



# Mentoring Program

*Prepared by Lisa Moreland & Scherry York  
Piloted In North Central District*

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**Introduction:**

The Elks Texas Elks State Association Mentoring Program provides Elk Members with a roadmap to implement and measure a successful Mentoring Program within their Lodge. It also provides detailed responsibilities and roles for Lodge leadership, Mentoring Committee Chairman & Mentors as well as District oversight information.

**Purpose:**

To educate, encourage & motivate new members for their active involvement in Lodge programs and/or activities.

**Program:**

Implementation of the Texas Elks State Association Mentoring Program begins by assigning current Elk members to serve as Mentors to New Lodge Members for the first 6 months of their membership. Optimal number of New Members assigned to each Mentor is 5.

Each Lodge should select between 3 to 6 Mentors depending on the number of New Members who join over a 6 month period. To calculate the number of Mentors needed for each lodge:

Take total of last year's New Members for your Lodge  
Divide by 2 (represents 6 months)  
Then divide by 5 (optimum number of New Members per Mentor)

= number of Mentors needed

*Example: 56 New Members/2 = 28  
28/5 = 5.6 (round up) to 6 Mentors*

Exalted Rulers should select Mentors to serve on the Mentor Committee for the Lodge that demonstrate the characteristics listed in Attachment A, Mentor Characteristics and are familiar with Elks procedures, policies and Lodge operations. The Exalted Ruler will also select a Chairman of the Mentoring Committee.

Once Mentors are selected, the Exalted Ruler will ensure that each Mentor is aware of their responsibilities as defined within this program and signs a commitment form provided in Attachment B.

The Mentors will serve on the Mentoring Committee for a 3 year term replacing 1 to 2 Mentors each year (depending on the number of Mentors you have) so existing Mentors can apprentice new Mentors and continuity continues (similar to current Trustee rotation).

An alternate method for implementing this program would be to mentor New Members as a "group" depending on the size of your Lodge, New Members & resources available to support the program. The Group mentoring approach may help jump start the program so benefits are realized as quickly as possible.

## **Roles & Responsibilities:**

The following Elk Members will have responsibility for the Mentoring program as described below.

**District Membership Chairman:** The District Membership Chairman will have responsibility to act in the role of District Mentor by working with Exalted Rulers to ensure program is implemented and successful.

**Exalted Ruler:** The Exalted Ruler of each Lodge will have accountability to ensure the Mentoring Program is implemented, drive results, and require monthly progress reports from the Mentors.

The Exalted Ruler will ensure the Mentoring Committee is setup and a chairman is selected.

The Exalted Ruler will collect New Member Feedback forms from New Members at end of 6 month Mentoring period.

The Exalted Ruler will select a Mentor of the Month, posting name in plaque within social quarters area & implement rewards similar to what is provided for Elk of Month.

The Exalted Ruler will be responsible for selecting the Mentor of the Year by reviewing completed Mentor forms, solicit input from Mentor Committee Chairman, and New Member feedback forms.

The Exalted Ruler will share status and program success at Lodge meeting & Interlodges.

The Exalted Ruler will ensure that Mentoring Committee chairman provides a monthly progress report and newsletter articles.

**Mentoring Committee Chairman:** The Mentoring Committee Chairman of each Lodge will have responsibility to implement the Mentoring Program and lead Mentors for success.

The Mentoring Committee Chairman will ensure Mentors complete paperwork required to document monthly sessions on the Mentor Session Form provided in Attachment C and submit status to chairman.

The Mentoring Committee Chairman will ensure that New Members participating in the Mentoring program have the opportunity to provide feedback on the New Member Feedback Form provided in Attachment D.

The Mentoring Committee Chairman will include a monthly article/update to be included in the newsletter.

The Mentoring Committee Chairman will provide input for Mentor of the Month & completed mentoring forms to Exalted Ruler each month.

**Mentors:** The assigned Mentors of each Lodge will have responsibility to conduct Mentoring sessions as defined within this program document.

The assigned Mentors of each Lodge should lead by example and attend a minimum of one business/Lodge meeting per month and at least one Interlodge each year.

**New Elk Members:** New Elk Members may take advantage of the Mentoring Program by working with a Mentor to receive additional information and encouragement about participating in Lodge programs and activities.

New Elk Members will complete the New Member Feedback form at the end of their 6 month Mentoring Program, rating their Mentor and submit to Exalted Ruler.

**Process:**

- Each month when new members are initiated, Mentors should be assigned.
- Mentors will contact assigned New Members within 1<sup>st</sup> month of membership to ensure their involvement begins immediately.
- Mentors will setup a meeting/conversation time to meet with assigned New Members on a monthly basis
- Mentors may contact the New Member's Sponsor to encourage participation along with the New Member.
- Mentors will meet with New Members monthly and review the following items:
  - ✓ Committees & Programs
  - ✓ Volunteer Opportunities
  - ✓ Attending Lodge functions
  - ✓ District functions (Interlodge) and State Conventions
  - ✓ Lodge meetings
  - ✓ Encourage New Members to read "What it means to be an Elk", be familiar with "Lodge By-Laws – House Rules & Rules of Order", and current year "Elk Constitution and Statutes".
- Mentors will coach assigned New Members during their 1<sup>st</sup> 6 months, working with them to select a committee to participate on, encourage attendance at New Member Training (if implemented at your Lodge) and presence at Lodge functions and social activities. See Attachment E, Suggested New Member Training Topics.
- Mentors will document each Mentor session and identify what items/topics were reviewed/discussed by completing a Mentor Session form provided in Attachment C. Include any additional recommendations and items to be discussed at next Mentor session. Ask the New Member to provide any input/feedback on the form. Both the Mentor and the New Member should sign the form.
- Mentors should inquire if New Members are happy with committee selection, continue encouraging their involvement and/or switching to other committees depending on interest.
- At the end of the New Member's six months, the Exalted Ruler will ask the New Member to complete the Mentor Feedback form provided in Attachment D.
- At next Lodge meeting, Exalted Ruler will present a Certificate of Ownership as Elk of Lodge, provided in Attachment F, to each New Member who completed the Mentoring Program.

**Recognition:**

Each month, the Exalted Ruler will select a Mentor of the Month, place a plaque in lounge or [Social Quarters area](#), and implement rewards similar to what is provided for Elk of the Month. The Exalted Ruler will use completed Mentor forms and Mentoring Committee Chairman input to select the Mentor of the Month.

At end of year celebration, the Exalted Ruler will select a Mentor of the Year for their Lodge and present a plaque. The Exalted Ruler should use the completed Mentor forms, Mentoring Committee Chairman input and New Member feedback to evaluate and select the Mentor of the Year.

## ***Mentoring Program Benefits:***

Success of the Mentoring program can be evaluated in many ways, consider using some of the following to determine:

### **For New Members:**

- It's a way to engage them quickly, makes them feel special and demonstrates that we ARE interested in their ideas, contributions and involvement.

### **For the Lodge:**

- New Members feel more connected
- Learning that results creates value for the entire Lodge.
- Improves retention of New Members.
- Develops & Grooms Future Leaders
- Help Eliminate or Reduce Negativity

## ***Measuring Success:***

Success of the Mentoring program can be evaluated in many ways, consider using some of the following to determine:

### **Leading Indicators:**

- ✓ How many New Members are being considered for Elk of the Month?
- ✓ Evaluate the New Member feedback information

### **Lagging Indicators:**

- ✓ Is membership retention increased for time frame after Mentoring Program implementation?

Some additional ways you may be able to assess the success of your Mentoring Program are intangible and may manifest as:

- ✓ More members are engaged in activities & committees
- ✓ Negativity is decreasing
- ✓ Overall morale is improving
- ✓ Delinquency is reducing
- ✓ Is it having an effect on attracting New Members

## Attachment A: Mentor Characteristics

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Successful Mentor Characteristics & Cultures Guideline  
Elks Mentoring Program**Characteristics that make successful Mentors:**

- Has a true desire and wants to mentor New Elk members.
- Commits to the member's growth, development and cultural integration.
- Familiar with the organization's norms, culture, policies, procedures and is up to date on changes. Able to articulate and teach this information to the New Member.
- Successful in establishing and maintaining network relationships within the Elks organization.
- Ability to develop a high level of trust for openness and sharing.
- Positive and enthusiastic attitude.
- Reliable and does what they say they are going to do when they say they are going to do it
- Demonstrates honesty & integrity and the ability to take responsibility for the mentoring relationship.
- Ability to communicate effectively and share their expectations for the mentoring relationship.
- Ability to be sensitive to the emotions and feelings of the New Member.
- Able to give constructive feedback in a compassionate and candid manner.
- Ability to be discreet and maintain confidentiality with the New Member's goals and progress.
- Able to spend an appropriate amount of time with the New Member.
- Local individual – It's convenient to the New Member and assists in guiding them through situations that may be specific to your area/Lodge.

**Best Practices of a successful Mentoring Culture**

- **Accountability.** Be accountable for and make a commitment to implement the Mentoring Program and ensure consistency of practice. (setting goals & expectations, defining roles and responsibilities, monitoring progress and measuring results and gathering feedback on the program)
- **Alignment.** Align with District, State & Grand Lodge practices, culture and expectations. Ensure program is based on solid Elk operational & business goals.
- **Communication.** Communicate and make visible the success of the Mentoring Program to Lodge Members, District & State to reinforce the value of the program, establish best practices and share success stories.
- **Value and Visibility.** Share mentoring stories, recognition and schedule celebrations to visibly demonstrate the value of the program.
- **Education and Training.** Provide mentoring education and training to ensure continuation of and enthusiasm for the Mentoring Program.
- **District Support.** Ensures a uniform implementation & provides a safety net to overcome or eliminate potential roadblocks.

Attachment A: Mentor Characteristics

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**Characteristics of Poor Mentors**

- Argumentative
- Always wants to be right
- Inability to demonstrate empathy & interconnectedness with others
- Someone who gossips
- Someone who is not familiar with the Elk's culture and won't extend the effort to learn/validate
- More concerned with their own personal opinion rather than that of the Elks culture
- Negative attitude
- Always finding something wrong with things
- Unreliable, doesn't keep their word
- Inability to communicate in a respectful & supportive way
- Doesn't have time to spend with mentee
- Someone who is unable to retain confidences
- Individuals who are unable to communicate information well to others

Attachment B: Mentor Commitment Form

**Commitment to Mentoring!**

I, \_\_\_\_\_ agree to perform in the role of Elk Lodge Mentor by demonstrating the below characteristics to work with new members assigned to me.

- I am willing to mentor New Elk Members and commit to the process as described within this program document.
- I am familiar with the Elk's organization norms, culture, policies and procedures and will remain up to date on changes.
- I will instill a level of trust for openness and sharing.
- I will maintain and demonstrate a positive and enthusiastic attitude.
- I will effectively communicate and share my expectations for the mentoring period.
- I will encourage feedback and input from the New Member.
- I will provide constructive and productive feedback in a compassionate manner when needed.
- I am willing to spend an appropriate amount of time with my assigned New Members.
- I will commit to lead by example and attend at least one business/Lodge meeting per month and one Interlodge each year.
- Be familiar with Lodge By-Laws & House Rules.

My goal is to educate, encourage & motivate New Members for their active involvement in Lodge programs and/or activities.

I will encourage New Member feedback & input.

Date: \_\_\_\_\_

Lodge #: \_\_\_\_\_

\_\_\_\_\_  
(Mentor Signature)

\_\_\_\_\_  
(Exalted Ruler Signature)

Attachment C: Mentor Session Form

**Elks Lodge Mentor Session Form**

Date: \_\_\_\_\_

Lodge #: \_\_\_\_\_

Mentor Name: \_\_\_\_\_

New Member Name: \_\_\_\_\_

On above date, a Mentor session was conducted between individuals listed above. The following items were reviewed/discussed:

- ✓ \_\_\_\_\_
- ✓ \_\_\_\_\_
- ✓ \_\_\_\_\_
- ✓ \_\_\_\_\_

Mentor Notes:

New Member Notes:

\_\_\_\_\_  
(Mentor Signature)

\_\_\_\_\_  
(New Member Signature)

Attachment D: New Member Feedback Form

**Elks Lodge Mentoring Program  
New Member Feedback Form**

Date: \_\_\_\_\_

Lodge #: \_\_\_\_\_

New Member Name: \_\_\_\_\_

I participated in the New Member Mentoring Program from \_\_\_\_\_ to \_\_\_\_\_.

My assigned Mentor was: \_\_\_\_\_

Feedback:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Mentor Rating (*circle one*):

1	2	3	4	5
Excellent	Great	Very Good	Good	Acceptable

\_\_\_\_\_  
(New Member Signature)

\_\_\_\_\_  
(Exalted Ruler Signature)

## Attachment E, Suggested New Member Training topics

**New Member Training Topics:**

The following are suggested topics for to be shared with New Members during training sessions. New Member Training sessions are designed to be conducted post-membership and provide more additional details about the Lodge and Elk operations.

Recommendation is short (30 minute) segments to review one or two topics at a time scheduled once or twice per month.

- ✓ Bringing Guests to the Lodge – process, responsibilities
- ✓ Elks hierarchy (Lodge, District, State & National levels)
- ✓ Committees – review list & overview of purpose/function
- ✓ Lodge Officer descriptions and responsibilities
- ✓ Lodge Operations, membership & revenue (how the Lodge works!)
- ✓ Lodge Meetings
- ✓ Eleven Strokes (Eleven O' Clock Toast)
- ✓ Balloting and Voting for New Members (white balls, black balls)
- ✓ Nominating & Voting on New Lodge Officers
- ✓ Meeting decorum & protocol
- ✓ Charities
- ✓ Elks National Foundation
- ✓ State Major Project/Sweetheart Program
- ✓ Scholarship Program
- ✓ Fund Raising Activities
- ✓ Veterans Services Programs
- ✓ Past Exalted Rulers (PER)
- ✓ *Add Additional topics as needed based on input/feedback or are appropriate for your Lodge!*

Attachment F: Certificate of Ownership as Elk of Lodge

**SAMPLE**

*Certificate of Ownership as Elk of Lodge*

*This certificate is presented to*

\_\_\_\_\_, *Membership #:* \_\_\_\_\_

*In recognition of attending and participating in the  
Elks Mentoring Program.*

*The Benevolent and Protective Order of Elks  
of the United States of America*

*Date:* \_\_\_\_\_ *Lodge #:* \_\_\_\_\_

\_\_\_\_\_  
*(Mentor Signature)*

\_\_\_\_\_  
*(Exalted Ruler Signature)*