

Building a Restorative University - Workplace relations and HR

Presented by Jon Everest

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A Restorative Organisation

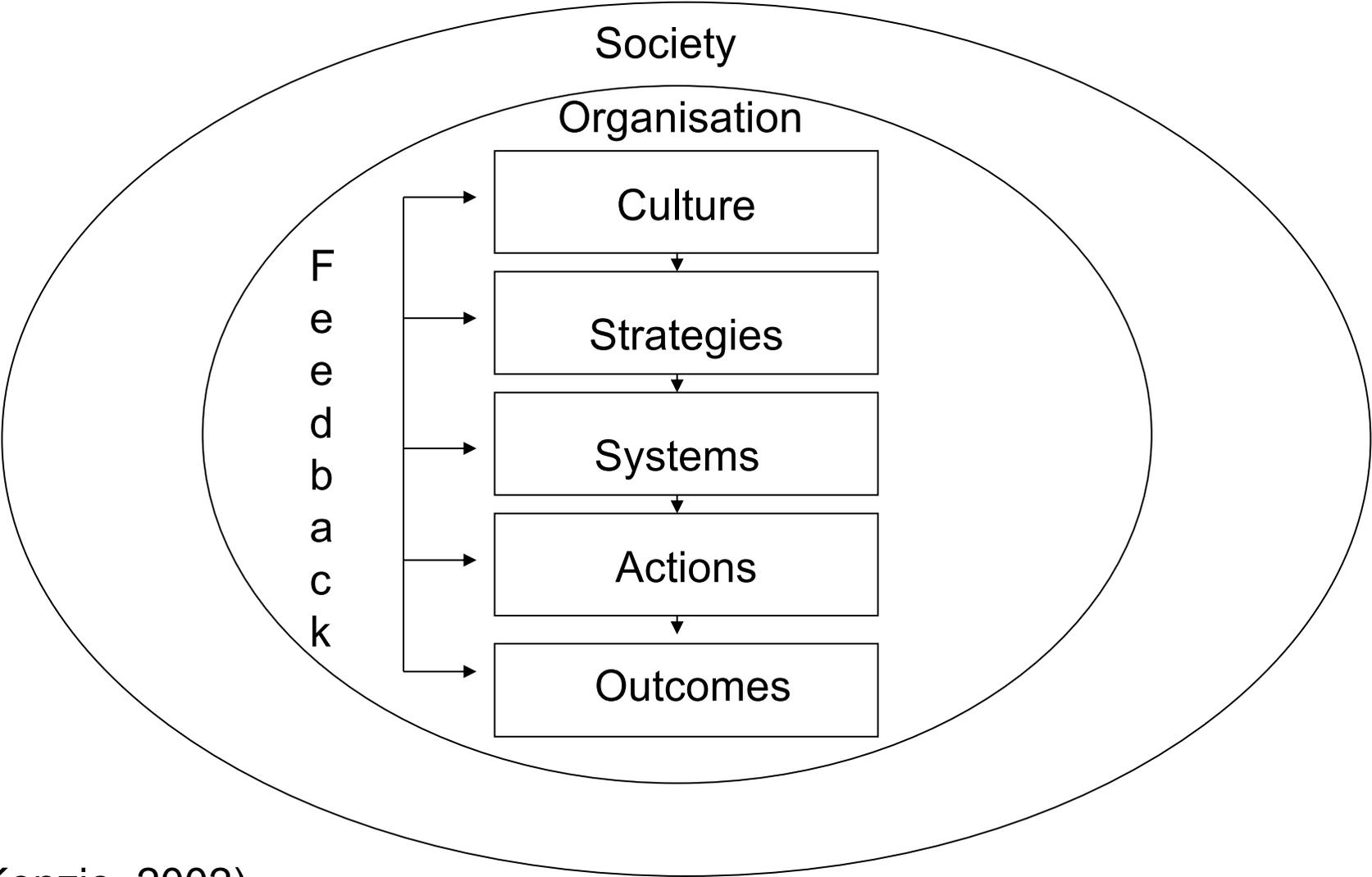


(Marshall, C., 2018)

Universities are...

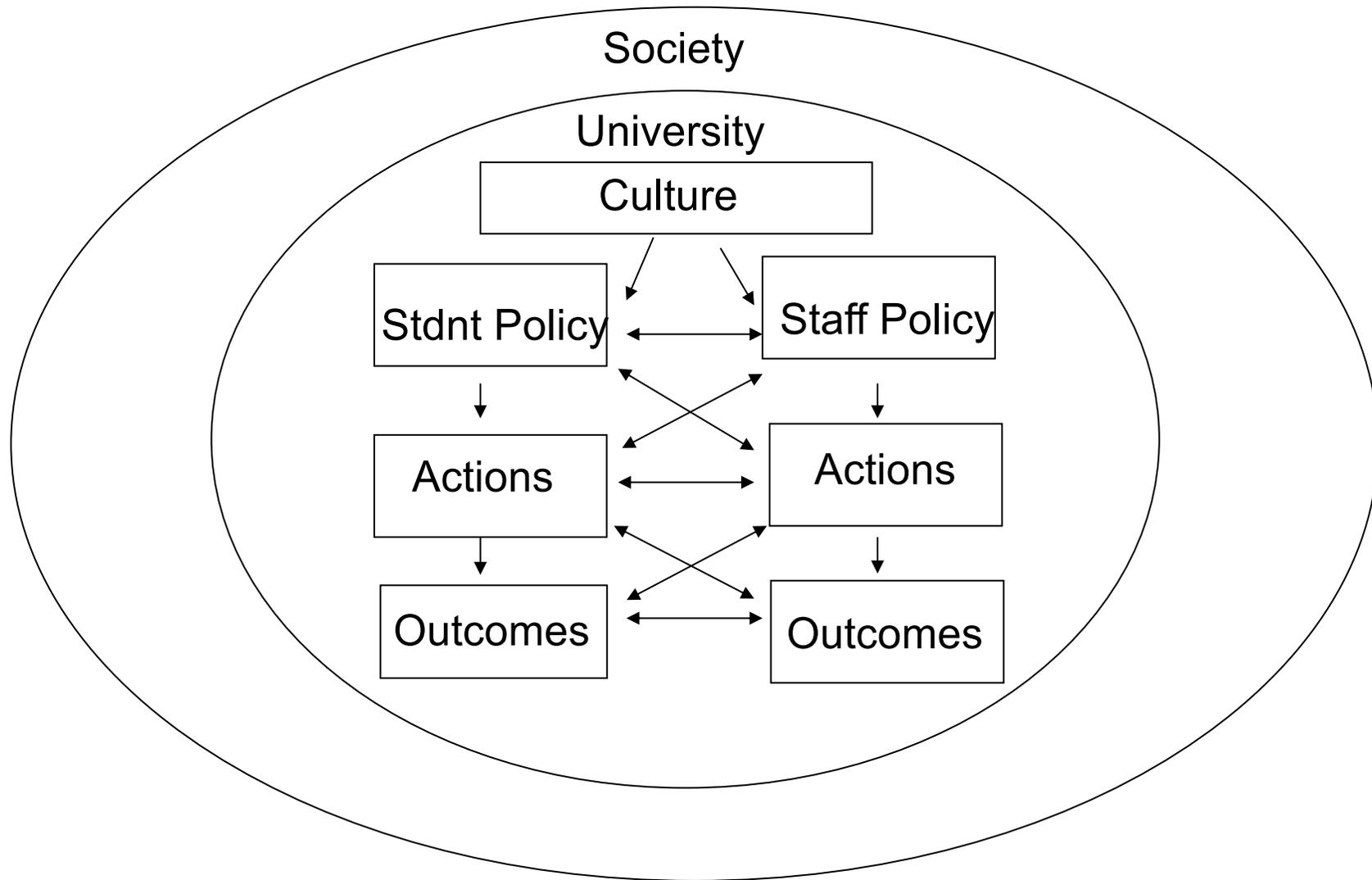
- Large, complex institutions
- Part-centralised, part-devolved
- A series of fiefdoms
- Academic / general staff split
- Separate policies and processes for students and staff

Conflict Competent Organisation



(McKenzie, 2002)

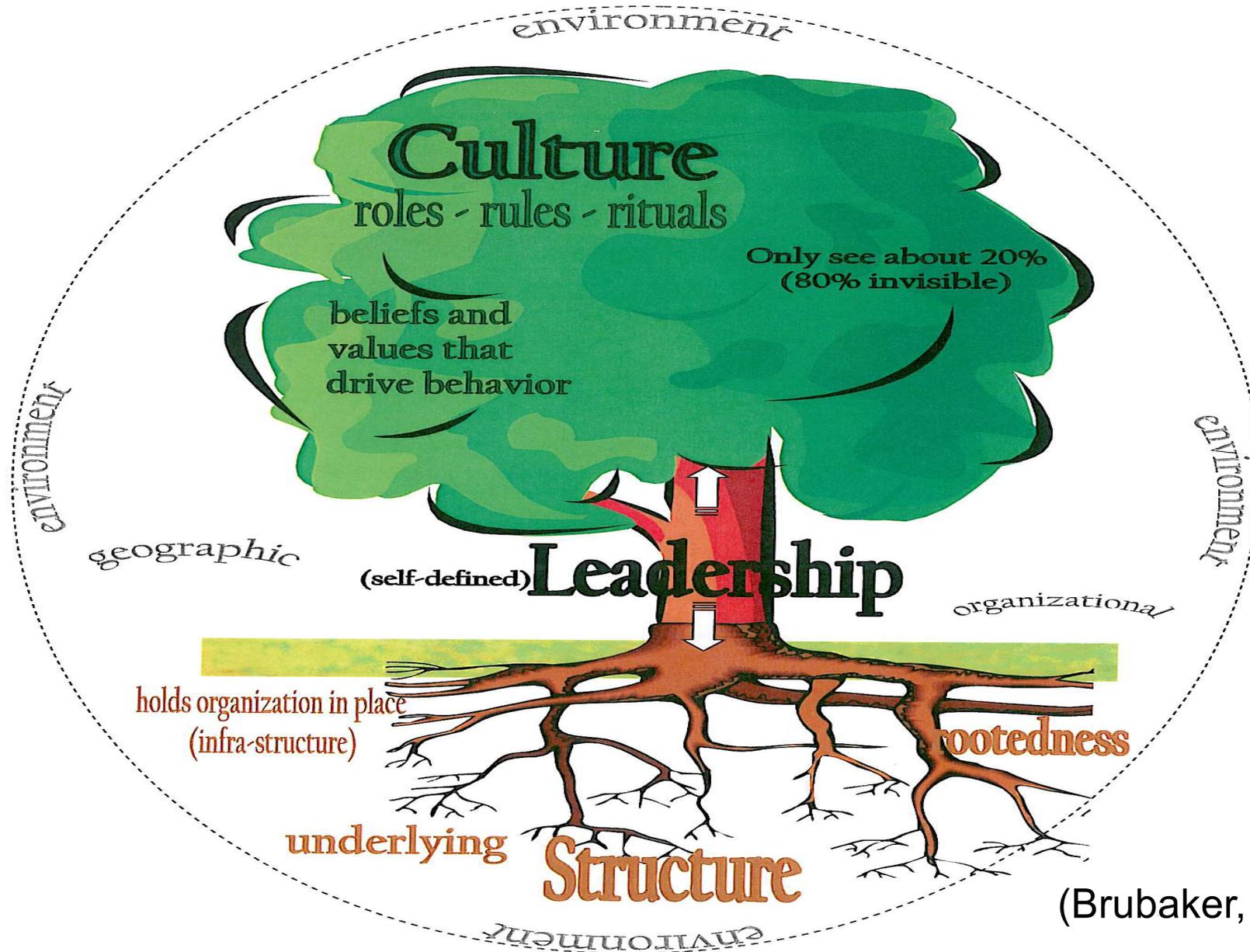
University Organisation



Staff Policy and Student Policy

- How are they connected?
- Are they congruent?

Organisations



(Brubaker, D., 2017)

Culture?

“The water fish swim in”

(LeBaron, M., & Pillay, V., 2006)





Google image

Organisational Cultural Continuum



Staff participation

*“If you’re not at the table,
you’re probably on the menu.”*

(IAP2)

Why participation?

- Tell me, I forget
- Show me, I remember
- Involve me, I understand.

Participation spectrum

Inform	Consult	Involve	Collaborate	Empower
We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how your input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how your input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Universities

1. Where do universities currently operate on this spectrum?
2. Where would a restorative university be operating?

Changing Organisational Culture...

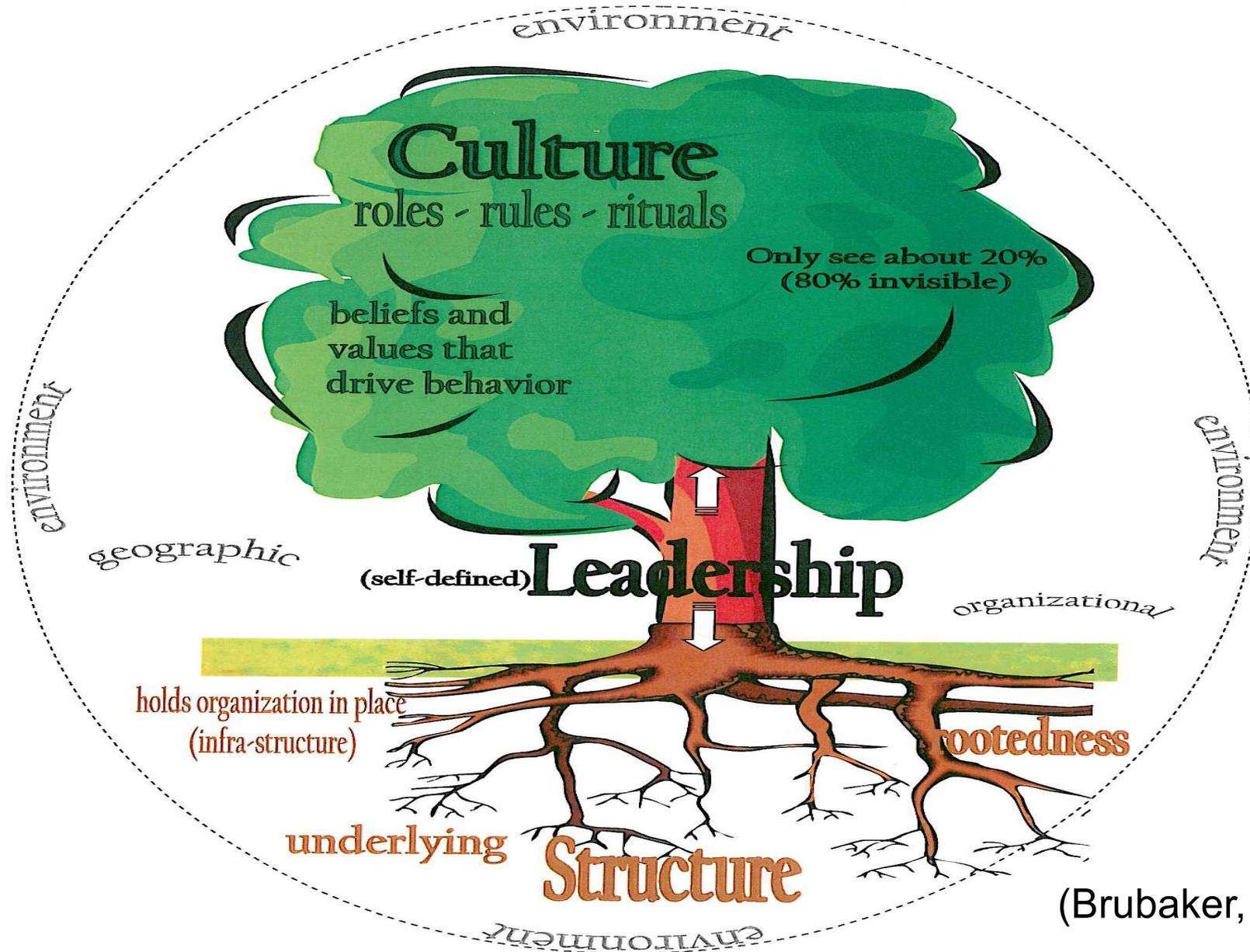
1. Understand the culture
2. Name the strengths and weaknesses of the culture
3. Build a coalition of people committed to change
4. Work at culture change incrementally rather than instantaneously
5. Become the change you wish to see

(Brubaker, D., 2017)

Enabling culture change

- Within organisations, focusing on leading conversations about respectful relationships is most likely to lead to long-term culture change.
- Encouraging a 'speak-up' culture that empowers staff to both raise concerns about things that have happened to them, and to be able to have respectful conversations about what they observe happening to others.
- A collaborative and co-design approach is likely to engage staff and management in ways of working together that will help build the desired culture.
- Consultation and engagement with staff allows policies to be shaped to the context.

Organisations



(Brubaker, D., 2017)

Leading change

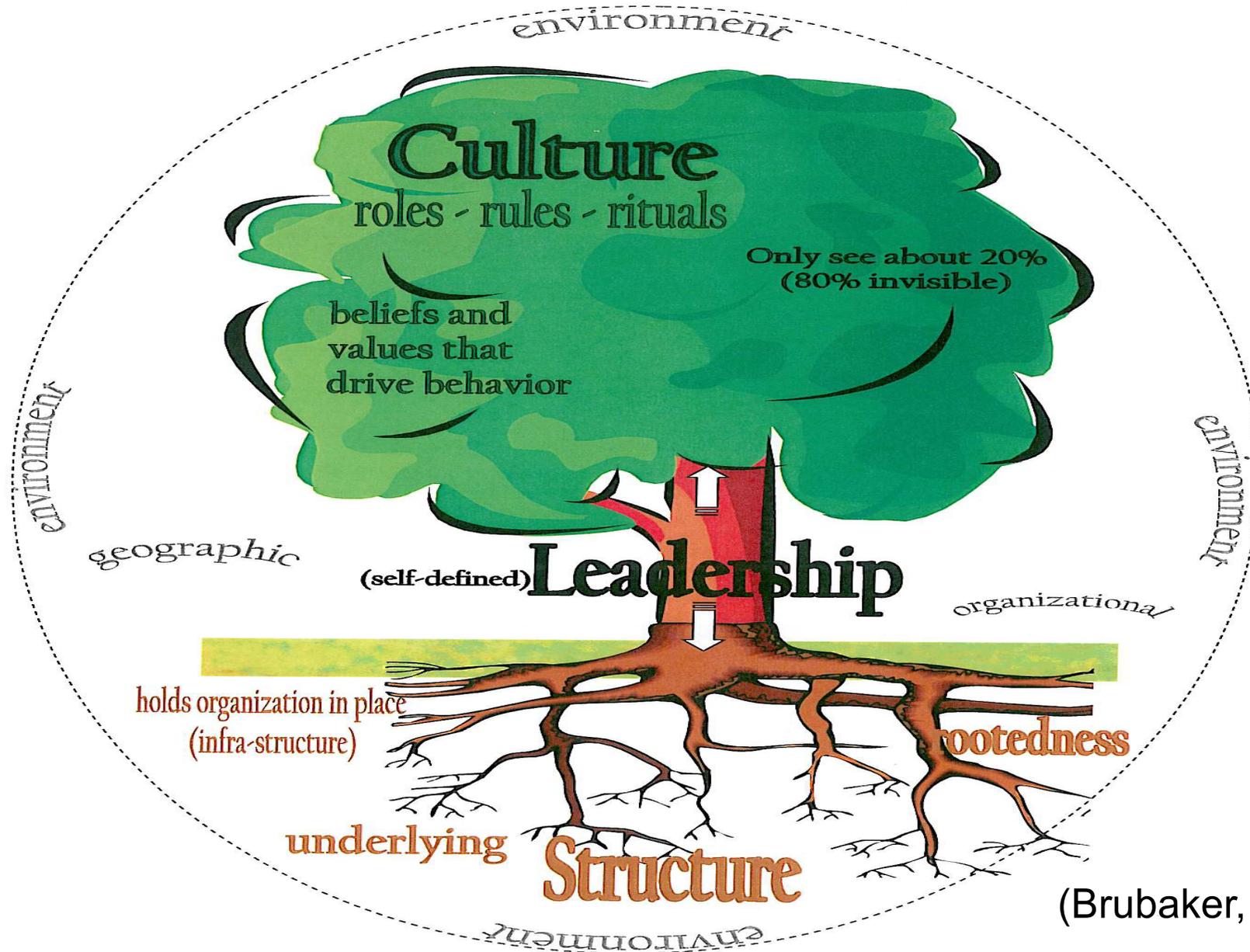
- Start with managing yourself
- Do not try this alone
- Organisations change when leaders change

(Brubaker, D. and Zimmerman, R., 2009)

Supporting Leadership

- Leadership is a core building block for bringing about culture change.
- Leaders at all levels need to be supported, upskilled and empowered to take up this challenge.
- Empowering leaders to be flexible and responsive to different situations is important for achieving appropriate resolution.
- Specific training for leaders and managers and staff with particular roles in conflict resolution needs to be provided.
- Building organisational capability to resolve issues informally has to be a key focus.
- Developing accessible, in-house capacity to support leaders to address inappropriate behaviour increases the prospects of low-level resolution.

Organisations



(Brubaker, D., 2017)

What behaviours do the
current systems and
structures encourage?

Structures

- Building organisational capability to resolve issues early needs to be a key focus.
- There needs to be multiple safe channels for staff to report concerns, including informal channels.
- Where trust is low in an organisation, independent channels for raising concerns become more important.
- Safe channels for reporting concerns need to be well explained and published, including the level of confidentiality and self-determination offered.

How can an organisation support restorative principles?

- Declare a commitment to it.
- Legitimise it by including it as a process option within policy and procedure.
- Create processes with multiple transfer points, rather than just upward escalation.
- Distinguish a restorative approach from mediation e.g. inclusion of 'community' and a focus on relationships.
- Educate managers and staff about restorative processes and when they can be used.
- Communicate information about the processes, including examples of suitable situations.

A Restorative Organisation



(Marshall, C., 2018)

Values

“There is something more important than information. Values are far more important, and it is by understanding common values that decisions are made. We continue to understand values through dialogue.”

(Jack Blaney, President of Simon Fraser University)

A restorative approach means...

“...treating all those involved with respect, affirming, empowering, treating them fairly and recognising their capacities.”

(Maxwell, 2006)

"In this insightful, wise, and practical book . . . Donna Hicks explains why dignity is so important and what we can do about it. Highly recommended!"

—William Ury, co-author of *Getting to Yes* and
author of *The Third Side*

Dignity



Its Essential Role
in Resolving Conflict
Donna Hicks, Ph.D.

Foreword by
Archbishop Emeritus Desmond Tutu

Essential elements of dignity

- Acceptance of identity
- Inclusion
- Safety
- Acknowledgement
- Recognition
- Fairness
- Benefit of the doubt
- Understanding
- Independence
- Accountability

(Hicks, 2011)

Temptations to violate dignity

- Taking the bait
- Saving face
- Shirking responsibility
- Seeking false dignity
- Seeking false security
- Avoiding conflict
- Being the victim
- Resisting feedback
- Blaming and shaming others to deflect your own guilt
- Engaging in false intimacy and demeaning gossip

(Hicks, 2011)

Building a restorative organisation

- Invite engagement
- Encourage diversity
- Reward creativity
- Create mechanisms
- Build on agreed values

(Brubaker, D. and Zimmerman, R., 2009)

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What are the key principles of RJ?

- Focusing on harms and consequent needs of all participants
- Addressing the obligations that result from these harms
- The use of inclusive, collaborative processes
- Involving those with a stake in the situation
- Seeking to put right the wrongs

(Zehr, 1994)

Goal of a restorative process in the workplace?

Rebuilding the implicit social contract through addressing any leftover issues and developing a joint plan for returning to a productive workplace.