

# Why a Restorative University?

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# Introduction

- The vision
- Background

“Restorative justice refers to a relational way of responding to wrongdoing and conflict that seeks, above all else, to repair the harm suffered, and to do so, where possible, by actively involving the affected parties in facilitated dialogue and decision-making about their needs and obligations and about how to bring about positive changes for all involved”

## Two key features:

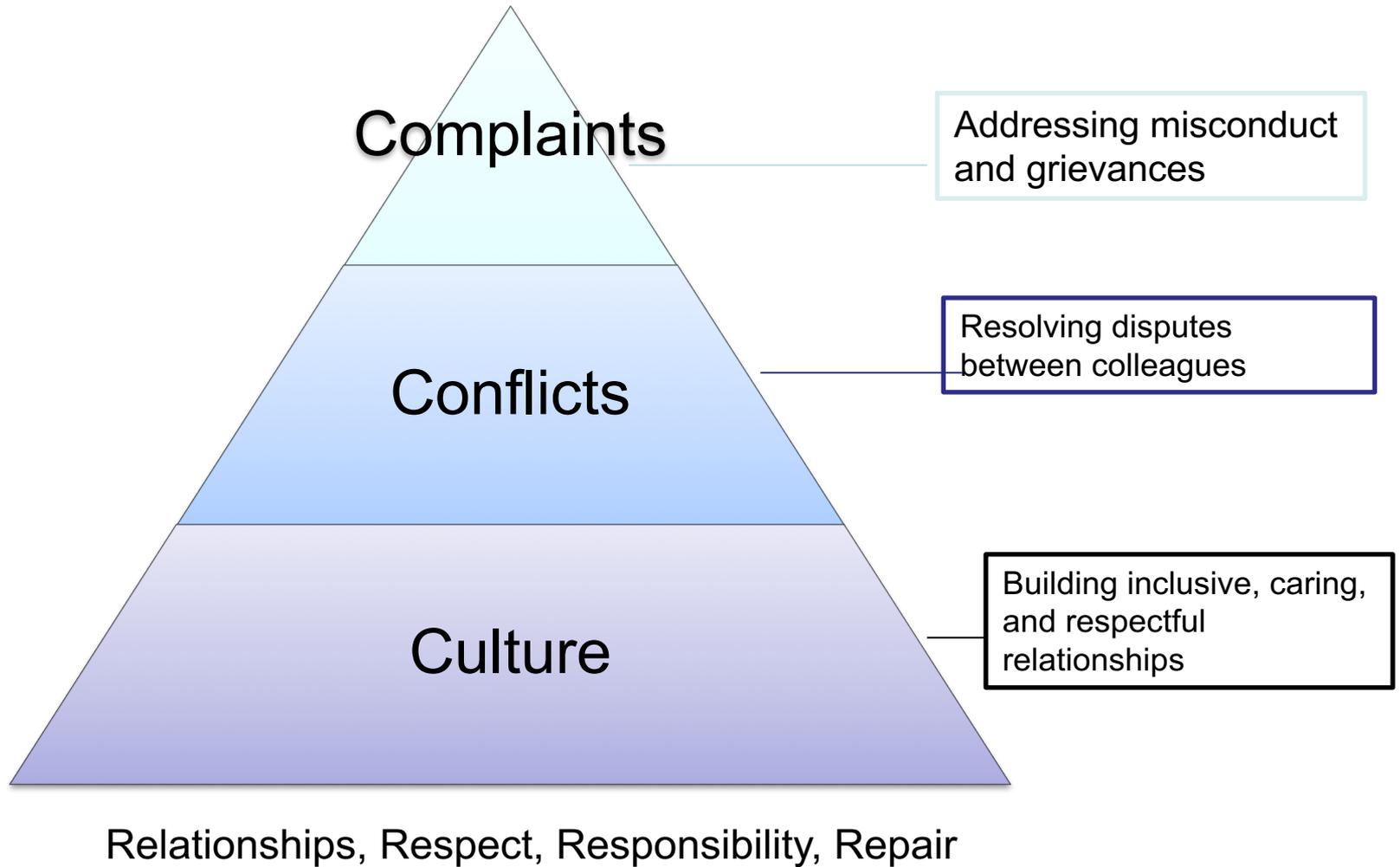
- Commitment to *repair* the harm of wrongdoing (goal)
  - Commitment to *engage* key stakeholders in collaborative dialogue (process)
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- From restorative *justice* to restorative *practices*
  - Lasting benefits only come from embedding it in a whole-of-organization culture change

## Why a “restorative” institution?

- Undergirding relational philosophy
- Proven set of peacemaking practices
- A “values-based” university
- Ethical values of “respect”, “responsibility”, “fairness”, “integrity” and “empathy”
- Rangatiratanga, kaitiakitanga, manaakitanga, whanaungatanga

# Achieving organizational change:

- Reactive and proactive measures
- Heightened awareness of workplace stress
- What does a commitment to RP mean?
  - Not a preconceived, ready made programme
  - Rather...
    - Clarifying and agreeing on workplace values and behaviours
    - Developing tools and skills for putting them into practice
    - Embodying and exercising restorative leadership
- Three levels of Application



## a) *Workplace culture:*

- “...assumptions, beliefs, norms and values that govern how people behave and give organization its collective ‘personality’”
- “Culture eats policy for breakfast”
- Co-creative process
- Use of Circle processes

## **b) *Dealing with Conflict:***

- Conflict more than a minor niggle or disagreement
- Actions perceived to be unacceptable...
- AND something needs to be done about it
- Like rust, resentment never sleeps
- Various kinds of restorative responses:
  - One-on-one restorative conversations
  - Third party facilitated conversation
  - Circle process

## Format of a “restorative inquiry”

- What happened?
- What impact has it had of people?
- How can things be repaired and made right again?
- How can we prevent recurrence?

## Conventional approach:

- What rules have been broken?
- Who broke them?
- What punishment do they deserve?
- How severe should it be to deter others?

## Restorative approach:

- Who has been hurt and what are their needs?
- Who caused the harm and what are their obligations?
- What needs to be done to put things right?
- How can we prevent it happening again?

## c) *Resolving Complaints:*

- Formal investigative, disciplinary process
- Sometimes, an informal restorative process is sufficient
- Role of a supplementary restorative process
  - To ensure victims voices and needs acknowledged
  - To address indirect impact on team
  - To facilitate subsequent reintegration of parties

## d) *Undergirding Principles:*

- **RELATIONSHIPS:** Positive interpersonal relationships shape workplace behaviour
- **RESPECT:** Everyone wants and needs to belong and feel valued
- **RESPONSIBILITY:** Everyone is responsible for their own actions
- **REPAIR:** When harm occurs, only a commitment to repair overcomes resentment and restores relationships

# Towards Restorative Leadership

- Relational, values-driven, authentic, inclusive, humble, empathetic
- A servant leader
- Visionary: guided by ideals and aspirations
- Grounded: works with what is currently available
- What *these* people, in *this* place, at this *time*, can achieve *together*

# Restorative Interventions: Characteristic Features

- i. Aims for a facilitated, respectful conversation between primary parties
  - ❖ Agreed ground rules
  - ❖ Skilled facilitator
- ii. Is entirely voluntary
- iii. Involves careful preparation
- iv. Includes everyone for whom the issue matters

## v. Focuses on harms and needs

- IDENTITY: Who are you?
- EPISODE: What happened?
- INFORMATION: What information do you still need?
- IMPACT: How have you been affected?
- REPAIR: How can the harm be repaired?
- PREVENTION: What will prevent it happening again?

## vi. Gives full opportunity for storytelling

## vii. Clarifies accountabilities

- Situations of demonstrable wrongdoing
- Situations of mutual hurt
- Situations of professional or institutional misjudgment

## viii. Empowers parties to reach agreed resolution

- Emotional & moral outcomes
- Material outcomes
- Preventative outcomes