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DIRECTOR GENERAL INTEGRATED CONFLICT AND COMPLAINT MANAGEMENT

DIRECTEUR GÉNÉRAL GESTION DES CONFLITS ET DES PLAINTES

# RMC Restorative Services Project

STAFF ORIENTATION

Royal Military College



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# What is Restoration?

Restoration addresses HARM in the workplace, such as a harassment investigation, a complaint of bullying or sexual misconduct, racially motivated discrimination, employee terminations, or organizational change - all of which can be a damaging experience for employees and leadership.

## Conflict Resolution vs. Restorative Practice

- Undisputed harm
- Harmed –driven
- No shared contribution
- Accountability/Responsibility



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## Definitions

**Harmed:** An individual who has experienced a negative impact from an incident(s) that has led to harm.

**Harmer:** An individual who takes accountability for a harm.

**Restorative process:** A process that brings together the Harmed and Harmer (or Institutional Representative), in a safe environment, to address the impact of a harmful incident and repair the harm caused, using a trained restorative facilitator.

**Harmful and inappropriate behaviours:** Behaviours that undermine safety and respect, and may be a breach of the Canadian Armed Forces' conduct and Defence Ethics.



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## Project Principles

**Restoration:** address and repair harm

**Voluntarism:** participation is voluntary and based on informed choice

**Safety:** creation of safe space for an expression of impact and views about the harm

**Inclusivity:** shows equal concern and commitment to Harmed and Harmer, involving both in the process

**Accountability:** creating a process that allows the Harmer or an Institutional Representative to take responsibility for the harm, directly to those Harmed

**Respect:** the process is respectful to the dignity of all participants



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# Restorative Facilitation Process

- Consultation
- Restorative Facilitation Case Development with each party
- Restorative Facilitation
- Feedback to institution and/or Working Group

When possible, processes will be co-facilitated.



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## Types of Files

- Sexual misconduct
- Harassment
- Discrimination
- General misconduct
- Any behavior that causes harm



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## Referral Process

Referrals can be made by email, telephone, or in person.

Restorative Services will be offered only after all administrative and disciplinary processes are completed or deemed not applicable.

The project is not diversionary from the Military Justice system.

Duty to Report – met through referral (civilian referrals queried about reporting)



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# Primary Referral Sources

- Padres
- Squadron commanders, Divisional Command Teams
- Director of Cadets
- Deputy Director of Cadets
- College Chief
- Training Wing Chief
- Commanding Officers
- Academic Leadership
- Labour Relations
- Union representatives
- Civilian leadership
- Commandant



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## Inappropriate Referrals

The following conditions will result in a referral being deemed inappropriate:

- No contact order or separation order (unless variance sought and granted)
- Neither Harmer nor Institution is willing to take responsibility for the harm
- An inability to provide a physically and psychologically safe process
- Any other referral deemed inappropriate by CCMS-C Team Lead



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## Contact

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Virtual/in person briefings are available upon request



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