

National Park Service
Stewardship
I N S T I T U T E



**A Restorative Lens to
Partnerships**

Managing by Network February 2023

NPS Stewardship Institute

Leadership for Change: Supporting leadership to ensure a workplace that is productive and safe

Collaboration & Engagement: Enhancing practitioners' skills to improve community-led conservation and stewardship efforts

Research & Evaluation: Using research and evaluation to guide decision making and improve management



“the message and vision of conservation stewardship and its importance for the future will, once again, go out across the nation from the hills of Vermont.”

-Laurance S. Rockefeller

Partnerships and Restorative Practices



Photo: Institute at Golden Gate

What can we learn from Restorative Justice to improve our capacity to build long-term sustainable partnerships?

Where do We Start?

- Awareness of the multifaceted nature of trauma and harm
- Use restorative questions and seek understanding of the different perspectives
- Community building and restorative practices should be used to build connections, communication, and community to prevent harm as well as address current trauma and harm
- Resources and trainings

What is Trauma & Resilience?

Trauma

- Traumat = Wound
- Traumatic stress occurs when our ability to respond to threat is overwhelmed
- Not everyone who experiences a traumatic event experiences traumatic stress
- Traumagenic = Potentially Trauma-Producing

Resilience

- Ability to bend and not break
- To adapt to challenges and changes
- Healthy power amidst vulnerability and uncertainty

Sources/types of trauma

Individual

Collective

Secondary or shared trauma

*Continuous/
cumulative/
chronic*

Historical trauma

Dignity violations

Structural trauma

Participatory trauma

Cultural trauma

Single event

Organizational Response to Conditions of Justice

SUFFERING	SURVIVING	CHALLENGING	THRIVING
<ul style="list-style-type: none"> •Sense of powerlessness •Loss of hope •Internalized oppression 	<ul style="list-style-type: none"> •Adaptation to circumstances •Navigating conditions •Acceptance of status quo 	<ul style="list-style-type: none"> •Critical consciousness •Collective action •Rejection of status quo •Sense of collective power and hope 	<ul style="list-style-type: none"> •Control of life •Collective power •Pursuit of dreams •Collective responsibility •Sense of collective peace
Permanent conditions of injustice	Persistence conditions of injustice	Promising conditions of justice	Optimal conditions of justice

From Shawn Ginwright's Hope and Healing in Urban Education (2016, 25); adapted from Prilleltensky's Justice Continuum (2008)
 2018 STAR Eastern Mennonite University, www.emu.edu/start

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Where would you place your office along this spectrum?

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Where would you place one of your partner organizations along this spectrum?

Small Group Discussion:

How does that placement along the spectrum impact your partnership?



Reflections:

How does that placement along the spectrum impact your partnership?



6 Principles of Trauma-Informed Organizations

Adapted from the work of Carolyn Stauffer and the CDC's CPR/SAMHSA's Framework

(1) SAFETY	(2) CHOICE	(3) TRUSTWORTHINESS	(4) COLLABORATION	(5) EMPOWERMENT	(6) IDENTITY
SECURITY NEEDS		STRUCTURE NEEDS		DIGNITY NEEDS	
<p>1) Is physical & emotional safety ensured?</p> <p>2) Are "Do No Harm" approaches in place?</p> <p>3) Are survivors experiencing us as "safe" people & a "safe" place?</p>	<p>1) Is survivor decision-making prioritized? Where & how?</p> <p>2) Are we actively supporting survivor control over their healing journey</p> <p>3) Are survivors being educated about safety options effectively?</p>	<p>1) Can confidentiality be ensured? Are there gaps in the system or physical set up?</p> <p>2) Does the physical structure & process support trust building? Are we transparent at all levels of the organization?</p> <p>3) Are appropriate boundaries being maintained?</p>	<p>1) How do entry, maintenance & exit processes reflect a trauma-informed approach?</p> <p>2) Are the organizational "rules of engagement" clear and consensual for all parties involved?</p> <p>3) Do referral processes reflect a trauma-informed approach?</p>	<p>1) Are we sharing power (structurally) with survivors in effective ways?</p> <p>2) Are we effectively involving community support structures & considering long-term impacts?</p> <p>3) Are we effectively helping survivors identify their own strengths & resources?</p>	<p>1) Do we consider the protocol & physical needs of diverse survivors? How?</p> <p>2) Are language & other diversity needs addressed in verbal & written format?</p> <p>3) Does the composition of our employees and board reflect the identities of the people we serve?</p>

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Responding to Harms

Criminal Justice	Restorative Justice
Crime is a violation of the law and the state.	When harm is done, it violates people and relationships
Violations create guilt.	Violations create obligations. (responsibilities)
Justice is done when the state assigns blame (guilt) and pain (punishment).	Justice is experienced when people come together to make things right. (repair)
Central focus: Guilty people getting what they deserve.	Central focus: Everyone impacted getting what we need.

Addressing Harm through Restorative Inquiry

Questions to Ask

1. How did it happen?

2. What was the harm?

3. Who has been harmed?

4. What are their needs?

5. Whose obligation / responsibilities are these?

6. What process is most likely to lead to accountability and healing?

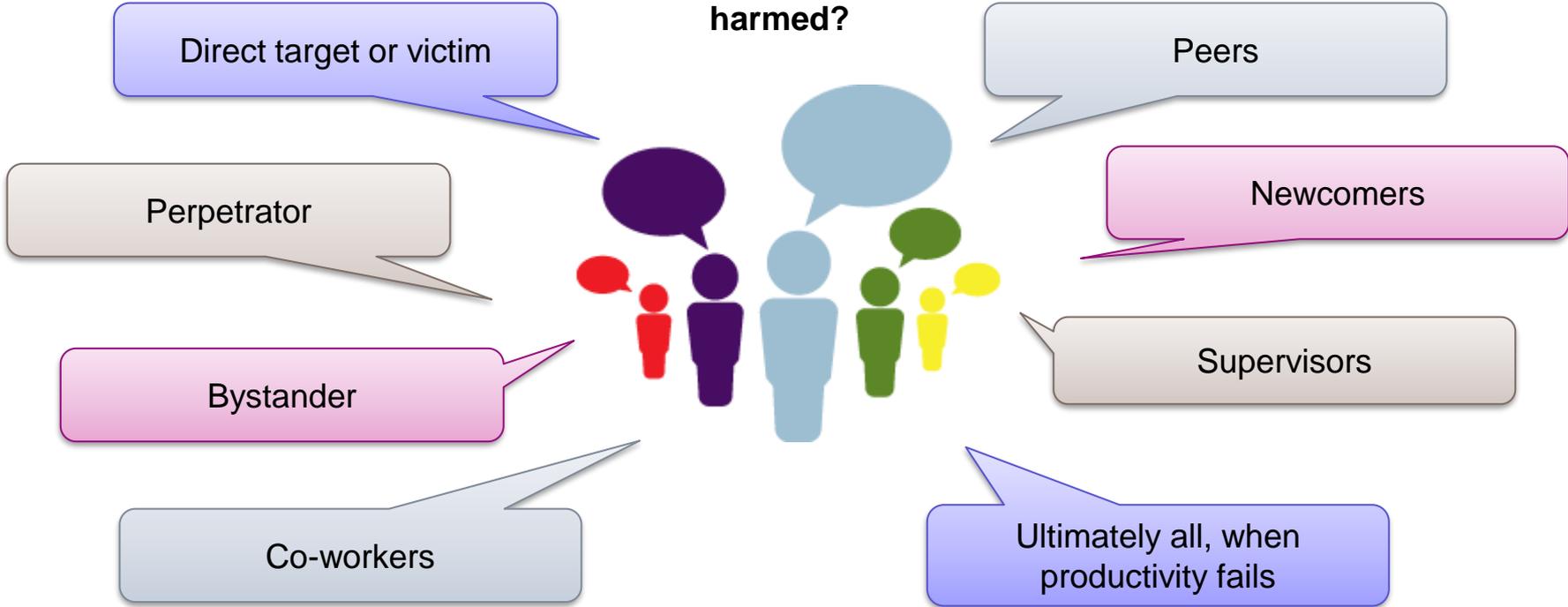
7. How are you doing now in relation to the event and its consequences?

8. How do you feel about what happened?



Addressing Harm through Restorative Inquiry

Who was harmed?



What does that Mean for Partnerships?



- Conflict resolution
- Sustainable relationships
- Ability to work through difficult and complex challenges
- Ability to address past harms

Building Strong Partnerships

How can we build partnerships that are rooted in sustainable relationships?

How do we begin partnerships that are built to withstand and move through conflict and harm?



Photo: Institute at Golden Gate

Learning more:

STAR: Strategies for Trauma Awareness & Resilience Training & Resources

Circle Processes to Build Resilient Working Groups: Using circle process before there is a harm to build a team's capacity to have difficult conversations.

Bystander Intervention Training: Learn how to intervene or diffuse a situation when a harm is occurring

DOI CADR (Collaborative Action and Dispute Resolution): Getting to the CORE of Conflict and Communication

Questions



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