemasonry welcomes applications from men who seek harmony with their fellow man and who wish to participate in making this world a better place in which to live by formatting Masonic ideals of reverence morality, kindness, honesty, dependability and compassion.

## **5.8 PLANNING AND PREPARING A SUCCESSFUL INSTALLATION CEREMONY (FOR THE I.M.)**

### 5.8.1 Introduction

The "Ceremony of Installation & Investiture of Officers of a Lodge" was amended and reissued after authorization by Grand Lodge in July 1994. This version supersedes any former wording approved by the Grand Lodge of Canada in the Province of Ontario and is the only version that can be used for the annual ceremony.

Notwithstanding the requirement to use the new version, certain differences in the presentation of delivery, mechanics of the work, or positioning of the presenters will be seen as one visits from Lodge to Lodge throughout our Grand Jurisdiction. This Section will not attempt to give a definitive interpretation of the "proper way" in which to conduct an Installation, but will point out portions of the revised work which may vary from that to which we had previously become accustomed. It will also make recommendations as to the manner in which the Ceremony could be performed to achieve a uniformity in the work and an evening of enjoyment for those attending.

The Ceremony, and the evening as a whole, should be remembered as the night the Worshipful Master was installed. This is his night and nothing should be presented or performed that would take the spotlight from him.

### 5.8.2 Planning

The importance of the planning process cannot be overly emphasized. The year as Senior Warden may be perceived as quiet and uneventful as all that Office "appears" to be responsible for is the presentation of lecture in the Second Degree. The progression process is designed that way to provide the Senior Warden with the time and opportunity to plan his year as Worshipful Master of the Lodge.

### 5.8.3 The Role of the Senior Warden

The plans for the coming year are formulated by the Senior Warden during his year in that Office. Types of matters that must be considered and determined include:

- Do I have a commitment from the current Officers? Are the existing line Officers to continue?
- Are the current non-line Officers (Secretary, Treasurer, etc.) willing to continue?
- Who will I appoint as new Officers and are they aware of the responsibilities of the particular Office to which they will be appointed?
- Are they aware of the commitment they will be required to make to the Lodge?
- How many fraternal visits will be made to other Lodges?
- Who will prepare educational programs of interest to the brethren?

- Who will be responsible for “The Work”?
- How many and what type of social functions, including family events, should be scheduled?
- Who will be the Installing Master?

#### 5.8.4 The Role of the Worshipful Master

Many decisions will be expected from the Worshipful Master that could impact upon the Lodge in future years. The need to make such decisions should be made known to the Senior Warden long before his election to the Office of Worshipful Master. Some Lodges provide an information package to the Senior Warden up to six months before the elections. Such practice or something similar is highly recommended.

The Worshipful Master is responsible for ensuring that his Senior Warden is formulating plans for the coming year, and should meet with him on a regular basis to give him support and guidance.

#### 5.8.5 Responsibility of the Worshipful Master

Following the election of the Officers, the Worshipful Master turns his attention to the Ceremony of Installation. It should be known well before this time who will be the Installing Master. Permission must be given by the Worshipful Master to any Past Master who has been requested to install the Master-Elect. The Ceremony of Installation is the responsibility of the Worshipful Master up to the time when the gavel is passed to the Installing Master. The Worshipful Master should be fully aware of all the details of the Ceremony, including who will be taking part and who will be performing the various parts.

As much regular business as possible should be handled by the outgoing Master, thereby relieving the new Master of any unnecessary pressures.

#### 5.8.6 Responsibility of the Installing Master

The privilege of serving as Installing Master is one of the highest honours that can be accorded a Past Master of a Lodge. The selection of a Past Master as Installing Master is normally made because of the high regard the Senior Warden has of this individual. It is expected that the Installing Master will continue throughout the year to be the Worshipful Master's mentor. That responsibility begins prior to the evening of the Installation by the assembly of an Installation Team which is dedicated to performing the work with solemnity and style, and should also include advising the Master-Elect of his responsibilities both within the Lodge and during the Banquet Hour.

It should be noted that in some Lodges there is a progressive procedure for conducting elections and installing the Master following the Office of Director of Ceremonies.

## 5.9 THE ROLE OF THE PAST MASTER \*

Life after the Master's Chair. It takes (for the average lodge) eight years to become Worshipful Master of his Lodge. He then serves for only one year as the Worshipful Master. Is there is feeling of regret after having spent so many years of preparation? The answer will depend a great deal on the individual and his attitude.

Some give up the responsibility reluctantly...others never give it up. While there are a few who give it up never to return. Fortunately a majority do remain to serve as 'advisors' greatly assisting their successors in the management and well ruling of his Lodge.

This elite group of Past Masters are to be encouraged to remaining loyal to their Lodge. They can be used to good advantage and to continue to feel needed and useful. If ignored and deemed as a 'cast off', they will then seek other avenues and outlets for their talents.

The formation of a Past Masters' Association either within the Lodge or the District provides an association of fellowship and the means of keeping in touch with the daily workings of the Craft. They can be kept informed by the use of either a newsletter or the attendance at regular meeting of the association. The 'Festive Board' provides an alternate form of getting together. This association with each other will promote pride, continued interest and the sense of keeping in touch with each member of the association.

That special kinship which Past Masters have with each other, is evident in many ways. In some Lodges it is customary for them to be recognized by the fact that they are seated together within the lodge. This will permit them to easily eavesdrop with such comments as "that would never be allowed during my year" or "remember when such and such happened?" This is part of that 'special fellowship' that Past Masters enjoy.

Their importance to the Lodge is most evident during the Installation of the Worshipful Master and the investiture of officers. You need only to ask an Installing Master of the support that he receives when he requires assistance of the Past Masters. They are frequently referred to as the 'backbone of the Lodge'. That just might be a gross understatement of fact. Past Masters may be described as the backbone of the Craft. After all, ALL Grand Lodge Officers are, first, Past Masters. Their knowledge, vision, experience, enthusiasm and interest provide the basic ingredients for the complete Mason and the ability to steering the course of Masonry for its future.

Among the initial shock a Past Master can experience is that the telephone stops ringing. We must keep them involved as the mentors of the Lodge. Their experience can be utilized to those of the existing officers of the Lodge. They become the 'Advisor' to the officer and his responsibility to the Lodge. This will make them feel wanted and shown with the due respect they have past earned. It will be a reputation that they will continually strive to uphold.

Yes! The Past Master can be properly referred as the "backbone of the Craft".

It is the wise Master who recognizes the talents of the Past Masters and who uses them to good advantage. They can serve as a "sounding board" for the programs and activities the Worshipful Master might be considering. He can pick their brains for ideas and he

can count on the Past Masters to give him the wisdom of their experience. The Worshipful Master serves as the rudder, steering the course, but it is often the Past Master who assists him to "keeping it on an even keel."

## **5.10 INVOLVING MEMBERS UNABLE TO ATTEND LODGE \***

Within our jurisdiction we have many dedicated and concerned Masons who are unable to attend Lodge for a number of reasons. It is to these members we need to direct our thoughts and concerns. We need to find the way to involve these brethren and to allow them to participate in Masonic activities.

### **5.10.1 Telephone Committee**

Where a Brother Mason is unable to attend Lodge meetings, and in keeping with RETAIN, REVITALIZE and RENEW, what better resource do we have available than this person.

To have the Mason most aware of not being able to attend Lodge to once again become an active member and indeed participating in the most important part of Masonry – COMMUNICATION!

This will allow this member to be current on Lodge activities and events and will keep him in touch with his brethren and friends. He can once again be a contributing member of the Craft.

### **5.10.2 Transportation Committee**

This is another area where a member of the Lodge can assume active participation by encouraging and directing attendance at Lodge of those members requiring assistance.

Many brethren unable to attend otherwise, can be encouraged to once again enjoy being a part of HIS Lodge.

### **5.10.3 Planning Committee**

A member, unable to attend, can be actively involved in many aspects of Lodge management and forward planning. What better and more knowledgeable person do we have available than a member unable to attend due to limited access to the Lodge building. Involvement in forward planning will assist all members in meeting these concerns.

Many other Lodge committees can be strengthened with valuable experience and expertise of these brethren. One, in particular, could be Finance. The need for strong Financial management is imperative to the future well being of the Lodge.

### **5.10.4 Conclusion**

To assist our brethren unable to physically attend Lodge, personal contact or communication with them is not only desirable but is our Masonic duty. However, in allowing them to once again be an integral contributing member of the Lodge will conclude in an overall strengthening of Brotherly Love, Relief and Truth.