

UTAH GRAND YORK RITE OFFICER'S MANUAL

Compiled by Jason A. Mitchell, KYCH

PREFACE:

THIS OFFICER'S MANUAL IS ONLY A TOOL TO BE USED IN DEVELOPING IDEAS AND PROGRAMS WITHIN THE VARIOUS RESPONSIBILITY AREAS OF OUR GRAND YORK RITE ORGANIZATIONS. WE EXPECT THE RESPONSIBILITIES, DUTIES AND ASSIGNMENTS TO CHANGE AS THE LEADERS AND ORGANIZATIONAL NEEDS DEVELOP. YOUR ASSISTANCE IN MAKING THIS MANUAL MEANINGFUL AND USEFUL TO OUR GRAND OFFICERS IS REQUESTED AND REQUIRED.

TABLE OF CONTENTS

Protocol for all Grand York Rite Functions:.....	7
Parliamentary Procedure.....	10
What Is Parliamentary Procedure?	10
Why is Parliamentary Procedure Important?.....	10
The method used by members to express themselves is in the form of moving motions. A motion is a proposal that the entire membership take action or a stand on an issue. Individual members can:	10
There are four Basic Types of Motions:	11
How Motions Are Presented	11
Voting on a Motion:.....	12
Parliamentary Procedure is the best way to get things done at your meetings. But, it will only work if you use it properly.....	12
Most importantly, BE COURTEOUS.	12
Advancement in Masonry	13
Seeking Opportunities and Getting Ahead	13
Fundamental Concepts of Officer Progression.....	14
People Respond the Way They are Treated.....	14
The Thirteen Mistakes.....	15
Mutual Respect Between People.....	16
Mistakes By Appointed Officers.....	16
Being helpful binds people together.....	16
Find strength in the bonds of mutual service.....	16
We all wear a uniform.....	17
Command is Exercised by Communication	17
Last Thoughts on Communication	19
How does one become a good writer?	19

How does one become a good Speaker?.....	21
Qualities of a Leader.....	23
Quiet resolution.....	23
How to become a leader with quiet resolution	23
The hardihood to take risks	23
How to become a leader that takes risks	24
The readiness to share in rewards with subordinates.....	24
How to become a leader that shares rewards with subordinates	24
An equal readiness to take the blame when things go adversely	24
How to be a leader by taking the blame when things go adversely.....	25
The nerve to survive storm and disappointment and to face each new day with the score sheet wiped clean; neither dwelling on one’s successes, nor accepting discouragement from one’s failures.....	25
How to become a leader by not living in the past.....	25
Duties of the Officers of the MOST EXCELLENT GRAND CHAPTER of ROYAL ARCH MASONS of the STATE of UTAH.....	26
Most Excellent Grand High Priest:.....	26
Right Excellent Grand King.....	26
Right Excellent Grand Scribe	27
Right Excellent Grand Treasurer.....	27
Right Excellent Grand Secretary.....	27
Excellent Grand Captain of the Host.....	28
Excellent Grand Principal Sojourner	28
Excellent Grand Captain of the Guard.....	28
Excellent Grand Chaplain	28
Excellent Grand Sentinel.....	29
Excellent Grand Lecturer.....	29

Excellent Grand Masters of the Veils	29
Excellent Grand Organist.....	29
Duties of the Officers of the MOST ILLUSTRIOUS GRAND COUNCIL of CRYPTIC MASONS in UTAH .	30
Most Illustrious Grand Master.....	30
Right Illustrious Deputy Grand Master.....	30
Right Illustrious Grand Principal Conductor of the Work	31
Right Illustrious Grand Treasurer	31
Right Illustrious Grand Recorder	31
Illustrious Grand Captain of the Guard.....	31
Illustrious Grand Conductor of the Council	32
Illustrious Grand Senior Steward.....	32
Illustrious Grand Marshal	32
Illustrious Grand Chaplain	32
Illustrious Grand Sentinel	32
Illustrious Grand Lecturer	32
Illustrious Grand Organist	33
Duties of the Officers of the Grand Commandery Of Knights Templar in Utah	34
Right Eminent Grand Commander	34
Very Eminent Deputy Grand Commander.....	34
Eminent Grand Generalissimo	35
Eminent Grand Captain General.....	35
Eminent Grand Treasurer	35
Eminent Grand Recorder.....	36
Eminent Grand Prelate.....	36
Eminent Grand Senior Warden.....	36
Eminent Junior Grand Warden	36
Eminent Grand Standard Bearer	36

Eminent Grand Sword Bearer 37

Eminent Grand Warder 37

Eminent Grand Sentinel 37

Eminent Grand Inspector General 37

Eminent Grand Organist 37

PROTOCOL FOR ALL GRAND YORK RITE FUNCTIONS:

1. All Grand York Rite Officers are expected to attend all Grand functions regardless of the organization in which they hold office. Please inform your presiding officer/s or the Grand Secretary/Recorder if you cannot attend a specific event.
2. Please make dinner reservations for appropriate events with the Grand Secretary/Recorder.
3. Wear the prescribed uniform of the highest rank you hold in the body in charge of a given function.
4. If you do not hold an office in the body in charge, wear the uniform of the highest rank held in other York Rite Organizations.
5. Prescribed uniforms are as follow:
 - a. **Grand Royal Arch Chapter.** Red blazer with Utah patch over the left breast pocket, black trousers, white shirt/black tie, black footwear, jewel and apron of office. Award medals or adornments may be worn if desired.
 - b. **Grand Cryptic Council.** As above except purple blazer, gray slacks and tie should be worn.
 - c. **Grand Commandery.** Uniform as prescribed by the Constitution, Laws and Regulations of the Grand Commandery of Utah. Sword and/or gloves (buff) will be worn as prescribed by the Grand Commander. No more than four medals may be worn over left breast. The only authorized equipment other than that previously described to be worn on any Knights Templar Uniform of the State of Utah consists of the following as of May 1990, worn on top of left breast pocket from wearers left to right are:
 1. Order of Malta
 2. Past Commander Association or Past Prior of Past Commandery Association
 3. Past Eminent Commander
 4. Jewel of Office Constituent Commandery
 5. Jewel of Office Grand Commandery
 6. Past Grand Commander
 7. Knight Templar Cross of Honor

Section 257 Grand Encampment Code gives permission for other jewels also. Surmounting the medals may be worn the KYCH or Meritorious Service pin, and the Veteran's Service Pin. Above this may be worn the "Utah" badge, in gold.

6. Be prepared to perform the ritual of your office to open and/or close the presiding organization in full form if required or to "pro tem" in your office to assist a constituent host. Each Grand Officer is expected to own a personal copy of the Ritual for each organization in which he holds office.
7. Committee Chairmen should be prepared to make a report if called upon at a visitation.
8. All Grand York Rite Officers will serve on the Grand York Rite Long Range Planning Committee.
9. No Companion or Sir Knight is excellent, illustrious, or eminent by themselves. These styles belong to the offices they hold. There for individuals of any rank shall be introduced similar to: Companion John Doe, Most Excellent Grand High Priest, of the Most Excellent Grand Chapter of Royal Are Masons of Utah. No one should be introduced as Most Excellent Companion, or Excellent Companion, or Illustrious, etc... This formula applies to Grand and Local ranks and bodies.

PARLIAMENTARY PROCEDURE

WHAT IS PARLIAMENTARY PROCEDURE?

It is a set of rules for conduct at meetings, which allows everyone to be heard and to make decisions without confusion.

WHY IS PARLIAMENTARY PROCEDURE IMPORTANT?

Because it's a time tested method of conducting business at meetings and public gatherings. It can be adapted to fit the needs of any organization. Today, Robert's Rules of Order newly revised is the basic **handbook** of operation for most Chapters, Councils and Commanderies.

Organizations using parliamentary procedure usually follow a fixed order of business. Below is a typical example:

- 1 Opening
- 2 Introductions
- 3 Departed Companions/Sir Knights
- 4 Sickness & Distress
- 5 Discussion of Printed Minutes
- 6 Timely Correspondence
- 7 Reports
- 8 Balloting on New Members
- 9 Reading of Petitions
- 10 Remits
- 11 Demits
- 12 Suspension
- 13 Extra Budgetary Items
- 14 Old Business
- 15 New Business
- 16 Education
- 17 Announcement of Next Meeting
- 18 Closing

THE METHOD USED BY MEMBERS TO EXPRESS THEMSELVES IS IN THE FORM OF MOVING MOTIONS. A MOTION IS A PROPOSAL THAT THE ENTIRE MEMBERSHIP TAKE ACTION OR A STAND ON AN ISSUE. INDIVIDUAL MEMBERS CAN:

- Call point of order.
- Second motions.

- Debate motions.
- Vote on motions.

THERE ARE FOUR BASIC TYPES OF MOTIONS:

- *Main Motions:* The purpose of a main motion is to introduce items to the membership for their consideration. They cannot be made when any other motion is on the floor, and yield to privileged, subsidiary, and incidental motions.
- *Subsidiary Motions:* Their purpose is to change or affect how a main motion is handled, and is voted on before a main motion.
- *Privileged Motions:* Their purpose is to bring up items that are urgent about special or important matters unrelated to pending business.
- *Incidental Motions:* Their purpose is to provide a means of questioning procedure concerning other motions and must be considered before the other motion.

HOW MOTIONS ARE PRESENTED

1. Obtaining the floor
 - a. Wait until the last speaker has finished.
 - b. Rise and address the Chairman by saying, "Mr. Chairman, or Mr. President."
 - c. Wait until the Chairman recognizes you.
2. Make Your Motion
 - a. Speak in a clear and concise manner.
 - b. Always state a motion affirmatively. Say, "I move that we ..." rather than, "I move that we do not ...".
 - c. Avoid personalities and stay on your subject.
3. Wait for Someone to Second Your Motion
4. Another member will second your motion or the Chairman will call for a second.
5. If there is no second to your motion it is lost.
6. The Chairman States Your Motion
 - a. The Chairman will say, "it has been moved and seconded that we ..." Thus placing your motion before the membership for consideration and action.
 - b. The membership then either debates your motion, or may move directly to a vote.
 - c. Once your motion is presented to the membership by the chairman it becomes "assembly property", and cannot be changed by you without the consent of the members.
7. Expanding on Your Motion
 - a. The time for you to speak in favor of your motion is at this point in time, rather than at the time you present it.
 - b. The mover is always allowed to speak first.
 - c. All comments and debate must be directed to the chairman.

- d. Keep to the time limit for speaking that has been established.
 - e. The mover may speak again only after other speakers are finished, unless called upon by the Chairman.
8. Putting the Question to the Membership
- a. The Chairman asks, "Are you ready to vote on the question?"
 - b. One of the membership "Calls for the question" or says "Question"
 - c. If there is no more discussion, a vote is taken.
 - d. On a motion to move the previous question may be adapted.

VOTING ON A MOTION:

The method of vote on any motion depends on the situation and the by-laws of policy of your organization. There are five methods used to vote by most organizations, they are:

- *By Voice* The Chairman asks those in favor to say, "aye", those opposed to say "no". Any member may move for a exact count.
- *By Roll Call* Each member answers "yes" or "no" as his name is called. This method is used when a record of each person's vote is required.
- *By General Consent* When a motion is not likely to be opposed, the Chairman says, "if there is no objection ..." The membership shows agreement by their silence, however if one member says, "I object," the item must be put to a vote.
- *By the Arm* This variation exists only with the Commandery. All Sir Knights vote in unison, those in favor vote by the sword arm (extended as if charging from a horse), those against vote by the bridal arm, as if holding the bridal of a saddle. On occasion, it may be necessary to break this down in order to count votes.
- *By Ballot* Members present write their vote on a slip of paper, this method is used when secrecy is desired.

There are two other motions that are commonly used that relate to voting.

- *Motion to Table* This motion is often used in the attempt to "kill" another motion. The option is always present, however, to "take from the table", for reconsideration by the membership.
- *Motion to Postpone Indefinitely* This is often used as a means of parliamentary strategy and allows opponents of motion to test their strength without an actual vote being taken. Also, debate is once again open on the main motion.

PARLIAMENTARY PROCEDURE IS THE BEST WAY TO GET THINGS DONE AT YOUR MEETINGS. BUT, IT WILL ONLY WORK IF YOU USE IT PROPERLY.

- Allow motions that are in order.
- Have members obtain the floor properly.
- Speak clearly and concisely.
- Obey the rules of debate.

MOST IMPORTANTLY, BE COURTEOUS.

ADVANCEMENT IN MASONRY

No officer should be promoted who has not demonstrated the mental and physical stamina and the moral and physical courage required for greater responsibility.

—Gen. Dwight D. Eisenhower [during the North African campaign in 1943]

A main purpose of Masonic endeavors is to stimulate thought that will encourage Brothers to seek the truth about themselves. It is never a good idea to try to give precise formulas about things that, by nature, are indefinite and subject to many variable factors. Masonic advancement planning is one such thing.

- Advancement planning has only one basic rule. The individual is responsible for what happens to him. Essentially, it is much like the aphorism provided by Vice Adm. Ramsey about job progression, “It is not the job you have; it is the job you do that counts.”
- Masonry provides exceptional education and training opportunities. Bylaws, constitutions, decisions and edicts clearly define progression, responsibilities and a broad range of challenging specialties. However, it will always be “what you do with the job you have” that will count.

SEEKING OPPORTUNITIES AND GETTING AHEAD

Men enter the Masonry for almost as many reasons as there are Masons. Many sign up for the “lure of the mystery” or the opportunity to meet and serve others. Whatever the reason for entering, few come to with a firm determination and clear decision to serve as an officer.

Getting ahead is a matter of getting noticed. Getting noticed is an art. It has been called many things. “Positioning” is the latest term used to describe an officer who gets noticed by the powers that be. The easiest way to get noticed is to be beautiful if female or to stand 7 feet tall if male. Most of us fit neither of those categories; we must make it through life with the physique, physiognomy and failings with which we were born.

The absolute best way for an officer to become noticed is by simply doing the best job that you can. That doesn’t involve the use of magic, and that doesn’t mean getting a reputation for always being able to accomplish any job, even without the tools. (That reputation usually means that you are permitting someone else to get away with not doing their job.)

Generally, the first year of service as a junior appointed officer will solidify the decision to attempt to advance. If the newly appointed officer is well-led, well-advised and given the opportunity to

excel, the body can gain another productive member. If, however, the newly commissioned officer is poorly led, given no opportunity to develop the fundamental skills and ethics necessary to the Craft, and denied a chance to excel, the officer probably will leave the line with a bitter taste and unpleasant memories.

FUNDAMENTAL CONCEPTS OF OFFICER PROGRESSION

Line progression differs from organizations-to-organization, and even year-to-year in the same organization. Each has nuances that will enhance the possibility of progression. There are no differences, however, in the fundamental concepts of how to best enhance a masonic career. The following rules apply to all:

- Do an **exceptional** job in whatever job you are given.
- Find out what you really enjoy doing; then find a way to do it.
- Become expert in your specific job; then take every opportunity to broaden yourself to qualify for a better job.
- Learn the system. If you wait for someone to do it to you, someone will! It is your profession, and the rules for your profession. If you don't know the rules, you can't play the game.
- Master the written and spoken word.
- People make the system work. Know your people well. It is they who will make you.
- Ask for the job you want. Never ask to go from a job. Ask only to go to a better one.
- Your word is your bond; never thoughtlessly promise a favor.
- Do not attempt to be all things to all people. Be the best at what you are and what you are supposed to be.
- Volunteer frequently, but always thoughtfully.
- People like to have cheerful people around them. Be one of the cheerful.
- Lastly, always try to be a little bit better than you think you are. Don't be surprised when you are.

PEOPLE RESPOND THE WAY THEY ARE TREATED

Neither peace nor wars are won through ideology. Both are won or lost by human beings. The human is a strange beast. It will live or die based on what it thinks of itself. What people think of themselves is dependent upon what others think of them! Paradoxical? Not really. People will respond pretty much the same way they are treated.

One clear proposition about getting along with people is this: "If you like people, if you seek contact with them rather than hiding in a corner, if you study your fellow man sympathetically, if you try consistently to contribute something to their success and happiness, if you are reasonably generous

with your thoughts and your time, if you have a partial reserve with everyone but a seeming reserve with no one, if you work to be interesting rather than spend to be a good fellow, you will get along with your superiors, your subordinates, your roommate and the human race.”

It is easy to chart a course for the individual who is wise enough to make human relations a prime concern. Getting the knack of it is a different story. More has been written about human relations than on any other subject. Since Confucius’ time, great and lesser minds have addressed the guidance of personal conduct. The odd part of all of this effort is that the major causes for friction in modern society still come from individual feelings of inferiority, false pride, vanity, unwillingness to yield space to another and the consequent urge to throw one’s weight around.

A cynic once said, “Never appeal to a man’s higher nature. He may not have one! Always appeal to his self-interest; there you may have a chance!” And while that may seem too pragmatic and too basic, it isn’t! People are motivated by many things. The first and strongest motivation is self-interest. Try to tell a pregnant woman, deep in the throes of childbirth, that her baby could become president of the United States, and she will clearly define your immediate genealogy.

However, give her a few days to recover and imprint with her child and she will give a different answer. Honor they mother and father, always appeal to a man’s high nature.

THE THIRTEEN MISTAKES

One view of the way to get along with people is the quote published in the United States Coast Guard magazine under the title Thirteen Mistakes. The article said it is a mistake:

1. To attempt to set up your own standard of right and wrong.
2. To try to measure the enjoyment of others by your own.
3. To expect uniformity of opinions in the world.
4. To fail to make allowance for inexperience.
5. To endeavor to mold all dispositions alike.
6. Not to yield on unimportant trifles.
7. To look for perfection in our own actions.
8. To worry ourselves and others about what cannot be remedied.
9. Not to help everybody wherever, however and whenever we can.
10. To consider impossible what we cannot ourselves perform.
11. To believe only what our finite minds can grasp.
12. Not to make allowances for the weakness of others.
13. To estimate by some outside quality, when it is that within which makes the person

MUTUAL RESPECT BETWEEN PEOPLE

The unobserving officer perhaps will dismiss the list as just so many clichés. The reflective one will accept it as a negative guide to positive conduct; it engages practically every principle vital to the growth of a strong spiritual life when relating to people.

Assessing potential of others requires a discriminator. All too frequently, people make permanent conclusions about other people based on snap judgments and either write them off or limit the ability to help them. In a complex, crowded world, the lack of time to assess fully the potential of others requires some kind of discriminator. Masonry has such a discriminator. It is a fast, effective tool that does not rely on party or race or religion. It exists worn around the waist of everyone we call brother. It is a clear statement of capability and the right to be there as an equally valuable member of the Craft.

MISTAKES BY APPOINTED OFFICERS

A new officer appointment means a clean slate with no overhang from what has happened before. To be perpetually doubted is an impossible situation that destroys confidence and creates personal fear and discontent. A person is entitled to a fresh hold on security with a new superior. Any wise and experienced leader can cite numerous examples of people who were sent to him with spotty records and an understandable nervousness about the future. As soon as they realized that they were not going to get another kick, they improved and went on to become superior performers. For any right minded officer, it should be far more gratifying to salvage and restore human material than to take over an organization that is sound from top to bottom.

BEING HELPFUL BINDS PEOPLE TOGETHER

The studied effort to be helpful in all relations with people and to give help not grudgingly, but cheerfully, courteously and in greater measure than is expected is the fast lane to wide influence and personal strength of character. More than all else, the little kindnesses in life bind people together.

FIND STRENGTH IN THE BONDS OF MUTUAL SERVICE.

Other than these comments, it is unnecessary to discuss at great length the inner qualities that give a Mason the easy adjustment to other people in all walks of life. It is well to remember the importance of enthusiasm, cheerfulness, kindness, courtesy and justice, which are the safeguards of honor and the tokens of mutual respect between people. All are important as people go forward together, prosper in each other's company and find strength in the bonds of mutual service.

WE ALL WEAR A UNIFORM

The ring, car emblem, lapel pin, collar, apron, etc... makes the wearer conspicuous. Anyone's reputation is formed largely by what others see on the outside. In the Craft, manners and dress play a major role for several reasons. First, the identify marks of a Mason invariably make the wearer conspicuous. Second, the public expects a Mason to look the part of an idealized/romanticized Mason. Masons are expected to embody character, be given to clear and friendly speech, be capable of expressing ideas with respectful assurance and enthusiasm and be careful of customs and good usage while carrying themselves with poise and humor. Unless they present an aura of vitality, confidence and reflection that is assumed of a leader, they will be suspected of not being a Freemason. However unfair that judgment might seem in relation to other professions, it has a logical basis. People will excuse wide variations of dress and behavior in many professions without becoming concerned about tradition and honor and integrity. When the same people see any member of Craft acting in an uncivil manner or unkempt in any way, they assume Masonry is equally worthless. One reason for the Marine Corps' prestige is that the public rarely, if ever, sees a sloppy Marine. What they do see is the reflection of morale and esprit that is common to all members of the Armed Forces, but perhaps most visible in Marines.

COMMAND IS EXERCISED BY COMMUNICATION

Mastery of self-expression is one difference between the competent and the exceptional. All things being equal, the officer who has expended the effort to master the skills of writing and speaking will rise more rapidly, be a more effective leader and contribute more to the Craft.

History is full of examples of clear, concise statements that have been used with great effect.

- Any Latin student will recall the words used by Julius Caesar to describe his conquest of an entire nation. ("Veni, vidi, vici"—"I came, I saw, I conquered.")
- World War II Army Brig. Gen. Anthony C. McAuliffe used only one word in response to the German request for surrender. Outgunned, outmanned and surrounded at Bastogne, McAuliffe's response was a simple statement of American determination in the face of apparently impossible odds: "Nuts!"
- The United Grand Lodge of England's Coat of Arms bears the motto "AVDI VIDE TACE", meaning "HEAR, SEE, BE SILENT"; an excellent formula for learning contain no ambiguity whatsoever.

In recorded Masonic history, mastery of communication has been a mark of the successful Masonic officer. Ability to impart information in a clear, concise manner is a blessing for both superiors and

subordinates. Superiors already overburdened with a mass of sometimes conflicting information welcome the discovery of an individual who can present an oral or written case that is logical, brief and to the point. That individual will always be able to get a hearing.

For the subordinate who needs either directions or information, it is an equal blessing to find a superior who can provide clear information in an understandable manner. Most people neither need nor want long, detailed expositions of grand strategy. They simply want to know what they are supposed to do now.

Many years ago, President Abraham Lincoln gave what is considered one of the greatest speeches in American history. His speech is ironic in that it infers no one would recall it and because his speech was the 'second stage act' to the more well-known and well regarded orators brought in to solemnize the occasion. Lincoln's speech was 271 words; the keynote address, some 13,000 words. Which address do you remember from history class?

The proliferation of computer-managed command and control systems, automated reporting and accounting systems and other mechanical aids to management fails to diminish the need for excellence in written and oral communications skills. Rather, it makes it all the more important. Once officers understand that clear, concise articulation of information and directives is a basic requirement, the exceptional officer will accept the corollary: Superior qualification in use of the written and spoken words is as essential to leadership as the knowledge of the whole of complex ritual systems.

It then becomes a matter of personal decision whether the officer will develop the communications skills necessary for exceptional leadership or will hide behind the excuse offered by too many, "I have no gift for writing or speaking."

How often have you heard this flimsy excuse? How often have you inferred that the speaker derives a perverse pride from what amounts to self-inflicted ignorance? It is similar to the Masonic instructor who is so busy he has no time for shining shoes; he may be the best instructor ever. Unfortunately, such a slovenly instructor misses the point about the total array of skills and abilities that make up Masonic acumen.

He also must teach the equally vital concept that officers, by the fact of being officers, must set all of the standards of conduct and behavior all day, every day. In the very same way, officers are expected to set the standard in communications skills.

Not all Masonic leaders have been experts at polishing a phrase or giving concise, succinct guidance or orders. But the majority who have excelled in leadership have also made a mark in the field of letters. A sampler of just some Masonic leaders who have also been exceptional communicators of ideas ranges from Washington to Grant to Eisenhower to Deihl to Churchill.

To put this skill into some kind of perspective, look at any hate-mongering literature in this or any other country. From our point of view, the material is offensive to most thinking people, and it is stupid. Mere publication of the material, however, will convince some people that: it is correct. All great religions, philosophies and governing systems depend on the written word to convince people that a particular point of view is necessary and right.

LAST THOUGHTS ON COMMUNICATION

The fundamental role of leadership is communication. Communication is, has been and always will be an almost magical process. To work, it needs two things: a communicator and a listener. Both must use the same set of language parameters. Brother Cliff Porter's Book, [The Secret Psychology of Freemasonry](#), gets right to the point of communication, and employing practical methods to determine how to best communicate with individuals.

HOW DOES ONE BECOME A GOOD WRITER?

Anyone who has the brains to gain an Initiation has the brains to become a good writer. It requires work. It doesn't come easily or quickly. It demands time and effort to master the language. It demands practice, practice and more practice. Lastly, the writer must have something to say. The task is to deliver the message of substance in the clearest possible way. Almost always this means the shortest way.

A person who reads a lot soon finds that writing is almost as easy as reading. Most effective officers read a lot, and not just annual proceedings.

The only way to become a writer is to write. Just as a condition of the profession demands that an officer master ritual, learning the language of the profession is similarly essential. Poor spelling, poor grammar and lack of specific vocabulary are excuses, not the result of effort. Even great athletes, whose stock in trade is essentially muscular coordination, understand the need for practice.

In the same way, good writing comes from practice and practice and more practice. Only after the process of making words into sentences and sentences into paragraphs and paragraphs into

chapters becomes a natural rhythmic process does the stamp of individuality and personality shine through the writing to the reader.

Extensive practice creates the ability to look at a problem, define its important parts and discover the possible solutions. Before one can write, one has to think. What an officer thinks will be reflected in the structure, the choice of words and the logic of the writing. This does not mean that the task will ever become easy. Good writing always will require more perspiration than inspiration.

While this may sound formidable, it is one key to professional progress and is worth the effort. One delight of the Craft is the range of topics that are directly applicable to its service and mission.

Brother Churchill had a “gift” of forceful expression as did MacArthur. In both cases, the “gift” was the direct result mastering the language and years of dedicated practicing and rewriting. Both of these masters of the written word had something to say. It was based on their study of great ideas and the presentation of these great ideas by other masters of the language. Both were familiar with the ideas that control the destiny of man and nations. They also incorporated into their writing the techniques that had been used effectively to present these ideas.

Substance is essential to leadership writing. In the world of the arts, it is frequently in vogue to praise style and ignore substance. This is unacceptable in writing for leadership. Every officer should develop a core library of classics that will guide thought and serve as a reference. The purpose of this library is to see what the writer saw, to develop the ability to agree or disagree with the writer and—most importantly—to add to the ability to think, to observe and to write.

Formal education is not a prerequisite for writing ability and having something to say. What is required is an interest in development of the skills and of the surrounding world. A few simple rules are helpful:

- The more simply a thing is said, the more powerfully it influences those who read it.
- There is always one best word to convey a thought or feeling. The use of a weaker substitute will deprive the writing of force and impact.
- Economy of words strengthens the writing.

According to Carl Sandburg, adverbs are better tools than adjectives because they enhance the verb and are active. Adjectives simply load down the noun.

Verbs make language live. The verb is the operative word; it gives the sentence meaning. Strength in sentence structure comes from emphasis on the verb.

Vague terminology and phrases are twice cursed: first, by the writer who lacked the precision to say what was meant and second, by the reader who must waste time and effort trying to determine what the writer meant to say. It is easy to fall back on jargon. This is both pretentious and a waste of time.

An outline is imperative. It may exist only in the mind of the writer, but it must exist. Each piece of writing must have three things: a beginning, middle and an end. Writing is similar to a journey. The destination—the conclusion— must be known before the effort is begun.

One must write with the words that most accurately express his thoughts. The words must be understandable to the audience. Anything else misses the point.

Suggestions on writing could fill the remainder of this book. The important points are to master the language, practice the skills and have something to say.

HOW DOES ONE BECOME A GOOD SPEAKER?

Being able to speak well is as important as being able to write well. For Masonic officers, it is even more important. Judgments formed by superiors and subordinates are based in large part on what an officer says and how it is said.

This is not a book on public speaking. Existing books present in much more detail the nuances that make an effective speaker. Besides, most new officers will not be required to make speeches to Super Bowl-sized crowds. They will be required, however, to present opinions, give briefings, talk to their people in both small and large groups.

Fortunately, most Masonic audiences are sympathetic, even if they have to be there. They get restless, resentful and hostile only when the speaker is dull, attempts to impress them with a large vocabulary or talks to them as if they were candidates for graduation from the third grade. One key to being an effective speaker is to be interested in the topic. The interest will become obvious to the audience, and they will forgive minor stumbling. If they are talked to, not at, they also will forgive even obvious errors of syntax or pronunciation.

Sometimes it is helpful to use an attention-getter to start the speech or training session. The attention-getter must fit the audience. One of our most famous presidents opened a speech to the

Daughters of the American Revolution with the line, "My fellow immigrants." He was right, of course, but was never invited to return to speak to the organization that admits only persons who can prove that an ancestor fought for independence.

One school of thought held that a presentation should be aimed at the upper 25 to 30 percent of an audience and that they would bring everyone else along. The people who did not understand would, as the logic went, be given something to which they could aspire. That logic may work well in a theological graduate seminar, but is out of place in a leadership setting. If, for example, everyone is to be at the Temple at a specific time and in a specific uniform, everyone in the audience must understand what time and what uniform. This does not require words of one syllable. It does mean that one must know the group's ability to understand and must key the presentation accordingly.

Everyone loves examples. Humorous examples are even better received. The more times a speaker can drive home the point, the better it will be understood.

It may be coincidental, but nearly all manuals about communication stress the "three times" approach. Tell them what you are going to say, say it, and then tell them what you said is the current logic. Studies show that the third time a person hears, sees or feels something, it has been learned. All the stories and anecdotes do is to let a speaker or instructor say the same thing in a slightly different way.

Humor is important, when it is appropriate. It provides counterpoint and spice to an otherwise serious profession.

It is not easy to be funny. Otherwise, more of us would become professional comedians. Though not easy, it is not difficult to be humorous, and being humorous can help an officer become a good speaker.

Humor has been defined as what happens to the other guy. It will not work if a speaker doesn't try to use it as part of his or her speaking ability. It will never work if it is racist, derogatory to anyone or makes light of the supposed qualities of any group of people. Ethnic jokes and stories have no place in the public presence of any officer.

Masonic leadership understands that people must develop the skills required for effective writing and speaking and will provide opportunities of increasing scope for the officer to develop them. Actual development is up to the officer.

QUALITIES OF A LEADER

Liberated from Brother Brett Mackay's Excellent Blog, the Art of Manliness.
<http://artofmanliness.com/2008/08/17/5-traits-of-true-leadership/>

In 1950, the United States Military printed a small book (editor: the book is called, THE ARMED FORCES OFFICER) for all armed forces officers on how to become better leaders and men. In it, five traits are set forth on what makes an effective leader.

QUIET RESOLUTION

An effective leader has the resolve to see every task through to the end. Resolve is easy to have in the quiet before the storm comes. Resolve is a breeze when one's commitment has never been tested. It is when the fear, chaos, and stress of a crisis hits that true resolve is revealed. In any situation, there will be an opportunity for retreat, an escape hatch, the chance to shirk responsibility and choose safety and defeat over risk and greater reward. At that moment, the man with quiet resolve does not waffle; he does not doubt the choice that he knows is right. Without the terrible grip of indecision seizing him, he is cool and levelheaded, unflappable in the face of challenge. He is not loud, yelling and frenetically scurrying about in an attempt to cover his lack of grit with useless action. The man with quiet resolution is a man others can feel supremely confident in. While the world around him goes to pot, he knows what his mission is and he calmly fulfills it. He is the anchor in the storm.

HOW TO BECOME A LEADER WITH QUIET RESOLUTION

Do not wait for a crisis to emerge to make a decision. Inventory your values and goals, and set a plan for how you will react when certain crises arise and important decisions need to be made. **DO NOT** wait to make your choice until the heat of the moment, when you will be most tempted to surrender your values. Set a course for yourself, and when trials come, and you are sorely tested, you will not panic, you will not waver, you will simply remember your plan and follow it through.

THE HARDIHOOD TO TAKE RISKS

Nothing ventured, nothing gained. Great achievements come to those who are willing to take risks. A leader who continually plays it safe will never put themselves or the people they lead in a position to experience success. A life without risks is surely alluring; its sweet lullaby of safety and comfort has lulled many a man into the trap of mediocrity and apathy. The weak man stands at the crossroads of decision, tempted by the possible reward and yet paralyzed by the fear of defeat. He is

blinded to the fact that even failure brings its own rewards. Without failure a man never comes to know himself, his limits, his potential, and what he is truly capable of. A man who never dares greatly fails to see that he has taken the greatest risk of all: the risk that he will never progress, never refine his soul, never amount to anything worthwhile.

HOW TO BECOME A LEADER THAT TAKES RISKS

The fear of taking risks can be very real. You cannot expect to have the courage to take a large risk when you have had no experience taking small ones. So find opportunities in your daily life to take little risks. It could be as small as approaching a stranger and striking up a conversation. Find an activity that frightens you, like public speaking and go for it. As you venture more risks, you develop the capacity to overcome your fear and gain the wisdom to know when a risk is worth taking. You will achieve the mettle to take the big risk when your leadership abilities are truly called upon.

THE READINESS TO SHARE IN REWARDS WITH SUBORDINATES

A great leader, although supremely confident, humbly acknowledges that no success, no matter how large of a role he personally played in bringing it to fruition, is a wholly solo effort. He is deeply grateful for all those, even those with small roles, who played a part in the achievement. And he understands human nature. He understands that people love to be recognized for their contributions. When a group or organization succeeds, a true leader makes it a priority to recognize both in public and private the contributions of those he led. When a person sees that a leader is humble and will share in success, they'll be more willing to follow that person.

HOW TO BECOME A LEADER THAT SHARES REWARDS WITH SUBORDINATES

Sharing success with the people who follow you can be as easy as offering public recognition or increasing their compensation. A simple thank you card expressing your gratitude for an employee's effort in completing a project can go a long ways in building loyalty to you and your organization. When offering thanks or giving praise, try to be as specific as possible. It shows the person you lead that you are keenly aware of what they do and makes the thanks or praise more personal and sincere.

AN EQUAL READINESS TO TAKE THE BLAME WHEN THINGS GO ADVERSELY

It is when things go wrong that true leaders are separated from the pretenders. The weasel leader will gladly accept the accolades when he and his team succeeds, but will find another individual to take the fall when things get tough. When followers see this, it completely demolishes any confidence and allegiance to that leader. True leaders will take responsibility for all consequences

of their decisions, even the bad ones. Even when the results were the fault of a subordinate, a true leader will still take all the blame. Perhaps the leader failed to communicate clearly what the subordinate's duty was, or maybe the leader failed to match the right man with the right job. After taking responsibility for the results, an effective leader will immediately take action to correct the situation.

HOW TO BE A LEADER BY TAKING THE BLAME WHEN THINGS GO ADVERSELY

When taking the blame, you must do so sincerely. Your confession must spring from a genuine belief that you were at fault. To accept blame, but to do so grudgingly, makes you a boy, not a man. Never play the part of the martyr and seek glory for taking the fall. Likewise, don't take the blame publically, but then tell your subordinates that the only reason you took responsibility was to save their asses. You'll look like a phony and deteriorate their trust in you.

THE NERVE TO SURVIVE STORM AND DISAPPOINTMENT AND TO FACE EACH NEW DAY WITH THE SCORE SHEET WIPED CLEAN; NEITHER DWELLING ON ONE'S SUCCESSES, NOR ACCEPTING DISCOURAGEMENT FROM ONE'S FAILURES

All of history's great leaders had moments of supreme success and moments of devastating defeat. Great leaders focus on the things they can change and influence, and the past is not one of those things. If you fail, learn from it and then immediately cease to dwell on it. Rehashing the past will not do anything for you. Moreover, the people a man leads will lose confidence in their leader if they continually brood over their failures.

When you succeed, celebrate with your followers, and move on. A leader who continually dwells on past success shows that he has not set his eye on greater things. Additionally, as we learn from the Greeks, a leader's hubris can quickly become their downfall. Always stay humble and hungry.

HOW TO BECOME A LEADER BY NOT LIVING IN THE PAST

Read biographies of great leaders from history. By reading about the lives of these great men, you'll learn that even the best leaders faced enormous setbacks. You'll gain perspective and come to see that one failure does not mean the death of a man's capacity to lead. And the amazing feats of the great men of history will inspire you to believe in the powerful influence on history a true leader can wield.

DUTIES OF THE OFFICERS OF THE MOST EXCELLENT GRAND CHAPTER OF ROYAL ARCH MASONS OF THE STATE OF UTAH

MOST EXCELLENT GRAND HIGH PRIEST:

1. Statutory duties are listed in Title H, Section 2-7 "Laws Relating to the Grand Chapter R.A.M.".
2. He may represent the Grand Chapter of Utah at the Grand Convocations of sister Jurisdictions or appoint personal representatives from the Grand Officers or past Grand High Priests.
3. He will, subject to the will and pleasure of the M.W. Grand Master, serve on the Grand Lodge coordinating council.
4. He will serve as a Trustee of the Grand York Rite Trust.
5. He will serve with the Grand King and Grand Scribe on the committee to propose projects for funding by the Grand York Rite Trust.
6. He is expected to participate in the "Long Range Planning Committee" with all Grand York Rite Officers.
7. He will serve as a member of the Finance Committee.
8. He serves as a member of the York Rite Educational Foundation.
9. He serves as an "ad hoc" member of all standing committees of the Grand Chapter with the exception of the Jurisprudence and Grievance and Appeals committees.
10. He will make the final decision on the recipient of the Grand Chapter Bronze Medal.
11. He will preside at all Grand Chapter functions and assist the presiding Grand York Rite Officers at all other Grand York Rite Functions.

RIGHT EXCELLENT GRAND KING

1. He will assist the Grand High Priest in the proper discharge of his duties and to preside over the Grand Chapter in case of his absence or disability.
2. He will familiarize himself with the provisions of the "Constitution, Laws, and Regulations of the Most Excellent Grand Chapter of Royal Arch Masons of the State of Utah.
3. If requested by the Grand High Priest, he will provide (5 to 10 min.) educational features at Grand Chapter visitations.

4. He will act as liaison with the Chairman of the Grand Sessions Committee.
5. He will actively plan functions for the coming Grand Chapter term in coordination with the corresponding officers of the Grand Council and Grand Commandery.
6. He will serve with the R.I. Deputy Grand Master and the Very Eminent Deputy Grand Commander to provide direction for the "Long Range Planning Committee" function.
7. He will present a report of his activities during the year at the annual convocation.
8. He will serve on the Committee to propose projects for funding by the Grand York Rite Trust.

RIGHT EXCELLENT GRAND SCRIBE

1. He will assist the Grand High Priest in the proper discharge of his duties and to preside over the Grand Chapter in the absence of the Grand High Priest and Grand King.
2. He will familiarize himself with the provisions of the "Constitution, Laws and Regulations of the M.E. Grand Chapter Royal Arch Masons of the State of Utah.
3. He will serve as a member of the Membership Committee.
4. He will work with the Grand King in planning functions while serving on the "Long Range Planning committee".
5. He will present a report of his activities at the Annual Convocation.

RIGHT EXCELLENT GRAND TREASURER

1. His statutory duties are listed in Title II, Section 2-11 of the "Laws relating to the Grand Chapter RAM.
2. He will serve as an ex-officio member of the Finance Committee.
3. He may serve as a member of the Long Range Planning Committee.

RIGHT EXCELLENT GRAND SECRETARY

1. His statutory duties are listed in Title II, Section 2-12 of the "Laws relating to the Grand Chapter RAM"
2. He will coordinate all Grand Chapter business between the Grand Officers and all Constituent Chapters.
3. He will provide and secure the Grand Chapter attendance register and for all official functions.
4. He will serve as an ex-officio member of the Grand York Rite Trust and record minutes.

5. He will chair the Unfinished Business Committee.
6. He will serve as an ex-officio member of the Finance Committee.
7. He will serve as Secretary of the York Rite Educational Foundation.
8. He will Chair the Grand Sessions Committee.
9. He will serve as Secretary for Long Range Planning sessions.

EXCELLENT GRAND CAPTAIN OF THE HOST

1. He will act as "marshal" at any Grand Chapter processions - seeing that the Grand Officers are properly arranged and directed.
2. He will serve as a member of the Long Range Planning Committee.
3. He may be asked to serve as Chairman of the Grand Chapter "Calling Committee" prior to visitations and other activities.

EXCELLENT GRAND PRINCIPAL SOJOURNER

1. He will serve on the Long Range Planning Committee.
2. He will perform "marshal" duties in the absence of the Captain of the Host.
3. He will perform the ritualistic duties of his office during opening ceremonies as requested.
4. He will serve on the Education Committee.

EXCELLENT GRAND CAPTAIN OF THE GUARD

1. He will serve on the Long Range Planning Committee.
2. He will serve as liaison to the Youth Committee.

EXCELLENT GRAND CHAPLAIN

1. He will conduct the devotional exercises of our Convocations, dinners and other Grand Chapter functions.
2. He will report on illnesses and deaths among the Grand Chapter family.
3. He will assist in the necrology services for the Grand York Rite sessions.
4. He will serve as liaison with the committee for Royal Arch Reaffirmation Day.
5. He will serve on the Long Range Planning Committee.

EXCELLENT GRAND SENTINEL

1. He will guard the door of the Grand Chapter and take charge of the attendance sheet. It is expected that he will identify visitors and attend to their needs.
2. He will serve on the Long Range Planning Committee.

EXCELLENT GRAND LECTURER

1. He is responsible for the authorized ritualistic work of this Jurisdiction. He will provide instruction to officers and members of the Constituent Chapters he deems necessary.
2. He will attend Constituent Chapter meetings whenever possible, observe their work and assist them as necessary.
3. He will serve as a member of the Ritual Committee representing the Grand Chapter.
4. He will make a report of his official acts at the annual Convocation, together with such particulars and recommendations as he may deem necessary for the interest of the Craft.
5. He will serve on the Long Range Planning Committee.

EXCELLENT GRAND MASTERS OF THE VEILS

1. They will familiarize themselves with the ritual associated with the various chapter degrees.
2. They will serve on the Long Range Planning Committee.

EXCELLENT GRAND ORGANIST

1. He will provide musical prelude, entertainment, background etc. for official functions.

DUTIES OF THE OFFICERS OF THE MOST ILLUSTRIOUS GRAND COUNCIL OF CRYPTIC MASONS IN UTAH

MOST ILLUSTRIOUS GRAND MASTER

2. Statutory duties are listed in Title H, Section 2-7 "Laws Relating to the Grand Council".
3. He may represent the Grand Council of Utah at the Grand Assemblies of sister Jurisdictions or appoint personal representatives from Grand Officers or Past Illustrious Grand Masters. He will, subject to the will and pleasure of the M. W. Grand Master serve on the Grand Lodge coordinating council.
4. He will serve as a Trustee of the Grand York Rite Trust.
5. He will serve with the Deputy Grand Master and Principal Conductor of Work on the committee to propose projects for funding by the G. Y. R. Trust.
6. He is expected to participate in the "Long Range Planning Committee" with all Grand York Rite Officers.
7. He serves as a member of the Finance Committee.
8. He serves as a member of the York Rite Educational Foundation.
9. He serves as an "ad hoc" member of all standing committees of the Grand Council with the exception of the committees on Jurisprudence, as well as, Grievance and Appeals.
10. He will make the final decisions for the Annual Grand Cryptic awards.
11. He will preside at all Grand Council functions and assist the presiding Grand York Rite Officer at all other Grand York Rite Functions.

RIGHT ILLUSTRIOUS DEPUTY GRAND MASTER

1. He will assist the Grand Master in the proper discharge of his duties and to preside over the Grand Council in his absence or disability.
2. He will familiarize himself with the provisions of the "Constitution , Laws and Regulations of the Most Illustrious Grand Council of Cryptic Masons in Utah.
3. He will act as liaison with the Chairman of the Grand Sessions Committee.
4. He will actively plan functions for the coming Grand Council term in conjunction with the corresponding officers of the Grand Chapter and Grand Commandery.

5. He will serve with the Right Excellent Grand King and Very Eminent Deputy Grand Commander to provide direction for the "Long Range Planning Committee" function.
6. He will propose an annual budget for the next Grand Council year to the Finance Committee.
7. He will present a report of his activities during the year at the annual Assembly.
8. He will serve on the Committee to propose projects for funding by the Grand York Rite Trust.

RIGHT ILLUSTRIOUS GRAND PRINCIPAL CONDUCTOR OF THE WORK

1. He will assist the Illustrious Grand Master in the proper discharge of his duties and to preside over the Grand Council in the absence of the Grand Master and Deputy Grand Master.
2. He will serve on the Long Range Planning Committee.
3. He will familiarize himself with the provisions of the "Constitution, Laws and Statutes of the Grand Council Cryptic Masons of the State of Utah".
4. He will serve as a member of the Membership Committee.

RIGHT ILLUSTRIOUS GRAND TREASURER

1. His duties are described in detail in the section on Duties of Grand Chapter Officers. The Laws relating to the Grand Council are in the same sub sections.

RIGHT ILLUSTRIOUS GRAND RECORDER

2. His duties are identical to those for the Grand Chapter.

ILLUSTRIOUS GRAND CAPTAIN OF THE GUARD

3. He will serve as a member of the Long Range Planning Committee.
4. He may be asked to serve as chairman of the Grand Council "calling" Committee.
5. He may be requested to provide a short educational feature (5 to 10 Min.) at visitations when the Grand Council presides.

ILLUSTRIOUS GRAND CONDUCTOR OF THE COUNCIL

1. He will serve as a member of the Long Range Planning Committee.
2. He will perform the duties of the "marshal" in his absence.
3. He will serve as the representative of the Grand Council on the Education Committee.

ILLUSTRIOUS GRAND SENIOR STEWARD

1. He will serve as a member of the Long Range Planning Committee.
2. He will serve as a liaison member of the Youth Committee.
3. Grand Junior Steward
4. He will serve as a member of the Long Range Planning Committee.

ILLUSTRIOUS GRAND MARSHAL

1. He will serve as a member of the Long Range Planning Committee.
2. He will form processions of the Grand Council Officers for visitations and public occasions.
3. He will assemble and preside over the introduction of past grand presiding officers, as requested, during visitations.

ILLUSTRIOUS GRAND CHAPLAIN

1. He will conduct the devotional exercises of our Assemblies, dinners and other Grand Council functions.
2. He may report on illnesses and deaths among the Grand Council family.
3. He will serve on the Long Range Planning Committee.
4. He will assist in necrology services for the Grand York Rite Sessions.

ILLUSTRIOUS GRAND SENTINEL

1. He will serve as a member of the Long Range Planning Committee.
2. He will serve as "Tyler" during the Grand Assembly.
3. He will assist in examining visiting companions during visitations and annual assemblies.

ILLUSTRIOUS GRAND LECTURER

1. He will serve as a member of the Long Range Planning Committee.
2. He will serve as the Grand Council's representative on the Ritual Committee.
3. He must provide assistance to the constituent Councils as needed.

4. His statutory duties as defined in Title H, Section 2-15, a.
5. He shall make a report of his activities to the Grand Assembly.

ILLUSTRIOUS GRAND ORGANIST

1. To provide musical prelude, entertainment, background etc. for official functions.

DUTIES OF THE OFFICERS OF THE GRAND COMMANDERY OF KNIGHTS TEMPLAR IN UTAH

RIGHT EMINENT GRAND COMMANDER

2. Statutory duties are listed in Title 11, Section 2-7 "Constitution Laws and Regulations of the Grand Commandery of Knights Templar of the State of Utah", as well as, in section 48 of the Constitution and Statutes of the Grand Encampment of Knights Templar of the United States of America.
3. He will see that the Grand Commandery is represented at the Grand Conclaves of our Sister Jurisdictions, Grand Encampment Regional meetings and Triennial Conclaves.
4. He is expected submit a monthly article to the Utah Knights Templar Magazine editor.
5. He will, subject to the will and pleasure of the Most Worshipful Grand Master, serve on the Grand Lodge coordinating council.
6. He will serve as a Trustee of the Grand York Rite Trust.
7. He will serve as a member of the Grand Commandery Education Foundation.
8. He will serve with the Deputy Grand Commander and Grand Generalissimo on the committee to propose projects for funding by the G. Y. R. Trust. (In conjunction with top three officers of the Grand Chapter and Council.
9. He will serve as a member of the Finance Committee.
10. He will serve as a member of the York Rite Educational Foundation.
11. He serves as an "ad hoc" member of all standing committees of the Grand Commandery with the exception of the committees on Jurisprudence and Grievance and appeals.
12. He must make the final decision on selecting the recipient of the Knights Templar Cross of Honor.

VERY EMINENT DEPUTY GRAND COMMANDER

1. He will assist the Grand Commander in the proper discharge of his duties and to preside over the Grand Commandery in his absence or disability.
2. He must familiarize himself with the Constitution Laws and Statutes of the Grand Commandery of Utah, as well as, the Constitution and Statutes of the Grand Encampment of Knights Templar of the United States of America.

3. He will serve with the R. Excellent Grand King and R. Illustrious Deputy Grand Master to provide direction to the "Long Range Planning Committee".
4. He will actively plan for functions for the coming Grand Commandery term in conjunction with the corresponding officers of the Grand Chapter and Council.
5. He will serve with the other platform Officers and the top three officers of the Grand Chapter and Council on the committee to propose projects for funding by the G. Y. R. Trust.
6. He will propose an annual budget for the next Grand Commandery Term to the Finance Committee.
He is expected to attend Triennial Grand Encampment Conclaves and regional workshops.
7. He will present a detailed report of his activities during the year at the annual Conclave.

EMINENT GRAND GENERALISSIMO

1. He will assist the Grand Commander in the proper discharge of his duties and to preside over the Grand Commandery in the absence of the Grand Commander and Deputy Grand Commander.
2. He will actively serve on the Long Range Planning Committee.
3. He will attend the Grand Encampment's regional workshop.
4. He will prepare a report on his activities for the annual Conclave.

EMINENT GRAND CAPTAIN GENERAL

1. He will assist the Grand Commander in the performance of his duties and to preside in the absence of the Grand Commander, Deputy Grand Commander, and Eminent Grand Generalissimo
2. He shall serve on the Long Range Planning Committee.
3. To attend regional workshops sponsored by the Grand Encampment.
4. He will prepare a report to be given at the annual Grand Conclave concerning his activities.

EMINENT GRAND TREASURER

1. His duties are described in the State and Grand Encampment Constitution and Statutes.
2. He will serve on the Long Range Planning Committee.

EMINENT GRAND RECORDER

1. His duties are described in the State and Grand Encampment Constitution and Statutes.
2. He will serve on the Long Range Planning Committee.
3. His other ad hoc and committee responsibilities as described in the Grand Chapter list.

EMINENT GRAND PRELATE

1. He is to conduct the devotional exercises of our Conclaves, dinners and other Grand Commandery functions.
2. He will assist in the combined necrology services for the Grand Sessions.
3. He will serve on the Long Range Planning Committee.
4. He will serve at the will and pleasure of the Grand Commander. He may advance in the progressive officer line or remain in "place" as the situation exists.

EMINENT GRAND SENIOR WARDEN

1. He will serve on Long Range Planning Committee.
2. He may be requested to prepare an Educational Feature (5 -10 minutes) for each Grand Commandery Visitation.
3. He may be asked to telephone the Grand Commandery Officers to remind them of upcoming events.

EMINENT JUNIOR GRAND WARDEN

1. He will serve on Long Range Planning Committee.
2. He will assist the Senior Warden as needed.
3. He will assemble and escort Past Grand Presiding Officers for introduction as requested during Grand Visitations.

EMINENT GRAND STANDARD BEARER

1. He will serve on Long Range Planning Committee.
2. He is expected to coordinate activities and service projects in the community.
3. He will serve on Public Relations Committee.

EMINENT GRAND SWORD BEARER

1. He will serve on Long Range Planning Committee.
2. He will assist the Grand Standard Bearer.
3. He will serve as liaison to Youth Committee.

EMINENT GRAND WARDER

1. He will serve on the Long Range Planning Committee.
2. He may act as representative and coordinate joint activities with other Masonic Groups.

EMINENT GRAND SENTINEL

1. He will serve on Long Range Planning Committee.
2. He should make sure that the register is signed by all attendees at the Grand Visitations and other assemblies.
3. He will serve the normal "Tyler" function.

EMINENT GRAND INSPECTOR GENERAL

1. He is expected to visit subordinate Commanderies and offer assistance with ritual.
2. He will assist the Grand Recorder in Coordinating plans for Grand Commandery Visitations. He will report to the Grand Commandery on any special concerns or needs that he identifies on his visits.
3. He will serve on the Long Range Planning Committee.
4. He will serve on the Grand York Rite Ritual Committee.

Eminent GRAND ORGANIST

1. He will provide suitable music for visitations, sessions and at other appropriate times when requested by the Grand Commander.