

## **Kairos Outside Excellence Initiative Procedures**

December 18, 2010, February 12, 2011, March 1, 2012  
(Rev. A: Dec. 18, 2010; Rev. B: Feb 12, 2011; Rev. C. March 17, 2012;  
Rev D: Aug 1, 2014)

The purpose of the Kairos Outside 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.

We also believe that the Kairos 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**”. Therefore it is important for everyone to understand:

### **THE EXCELLENCE INITIATIVE IS NOT A REPORT CARD!**

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

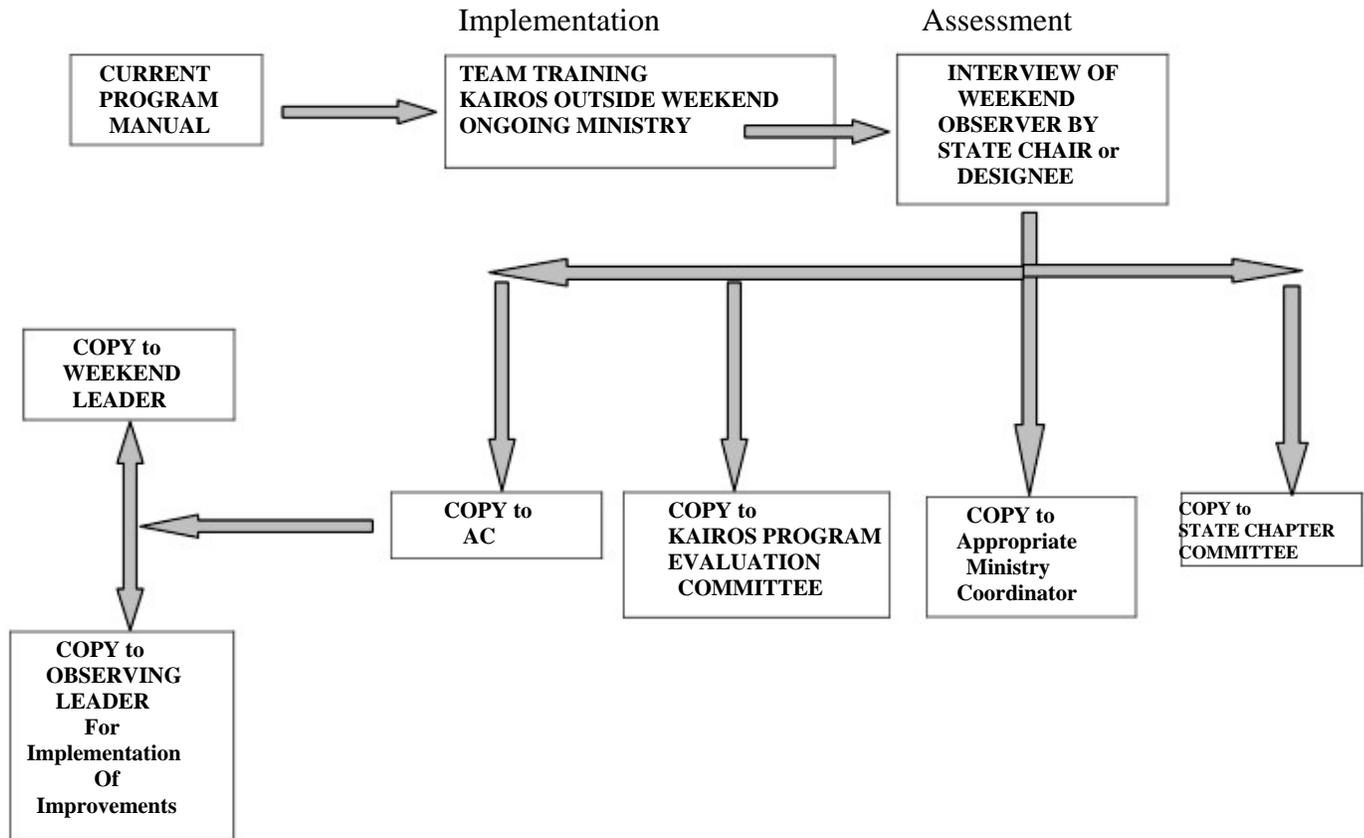
## **OVERVIEW**

The Kairos Outside 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 Outside this is the current 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, Advisory Council Training for the local community leaders, Kairos Outside Foundations for new teams in new states, and by training at team meetings.

To supplement the program guidance, an easy-to-use evaluation Excellence Initiative is provided to help assess the degree of compliance during implementation. After the conclusion of a Kairos Outside Weekend, the State Chair or his/her Program Evaluation designee will call or meet with the Weekend Observer to interview her using the Excellence Initiative as a guideline. (The Kairos Outside Evaluation Excellence Initiative is attached.)

## THE PATH to EXCELLENCE



(Information will also be used to improve future trainings to remove any common problems)

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, emergencies require decisions for deviations to be completed by wise leaders. Even with these understandings, the 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 EVALUATION INITIATIVE**

The Kairos Outside Excellence Initiative Evaluation 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 compliance. Using the Initiative, the current State Chair or his/her State designee will call on the Weekend Observer to interview her using the Kairos Outside Excellence Initiative Evaluation as the standard. The Evaluation Initiative is on the Kairos website and the Weekend Leader and Advising Leader need to become familiar with the document prior to the beginning of the team formation process.

### **INTERVIEWING THE WEEKEND OBSERVER**

As the interview progresses, the State Chair will take note of whether each question on the Evaluation Initiative was satisfactorily completed: (“Yes” or “No”). Every element of the Weekend and the Continuing Ministry are important. Those items marked “No” are required to have a remark, comment, or explanatory information recorded below them.

The State Chair then will compile the results into an overall assessment, review shortfalls, and identify potential improvements for the next Weekend. The results are to be sent to those designated to receive this report: Members of the State Chapter Committee, the Advisory Council Chair, who distributes the results to the Weekend Leader and the Weekend Observing Leader, the Kairos Program Evaluation Committee chair, and the Kairos Outside Program Coordinator. The Kairos Outside Program 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 Outside oversight authority.

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

### **LISTEN, LISTEN, LOVE, LOVE**

If the State Chair’s 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 Program Evaluation Committee designee should never be afraid to identify shortcomings or potential improvements, it is also the State Chair’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’s 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’s feedback is to be used by Team leaders, the 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 carry out the current program while proposed changes are being studied and evaluated by Kairos Ministry 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 bylaws establish various functional committees to review, assess, and make recommendations on proposed changes to Program Manuals.

## **ACCOUNTABILITY**

Following each Kairos Outside Weekend, the Advisory Council will be provided a written assessment of each Weekend program by the State Chapter Committee Chair (see the diagram on p. 2). The Excellence Initiative 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 accountability, the Board of Directors has established a Kairos Program Evaluation Committee that is chartered with assessing program compliance. The Program Evaluation Committee will use these Initiative to carry out evaluations nationwide. Completed Evaluation Initiatives from the Kairos Outside 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.

The attachment is the Excellence Initiative for assessing program compliance. Each question should be answered objectively by a "Yes" or "No." Any question with a "No" answer requires a constructive comment put beside it. As indicated at the beginning of this document, the Excellence Initiative is **not a report card**. The Kairos Outside 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.