

Restorative Practices for This Moment

Review, Annotated List of Relevant Articles & Resources Compiled by the NPS Stewardship Institute

June 2020 has been a turbulent month. Protests of police actions have been sustained across the nation and spread around the world, leading to an extraordinary examination of racial justice and inequities. And all this in a nation already stressed by the COVID-19 pandemic. Like most Americans, staff of the National Park Service are deeply affected, and often conflicted, while trying to understand the contemporary and historical harms that are coming to a head. The agency is hustling to provide resources to foster resiliency and help all employees navigate these trying times. The *Resources for Understanding Current Events* list below consists of resources to provide deeper understanding of current racial justice demonstrations and the history of race in the United States. The *Brief Annotated List of Relevant Articles* builds on lessons learned from applying restorative practices and restorative justice principles to harassment and hostility in the workplace, and is intended to give managers resources for discussion with others, as well as to inform personal reflection.

There are many kinds of harms and traumas, all of which impact employee performance in negative ways, to varying degrees. These include:

Individual trauma – person(s) involved in receiving and meting assaultive or harassing behavior

Dignity violations – abusive, disrespectful, uncivil, abusive behavior, and, again, including the person harmed but also the person doing the harm

Participatory trauma – persons not directly involved in the above but adjacent to it who do nothing to prevent or report it

Secondary or shared trauma – strong feelings of empathy for the person(s) directly harmed

Structural trauma – knowing that your organization does not have your back

Cultural trauma – knowing you are part of a social structure that permits, condones, or even encourages these harms

Historical trauma – knowing your organization systematically harmed others (*e.g.*, the forced relocation of Native Americans or and other communities of color in creating some national parks)

The first steps in restorative justice techniques are to understand who is being harmed, and why. Answers to these questions may not be as straightforward or simple as they might seem. The restorative justice questions, developed by Howard Zehr, provide opportunities to go deeper in thinking about the impacts of systemic racism, what harms have been committed, and begin to identify the responsibility all of us have to be part of the healing process.

- Who has been harmed (affected)?
- What are their needs?
- Who has a responsibility to address these needs? What are the causes?
- Who has a stake in this?
- What is the appropriate process?

Resources for Understanding Current Events

Suggested by the [DOI CADR Office](#) and NPS Ombuds Program

Black and Native American Perspectives

- Ibram X. Kendi, author of *How to be Anti-Racist* and *Stamped from the Beginning*
 - Article on anti-black racism:
 - <https://www.theatlantic.com/ideas/archive/2020/06/american-nightmare/612457/>
- Trevor Noah on recent events:
 - https://www.youtube.com/watch?v=v4amCfVbA_c&t=8s
- We the People TED talk by Mark Charles: <https://www.youtube.com/watch?v=H0ktqY5wY4A>
- Ijeoma Oluo, author of *So You Want to Talk About Race*
 - Talk at Google: <https://www.youtube.com/watch?v=TnybJZRWipg>
- Ernestine Saankalax't Hayes, Tlington Nation:
<https://www.youtube.com/watch?v=mPcGZvEVKfU>
- The Case for Reparations and H.R. 40: <https://youtu.be/PgusoVPh5K0>

White Privilege

- Robin DiAngelo, author of *White Fragility* and associated talk:
<https://www.youtube.com/watch?v=45ey4jgoxeU>
- Tim Wise, author of *White Like Me: Reflections on Race From a Privileged Son*
<https://www.speakoutnow.org/speaker/wise-tim>

Police and Justice System

- Paul Butler, author *Chokehold: Policing Black Men*
 - Conversation with Michelle Alexander <https://billmoyers.com/story/paul-butler-policing-black-men/>
- 13th – [Film](#) about the 13th amendment. It highlights the pipeline to prison in the US. Available on Netflix. Trailer: <https://www.youtube.com/watch?v=K6IXQbXPO3I>
- Michelle Alexander – The New Jim Crow. Introduction and Chapter 1 of the book online. Highly recommend: https://www.vanderbilt.edu/ctp/The_New_Jim_Crow.pdf

White Supremacist Extremism

- Arno Michaelis, avowed ex-white supremacist, author *The Gift of Our Wounds*
 - About his life: <https://www.theforgivenessproject.com/stories/arno-michaels/>
- Daryl Davis, interactions with the KKK
 - <https://www.theatlantic.com/politics/archive/2015/03/the-audacity-of-talking-about-race-with-the-klu-klux-klan/388733/>

Brief Annotated List of Relevant Articles

NPS accessible pdf versions of these articles and case studies are link below and can also be found in this [OneDrive folder](#)

Restorative Practices

[Proactive Circles: A practical guide to the implementation of a restorative practice](#)

LL Evanovich, S Martinez, L Kern Education for Children, 2020

Restorative Practices (RP) is a set of techniques that emphasize prevention and positive responses to challenging behavior that can be used across all settings (including in schools and non-school situations) and with all stakeholders. This article describes the foundation of RP and its implementation, specifically focusing on an overview of Proactive Circles and its integration into Positive Behavior Intervention and Supports (PBIS) in schools. Examples are provided of how schools have implemented Circles for building classroom communities, teaching social skills, and problem solving and monitored for fidelity.

[Restorative justice: not "rights", but the right way to heal relationships at work](#)

Kidder, Deborah L. International Journal of Conflict Management (Emerald), 2007

This paper explores the concept of restorative justice as a tool for rebuilding trust and repairing damaged relationships in the workplace. The literature on restorative justice, found predominantly in the criminology field, is reviewed, and the origins and tenets of restorative justice are explained. Research suggests that the goals of restorative justice are to repair the harm after a damaging incident, to repair the damaged relationship between the two parties in conflict, and restore the offender back to the community. Restorative justice promises to address the issue of repairing damaged relationships at work, a critical problem in organizations that has yet to be thoroughly addressed in the management literature.

[Building restorative relationships for the workplace, Chapter 2](#)

C Lambert, R Shipley, S Green, G Johnstone, 2011

This case study examines how implementing restorative justice can help managers to share the pressure of decision-making, hold their team more accountable and develop better communication and working relationships. The report also found that managers were dealing with fewer problems in their team as colleagues were now resolving issues between themselves. However, the report found that the progression to becoming a restorative workplace can be a difficult and even frustrating culture change. The report concluded with a recommended model, the 'Structured Evolutionary Method.' to provide a flexible approach to introducing restorative approaches into the workplace, taking into account the issues which organizations are likely to face.

[Critical Connections: Trust-building as a Prerequisite to Systems Change](#)

SM Glisson - Du Bois Review: Social Science Research on Race, 2019

This paper introduces how two sites of historic conflict have begun to address their complicated and painful pasts in order to heal history's wounds and create a more just and inclusive future. Ordinary residents in Philadelphia, MS, and Birmingham, AL, are making their communities better at building trust in order to tell the truth about their pasts. Both communities are notorious for their racist histories and especially for the collusion of law enforcement in imposing white supremacy through violence. But through a facilitated process of storytelling and historical dialogue, a group in each community cultivated a space of trust and healing that are expanding the possibilities for belonging and equity. Drawing on a first-hand account of community building and race relations as well as placing that work within a larger framework of social movement

organizing, this paper shows that telling the truth about the past through stories can transform and uplift distressed and inequitable communities.

Workplace Culture

[How Leaders Around the World Build Trust Across Cultures](#)

M Javidan and [A Zaheer](#), Harvard Business Review, 2019

Many managerial positions require frequent communication with employees from around the world, but building trust across cultures can be difficult. Still, it is vitally important; when individuals trust one another, they can work together effectively regardless of cultural differences. But how do you build this cross-cultural trust? In focus group interviews with over 400 managers and executives in North America, Asia, Latin America, and the Middle East, we've distilled three things that top executives do to build trusting relationships: they start with the right mindset, they learn about their colleagues' backgrounds, and they understand the importance of results and character in building trust.

[Workplace Conflict: Three Paths to Peace](#)

K McAllum, Harvard Business Review, 2013

Conflict is, and always has been, part of human enterprise. So why do we act as if it doesn't exist or wish it would go away? Instead, by realistically acknowledging that conflict is inevitable and, in some cases, desirable, managers are in a much wiser position to develop constructive strategies and forums, not just for airing grievances, but to expand their knowledge base. After all, organizations that remain closed to input — contentious or otherwise — risk atrophying and failing to adapt to emerging environments. This article examines three distinct conflict management systems that organizations can use to reduce, mitigate or resolve conflicts: law-based, management-based and participation-based systems. Drawing on extensive research and business examples, the author highlights the particular strengths and weaknesses of each framework, so that companies can enhance the effectiveness of their own approach to resolving conflicts, while boosting commitment across the organization in the process.

[Why It's So Hard to Speak Up Against a Toxic Culture](#)

F Gino, Harvard Business Review, 2018

Frustrated by the behavior of some men in their workplace, a group of women working at Nike anonymously surveyed other women colleagues about their perceptions of sexual harassment and gender discrimination at the company. The results painted a clear picture of a workplace where women often felt marginalized, disrespected, and discriminated against. The survey reached the hands of the company's CEO. This research showed that silence is pervasive in organizations due to the widely shared belief that speaking up about sensitive issues is futile or even dangerous. Consequently, organizations need to convey to employees that they will be protected and valued if they share suggestions, opinions, and concerns — and that those who harmed them will face serious consequences. By doing so, leaders can encourage those who are being mistreated to find their voice.