What is restorative justice?

Harms and Needs · Obligations · Putting Right · All stakeholders · Inclusive Processes · Collaboration · Repair · RESPECT

Sources: The Little Book of Restorative Justice, Howard Zehr, page 45, Good Books, 2015; Kimberly Sullivan, CMDR Training Materials, 2018.

What is restorative justice in the workplace?

While restorative justice in the United States originated as an alternative approach to the criminal justice system, the underlying philosophies and values (rooted in care and respect of humanity) can help shape inclusive workplaces that respect all individuals, focus on community-building, and repair harms through meaningful accountability.

A workplace restorative practice process considers (1) the needs of the harmed parties, (2) the needs of the organization/workgroup (micro and macro communities), (3) and the obligations created by the harmer(s) to repair the harms and meet the current and future needs.

- Restorative processes center on collaborative decision-making processes that build trust and encourage employee engagement and development.
- The focus on the needs of those harmed (both individual and community) help build positive social connections and understanding.
- Meeting the obligations of these needs creates personal integrity as the harmer(s) takes responsibility for their mistakes.

Traditional Processes	Alternative/Restorative Processes

• Misconduct is a violation of law/policy and the organization
   • What laws/policies have been broken?
• Violations create guilt and shame for the offending employee
   • Who did it?
• Justice requires the organization to determine blame (guilt/shame) and impose pain (punishment)
   • What do they deserve?
• Central focus: Employees get what they deserve (i.e. punishment)
	• Misconduct is a violation of people and relationships
	   • Who has been harmed?
	• Violations create obligations
	   • What are their needs?
	• Justice involves harmers, harmed parties, and other organization community members to repair the harm
	   • Whose obligations are these?
	• Central focus: The needs of the harmed parties and the organization, balanced with the harmer taking responsibility for repairing the harm

Source: Adapted from *The Little Book of Restorative Justice*, Howard Zehr, pages 30-31, Good Books, 2015

How does the Conflict Management and Dispute Resolution Office utilize restorative processes?

CMDR Restorative Process System

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Tier 1: Team and Community Building (Prevention/Relation)

Tier 1 is characterized by the use of effective communication skills and practice (discussion circles) to build relationships, create shared values, guidelines, and goals. Tier 1 promotes restorative conversations following disruptions and/or preemptively addresses difficult issues within communities or work groups. The goal is to build a supportive, intentional, and equitable community with conditions conducive to learning and working. Tier 1 circles can be utilized within work groups, larger departments or portfolios, and across the broader campus community.

Tier 2: Restorative Accountability Processes (Intervention/Repair)

Tier 2 is characterized by the use of non-punitive response to harm and conflict in the form of healing circles, restorative mediation, or group conferencing to respond to issues of harm in a restorative manner. This process addresses the root causes of the harm, includes all impacted parties or representatives of all impacted groups, supports meaningful accountability for the harmer(s), and promotes healing for the harmed parties, the harmer(s), and the larger community.

Tier 3: Re-Entry Support Circles (Individualized/Re-Integrate)

Tier 3 is characterized by support and successful re-entry of employees, students, and/or faculty following injuries, suspension, expulsion, incarceration, and/or extended periods of absences with or without leave. The goal is to welcome members back to the work or school community in a manner that provides structured support and promotes accountability and achievement for that individual to ensure they are a successful and contributing member of their workplace or learning community.

Source: https://hr.utexas.edu/current/services/conflict-management-services#teambuilding