

The United Grand Lodge of Queensland



BOARD OF GENERAL PURPOSES

LODGE IMPROVEMENT SCHEME

Enthusiasm & Commitment = Enjoyment & Progress

LODGE IMPROVEMENT SCHEME

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2.1 Lodge Renewal

Many of our lodges are 'tired'. Members have grown accustomed to the lodge room and paraphernalia being a bit shabby, to deportment and behaviour slipping, to not worrying about lack of candidates, to poor quality suppers and socials, to low or careless ritual standards, and to doing nothing about the slide. The members have had their lives in Freemasonry, and, having accepted mediocrity for so long, find it all too hard to face the challenge of revival and revitalisation.

The first step

Your renewal agenda requires that you recognise that there is a problem, and that it can be fixed.

The second step

You must, individually **and** collectively, form the desire to save your lodge.

The third step

Brethren must realise that excellence will not be achieved unless you are all prepared to work, and to pay, for quality.

The fourth step

This is to formulate a renewal plan.

The fifth step

The members generally must prioritise the plan highly enough so that there are enough 'hands on deck' to bring it to fruition.

The sixth step

There must be a general resolve to work at the plan and to persevere.

The seventh step

Comprehending all the previous six steps, you must be prepared to do what it takes!

It has been stated by a number of well known Masonic commentators that three characteristics are observable in every healthy lodge.

They must have:

- Excellent ritual and ceremonial standards
- High quality, and high enjoyment, suppers and social programmes
- A first class education curriculum, within a first class mentoring and teaching scheme, **and** compulsory standards for advancement both through the degrees and through the offices.

All three of these 'Big Ticket' items are dealt with elsewhere in this booklet.

It is suggested that the ingredients of the successful lodge plan, as well as the big three above, will include a substantial number of 'small ticket' stratagems: the more you can cultivate and exhibit, the better.

- A vigorous recruitment plan
- Regular and frequent public exposure of lodge activities

- Regular open nights
- Good lodge newsletter
- Engagement with local schools, churches, service clubs and charities
- A lodge service corps to assist the elderly and infirm
- Infallible local event contribution
- Regular recognition awards in the lodge for conspicuous contribution
- A young member team
- Efficient lodge management, especially as to money and finance
- Lodge web site
- Sister lodge relationship building
- Bursary schemes with local schools, TAFE colleges or universities
- Good lodge library
- A lodge sign at town entry
- Sparkling external presentation of temple and grounds
- First class regalia, equipment and lodge accoutrements
- A youth support scheme with local Girl Guides, Scouts, PCYC, etc
- Support for Masonic:
 - Youth Orders
 - Ladies' Orders,
 - Grand Lodge or District Grand Lodge
 - "Higher Orders", especially the Supreme Grand Royal Arch Chapter
- Make full use of
 - Computers
 - Colour printers and scanners
 - Digital cameras
 - DVD & videotapes
 - E-mail
 - Facsimile
 - The world wide web
 - The internet
 - Power point Masonic education
- Cultivate a welcoming affectionate, caring, and thoughtful attitude among all your brethren, especially towards new members, and so retain your Master Masons
- Above all **ENJOY YOUR MASONRY!**

2.2 Talking Freemasonry

The days of Freemasons keeping their membership hidden are long gone. One of the best ways for the Craft to obtain new members is for every member to be a PR man for its benefits.

A good conversation starter is to wear or display some Masonic symbol such as a tie, a cap, an embroidered shirt, a lapel badge, a ring, cufflinks, luggage and car stickers, and the like. All these are available through the Grand Lodge office, or from Masonic suppliers such as FR Somers and Sons (Sumner Park) or Blashki (Melbourne). There is a vast array of Masonic jewellery and insignia available from the United States. A simple Web search on the Internet will put you on the right track.

When your lodge is collecting for charity, having a social picnic or sports day, or engaging in any community service function, passers-by (if they can see you are Freemasons) will often want to know more about Freemasonry. Be prepared by having your lodge secretary bring handout brochures to every such event.

To promote the enquiry rate, it is a good idea if you all wear the same insignia, such as all wearing Masonic or lodge caps and/or shirts. But promoting enquiry is only the beginning.

The curious fall into a number of different categories – roughly, those who are genuinely interested in knowing more, and those with a prurient interest who will want to attack the institution. Many have never heard of Freemasonry, while others are imbued with fore-knowledge of the most misguided and bigoted kind. Some examples of the latter are that we worship the Devil, that we represent some sort of Anti-Christ, that we aim to take over the world, or that we are anti-Catholic. Some will have read books which purport to be exposés or are anti-Masonic in their slant.

With this breadth of mind set, so there will be genuine enquirers who really want to know about Freemasonry, and there will be prejudiced critics. A street side or social occasion is no time or place to deal rationally or adequately with attackers. Indeed, if you become embroiled in a defence of Freemasonry with an attacker, you cannot win him or her over, and the best advice is never to engage in conversation about Freemasonry with an aggressive critic. You cannot persuade the bigot, and may well just feed the prejudice. You are better to just politely excuse yourself and withdraw.

That having been said, the genuine enquirer deserves and warrants your earnest best efforts to enlighten him about who the Freemasons are, and what they do. So the sorts of questions you should think about and be prepared to answer are as follow:

Q. What is Freemasonry?

A. It is a moral and self-development organisation. A world-wide fraternity devoted to the idea of the brotherhood of man under the fatherhood of God. Its members try to live by the rules of Brotherly Love, Relief & Truth.

Q. How do you join?

A. You find someone you know to be a member, and let him know you're interested in joining.

Q. What are the qualifications to join?

A. You should believe in God; a Supreme Being. You should have no criminal convictions, especially in the areas of fraud or dishonesty.

Q. You say I have to believe in God. Does that mean I have to be a Christian?

A. No. Freemasonry is not Christian at the Craft (initial) level. But it is not incompatible with Christian beliefs. Indeed, membership of the Craft is a pre-requisite for other Orders, some of which are strictly Christian.

Q. Are you saying that Freemasonry is a form of free-thinkers' religion?

A. No. while we are religious, we are not a religion. We have no religious dogma, and do not promote any particular creed or sect.

Q. What is a lodge?

A. A group of men who subscribe dues, and form into a cell called a lodge. We meet in purpose built rooms called lodge rooms, where our symbols and emblems are on permanent display.

Q. How many lodges are there?

A. World-wide there are thousands, possibly hundreds of thousands. In Queensland, there are about 400, with somewhere about 12,000 members in total.

Q. Why can't women join?

A. Freemasonry has always been an organisation for men only. There are Masonic Orders which are for women only, and they are a valued and important part of the Masonic family of fraternal organisations. In fact, famously, some women have in the past been initiated into men's lodges, but this would never happen today.

Q. Why are you a member?

A. I obtain enduring enjoyment from the company of my many friends in my lodge, and in other lodges where I visit regularly. Also I get great satisfaction from our charitable efforts. I like learning and delivery of ritual too for the benefit of new candidates. I suppose I'm a frustrated actor or teacher.

Q. What happens at a lodge meeting?

A. It's always in three parts

- (i) Business. Here we deal with minutes, correspondence, finance, etc; just like the local cricket or tennis club;
- (ii) Ceremonial, where we confer a degree on a candidate;
- (iii) Social, where we have dinner or supper together, and enjoy each others company.

Q. Why do you have secrets?

A. In the times, more than 300 years ago, when Freemasonry expanded to include men who were not working stone masons, there was a religious/political environment where it was not wise to be involved with a Masonic lodge, and it was necessary for the leaders to provide for the exclusion of imposters. Therefore, signs and words of recognition were invented for the purpose. These are our only secrets now. They remain as part of our traditions.

Q. If I joined, what would I get out of it?

A. As with everything you do, it will be more and more rewarding the more you are involved. So if you participate enthusiastically, you'll enjoy most things about it.

They include:

- The challenge of the ritual work
- Learning to address meetings and gatherings
- A peerless system of morality
- Meeting men from all walks of life
- Contributing to your community and to charities
- A very enjoyable social milieu.

Q. Where did Freemasonry come from?

A. The traditional view is that it developed through the conversion of mediaeval builders' lodges (specifically operative stone-masons) into speculative groups, by the admission of gentleman 'dabblers', intellectuals who wanted to learn the secrets of geometry, structural mathematics and engineering, and aesthetics which were the stock-in-trade of the builders. Soon there were quite a few lodges which were wholly speculative, notwithstanding which, Freemasonry has always used the parts of stone buildings and the working tools of operative masons symbolically to convey its moral lessons. Ultimately, no-one really knows where we came from, as our history is lost in the mists of time.

If you are asked a question to which you don't know the answer, don't waffle! You are better to invite the questioner to coffee with a more experienced and knowledgeable brother when the matter can be discussed at leisure.

In talking to strangers about Freemasonry, all brethren should be aware that there are many in society who are our enemies. Caution should be observed if controversial areas, in which you don't feel confident, are raised. These include:

- The gender issue
- Religion
- Our secrets and whether we are a 'secret society'
- Infiltration for nefarious purposes of government departments

Last, if you fall into conversation with an aggressive critic, you can always disarm him by pleading personal ignorance, but inviting him to a discussion with your lodge study group. He will never attend! He is not genuinely interested in learning more; but is only destructively motivated.

2.3 Recruitment of Candidates

Every lodge needs to be very aware of the need for new men. If your lodge fails to initiate about 2 candidates each and every year, the natural attrition caused by older members dying, and of younger members resigning (e.g. through work transfers, etc), will erode your numbers, cause you to fall below critical mass (e.g. not enough attending to perform a degree ceremony), and eventually reach such stagnation as to become unviable. This progression is observable in every lodge which is forced to hand in its Charter.

The answer is to develop strategies which will ensure that eligible men in your community become aware of your lodge, what it does, who belongs to it, and of the desirability of membership.

The days of waiting for good and respectable men to ask you to propose them are gone. We live in a more direct age. Therefore your members should be actively soliciting men who are worthy and reputable in your community to consider the Craft as a valuable addition to their lives.

In World War II days, the Militia developed a recruitment slogan:

“Every member gets a member”

It worked very well in a mix of national emergency and patriotism. It is probably unrealistic for us to think we can all get a new member; partly because many of our present members are at an age and stage of their lives which precludes success in such a campaign.

However, if your lodge divided into recruitment teams of, say, five brethren, there is little doubt that each team of five would, among them, know at least one good man who would be a worthy member.

Brethren should be aware that ‘improper solicitation’ as stated in the 1^o challenges, has been the subject of some definition, and the rules promulgated say, in effect, that it is improper to nag or harass a friend or associate into petitioning for membership. If a man is talked into joining by any sort of heavy handed urging, he’ll probably leave anyway – and in the short-term rather than the long-term. This unfortunate outcome has the distinct possibility to redound to the disadvantage of the Craft, and to reflect badly upon us.

Therefore, in order to offer the opportunity of joining to good men, you should adopt a number of tactics:

1. Get to know him better, so as to establish closer social and personal contact
2. Discuss your membership/enjoyment of lodge with him
3. Invite him (and his partner) to a lodge open night
4. Invite him (and his partner – and kids, if appropriate) to a lodge social function
5. If he accepts any invitation, make sure you make a bit of a fuss over him. Especially ensure that both he and his partner are supplied with name badges.

Be warned, however, that if at any time he expresses any disinclination, you should be very careful not to be too pressing. We are all familiar with the syndrome of avoiding the Amway zealot!

If, in the process of courting him for membership, he appears favourably inclined, then make sure you provide him with appropriate Prospective Member material such as the Grand Lodge brochures, the booklet “First Steps in Freemasonry”, and/or a Prospect Orientation Kit.

His questions must be earnestly answered, and if you personally are stumped, invite him for coffee with a more experienced brother who may be able to answer more authoritatively. Make sure also, that you do not convey to him an unrealistic mind-picture of what your lodge is like. If you allow his expectations to be too high, there is a serious risk of him being disappointed when he experiences the reality. He may even think he has been deceived, or even lied to, which you should be **very** careful to avoid.

And lastly, always stress your enjoyment and the desirability of membership, not only of your own lodge, but of the world-wide family into which you are inviting him.

2.4 Induction of New Men

When a new man is initiated into Freemasonry, he enters a world quite different from anything he will know in the wider world, and he may very well feel mystified or confused. Even if he has read some sort of exposé, it is a whole new set of mysteries in which it is our task to make him feel comfortable. There is much for him to be taught before he will be at ease with our customs and practices. Therefore we must teach him wisely and kindly all the little bits and pieces which will achieve for him a happy assimilation into Freemasonry and your lodge.

The first part of the process should be some sort of familiarisation session. At this session, conducted no more than two weeks prior to his Initiation, he should be told a number of things which should include at least the following:

- That he will be picked up on the night by his proposer or seconder and brought to the lodge and taken home afterwards. Particulars of times, etc, should be agreed.
- What he should wear on the night and at every future lodge meeting. Some discussion should be included as to the best, and most economic, way for him to kit himself out with appropriate lodge clothes, and he should be advised as to Masonic suppliers.
- That on the night he will be asked to pay dues; and particulars of the amount and a mutually agreeable method of payment should be talked over.
- How he will be conducted and prompted.
- That he will be required to wear ceremonial clothing, and should be prepared to be deprived of all money and metallic substances. Enquiry should be made about any rings, or other body decorations, which he is unwilling or unable to remove, and he should be told how they will be dealt with. If he wears spectacles, he should be told how they will be handled.
- That he will have a toast proposed to him, and that he will be expected to make a short speech in response. He should be told how to address the supper gathering, but not what to say. After all, we want to hear his thoughts, not merely have him repeat what someone else feels he should say.

After this session, ideally held at the temple in the room where he will be initiated, he should be taken out for coffee by the lodge mentor and his proposer. General conversation about entry to Masonry and the future it holds for him will often settle his nerves and make him feel comfortable about his first step. Care should be observed that he is not given too much information about his ceremony – you wouldn't want to spoil it for him.

In preparation for the upcoming 1°, the lodge mentor should have assembled rather a lot of bits and pieces, including all of the following:

- Copy *Masonic Etiquette*, UGLQ
- Copy *The First Step*, UGLQ
- Copy of the lodge history
- Copy of the latest lodge Installation card
- Copy of 1° Ritual
- Catechism card
- Name badges for both the candidate and for his wife/partner
- A lodge bow tie, if applicable
- A small gift (e.g. a jigger for his white mess jacket, white gloves, Masonic or lodge cap, Masonic street tie)
- Grand Master's welcome card and lapel pin

- Copy latest lodge Newsletter
- Copy of lodge membership addresses and phone and e-mail contact details
- Copy current Queensland Masonic Directory
- Copy latest *Queensland Freemason* magazine.

A discussion should have taken place between the lodge Mentor and the candidate's proposer and seconder, and anyone else in the lodge who knows him well, as to the appropriate 1° educational material to be included in an individually tailored Orientation Kit. What you give him should suit his talents and abilities as nearly as possible. This Orientation Kit should be prepared beforehand, and be presented to him after his Initiation. It should include, at least, all the items listed above.

After the Initiation ceremony, the candidate is placed in the North East part of the lodge. He should **never** be seated there alone. The lodge mentor, or other experienced senior member, should be with him to guide him through the closing, and to quietly explain to him what's going on.

The second part of the assimilation process is what happens over ensuing weeks. A number of processes contribute to his happy introduction to the Masonic and lodge life.

1. The lodge Mentor should contact him at least once (but preferably more) so as to go through the contents of the Orientation Kit.
2. His proposer &/or seconder should contact him and take him out for lunch or coffee to ascertain his feelings and thoughts in appreciating his ceremony and his reaction to it. Dialogue about life as a Freemason should, of course, be continued.
3. He should be taken out to another lodge to see the 1° ceremony done there for another candidate. He should be accompanied by at least the lodge mentor, but it is preferable for him to be part of your lodge visiting team,
4. He should participate in a lodge workshop so as to revise/correct signs, etc, and to discuss any matters he might raise as to symbols, philosophy, etc.
5. He should be carefully and thoroughly schooled on his catechism.
6. Members generally should think about him, and keep in touch. He will be pleased that the members care. Further, if he doesn't hear from the lodge, the impression that we don't care may arise, and, if it does, it will be hard to alter that mind-set later.

The reception of your new brother does not, however, end after his initiation. Your concern for his Masonic happiness and settling in must continue throughout his degree series; and beyond when he takes office. He will need guidance and friendly counsel at every stage. Therefore, you should ensure that the education programme begun on his 1° night is continued as he advances. He should receive appropriate Orientation Kit material at every level and should be shepherded through the course with affection and concern.

One of the most important features all members can display is to be openly fraternally affectionate to your new brother. We all tend to be a little reserved about showing our feelings, but we must make it obvious to our new brother that he is lovingly welcome in our company. We must clearly show pleasure at being in his company, and equally should express our pleasure that he wants to be in ours.

2.5 Retention of Master Masons

Statistics reveal some alarming but illuminating facts:

- The number of Freemasons in Queensland has declined in each of the past 45 years
- The average longevity of men in Freemasonry has dropped from more than 20 years in 1925 to less than 5 years in 2004/5
- If we kept all our Master Masons, our numbers would be increasing, notwithstanding our very adverse age demographics, and notwithstanding that we don't even recruit members very well now.

In light of all these observations, Freemasonry must look at a number of matters to determine why the slide is occurring, and what can be done to arrest it.

It is a great testimony to the inherent strength and value of Freemasonry that, having suffered such a decline, we are still here. Furthermore, there are very many keen and devoted men in the Craft willing to attempt the revival of lodges.

First, it falls for examination as to how we manage the reasons for our decline.

- In recruiting young (and youngish) men, we do not adequately stress and insist on the long term devotion and commitment required
- We don't generally take into account the busy lives of all young men in today's working world
- We do not adequately address the empowerment of women or properly take into account that most modern wives work outside the home, and operate so as to woo their support
- We generally find it difficult to compete with other recreational pursuits such as computers, TV, purchased entertainments and cinemas
- We have allowed standards to decline lamentably, and thus struggle to present a vibrant and enthusiasm-inspiring face to our new men
- Very few lodges can measure up to the image we create in the minds of prospective members. The natural result is, at best, disappointment.
- We are collectively so conservative that we address the challenge of changes necessary to meet the above problems very poorly.

The secret of involvement of any brother (but specifically the younger ones) is to provide enjoyment. That is, that he will not only enjoy going to lodge and being with his brethren, but, in a wider sense, he will enjoy being a Freemason, and will enjoy living his life by Masonic line & rule. We must promote his pride of belonging. If we succeed, then his enjoyment will be both practical and philosophical. Philosophically, he will feel, in a modest and un-conceited way, mildly privileged over his less fortunate friends who are not Freemasons.

However, we cannot forget the practical level. If he doesn't like going to lodge, being involved in lodge activities, and being with his brethren, then the development of philosophical joy will never get off the ground. Therefore, we have to concentrate on him having fun at lodge; so much fun, in fact, that he would rather go to lodge, or go visiting, than engage in any of the myriad other recreations available to him.

In order to make this preference a reality, every lodge ought to strive for two essentials:

- ❖ HE SHOULD FEEL USEFUL, being entrusted with some dignified and necessary task as an essential team member. Further, the lodge's appreciation of his discharge of that task should be made very clear to him.
Every member will have a useful set of unique skills and talents, and it will be a measure of your planning committee's insight, and your WM's diplomacy and leadership skills, if a worthwhile participation can be successfully allocated to every member by tapping in to his skills and talents.
- ❖ HE MUST BE LOVED. Every member of the lodge should make it quite plain that he is not only very welcome among them, but that you care about him, his well-being, his contentment in the lodge, and his welfare and happiness in life generally. In short, you all want him in your company, and you all want him in yours. But, in accordance with one of our great tenets, that of Brotherly Love and fraternal affection, above all YOU CARE ABOUT HIM.

An environment where one is useful, and can be proud of that usefulness, and one is also loved, is nearly impossible to find in the modern world. Freemasonry, arguably, is the only place where these two can be found and experienced together. If your lodge can make him feel essentially important, and loved, it is suggested that he will never leave!

The implementation of this approach will require a mixture of many tactics:

- He should never be alone in Masonic company
- He should be greeted by all when he comes to lodge
- Between meetings, he should receive regular contact
 - From his sponsors
 - From the lodge Mentor
 - In relation to lodge social functions
 - About invitations to visit
 - Regarding attendance at lodge workshops and discussion groups
- He should be sensitively helped and guided by the lodge Mentor through his Orientation Kit, the attached reading lists, and through his current catechism
- He should be introduced to, and included on the 'new member' team
- He should be invited to lodge planning meetings
- His views about his feelings for lodge, and his reactions to his ceremonies and reception should be sought, and those should be factored in to your assimilation process.

These measures, combined with the mechanisms discussed in other sections of this booklet, will make your Master Masons:

- Proud to be members of your lodge
- Proud to be Freemasons
- Happy to be involved in lodge life
- Good PR men for recruitment of their friends

2.6 Masonic Education

It is perhaps true to observe that no institution has a more intricate, mysterious, or intrinsically interesting context than Freemasonry does.

The areas of human society and intellectual interests touched by its many aspects include:

- Sociology
- Law
- Ancient History
- Palaeontology
- Social History
- The Liberal Arts
- Architecture
- Alchemy
- Politics
- Symbology
- Literature
- Philosophy (both mental and moral)
- Religion
- Biblical History
- Behavioural Sciences
- Theatre and thespian arts

WOW!!

Educational material already published by the United Grand Lodge of Queensland includes:

- Various pamphlets
- The 4 booklet series – *Steps in Freemasonry*
- *Masonic Etiquette*
- *Lodge Administration Manual*
- *Hints for Worshipful Masters*
- A two booklet series on dealing with the media
- Mentor Scheme (possibly already discontinued)
- *Masonic Leadership*, parts 1 & 2 (possibly defunct)
- Wardens Masonic Leadership Course (defunct)

All contain many helpful hints, informative discourses, and much general but haphazard data about lodge activities.

One often hears various brethren urging “Masonic Education”, much as if it were a magic anti-biotic against lodge apathy or incompetence. But, it is probably fair to observe that very little thought has been given to just what the term ‘Masonic Education’ means or implies. This is especially so when considered in the light of the following questions:

- What should be included
- What should be the minimum standard
- What should be the optimum standard
- Should there be absolute standards
- Should any adopted syllabus be tailored for individual brethren
- What methodology should be used in
 - a. Development of a syllabus
 - b. Distribution of material
 - c. Workshop and revision sessions

d. Testing proficiency

- What, if any, compulsory standards should have to be met
- Should an educational requirement apply to all brethren, or just to new members
- How will consensus be achieved when many brethren think the whole idea's a waste of time, or of no general benefit
- What intellectual and study culture will have to be developed in the lodge
- How will such culture be developed and maintained

These are all matters the lodge will have to consider very carefully if "Masonic Education" is to be pursued in your lodge.

As stated elsewhere in this booklet, it is considered that Masonic Education is one of the three cornerstones of lodge health and vigour, and the Board strongly recommends that every lodge grapple with the problems with a view to developing or adopting a structured programme.

Masonic knowledge falls into an almost infinite range of relevant topics, and into several different categories.

Examples of categories are:

- Masonic Government at lodge, district, State, interstate and foreign levels
- Masonic law as appearing in the Book of Constitutions, your own lodge By-laws, and the effect of general civil law (e.g. law of meetings, law relating to unincorporated associations, contract law, property law) on Masonic activities
- Different rituals and workings
- Masonic emblems and symbols
- Masonic art
- Ancient usages and customs
- Masonic history and origins

Within these and many other interesting Masonic knowledge categories, there is a huge variety of topics which will engage the enquiring mind, will have been the subject of research, debate and publication, and will vastly enrich any who pursue their curiosity by diligent study.

The first and most important requirement if developing some sort of Education programme in your lodge is to find or train a suitable brother to be Lodge Mentor. He will require lots of talents and abilities (See appendix 1 to this part). It is not recommended that just anyone will do. Uniformity is desirable, and if there's a rotation of brethren doing the job, it is likely that there will be wide variation in the quality of what's taught, and how it is imparted. This situation is inherently unsatisfactory. Further, if the lodge has several different mentors operating independently and concurrently with several different candidates, then the convening of workshop and revision evenings will be so unwieldy as to be unworkable. Also the preparation of tutorials will be difficult to satisfactorily arrange.

It will be the rare scholar who will sensibly tackle all that he needs to study if left to do it by himself. The best chance of taking new men through your syllabus – whether it be simple or detailed – will be for the Mentor to provide sensible guidance and direction. What is almost certain is that the least successful method of inspiring new men to engage in the Masonic Education process is to tell them something like "There are lots of books in the UGLQ library" or "You'll find lots of information on the internet". He will have no idea where to start, and will be quite overwhelmed by the huge amount of material available.

There must be a selection process; first to prevent overwhelming him, and second, to retain some control over the structure of your chosen syllabus. What is selected and given to him to read or

study must be relevant, interesting, and informative, and he must be guided through it with much attention to assessment, discussion and to his reaction. If you don't instruct and guide him properly, there is a strong likelihood that he just won't take the time, or put in the necessary effort.

For this reason, it is strongly recommended that:

- The lodge develop Orientation Kits or materials specific at each of the Proposer, EA, FC, & MM stages.
- What is included in a specific man's kit be tailored, as much as possible, to suit that particular man's talents and abilities. Care must be taken not to overload him, but at the same time, as there's a great deal to know, his course should be comprehensive. Bear in mind, also, that many are not good readers or students of written material. Therefore, whatever tutorial sessions are included in your mentoring scheme must be suitable to dove-tail into and complement the written hand-out material.
- His course of study should contain a carefully chosen reading list of Masonic publications. The aim should be to inspire continuing interest.
- Three or four times per year (depending on the number of new men you procure) revision workshops and discussion sessions should be convened. These should involve a strong social element (such as a BBQ or sausage sizzle), and should be kept very informal. The more formality there is, then the less popular your sessions will be. At these occasions revision of secrets, floor skills, and catechisms will take place. Be aware that group instruction is never as popular or successful as 'one-on-one' tuition. The sessions should also include discussion on moral lessons, symbolism and books on the Kit reading lists.
- Your lodge develop minimum standards of competence for progress through the degrees, and also through the lodge offices.

There follows a list (with explanation where necessary) of the sorts of areas of Masonic knowledge upon which emphasis should be placed for new members.

- The Constitution of Grand Lodge, its Boards, and the hierarchy of powers and authority
- UGLQ and its lodges in the wider Masonic world
- Lodge by-laws, their validity and how lodge operations are governed by them and by the over-riding authority of the Book of Constitutions
- Lodge practices
 - No two lodges are the same in the way they are run, organised, or conduct their ceremonies, but all share some common features. Lodges which work one or other of the many Scottish rituals, are very different from the UGLQ ritual. Visiting there mostly comes as a great surprise to brethren entering the Craft through a UGLQ lodge. Your new brother will need some instruction if he is to feel at ease in such a different ceremonial situation
 - A new brother should be carefully instructed in all matters of behaviour, dress, manners and social intercourse within the lodge
- The assimilation process:
 - The new EA should be instructed in the lodge room structure, fixtures, emblems, officer stations, and the like. These matters should be dealt with in his Orientation Kit, and should be discussed at lodge workshops.
 - He should be given a copy of the lodge history so as to see his lodge with a due sense of perspective, ever remembering that "He who knoweth not whence he cometh, commonly knoweth not whither he goeth"
 - He will be among many he doesn't know, so he should receive a member list with addresses and phone numbers and should also be given the latest lodge Installation card

- He should also be given a copy of the lodge programme of work, candidates, socials, charity drives, and the like. His own involvement in that programme should be made clear. It should also be advised to him that the programme is not immutable or set in concrete, but rather, is a flexible, living plan.
- It should be emphasised to him by the lodge Mentor that, from day one, he is a valued member, an integral part of the lodge team, and as such, is expected to participate in all lodge activities. The matter of participation should have been examined at the 'prospect' stage, and he should already know his duty of participation, even before he is initiated.
- He must be instructed in the matter of his visiting rights, and what sort of avouchment testing he may encounter if he goes to a lodge where he is not known. This instruction will be given by the Mentor, in his Orientation Kit, and will be revised and tested at lodge workshops. He should be firmly told of his duty to attend all lodge practices and meetings.
- All brethren must strive to display a welcoming, caring and loving attitude towards him, especially as to supplementing any Mentor instruction, by being prepared to answer casual questions regarding this or that aspect of lodge doings.
- He should be made very aware that, in your lodge, the Charge after Initiation is taken seriously when it urges him to 'make a daily advancement in Masonic knowledge'.
- He should be encouraged to tackle the reading lists supplied in his Orientation Kits, and should be made aware of the UGLQ library facilities.

In summary, what must occur in development of your lodge Education Programme, and a learning culture, includes, at least the following:

- Orientation Kits for all new and progressing members
- Workshops, revisions and discussion groups
- Occasional guest speakers
- Regular short-talk speakers
- Compulsory standards for progress both through the degrees and through progressive offices.

One last matter, flowing from the requirement for standards in progressing in office, is that your lodge should develop a Lodge Officers' Manual. This will provide brethren with all the tools necessary for aspiring to, and achieving, excellence.