



UNITED GRAND LODGE
OF ENGLAND

The Members' Pathway

Attracting Members - Growing Lodges

How To Use It

For Lodge Membership Officers

Self Study Workbook



Contents

- 1. Introduction**
- 2. How to use this Workbook**
- 3. How to use the Member's Pathway**

Introduction

Before using this workbook, please complete the *'Members' Pathway Introduction For All'* workbook, which explains the Members' Pathway overall and why we need it.

This self study pack provides a summary of how you should use the Members' Pathway as an LMO. It is available to any current, acting or potential LMO.

There is a specific additional Self Study Module for the role of Mentor and Almoner

The material contained in these guides are also available as Zoom or In Person events. Consult your PPO for details

The Guide is comprised of :

1. This Workbook
2. Your set of Keys to access the Members' Pathway guides
3. A Feedback Form

Please make sure you have your set of Keys open on your device for best effect.

How To Use This Workbook

Work through this guide at your own speed.

When you have completed it please complete and return the feedback form to your PPO team. You may receive a follow up call to discuss any matters arising.

It is recommended that you take one at a time with a break in between.

The estimated time for completion is 90 mins if you work through in one sitting.

- Module 1 – What are PLAN and ATTRACT - 45 mins
- Module 2 – Quiz & Answers - 40 mins

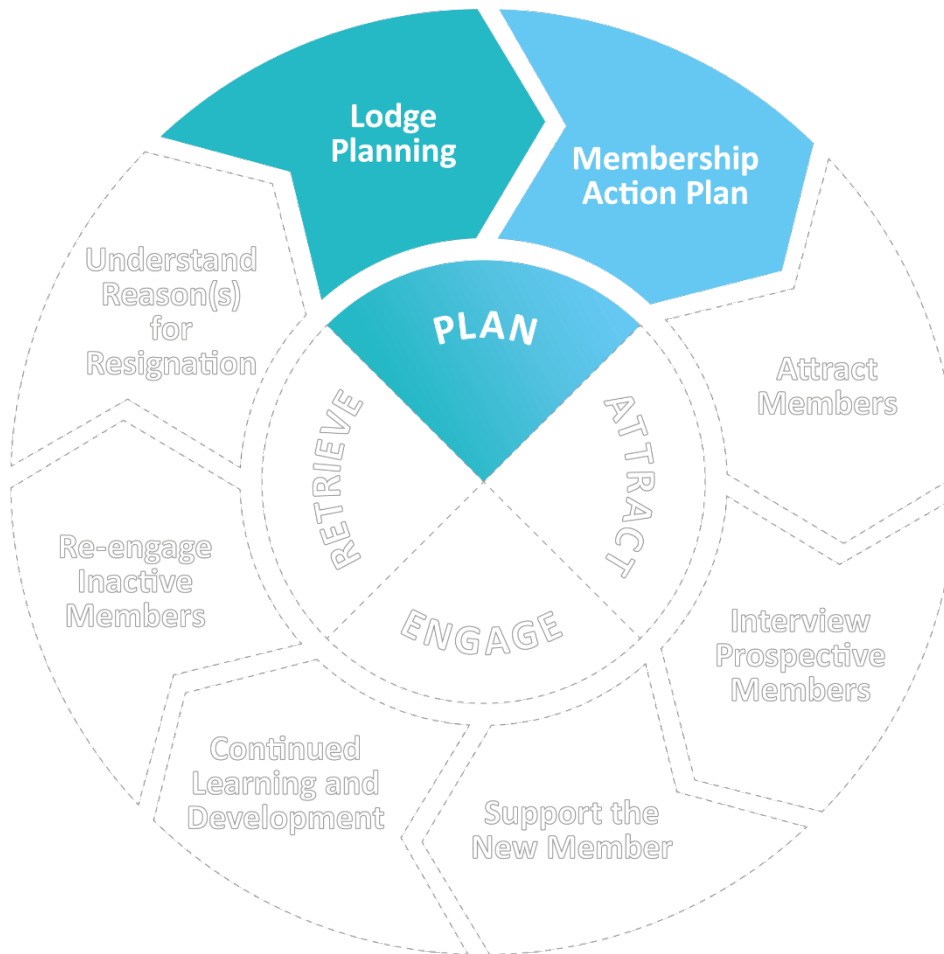
Course Objectives

By the end of this course you will be able to:

- Describe your Members' Pathway role to others
- Use the PLAN and ATTRACT Guides at Level 3
- Adapt or Adopt this into your Province current practices
- Start working with the Lodge Membership Team

What are *PLAN* and *ATTRACT*?

Level 1 – PLAN



Starts with

- A Lodge wishing to thrive

Progresses Through

- Maintaining a Lodge Plan
- Maintaining a Membership Plan

Ends With

- A Lodge Outline
- Member Profile

Level 2 – Quick Start Guides

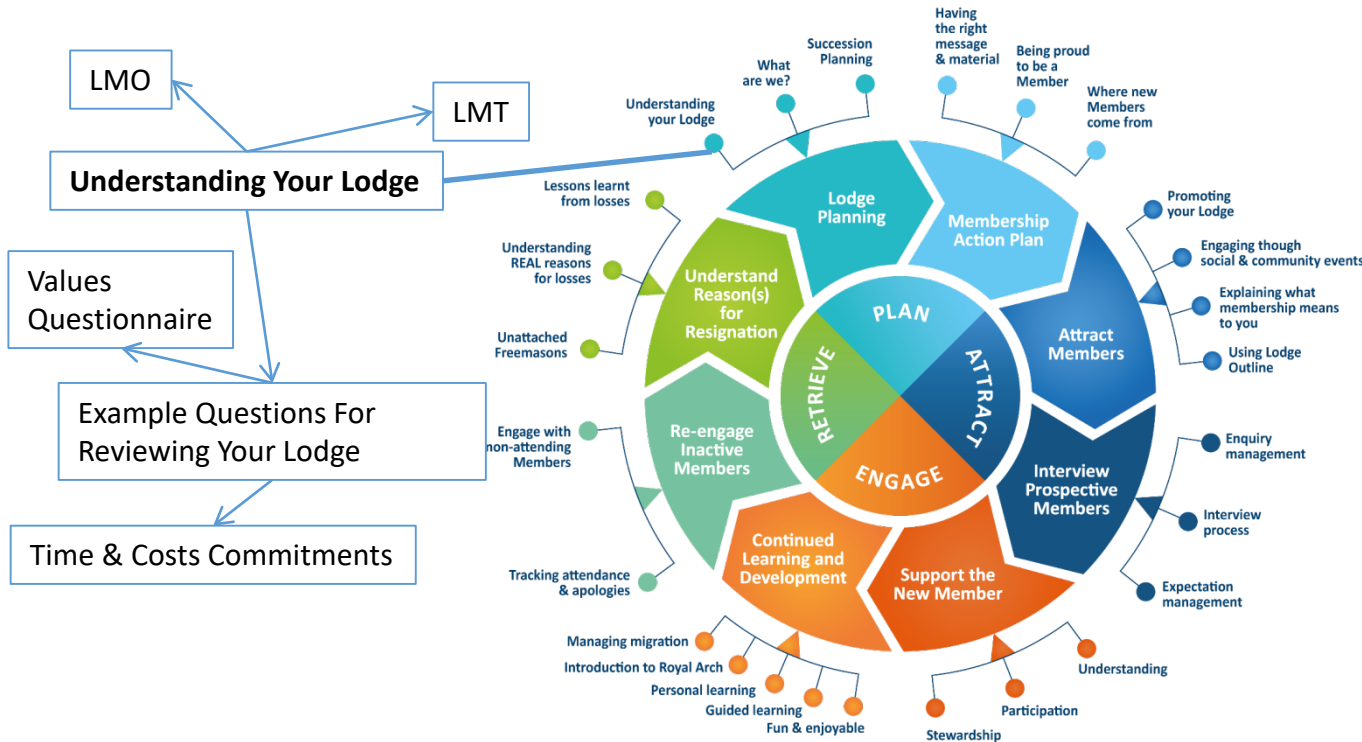
Threads:

Each of the elements are summarised by a number of brief descriptions known as Threads, shown here around the perimeter

A Quick Start Guide explaining all the Threads [is available.](#)

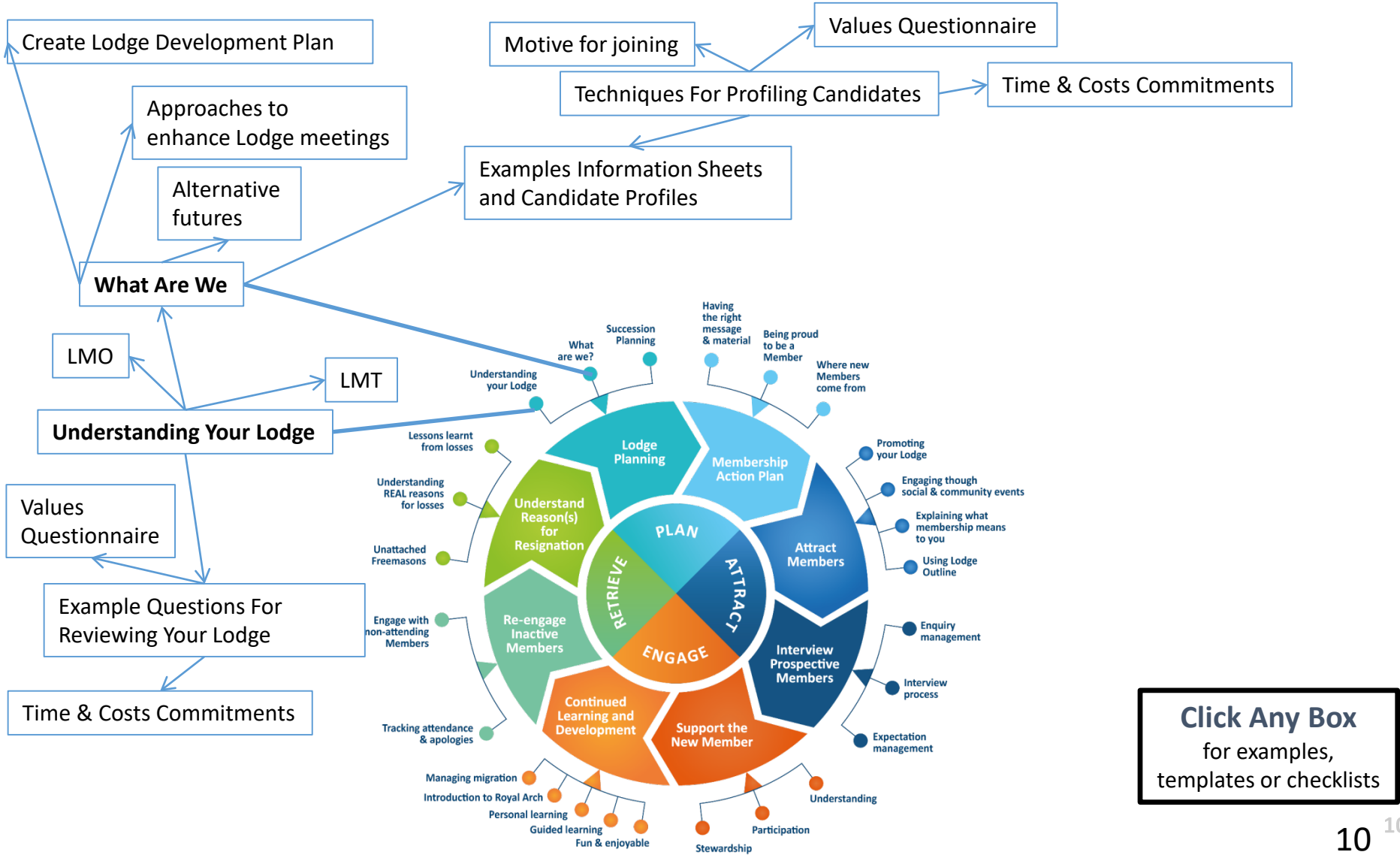


Level 3 – PLAN Guide

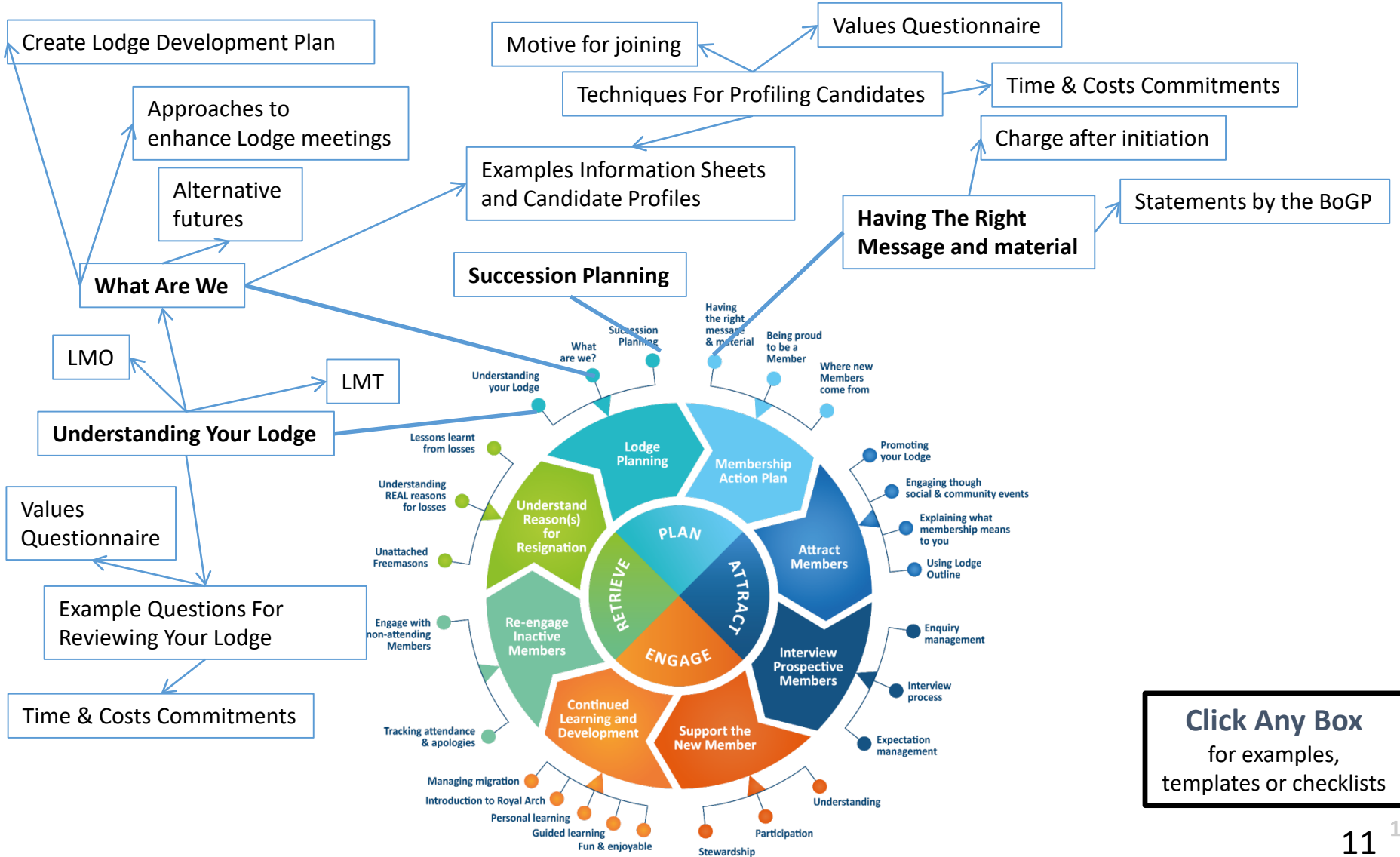


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Level 3 – PLAN Guide

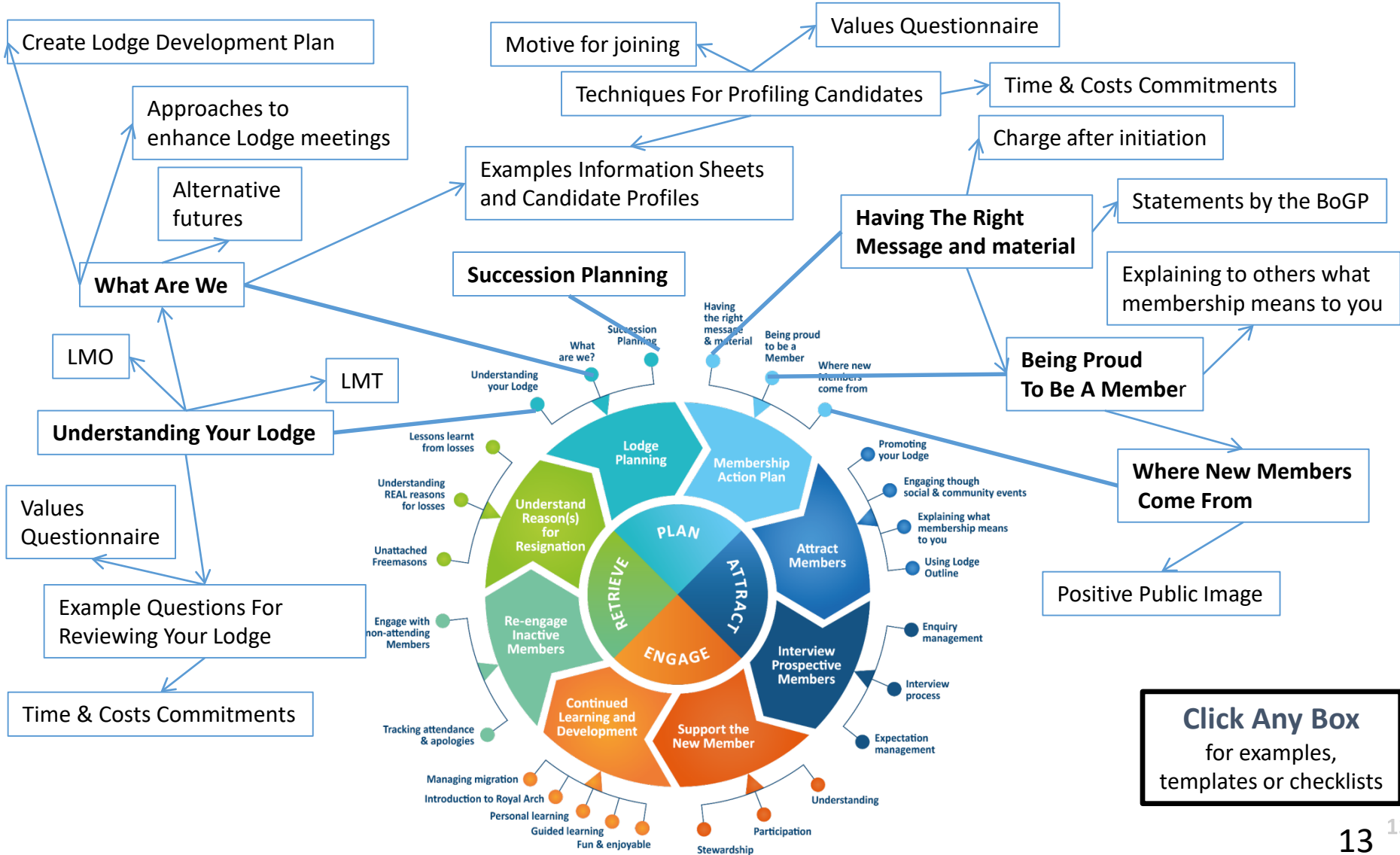


Level 3 – PLAN Guide




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templates or checklists

Level 3 – PLAN Guide




Level 3 – Motives for joining

These documents incorporate work and ideas from a number of iterations of the UG... 1 / 1 | - 100% + | [] []



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The Members' Pathway: *Level 3*

PLAN > Lodge Planning > *What are we?*

MOTIVES FOR JOINING FREEMASONRY

People want to join Freemasonry for many different reasons. UGLE has conducted research to identify what some of these reasons might be. Often people have a combination or blend of things that lead them to want to join. The research identified a number of sets of reasons and these are listed below. These descriptions are in no priority order.

Interview Panels might find it helpful to have these reasons in mind when asking applicants what motivated them to seek membership.

- 1) History and tradition
- 2) Respect and status
- 3) To be a "Better man"
- 4) Pure curiosity
- 5) Mystic interest
- 6) Escape!
- 7) Family connection
- 8) Because of a friend
- 9) Social altruism.

LMO Role

To co-ordinate the Lodge's activities through the *PLAN* and *ATTRACT* elements on the Members' Pathway.

Summary Activities (*working with Lodge Management Team*)

Informs, guides and supports Lodge Members' to:

- Produce and maintain a Lodge Outline and Candidate profile
- Produce and maintain a Lodge Plan
- Produce and maintain a Prospective Candidates list
- Clarify what can and what should be said to a Prospective Candidate
- Speak with confidence about membership and the enjoyment of it – helping others to do the same



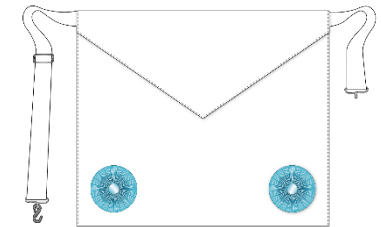
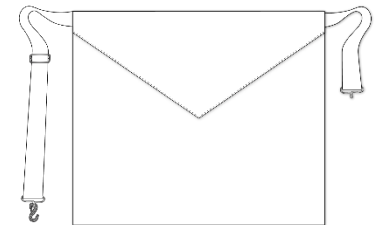
Lodge Planning

Make sure your Lodge is 'fit for the future', attractive and relevant to potential members

Key Stages

- Review current practices – SWOT
- Decide what you would like to change – RAG
- Decide who will do what by when – Action Plan
- Establish a 5 year rolling Succession Plan
- Facilitate production a Lodge Outline
- Use Lodge Outline to create a Lodge Information

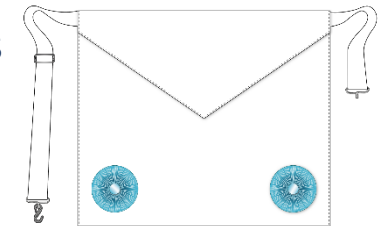
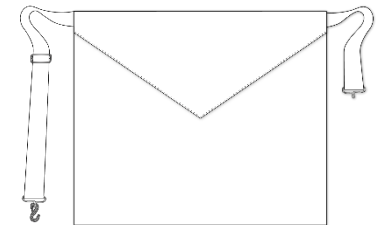
Sheet



Lodge Information Sheet

Used to attract potential joiners/initiates to an appropriate Lodge.
Half a page of A4 can capture main points!

- Membership profile (Age, numbers, dining arrangements)
- Any special interests (Golf, Rugby, Craft Beer, vintage cars)
- Place , day and time of meetings
- Social Events
- Work in community , relationships with local Charity any affiliations
- Any relevant or unique historic information



Lodge Review - SWOT

SWOT Analysis	
Strengths	Weaknesses
Opportunities	Threats

- Gather the thoughts of every member of the Lodge
- Compile the SWOT table
- With this proceed to RAG

Example Lodge SWOT Analysis – suggest just 2 or 3 in each quadrant

Strengths:

- Socially vibrant and active members
- Lodge officers attend regularly
- All Members willing to engage
- Numerous “light blue” Masons conducting ritual
- Regularly attended rehearsals

Weaknesses:

- Lack of community engagement
- No plan for promoting future recruitment
- Lack of Members joining
- Ill health and distance/travel impacts on some current Members therefore impact on volume of meeting attendance

Opportunities:

- Getting out in the community at various clubs/events/societies to promote Lodge membership
- A vibrant town with numerous clubs/events/societies to engage with
- Initial list of clubs/societies/events exist already
- Lodge committee is supportive of the Members' Pathway
- Membership Officer's role gives the opportunity to drive up membership

Threats:

- Covid-19
- “Ya-Buts” - we don't do it that way here
- Lack of new Members will prevent the Lodge thriving
- Lack of Members will reduce the development of younger Masons
- Decline in future Members can create a risk of current Members leaving the Lodge and impact on ability to retain Members
- Declining Lodge Members threatening the viability of the Lodge.

Lodge Review - SWOT

RED - AMBER - GREEN (RAG) ASSESSMENT	
Red Things to stop doing	
Amber Things to continue doing	
Green Things to start doing	

In Committee – compile RAG from the SWOT

In open Lodge under AOB

- present and discuss RAG
- agree Action Plan (next page)

Example Lodge - RAG

RAG Report	
<p>Red things you want to stop doing</p>	<p>Engaging with too many local charities 'Recycling' the same brethren to do the ritual Surprises and last minute requests to stand in for an officer or deliver ritual Always been that way here</p>
<p>Amber things you want to continue doing</p>	<p>Many regular family orientated socials Maximise use of technology Maintain flexible start times to suit Members 'in full time employment Committee meetings and involving <u>all</u> Members 'in decisions</p>
<p>Green things you want to start doing</p>	<p>Maximise use of socials to attract new Members' – prepare season calendar Involve the newer Members 'in ceremonies – share the ritual Encourage all Members 'to Practices/rehearsals Adopt Pathway Maximise use of Nuggets from Solomon for younger members</p>

Lodge Review – Agree Action Plan

Our vision for our Lodge by 2025 is.....

Action	Who by	When by	Resources	Review

- Identify Actions to address the Red, reinforce the Amber and start the Green
- Agree who will do them, by when, and agree a review date
- Monitor Progress - LMO
- Review the Action Plan status - Lodge Committee

Example Action Plan

Action: <i>Specific community engagement activity</i>	Who by (<i>name of person/s attending the community engagement event</i>)	When(<i>date when the community event is taking place</i>)	Resources (<i>resources that have been sought from Province.i.e.Mobile Display Unit, leaflets, assistants, etc</i>)	Date completed (<i>date that the community event took place</i>)	Reviewed (<i>what was the outcome and when was the Lodge committee updated</i>)
Contact and meet with cricket Club Members'					
Contact and meet with Members of golf club					
Support 3 local charities (not lots) and actively engage with them					
Contact and meet with Angling society					
Engage with local media to promote Lodge events & Freemasonry					
Increase use of social media to promote the lodge outline					
Consider a Masonic display stall at a local event or make use of the Provincial trailer					



Lodge Succession Plan

Progressive Offices need special attention

	2021	2022	2023	2024	2025
Master	Neil	Stewart	David	Duncan	Tony
Senior Warden	Stewart	David	Duncan	Tony	Mark
Junior Warden	David	Duncan	Tony	Mark	Brian
Senior Deacon	Duncan	Tony	Mark	Brian	?
Junior Deacon	Tony	Mark	Brian	?	?
Inner Guard	Mark	Brian	?	?	?
Steward	Brian	?	?	?	?
Steward	Jim	Jim	Jim	Jim	Jim
Steward	John	John	John	John	John



Some offices are probably going to remain the same for 3-5 years That's the easy part of the succession plan already done!

	2021	2022	2023	2024	2025
Asst Director of Ceremonies	Phillip	Phillip	Phillip	Phillip	Phillip
Chaplain	James	James	James	James	James
Treasurer	Sidney	Sidney	Sidney	Sidney	Sidney
Secretary	Henry	Henry	Henry	Henry	Henry
Director of Ceremonies	Albert	Albert	Albert	Albert	Albert
Almoner	George	George	George	George	George
Charity Steward	Oliver	Oliver	Oliver	Oliver	Oliver
Mentor	Max	Max	Max	Max	Max

Key Points:

Once created it is easy to update, and simplifies discussion at Committee

Helps to identify problems before they occur

Ensures that brethren a) do not get overlooked and b) that individual progression is neither too fast or too slow

Membership Action Plan

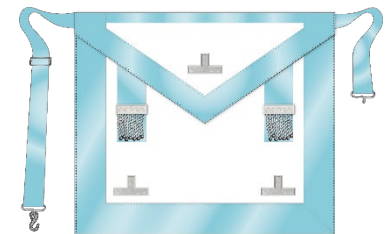
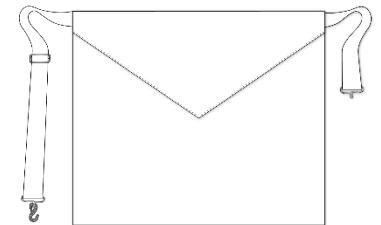
'who do you know that would make a positive and lasting contribution to Freemasonry'

Key Stages:

- Produce a Candidate Profile that suits your Lodge Outline
- Create and maintain a list of potential candidates

Decide

- How they will be approached
 - By Who
 - When
- Proceed to the ATTRACT element (to work through and maintain this list)



Create A Candidate List – FROGS!

F.R.O.G.S stands for:

Friend, Recreation, Occupation, Geography, Same.

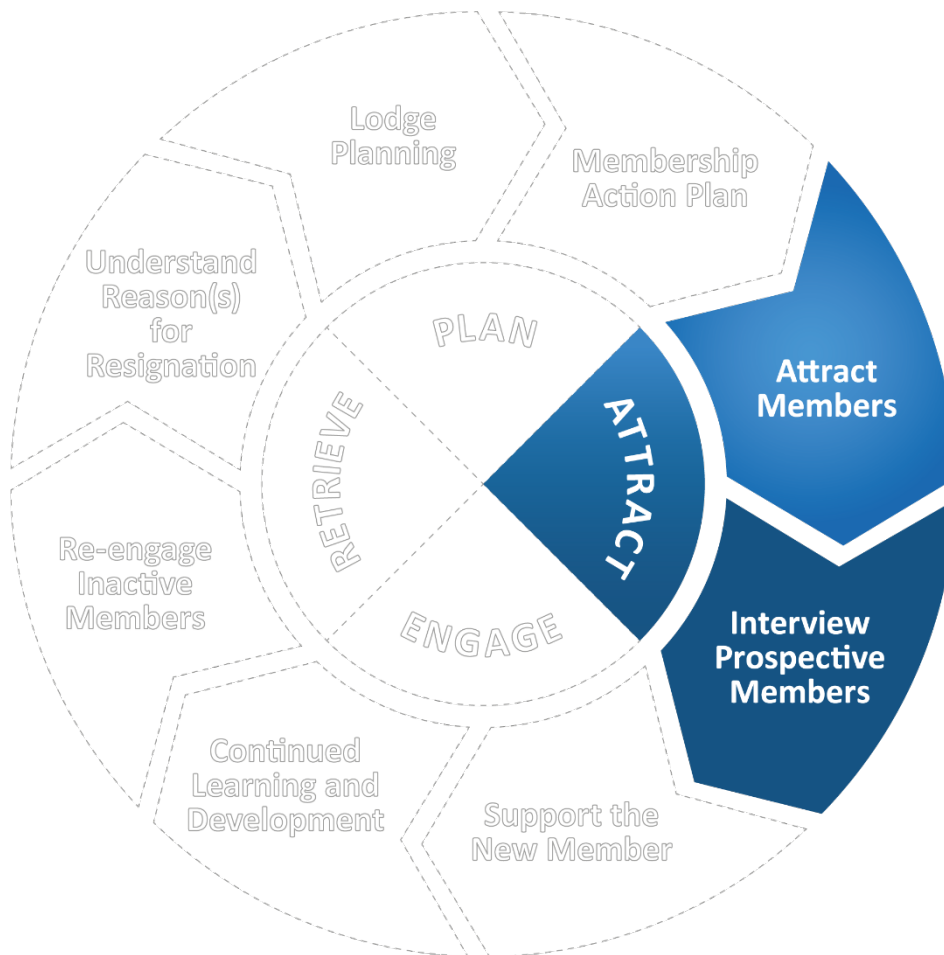
1. Create a list of friends from your telephone or PC contact list (which is only some of the people you know, not all of them).
2. Start with the first friend, let's say he is called Bob, ask yourself 'who else do I know called Bob' and write them down.
3. Repeat item 2 for every friend on your original list.
4. Go back to your original list. Ask yourself 'how did I meet Bob' – the reason will be at least one of Recreation (i.e. some kind of social setting), Occupation (i.e. employer or place or work), or Geography (i.e. in a particular location).

For example: Friend - Bob, Recreation – at my cricket club, Occupation– works for a Bank, Geography – lives in Romiley.

5. So for Bob, apply the SAME test by asking yourself:
 - Who else do I know at my cricket club, add them to the list
 - Who else do I know that works for a Bank, add them
 - Who else do I know in Romiley, add them

F.R.  .G.

Level 1 – ATTRACT



Starts with

- Membership Plan

Progresses Through

- Promoting & explaining what we do
- Finding prospects
- Preparation for interview
- Conduct the interview

Ends With

- Candidates for Proposal

Level 2 – Quick Start Guide

Threads:

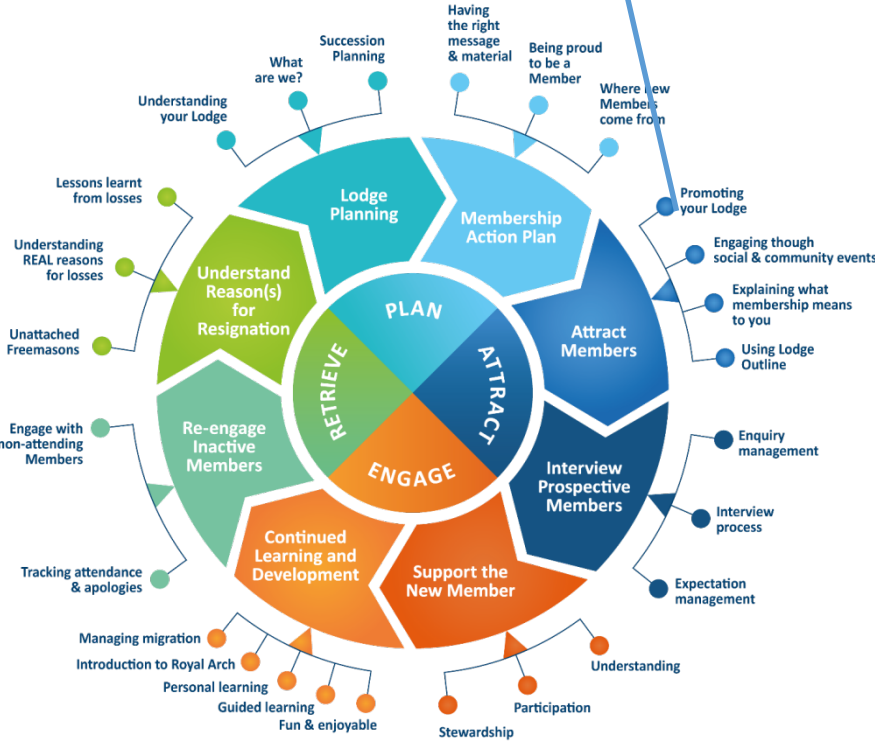
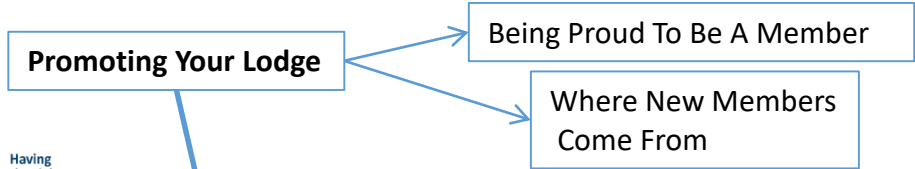
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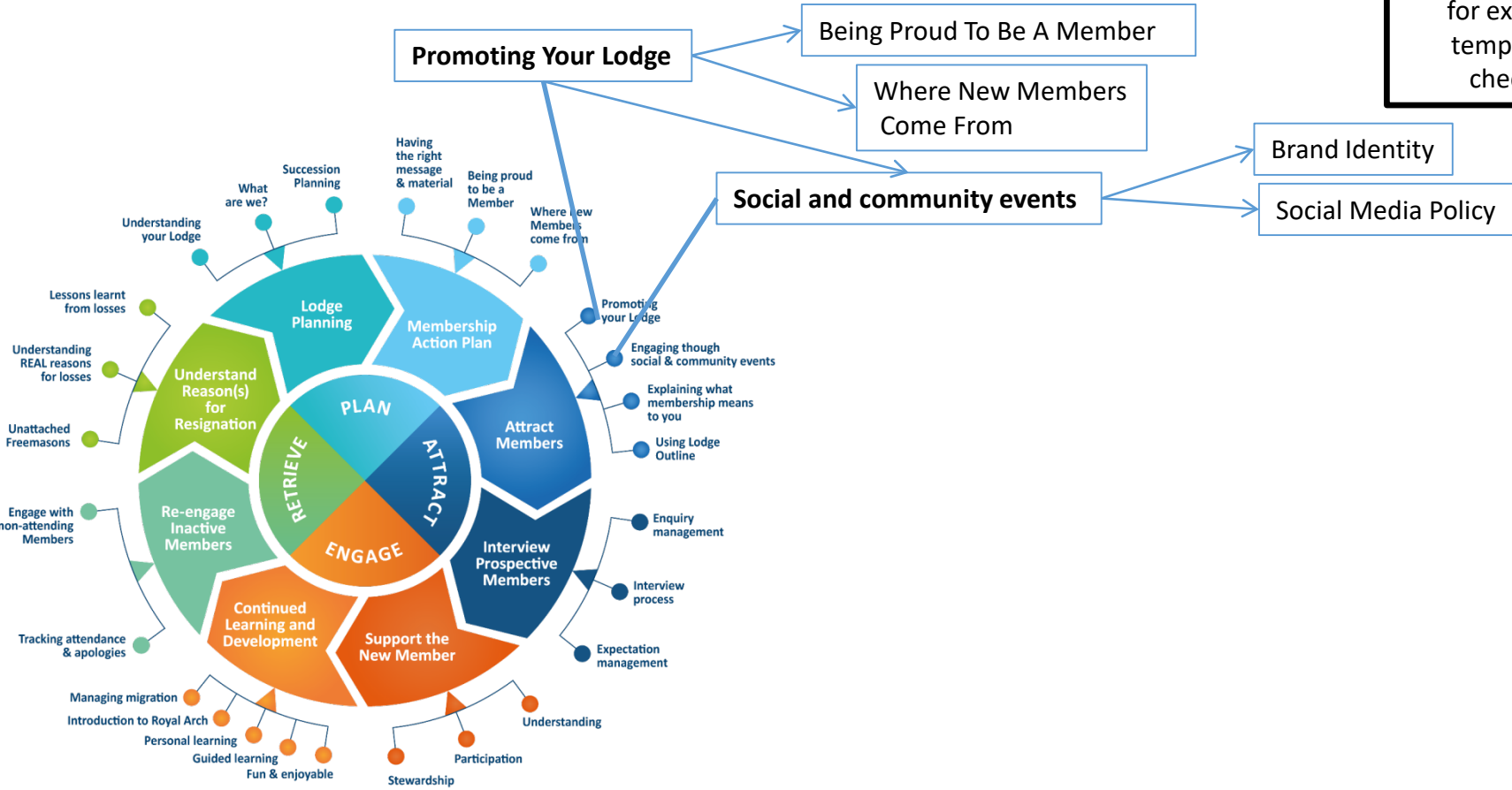
Level 3 – ATTRACT Guide

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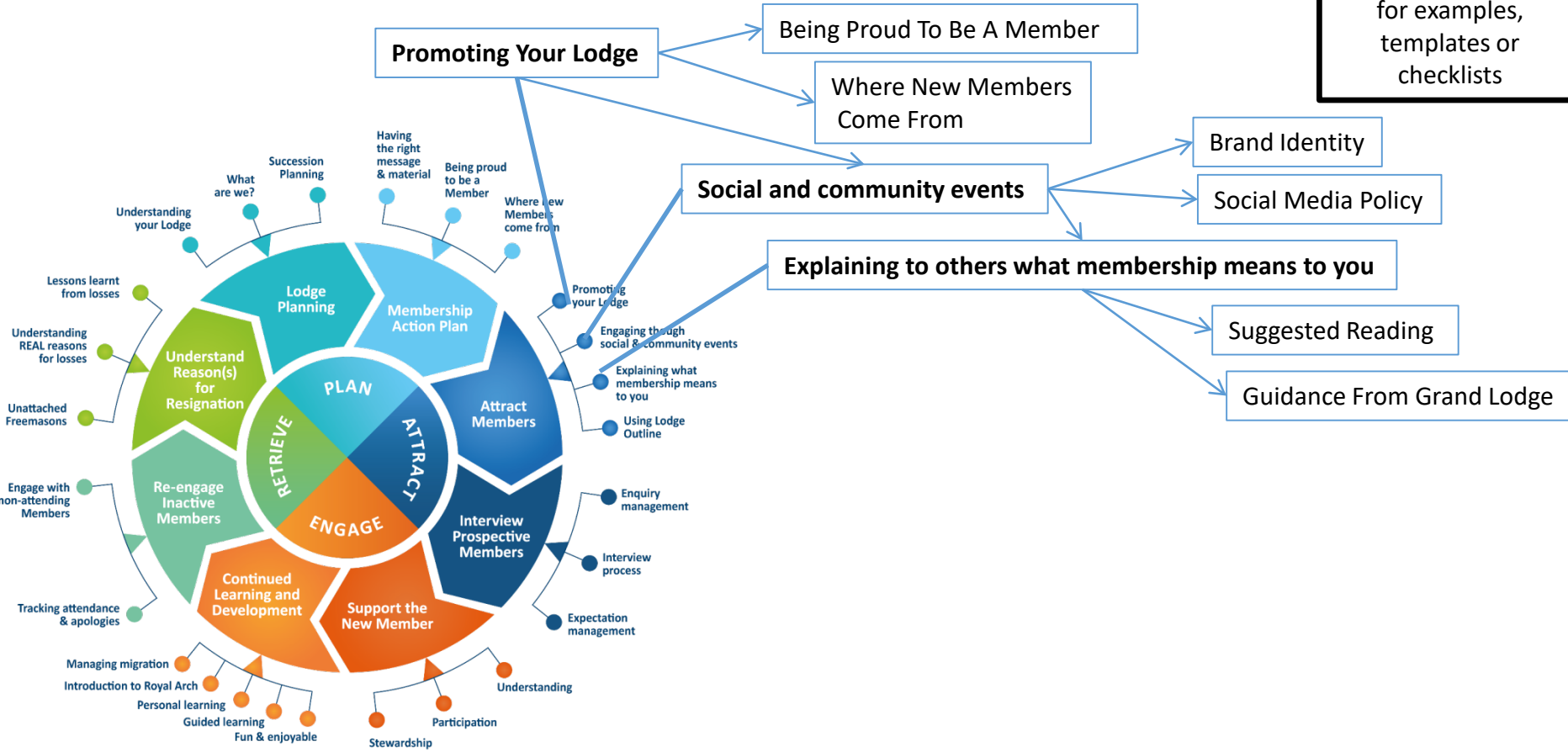
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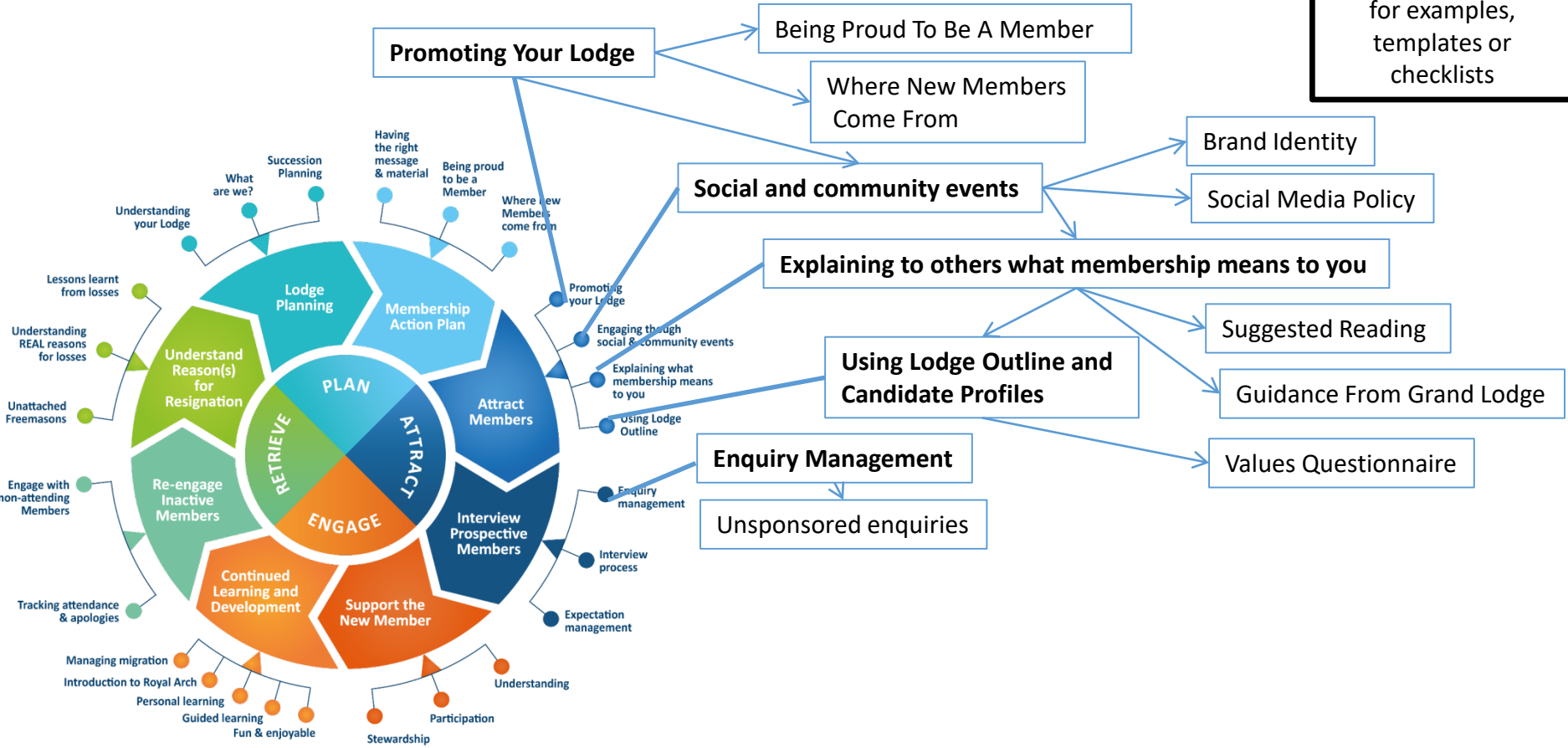
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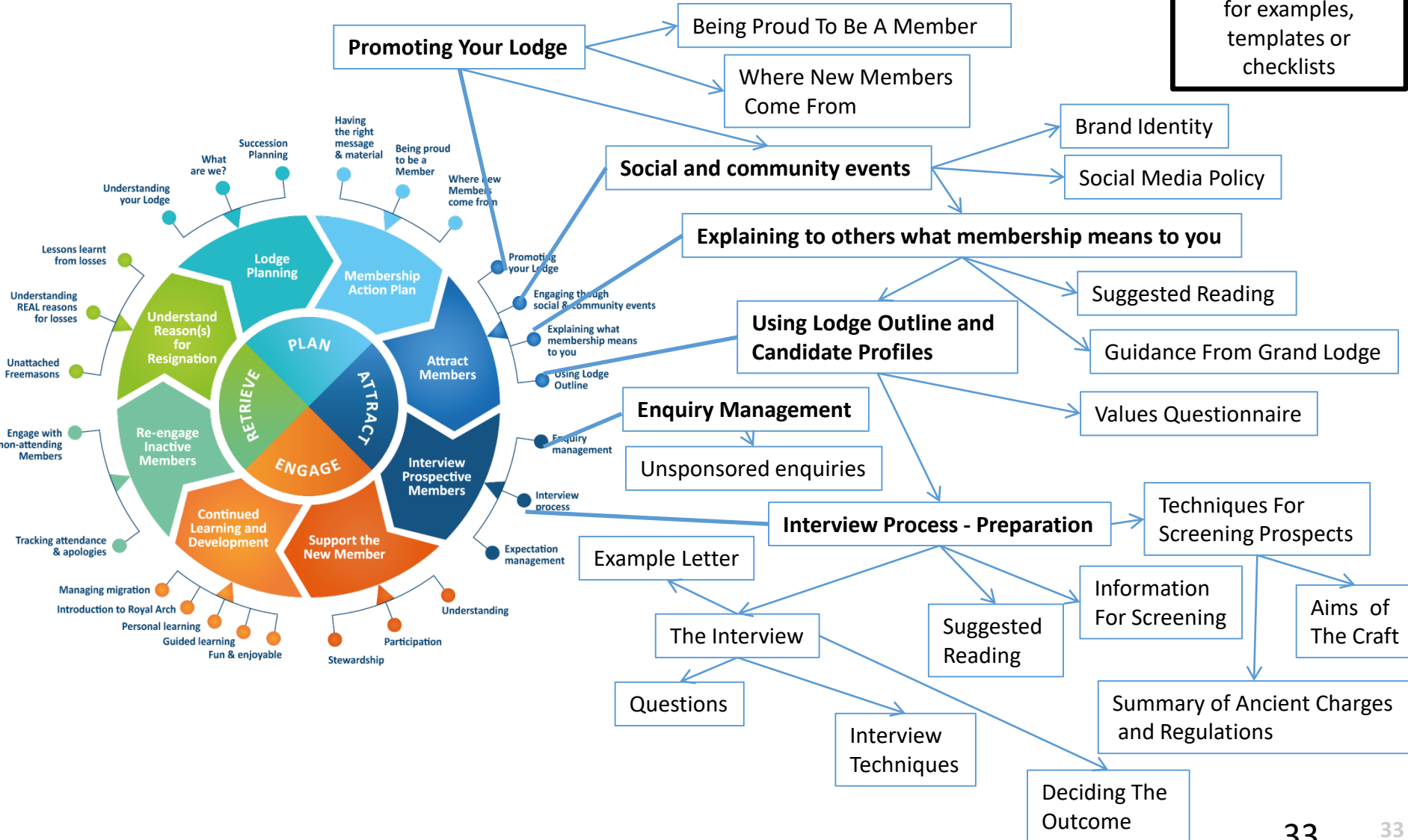
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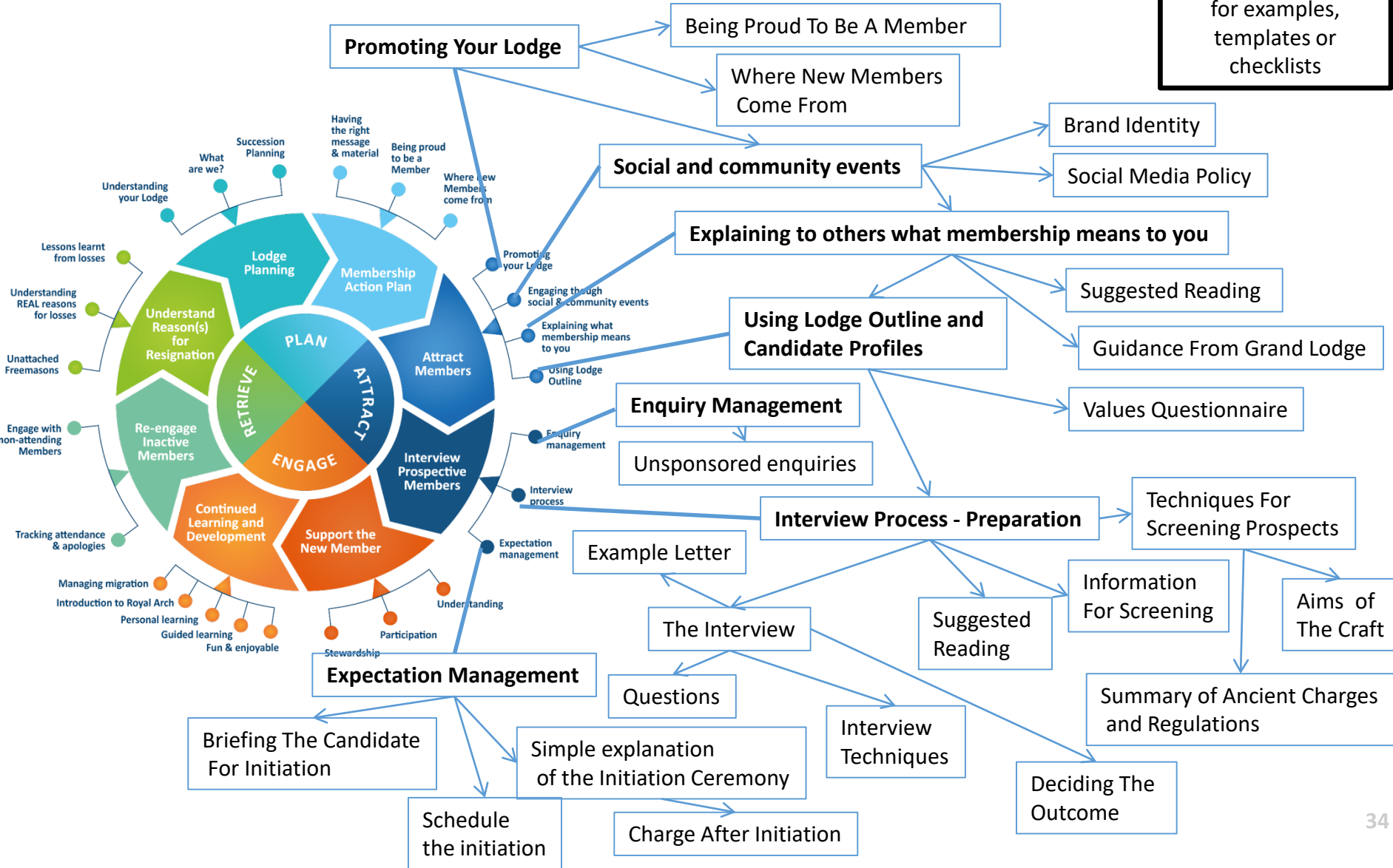
Level 3 – ATTRACT Guide

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Level 3 – ATTRACT Guide

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Level 3 – Interview Questions

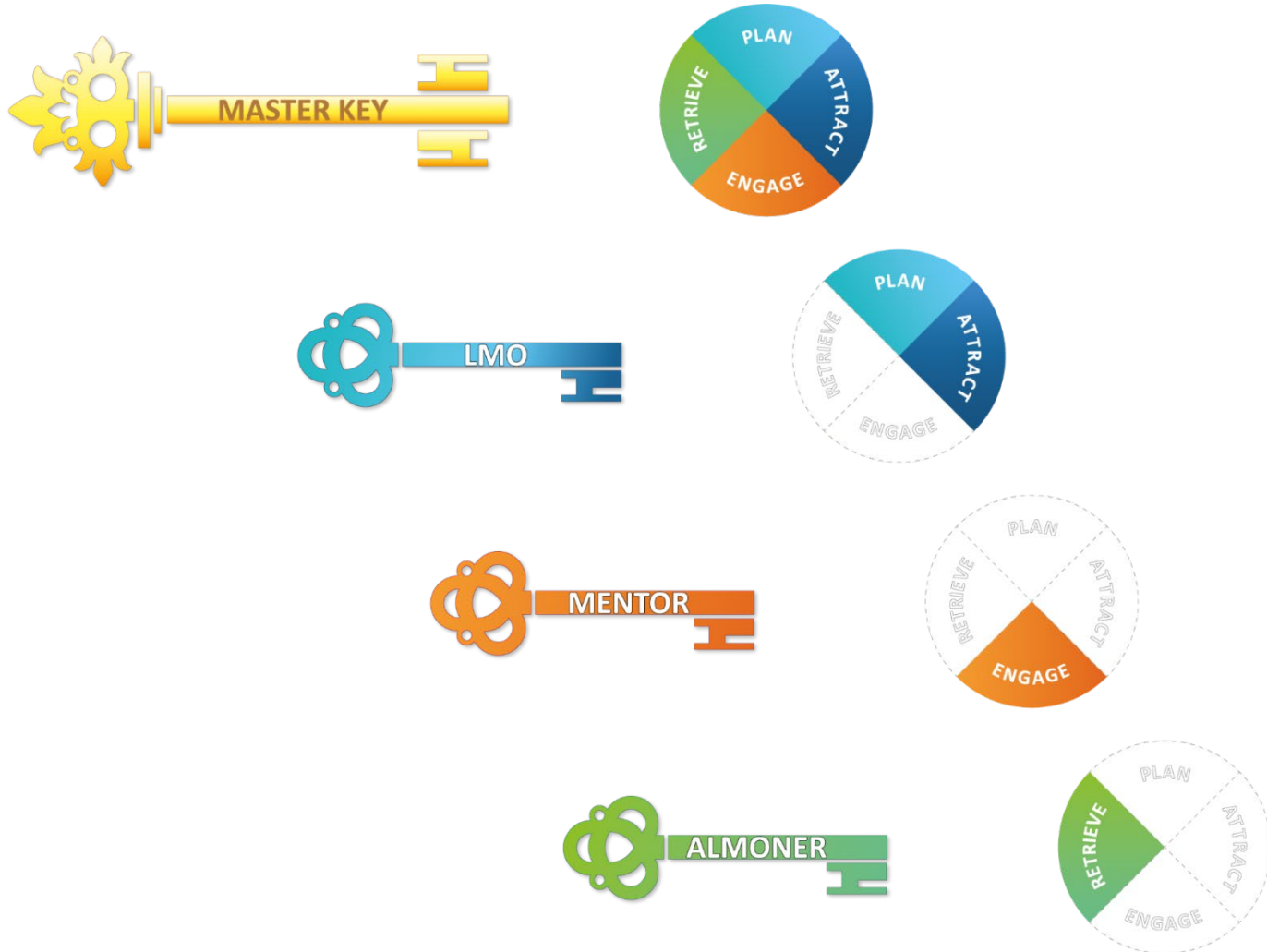


The Members' Pathway: Level 3
ATTRACT > Interview Prospective Members > Interview Process

EXAMPLES OF INTERVIEW QUESTIONS

Information sought	Examples of appropriate questions to gather the information sought <i>(please select and use these and similar questions as appropriate to the candidate and the flow of the interview)</i>
<i>A. Overview of self and lifestyle.</i>	<ol style="list-style-type: none"> 1. Please tell us about yourself; who you are, your family, hobbies, work and other interests? 2. What other membership organisations do you belong to, or have you belonged to in the past? 3. What voluntary or charitable work have you undertaken, if any?
<i>B. Questions specifically relevant to this Lodge.</i>	<ol style="list-style-type: none"> 4. This Lodge was founded for those with an interest in What is or has been your involvement in ?
<i>C. Personal characteristics, qualities and values.</i>	<ol style="list-style-type: none"> 5. How would others describe you? 6. What are your personal strengths and most noteworthy characteristics? 7. How would you describe your personal values?
<i>D. Qualifications for membership</i>	<ol style="list-style-type: none"> 8. Your sponsors will have discussed the essential qualifications for membership with you. Please can you confirm that: <ol style="list-style-type: none"> a. Your application is voluntary and you are free to become a Freemason. b. You are at least 18 years of age and have finally completed secondary education. c. You believe in a Supreme Being and are happy to take a serious promise, or obligation, on a holy book. d. You are law abiding, respect the authority of the head of state and have not been convicted of a criminal or disciplinary offence. e. You are willing to conform to the rules and customs of Freemasonry.
<i>E. Alignment with Freemasonry's values.</i>	<ol style="list-style-type: none"> 9. Please give examples of how you live the following values in your own life: <i>Integrity, Friendship, Respect, Charity.</i> 10. Which of these values are the most important to you?
<i>F. Reason for interest in Freemasonry and motives for joining.</i>	<ol style="list-style-type: none"> 11. What do you know about Freemasonry? 12. What interests you about or attracted you to Freemasonry? 13. Why do you want to become a Freemason? 14. Why are you interested in joining this particular Lodge? 15. Do you understand that once initiated you are a Freemason for life, whether or not you continue as a member of any Lodge?
<i>G. Existing links with Freemasons.</i>	<ol style="list-style-type: none"> 16. How long have you known your proposer and seconder? 17. Who else do you know who are Freemasons? 18. What other links have you had with the Craft?
<i>H. Hopes and expectations on becoming a Freemason.</i>	<ol style="list-style-type: none"> 19. What do you hope to gain from being a Freemason? 20. What expectations do you have of the Lodge you are seeking to join? 21. What do you expect from Freemasonry as a whole?
<i>I. Likely contribution he could make as</i>	<ol style="list-style-type: none"> 22. What do you think you can offer the Lodge?

Set of Keys



Responsibilities

Roles in Red
for suggestion only



Who is involved?

'Everyone' but especially the LMO, Mentor, Almoner WM, Sec & DC working together as the 'Lodge Membership Team'

All the PPOs engaged:

PMO
ProvGMen
Prov Almoner

The Lodge Membership Team

LMT – Lodge Membership Team

- LMO, Mentor, Almoner
- WM, Secretary & DC
- Other participants as suits your Lodge

Assisted and Supported by the PPO Team

PPO – Provincial Pathway Officer

- Provincial Membership Officer
- Provincial Grand Mentor
- Provincial Grand Almoner
- Other participants as suits your Province



Teamwork

Everybody in the Lodge has a part to play in attracting new members and growing the Lodge.

The Lodge Membership Team (LMT) in particular should regularly speak, meet, share and support each other:

- WM, Secretary, DC
- Membership Officer, Mentor & Almoner

And the Lodge Committee should discuss progress with the Members' Pathway and support their LMT

Together

Everyone

Achieves

More

Adopt/Adapt

Your Province may already have :

- a Provincial and Lodge Membership Officer role in place
- an approach to the original Members' Pathway
- other initiatives you may wish to fold into this approach

Take care to consult your Provincial Pathway team to check if there are any specific tools or techniques that you need to adapt as well as adopting this approach

Especially consult your Provincial Pathway team on the matter of latest good practice available from the UGLE Brand Centre.



Quiz Questions – PLAN and ATTRACT

Use the PLAN and ATTRACT Guides to answer these questions:

1. How many elements are there in PLAN and ATTRACT and what are they called?
2. What are the stages required to for a Lodge Plan?
3. How many motivations are there to join Freemasonry?
4. How many alternative futures does a Lodge have?
5. How many example interview questions are there?
6. How many suggested techniques are there to screen a candidate?
7. What information should we obtain to screen a prospective candidate?
8. Where do members come from ?

Quiz Answers – PLAN and ATTRACT

1. How many elements are there in PLAN and ATTRACT and what are they called?
- **4, Lodge Planning, Membership Action Plan, Attract Members, Interview prospective members**
2. What are the stages required to for a Lodge Plan?
- **SWOT, RAG, Action Plan, Succession Plan**
3. How many motivations are there to join Freemasonry?
- **9, as listed in 'MOTIVES FOR JOINING' in the PLAN Guide**
4. How many alternative futures does a Lodge have?
- **8, as listed in ALTERNATIVE FUTURES in the PLAN Guide**
5. How many example interview questions are there?
- **33, as listed in EXAMPLE QUESTIONS in the ATTRACT Guide**
6. How many suggested items are there to screen a candidate?
- **28, as listed in TECHNIQUES FOR SCREENING PROSPECTS in the ATTRACT Guide**
7. What information should we obtain to screen a prospective candidate?
- **As listed in the INFORMATION FOR SCREENING in the ATTRACT Guide**
8. Where do members come from?
- **Internal and External sources summarised in WHERE NOW MEMBERS COME FROM in the ATTRACT Guide**

Summary

You now:

- understand why we need the Members' Pathway
- are able to describe the Hub & Elements
- are able to use PLAN and ATTRACT

Please now return to your Lodge, work as a team and encourage everyone to adopt or adapt to the Members' Pathway Hub & Elements.

Make sure you have received your set of access Keys to the guides.

Please complete and return the Course Feedback form as soon as possible.



**Any problems or for further details
contact your PPO Team**

**Please Complete and Return the
Feedback Form by Email**