



Mentoring Programme

# Mentor's Handbook

Provincial Grand Lodge of East Lancashire

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*Thanks are given to the Province of East Kent which has supported the PGLEL approach by making available much of their own mentoring materials for adaption.*

### **Preface:**

The process of Mentoring has been successfully promoted and implemented in the Province of East Lancashire following both local and national initiatives. However the Province, like Freemasonry nationally, is finding it increasingly more difficult to attract new members of an acceptable calibre and to then consistently retain them.

Demands on recruitment may not so much be a reflection on Freemasonry itself, but rather a consequence of external pressures and changing values within the Community. However, our ability to retain new members is well within our control. Losing Brethren is often a reflection of either an inadequate recruitment process, an indication of how well we support Brethren once they have joined, or both. The importance of retention is illustrated by the fact that if we had retained all the Freemasons that had been initiated in the last ten years, then the Craft would be expanding, not contracting and the need for additional recruitment would not be an issue.

Across the Province we must ensure that all Brethren receive the maximum potential fulfilment, opportunity and enjoyment from their membership. This, by itself, will naturally improve retention. As such Mentoring, which focuses on these matters, is seen as a cornerstone in this regard. However as a bonus, by its successful adoption and implementation, Mentoring will assist the roles of recruitment and retrieval – thus supporting the 3R's, which have deservedly received much attention over recent years.

Like all successful organisations the Province and Freemasonry itself must strive for continuous improvement in our people and processes. Mentoring is no exception. To this end the Province has formally documented its Mentoring Policy (see Annex II) to provide clarity of purpose for the Brethren involved ... and that means for all Brethren in the Province.

The Mentoring processes will be delivered and facilitated by the Provincial Grand Mentor at a Provincial level and provided locally by Lodge Mentors, with the support of their District Mentors.

The objective is to take what is best of our existing Mentoring scheme and expertise and where appropriate, extend its delivery to Brethren by the use of an assigned Mentor, who will be coordinated and supported by the traditional Lodge Mentor. This combined with a more consistent approach to delivery and a higher visibility of the mentoring process itself, is anticipated to re-enforce that which is already in the DNA of all Brethren – simply being a good Brother and Freemason.

As we have all heard many times in the 'Address to the Brethren' during the Ceremony of Installation:

***"I therefore trust that we should have but one aim in view .....To please each other and unite in the grand design of being happy and communicating happiness"***

WBro Alan H. Kirwilliam ProvGSuptWks  
Provincial Grand Mentor

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### 1. Introduction

If you have downloaded this handbook, or have been given a copy by your District Mentor, then it is assumed that you have been, or are about to become a **Mentor** in your Lodge. Congratulations! - **Yours is one of the most vital and important roles in Freemasonry and your work will be pivotal in ensuring a long term future for our organization.**

The Pro Grand Master, in *Freemasonry Today* (Autumn 2012) when discussing Freemasonry's biggest challenge stated:

*“If I could click my fingers and do one thing, it would be finding a way of keeping all the people we’re bringing in”*

In other words, Mentoring continues to be a central plank in Grand Lodge's strategy for the Craft during the second decade of the 21<sup>st</sup> Century.

**The role of the Mentor is developing rapidly; this handbook is intended to guide you through the various areas of the job, and to assist you in adopting an approach to Mentoring that is applicable to your Lodge, and which can be applied in a consistent and effective manner.**

To facilitate this, PGLEL have adopted a simple process which is designed to increase both the profile and effectiveness of Mentoring in the Province.

'Phase 1', which is focussed on New Members (see Annex II), includes:

- Presentation of a 'Welcome Pack' to each new member at the Social Board following his Initiation – followed by similar presentations in support of his Personal Development programme at the Social Boards following his Passing and Raising
- A best practice 'Guide' to assist the personal development of each new member – based upon each of the Three Degrees and delivered primarily by a member's Personal Mentor
- Training, in support of the PGLEL Mentoring process for Lodge Mentors
- Annual feedback surveys to assist in future programme development

### 2. What exactly is Mentoring?

Mentoring is a simple concept but one which has attracted a good deal of misinformation and over complication when applied in a Masonic context.

When anyone embarks on a new phase of their life, be it starting a new job, living in a different area, or joining a Masonic Lodge there is much that is new or unknown. The uncertainties that arise can lead to feelings of insecurity, bewilderment and even alienation if not addressed very early on.



Freemasonry presents its own unique set of challenges in this respect as the group of people that the new member is joining are very close knit, and have often known one another for years if not decades! The rituals and traditions we all take for granted are complex and follow a unique set of rules which will seem very strange to an outsider if not properly explained.

It is therefore vital that from the very outset, one suitably experienced and knowledgeable Brother takes ownership of ensuring that the new Freemason is introduced to the Order in a controlled and supported way so that his first few years in the Craft are an enjoyable and intellectually fulfilling voyage of discovery.

**Mentoring however is not just about new Initiates.** The process of Personal Development which is an intrinsic part of the Masonic experience, poses continuously changing challenges to a Brother as he advances, firstly through the progressive offices, and then hopefully to the Chair of his Lodge as Worshipful Master. The needs to learn the ritual, acquire appropriate social and man-management skills, and ultimately to adopt a leadership role, require a Brother to grow and develop both as a Mason and as a human being. Mentoring has a vital role to play in ensuring that every member is supported and encouraged to achieve his own personal goals in a manner which recognizes his own personal aptitudes and balances his needs with those of the Lodge thereby avoiding stress, pressure or feelings of coercion.

Getting to the Chair of the Lodge is not however the end of the Mentoring story. After many years of front line involvement and being in the thick of running the Lodge, the recently retired IPM can be left feeling that he has been cast aside, with no meaningful role to play. This is where the Lodge Mentor can play an important part in helping Senior Brethren to prepare for life after the Chair by encouraging them to acquire the skills and knowledge they will need to succeed in one of the administrative offices such as Secretary, DC, Treasurer or even Lodge Mentor!

**The bottom line is that the purpose of Mentoring is to retain members in the long term. Retention is achieved by ensuring that Brethren are encouraged to grow and develop at a speed and in a manner with which they are comfortable, so that they and their families enjoy Freemasonry to the full.**

### 3. The Role of the Lodge Mentor

Although Mentoring is more of a vocation than a career choice, in order to give you an overview of the role of the Lodge Mentor, it is perhaps simplest to use a format with which we are all familiar from our everyday lives: The Job Description.

Title	Lodge Mentor
Purpose	<b>To optimise membership retention.</b>
Duties / Responsibilities	<ol style="list-style-type: none"> <li>1. To ensure that every new member has a suitable named Brother to act as his Mentor.</li> <li>2. To organize Mentoring support, coaching and advice for all Progressive Officers.</li> <li>3. To assist Past Masters with career development advice and training opportunities to prepare for future office.</li> <li>4. To record individual progress and to ensure that Mentoring is applied consistently in the Lodge aligned to the PGLEL process, <u>as applicable to an individual Brother's needs and wishes.</u></li> <li>5. To report to the Lodge on a regular basis regarding Mentoring activity.</li> <li>6. To report to the District Mentor as required.</li> <li>7. To represent the Lodge at District Mentoring meetings.</li> <li>8. To support Brethren to become Ambassadors for Freemasonry as part of the Mentoring process.</li> <li>9. To assist Brethren who are moving away from the Province to locate a suitable Lodge in their new locality.</li> <li>10. To contact non-attending members to encourage a regular participation in the Lodge's activities.</li> <li>11. To refer any welfare issues which may become apparent to the Lodge Almoner</li> </ol>

The first thing to note is the Job Title. The term Lodge Mentor may within some Lodges be better described as the Lodge Mentoring Co-ordinator, as in several circumstances the role of mentoring individual Brethren may well be distributed across the Lodge membership. Notwithstanding this acceptable approach, **there can only be one Brother in a Lodge who has overall responsibility for the Mentoring scheme in that Lodge, and that is the Lodge Mentor.** He (YOU) may in turn be supported by others acting as Mentor to individual brethren, but the "management" of the process is the Lodge Mentor's primary duty.

Indications are that those Lodges who have a regular intake of new candidates and a growing membership invariably have an effective and pro-active Lodge Mentor. Mentoring may not be the sole reason for their success but it plays a vital part in ensuring that once a Brother feels part of the Masonic "Family", he not only remains a member in the long term but that he encourages his friends and family to join as well.

**It is vital that you foster a spirit of enjoyment and fun; standards and tradition are important but remember..... Freemasonry is there to be enjoyed!**

### 4. Getting to know your Mentee

For Mentoring to be successful, it is first necessary to gain some insight into the character and personality of the person you are trying to support. There is **no “one size fits all”** solution to Mentoring. People are individuals and require an individually tailored programme to ensure they feel at home in their Lodge as soon as possible. The ‘Guide List’ based approach (Annex II) is therefore for guidance and should be adapted, as appropriate, on a case by case basis.

This gaining of insight should begin as early as possible in the recruitment process, i.e. well before the formal interview with the Lodge Committee. This stage has historically been left to the Proposer and/or Secunder but as the person charged with Membership retention the **Lodge Mentor should ask to meet the potential Candidate as soon as his name is put forward.** The reason for this is to ensure:

- (a) he has a clear understanding of what membership of the Craft involves
- (b) that he meets the qualifications for membership (such as belief in a Supreme Being)
- (c) that he is seeking membership for the right reasons
- (d) that he is open and receptive to the opportunities that Freemasonry offers for social interaction, benevolence and personal development
- (e) that his membership will not cause financial difficulties

**Pro-active engagement at this stage allows you to manage his expectations, and should avoid the situation where a new member decides fairly soon after joining that Freemasonry is “not for him”.**

#### *Character Assessment: Finding the Key*

The next stage is to **find the “Key”** to the man. In other words, to **find out “what makes him tick”**. Is he someone who seeks and enjoys personal status, or does he enjoy being part of a team? Is he someone who relishes an intellectual challenge (such as learning the ritual), or does he simply enjoy social interaction.



- Assess his level of ambition. For a few, taking office is an immediate goal, for the majority a period of assimilation is preferred, whilst some are simply content to remain “Knife and Fork” Masons.
- Check for special needs. For example conditions such as Deafness or Dylexia can pose extra challenges which need additional support.

#### *Developing a Programme: Turning the Key*

Having found the “Key” the next stage is to “Turn it” by:

- Selecting an appropriate Mentor, if not the Lodge Mentor, who will support by:
  - Tailoring and then delivering the PGLEL mentoring programme as appropriate to the member, which allows the Mentee to progress in a manner and at a rate with which he is comfortable.
  - Ensuring that he is given the information he needs.

- Addressing any concerns he may have.
- Helping him establish personal relationships.
- Protecting him from undue pressure to take on more than he is happy with.

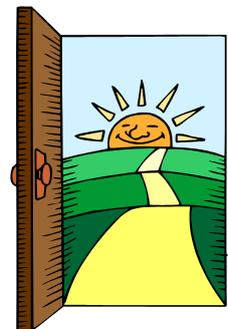
It is not necessary to detail the PGLEL Mentoring Process here. The overall process is summarised in Annex II and full details of a typical personal programme can be found in the PGLEL's Personal Development Guide Lists booklet which is either available from your District Mentor, or can be downloaded from the PGLEL website at [www.pglel.co.uk](http://www.pglel.co.uk) . **You should adapt this template to suit the individual needs of your Mentee.**

### *Providing Opportunities: Opening the Door*

Having developed the Plan, the final stage is to “Open the Door” for the Mentee by facilitating his involvement in all aspects of the life of the Lodge.

The new member's assigned Mentor can do this by.....

- Introducing him to every member of the Lodge.
- Encouraging him to attend a Lodge of Instruction.
- Working with the Director of Ceremonies to provide appropriate involvement in the ritual.
- Arranging visits to other Lodges
- Providing networking opportunities for him to meet other new masons.
- Inviting him, his friends and family to attend Lodge Social Functions.



### *Evaluating Progress*

In order to evaluate the achievements of your Mentoring efforts is it important for you to “know what success looks like”. All new Masons go through similar stages in the early years of their membership.

In the beginning they know little or nothing, so the process is led and controlled by the Mentor and largely involve information transfer.

As their knowledge and confidence grows they begin to consider what is expected of them and look for ways to progress. Some will eagerly seek out challenges and opportunities, others will need more encouragement.

The learning process becomes increasingly directed by the Mentee himself, and what was once a teaching exercise becomes a process of critical appreciation and reflection based on understanding and competence. The role of the Mentor changes from instructor to facilitator.

The Mentor should look for these changes in their Mentee. If the process is happening then you know you are on the right track, if not then the Mentor should go back to the first stage and re-evaluate the plan with the Lodge Mentor, the Mentee and where appropriate the assigned Mentor.

### 5. Selecting the right Mentor

#### *The Role of the Proposer/Secunder*

One of the first objections you are likely to encounter when it comes to establishing a formal Mentoring Scheme in your Lodge is “That’s what the Proposer and Secunder are supposed to do!” In an ideal world that would be the case and in a lot of instances the Proposer or the Secunder is the ideal choice to be their Candidate’s Personal Mentor. They after all know him best, and already have a relationship with him.

However there are instances when it may not be appropriate for one or either to take on the Role. For example:

- If the Proposer/Secunder is unable to attend the Lodge on a regular basis due to work or other commitments he is not going to be there to support and encourage the new Brother as he takes those first hesitant steps on his Masonic journey.
- If he is a new Mason himself he is unlikely to have the knowledge or experience to guide another.
- Alternatively he may hold a senior office in the Lodge such as Secretary or DC, in which case he is unlikely to have the time during a regular meeting to look after his protégé and certainly won’t be able to accompany him should he be asked to retire from the Lodge.

In these instances it is better that either the Lodge Mentor or another suitably qualified Brother takes ownership of that individual’s mentoring process and acts as his Mentor to ensure a successful outcome for all concerned.

The purpose of Mentoring is not to subvert the roles of the Proposer and Secunder but rather to support their efforts. They have a vital part to play in the Recruitment process as explained in section 4. The Lodge Mentor you should work with them to ensure that the new Brother is assimilated into the Lodge as smoothly as possible, so that he starts to feel comfortable and “at home” in his new surroundings.

## 6. The Lodge Mentor and Personal Development

One of the greatest benefits of Masonic membership is the opportunity it affords for personal advancement and development. The Lodge Mentor and assigned Mentors have a pivotal role to play in facilitating, encouraging and supporting members in the achievement of their personal goals.



### *Support and Coaching*

Perhaps the most intellectually challenging aspect of Freemasonry is the learning of the Ritual and the development of sufficient confidence to present the ceremonies in a meaningful and coherent manner. Sadly the Lodge Mentor, or as applicable assigned Mentors cannot learn the work for an individual, there is no substitute for hard work and application. They can however provide coaching, encouragement and support to make the process as enjoyable and stress free as possible.

One-to-one coaching is an invaluable way to assist new members to gain confidence away from the spotlight, and is one of the best ways for a Mentor to build the relationship with his charge. Half an hour once a week can pay significant dividends in terms of advancement and is clear evidence to a new member that his achievements are important to, and valued by his fellow Lodge members.

Some Lodges hold a “Junior” LOI, or ‘Practice Night’ where newer members and their Mentors meet separately to try out small sections of the ritual without the pressure and stress that an “audience” of senior brethren can engender.

### *Succession Planning*

Mentoring is not just about new members. Resignations are also prevalent amongst those who have passed through the Chair and who, after many years of active involvement, suddenly find themselves without a meaningful role in the Lodge and with no clear idea of what the future holds for them.

As Lodge Mentor you can assist by getting them to plan for life after the chair long before they get there. Perhaps as soon as their Junior Warden year you should initiate a discussion along the lines of “Where do you see yourself in five years time?” Their response will allow you to begin the process of examining their strengths and suggesting roles they might want to undertake. Once they have expressed a preference you should then communicate this to the Brother or Brethren responsible for succession planning, and encourage them to start enrolling for the relevant “Preparing for Office” Workshops where these are available.

If done correctly, such an approach will mean that by the time they have completed their IPM year, even if they have no immediate job for a year or so, they no longer feel cast aside and have a clear idea of what the future holds.

### 7. The wider role of the Lodge Mentor

#### *Being an Ambassadors for Freemasonry*

One of our organization's greatest assets is its thousands of enthusiastic, committed members; and yet many are reticent or unsure when it comes to discussing the Craft in public. PGLEL will provide sample answers to frequently asked questions about Freemasonry and these will be made available via the District Mentors and the Provincial website. Lodge Mentor will be able to promote this publication and to stimulate discussion amongst members to give them the opportunity to gain confidence in telling their community exactly what it is they enjoy about Freemasonry. Very often the best approach is the simplest – their own personal story and why they enjoy the Craft.

#### *Career Mobility*

These days our society is ever more socially mobile. Employees, especially those in large organizations can be required to move to different parts of the country or even abroad, several times during a Career. Finding a suitable Lodge in a new Province or District can be a daunting prospect. However the Mentoring Community now has a National and even International network of Provincial / District Grand Mentors who are able and willing to help settle a Brother in his new area.

As soon as you hear of a Brother who is relocating outside the Province.....

- Offer to help in finding a new Lodge and find out his preferences regarding location, meeting times, Lodge profile, workings etc.
- Send this information, together with the Brother's contact details (Name, address, Phone no's, and e-mail) to the Provincial Grand Mentor.

Suitable introductions will then be made and your member will acquire a new Mentor in his chosen area who will smooth the path for him so that he can continue to enjoy Freemasonry wherever he happens to be located.

Note: You may occasionally be asked to mentor an incoming member from another Province or District.

#### *Networking for newer Brethren*

Providing networking opportunities for the newer Mason is one of the best ways to encourage the building of relationships and the broadening of experience. Forming a "Light Blues Club" or "Perfect Ashlar Club" is one way of achieving this. Membership is open to anyone who wears a light blue apron, plus Entered Apprentices and Fellowcrafts. In some Provinces the Light Blues Club is a well established, Province wide organization with a social programme extending throughout the year. In PGLEL those clubs which exist are generally organized on a District, or Masonic Hall basis.

The idea is that the Club is run by and for the benefit of the junior Brethren and their families without the oversight of Senior Officers. It is hoped by doing so that alternatives to the normal Lodge social functions, which might appeal to newer (and therefore generally younger) members, can be developed and enjoyed in a relaxed and informal manner.

If you would like to organize such a club for your members, speak first to your local District Mentor, it may be that such a club already exists in your District. If not then help and advice is available in getting your own Light Blues Club off the ground. In this instance contact the Provincial Grand Mentor for support.

### *The Lodge Mentor's Role in succession planning*

There is nothing worse for a Lodge than to have a sudden vacancy in an office with no obvious candidate to fill the void. This can often lead to an unqualified or unwilling Brother being "pressed" into the job with inevitable negative consequences for all concerned.

Having worked with your Mentees in developing their plans for the future you are perhaps uniquely qualified to assist the Lodge in succession planning. Although appointments to most lodge offices are in the gift of the Worshipful Master for the year, he is largely guided and influenced in his choice by those with long experience in the management of the Lodge. This is usually the Secretary, but may include other senior Brethren.

In order to ensure a smooth transition, and maintenance of standards it is vital that the Lodge has a long term succession plan especially for the important senior roles. Your special insight into the hopes and aspirations of the members, your detailed knowledge of training and development opportunities, and your involvement in coaching and support, mean you have a vital role to play in ensuring a steady supply of brethren who are ready, willing and able to step into Senior Offices in future years.

### *Mentoring and the Senior Brethren*

We have already discussed mentoring of Past Masters, however mentoring can prove to be a great way of reinvigorating the interest of senior Brethren whose last active involvement may have been many years ago. Giving them the opportunity to pass on their years of hard won experience and expertise can often be the catalyst to a whole new awakening of their interest in Freemasonry. The simple pleasure of helping another Brother to develop and advance is a powerful motivator. Make a point of inviting all your members to participate, even those who may no longer attend regularly. You might be surprised at the results!

### *Re-engaging with Non-Attending Members*

From time to time you may notice that a Brother's pattern of attendance suddenly changes. This may be as a result of changes in his home or work life, but can also be a sign of disillusionment or feelings of detachment from the activities of the Lodge. In such circumstances a friendly phone call every now and then will maintain contact and give you the opportunity of discovering the cause of the change. It will also give you a chance to explore ways to re-engage the Brother's interest with the aim of bringing him back into the fold.

### *Dealing with Problems*

If however you suspect that the change in attendance patterns is the result of serious health, domestic, financial or similar problems you should not attempt to deal with the situation yourself. Your role is that of a Coach, not a Counsellor.

In this situation, involve your Almoner at the earliest opportunity and let him lead efforts to achieve a solution.

### Annex I: PGLEL Mentoring Policy

#### *Purpose*

The purpose of the PGLEL Mentoring Programme is to ensure that every Mason enjoys his membership, understands Freemasonry and is supported in becoming involved in the work of the Lodge and encouraged to enjoy its activities.

#### *Objectives*

- To ensure the continuity and promote the growth of Freemasonry in general and specifically in the Province of East Lancashire
- To address the need for Retention and to support Recruitment and Retrieval (3Rs)
- To create a sense of belonging, understanding & involvement – for all Brethren
- To ensure the Craft is an enjoyable and fulfilling place to be and that Brethren are well able to communicate this to others with confidence and enthusiasm (ie become Ambassadors)

#### *Process*

Whilst the Mentoring initiative is national in nature, its implementation and associated processes will be designed, managed and deployed at a Provincial level under the direction of the Provincial Grand Mentor, incorporating them as appropriate to its own local environment and at a level consistent with the existing mentoring infrastructure.

Mentoring is to be deployed using a pragmatic and systematic approach. There should be a level of consistency across the Province, with an emphasis on pastoral care, combined with a 'light touch' at point of delivery. Provision should be by capable Mentors who receive adequate education and support to assist them to fulfil their roles.

The overall approach adopted should facilitate the development of a high level of awareness of the mentoring process for all Brethren and not only those directly involved. It should constantly seek to embed the values of mentoring and being a 'good Brother' in all and be readily deliverable. Results of the process should be measurable and make maximum use of UGLE and other support materials, such as the Provincial web site.

#### *Scope*

All may benefit from mentoring, whether a newly initiated Brother, or an 'old-hand'. The mentoring process should embrace all from pre-initiation through to those that have been in the Craft for many years. Indeed Mentors can often be a catalyst to assist the development of a young Lodge and the rejuvenation of a more established Lodge. In practice, the mentoring process should initially focus on those areas that will provide the most immediate benefits to Brethren, Lodges and the Province.

#### *Roles & Responsibilities*

The Provincial Grand Mentor is responsible to the DPGM for the communication and strategic deployment of the Provincial Mentoring policy. He will be supported by the Education & Development Committee, Provincial Grand Orator and District Officers. He will arrange all pan-

Province education and mentoring conferences and will be the PGLEL representative on all mentoring matters.

It will be the responsibility of the Lodge Mentor to ensure that all new members receive support, on a one-to-one basis, from an appropriate mentor. The designated mentor may be the Lodge Mentor, the member's proposer or seconder, or as appropriate another member of the Lodge, e.g a close friend. As required, the Lodge Mentor will provide the necessary assistance and guidance to those Brethren who are taking on the role of mentoring a new member.

Day to day communications, support and directions to Lodges and Lodge Mentors will be via the District Mentors, who whilst reporting to their District Chairman and ultimately the patch APGM and will have a 'dotted line' responsibility to the Provincial Grand Mentor. The Provincial Grand Mentor may create appropriate communication mechanisms to manage this aspect of activity particularly by appropriate liaison with the patch APGM. District Mentors will make the Provincial Grand Mentor aware of all formal communications and activities between themselves, their Lodges, mentors, Brethren and mentees so that he is fully apprised of the work taking place in the Province.

### *Award of the Mentor's Collar of Office*

In order to emphasise and elevate the importance of the mentoring role, UGLE have authorised a change in the Constitutions to permit the award of a 'Collar of Office' by a Lodge to its appointed Lodge Mentor. PGLEL fully supports this change with the strong recommendation that this collar is only awarded to those brethren whom the Worshipful Master and his brethren feel possesses the appropriate skills and attributes to fulfil the role effectively and efficiently. This will necessitate the Brother having the time and temperament to undertake his duties.. This is not to decry the capability of our existing Mentors, indeed far from it, but to ensure consistency of approach across the Province, to ensure all are aware of processes and support materials and most importantly to give our experienced mentors the opportunity to pass on their skills to others. It is also important that, to keep the work vibrant, engaging and effective, that the office of Lodge Mentor is not one which is perceived as being 'for life'.

It is important that the brethren who undertake this important office are willing to attend/undertake such education and development as is deemed appropriate by the Provincial and District Mentor. This is deemed to be a vital aspect of them accepting the office. It is the responsibility of the Provincial Grand Mentor, with the support of the District Mentors, to organise and facilitate this process.

### *Enhanced Profile for Mentoring and Mentors*

It is important that all Brethren participate in the mentoring process, either directly or indirectly. To achieve this, it will be the responsibility of the Provincial Grand Mentor to identify opportunities either within Lodge meetings, or at Festive Boards by which the mentoring processes, its benefits and achievements are re-enforced. All Lodges are strongly requested to support any initiatives that are devised for this purpose.

### *Review & Development*

A formal annual review and feedback process will be implemented to assess consistency of approach and effectiveness of the Mentoring Policy and its implementation. Feedback provided will be employed to further develop and enhance the effectiveness of the mentoring process.

### Annex II: The PGLEL Mentoring Process for New Members

#### *The core features of the PGLEL Mentoring Process are:*

- To maximise the retention of new members in the Craft
- To provide a 'light' but comprehensive induction into Freemasonry for new members
- To have a transparent, scalable and flexible mentoring process that can readily facilitate knowledge transfer from mentor to mentee
- To have core support documentation that guides the process and participants
- To elevate the awareness of mentoring in all Brethren

The Provincial Grand Mentor and District Mentors will provide suitable sessions for Lodge Mentors to ensure they are familiar with the PGLEL Mentoring process and support documentation. Core aspects of the process are:

- a) A formal presentation **of Collar and Jewel** to Lodge Mentors
- b) On-going support, education and interaction between the Mentor and new member, based upon 'Personal Development Guides' and associated supporting materials
- c) Congratulatory letters to new members from their APGM
- d) Personal support at Ceremonies and Social Boards
- e) Interaction with other new members via Lodge visits and, eg 'Perfect Ashlar Clubs'
- f) **Social Board Presentations** to New Members, by the Lodge Mentor, after each of the three Degree ceremonies:
  - a. **First Degree**
    - Presentation of a 'Welcome Pack' to the Craft and their Lodge
    - Welcome letter from the APGM
    - Presentation Pack: an 'Entered Apprentice's – Personal Development Guide'
  - b. **Second Degree**
    - Presentation Pack: a 'Fellow Craft's – Personal Development Guide'
  - c. **Third Degree**
    - Presentation Pack: a 'Master Mason's – Personal Development Guide'
    - Letter of congratulations from the APGM

#### *Personal Development Guides*

The 'Personal Development Guides' and their associated 'Guide Lists' are the key documents that support the mentoring process. As 'one size does not fit all', the intention is that they form a guide for the Mentor, who will adapt their use as appropriate to the needs of the new member.

There is a Guide which follows each of the three Degrees. The Guides contain information on the specific Ceremony and on Freemasonry in general, as appropriate to the member's progression in the Craft. Each Guide has an associated 'Guide List' which highlights the mentoring activities to be undertaken in each stage. A 'Guide List' for each stage should be included in the Presentation Packs. The new members Mentor will plan and monitor progression using a personalised booklet for each new member. The booklets, which contain a summary of the 'Guide Lists' in each Degree, support planning, logging of activities undertaken and discussion with both the new member and the Lodge Mentor.

## Annex III: Resources for Lodge Mentors

The Internet is full of pages dealing with Mentoring but most naturally deal with mentoring in a business or community context. For specific guidance on Masonic Mentoring try these sites:

[www.masonicmentoring.org.uk](http://www.masonicmentoring.org.uk)

Developed and maintained by the Mentoring Working Group at UGLE, this site amounts to a Mentoring "Encyclopaedia". The subject is covered in considerable detail, is superbly presented and is directly relevant to your role as Lodge Mentor. Here you will find the answers to most if not all your questions about Mentoring, as well as a host of ideas to help you get Mentoring to the top of your Lodge's agenda.

[www.pglel.co.uk](http://www.pglel.co.uk)

Our own Provincial Website contains both mentoring and education sections which includes a wealth of information on Mentoring and associated activities in the Province of East Lancashire. In particular, it contains the core documentation in support of the PGLEL Mentoring Process.

### *Downloads available from PGLEL include:*

#### For Lodge Mentors

- PGLEL Mentoring Handbook for Lodge Mentors (this document)
- Mentoring Toolkits (two parts)
- Address to the Lodge Mentor on his investiture

#### For Lodge / Assigned Mentors

- New Member's Personal Development Guide

#### For New Members

- Personal Development Guides for:
  - Entered Apprentice
  - Fellow Craft
  - Master Mason
- Welcome Letters to New Members from APMG:
  - On becoming an Entered Apprentice
  - On becoming a Master Mason

#### For ALL members

- Freemasonry FAQ's

In addition there is an extensive collection of pages giving practical advice on various aspects of the Mentor's Role and support material for Lodges, Mentors and Members.

### Annex IV: Lodge Mentor's Checklist

**If you are new to the job of Lodge Mentor, this checklist will help you to get started.**

Refer back to it from time to time to ensure you are keeping on track.

- ✓ On appointment, contact your local District Mentor and ensure he has your contact details.
- ✓ Attend the Lodge Mentor events and training sessions co-ordinated by your District Mentor.
- ✓ Ask your Secretary to include your details on his annual return to Province.
- ✓ Ensure your name and contact details are printed on every summons.
- ✓ Present a 'Welcome Pack' to every new members at the Social Board following his Initiation – include information specific to your Lodge, such as a members address list and copy of the Summons.
- ✓ Present the Mentoring Programme's 'Personal Development' booklets at the Social Board to new members directly after their Initiation, Passing and Raising.
- ✓ Use the Personal Development booklets as a guide for supporting new member(s) in your care.
- ✓ If other Brethren, beside the Lodge Mentor, carry out mentoring activities, see that they are fully familiar with the PGLEL Mentoring Process and documentation.
- ✓ Report to your Lodge regularly on mentoring matters, individual successes, and training opportunities.
- ✓ Look out for members who are not attending regularly. Try to re-engage them in the Lodge's activities.
- ✓ Do ensure you support your mentees both in Lodge and at Social Boards – ensure that they have a feeling of Belonging.
- ✓ Encourage and facilitate visits by new members to other Lodges, Lodges of Instruction and Perfect Ashlar Clubs.
- ✓ Many Districts now maintain an on-line diary to allow Mentors to see when particular ceremonies are being worked and to promote Social, Charitable and other activities. Ask your Lodge's District representative about getting your Lodge's programme included.
- ✓ Ensure that the progression of new members is at a pace that they approve of.

## Annex V: Lodge Mentoring on One Page!

# EAST LANCASHIRE MENTORING

- **Mentoring is nothing new.** You can swap the word 'Mentor' and replace it with 'Brother' or 'Companion'. It simply requires you to do what you promised to do: be a true friend to all your Brethren/Companions. Listen when you need to and speak when actions are needed.
  - **Take nothing for granted.** Remember the obvious. Mentoring is nothing clever. It is about the simple things we forget to do and which we take for granted. A potential or new member does not know the questions, never mind the answers. Think how you felt and what you wanted to know. No question is too obvious. Just being there can be enough.
  - **Make every Mason count.** Mentoring is not for one member to sort out and do. It is a matter for every member to get involved with. If everybody takes the trouble to ask how brethren and their families are, ask where they are (if missing) and vitally, when they will be back, we might stop the problems before they take hold. Don't ignore the warning signs.
  - **Make every Meeting count.** There is absolutely no reason why any Lodge or Chapter should just open and close if there is not a ceremony. Ask your District Mentor for assistance or visit the Provincial Website (Mentoring pages) for advice and guidance on materials available.
  - **Make it fun.** If it is not fun, then why are we doing it? If a member is no longer finding it enjoyable, we all have a responsibility to do something about it. If it is fun and enjoyable, people want to come back; if they come back they stay and if they stay, they might want to introduce a friend. And if everybody does a small part in the ritual, we all enjoy it.
  - **Make it repeatable.** If a meeting has gone well, don't take it for granted. Learn from what works and keep it going. Learn from what doesn't and avoid the same mistakes again.
  - **Mentoring involves everybody.** Each Lodger and Chapter must have a Mentor, but they are there to coordinate what happens, not be everything to everybody. Each new member, be they an Initiate or Joining, should have somebody to look after them – a Personal Mentor. That is ideally their Proposer or Seconder, but if not, it is the one with the Time, the Talent and the Temperament to do the job. Put simply, a Personal Mentor cares to care.
  - **Mentoring is for everybody.** Irrespective of age or seniority, we all need at least one person to be there for us if needed and if we have been given a job to do, a helping hand of friendly ear can make all the difference. It can simply be knowing that you are a phone call away.
  - **Masonry is unique.** Remembering that keeps us focussed on the special place Freemasonry has in the lives of its members and their families and we must not forget our families and ensure they are not left out or left behind. Mentoring ensures a Masonry/Life balance.
  - **Understanding is one key.** If you understand a thing, you want to know more about it. Discovering more about it then can also assist in understanding yourself and make you a better person. It then becomes enjoyable and not a chore. It can then be much easier to learn. Mentoring is about ensuring our brethren understand why they have joined Freemasonry, what they can do for it, how it can help them and vitally, the reasons why they should stay. Understanding our ritual and ceremonies is the fundamental of everything.
  - **Quality is the second key.** Quality Men Means Quality Masons; quality Masons means quality Freemasonry... and ritual. Freemasonry revolves around its ritual and our ceremonial and the standard of meeting/work must be memorable for the right reasons. Freemasonry does not just happen, it is hard work but fun and Mentoring supports and reinforces that.
  - **Mentoring is not about numbers.** Mentoring is not just about getting new men through the door. It is also about keeping who we have because they want to stay – and due to the fact they feel part of a warm, welcoming and supportive family; then it is about men joining for the right reasons. They are right for Masonry and Masonry is right for them.
- If we make Mentoring work, we make Masonry work.**