



Helene Arts

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Workplace Restoration



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

| | Workplace restoration (WR) | Restorative justice (RJ) | Restorative practice (RP) | Restorative engagement (RE) |
|------|---|---|---|---|
| Who | Team or group of employees | Community + alleged perpetrator | Harmed + harmer | Harmed + representative of organization |
| What | Significant incident | Crime | Physical or psychological harm | Physical or psychological harm |
| How | Group engages in dialogue to begin to heal & move on. | Community decides on retribution, or alleged perpetrator receives judicial sentence but talks with the community to learn about impacts of the crime. | Both parties work with practitioner to dialogue about the harm and its impacts. | Organizational leadership listens on behalf of the organization to learn of the harm and its impacts on the harmed. |



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

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.

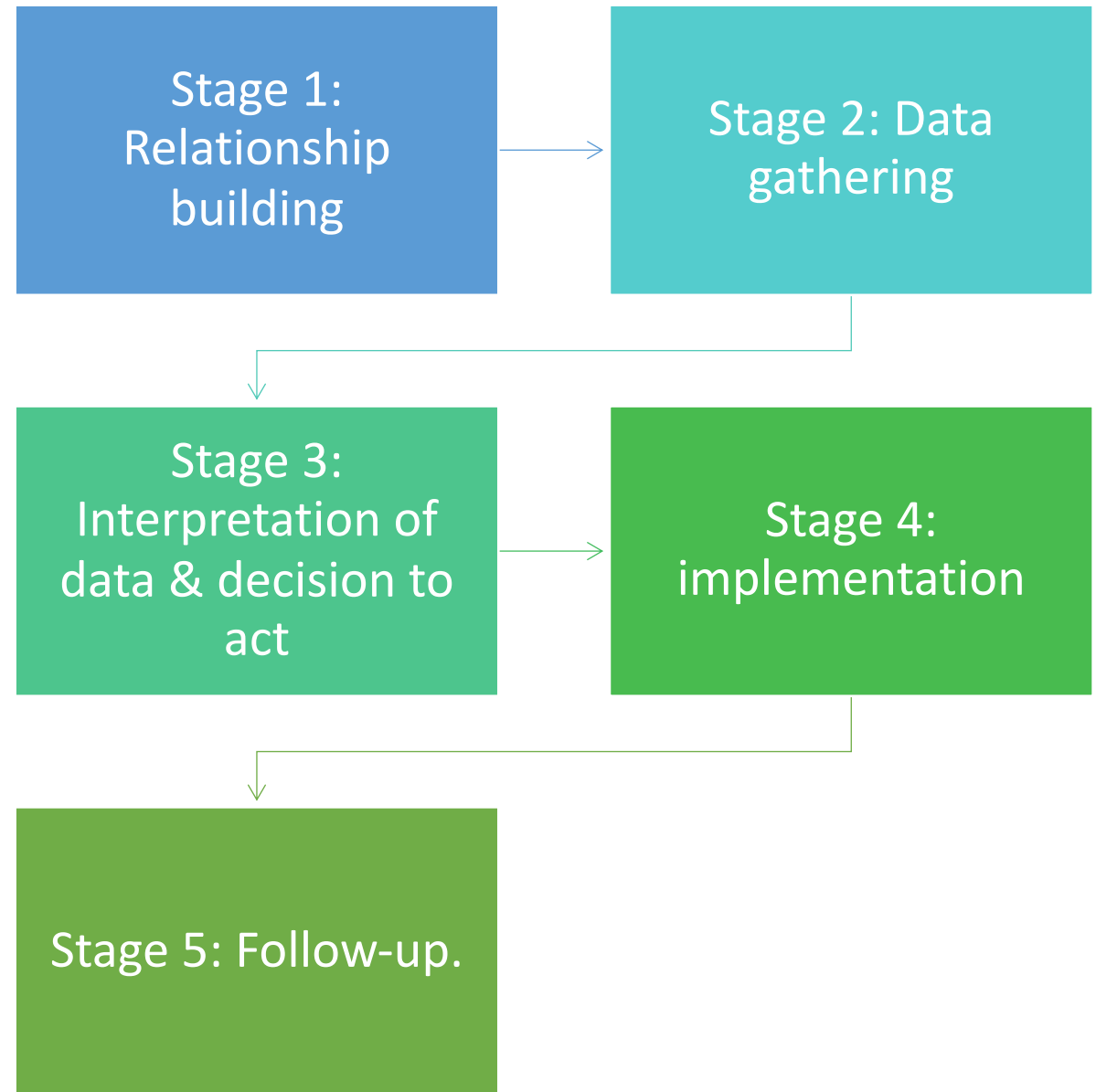
Not a quick or easy fix.

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



5 stages



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.

Some WR Processes




SIGNIFICANT INCIDENT
MAPPING



DIALOGUE



TALKING CIRCLES



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: definitions

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

Adopt

Adopt a strengths-based perspective

- Shift from "What is wrong with them?" to "What has happened to them?" (i.e., view trauma as injury)
- Focus on client capacity for survival & healing

Promote


Promote a post-traumatic growth mindset

- Client is expert in their own life
- Client is whole and able
- Focus on rapport & relationship building

Communicate

Communicate consciously with clients affected by trauma

- Use core mediation skills: active listening, empathy, validation, acknowledgement
- Watch assumptions embedded in language (ex. gendered pronouns)
- Avoid labels (ex. "offender," "guilty," "victim," etc.)



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

Trauma-informed resources & training

- Trauma-Informed Practice Guide
- https://www.bccewh.bc.ca/wp-content/uploads/2012/05/2013_TIP-Guide.pdf
- 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>

Trauma-informed resources & training

- Developing Trauma-Informed Organizations: A Tool Kit
- www.healthrecovery.org

- Trauma-Informed Organizational Toolkit
- [http://66.104.246.25/ucla/Trauma Informed Organizational Toolkit.pdf](http://66.104.246.25/ucla/Trauma%20Informed%20Organizational%20Toolkit.pdf)

- UBC Trauma-Informed Practice Training Level 1 & 2 Certificate
- <https://ecps.educ.ubc.ca/trauma-informed-practice-training-level-1-certificate/>



Questions