

LODGE OFFICERS MANUAL

“THE RIGHT WORSHIPFUL RIGHT WAY TO A RIGHT LODGE”



GRAND LODGE AWARD OF EXCELLENCE

LODGE OFFICERS MANUAL

ACKNOWLEDGMENTS

I wish to thank the many people who have helped me in the preparation of this manual. I began with the "Right Worshipfuls" and then added the material from tried and true sources such as Claudy and Macoy. All of the material is from experience of what works. Either my experience, or the experience of others. No theory here, just the school of hard knocks of a Traveling Man in search of Further Light.

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Jackson Lodge No 1. F&A.M.
Tallahassee, FL
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INTRODUCTION

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 do not get 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 Masonic Renewal Committee of the Grand Lodge of Florida as a part of the "Grand Lodge Award Of Excellence" program. Its purpose is to present those duties and responsibilities that are felt to be essential for the development of an officer. While those Lodges that participate in the "Award of Excellence" program must satisfy all of the requirements of the different duties and responsibilities, any Lodge can use the information contained herein without being obligated to comply with the requirements of the program. It must be stressed that this manual does not demand the successful completion of any task for advancement, and leaves the implementation of it to the prerogative of the Worshipful Master.

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 Masonic Education Committee and the "Lodge Officer Handbook," from which the Worshipful Master section was derived.

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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. Take charge of the registration book.
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.
5. Remove all of the paraphernalia, jewels, aprons, etc. from the lodge room and see that they are properly stored.

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

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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 and ask if anyone present can vouch 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 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, and 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 is taking place is finished and then make your alarm.

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There are times when no alarms should be sounded nor any Brother 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 when he relieves you so that you can ballot.

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 Chaplin and Marshall should be there to help you. Check the anteroom and be sure that it is neat and that everything has been put away.

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CHAPLAIN

DUTIES

1. Lead the Lodge in time of prayer.
2. Act as 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. Know the prayers for the opening and closing of the Lodge.
5. Know the ritual for the Chaplain of the Three Degrees.

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, but use 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 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, arrange with the Worshipful Master to have Brothers visit at

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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 careperson to see if visits are approved and if any assistance is needed from the Lodge.

Finally, you are to assist the Marshall 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 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 and Master Mason Degrees.

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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. Learn the Charges of the Three Degrees.

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 Master and your duties will be governed solely by the 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 anteroom 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 Marshall, you should learn the Charges of the three degrees. It is a fitting climax to a degree when the Charge is delivered from memory. Perhaps you

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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.

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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.

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. Attend as many District and Zone Schools of Instruction as possible.
5. Attend as many District Masonic Education Workshops as possible.

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 Officer's 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 it may at first glance appear that the Junior Steward does not have 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, 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.

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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 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 OF THE JUNIOR STEWARD

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 Marshall, and Senior Steward set up the Lodge. Because the Tyler is in charge of the anteroom, 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 Marshall, 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 Fellowcraft and Master Mason Degrees should be placed in a convenient location, out of the way.
5. Are the Senior and Junior Warden's Columns 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.

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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. If 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 the Worshipful Master. See that his first visit is an enjoyable one so that he will want to return to your Lodge. Remember, that's the name of the game: get them to come back, all of them.

You may be called upon to examine a visiting Brother. Therefore, learn 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.

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

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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 Warden. 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 Marshall return the paraphernalia to storage. If there are no appendant bodies meeting in your Temple, the Worshipful Master may direct that the Lodge need not be "torn" down and that the paraphernalia can be left in place. 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 OF THE JUNIOR STEWARD

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 building process of 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 floor work 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

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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 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 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 different operations of the Lodge, your responsibilities as an

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officer and/or member, what you should or should not, can or can not do within the fraternity. In short, this is where you learn to be an officer of a Masonic Lodge. These workshops cover a wide range of subjects including Masonic Law, Masonic Etiquette, Masonic history and customs, and 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 of them that you can.

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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.

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. Attend the District and Zone Schools of Instruction.
4. Attend as many Masonic Education Workshops 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

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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 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 or stupid 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".

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Since you will be advancing to the office of Junior Deacon next year and may be sitting as the Junior Deacon during the degrees this year *I* 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; but the members of the Lodge will feel and share in the pride as your Lodge develops 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 affective 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 develop into 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 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. Get off to one side with another Brother 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

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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 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 disastrous 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 has 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 so that you will be well informed and proficient in Masonic Law.

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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. Attend as many of the District Schools of Instruction as possible.
4. Attend as many of the Zone School of Instructions as possible.
5. Attend as many of the Masonic Education Workshops as possible.
6. Successfully complete Master Mason I test.
7. 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.

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Now you must examine and determine what exactly is your "length of cabletow."

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 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, not because he was made to feel "left out" and unwelcome, but rather that 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, 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 may 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

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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 OF THE JUNIOR DEACON

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 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

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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.

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 sections 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.

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

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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.

- Can you be an effective leader and accept the responsibility and authority that goes with the office of Worshipful Master?
- Will you have sufficient time in the next four years to devote to being an officer and Master of your Lodge?
- 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.

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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. Attend as many District Schools of Instruction as possible.
4. Attend as many Zone Schools of Instruction as possible.
5. Attend as many District Masonic Education Workshops as possible.
6. Successfully complete Master Mason Test II.
7. 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

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learning the operation of the Lodge, Masonic Law, ritual, Masonic Education, and other important information necessary for effective lodge leadership.

DUTIES OF THE SENIOR DEACON

Before each meeting of the Lodge, station yourself in the anteroom to welcome each Brother as he arrives. The importance of the anteroom 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 anteroom 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.

Prior to the opening of the Lodge, see that all of the candidates are placed in the preparation room and that they are comfortable. Explain to the new candidates that someone will be with them shortly. 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 coach him in his catechism and that the next phase in his progress through the degrees is explained to him.

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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 is 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 of Directions.

1. **FLAG PRESENTATION:** During the flag ceremony, you should carry the Flag "aloft," at as close to 20-30 degrees as possible, but less than 45 degrees, 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 alter. Take up a position West of the alter on or behind the "Alter Line", that imaginary line running North and South that is approximately three short steps West of the alter. 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.
2. **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 alter. If your alter 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 alter.

It should be noted that the Committee on Work has directed that it is improper for the Senior Deacon to kneel at the alter while opening and

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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.

3. 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, or 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.
4. CONDUCTING: From time to time, you will be ordered to conduct a Brother or Brothers to either the alter or to the East for some ceremony or presentation. Go to where the Brother is seated and take him by his right arm, being sure to place yourself between the alter and the Brother. There are only two times that a Brother will be conducted so that he is between you and the alter: when conducting the Grand Master or a Grand Lodge Officer acting on behalf of the Grand Master *I* 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 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 alter to the East. If there is only one Brother, take him by the right 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

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

5. **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 can not 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 alter 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 alter. 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 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,

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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.

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 right arm.

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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 coaching them in the catechism of the degree.

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 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 OF THE SENIOR DEACON

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 to compare 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

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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.

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, except the Gold Card, are valid for only three years.**

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.

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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. Act as Chairman of the Lodge Vigilance Committee.
5. Act as 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 of the Lodge Committee on Education and Primary Schools.
10. Serve as a member on the Committee on Lodge property.
11. Serve as Mentor to the Senior Deacon.

REQUIREMENTS

1. Learn the ritual of the Senior Warden.
2. Preside in the East during the Fellowcraft Degree.
3. Attend as many District Schools of Instruction as possible.
4. Attend as many Zone Schools of Instruction as possible.
5. Attend as many District Masonic Education Workshops as possible.
6. Successfully complete Master Mason Test III.

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7. Successfully complete Lodge Officer's Training Course, Module III.
8. Attend Workshop for Lodge Officers.
9. Attend the Grand Master's official District/Area Meeting.
10. Make a Report to the Lodge on Masonic Education activities for the year.

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 OF THE JUNIOR WARDEN

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.

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

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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 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. Make sure 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 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 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.

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

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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 OF THE JUNIOR WARDEN

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 Fellowcraft Degree and earn a Green Proficiency Card. This card is awarded to those Brethren who are proficient in opening and closing the lodge in all three degrees and the esoteric work of the Entered Apprentice and Fellowcraft 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 Brethren 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 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

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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 on the meeting.

There is an additional workshop that you should attend, the Workshop for Lodge Officers. This workshop is directed at the Masters, Wardens, 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 "Lodge Officers Administrative Guide" and "Digest of Masonic Law" / both of which you should now have and know how to use. This workshop is usually held once a year in your District. Watch for the announcement of the date.

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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. Act as Chairman of the Lodge Finance Committee.
4. Act as Chairman of the Lodge Committee on Charity.
5. Serve as a member of the Lodge Committee on Public Education and Primary
6. Serve as a member of the Lodge Board of Relief.
7. Serve as a member of the Committee on Lodge Property.
8. 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. Attend as many District Schools of Instruction as possible.
4. Attend as many Zone Schools of Instruction as possible.
5. Attend as many District Masonic Education Workshops as possible.
6. Attend the Workshop for Lodge Officers.
7. Attend the Grand Master's official 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

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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 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 OF THE SENIOR WARDEN

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, 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, a sub-committee, 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 prior to December 1 of each year.

As Chairman 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 recorded in the minutes of the Lodge.

LODGE OFFICERS MANUAL

REQUIREMENTS OF THE SENIOR WARDEN

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's 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 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 with regard to their requirements. Remember, no officer should be advanced if he has not completed all of the requirements and has 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 appointment who are knowledgeable in the area of concern of the committee.

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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, able to direct his Brethren in the active duties of a Lodge. In addition, the Master must:

- Be temperate and meek, and yet firm in his decisions.
- Be cautious, courteous, and faithful and must practice self-government.
- Respect his Masonic Superior.
- Be a zealous Mason.
- Be well versed in Masonic Law, both written and unwritten, and in the traditions and customs of Masonry and his Lodge.
- 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.

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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 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.

LODGE OFFICERS MANUAL

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 Master. It follows that the 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 Master who knows and understands his powers and who has the four qualifications necessary to be a Master, will lead with wisdom, discretion, and success.

Unless a man has learned self-discipline, when he becomes 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 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 Master of a Lodge. He will go out of office being thoroughly detested and despised by his Brethren.

Although most of the Master's powers and prerogatives are clearly defined in the "Digest of Masonic Law of Florida" and the "Florida Masonic Monitor," the following are listed as being deserving of 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 Master's expressed "will and pleasure" is absolute law in his Lodge; yet he should preside, not haughtily, but with dignity, courtesy, and affability.
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.

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5. The Master may postpone the transaction of any Lodge business when he deems it in the best interest of the Craft.
6. The Master may defer consideration of a Petition for the Degrees.
7. The Master may and shall arrest the progress of a candidate if an objection arises.
8. The Master, by his official order, shall abate any irregular proceedings of the Lodge.
9. The Master, when present in the Lodge, may act through any Brother whose assistance or skill he may desire, but the acts performed in the Master's presence, and by his authority, are his acts.
10. It is prerogative of the 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 Master appoints all committees unless there is a provision in the By-Laws of the Lodge.
12. The Master is the judge of sufficiency of avouchment.
13. The 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.
14. The Master may command the attendance of the members of his Lodge at any time by summons.
15. The Master may call communications of his Lodge at any time when in his judgment it becomes necessary. He may fill vacant offices by pro-tern appointments.
16. The Master may cast the deciding vote at any time in the event of a tie vote.
17. The Master shall supervise all financial matters of his Lodge.

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PROHIBITIONS

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

1. The Master of a Lodge cannot resign after being installed without the permission of the Grand Master.
2. The Master of a Lodge cannot be installed prior to the anniversary of St. John the Evangelist (December 27th).
3. The Master of a Lodge cannot demit.
4. The 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 Master of a chartered Lodge cannot be a petitioner of a Lodge U.D.
6. The Master cannot be tried by his Lodge during his Mastership.
7. The Master cannot arbitrarily disband a Lodge and surrender its charter.
8. The Master cannot order the removal of a disorderly Brother from the Lodge, but can instantly cease labor until harmony is restored.
9. The Master cannot delegate his authority to preside in his absence.
10. The 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 Master cannot cause certain business of the Lodge to be transacted at a called communication.
12. The 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 Master cannot call a Lodge from labor to refreshment to meet on a certain day in the future.

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14. The 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 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 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 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 unfailing 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 original signatures. Hence, the charge to the 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. See that worthy Brethren, visitors from other Lodges, or Grand Lodge Officers have a courteous reception and a cordial, friendly welcome to

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the Lodge. A well-qualified Brother will be very helpful in accomplishing this.

6. 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 Master should promptly discharge him or them and make a new appointment.
7. 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.
8. See that smoking in the Lodge room is prohibited while the Great Lights are open on the altar.
9. See that all business and work of the Lodge is properly handled by the responsible officer.
10. Unless dispensed with 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.
11. 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.
12. 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.
13. Ensure that all Grand Lodge reports are prepared, completed, and transmitted on time.
14. See that the moral law, written or unwritten, is respected and obeyed by every Brother.
15. See that all un-Masonic conduct coming to his knowledge is dealt with according to the laws of the Grand Lodge.
16. Guarantee to everyone charged with un-Masonic conduct a fair trial and the right to appeal to the Grand Lodge.
17. Attend and conduct Masonic burial services for a deceased Brother of the Lodge.

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18. 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.

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 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 II 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, even while observing proper dignity and decorum.

Promptness and punctuality are essential to success. It is imperative that the 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.

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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 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 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. 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.

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INSTALLATION CHECKLIST

1. DISCUSSION WITH OUTGOING WM ON INSTALLING OFFICER
 - a. IO MW LYNN
 - b. IM LARRY FERGUSON
 - c. IC RICH KASTEN
 - d. ALT CHOP BODIFORD, DEAN HARWOOD
2. DISCUSSION WITH TREASURER AND STEWARDS ON INSTALLATION DINNER
3. OFFICER APPOINTMENTS
4. COMMITTEE APPOINTMENTS
5. CALENDAR FOR ENSUING YEAR
6. TRESTLE BOARD NOTIFICATION
7. OFFICERS MEETING
8. REHEARSAL
9. SELECT/PURCHASE WM HAT
10. 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 WM
 - ii. Introduction of Installing Team
 - iii. Installation of Officers
 1. Newly installed WM has option of installing remaining officers
 - d. MW LYNN'S INSTRUCTIONS PM'S IN THEIR STATIONS
 - i. WM
 - ii. SW
 - iii. JW
 - iv. SEC
 - v. TR
 - vi. SD
 - vii. JD
 - viii. SS
 - ix. JS
 - x. TYLER
 - xi. CHAPLAIN
 - xii. MARSHAL
 - xiii. MW LYNN'S INSTRUCTIONS NEED WIVES NAMES, INTRODUCED BY THE MW
 - xiv. MW LYNN'S INSTRUCTIONS APRONS ON BEFORE ENTERING
 - e. MW LYNN'S INSTRUCTIONS WIVES BEHIND OFFICERS IN THEIR CHAIR, ESCORTED OFF BY THE MARSHAL
 - i. ROSTER OF OFFICERS WITH WIVES
 - f. Worshipful Master's Message
 - i. Introduce your wife !**
 - g. Comments and Introductions by installed 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
 - h. Presentations
 - i. Recognition & Introduction of Dignitaries

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- j. Comments by others
 - k. Closing Comments by WM
 - l. Closing Prayer
 - m. Refreshments
 - n. Closing of Lodge on Third Degree (during refreshments)
- 13. OFFICER RITUAL PRACTICES
 - 14. OFFICER MEETINGS
 - 15. COMMITTEE MEETINGS

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SUPPLEMENTAL INFORMATION

This Handbook is part of a project of the Jackson Lodge No. 1, F.&A.M. Committee on Masonic Education to make available to the Craft both new materials and materials which have been published in the past but which have become dated. This Handbook is tool especially designed for 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 administration, but as suggestions for consideration and adaptation. Study and reflect upon it. Share it with your officers. Keep it handy in your briefcase.

CONTENTS

HOW YOU AS MASTER CAN...

- Have a Successful DDGM/GM Visitation
- Be a Good Leader
- Establish Goals and Objectives
- Organize the Financial Resources 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

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DISTRICT MEETINGS

PROCEDURE AND WORDING FOR RECEPTION OF OFFICERS AND GUESTS AT DISTRICT MEETINGS

Four types of receptions and introductions:

1. District Deputy Grand Master and the District Instructor of the home district.
2. Grand Lodge Committeemen of the year, PDDGM, and PDI.
3. Grand Lodge appointed officers in order of seniority; the present DDGMs in order of District number, and the present District Instructors in the order of District number, all in one group.
4. The Most Worshipful Grand Master and his party.

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GROUP 1

W.M.	<p>Brothers Senior Deacon and Marshal, approach the Altar.</p> <p>Retire and escort the District Deputy Grand Master and the District Instructor of the 7th Masonic District into the Lodge.</p> <p>(S.D. and Marshal salute and retire)</p>
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ALARM AT THE DOOR

J.D.	Worshipful Master, there is an alarm at the door.
W.M.	Attend the Alarm.
S.D. to J.D.	The Senior Deacon and Marshal with the District Deputy Grand Master and the District Instructor are prepared to enter.
J.D.	Worshipful Master, The Senior Deacon and Marshal with the District Deputy Grand Master and the District Instructor are prepared to enter.
W.M.	Admit them.
J.D.	Enter.
	(WM raps three times as the DDGM and DI are prepared to enter.)
	(SD, DDGM, DI and Marshal enter, advance to the Altar and salute.)
S.D.	<p>Worshipful Master, I have the honor to present Right Worshipful _____, District Deputy Grand Master of the 7th Masonic District.</p> <p>Worshipful Master, I have the honor to present Right Worshipful _____, District Instructor of the 7th Masonic District.</p>
W.M.	<p>(May give a brief welcome in his own words, after which:)</p> <p>Brethren, assist me in extending Grand Honors to our Right Worshipful District Deputy Grand Master.</p> <p>Brother Senior Deacon, escort our District Deputy Grand Master to the East.</p> <p>Brother Senior Deacon escort our District Instructor to the East.</p> <p>(WM presents gavel to DDGM.)</p>

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GROUP 2

D.D.G.M.	Brothers Senior Deacon and Marshal, approach the Altar. Retire and escort the Grand Lodge Committeemen, Past District Deputy Grand Masters and Past District Instructors into the Lodge.
	(S.D. and Marshal salute, retire, and follow same procedure as with the DDGM and DI, changing titles where necessary, returning with the Committeemen, PDDGMs, PDIs; and saluting.)
S.D.	Right Worshipful District Deputy Grand Master, I have the honor To present these Grand Lodge Committeemen, Past District Deputy Grand Masters and Past District Instructors, each of whom will give his name and appointment.
D.D.G.M.	(Gives any words of welcome and then:) Brethren, join me in welcoming these Grand Lodge Committeemen, Past District Deputy Grand Masters and Past District Instructors to our District Meeting Brother Marshal, conduct the Brothers to seats in the South.

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GROUP 3

D.D.G.M.	Brothers Senior Deacon and Marshal, approach the Altar. Retire and escort the Appointed Grand Lodge Officers, the District Deputy Grand Masters, and the District Instructors into the Lodge.
	S.D. and Marshal salute, retire, and follow the same procedure as with the D.D.G.M. and D.I., changing titles where necessary; returning with the Officers, District Deputies and District Instructors in that order; salute at the Altar.
S.D.	Right Worshipful District Deputy Grand Master, I have the honor to present the following Appointed Grand Lodge Officers, District Deputy Grand Masters and District Instructors, each of whom will give his name and appointment.
D.D.G.M.	(Gives any welcome he desires, then:) Brethren, join me in welcoming these Appointed Grand Lodge Officers, District Deputy Grand Masters and District Instructors to our District Meeting. Brother Senior Deacon, escort these Brothers to seats in the Northeast. (Appointed Grand Lodge Officers in the front row; and Deputies and Instructors behind them.)

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GROUP 4

J.D.	Right Worshipful District Deputy Grand Master, there is an alarm at the door.
D.D.G.M.	Attend the alarm.
J.D.	(Opens door and leaves it open.)
S.D. to J.D.	The Most Worshipful Grand Master and his party are about to enter.
J.D.	(The Junior Deacon about-faces and repeats: The Most Worshipful Grand Master and his party are about to enter.
D.D.G.M.	(Rises, uncovers, raps three times to call up the Craft as the Grand Master enters the door.)
	(Senior Deacon, Grand Master and party advance to the Altar and salute.)
Grand Marshal	Right Worshipful District Deputy Grand Master I have the honor to present Most Worshipful Grand Master of Free and Accepted Masons of the State of Florida.
D.D.G.M.	(Gives the Grand Master any welcome he desires, then:)
Grand Marshal	Right Worshipful Deputy Grand Master of Free and Accepted Masons of the State of Florida. Right Worshipful Grand Senior Warden of Free and Accepted Masons of the State of Florida. Right Worshipful Grand Junior Warden of Free and Accepted Masons of the State of Florida. Right Worshipful Grand Treasurer of Free and Accepted Masons of the State of Florida. Right Worshipful Grand Secretary of Free and Accepted Masons of the State of Florida. (Continue with PGMs by seniority.)
D.D.G.M.	Brethren, assist us in extending Grand Honors to our Most Worshipful Grand Master and his party.

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	<p>Right Worshipful Grand Marshal, escort our Most Worshipful Grand Master to the East.</p> <p>Brother Senior Deacon, escort the Elected Grand Lodge Officers to seats in the East; Brother Marshal, escort the Past Grand Masters to seats in the East.</p>
	<p>(S.D. escorts Officers to the East along the North line; The Marshal escorts the PGMs to the east along the South Line.</p>
D.D.G.M.	<p>Most Worshipful Grand Master, I extend to you the Gavel.</p>
	<p>(The Grand Master will seat the Lodge and may return the gavel.)</p>

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HOW TO BE A GOOD LEADER

INTRODUCTION

"I now declare the officers of Jackson Lodge No. 1, 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 in your ability to manage its concerns. Are you prepared? Your picture hanging in the anteroom call 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.

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.

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

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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 services can you and your Lodge provide to attract present and 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 Master in a Lodge, only one authority and only one leader. The Constitution and regulations of the Grand Lodge of Maine expressly delegate full authority to the 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!

Our Constitution and Regulations, our customs and usages create a tension in our leadership structure. By Masonic law and custom we grant the Presiding Master unusual authority and great deference. The wise 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 Master. In other cases, regrettably, leadership is not exercised, and the Master stands back allowing others, such as Past Masters or Secretaries, to wield an unseen gavel. In successful Lodges the 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.

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THE BUCK STOPS WITH YOU

Harry S. Truman, Past Grand Master of Missouri, 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 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 your 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 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,

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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, neglects the full roster and thereby suffers the consequences. Review your team, list the jobs that are required and personally ask your members to complete just one assignment. Then set them "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 Master of the 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:

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- A. You can delegate authority but, you, as 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 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.

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If the entire project is left only to those pulling the wagon, your cargo (goals) may arrive at a different destination, at a later date or it may have never left the barn and the horses are still standing there eating their oats. Every project requires a leader (the 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

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succession, there is no single person within this jurisdiction who is fully prepared to assume the Oriental Chair.

A good Master trains his junior officers in both leadership and ritual. The often repeated phrase "when you finally learn the job, your year as 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 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:

- 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 Leadership Academy and the Masonic Education Committee.

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- 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 temples 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. Your only limitation is soliciting the public for funds for your internal use. 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.

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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 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 meeting, 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 have 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

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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 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 Master, don't waste time on minor matters. There will not be enough left for what is important.

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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 rest". 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.

SECTION 2

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 purpose 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

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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 renew 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

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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.

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

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

Objective C. Communicate the findings of your team to the membership through the trestle board, special newsletters and at all meetings.

Objective H. 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 I. 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.

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Objective J. 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.

DIRECTION

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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 is 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.

Section 6 of this Handbook have 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 ORGANIZED 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

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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 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.

A. 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.

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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 Meeting, 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.

B. 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 Lodge's budget. At the start of your year, ask both the Secretary and Treasurer to submit to you, prior to each Stated Meeting, 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

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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 Maine, 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.

C. 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

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with your membership. Otherwise you could experience serious problems and possible defeat.

Continually make your case at Stated Meetings 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.

2. 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.

E. 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

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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.

At Jackson Lodge we have an historical Excel Spreadsheet which is updated by actuals 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, 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.

A. 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,

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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 rental property
- 5) Applications and Affiliations
- 6) Donations
- 7) Other

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.

B. 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
- 3) Salaries and associated taxes
- 4) Trestleboard printing and postage
- 5) Telephone
- 6) Per-Capita tax

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.

C. 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.

D. PROJECT AND PROGRAM CHOICES

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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.

E. 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 bridge tournament as opposed to a cribbage 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.)

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- 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).

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.

F. 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

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some cases, it can even make a good program possible in the first place. An excellent program does not have to be expensive.

G. 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.

HOW TO PUT TOGETHER A TEAM

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

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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

A. OFFICERS

When making officer appointments, you have 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.

B. 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.

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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.
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.

C. 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.

D. THE MASONIC FAMILY

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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 concordant 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 concordant 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 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

A. 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.

B. 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 Certified Ritual Instructor is present, he should be the prompter.

2. SPECIAL DUTIES OF THE OFFICER IN CHARGE

This refers to the Master, in the case of Stated meetings and Third Degrees; the Senior Warden for Second Degrees; and the Junior

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Warden for First Degrees. He should take full charge for the evening, being personally responsible for the following:

- 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 Tiler 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 sideliners 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.

C. 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 eligible to hold office in the lodge. However, most lodges establish an unofficial line that their officers follow as they progress from station to station. The Lodge Officer's 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. The following duties should be modified and adapted for each lodge as the Master sees fit. They are only to be used as a guideline and as a suggestion for the operation of a lodge.

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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

Master to the Accepted Candidate

Master to the Candidate's Wife

Master to the Newly Initiated Entered Apprentice

Master to Wife of Entered Apprentice

Master to the Newly Passed Fellowcraft

Master to Newly Raised Master Mason

Junior Warden to Newly Raised Master Mason

Master to the Newly Affiliated Member

Secretary to Newly Affiliated Member

Secretary to Newly Affiliated Dual Member

Master to a Member Delinquent in His Dues

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SECRETARY TO ACCEPTED CANDIDATE

July 18, 2007

Mr. Simon Greenleaf
123 Maple Street
Tallahassee, Florida 32303

Dear Mr. Greenleaf:

As you may know by now, the Brothers of Jackson 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.

In the meantime, we look forward to welcoming you into our fraternity.

Sincerely yours,

John Anagnostis
Secretary

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MASTER TO THE ACCEPTED CANDIDATE

July 18, 2007

Mr. Simon Greenleaf
123 Maple Street
Tallahassee, Florida 32303

Dear Mr. Greenleaf:

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 himself in service, sacrifice and fellowship" will surely reap a hundred-fold.

Come to your Initiation prepared for a time-honored and memorable ceremony. Dismiss from your mind any of those harmless jokes you may have heard about "riding the goat" and so on. There is no hazing. 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 successful programs 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.

On behalf of all the officers and members of Jackson Lodge, I extend to you a hearty welcome and every good wish.

Sincerely yours,

Stephen M. Berry
Worshipful Master
850-519-2834

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MASTER TO THE CANDIDATE'S WIFE

July 18, 2007

Mrs. Simon Greenleaf
123 Maple Street
Tallahassee, Florida 32303

Dear Mrs. Greenleaf:

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 semi-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,

Stephen M. Berry
Worshipful Master
850-519-2834

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MASTER TO THE NEWLY INITIATED ENTERED APPRENTICE

February 10, 2007

Bro. Simon Greenleaf
123 Maple Street
Tallahassee, Florida 32303

Dear Bro. Greenleaf:

Now that you have been initiated an Entered Apprentice Mason, I congratulate you on taking this first step toward full membership in Jackson 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 at the Web site for 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. Nor is the philosophy that we stand for secret - Brotherly Love, Relief and Truth; and the brotherhood of man.
2. Before you can be passed to the degree of Fellowcraft, you now must commit to memory a portion of the First Degree. Do not delay in getting stated 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 Coach 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 candidate's lecture of the Entered Apprentice Degree and to prepare you for examination before proceeding to the next step.
4. Your Head Coach is Brother John P. Jones, 111 Main Street, Tallahassee, Florida 32303, 207-943-2331. Get in touch with him if you have any questions or need help with your lesson.
5. 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 Meeting on the first and third Mondays of each month while

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business is transacted because Stated Meetings 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, 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.

6. As I suggested to you previously, remember to invite friends and relatives whom you understand are Master Masons to attend Jackson Lodge, particularly when you are to receive a degree. We heartily welcome visitors, and any Mason considers it a compliment to be invited when someone he knows is to receive a degree.
7. 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 Coach, 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.
8. Very shortly you will be invited to attend an informal review and discussion of the degree you have just taken. Please feel free to raise at that meeting any questions you have about Masonry or about the Entered Apprentice Degree.

Good luck as you go forward in your Masonic work. I look forward to the occasion when I may take your hand as a Master Mason and welcome you into full membership in Jackson Lodge.

Fraternally yours,

Stephen M. Berry
Worshipful Master
850-519-2834

LODGE OFFICERS MANUAL

MASTER TO WIFE OF ENTERED APPRENTICE

March 2, 2007

Mrs. Simon Greenleaf
123 Maple Street
Tallahassee, Florida 32303

Dear Mrs. Greenleaf:

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 over 300 Masonic Lodges in Florida with membership totaling nearly 53,000. Through out the world, there are approximately five million Masons, with nearly three 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 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?

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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 deal 9tily with methods of personal recognition, some details of our degrees and privacy of each member's ballot.

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), Fellowcraft (second degree), and 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?

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Lodges meet in regular monthly sessions called "stated meetings" 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 Masonically supported 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,

Stephen M. Berry
Worshipful Master
850-519-2834

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SAMPLE LETTER MASTER TO THE NEWLY PASSED FELLOWCRAFT

March 24, 2007

Bro. Simon Greenleaf
123 Maple Street
Tallahassee, Florida 32303

Dear Bro. Greenleaf:

Now that you have been passed to the degree of Fellowcraft, I again take pleasure in congratulating you on your advancement in Masonry. Only one more step remains before you earn full membership in Jackson Lodge.

As you know, our Candidates' Head Coach is Brother John P. Jones, 111 Main Street, Tallahassee, Florida 32303, 207-943-2331. Get in touch with him promptly and work out your coaching schedule with the Second Degree Coach, thus relieving him of the responsibility of seeking you out in connection with this necessary work.

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 Meeting 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,

Stephen M. Berry
Worshipful Master
850-519-2834

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MASTER TO THE NEWLY RAISED MASTER MASON

May 17, 2007

Bro. Simon Greenleaf
123 Maple Street
Tallahassee, Florida 32303

Dear Bro. Greenleaf:

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 Jackson 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.

Secondly, look at the various avenues for participation in the activities of Jackson 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 sideliners 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 research; and, of special 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.

Fraternally yours,

Stephen M. Berry
Worshipful Master
850-519-2834

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LETTERS 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.

June 13, 2007

Bro. Simon Greenleaf
123 Maple Street
Tallahassee, Florida 32303

Dear Bro. Greenleaf:

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 have 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 Meeting 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

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SAMPLE LETTER FOR AFFILIATE MEMBER

June 11, 2007

Bro. Ernest Curtis
76 Pine Street
Tallahassee, Florida 32303

Dear Bro. Curtis:

It is with sincere pleasure that I welcome you into the Jackson 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, Jackson 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,

Stephen M. Berry
Worshipful Master
850-519-2834

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LETTER TO TRANSFER MEMBER

May 14, 2007

Bro. Ernest Curtis
76 Pine Street
Tallahassee, Florida 32303

Dear Bro. Curtis:

It is my pleasure to inform you that your application for affiliation was granted by Jackson Lodge, at its Stated Meeting on May 13, 2007. The next order of business is for you to sign our by-laws. Once this has happened you are officially a member of Jackson Lodge, and you will be presented with a dues card for the current year. The next Stated Meeting will be held on June 10, 2007 at 7:30 p.m. You may sign the by-laws at that time. I will then forward the Demit stub to Rectangle Lodge No. 73 A.F. & A.M. in Niantic, Connecticut.

Jackson Lodge holds its Stated Meetings on the 1st and 3rd Mondays of the month. Once again welcome, and I sincerely hope you will enjoy the life of our Lodge.

Sincerely yours,

Stephen M. Berry
Worshipful Master
850-519-2834

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LETTER FOR DUAL/PLURAL MEMBERSHIP

May 14, 2007

Bro. Charles Ridlon
47 Oak Street
Tallahassee, Florida 32303

Dear Bro. Ridlon:

It is my pleasure to inform you that your application for affiliation (dual membership) was granted by Jackson Lodge, at its Stated Meeting on May 13, 2007. The next order of business is for you to sign our by-laws. Once this has happened you are officially a member of Jackson Lodge, and you will be presented with a dues card for the current year. The next Stated Meeting will be held on June 10, 2007 at 7:30 p.m. You may sign the by-laws at that time.

Jackson Lodge holds it's Stated Meetings on the 1st and 3rd Mondays of the month. Once again welcome, we all hope you will enjoy participating in the life of our Lodge.

Sincerely yours,

Stephen M. Berry
Worshipful Master
850-519-2834

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SAMPLE LETTER FOR DELINQUENT DUES

July 18, 2007

Bro. Dewes Oweing
84 Beehive Street
Tallahassee, Florida 32303

Dear Bro. Oweing:

Our Secretary tells me that your Lodge dues for 2006 and 2007 are in arrears. I need to talk with you about it. Unpaid dues creates 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 nor 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 Jackson Lodge. If there is a problem, we can discuss it.

Please get in touch with me.

Fraternally yours,

Stephen M. Berry
Worshipful Master
850-519-2834

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SAMPLE LETTER TO WIDOW AFTER SERVICE

April 19, 2007

Mrs. Simon Greenleaf
123 Maple Street
Tallahassee, Florida 32303

Dear Mrs. Greenleaf:

I am writing to thank you again for asking the Brothers of Jackson Lodge to conduct the service for Simon. 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.

Sincerely yours,

Stephen M. Berry
Worshipful Master
850-519-2834

LODGE OFFICERS MANUAL

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. Trestleboards 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.

A. 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 come 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 make 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.

B. IDEAS FOR TRESTLEBOARD ARTICLES

There are many sources available to you - almost everywhere you look! Previous trestleboards from your own lodge and from other lodge's; your own periodicals or your Maine Mason, news magazines, the Reader's Digest, local newspapers, and others all provide inspiration. Publications from concordant bodies such as Scottish Rite's Northern

Light, 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

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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 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.

C. 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 jime 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.

D. 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.

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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 Seadogs. This is a good time to use articles on Masonic Education such as - "Where the expression 'Meet me on the level' come from?" or "Why does the Master wear a top 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.

E. THE MASTER MESSAGE

Masters have given the writing of the 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 MASTER MUST WRITE THE MASTER'S MESSAGE. It cannot be delegated. The Master has an obligation to communicate with his Lodge.

So, 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

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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's Night program or Mason of the Year Awards. Or perhaps your Past Master's Night line-up. But, 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".

F. TRESTLEBOARD HELPERS

Unless you, as Master, want to write the entire trestleboard yourself, you had better enlist some help. The two naturals are the Junior and Senior Wardens. Its good experience for them and will give them some preparation for their year as 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

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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 address change reminders. He might also write a "Secretary's Corner" giving about members who have moved away or are travelling and what their families are doing.

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, Grand Master George Pulkkinen organized a series of Fellowship Nights with the purpose of explaining masonry to non-Masons. Over a period of time, he and R.W. Brian Paradis 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**

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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. And 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. (Sheet attached.)

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

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 FbI. (Sample invitation attached.)

3. 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 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.

II. Fellowship Nights work well with 6:30 suppers followed by 7:30 meetings with everyone on the; way home by 9 p.m.

1..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

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structure, or its concordant 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.

GUIDELINES FOR INVESTIGATING COMMITTEES

Those who are charged with the duty of investigating the character and other qualifications of applicants for the privileges of Masonry hold positions of distinction and trust. Of all the committees appointed by the Worshipful Master, none is more important to the preservation of this great Fraternal Order Way of Life than this committee, whose duty is to determine the fitness of a candidate prior to balloting on his petition.

They 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 are of the nature of misdemeanors.

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 profane's fitness for membership, for on this examination rests the honor, glory, and reputation of our institution.

Every member and the Investigating Committee is urged to constantly bear in mind that membership in the craft is much too priceless to be shared without due consideration. So think and act for the good of Masonry at all times.

1. 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 there is every likelihood that his membership in the Lodge would cause internal family problems, the petition should be returned or rejected.

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2. 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 bar him from participating in Masonic privileges or render him unwelcome in the Craft, his standard of living may be so different from those of the other members as to make her uncomfortable in their presence.

3. 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 has gone this way before him. If there be a doubt in regard to his 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.

4. The committee should determine how long the petitioner has been acquainted with his proposer. If the acquaintanceship has been but a brief one, it is all the more reason why the committee should make a thorough search of the petitioner's background. References should be carefully checked, as well as business affiliations. This of course should be handled in a discreet manner, especially if questions-are directed to non-Masons who may not be favorably disposed towards the Institution.

5. 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. 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.

7. 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.

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8. Does the petitioner realize that membership in a Lodge calls for payment of dues and these are to be met promptly? Along with this question, the committee might also ascertain what, if any, provisions he has made for his family, money wise etc. should something happen to him.

9. Does his occupation permit him to attend meetings regularly?

10. Does the petitioner believe in a Supreme Being? Does he attend a church? 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.

11. The Worshipful Master should be kept honestly and fully informed. A complete report of the investigation committee should be presented at the regular lodge meeting.

12. A fearless discharge of this duty may, for a time, subject the committee to the frowns of the rejected and his friends, but faithfulness and courage will, in the end, command the plaudits of every lover of the Fraternity.

13. Don't overlook any references, the last one may be the one needed. Reports on the petitioner should be obtained from courts, police department, credit bureaus, and other places necessary.

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

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