

The Restorative Organization: *Going Deeper with the Three-tiered Model*

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Small Group Discussion

What Questions Do You Have?

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

Basic Steps Towards A Restorative Workplace

1. Preparation and Exploration

2. Assessment

3. Installation

4. Initial Implementation

5. Full Implementation

Basic Steps Towards A Restorative Workplace

Preparation and
Exploration

Where are you starting?
What are your resources? (Internally and Externally)
What is doable?

<https://www.indeed.com/career-advice/career-development/employee-satisfaction-survey-questions>

Basic Steps Towards A Restorative Workplace

Climate Surveys to staff, leadership, board, and participants.
Example questions

Does the company culture align with your values?	Do you feel you have positive professional relationships with your colleagues?	Do you feel your management team values your feedback?
Are you comfortable with the company's level of transparency?	How do you feel about your management team's approach to conflict resolution?	In what ways do you think this company could improve your experience as an employee?
Do you plan to stay with this organization for the foreseeable future?	Does your role allow you to reach your professional goals?	Do you have the resources to perform well in your position?

<https://www.indeed.com/career-advice/career-development/employee-satisfaction-survey-questions>

Basic Steps Towards A Restorative Workplace

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?

- Assess the results of satisfaction surveys
- Start to identify your staff leaders
- Engage in Values Circles
- Create a shared vision for the work

GOAL #4 – Create and sustain a supportive, inclusive, and collaborative organizational culture

INDICATOR #1 – Annual Employee Satisfaction Survey (Compensation Committee Survey) shows a majority of employees feel supported, included, and part of the LRC team.

DATA POINT #1 – Survey questions completed January 2022. Will conduct annually and compare results.

I can see myself working here in 3 to 5 years.	89% either strongly agree or agree.
It really feels like everyone is on the same team at LRC.	94% either strongly agree or agree.
My manager recognizes my full potential and capitalizes on my strengths.	100% either strongly agree or agree.
I always want to give my best whenever I'm at work.	94% either strongly agree or agree.
I'm proud to be part of the LRC team.	100% either strongly agree or agree.
I always recommend LRC to others in my field.	100% either strongly agree or agree.

Basic Steps Towards A Restorative Workplace

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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- Diverse representation of staff and roles
- Bring in trained facilitators to help with tier 1 work and circles
- Begin looking at structures, policies, and practices
- Set a training schedule to help staff become “conflict competent”
- Look for more places for shared decision-making and staff engagement
- Consider adopting a restorative constitution
- Consider restorative tolls that relevant to your workplace

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	

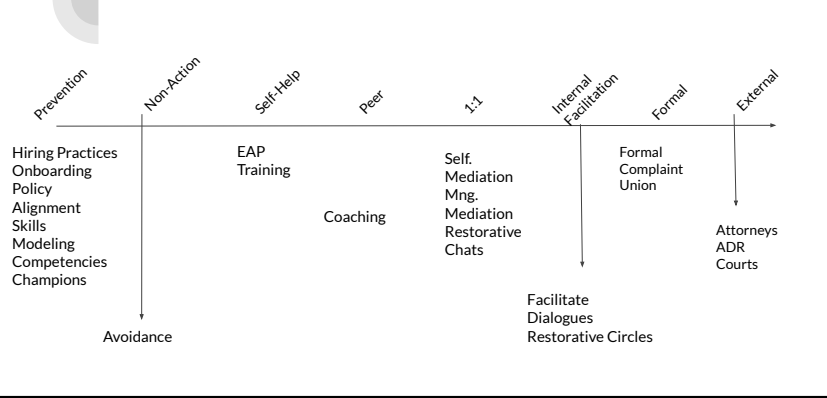
Basic Steps Towards A Restorative Workplace

Initial Implementation	Review org. policies and practice Onboarding processes Work towards an Integrated Conflict Management System Ongoing training and education
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Adopting Policies and Practices that are aligned with restorative work
Develop a Spectrum of Conflict Responses
An Integrated Conflict Management System includes:

• Prevention	• Conflict Response Options
• Assessment/Eval	• Training/Education
• Policy and Practices	• Infrastructure

Conflict Response Options



Triage Conflict



A Sample Grievance Policy

L. Grievance Policy

LRC focuses heavily on activities that will prevent conflict, and we recognize that conflict will happen. Our intention is to resolve grievances through a variety of restorative-based processes including peer coaching, restorative conversations, EAP referrals (self or by supervisor), facilitated dialogues, and when necessary formal grievance processes. --add line about continuum conflict competence.

Restorative processes are voluntary dialogues that seek to "include, to the extent possible, those who have a stake in a specific offense and to collectively identify and address harms, needs and obligations, in order to heal and put things as right as possible."(Zehr, *The Little Book of Restorative Justice*.)

The following items can provide some guidance in this area.

Basic Steps Towards A Restorative Workplace

Full Implementation

Annual (or more) organizational 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)