

# Creating Restorative Cultures

**Abid Dar**

**Equality, Inclusion and Wellbeing Manager**

**Surrey County Council**



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# Insight

2011 Employee survey – 50% wont report, mainly formal, low satisfaction.

Experiential survey – lots of low level “simmering” issues, fear of repercussions.

Formal cases – high absence, long suspensions.

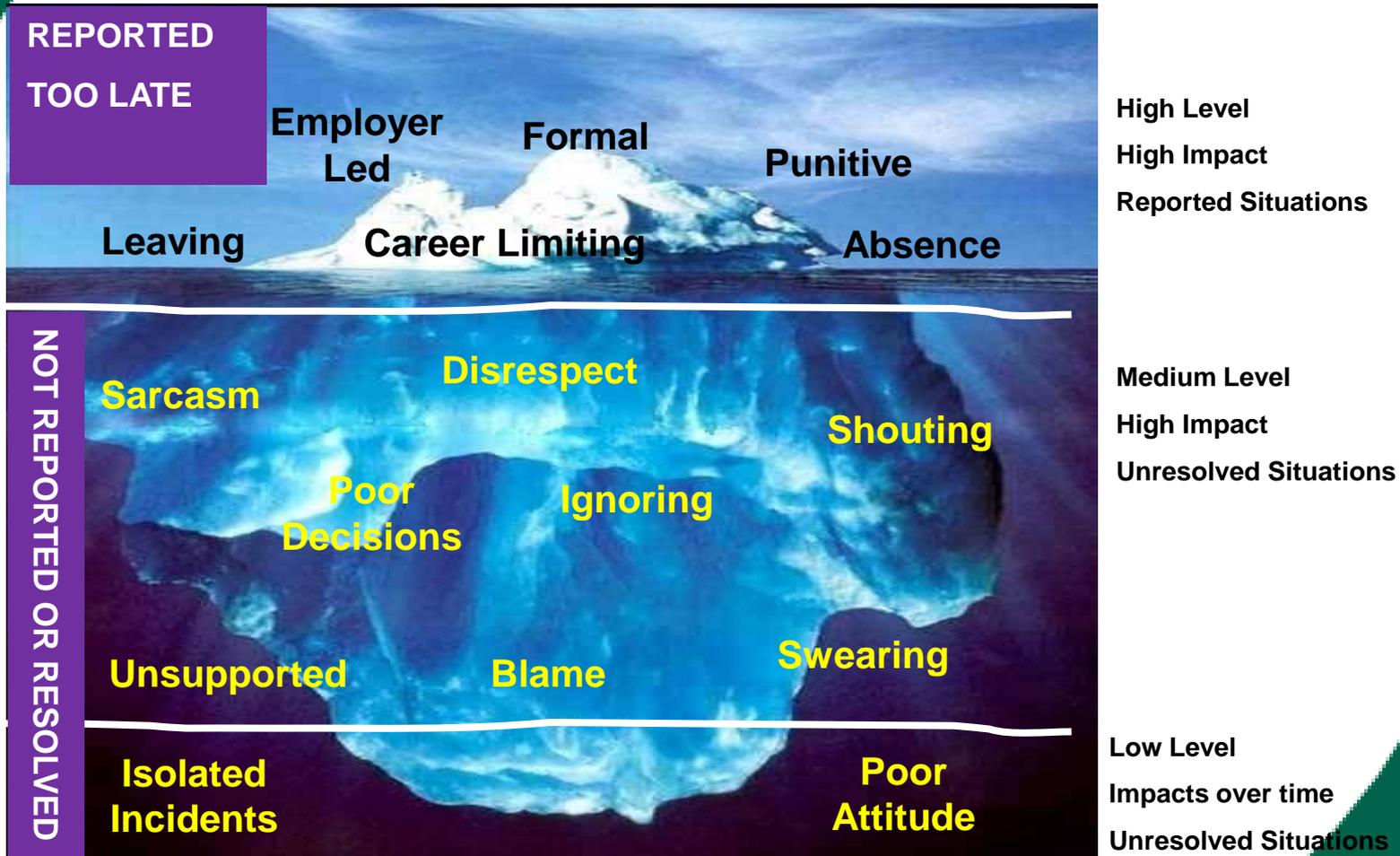
Functional analysis – 66% of HR work resolving informal cases.

Anecdotal – reporting is “career limiting” behaviour will get worse.

September 2011 internal mediation service set up.  
2014 Workplace Restorative Practice introduced



# The Tip of the Iceberg is not the Full Picture



**The Need** - a strategic shift - from process to an alternative conflict resolution offer that is :

- progressive and voluntary
- peer to peer and self determined
- localised
- early, flexible and responsive
- from grass roots network
- right skills and judgment, not grade
- employees feel valued and listened
  - builds confidence, trust and assurance
- its an early values based way to sort things out, with better, healthier outcomes



## What`s the difference ?

- space creation (safe, off-site, neutral, volunteered)
- active listening
- no comeback
- no pressure
- save face, if it is a barrier
- space to negotiate
- loosen up entrenched positions
- adult to adult
- safety - meeting, full day, full release, no disclosure



# Characteristics of Workplace Mediation

## **Before – 20%**

psychological contracting  
trusted activity  
early reflection and internal rehearsal

## **During - 30%**

shape the story  
share the story  
listen actively  
reflect  
grow  
respond not react  
emotional but focussed  
end result - future focussed  
agreements  
Healthy

## **After – 50%**

Success of the mediation relies on how the parties respond to what they have agreed, going forward.

## **3 models of conversation the Restorative Framework**

- Mediation
- Fairness Champions
- Restorative Facilitators



## Mediation – ACAS 5 stage model



1. Separate meeting with the parties

2. Hearing the issues

3. Exploring the issues

4. Building and writing the agreement

5. Closure

# Fairness Champions

## The 5 stage Conversation Model

### Introduction

- How you introduce yourself
- Manage expectations – define your role

### Listening and understanding

- Open ended questioning
- Clarifying and empathising
- Allowing emotions

### Reframing and reflection

- Para-phrasing
- Grouping and exploring issues
- Probing to gain deeper insight

### Resources and Solutions

- Outline pros and cons of options available
- Review available resources
- Clarify options

### Next Steps

- Action planning
- Reach agreement

# Restorative Facilitators

## The 3 Stage Approach

1. Listening and understanding

A light blue downward-pointing arrow indicating the flow from the first stage to the second.

2. Sharing and reflecting

A light blue downward-pointing arrow indicating the flow from the second stage to the third.

3. Resolving and action planning

# What is common ?

Optimism,  
motivation,  
relief, release,  
closure

Shared, safe  
space

Time and  
flexibility

Voluntary  
conversations

Honesty,  
genuine,  
authentic  
exchange

Active listening

Exploring  
feelings and  
impacts

Reflection and  
realisation

Future focus,  
hope and  
belief

Planning and  
shaping

Testing and  
organising



# Case Studies

Bullying, single incident flare ups, reasonable adjustments, performance differences, work related stress, conditional return to work, flexible working, misunderstandings, interpretation of intention, rumours, policy decisions, formal cases, return from suspension, return after formal cases (rehabilitation).



## And now...

- a “handful” of employee led cases and high conversion rates
- confident and skilled unions and HR
- a recent ET judgement, quoted the positive use of the Restorative approach
- triage approach to difficult teams
- all main policies reflect Restorative Practice, as part of the Restorative Framework
- working towards a “Restorative Organisation” status



## Lets try it!

Reg has alerted you that he has had a fall out with a colleague, Chloe, over lunchtime cover. They have exchanged angry words and Reg is now feeling nervous about speaking to Chloe. He wants to try and sort it out himself and is nervous. What can you advise Reg about planning a way forward.





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