

Kairos Inside Excellence Initiative

(Revision B, July 11, 2006)

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 manuals. In recent strategic planning discussions, this was identified as the #1 priority by ministry leaders. We believe that the best way to do this is:

1. Ensure that everyone knows what is expected of them,
2. Provide self-assessment tools (because we have faith that Kairos people really want to do the best job possible),
3. Measure our status and progress in complying with the program manuals (since you seldom improve what you don't measure),
4. Then continuously work on improvement plans to achieve excellence (for we have confidence that all are obedient to the working of the Holy Spirit), and finally
5. Be accountable for the results to our fellow team members and to the Kairos ministry organization.

We also believe that the Kairos ministry wants to avoid the pitfalls that can make this a divisive, rather than constructive initiative:

1. We should always offer constructive suggestions for improvement, rather than criticism,
2. We must strive to fix our own faults and weaknesses ("remove the speck from our own eye" - Luke 6:42) before pointing out the shortcomings of others,
3. We try always to remember that each person brings distinctive gifts to the ministry but not all gifts are the same -- some people are detail-oriented (some not), some like to discuss problems (others like to think them through) and so on -- so we need to respect and value the contributions each person makes,
4. The Bible gives substantial guidance on how to deal with disagreements in a Christian manner (first privately, then with a few, finally involving leaders), and
5. We should never be afraid to confront our own failings or the shortcomings of others -- but only in a loving and Christ-like manner.

2 COPIES OF FORM - 1 TO STATE REP
1 TO OBS OR ADV ~~LEADER~~

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The Kairos Inside Excellence initiative is designed to build a program that achieves these objectives by implementing our beliefs. Figure 1 shows the outline of the initiative.

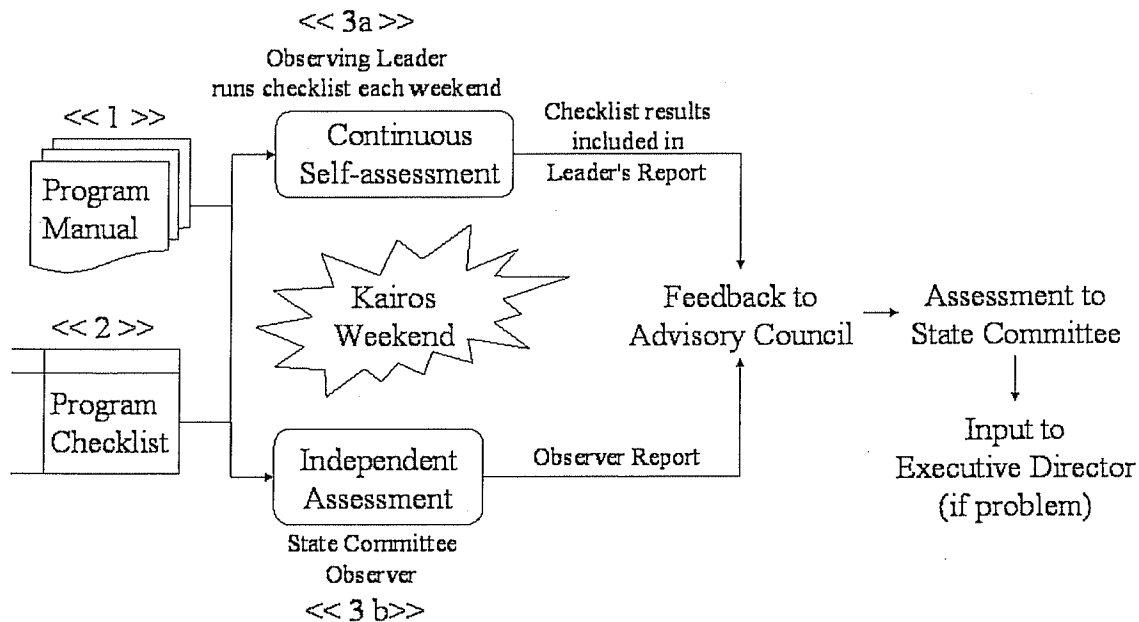


Figure 1. Overview of Kairos Inside Excellence Initiative

The program manuals, shown at the left of the figure (<< 1 >>), provide the basic understanding of what is expected to implement the program. For Kairos Inside, this is the blue 2005 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 (for each program) is reinforced by Advanced Kairos Training for leaders, Kairos 101 for teams (as requested), and by training at team meetings.

To supplement the program guidance, easy-to-use checklists are provided to help assess the degree of compliance during implementation (<< 2 >> in the figure). The Kairos Inside checklist is attached. Our expectation is that everyone wants to fully comply with the program manual, since it represents the time-tested and discerned wisdom of the ministry over many years. However, we also understand that not every team will be in full compliance. In some instances, local prison rules prohibit some elements of the program (for instance distribution of cookies). In other cases, emergencies require decisions on deviations by wise leaders. Even with these understandings, the manual is the "gold standard of excellence" -- and we have faith and trust that all Kairos members diligently seek to meet the standard of excellence. The key to achieving excellence is being able to measure where you are at and if you are making progress. A theme of the quality field is that "you can't improve something if you can't measure it." The checklists provide the means to objectively measure where we are at in terms of compliance and shows us whether we are improving or not.

The third element of achieving program excellence (<< 3a >> at the center of the figure) is assessments of compliance. Using the checklist, teams should conduct continuous self-

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assessments. The Observing Leader is the perfect member of the team to monitor how the weekend is going and is well-placed to act on areas of needed improvement identified by the checklist. As the weekend progresses, the Observing Leader should note whether each question on the checklist was satisfactorily completed (“Yes” or “No”). Remarks, comments, and explanatory information can also be recorded. At the end of the weekend, the Leader compiles the results into an overall assessment, reviews shortfalls and identifies potential improvements for next time, and includes the results in the Leader’s Report (generated by EZRA).

In addition, the Observer Program (<< 3b >>) dictates that an independent observer from the State Committee will attend each weekend, provide an assessment, and recommend improvements. The Observer should also use the checklist and attach it to the Observer Report. The observer inputs require great care. It is easy to deliver “helpful” suggestions in a hurtful manner. If the observer’s assessments are not objective or are not perceived by the recipient as being given in love and Christian charity, great harm can be done to the ministry. The observer should never be afraid to identify shortcomings or potential improvements -- but it is also the observer’s responsibility to provide the feedback in the manner appropriate to the recipient. Prayer, love of the ministry, openness and honesty, and obedience are all important factors in the success of the observer’s feedback, but the observer bears the responsibility for the manner in which the feedback is provided. When providing feedback and assessments, the observer should be guided by the motto: “Is it true? Is it necessary to say? Does it glorify God?”

Both the self-assessment and independent observer feedback are used by team leaders, the Advisory Council, and State Committee to initiate plans and programs to move ever-closer to 100% compliance. Continuous self-initiated improvement (<< 4a >> in the figure) are the hallmarks of excellent organizations.

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 (<< 4b >> in the figure). 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. 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. Two mechanisms are in place to handle program changes. For innovations, the 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 KPMI Board of Directors for adoption, if warranted. The other mechanism for change is the Committee process. The Board of Directors has established various functional committees to review, assess, and make recommendations on proposed changes to program manuals.

Finally, << 5a >> in the figure denotes the accountability piece. Twice per year (after each weekend), the Advisory Council will provide a written assessment of their program to the State Committee (see the State Committee Operating Procedure). The assessments should use the rating scale from the checklist to provide an objective rating of compliance. The checklists should be included as back-up information. Plans for improvement should be noted as well as progress over time. The State Committee Chair is required to submit an end-of-year status report to the Executive Director annually. The report should include the State’s assessment of each Advisory Council and the extent of compliance.

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To further enhance accountability, the Board of Directors has established a Program Review Committee that is chartered with assessing program compliance (<< 5b >>). The Committee uses periodic audits to make their assessments. The checklists from the Observer Program will be crucial elements of their analysis.

Standards, Metrics, and Criteria. A “standard” is defined as something established by an authority as the rule for measuring quality. It also means a model or example. The standard for the Kairos Inside program is the Program Manual. It is the exemplary model for which we strive each weekend, 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 high-quality ministry outcome will result that achieves our mission of bringing Christ to the incarcerated.

A “metric” is a measurement used as the basis for comparison or evaluation. For the Kairos Inside Excellence Initiative, the chosen metric is the percentage of compliance with the program manual. This metric is operationalized using the Program Checklist below. This checklist identifies a cross-section of the required actions for carrying out the Kairos Inside program. The checklist items were selected to ensure that key actions that define the “riverbanks” throughout the weekend are included.

Finally, our criteria are established. A “criterion” is a standard on which a judgment may be based. In our case, we compare the metric (percentage of compliance) with the following criteria:

- 0% - 85%: marginal
- 86% - 90%: meets minimum standard
- 91% - 95%: substantial compliance
- 96% - 99%: compliant program
- 100%: program excellence

The attachment is the checklist for assessing program compliance. A total of 91 questions are included. Each is answered “Yes” or “No.” A section is provided for comments or remarks. The checklist is divided into areas such as “Team Composition,” “Team Leadership,” “Talks,” and “Weekend Activities - Saturday.” These areas cover all measurable and high priority requirements of the program manual. The checklist is designed to be answered through objective observation as the weekend activities progress. However, a few of the questions may require the observer to obtain outside data. When the observation period is complete, the observer summarizes the data in the “Assessment” section at the end of the checklist. A rating is assigned based on the percentage of compliance.

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#	Yes	No	Item	Page & paragraph Reference
<i>I. Team Composition</i>				
1			Are there 3 team members per table family?	III-4, #1
2			Are there a minimum of 3 "qualified" clergy on the team? ▪ See page II-20 for qualifications	II-22
3			Does the team have an ecumenical balance?	III-4, #1
4			Does the team include representation from racial minorities?	II-23, C.3
5			Are at least 1/3 of the team members new (1 st -time)?	III-5, #5
6			Do all the team members meet minimum requirements? ▪ Worshipping regularly in church? ▪ Regularly participating in a Prayer & Share, Reunion or Accountability group? ▪ Attended 3-day short course or alternate qualifications?	III-16-17
7			Have all team members served three consecutive weekends or fewer?	III-5, #5
<i>II. Team Formation</i>				
8			Did the team participate in a minimum of 34 hours of team formation activities?	III-45, H.1
9			Did each team member attend at least 75% of team meetings?	III-42, 6.1
<i>III. Team Leadership</i>				
10			Does the team have a Weekend Leader, Advising Leader and Observing Leader?	III-18 & 25
11			Has the Leader completed Advanced Kairos Training and been approved by the State Committee?	III-18 & III-13
12			Are all other key / core leadership positions filled? ▪ Inside Coordinator ▪ Head Servant ▪ Agape Coordinator ▪ Music Leader ▪ Support Team / Kitchen Leader	III-17/18 & 25/26
13			Do all leadership positions (see preceding question) know their assignments and what the assignments entail?	III-44, G.7 & III-46, H.2.e

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#	Yes	No	Item	Page & paragraph Reference
<i>IV. Team Behavior</i>				
14			Does the team comply with all institutional rules and guidelines (especially security)?	II-3, A.2; III-13, B.3; III-47, H.2.g
15			Does the team avoid activities that divide? ▪ See page III-4 for some of these activities.	III-4, #6 & 7
16			Does the team dress in humility (modest with no Kairos logos)?	III-5, #2
17			Do all team members stay for the entire weekend?	III-5, #3
<i>V. Conduct of the Weekend</i>				
18			Was the weekend conducted over a continuous 4-day period?	I-4, D.1
19			Is the program conducted in sequence?	III-9, #3
20			Did the team refrain from adding or substituting activities during the weekend?	III-9, #3
21			Are all activities conducted within time constraints?	IV-2
22			Did the team share each meal with residents?	IV-37, 90, 134
23			Does each participant wear a name tag?	IV-7
24			Was a group photo taken and distributed to all participants and team members?	IV-36
25			Were residents supplied with all necessary supplies (including Freedom Guides, notebooks and pens / pencils)?	IV-28, item #4
26			Were all participants selected according to established procedures (1 st –timers only – no repeats)?	II-5
27			Do all Weekend graduates assisting as servants remain in the background when not serving?	III-39
<i>VI. Talks</i>				
28			Have all talks been previewed?	III-5, #6
29			Did the table families discuss each talk?	IV-36+++
30			Did the table families prepare a poster for each talk (where a poster is required)?	IV-36+++
31			Was each of the meditations and homilies rehearsed?	III-48
<i>VII. Music</i>				
32			Is there an effective Music Team?	III-36, E.6.a
33			Does the Music Leader select appropriate music?	III-8, #4

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#	Yes	No	Item	Page & paragraph Reference
34			Does the Music Team use a legal songbook or other legal means of providing music?	III-38, E.6.b
35			Did the Music Team lead in singing the <i>Blessing Before / After Meals</i> for each meal?	IV-37+++
<i>VIII. Hosts</i>				
36			Is a weekend host assigned to each participant?	III-28, E.2.d
37			Are any first-time team-members assigned as host for more than one resident?	III-29
38			Are key leaders (Leader, Observing Leader, Inside Coordinator & Head Servant) exempt from serving as weekend hosts?	III-28
<i>IX. Agape</i>				
39			Is general agape used (placemats, posters, prayer vigil charts, etc.)?	III-32, E.4.d
40			Is agape from outside groups available for the <i>We are not Alone</i> talk?	III-32, E.4.d
41			Is personal agape provided (letters from team members)?	III-34, E.4.a
<i>X. Weekend Activities - Thursday</i>				
42			Did the Leader hold a team meeting before departing for the prison or at the prison before residents arrive?	IV-7 & 17
43			Were the Leader's opening talk and introductions accomplished following the script?	IV-21
44			Were <u>Freedom Guides</u> distributed to all participants?	IV-8
45			Did the Clergy give the meditations following the script? <ul style="list-style-type: none"> ▪ Know Yourself ▪ I Chose You ▪ Prodigal Son 	IV-10, 13 & 14
46			Were the Leader's Closing Talk and Night Prayer given in accordance with the script?	IV-8 & 29
47			Were residents supplied with bags of cookies (where allowed)?	IV-8
48			Did the Leader hold a team meeting at the end of the evening?	IV-30
<i>XI. Weekend Activities - Friday</i>				
49			Do team hosts greet participants upon arrival?	IV-35
50			Was the morning chapel program conducted per the script? <ul style="list-style-type: none"> ▪ Morning prayers ▪ 3 Encounters with Christ 	IV-35 & 70

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#	Yes	No	Item	Page & paragraph Reference
51			Was the speaker for the <i>Choices</i> talk obedient to the talk outline?	IV-40
52			Was the speaker for the <i>You Are Not Alone</i> talk obedient to the talk outline?	IV-46
53			Was the speaker for the <i>Friendship With God</i> talk obedient to the talk outline?	IV-51
54			Was the afternoon chapel program conducted per the script? <ul style="list-style-type: none"> ▪ Lord's Prayer & Jesus & the Thief ▪ Old Testament reading & Epistle & Gospel ▪ Clergy Homily 	IV-36/37
55			Was the speaker for the <i>Church</i> talk obedient to the talk outline?	IV-55
56			Was the speaker for the <i>Opening the Door</i> talk obedient to the talk outline?	IV-61
57			Was the evening chapel program conducted per the script? <ul style="list-style-type: none"> ▪ Leader's Prayer ▪ Psalm 100 ▪ Spiritual counseling directions 	IV-38, 76 & 77
58			Did the Observing Leader conduct an affirming review of posters and summaries ("poster party")?	IV-38
59			Was the closing chapel program conducted per the script? <ul style="list-style-type: none"> ▪ Leader's end-of-day summary ▪ <i>Accepting God's Forgiveness</i> meditation ▪ Evening prayer 	IV-38/39 & 79
60			Were residents supplied with bags of cookies (where allowed)?	IV-39
61			Did the Leader hold a team meeting at the end of the evening?	IV-88
<i>XII. Weekend Activities - Saturday</i>				
62			Do team Hosts greet participants upon arrival?	IV-35
63			Was the morning chapel program conducted per the script? <ul style="list-style-type: none"> ▪ Morning prayer & Epistle ▪ <i>Who is Christ?</i> meditation ▪ Forgiveness of Others, Part I 	IV-89, 109 & 113
64			Was the speaker for the <i>Discovery</i> talk obedient to the talk outline?	IV-89
65			Was the chapel program conducted per the script? <ul style="list-style-type: none"> ▪ Leader's talk on chapel visits ▪ Prayer of St. Francis 	IV-90 & 127

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66			Was the speaker for the <i>Action</i> talk obedient to the talk outline?	IV-99
67			Did the participants receive personal agape?	IV-91 & 126
68			Was the afternoon chapel program conducted per the script? <ul style="list-style-type: none"> ▪ <i>The Wall</i> meditation ▪ 1-line prayers of thanksgiving 	IV-91 & 118
69			Was the speaker for the <i>A Christian</i> talk obedient to the talk outline?	IV-105
70			Did the Observing Leader conduct an affirming review of posters and summaries?	IV-92
71			Did the Leader conduct an <i>Open Mike</i> session?	IV-92
72			Was the Forgiveness Ceremony conducted per the script? <ul style="list-style-type: none"> ▪ Prayers ▪ Forgiveness of Others, Part 2 ▪ Forgiveness Wind-up by Clergy 	IV-92/93, 121 & 123
73			Did the team refrain from adding activities such as birthday parties or serenades?	III-9, item #3)
74			Were residents supplied with bags of cookies (where allowed)?	IV-93
75			Did the Leader hold a team meeting at the end of the evening?	IV-132
<i>XIII. Weekend Activities - Sunday</i>				
76			Was the speaker for the <i>Footprints in the Sand</i> talk obedient to the talk outline?	IV-137
77			Did the participants and team members draw and share their story-lines (as appropriate)?	IV-133
78			Was the morning chapel program conducted per the script? <ul style="list-style-type: none"> ▪ Prayers ▪ Epistle & Gospel ▪ <i>Sending Us Forth</i> meditation 	IV-133/134 & 151
79			Was the speaker for the <i>Tomorrow</i> talk obedient to the talk outline?	IV-140
80			Did the participants and team members prepare agape posters per <i>Building the Body</i> ?	IV-134
81			Was the speaker for the <i>Lighting the Way</i> talk obedient to the talk outline?	IV-146
82			Was a Family Prayer Circle conducted?	IV-134
83			Did the Leader give the final talk?	IV-155
84			Are crosses distributed to resident graduates?	IV-57 & 135

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<i>XIV. Closing</i>				
85			Does the free-world Christian community attend the Closing?	III-50, E.1 & IV-159
86			Is a "separation" maintained between free-world visitors and residents?	III-50, E.1 & IV-159
87			Are residents given an opportunity to share their responses to the three questions?	IV-158
88			Does the Leader introduce distinguished guests?	IV-57
89			Does a participant from a previous Kairos weekend (graduate) give a talk of encouragement?	III-39, E.7 & IV-159
90			Is the Chaplain invited to make remarks?	IV-160
<i>XV. Follow-up</i>				
91			Did the Leader submit the Weekend Report in a timely manner?	EZRA

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Scoring the Compliance Checklist.

Program Area	Potential Score	Actual Score	Remarks
I. Team Composition	7		
II. Team Formation	2		
III. Team Leadership	4		
IV. Team Behavior	4		
V. Conduct of the Weekend	10		
VI. Talks	4		
VII. Music	4		
VIII. Hosts	3		
IX. Agape	3		
X. Weekend Activities - Thursday	7		
XI. Weekend Activities - Friday	13		
XII. Weekend Activities - Saturday	14		
XIII. Weekend Activities - Sunday	9		
XIV. Closing	5		
XV. Follow-up	1		
Total	91		Assessment (see criteria below):

Assessment:

- 0% - 85%: marginal
- 86% - 90%: meets minimum standard
- 91% - 95%: substantial compliance
- 96% - 99%: compliant program
- 100%: program excellence