Objectives

1. Present a brief overview of workplace restoration in today’s context
2. Identify elements of workplace restoration
3. Situate workplace restoration in context of trauma
Workplace Restoration: a working definition

A series of processes (interventions) to help a group work through a significant incident (SI) they have experienced.

- Not specifically related to conflict but can be.

No universally agreed definition

Gives people space to express how they were impacted by the SI, to put them on the path to healing.
Other restorative processes: a comparison

<table>
<thead>
<tr>
<th>Workplace restoration (WR)</th>
<th>Restorative justice (RJ)</th>
<th>Restorative practice (RP)</th>
<th>Restorative engagement (RE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who</td>
<td>Team or group of employees</td>
<td>Community + alleged perpetrator</td>
<td>Harmed + harmer</td>
</tr>
<tr>
<td>What</td>
<td>Significant incident</td>
<td>Crime</td>
<td>Physical or psychological harm</td>
</tr>
<tr>
<td>How</td>
<td>Group engages in dialogue to begin to heal &amp; move on.</td>
<td>Community decides on retribution, or alleged perpetrator receives judicial sentence but talks with the community to learn about impacts of the crime.</td>
<td>Both parties work with practitioner to dialogue about the harm and its impacts.</td>
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</tbody>
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Significant incidents

• Ex. harassment investigation, death of a team member, violence, sexual misconduct, COVID-19, botched change management, etc.

• Emotions: Anxiety, confusion, fear, distrust, pain...

• Impacts not just the staff but leadership too

• Makes it hard to return to work after an SI

• Enormous costs
WR on the conflict management spectrum

Elements of Rights and Interest-based

Post-event; not preventative in nature

Can be post-group intervention (GI)

Not an immediate intervention, i.e., while situation is ongoing

Determines appropriate level of training required by practitioner

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GI vs WR: similarities

- Specific 5-stage group processes led by a SME.
- No universal agreement on the 5 stages for either GI or WR.
- Facilitator works with group to figure out best path forward.
- Not a quick or easy fix.
- Each situation evaluated individually; no “one size fits all” answer.
- ConRes processes (i.e., coaching, mediation) can take place prior to or concurrently with WR.

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5 stages

Stage 1: Relationship building

Stage 2: Data gathering

Stage 3: Interpretation of data & decision to act

Stage 4: Implementation

Stage 5: Follow-up.

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GI vs WR: key differences

**Group intervention**

- Deals with causes of conflict, group/team dysfunction, unhealthy workplace, etc.
- Questions asked about 4 group foundations: self, relationships, purpose (why), structure (how)
- Data is gathered, summarized, funneled, anonymized, etc., then fed back to the group
- Trauma-informed practitioner helpful, not essential

**Workplace restoration**

- Deals with aftermath of Significant Incident
- Different questions asked
- Pain, distress, psychological trauma need to be handled differently in being presented back to the group.
- Practitioner must be trauma-informed
- Implementation of various mechanisms/processes will be different.

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Some WR Processes

SIGNIFICANT INCIDENT MAPPING

DIALOGUE

TALKING CIRCLES

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WR beyond the workplace

- Restoration might need to extend beyond workplace
  – SIs can impact families, community, etc.
Trauma-informed workplace restoration: definitions

**Trauma:** experiences that overwhelm an individual’s capacity to cope

Many forms of trauma

- Single incident trauma
- Complex or repetitive
- Developmental
- Intergenerational
- Historical

**Trauma-informed vs. trauma-specific practice**
Trauma-informed workplace restoration: WR embracing an understanding of trauma in all aspects of service delivery

Places priority on participants’ safety, choice, and control

Creates a treatment culture of nonviolence, learning, and collaboration

May also involve helping clients make links between past experiences & present situation, and reframe their responses as attempts to cope

Note! Trauma-informed interventions are significantly more effective with affected groups than non-trauma informed services
Important! Disclosure not required

- Trauma-informed workplace restoration (TIWR) does not require disclosure of trauma.
- Asking about trauma history may be highly inappropriate and may risk retraumatizing the client.
- Relate to everyone based on the assumption they have had traumatic experiences.
Some guidelines for TIWR

<table>
<thead>
<tr>
<th>Adopt</th>
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<tbody>
<tr>
<td>Adopt a strengths-based perspective</td>
</tr>
<tr>
<td>• Shift from &quot;What is wrong with them?&quot; to &quot;What has happened to them?&quot; (i.e., view trauma as injury)</td>
</tr>
<tr>
<td>• Focus on client capacity for survival &amp; healing</td>
</tr>
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<table>
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<tr>
<th>Promote</th>
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<tbody>
<tr>
<td>Promote a post-traumatic growth mindset</td>
</tr>
<tr>
<td>• Client is expert in their own life</td>
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<tr>
<td>• Client is whole and able</td>
</tr>
<tr>
<td>• Focus on rapport &amp; relationship building</td>
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<tr>
<th>Communicate</th>
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<tbody>
<tr>
<td>Communicate consciously with clients affected by trauma</td>
</tr>
<tr>
<td>• Use core mediation skills: active listening, empathy, validation, acknowledgement</td>
</tr>
<tr>
<td>• Watch assumptions embedded in language (ex. gendered pronouns)</td>
</tr>
<tr>
<td>• Avoid labels (ex. “offender,” “guilty,” “victim,” etc.)</td>
</tr>
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</table>
Some guidelines for TIWR

- **Check**: Check your biases, beliefs, and assumptions about clients with trauma
- **Use**: Use appropriate language & avoid jargon
- **Acknowledge**: Acknowledge silence as a legitimate form of communication
- **Clarify**: Clarify where appropriate/necessary

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Trauma-informed resources & training

• Trauma-Informed Practice Guide

• Manitoba Trauma Information and Education Centre
  • https://trauma-informed.ca

• Resources for practitioners, professionals, on various manifestations of trauma and ACEs:
  • https://www.acesconnection.com/blog/trauma-informed-care-toolkits-1

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Trauma-informed resources & training

• Developing Trauma-Informed Organizations: A Tool Kit
  • [www.healthrecovery.org](http://www.healthrecovery.org)

• Trauma-Informed Organizational Toolkit

• UBC Trauma-Informed Practice Training Level 1 & 2 Certificate
  • [https://ecps.educ.ubc.ca/trauma-informed-practice-training-level-1-certificate/](https://ecps.educ.ubc.ca/trauma-informed-practice-training-level-1-certificate/)
Questions