

Kairos Inside Excellence Initiative

(Revision B, July 11, 2006 & August 2008; Revision C, May 23, 2009; Revision D, June 25, 2009; Revision E, December 6, 2010, Revision F, Feb.11, 2011; Revision G, Sept 25, 2013; Revision H, Aug 1, 2014)

The purpose of the Kairos Inside Excellence Initiative is to enhance the quality and effectiveness of our ministry by fostering compliance with program policies defined in the current Program Manual. In recent strategic planning discussions, this was identified as the #1 priority by ministry leaders. We believe that the best way to accomplish this is to:

- Ensure that everyone knows what is expected of them using the “Wisdom of Kairos” as found in the current Program Manual;
- Measure our status and progress in complying with the Program Manual (you seldom improve what you do not measure);
- Develop feedback information through a designed system that provides a demonstrable basis for program revisions and improvements;
- Continually work on improvement plans to achieve excellence; and finally,
- Be accountable for the results to our fellow team members and to Kairos Prison Ministry International, Inc. (Kairos).

We also believe that the Kairos Prison Ministry wants to avoid the pitfalls that can make this a divisive instrument, as we want a constructive one that will allow us to successfully travel on our “**PATH to EXCELLENCE**”.

Every effort will be made so that Weekend Leaders, Advisory Councils and State Chapter Committees embrace this “**PATH to EXCELLENCE**”.

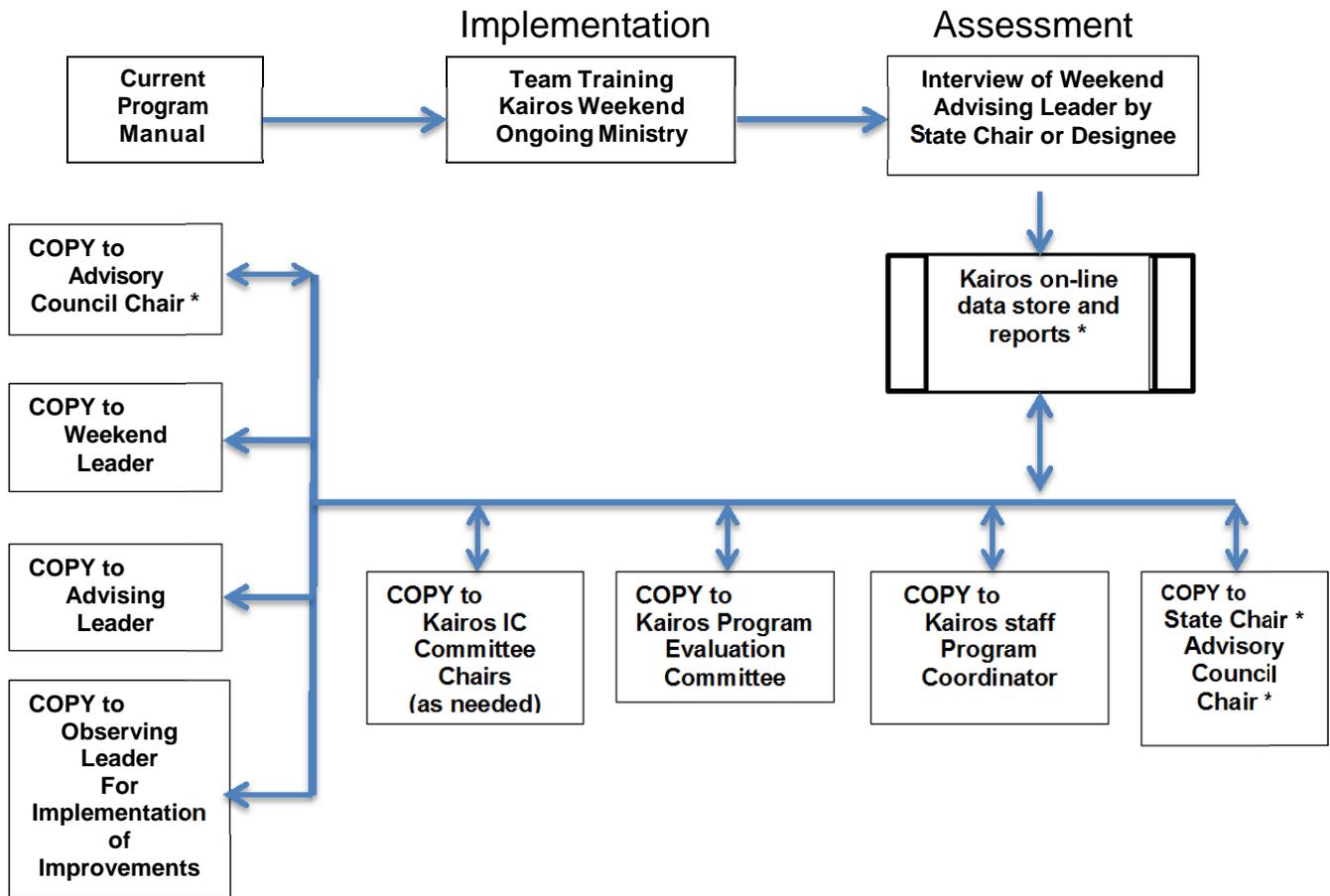
OVERVIEW

The Kairos Inside Excellence Initiative is designed to build a program that achieves these objectives by implementing our Christian beliefs.

The Program Manual provides the basic understanding of what is expected to implement the program. For Kairos Inside, this is the Program Manual. Each member of Kairos is responsible for knowing the applicable contents of the manual that are required to carry out their responsibilities. The manual is reinforced by Advanced Kairos Training (AKT) for all Ministry-wide leaders, EZRA program, and through Advisory Council Training for the local community leaders, Kairos 101 for new teams in new states, and training at team meetings.

To supplement the program guidance, an easy to use Excellence Initiative interview is provided to help assess the degree of compliance. At the conclusion of a Kairos Weekend, the State Chair or his/her designee will call or meet with the Weekend Advising Leader to interview him/her using the interview as a guideline.

THE PATH to EXCELLENCE



*At the completion of the interview an email is automatically generated to every position on this chart notifying them of the completion of the Excellence Initiative survey. Attached to the email will be a PDF version of the completed Excellence Initiative interview. Every position on the chart that has a double arrow has access to the Kairos Excellence Initiative on-line to view reports. The State Chapter Committee Chairs, Designees, Area Chairs, and Advisory Council Chairs have access to update information on the Kairos Excellent Initiative On-line that involves their area of control.

The expectation of Kairos Prison Ministry is that everyone will strive to fully comply with the Program Manual. The related presumption is the fundamental honesty of everyone involved.

THE EXCELLENCE INITIATIVE – OUR “GOLD STANDARD”

The Program Manual represents the time-tested and discerned wisdom of the Ministry over many years. However, our experience shows that not every team will be in full compliance. In some instances, local prison rules prohibit some elements of the program. In other cases, emergencies require decisions for deviations to be completed by wise leaders. Even with these understandings, the Program Manual is still the “gold standard of excellence” -- and we have faith and trust that all Kairos members will diligently seek to meet the standard of excellence as set forth in the Program Manual. The key to achieving excellence is being able to measure where you are and if you are making progress. As stated earlier in this document, the theme of the quality field is that **“you cannot improve something if you cannot measure it.”**

THE EXCELLENCE INITIATIVE INTERVIEW

This interview provides the means to objectively measure where we are in terms of compliance, and show us whether we are improving, stagnant, or moving away from the Kairos Method. The next element in achieving program excellence is assessments of the interview. Using the interview, the current State Chapter Chair or his/her designee will call on the Weekend Advising Leader to interview him/her using the Kairos Inside Excellence Initiative interview as the standard. The interview will be provided to the Weekend Leader and Advising Leader prior to the beginning of the team formation process. This document is in the weekend leaders EZRA CD's main menu, option 9, *Last Minute Stuff* as well as on the Kairos website under downloads.

INTERVIEWING THE WEEKEND ADVISING LEADER

During the interview, the State Chair or State designee will take note of whether each question on the interview was answered by either: "Yes" or "No". Remarks, comments, and explanatory information are mandatory for each item receiving a NO during the interview. A comment for a NO answer provides information for opportunities to modify problem areas.

The State Chair or State designee then will compile the results to review shortfalls, identify and suggest improvements for the next weekend. On completion of the interview a note of completion and a facsimile of the completed Excellence Initiative interview are sent to those designated to receive this report: Members of the State Chapter Committee, the Advisory Council Chair, the Weekend Leader, The Weekend Advising Leader, the Weekend Observing Leader, the Program Evaluation Committee, and the Kairos Inside Program Ministry Coordinator. The Inside Ministry Coordinator will have the authority to use the results to improve training methods, as well as initiate improvements for the manual, under supervision of the Kairos Executive Director and, if necessary, the related committees with Kairos Inside oversight authority.

Note: The Advisory Council Chair, State Chair and State designees, Kairos staff, Program Evaluation Committee, and certain International Council committees have access to an on line application to view graphs and charts that depict the activity of the ministry that is applicable to their level of the ministry. i.e.; the Advisory Council Chair can only view charts and graphs for their weekends, the State Chair or designee can only view charts and graphs applicable to the weekends in their state.

This should be seen as a method of identifying opportunities for improvement.

LISTEN. LISTEN. LOVE. LOVE

If the State Chair or designee assessments are not objective or are not perceived by the recipients as being given in love and Christian charity, great harm can be done to the Ministry. While the State Chair or his/her designee should never be afraid to identify shortcomings or potential improvements, it is also the State Chair or designee's responsibility to provide the feedback in the manner appropriate to the recipient and the overall objectives of the ministry. Prayer, love of the ministry, openness and honesty, and obedience are all important factors in the success of the State Chair feedback, even when delegating the task to a designee, but the State Chair bears the responsibility for the manner in which the feedback is provided. When providing feedback and assessments, the State Chair should be guided by the motto: *"Is it true? Is it necessary to say? Does it glorify God?"*

The State Chair feedback should be used by Team Leaders, Advisory Councils, and the State Chapter Committee to initiate plans and programs to move ever closer to 100% compliance. Continuous improvements in our implementation of the ministry (as laid out in the Program Manual) are the hallmarks of excellent organizations.

IDENTIFYING NEED FOR CHANGES

In some cases, Advisory Councils may believe that an innovative solution to a problem should be pursued or a new approach to some element of the program should be considered. The leadership of Kairos is committed always to being open to program improvements; in fact, many vital features of the current program evolved in just such a way, over time. However, it is important that each Team and Advisory Council work to diligently to carry out the current program while proposed changes are being studied and evaluated by Kairos staff, leadership and other accountable parties. Two mechanisms are in place to handle program changes:

- For innovations, the Kairos Executive Director may approve a pilot program. Over an established timeframe, the innovation can be tried and evaluated. The results and recommendations are reported to the Kairos Board of Directors for adoption, if warranted.
- The other mechanism for change is the Committee Process. The Kairos operational procedures establish various functional committees to review, assess, and make recommendations on proposed changes to Program Manuals.

ACCOUNTABILITY

Following each Kairos Inside weekend, the Advisory Council Chair will be provided a written assessment of each Weekend program by the State Chapter Committee Chair or state designee (see the diagram on p. 2). This assessment should reflect the results of the Excellence Initiative interview completed during the interview by the State Chair or his/her designee to provide an objective view of compliance. The interviews should be included as back-up information. Plans for improvement should be noted as well as progress over time. The State Chapter Committee Chair is required to submit an End-of-Year status report to the Executive Director annually. The report should include the State Chair's assessment of each Advisory Council and the extent of compliance.

To further enhance ministry excellence, the Board of Directors has established a Kairos Program Evaluation Committee that is chartered with assessing program compliance. The Program Evaluation Committee will use the Excellence Initiative interviews to carry out evaluations nationwide. Completed interviews from the Kairos Inside Excellence Initiative will be crucial for their analyses, which will serve as the demonstrable basis for revisions and improvements in the Ministry, and its related training and materials. For this reason, it is extremely valuable to provide a comment for any NO answer.

APPLICATION OF THE EVALUATION STANDARDS AND CRITERIA

Standard: A "standard" is defined as something established by an authority as a rule for measuring quality. It also means a model or example. The standard for the Kairos Inside program is the current Program Manual in conjunction with Ezra. It is the exemplary model for which we strive on each Weekend, and through the Continuing Ministry,

because the Wisdom of Kairos assures us that, if we faithfully carry out the program as defined in the Manual, the Holy Spirit will work wonders and a quality Ministry outcome will achieve our Christian mission.

Metric: A “metric” is a measurement used as the basis for comparison or evaluation. This interview identifies a cross-section of the required actions for carrying out the Kairos Inside program. The interview includes items that were selected to ensure key actions that define the “Riverbanks” throughout the Weekend.

Criteria: Finally, our criteria are established. A “criterion” is a standard on which an evaluation may be based.

Each question on the Excellence Initiative interview should be answered objectively by a “Yes” or “No.” The interview is divided into areas such as “Leadership Training and Development,” “Team Composition and Formation,” and “Program Implementation”, “Continuing Ministry”, etc. These areas cover all measurable and high priority requirements of the current Program Manual. The Excellence Initiative interview is designed to be answered through interactive discussion between the State Chair or designee and the Weekend Advising Leader.

The Kairos Inside Excellence Initiative is designed to build a program that achieves our objectives by implementing our beliefs through a Ministry that strives continually for consistency, quality, and opportunities for improvements.