

Resources for Local KAIROS Groups

Excerpts from the KAIROS group manual

FORMING LOCAL GROUPS OR COMMITTEES

WHO CAN BE A KAIROS LOCAL GROUP?

KAIROS local groups come in many shapes and sizes. Most often, people gather together in an ecumenical grouping and take on a broad commitment to justice linked to the national education and action program of KAIROS. These groups may resemble the character of KAIROS at the national level, as they include many different denominations and are dedicated to a breadth of social justice issues (as in KAIROS' six priority areas). Resembling what were formerly called "ten days" or "jubilee" groups, these groups link to local churches and participate actively in the KAIROS region to which they belong. Some of these groups have become interfaith in character. Most work closely with other activist groups in their community. If you were previously involved in a ten days or jubilee committee, use the opportunity of re-forming yourselves as KAIROS to reach out anew to the churches and church organizations in your community

Other KAIROS groups are very specific in both focus and the way they work. Some groups in the KAIROS network are dedicated to aboriginal rights and have built up expertise and strong solidarity connections that shape and direct their ongoing work. Others have expertise in corporate social responsibility and assist the churches in shareholder activism. Another set of people work in provincial committees to fund anti-poverty work. Groups dedicated to specific areas of work related to KAIROS' mandate are a vital part of the diverse KAIROS network.

Because we have a common commitment to be a community of faithful action for justice, KAIROS local groups in their diversity will be referred to in this handbook as KAIROS communities.

CAN A DENOMINATIONAL GROUP BE A KAIROS COMMUNITY?

KAIROS is committed to nurturing and supporting ecumenism at all levels of the organization, and so places a priority on the development of local ecumenical groups. However, there are many groups that are organized denominationally in a diocese, synod, conference or a region, or in a specific church, that do the work of justice-making. These groups, including congregational or parish outreach or social justice committees, with their interests in sharing resources and actions, are part of the KAIROS network, and contribute to its diversity. Denominational groups will want to be in touch with the appropriate national staff people from their denomination who can support their justice work and their participation in the KAIROS network.

A KAIROS COMMUNITY IS:

- ecumenical - grounded in, but not limited to, participation by members of Christian denominations
- inclusive - reflecting, welcoming and intentionally seeking the rich diversity of the human family

- issues-focused - engaged by current struggles for justice and peace locally and globally
- action-oriented - ready to take a stand, to give voice to its values and beliefs and to "walk its talk"
- dynamic - open, attentive, and constantly learning, growing and responding

A KAIROS COMMUNITY DEPENDS ON:

- a consensus - the recognition by many different individuals and groups that they can have a greater impact by working together under the banner of KAIROS
- volunteers - a core of committed activists who are willing to be KAIROS in their community
- donated and in-kind support - the ingenuity and persuasiveness of its members to access the resources needed for its work
- new technology - electronic tools to connect, communicate and mobilize quickly via e-mail and the internet

To form a KAIROS community, do we need representation from all KAIROS member churches and religious organizations?

KAIROS local communities will place a priority on involving people from all of the KAIROS member churches and agencies. However, due to geographic distribution of churches, all members may not have people in your surrounding area. In addition, local interests and existing involvements may not correspond with KAIROS priorities at this time. Make the invitation to all and then move forward in faith with who you have, remaining open to others joining you at a later date. Once you have formed a local KAIROS community be sure to contact your regional representative or the national office with the name of your group, the name and address of your contact person, your areas of focus or priority (if any), as well as the numbers of participants in the group (with names and denominations, as appropriate). Each new group will receive a network handbook and the current year's education and action resources.

CAN ONLY CHRISTIANS JOIN A KAIROS COMMUNITY?

KAIROS is a national ecumenical or inter-church organization as distinct from an inter-faith organization. These are our roots and our identity. From this grounding, we work together with people who share our values and commitments to justice-people of different denominations, people of different faiths, and people of conscience. If people beyond those of the Christian faith want to contribute to the work of justice as part of a KAIROS community, their participation should be welcomed and celebrated.

What support can we expect to receive from KAIROS' member churches, the national office and regional representatives?

KAIROS churches and religious organizations are committed to promoting the work of KAIROS to their members. This includes participation in KAIROS communities, campaigns and other network activities, distribution of KAIROS resources to their members, and denominational statements supporting and promoting KAIROS and its work. The KAIROS national office provides resources for local action, funding for regional networking, and opportunities for engagement and participation in national programs (including their planning). KAIROS has approximately 25 trained staff who can assist networks with research and policy advice on key issues.

KAIROS regional reps offer opportunities for communication and coordination throughout the region (e.g., newsletter or website), network building support, and a channel for national input.

BUILDING RELATIONSHIPS

WITHIN YOUR KAIROS COMMUNITY AND REGIONAL NETWORK.

Each KAIROS community and region has its own personality and develops patterns, practices and rituals to express its distinctive nature.

TAKE TIME TO DEVELOP A SHARED FRAMEWORK

Allow for an open dialogue on values, guiding principles and expectations. Work on defining key terms or concepts, preferred leadership style or decision-making approach, and a compelling vision for your community or region. Be patient with the process of creating the shared language and understanding needed for collaboration. Formulate a covenant or a set of guidelines to document your conclusions and to govern your work into the future.

TAKE TIME TO CHECK IN

Touch base regularly with each individual and with the groups that they represent. Ask "what's the buzz?" - what's going on in your town that may be of interest or relevance to your work. Collect insight into the day-to-day realities of each participant and into the life of the community. Open and close with a prayer, blessing or time of silence as you see fit.

TAKE TIME TO STUDY TOGETHER.

Invite participants to prepare book reviews, mini-lectures, or presentations on themes related to your work. Present provocative questions for discussion or debate. Introduce articles, passages from sacred texts, or special guests to animate the conversation.

TAKE TIME TO EAT TOGETHER.

Encourage fellowship. Organize potlucks or brown bag lunches. Meet at each other's homes, a favourite cafe, or a community-based food service training program. Remember to nourish each other with humour, storytelling, music, observances of special days, milestones or achievements.

SOUND PRACTICES FOR MEETINGS

CONSTRUCT AN ANNUAL CALENDAR

Seek a consensus on the best day, time and location for meetings for a calendar-year. Consider the cycle of gatherings (weekly, monthly, quarterly, annually, biannually) that makes the most sense for those involved. Circulate this calendar with a contact list. Experiment with a given day, time and location for a period of six months to a year before evaluating and making adjustments. Remember that these decisions communicate messages about accessibility and inclusiveness. Share expectations with respect to meeting attendance. Acknowledge modern pressures and demands on time. Piggyback meetings on other events or test alternatives to face-to-face meetings (e.g. Conference calls).

SELECT AN EXPERIENCED FACILITATOR AS CHAIR

Identify the individuals who have the trust of the group and the skills required to chair meetings well. Rotate the role if your community concludes that sharing this role is more democratic, fair and inclusive - remember to support each other in learning the ropes and building confidence. Seek out training or resources on facilitation if everyone is a beginner. Recognize the need for facilitators or chairs who are comfortable with diversity and do not insist upon uniformity and unanimity.

PREPARE WELL

Think about the minimum level of information needed by all to participate fully in the meeting. Provide that information with the agenda to participants at least seven days in advance of the meeting. Ensure that those who are presenting information or bringing issues to the group have thought through one or two questions that they wish to pose for discussion and what action they want the group to take. Check the KAIROS website (www.KAIROScanada.org) for new information to share at the meeting.

STICK TO THE TIME ALLOTTED

Check for agreement on the outcomes expected from the meeting at the outset. Agree on the agenda and time frame. Estimate and communicate the amount of time needed for each item. Establish the ground rules and clear away any housekeeping matters and simple issues first. Define roles if necessary. Check in at the half-way point to see if the meeting is likely to finish on time; if not, review the agenda and negotiate how to re-allocate the time remaining.

CONCLUDE WITH A SUMMARY

Review decisions, plans for action, and individual responsibilities. Confirm the date, time, location, and purpose of the next meeting. Ask for feedback on participants' satisfaction with the meeting.

SOUND PRACTICES FOR EVENTS

FOCUS ON WHO YOU WANT TO COME

Everything about your event is shaped by who it is for: the theme, program, date, time and location: get a detailed image of those individuals or groups - your target audience - fixed in your mind. Walk in their shoes - what do they want to know, how do they like to receive information, what is appropriate for their age and stage, how can you keep them engaged over time?

DEVELOP A DETAILED PLAN

Set a goal and objectives. Consider what has to be done, by whom and when. Identify the costs of each component of the event and create a budget. Name sources of funds to cover costs including donations, fees, and in-kind support. Create a timeline that shows the key milestones on the road to the event as well as deadlines for work to be completed. Select ways to promote the event such as word-of-mouth, flyers or hand bills, radio, television, and newspaper public service announcements. Remember to communicate in ways that are most likely to connect you with those in your target audience.

ASK FOR FEEDBACK FOR "NEXT TIME"

Invite participants to reflect on your goal and objectives: were they achieved by the event? Ask them also to share their level of satisfaction with different features of the event: was it a satisfying experience? Did they get what they hoped to get out of it? Remember to document the steps involved in mounting the event. Debrief with organizers afterwards and take note of everyone's learnings.

RECOGNIZE CONTRIBUTIONS

Find appropriate ways to express gratitude and acknowledge the people who brought the event to life. Consider when and how to give formal credit in printed materials, recognition from the podium, small tokens and cards, and a private word of thanks or congratulations. Share news of events with the KAIROS regional representative.

WEAVE NEW PEOPLE INTO YOUR COMMUNITY

Make a concerted effort to follow up with participants and to encourage their continued involvement. Offer personal, face-to-face invitations and keep participants on your mailing lists. Match a person in your

community who may have something in common with a newcomer and ask him or her to help nurture this new relationship.

SOUND PRACTICES FOR RETREATS

THINK HARD ABOUT TIMING AND LOCATION

Discuss the purpose and timing of retreats when building your annual calendar. Find dates that complement your region's annual meeting. Weigh the costs and benefits of day-long and overnight gatherings. Brainstorm the features of a location that would lend itself to your purpose and needs. Evaluate site options carefully - family cottages, community centres, summer camps, religious retreat centres, outdoor education centres, farms. Set a minimum and maximum number of participants.

SEEK BALANCE

Develop a program that includes individual and group activities as well as time for work, study, relaxation and worship. Allow the group time to resource itself from its own experiences, and bring in others with special talents or expertise to stimulate discussion and learning. Pay attention to the group's diversity with respect to meal and activity planning.

RENEW RELATIONSHIPS

Use the time away from daily pressures and routine work to strengthen connections. Consider specific exercises to bond individuals and improve their ability to work as a cohesive community (eg. Communication skills training, cooperative games). Provide avenues for participants to share more of their spiritual journeys and how their work for justice and peace fits in, such as talking circles.

OPEN QUESTIONS WITHOUT DEFINITELY ANSWERING THEM

Seize the opportunity to lean into the future together, to imagine what shape your community might take in the years ahead. Brainstorm the possibilities without being forced to any conclusions or decisions. Put aside for a time the immediate demands of your work to re- connect with your purpose and vision. Allow for silence and deep reflection.

CONSENSUS BUILDING: AN APPROACH TO GROUP DECISION MAKING

We live in a society governed by the notion that "the majority rules". That means we vote on an issue and there is a winning side and a losing side. Votes result in competition and divide communities along the lines of being furor against something.

An alternative way to make decisions is called consensus building. A consensus is a decision that everyone can live with even though it may not be everyone's first choice or preference. There is some compromise involved for most everyone. In a consensus building process, everyone is invited to have a say. Only when there is a general sense of comfort with the proposed action or decision is the matter resolved. The larger the group, the more difficult it may be to arrive at a consensus.

WHAT WISE FACILITATORS DO

The word "facilitator" is derived from the Latin word *facilitare*, meaning to ease.

WISE FACILITATORS ARE CAREFUL LISTENERS AND CLEAR COMMUNICATORS

They can conceptualize the sequence of activities required to build understanding and move a group toward action. They help individuals participate fully in discussion.

WISE FACILITATORS RESPECT PEOPLE

They understand the differences in learning styles and try to accommodate all in the design of a process. They have tools and techniques to encourage participation and to manage traffic. They take care of the people in the room physically, intellectually and emotionally.

WISE FACILITATORS ARE INTUITIVE

They are able to read the mood of the room while not losing track of the key ideas. They are attentive to the timing of meals, breaks, and silences. In this way, they manage the flow of energy. They think on their feet and adapt their plan for the meeting or event as necessary.

WISE FACILITATORS ARE FOCUSED ON RESULTS

They help the group stay focused on their objectives. They are confident in their ability to manage ambiguity. They leave their own biases and interests outside the room. They want nothing more than to create the conditions which allow the wisdom of the group to emerge.

EDUCATION

A KAIROS community educates and animates. It helps people discover the root causes of injustice and use their collective power to affect social change. It is challenged to ask these questions of itself and the wider community:

In what ways have we been taught to uphold unjust and oppressive social, economic and political systems?

How can we develop the critical capacity to think and act on the issues of the day?

What does our own experience have to teach us about what we understand to be true and about the way forward?

How do we share our information and ideas in ways that inspire commitment as well as continuous action and reflection?

Campaigning is a principled and popular process to achieve social and political goals. It can change public opinion, policy and practices. Sometimes campaigns have a particular target in focus, such as ratifying the Kyoto protocol. Other times, they are aimed at raising awareness generally about issues like poverty or human rights. Campaigning is a way for members of a KAIROS community to learn:

- how individuals can collectively influence the outcomes of public policy debates
- more about society, the economy and politics as well as related institutions, structures, and processes
- more about options or alternatives to the status quo
- how they are connected to similar communities throughout the world

A KAIROS community is interested in education for social change. It is inspired by the thinking of Brazilian Paulo Freire who pioneered the popular approach to education in the 1960s. This approach challenges the way people are sometimes taught in schools - a way that teaches them to receive information passively and to conform to certain expectations and ideals. The purpose of popular education is to empower people to analyze their situation and then make their own decisions about what they want to do about it.

Popular educators pose an issue and ask questions. Participants are active, share ideas, analyse, and plan together. The role of the leader - called an animator - is to help a group discover and use its potential for creative and constructive teamwork. The animator is responsible for designing a process that stimulates participants to think critically, to identify problems, and to seek new solutions. Such processes involve continuous action and reflection.

OTHER CHARACTERISTICS OF POPULAR EDUCATION ARE:

- shared leadership - no single expert, but rather mutual respect for the knowledge and experience of all participants, emphasis on facilitating interaction and participation
- accessible information - making complex issues easier to grasp and to communicate through dramatization (e.g. Role play), music, storytelling, artistic expression (e.g. Illustrations, dance) and summaries or adaptations (e.g. "de-jargoning" research)
- dialogue - exchanging information and viewpoints (as opposed to transmitting information through a monologue) in ways that promote critical thinking and greater consciousness. The starting point of the conversation is the experience of participants
- small group formation - developing on-going action/study groups and holding workshops to share struggles, challenges and insight into the process of social change
- broad appeal - making creative use of the symbols of popular culture, engaging humour, enjoyable and attractive to the "head, heart and gut"
- political - rooted in progressive values and critiques, not neutral or apolitical

WORKING WITH NATIONAL THEMES AND RESOURCES

A KAIROS community may engage in specific actions for justice that are rooted in and inspired by a national theme. Every three years, KAIROS selects a theme based on a rigorous analysis of current challenges in the search to build a just, peaceful and humane world. The three year theme is crafted to support KAIROS annual or 18 month campaigns that tie into the national and international campaigns of partners and allies. It stimulates the creation of resources, tools and activities for members of the KAIROS network, such as:

- posters - powerful graphic images and messages to attract attention and invite participation
- information - education and action guides, pamphlets, kits, handbooks, news bulletins written in a popular style for general use; available in print and online
- training events - complementary to print resources, combination of skill building and information sharing, tailored to local priorities and needs
- workshops and conferences - organized regionally, nationally and internationally, for and by the KAIROS network and/or in partnership with allies
- experiences - special opportunities to host international visitors or participate on delegations to international meetings and forums
- KAIROS campaigns build the ecumenical social justice movement and are:
- principled - based on theological reflection, in-depth research and an understanding of social change
- popular - built on the experiences of many, not the expertise of a few
- participatory - dependent on broad cross-section of people and perspectives
- practical - anchored in achievable goals and realistic actions

Taking action

LEADING A PLANNING PROCESS

Effective campaigns hinge on a commitment to continuous planning, action, and reflection. Here is one way to approach the task of planning with a group.

LOOKING WITHIN

- gather ideas from members of the group.
- • brainstorm visions for projects and weigh each thoughtfully looking outside
- gather ideas from the wider community:
- take a look at the projects already underway in your area and through the KAIROS network
- consider examples of comparable past projects that have been effective or less effective

IDENTIFY POSSIBLE PROJECTS THAT ARE:

- compelling and engaging
- within the group's capacity
- linked to a broader effort

LOOKING WITHIN

- assess the group.
- find a project most in line with the group's purpose
- assess the group's limitations of time, resources, and power
- decide which action will equip the group and the wider community for further action
- • look honestly at motives for undertaking the project looking outside
- assess the readiness of the community:
- review what has already been undertaken in this and/or similar areas
- estimate probable support and opposition

SELECT A PROJECT:

- a high priority concern for the wider community
- an issue that members of the group feel strongly about
- most realistic in terms of the group's capacity to accomplish

LOOKING WITHIN

- translate ideas into an action plan
- identify information and consultation needs
- collect and apply relevant information
- decide how to design the project - develop a strategy
- identify possible action steps required to mount the project
- a create a timeline and budget
- select an action or 'first step' in relation to the group's and community's readiness and resources looking outside
- assess the forces of support and resistance within the community
- analyze probable active and passive support and resistance by other organizations
- analyze informal power and communication structure
- chart communication channels for informing people about the project
- estimate availability of media - newspapers, radio, TV, internet etc. For promoting the project

PLAN A PROJECT THAT:

- captures the interest and commitment of the group

- brings in additional people
- promises best visibility for the project

LOOKING WITHIN

- prepare the group for the action
- clarify goals of the action
- map division of responsibilities
- assign responsibilities
- provide necessary training for assignments
- rehearse action and make adjustments as necessary
 - determine how to evaluate impact looking outside
- engage partners
- identify ways in which the action could involve those outside the group
- invite participation
- work out terms of participation and expectations

TAKE THE ACTION THAT:

- involves others in thinking seriously about the issue
- provides partners with experience working together
- tests the group's thinking
- furnishes data for reflection and further planning

INFLUENCING PUBLIC POLICY

Note: KAIROS atlantic region and its separate clusters are independent of the national organization of KAIROS. Statements made by any of these entities do not necessarily represent the policies and positions of any of the others.

SPEAKING OUT

A KAIROS community is an advocate. It speaks truth to power. It is prepared to bring forward evidence of injustice and policy alternatives in persuasive ways. It is in a constant dialogue with itself, its wider community and its elected representatives on these questions:

- what current issues demand an informed and decisive response from justice-seeking people, and at what level (e.g. Local, regional, national, global)?
- how are we involved in the decisions that affect us?
- what can we bring to the mix of viewpoints and interests in the policy development process that is distinctive?
- amid the clamour of competing interests, how do we capture attention and make our collective voice heard inside and outside the formal decision-making process?

Influence on public policy is an important objective of campaigning. In this era, the process has become known as "lobbying" - any organized attempt to influence society's decision-makers. It is, however, an activity that is intimately connected to our understanding of democracy and the responsibilities of citizenship. Involvement in the public policy development process leads to:

- new relationships with other stakeholders in how society works, and how government invests tax dollars, sets standards, and upholds the collective values of its citizens

- greater sense of ownership for the outcomes of certain decisions and a new appreciation for the tough choices and trade-offs involved
- more visibility in the media for your positions and views (which increases your profile and influence with decision-makers and various publics)
- a deeper understanding of how we govern ourselves - the strengths and flaws in our systems, structures and institutions

ACCESSING ELECTED REPRESENTATIVES

Know who they are and how to reach them. Identify all those elected representatives who have some relationship to your issue or action. Brainstorm the different ways that you may be connected to them. Be sure to keep their telephone, e-mail and other coordinates close at hand and up to date. Note their specific role and responsibilities (e.g. Minister or party spokesperson, members of a select committee) as well as special interests (e.g. Connection to a foreign country, previous employment, any professional, religious or other links).

KNOW HOW TO MAKE AN EFFECTIVE PRESENTATION OR DEPUTATION.

Do your homework to establish where they stand on your issues. Create a plan for the meeting. Be realistic as to what can be covered in one meeting and specific about what you want to ask them to do. Assume that they may not be fully versed in the issues at hand, and have not yet made up their minds. Bring them copies of any information required to make an informed decision (e.g. Relevant press clippings, letters to the editor, etc.) Go with others - three or four people is just about the right size for a full and frank exchange of ideas. Relax and approach the individual with courtesy and respect. Involve every member of the delegation in the meeting. Take note of any commitments or comments made. Disagree without being disagreeable. Be persistent - there is nothing wrong with repeating yourself: just try to do it a little differently each time. Stay focused on your objectives.

KNOW HOW TO KEEP THE LINES OF COMMUNICATION OPEN.

Follow up any meeting with a letter expressing thanks for your representative's time and setting out your understanding of the commitments exchanged. Speak with them informally at public events. Make an effort to connect with them at events that they have organized for the public. Stay in regular communication - put them on your distribution list for newsletters, press releases etc.

WHEN WRITING TO AN ELECTED REPRESENTATIVE, REMEMBER:

- write the letter in your own words - this has more impact than a mass produced letter.
- before you begin to write, be sure of your intentions - do you want to inform, or ask questions? Do you need certain actions explained or justified?
- be as brief as possible - often a page or less is best.
- be factual and back up your arguments with the most relevant information.
- identify yourself as a constituent, explain your position, and identify your group. Request a response.
- Keep a copy of any correspondence sent or received for future reference.

ACCESSING THE MEDIA

KNOW THE "NEWS VALUE" OF YOUR ACTION.

Ask yourself what is new about what you are saying or doing. Ensure that your message is tied to a timely and topical event or issue. Be prepared to answer the question, "so what?" think about what makes something newsworthy - does the event involve a large number of people, is it unusual or likely to have an interesting impact, is there a human interest angle, does it deal with an important local concern?

KNOW THE DIFFERENCES BETWEEN PRINT, RADIO AND TELEVISION.

Tailor your events or activities to the strength of each medium. For example, television depends on interesting visuals, newspapers look for a dramatic headline, and radio needs an articulate spokesperson. Submit an op/ed piece or write letters to the editors of local newspapers, call local phone-in radio shows, or inquire about making an appearance on local television or cable access talk shows.

KNOW HOW TO ESTABLISH CREDIBILITY WITH THE MEDIA.

Develop a public identity through a letterhead or visual motif to use in all correspondence to the press and general public. Identify one or two key (and reliable) contacts for the press. Tend these relationships with great care and attention. Get to know the `beats' of journalists in addition to their interests, biases and areas of expertise. Learn about their deadlines and what kind of information they need most.

WHEN TRYING TO GET NEWS COVERAGE OF YOUR EVENT, REMEMBER:

Issue by fax or hand deliver a media advisory (e.g. A teaser - who, what, when, where, why in a page or less) three or four days prior to your event.

Issue a full press release a day before your action, which reiterates the facts, but also adds in more context and usually a statement or two from key individuals.

Make sure you name a contact person and provide a phone number. Clearly identify what KAIROS is and who you are as a local group.

Always put a date on your release. Use a headline. Don't include anything you don't want made public.

Send your advisory and release to specific local writers, reporters, editors and producers as well as the general editor or producer for events, religion, world issues, and local interest. Follow up with calls to "sell" the story.

Provide press kits at events including all the background material a journalist needs to file a story on the event, the issue, and KAIROS.

Send copies of your materials to your regional representative.

CAN KAIROS LOCAL COMMUNITIES AND REGIONAL COORDINATING COMMITTEES MAKE PUBLIC STATEMENTS?

"KAIROS" calls us to find our prophetic voice and take action. In that spirit, KAIROS welcomes public statements, letters, and press releases from KAIROS communities and regional bodies. However, to ensure ongoing credibility and integrity, KAIROS has developed an organizational policy to govern the whole of the organization regarding public statements. To receive a copy of this policy, send a request to info@kairoscanada.org.

HOW DOES KAIROS MAKE POLICY? WHERE CAN KAIROS POLICY BE FOUND?

Practically any part of the organization can initiate a policy development process. Most often such a need is identified by a KAIROS program committee or working group, which then takes leadership on developing a policy for presentation to the KAIROS board. For example, the middle east working group worked with the international human rights program committee to develop a policy on the Palestinian and Israeli conflict. The program committee then presented it to the KAIROS board for ratification. KAIROS' policy can be somewhat different from denominational policy on a given issue, reflecting the understanding that in

ecumenism the "whole is greater than the sum of its parts." specific published KAIROS policy statements are complemented by policy positions expressed in KAIROS letters to elected officials. The website is the best source for KAIROS policy. If your group cannot locate the relevant policy for your issue of interest, feel free to contact the program staff person in that area for their assistance.

TIPS FOR MEDIA-SAVVY INTERVIEWS

Prepare a "key message" and stick to it. Start with an honest, direct answer, often "yes" or "no." follow up with your position. State your main point clearly and briefly. Resist the temptation to go into deep analytical mode. Avoid jargon. Use specific proof. A compelling statistic or "word picture" can punctuate your answer and make it real.

Be prepared for tough questions. Develop key talking points on the issue and keep to them. Anticipate tough questions and work through the answers in advance. If you get a tough, emotional or hostile question that addresses a legitimate concern, re-word the question to cool it off and then answer the concern.

Recognize that some tough questions are just wrong. Questions based on completely inaccurate information, or with completely false assertions, should be denied outright, and followed up with your position. Partial truths should be acknowledged and corrected.

Recognize that some tough questions are just fuzzy. The interviewer does not have a firm grasp of the subject matter and talks around the point. Focus and re-word the question so that you can provide a clear answer that gets your point across.