The Restorative Organization:
An Overview Three-tiered Model

Mark Scott
Lamoille Restorative Center
Hyde Park, VT

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Agenda

- Welcome/Arriving
- Three Headlines
- Culture of Belonging
- A Structure to Create Belonging or Whole Workplace Restorative Practices (WWRP)
- How to Get There

The Great Resignation (2021)

"Here in the United States, the so-called Great Resignation involved a record 4 million Americans quitting their jobs in April 2021, followed by an approximate 3.9 million in June 2021. By August, according to a PricewaterhouseCoopers survey, 65 percent of employees said they were looking for a new job, and by November, the country's 'quit rate reached a 20-year high.'"

- Victoria Silverman, *Blue Avocado*, 2023

Turn and Talk

How are you today?

The Great Disconnection (2022)

"In the wake of the pandemic . . 65% of workers say they feel less connected to their coworkers. Employee disconnection is one of the main drivers of voluntary turnover. . . . costing U.S. companies up to $406 billion a year"

-Adam Smiley Poswolsky, *Harvard Business Review* (2022)

The Disconnected Workforce

Disconnected workers have:

- 37% Higher Absenteeism
- 49% More Accidents
- 60% More Errors

Source- Study done by Queens School of Business and Gallup Organization. Reported by Emma Seppala and Kim Cameron, Harvard Business Review (2015)

The Great Re-evaluation (2023)

"To understand how resignation trends impacted nonprofits, sector leaders must look below the headline figures to understand employee motivations. There they will find significant differences (and solutions) from their for-profit counterparts including posting better job descriptions, *creating a culture of belonging,* and yes offering better compensation."

- Victoria Silverman, *Blue Avocado,* 2023

Belonging/Connection is one indicator of a positive and inclusive workplace. High Levels of connection contribute to:

- Increased job performance
- Reduction in sick days
- Increase in job satisfaction
- Less turnover

Source- Study done The Institute of Leadership and Management and Better Up.. Reported by Adam Smiley Poswolsky, Harvard Business Review (2022)

A Culture Of Belonging=Positive Work Environment

A positive work environment is one where there is trust, cooperation, safety, risk-taking support, accountability, and equity.

- Michigan State University, WorkLife Office.

A Structure to Create Belonging:
Whole Workplace Restorative Practices (WWRP)

What Is Restorative Justice?

"Restorative Justice is a philosophy and set of practices, rooted in Indigenous teachings, that emphasize our interconnection by repairing relationships when harm occurs while proactively building and maintaining relationships to prevent future harm."
-Amplify RJ

Conflict Happens!
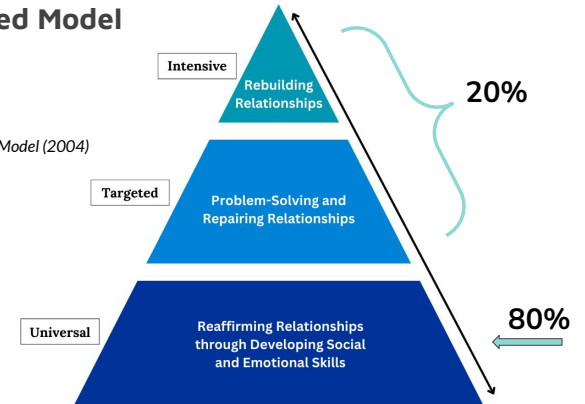
What Are Restorative Practices?

5 Rs of Restorative	
● **Relationship**	*Preventative*- Developing Connections and Finding Common Ground
● **Respect**	*Preventative*- Listening to others opinions and valuing them
● **Responsibility**	*Resolve*- Being Accountable for Actions Taken (Active vs. Passive Accountability)
● **Repair**	*Resolve*- All stakeholders have a role in repairing harm, what are the underlying causes?
● **Reintegration**	*Repair*- Welcoming back to the community. The final step in transforming harm.

(Adapted from the work of Beverly B. Title, Ph.D, ReSoutionaries, Inc)
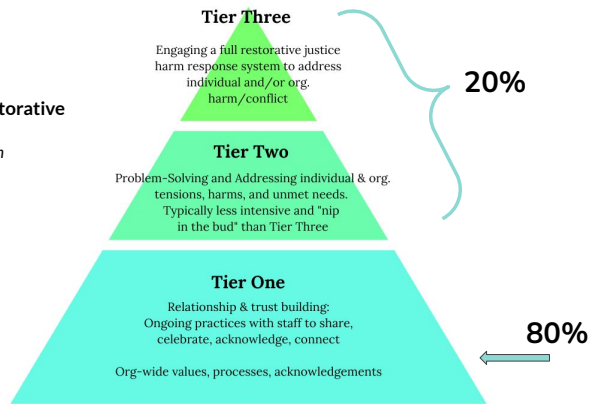

A Three-Tiered Model

School-Wide Restorative
Practices Model -
Adapted from Brenda Morrison's Model (2004)

Intensive — Rebuilding Relationships

Targeted — Problem-Solving and Repairing Relationships

Universal — Reaffirming Relationships through Developing Social and Emotional Skills

20%

80%

Whole Workplace Restorative
Practices Model -
*Adapted from Molly R. Leach
RJ on The Rise (2023)*

Tier Three
Engaging a full restorative justice harm response system to address individual and/or org. harm/conflict

Tier Two
Problem-Solving and Addressing individual & org. tensions, harms, and unmet needs. Typically less intensive and "nip in the bud" than Tier Three

Tier One
Relationship & trust building:
Ongoing practices with staff to share, celebrate, acknowledge, connect

Org-wide values, processes, acknowledgements
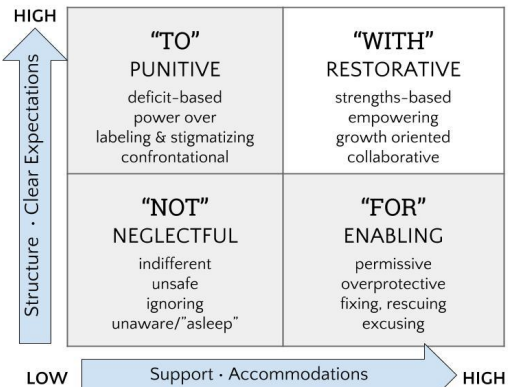
20%

80%

Restorative Mindset	Non-Restorative Mindset
People and Relationships Matter	Rule and Unconditional Respect Matter
Strive to connect and relate to other from a place of mutual respect	Related to others through a role (teacher/student or boss/employee)
When things go wrong, focus on harm caused to all	When things go wrong, focus on laying blame
Personal accountability and responsibility for actions is important	Punishing those that are to blame is important
Behavior is communication	Behavior is personal

Slide 1

The Questions We Ask	
Restorative Questions	Retributive Questions
Who has been hurt?	What laws have been broken?
What are their needs?	Who did it?
Whose obligations are these?	What do they deserve?

Slide 2

Guiding Principles of Restorative Practices	
Shared Values	Spend time creating and revisiting your shared values. This is your foundation.
Exploring Relationships	Get to know the people in your organization. Relationship build community and promote empathy
Choice and Collaborative Decision Making	Collaborative decision strengthens feelings of belonging and responsibility
Meaningful Engagement	Built on trust and relationship, provide opportunities to contribute to the community in an authentic way
Active Responsibility/Accountability	Take responsibility for actions instead of relying on external forces or coercion

Slide 3

HIGH

Structure · Clear Expectations

"TO"
PUNITIVE
deficit-based
power over
labeling & stigmatizing
confrontational

"WITH"
RESTORATIVE
strengths-based
empowering
growth oriented
collaborative

"NOT"
NEGLECTFUL
indifferent
unsafe
ignoring
unaware/"asleep"

"FOR"
ENABLING
permissive
overprotective
fixing, rescuing
excusing

LOW — Support · Accommodations — HIGH

Adapted by True Nature Teaching from *Positive Behavior for Learning. Restorative Practice Kete One,* New Zealand Ministry of Education. education.govt.nz All text and images copyright © Crown 2014, Adapted from Wachtel and McCold, 2003 (adapted from Glasser, 1964)

Slide 4

The Tools of Restorative Practices?

The Tools	
Circles	Clear Roles and Responsibilities
Restorative Conversations/Dialogues	Intentional Designs- Balance in The Process
Supporting skills such as NonViolent Communication	
Policies and Practices That Are Aligned with Restorative Work	

Potential Benefits Of A Restorative Workplace

- Builds a sense of community
- Promotes positive relationships and trust
- Builds empathy and understanding across the organization
- Empowers individuals to resolve issues
- Supports all parties involved in conflicts
- Encourages respectful dialogue
- Creates opportunities for engagement and participation in the meaningful work
- A well-implemented restorative policy has the potential not only to improve morale when conflict occurs, but to be a feedback system for whole-org growth and improvement.

Sources: Molly R. Leach, *RJ on the Rise*; Jon Kidde, *Whole School Restorative Approach Resource Guide*

Implementation

Basic Steps Towards A Restorative Workplace

Preparation and Exploration	Where are you starting? What are your resources? (Internally and Externally) What is doable?
Assessment	What the strengths and areas for growth? Who are your supporters? How will you communicate your ideas? How will you know what you don't know?
Installation	Develop a leadership team Develop a multi-year plan. Start with Tier 1 work and training of staff Commit to the Process

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Basic Steps Towards A Restorative Workplace

Initial Implementation	Review org. policies and practices Onboarding processes Work towards an Integrated Conflict Management System Ongoing training and education
Full Implementation	Annual (or more) organizational employee satisfaction and wellness surveys Quarterly review of conflict systems and utilizations Conduct after-action reviews. (Everything is a learning experience) Ongoing training Ongoing tier 1 activities Implement a Continuous Quality Improvement Cycle (Plan, Do, Study, Act)