![King County logo]

Metro Transit Frontline & Women in the Trades
Needs Assessment: Culture Change for/by Women

Sponsored by Metro Equal Employment Opportunity (EEO) Office &
Metro Enterprise Employee Services

Organizational Learning Report & Executive Summary

October 2024

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1. FORWARD

1.1 Executive Summary

Commissioned by the Metro EEO Office and Metro Enterprise Employee Services, this quantitative and qualitative assessment reveals the top workplace improvement needs and proposed solutions of more than 200 women and gender expansive employees at Metro Transit who primarily work in the trades or in frontline public-facing and/or shift roles in Vehicle Maintenance, Rail, Facilities, Bus Operations and Marine Divisions.

In alignment with best practices for operationalizing organizational access and equity, the assessment design and process were anchored in the belief that *those who are closest to the problems are often closest to the solutions*. The report findings outline specific and actionable opportunities for Metro to improve:
1. Workplace health and safety;
2. Support and training in current job;
3. Performance management, addressing workplace bullying and other inappropriate conduct;
4. Equitable pathways to career advancement; and
5. Reduce workplace bias and improve gender equity outcomes.

The results and findings of this project will be incorporated into the 2025 Metro EEO Program Update and announced to all Metro employees. The EEO Office has indicated that it is expected that the findings will be used to inform budget/resourcing decisions and the strategic alignment and prioritization of other Metro initiatives aimed at advancing gender and other equity in the workplace.

1.2 Context

According to the King County Metro Strategic Plan for Public Transportation 2021-2031[1], King County expects more than 870,000 more people and 680,000 new jobs by 2050.[2] King County is also becoming more diverse. Despite having some of the most prosperous communities in the world, deeply entrenched social, economic, and environmental inequities hold back those within affected communities and threaten King County's collective prosperity.

The King County Metro Transit Department (MTD) is expanding its workforce significantly to meet the needs of the King County Metro Strategic Plan. This rapid growth and change have created a need to improve strategic alignment with the King County True North and Values. To this end, the department is investing time and

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[1] King County Metro Strategic Plan for Public Transportation 2021-2031: attachment a (kingcounty.gov)
[2] Puget Sound Regional Council VISION 2050 growth projections (technically 872,000 people, 682,000 jobs from 2017-2050)

resources to increase organizational health and effectiveness to support employees responsible for serving the public.

1.3   Project History & Intent

In 2022, the Equal Employment Opportunity (EEO) Program of Metro King County conducted an extensive investigation in response to complaints filed by employees alleging gender and sex discrimination and the presence of a hostile work environment in the department's Vehicle Maintenance (VM) Division. The investigation resulted in a detailed report[3] (VM report) with findings and recommendations published in March 2023. In addition to sharing the findings, the report recommended steps that Metro should take to help improve gender equity.

One recommendation in the VM report, among many, includes building the capacity of women's affinity/employee resource groups to meet their mission of supporting women at Metro, specifically focusing this growth on supporting women in the trades. While the VM report addressed the challenges in VM, it also revealed opportunities to better hear from and understand the needs and experiences of other frontline employees and employees in the trades who may experience the greatest barriers to access, equity and justice at Metro Transit.

In the spirit of supporting all employees and in alignment with the report recommendations, the purpose of this assessment was to evaluate the needs of Metro employees who identify as women and gender expansive. The intent was to not only better understand their day-to-day workplace experiences but to help reveal sustainable, institutional solutions resulting in measurably improved workplace experiences for all Metro employees.

This assessment was informed by the premise[4] that when employees who may be furthest from access, equity and justice feel supported by our workplace systems and culture, then all employees at Metro will benefit. As such, this assessment intentionally focused on hearing from women of color and other women and gender expansive employees in the trades and/or customer/public facing roles.

The EEO Office engaged the professional services of Aline Baruch Carton-Listfjeld to conduct a comprehensive assessment of the needs of frontline women and women in the trades in response to the VM Report. Aline is an organization development practitioner, certified leadership coach, and change management practitioner with the Department of Human Resources' (DHR) Career and Culture Division. Among its key functions, DHR's Career and Culture Division deploys experts in organizational development strategies to departments throughout the County to advise and develop practices that promote a healthy and productive workplace.

Through the earlier process that produced the VM Report, in close partnership with VM Division leadership, the Metro EEO Office made intentional efforts to ensure the voices

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[3] [2023-eeo-program-report-update.pdf (kingcounty.gov)](#)
[4] [Targeted Universalism | Othering & Belonging Institute (berkeley.edu)](#)

of women in VM were heard and qualitative data was collected to document the realities of their experiences. In this current assessment, equally concerted efforts were made to ensure the documentation of the solutions and ideas shared by the women in Metro's workforce, with a more expansive focus in the VM, Rail, Facilities, Bus Operations, and Marine Divisions.

It is expected and it has been reported to participants that the results and findings of this project will be incorporated into the 2025 Metro EEO Program Update and announced to all Metro employees.

> *This needs assessment is the next step in creating a path towards integrated solutions that yield tangible and measurable results to improve the work lives of all women and gender expansive employees at Metro.*

1.4 Project Members

- Aline Baruch Carton-Listfjeld, Organizational Development (OD) Practitioner from King County's Career & Culture Division (CCD), Department of Human Resources (DHR), who served as OD practitioner (internal consultant). The CCD mission is to transform the organization to be a welcoming community where every person can thrive by cultivating health through a values-aligned culture. The Organizational Development (OD) team partners with clients and empowers teams to live into creative workplace solutions that expand equity and belonging, aligning our workforce to the True North and Values.

- Kate Dabe, Internal Strategy Projects Manager, Organizational Health & Development Section of Metro's Employee Services Division, who served as lead project manager and provided critical deployment design, communications, statistical, copy-editing, and research assistance.

- Chris Bhang, Metro EEO Officer, who serves as project sponsor.

- Kendall LeVan Hodson, Interim Assistant General Manager for Metro Employee Services, and, later, Metro General Manager Michelle Allison, who served as executive sponsors.

- Janine Anzalota, Organizational Health & Development Section Manager of Metro's Employee Services Division, who served as strategic advisor and stepped in as substitute listening session facilitator as needed.

- Members of the Guidance & Action Team, who served as a Metro-based interdisciplinary workgroup and included EIB Managers, HR Business Partners, Gender & Equity Program Manager, EEO Office staff, Employee Services staff, and select division leaders to help inform our questions, conduct outreach, guide and support the project's work.

1.5 Gratitude & Acknowledgements

- Women of Metro Empowerment Network (WOMEN) Metro-wide Employee Resource Group (ERG) who provided critical leadership in initiating the deployment of this assessment.
- Members of the Guidance & Action Team who provided invaluable strategic, interdisciplinary insights and guidance as well as communications and outreach.
- EEO Office leadership and staff who provided engaged and steadfast support in advancing our efforts.
- Enterprise Employee Services leadership and staff who were accessible, communicative and active in various administrative, relationship-building, outreach and research tasks.
- EIB Managers and other ESJ and Wellness program managers who provided valuable support, data and insights in the early stages of our deployment.
- HR Business Partners who shared division-based HR strategic insights.
- Transit Employee Labor Relations staff who provided invaluable insights on data collection and tracking systems.
- Assistant General Manager of Partnerships and Strategies, who provided feedback at a pivot point in our process helping move our work forward.
- Division leaders who supported our project by partnering with us to reduce barriers and implement best strategies to access and reach prospective participants.
- Bus Operations' Speak Listen Communicate committee and ambassadors, who actively partnered with us to deploy peer ambassadors to conduct outreach and encourage colleagues to participate.
- All the people-leaders who encouraged their direct reports and other colleagues to participate and removed barriers to their participation.
- Bus Operations' internal communications team, who provided critical partnership in behind-the-scenes scheduling, communications and coordination of listening sessions.
- ATU 587 leadership who affirmed their support early in our process.
- Fellow OD Practitioner and OD/ADR Manager for their support in conducting listening sessions with bus operators.
- King County Black Women's Experience Project leaders who provided valuable insights on alignment in respective findings.
- All of the leaders, facilitators and participants of the following employee affinity groups who so generously created space for us to connect with them:
    - Metro's Transgender, Non-binary and Gender Expansive Advisory Panel;
    - Building Up: Community of Practice for Metro Women Leaders group;
    - Rail Division's Women in Rail group;
    - Facilities Division's Women RISE group; and
    - Vehicle Maintenance Division's Community Connections group.

Most importantly, we thank all of the employees who bravely shared, participated, and took the leap of faith that this effort will help yield concrete, measurable improvements towards greater access, equity and gender justice at Metro.

1.6 OD Consulting Approach & Process

Helping people and teams work better together in the service of access, equity and social justice is at the heart of the approach used in this assessment. Anchored in community organizing principles, our methodology is rooted in the belief that *the people who are closest to the problems are often closest to the solutions.* The consultant role is to both help reveal strengths and challenges, and also facilitate a collaborative process for longer-term team capacity-building, resulting in more joyful, effective, equitable leaders, teams, and workplace systems.

This approach is also centered on co-designing with our clients a values-aligned culture which includes using the following guideposts and tools:
- King County True North and Values[5]
- Equity, Racial & Social Justice values and strategic plan[6]
- King County Best Run Government practices[7]
- Metro's anti-racist pro-equity actions[8]
- 2021-31 Metro Strategic Plan[9]

1.6.a. Professionalism Standards

The standards of ethics, professionalism and best practices for this assessment are guided by the Organizational Development Code of Ethics[10], the Global OD Competency Framework,[11] as well as the American Association for Public Opinion Research Code of Professional Ethics and Practices[12]. As such and in compliance with King County policies, great care and attention is taken to:
- Mitigate any real or perceived bias;
- Respect the privacy and preserve confidentiality of participants;
- Maintain survey respondent anonymity; and
- Ensure data integrity.

1.6.b. Process

There are generally five core phases for our OD work:
1. Organizational learning/assessment;
2. Analysis, findings, and report with preliminary recommendations;
3. Collaborative solution design;
4. Implementation; and
5. Monitoring progress.

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[5] True North and Values - King County
[6] Equity and Social Justice Strategic Plan - King County
[7] Working together to become a Best-Run Government (sharepoint.com)
[8] Becoming a pro-equity, anti-racist organization (sharepoint.com)
[9] 2021-31 Metro Transit Strategic Plan attachment a (kingcounty.gov). See pages 63-66.
[10] PNODN - Code of Ethics
[11] Global OD Competency Framework - OD Network
[12] Standards and Ethics - AAPOR

This assessment is currently limited to the first two phases only.

Consulting projects can range between 6-24 months depending on team size, goals, needs and strategies. It is also an iterative process that allows space for flexibility and changing needs.

1.7   Purpose

The purpose of this organizational learning process phase was to:
- Gain understanding of current state of the workplace for women-identifying and gender expansive employees primarily who work in the trades, are frontline or are customer-facing;
- Provide a space for employees to voice their lived experience, ideas, concerns, and needs;
- Identify opportunities for organizational improvement;
- Offer an opportunity for those who may be furthest from access, equity and justice at Metro Transit to provide ideas for concrete solutions for day-to-day challenges and ultimately have some of those ideas and solutions be put into action and deliver results; and
- Provide Metro leaders and labor partners with reliable data to support their efforts in continuing to improve workplace access and equity practices for all employees.

1.8   Organizational Learning Methodology & this Report

There are 11 divisions within Metro Transit. This report presents key findings of an assessment, analysis, and recommendations from the organizational learning process conducted between April 2024-October 2024 of five operations-based divisions in Metro Transit:
1. Vehicle Maintenance;
2. Rail;
3. Facilities;
4. Bus Operations; and
5. Marine.

Respondents primarily included individual contributors and people leaders with frontline, trades, public/customer facing and/or operations-based roles in daytime and graveyard shifts. (Please see Appendix 2: Survey Data for more details.) Responses were compiled on spreadsheets for further analysis, using a holistic approach to highlight patterns, themes, and nuances in the collected data and to maintain the anonymity of the respondents.

Research subjects included:
- 182 respondents of a 14-question anonymous online survey which included ranking, Likert-scale, multiple choice, and open-ended questions.

- 116 participants in 17 'brave space' listening sessions, also referred to as focus groups, where participants were asked and agreed to confidentiality. These sessions ranged from 5-19 participants. Most participants completed the online survey during the session. No listening sessions were conducted in the Marine Division due to its small size (instead, we relied on the online survey and individual interviews). We conducted two types of listening sessions:
  1. Division-Based Affinity Group: VM, Rail and Facilities divisions currently have affinity groups for women-identifying and gender expansive employees. We were able to incorporate listening sessions for this assessment in existing group meeting time. Attendance included a mix of individual contributors and people managers.
  2. Specially Designed Coordinated Groups: Currently, no division-based affinity group for women-identifying employees exists in Bus Operations. With the help of the Speak Listen Communicate (SLC) committee and the internal Bus Operations communications team, we were able to host five listening sessions with bus operators. No people managers attended these sessions.
- 40 confidential individual interviews.
- Findings from the June 2024 Rail Division's Facilities Section organizational learnings report.

Constraints:
- Race & Ethnicity: The race and ethnicity identity categories used in the online assessment's demographic questionnaire reflected the current King County demographic data collection practices and categories that may not reflect the multiple, nuanced and complex identities that people have.
- Disability: The online assessment's demographic questionnaire did not include disability status and/or identity.
- Gender & Gender Identity: Inclusion of women-identifying and gender expansive language such as trans, nonbinary, and "assigned female at birth" (AFAB) created some confusion and/or concern for some respondents in both outreach and communication materials as well as in the online assessment's demographic questionnaire. We regret that this may have negatively impacted some respondents' experience of inclusion and belonging and/or choice of whether to participate in this project.
- Parent and/or Caregiver: The online survey's demographic questionnaire did not include questions about parent/caregiver identity/status. This impacts the validity of the statistical significance of the results on childcare needs-related questions.
- Metro's Unique Partnership with Rail Division and Sound Transit: This assessment did not include Sound Transit partners. However, the unique partnership with Sound Transit underscores the importance of identifying the complex sources of challenges reported by respondents. Opportunities exist to clarify roles, responsibilities, and decision-making between Metro and Sound Transit in a variety of systems and processes that impact employee workplace

experiences in the Rail Division. This will help in effectively designing and delivering customized collaborative solutions.

2. CURRENT STATE: SUMMARY OF FINDINGS

2.1 Introduction

The following summarizes the current state of Metro as it is experienced by respondents. It begins with a summary of the respondents themselves. It then provides high-level strengths followed by areas of opportunity for improvement. Each category first includes quantitative findings from the online survey where available, followed by disaggregated analysis when anonymity could be preserved, and finally, qualitative findings to help complete the analysis.

Following the current state, the next section, 3.0 Measuring Progress Towards Organizational Culture Change, introduces three frameworks for measuring progress towards organizational culture change. Findings regarding the desired future state that respondents reported are included in 4.0 Desired Future State section of the report.

For this analysis, the terms "women" and "all women" include both cisgender women and transgender women. Twelve employees self-identified as transgender, non-binary, intersexual, or otherwise not cisgender. To protect their anonymity, this group is not disaggregated further by race/ethnicity, supervisory role, or work environment. While findings for this group are reported throughout the assessment, please see Appendix 2: Survey Data for further analysis of findings of the reported experiences of gender expansive employees.

In addition, due to the relatively small size of the Marine division, disaggregation of this division's results are excluded to preserve the anonymity of respondents.

This body of work is an organizational culture assessment. It is not part of a fact finding EEO investigation.

2.2 About the Demographics of Metro's Divisions[13]

Figure 1. Demographics of Operational Divisions as of 9/3/2024, N=4,832.
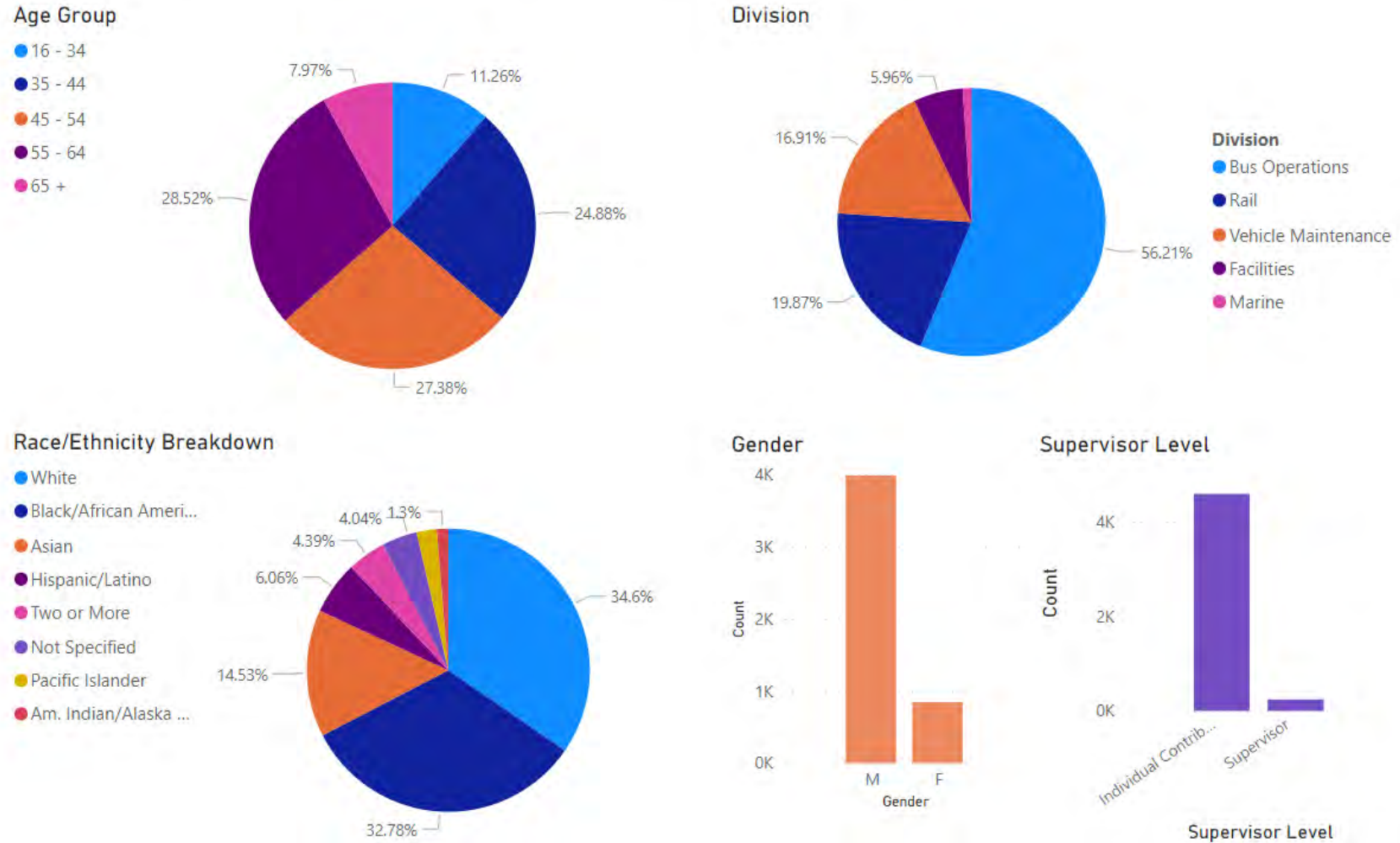
[13] Equitable Workforce - Power BI (powerbigov.us) Demographics - Power BI (powerbigov.us). Note: Intended for use by Metro staff for continuous improvement purposes. Data is not fully processed and may contain errors.

Figure 2. Demographics of Supervisors (People Managers) in Operational Divisions as of 9/3/2024, N=242.
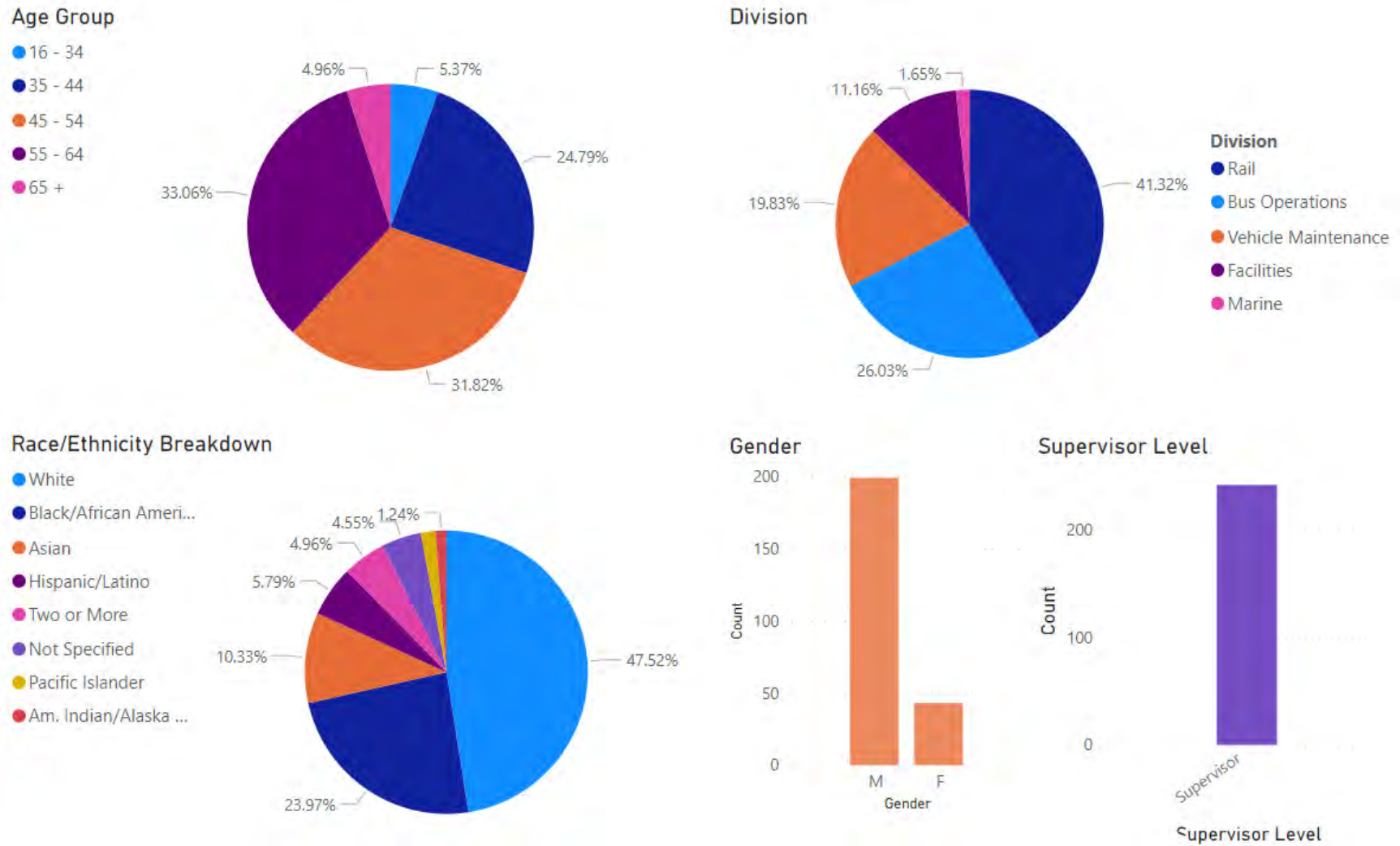
Figure 3. Demographics of Individual Contributors in Operational Divisions as of 9/3/2024, N=4,590.

2.3 About the Respondents

Figure 4. Demographics of Survey Respondents, N=182.

Race/Ethnicity Breakdown

- White
- Black/African American
- Asian
- Unknown/Prefer not to say
- Two or More
- Native Hawaiian/Pacific Islander
- Hispanic/Latino
- Am. Indian/Alaska Native/Indigenous

35%, 24%, 12%, 12%, 9%, 3%, 3%, 2%

Division

- Bus Operations
- Rail
- Vehicle Maintenance
- Facilities
- Other
- Marine
- Unknown/Prefer not to say

36%, 22%, 19%, 15%, 4%, 2%, 2%

Type of Work

- Trades/Field/Shift: 105
- Office/Admin: 77

Gender

- Cis Woman: 157
- I prefer not to say: 8
- Cis Man: 5
- Trans Woman: 4
- X, Intersex or Non-binary: 4
- Trans Man: 4

Supervisor Level

- Individual Contributor: 132
- Supervisor: 50

For this assessment, women-identifying and gender expansive people were identified as survey respondents. They were also offered more inclusive responses to describe their gender identity than are currently offered to employees generally (see 2.2. About the Demographics of Metro's Divisions.). As expected, most respondents (93%) were women or gender

expansive people (N=169). The survey had a lower proportion of Bus Operations employees (36%) compared to their proportion among operational division employees generally (57.8%). Supervisors comprise 38% of survey respondents but only 5% of operational division employees. There were fewer respondents proportionally than are represented in operational division employees who identify as Hispanic/Latino (3% vs. 6.06%), Asian (12% vs. 14.53%), and Black (24% vs. 32.78%). Conversely, there were higher representations of the "Unknown/Prefer not to say" (12% vs. 4.04%) and "Two or more races" (9% vs. 4.39%) groups.

2.4   Strengths

The following are some organizational strengths cited by respondents:

Taking some steps towards implementing greater racial and gender equity

Resilience through changing staffing, organizational structure and post pandemic landscape

Hope in the new General Manager's vision and leadership

Appreciation for comprehensive benefits including vacation, health care & retirement

Recognizing and acknowledging strengths helps to:

1. build on what is already going well;
2. celebrate successes and capabilities;
3. generate energy; and
4. increase employee engagement.

While the organizational learning process was not explicitly designed to assess organizational strengths, many respondents reported a variety of positive feelings or experiences working at Metro. Some of these include explicit efforts at Metro to improve organizational culture around issues of racial and gender equity, as well as resilience through organizational and staff changes in the post-pandemic landscape. The most cited strength by respondents is Metro's comprehensive employee benefits. Finally, many respondents familiar with Metro's leadership changes shared feelings of hope and cautious optimism with the more recent appointment of the new General Manager to lead and deliver Metro's vision for a more equitable workplace.

2.5 Areas of Opportunity for Improvement

Figure 5. Ranking of Top Needs by All Respondents (N=182) and All Women (N=161).
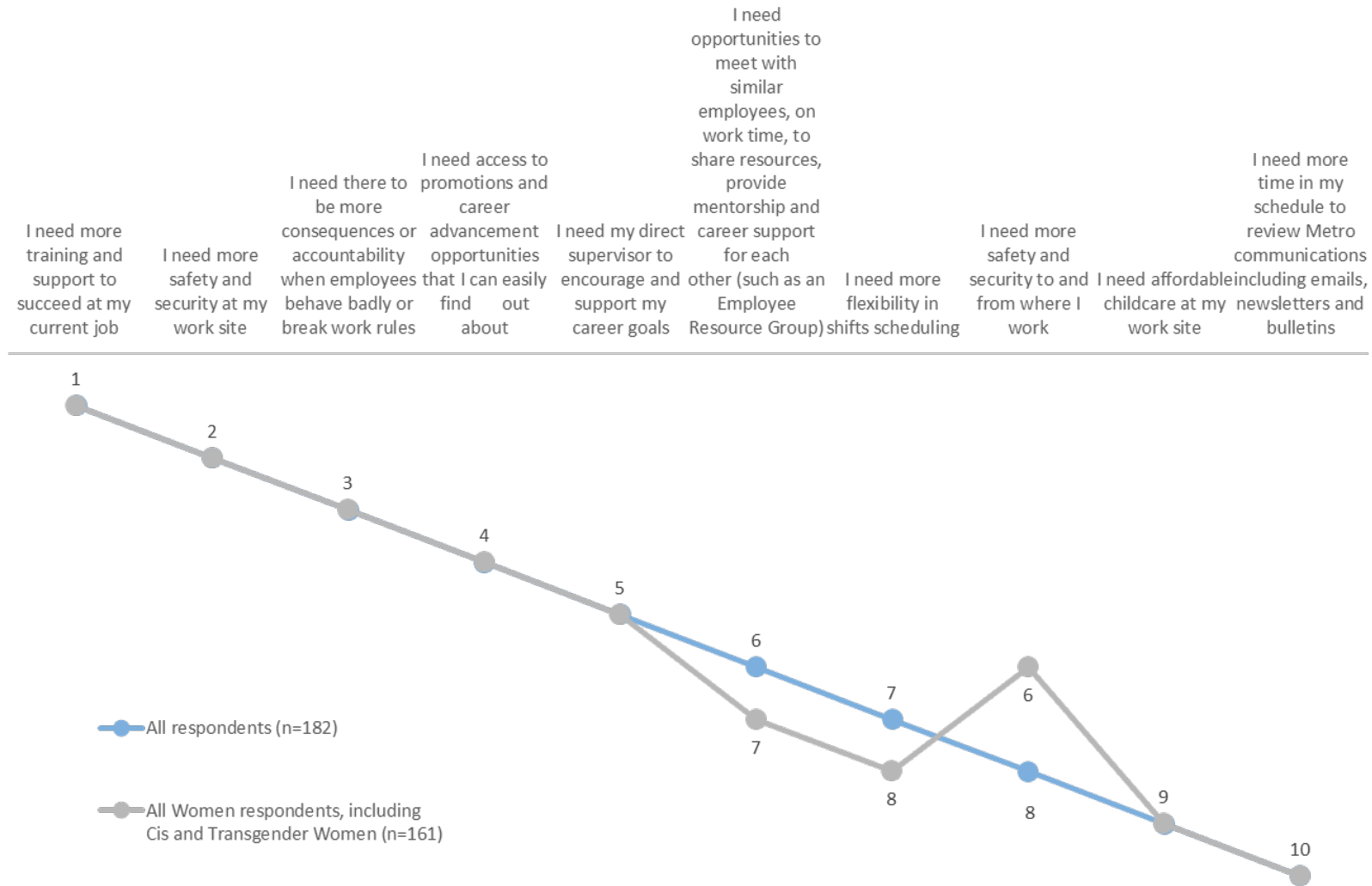
Most women at Metro prioritize more training and support to succeed at their current job.

Figure 6. Ranking of Top Needs by All Women (N=161) by Race/Ethnicity.[14]
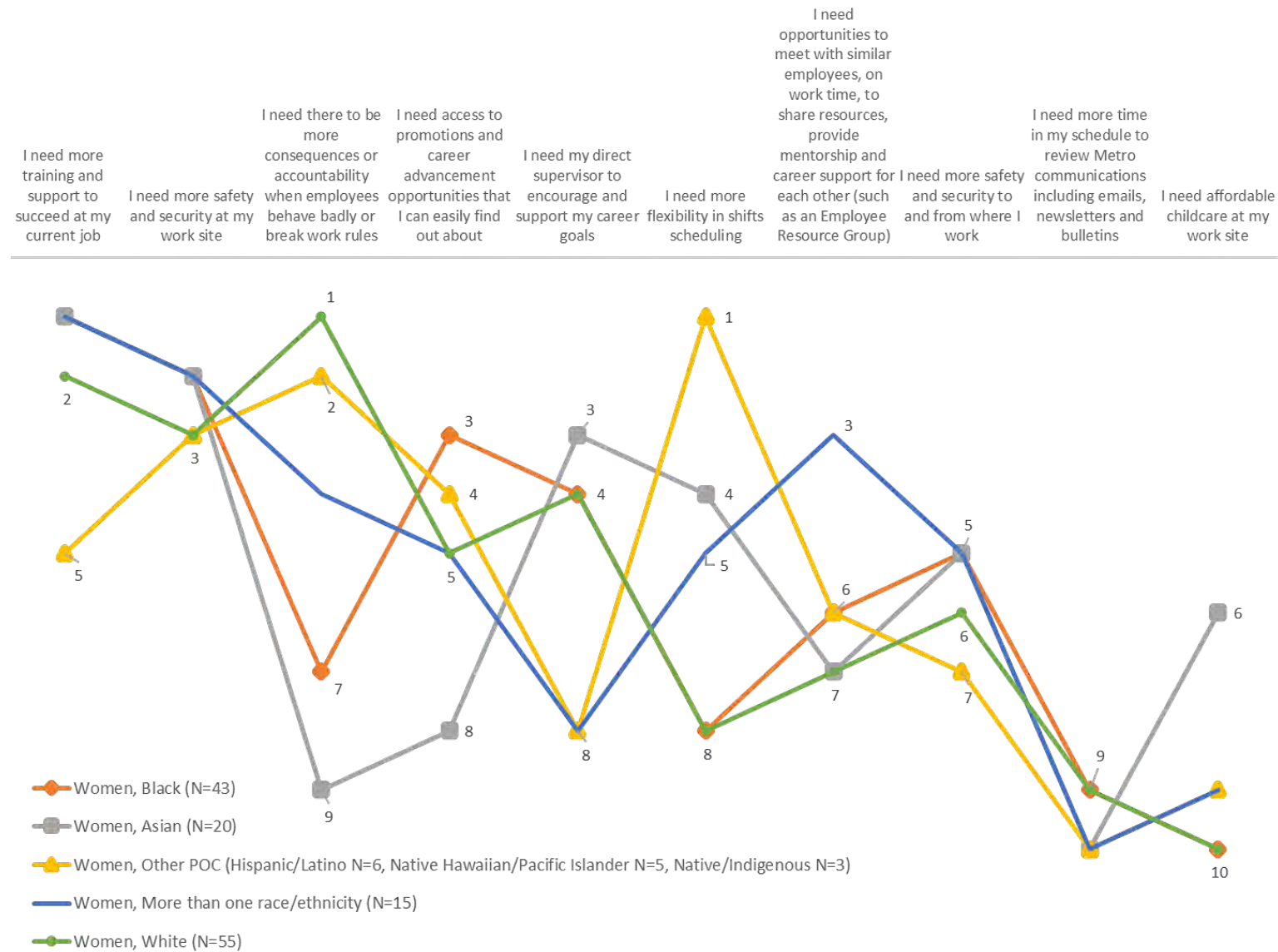
Black women prioritize access to promotions and career advancement opportunities more than other women of color or White women respondents. White women prioritize accountability and consequences more highly than other women.

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[14] To preserve anonymity, groups with a small number of respondents were aggregated to preserve anonymity.

Women in the trades prioritize safety at the worksite more highly than those in the office environment, although it is a priority for both. (See Appendix 2: Survey Data for detailed disaggregated analysis.)

Figure 7. Ranking of Top Needs by Gender Expansive People (N=12) and Cisgender Women (N=157).
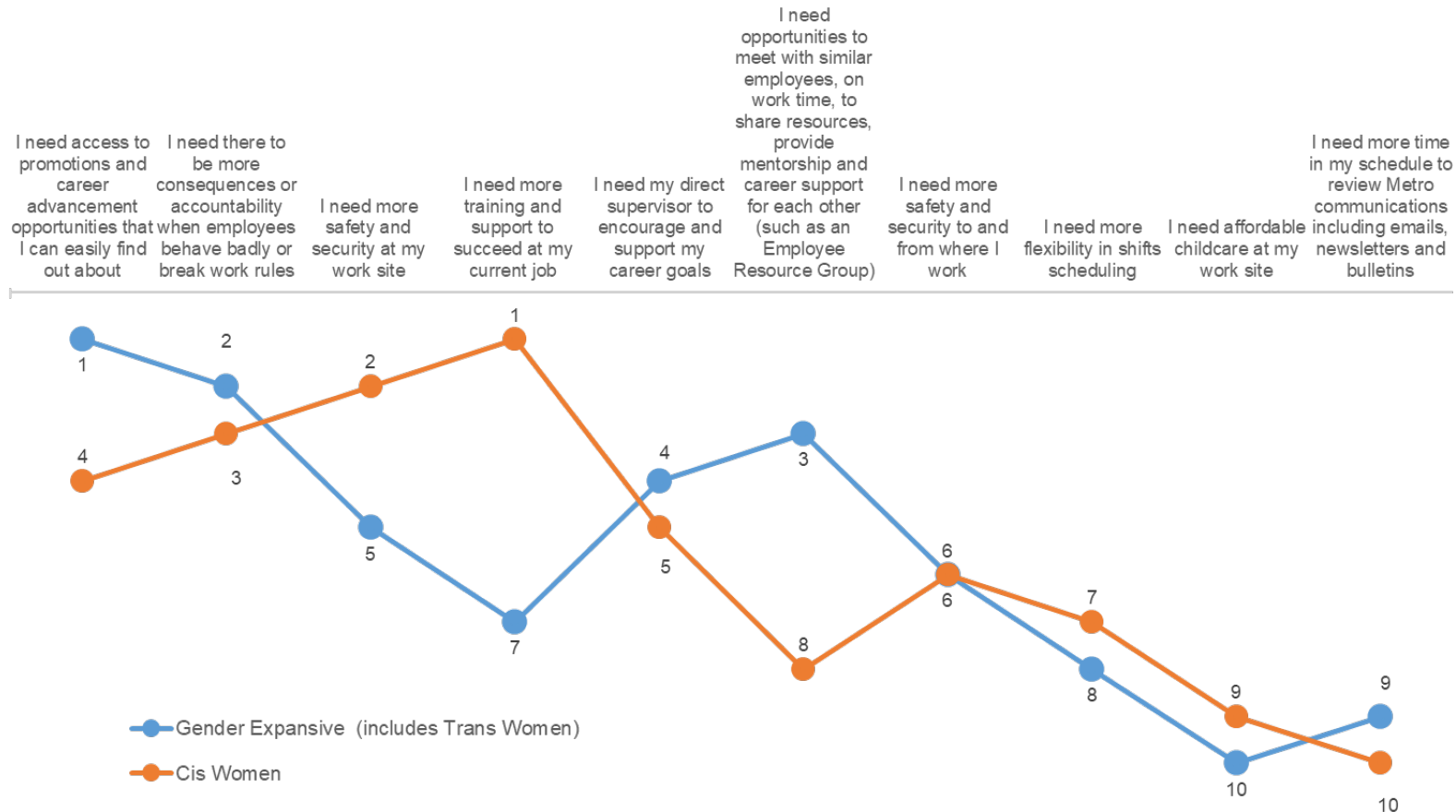
Gender expansive employees value access to promotions and career advancement more highly, ranking it in first place, compared to cisgender women who rank it fourth. The two most highly ranked needs by cisgender women—more training and support to succeed at my current job and more safety and security at my work site–are not as highly prioritized by gender expansive employees. Gender expansive employees prioritize opportunities such as Employee Resource Groups (ERGs) much more highly, at third, than cisgender women, who rank it eighth.

Figure 8. Ranking of Top Needs by All Women (N=154) by Operational Division.
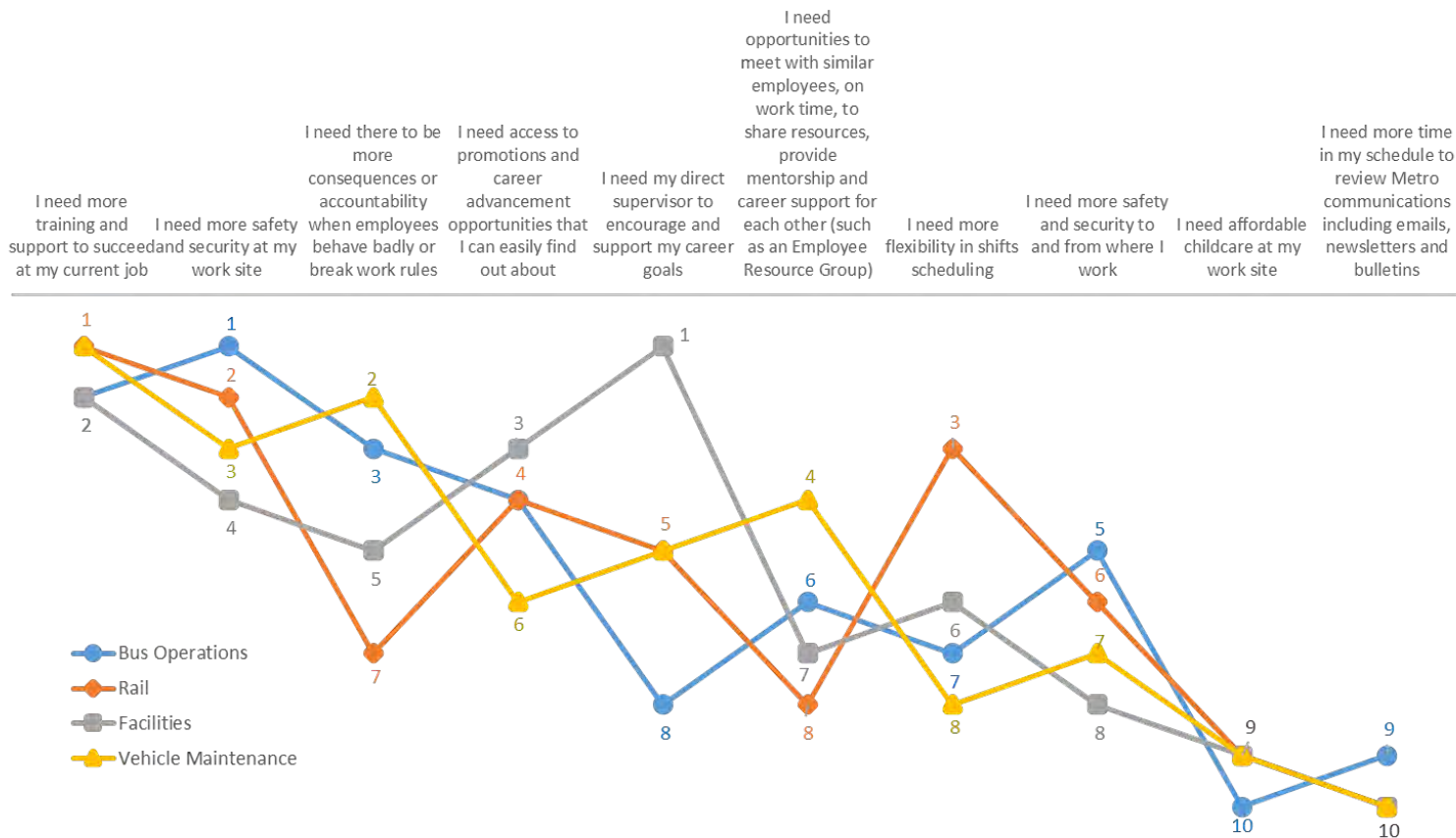
A large majority of women in all divisions prioritize training and support in their current job (1,1,2,2). Women in Facilities prioritize encouragement and support from their direct supervisors (1) more highly than other divisions (5,5,8). Women in Bus Operations and Rail prioritize safety at their work site more highly (1,2), although it is a priority in all divisions (3,4). Women in Rail prioritize flexibility in shifts scheduling (3) more highly than other divisions (6,7,8). Women in Vehicle Maintenance (2) and Bus Operations (3) prioritize consequences or accountability more highly than those in Rail (7) and Facilities (5).

2.6   High-Priority Areas of Opportunity

The following are the top five themes that emerged during this learning process that reveal solutions for Metro Transit. Many of the experiences and topics raised by respondents underscore how these themes are closely interrelated.

Statements are based on trends and do not represent the input from 100% of respondents in this assessment and learning process.

Workplace Health & Safety	Support & Training in Current Job	Performance Management & Address Workplace Bullying & Inappropriate Conduct	Equitable Pathways to Career Advancement	Reduce Workplace Bias & Improve Gender Equity Outcomes

"I want you close your eyes, and imagine a day and life as a woman transit operator. Not only am I a woman, I am a Black woman. The day to day racial slurs I have to endure, the sexual harassment, harassment, and hostile, sometimes violent behavior I am subjected to by primarily men riders. Imagine being subjected to the same behavior inside the company as well. The discrimination I face because I am a woman, and the men I work with are bullies who stray the lines of professionalism any time they please. Whether in leadership positions, or a transit operator imagine being constantly exposed to such an environment, while being upheld to a certain level of productivity. Drug epidemics, homeless epidemic's, are heavily impacting both me as a professional, and the communities I serve. I am left dealing with unhinged individuals daily that constantly wreak havoc while I'm trying to operate the bus. This can be very scary as a woman. It takes a toll on you. When No one should ever have to worry about being attacked at work on a daily basis. Prior attacks have caused so much anxiety, and PTSD to the point where it starts to affect your work performance. If we discontinued [paper] transfers, start addressing the fare without creating conflict of course. There has to be a system in place to keep metro transit free of problematic non-destinational riders. Co- workers shouldn't add to the stress by retaliating, harassing, and oppressing you as well. Especially, male employees. I Love working for Metro, I feed my family with this career, but after a while all the workplace hostility takes a severe toll on you."

2.6.a. Workplace Health & Safety

"Safety" was not defined in the online survey. As reported by respondents during listening sessions and interviews, for some respondents, "safety" includes psychological or interaction safety and emotional wellbeing, whereas for other respondents, "safety" is defined as physical safety only or a combination of both psychological and physical safety. A holistic analysis of the quantitative and qualitative findings reveals specific areas of opportunity for both.

For this analysis, the findings where known physical safety issues are the focus are included in this section, 2.6.a. Workplace Health & Safety. Known psychological and interaction safety issues are addressed in 2.6.c. Performance Management, Addressing Workplace Bullying & Other Inappropriate Conduct.

Quantitative Findings

When answering the choice ranking question, "Which of the following would most improve your experience working at Metro Transit? Please rank where 1 is most important and 10 is least important," on average, respondents ranked more safety and security at their worksite as a second highest need. Similarly, on average, respondents ranked more safety and security to and from their worksite as their sixth highest need. (Please see Figure 5 and Appendix 2: Survey Data for more detailed quantitative rankings results.)

Fewer women who are individual contributors feel safe in the trades (46%) than in the office environment (65%). Supervisors are more likely (68%) than individual contributors (49%) to feel safe at Metro. Black women are less likely than White women (44% vs. 58%) to feel safe. (See Figure 15 in Appendix 2: Survey Data.)

Gender expansive respondents were less likely to feel safe at work (8%) than cisgender women (21%). The majority of both groups did not feel safe (58%, 54%). (See Figure 20.)

Women in the Facilities and Vehicle Maintenance divisions agreed they felt safe at a much higher rate than those in the Bus Operations and Rail divisions. Fewer women in Bus Operations feel comfortable speaking up (17%) than in other divisions (60%, 69%, 76%). (See Figure 25.)

Qualitative Findings

> *"I have been here for 5 years, and we keep talking about this and bringing it to our supervisors. I do all the origami reports, reports for biohazards, and security issues. What's the point if nothing is being done in response to our reporting?"*

Respondents with customer/public-facing roles reported that security personnel have no power to physically remove members of the public who engage in inappropriate or unsafe conduct. In some instances, security personnel have allegedly contributed to the safety concern through unreasonably slow response times, disengagement, incompetence, or posing a threat themselves.

Some respondents who worked alone on the night shifts reported that they often feel unsafe, fearful, and have been threatened or assaulted. In addition, some reported that they routinely deal with poor air quality, used drug paraphernalia, and bodily excrement. These conditions compromise their ability to do their jobs and work safely.

When there are incidents, many reported that there are too many layers of bureaucracy to get through to address an urgent safety concern. In Bus Operations, many respondents reported that first-line supervisors are often slow to respond, rarely offer support when they do arrive, and are quick to find fault with operators rather than coach for improved performance.

> *"Driving the bus as a woman at night is a nightmare. I intentionally dress and appear as a man to have safer/better work days. When passengers think I'm a man I don't get called a bitch, people aren't combative and I feel safer. I just want to feel safe behind the wheel if I'm going to be driving at night. A year ago a man, that knew I was a woman, tried to assault [me] while driving the []. I pushed the emergency button with my foot. The man got off the bus because I was able to prevent him from reaching me. The supervisor who answered the call said there was nothing he could do. He didn't ask me if I was okay, if I was able to continue, he didn't send a supervisor over to check on me NOTHING. I filled out the report and NOTHING was done. My base chief didn't check on me. NO ONE CARED!! Everyone acted as if it [was] a part of my job. After that happened I knew I was just another number."*

Sometimes, there are also language barriers creating communication gaps and misunderstandings about the security need or level of threat.

Customer/public-facing roles often deal with extremely volatile situations involving substance use, mental illness, and violence and are not getting the support or safety they need. Bus operators often rely on or trust that passengers or other members of the public will call 9-1-1 because they are forbidden from doing so or otherwise face disciplinary action. Some also bring "tools" whose primary function is permitted but could help them protect themselves in a crisis, since bringing protective weapons such as mace or tasers is forbidden.

2.6.b. Support & Training in Current Job
Quantitative Findings

Answering the choice ranking question, "Which of the following would most improve your experience working at Metro Transit? Please rank where 1 is most important and 10 is least important," respondents ranked on average that they needed more training and support to succeed at current job highest (average ranking of 1). Similarly, respondents ranked on average that their fifth highest need (average ranking of 5) was having their direct supervisor to encourage and support their career goals. (Please see Appendix 2: Survey Data for complete quantitative results of these rankings.)

Figure 9. Women's ranking of those trusted at work by operational division, N=154.
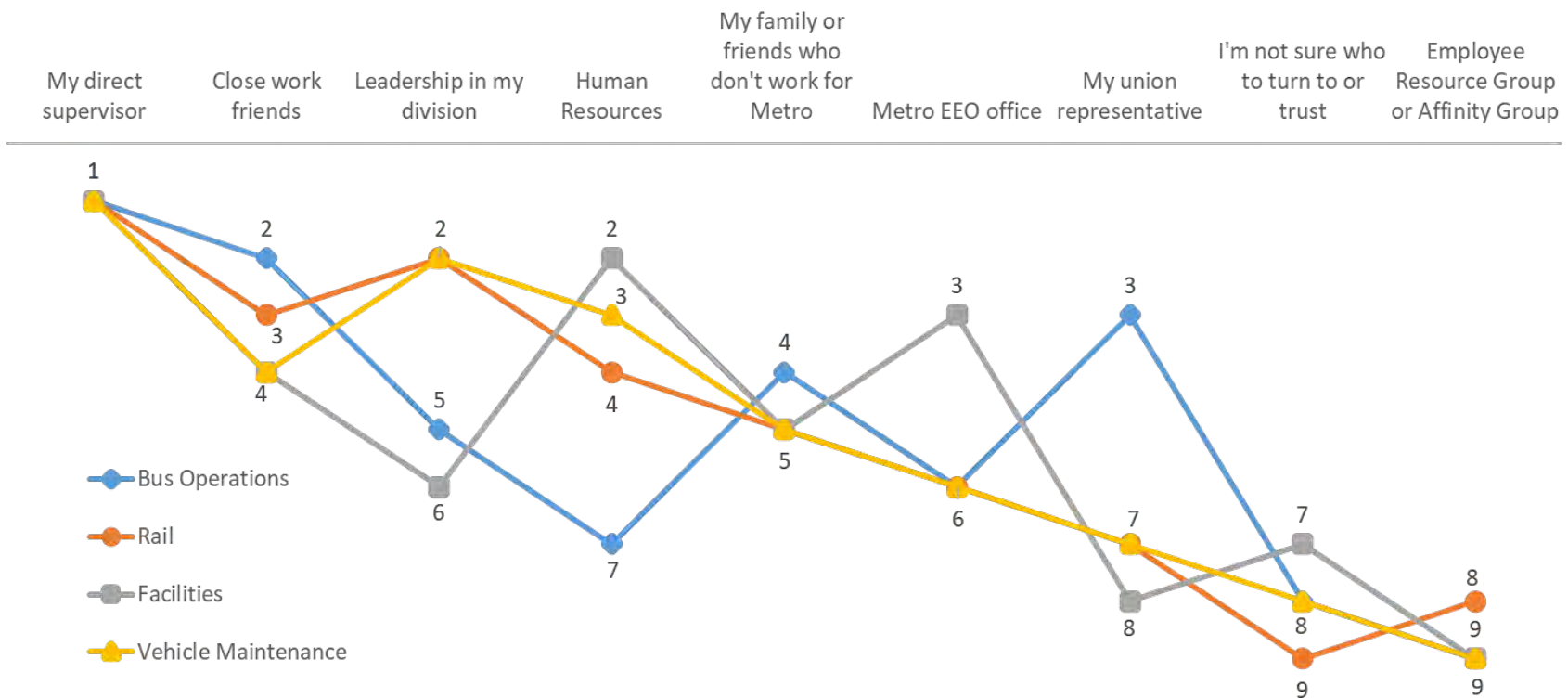
Women in all divisions highly trust or turn to their direct supervisor for help at work (1,1,1,1). Women in Bus Operations rank their union representative more highly (3) than other divisions (7,7,8) and rank Human Resources less highly (7) than other divisions (2,3,4). Women in Facilities trust the Metro EEO Office more highly (3) than other divisions (6,6,6). Women in Rail (2) and Vehicle Maintenance (2) rank their trust in their division leadership more highly than those in Bus Operations (5) and Facilities (6).

Even when disaggregated, all groups trusted their direct supervisor over other options when answering the question, "Who do you trust or turn to help you solve a work concern or problem?" Individual contributors in the trades, field, or on shift ranked their union representative more highly than other groups. Black women ranked the Metro EEO Office more highly than other groups. White women ranked Human Resources lower than Black women or other women of color. (See Figures 19a and 19b.)

Gender expansive employees and cisgender women align on how they prioritize their top three choices for who to trust or turn to: direct supervisor, close work friends, and division leadership. Consistently, gender expansive employees value ERGs higher (fourth) than cisgender women, who rank it eighth. (See Figure 24.)

Qualitative

While respondents report a high degree of trust with their direct supervisor when there is a concern or problem, a majority of respondents in trades or shift work reported not getting adequate training, resources, and/or support to succeed at their current job.

- Inconsistent, non-standard and often insufficient training or onboarding.
- Double/inequitable standards on training and support that negatively impact employees who hold different social identities than their supervisors.
- Training and onboarding often rely on employees with greater seniority, usually men, who may or may not have interest in training, developing or otherwise supporting another employee, especially one who may appear different from them.
- In some instances, respondents report being completely left out of training opportunities in contrast to what they perceive their male counterparts access.

> *"Feeling like there is a double standard between male and female workers. This should be addressed and standardized training [offered] across the board for new hires."*

> *"We are completely forgotten. I am not given the same equal tools as my male coworkers to perform certain tasks. I asked for certain computer access to perform my job as a [ ], and I was not granted full computer access as my male workers were."*

2.6.c. Performance Management, Addressing Workplace Bullying & Other Inappropriate Conduct

A psychologically safe[15] workplace is a workplace where employees can in good faith speak up candidly with ideas, questions, concerns, and even mistakes without fear of negative consequences. For an organization to be racially and socially just, **all** employees, regardless of status, rank, power, title, or racial, cultural, or gender identity, need to feel psychologically safe enough to authentically and meaningfully engage and contribute to the workplace without fear of reprisal.[16] [17]Some employees with marginalized identities who experience racism and other forms of oppression develop coping mechanisms to survive work environments that do not feel psychologically safe.

Workplace bullying can have significant, serious effects on physical and mental health. In addition, workplaces with high rates of bullying can also experience negative consequences, such as:
- financial loss resulting from legal costs or bullying investigations;
- decreased productivity and morale;
- increased employee absences;
- high turnover rates;
- poor team dynamics; and
- reduced trust, effort, and loyalty from employees.[18]

King County has a Non-Discrimination, Anti-Harassment, Inappropriate Conduct Policy[19] and Workplace Violence Prevention Policy[20] which take steps to address harm in the workplace. At Metro, there are also several different, division-based "codes of conduct." There are opportunities to expand this foundation to explicitly include workplace bullying.

Quantitative Findings

When answering the choice ranking question, "Which of the following would most improve your experience working at Metro Transit? Please rank where 1 is most important and 10 is least important," on average, respondents ranked more consequences or accountability when employees behave badly or break work rules as the third highest need. (Please see Figure 5 and Appendix 2: Survey Data for complete quantitative results of these rankings.)

Overall, supervisors (64%) felt more comfortable than individual contributors (53%) speaking up. Black women were less likely to feel like they could speak up (49%) than White women (56%) or other Women of Color (61%). Black women supervisors were

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[15] [What Is Psychological Safety? (hbr.org)](#)
[16] [The Role of Psychological Safety in Diversity and Inclusion | Psychology Today](#)
[17] [Workplace Civility Through a DEI Lens - NeuroLeadership Institute](#)
[18] [Workplace Bullying: How to Identify and Manage Bullying (healthline.com)](#)
[19] [King County Non-Discrimination, Anti-Harassment, Inappropriate Conduct Policy](#)
[20] [King County Workplace Violence Prevention Policy](#)

also much less likely to feel they could speak up (44%) compared to other supervisors of color (75%) or White supervisors (60%). (See Figure 16.)

Overall, there were limited differences about speaking up between the Office/Admin environment (57%) and the Trades/Field/Shift environment (55%). Black women were more likely to feel they can speak up in the office environment (59%) vs. in the trades, field, or on shift (42%). Conversely, other women of color are more likely to feel they can speak up in the trades (65%) vs the office environment (56%). White women were slightly more likely to feel they could speak up in the office (59%) vs. the trades (54%). (See Figure 16.)

Gender expansive people are less likely (17%) than cisgender women (22%) to feel they can speak up or make a complaint. The majority of both groups (67% of gender expansive and 56% of cisgender women) did not feel they could speak up. (See Figure 21.)

Qualitative Findings

A majority of respondents reported experiencing many of the characteristics of an organizational culture that routinely rewards maintaining the unhealthy elements of the status quo and punishes those who speak up in good faith alignment with living into the King County True North and Values.

Many of these respondents expressed feeling lack of support regarding bullying, retaliation and intimidation under current policies and codes of conduct.

> *"I have been thinking about your question about "what would you change if you had a magic wand." I don't think that any one thing can change where Metro is today but our leaders need to learn to balance power and accountability. Leaders are prioritizing their organizational power over integrity and morals. We forget we are accountable to humans, who have families, have feeling, emotions. As humans we all long for love, respect, fairness, someone to advocate for us, defend us, stand by us when we are hurting, work on our weakness' and build on strengths, but people forget all that when they get a position of power. It's sad that these leaders have been on the receiving end and know exactly how it felt."*

These respondents' experiences of the current policy and code of conduct landscape suggest that there may not be enough in place to adequately address employee concerns and grievances in alignment with the King County True North and Values.

Examples from the respondents include:
- Disproportionate personal attacks of women-identifying employees.
- Disproportionate scrutiny of women-identifying employees.

- Witnessing other women employees coping with implicit and explicit bias by frequently avoiding, tolerating, excusing and/or rationalizing biased inappropriate conduct.
- Disproportionate explicit and implicit unfair treatment of women-identifying employees who raise concerns and speak up.

> *"Metro is very male-centric. Misogynistic behavior & attitudes are the norm, not the exception. Women who try to challenge this are considered to be the problem."*

Examples of disproportionate explicit and implicit unfair treatment of women-identifying employees, as reported by those we spoke with and who raised concerns, include patterns of:
- Ghosting:[21]
  - Cancelled meetings.
  - Non-responsiveness to emails.
  - Avoidance.
- Social isolation, invalidation & gaslighting:[22]
  - Exclusion from substantive or critical work despite previous involvement.
  - Pulling back of previously provided assistance.
  - Exclusion from promotional opportunities.
  - Target of rumors and gossip.
  - Condescending comments and ridicule.
- Absence of a well-defined reporting process and clear standards for addressing bullying or enforcing current codes of conduct or investigations within Metro:
  - Lack of procedure or process for enforcement of codes of conduct.
  - Lack of general follow-through by either supervisors, division leadership and/or HR.
  - Little to no communication or follow-up on commitments, investigations, and/or procedures or processes on performance management and enforcement of codes of conduct.
  - Little to no communication or follow-up on commitments, investigations, and/or procedures or processes on performance management and enforcement following EEO investigation findings.
- Inequity in grievance hearing process:
  - Respondents who have gone through grievance proceedings where they have reported experiencing harm or other inappropriate conduct by another union member ranked union representatives and grievance processes lower on the trust scale.

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[21] How To Recognize Workplace Ghosting And What To Do About It (forbes.com)
[22] 7 Signs of Gaslighting at the Workplace | Psychology Today

- These respondents report an imbalance in support and advocacy in grievance hearings where both sides are represented by the union. Perceptions of those who participated in grievances indicate outcomes of grievance hearings (often) tend to favor males, white and/or those in a supervisor roles.

> *"Employees don't get held accountable for poor performance or behavior, but if I say anything, I am treated differently by supervisors as well as coworkers which tells me that my conversation with the supervisor wasn't confidential."*

- Fear of retaliation in response to this assessment process and findings:
  - When discussing these areas of concern, based on previous experiences with surveys and assessments, most respondents indicated they were concerned or fearful for how the results of this assessment could be used to punish those who are perceived to have participated in this process.[23]

> *"I also think that some people seem to get away with 'bad' behavior, bullying and I do not understand why."*

> *"Management, especially top management, is where I have most often found problems. Whether it be gaslighting a complaint about a peer or engaging in favoritism, disparate treatment, or negating the contributions of women employees as opposed to men. These are all things I have experienced from management within the last year. I expect this from employees, but management should be held to a much higher standard and lead by example. This is not happening at Metro."*

> *"I hear beautiful, inspirational talking, but experience actions that are inconsistent with KC values. Leadership tolerates consistent chronic bad behavior, and merely "talks" to the same individuals repeatedly (especially those in leadership), or worse excuse it. The repeat offenders are worse when nobody is looking and have gotten better at hiding it."*

> *"From my point of view when these investigations are left to the bases leadership there can be biases towards certain employees that leads to the investigation sort of fading into nothing."*

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[23] For resource on the effects of retaliation see: The Psychosocial Impacts of Whistleblower Retaliation: Shattering Employee Resilience and the Workplace Promise | SpringerLink

2.6.d. Equitable Pathways to Career Advancement

Quantitative

When answering the choice ranking question, "Which of the following would most improve your experience working at Metro Transit? Please rank where 1 is most

> *"I feel I have no chance of advancing at Metro."*

important and 10 is least important," on average, respondents ranked access to promotions and career advancement opportunities that they can easily find out about as the fourth highest need. Similarly, on average respondents ranked opportunities to meet with similar employees, on work time, to share resources, provide mentorship and career support (such as ERGs) as their seventh highest need. (Please see Figure 5 and Appendix 2: Survey Data for complete quantitative results of these rankings.)

> *"There is a dominant male culture in [this division]. The few women we do have are concentrated in support roles and do not work directly [on the] operations side of [this division]. Certain male individuals don't take kindly to being told what to do by women, assertive behavior, or being called out by women addressing their questionable behavior. If women rock the boat, they are targeted, bullied, and retaliated against. They get phone calls from [people in leadership] telling them to "get with the program or else," their complaints go unanswered, or they may be sidelined. When these power plays have worked historically and there are no serious consequences, then why would these individuals or the culture change? Women end up transferring, taking SDAs, promoting outside of the Division or agency, or leaving KC employment without a job in hand. Those who show managerial courage (rocking the boat and threatening traditional power) often times lose leadership support because leadership prefers calm waters instead of addressing tough personnel issues. It is more acceptable and tolerated for men to rock the boat or make mistakes. Leadership may even target the women themselves. While there are "A-teams" inside of [this division], the culture is mirrored within the Department - all the way to the top. [] Where can women turn to for unbiased help when men occupy these leadership positions and are loyal to those in power who aided their career advancement and to each other within the group, and not our KC True North values? Collectively we have answered annual employee surveys, EEO surveys, investigation questions, participated in [], filed complaints to EEO, HR, and to those outside of [our division]. Then we watch and listen. We observe how other women are treated around us and across Metro. In the end, limited effort is made by leadership to address the culture until the next hot topic arises and the focus and resources shift... and we continue to feel unsafe and our voices unheard."*

Qualitative

Respondents with experience on hiring panels reported that interview panels do not appear to be adequately and consistently screening for bias. There's little to no training on how racial, gender, and other types of implicit and explicit bias may influence the deliberation and interpretations of interviewee performance. HR is inconsistently involved in this stage of the hiring process. When they are, respondents who have participated in these processes report that they infrequently interrupt biased interpretations or statements.

> *"There are many white women leaders at Metro that promote only white females into leadership positions."*

These reported gaps may reduce the number of qualified applicants advancing into promotional opportunities.

Respondents indicated that supervisors who are in the trades often tend to be men and seek out other men to deliver peer-to-peer training.

> *"As a Female in [my division], we are denied specialty training or leadership opportunities. I continually watch my male counter parts [access] opportunities of training and leadership first even if I have asked for years. I do not get to participate in [the ERG/affinity group] unless I use my personal PTO to attend. It is incredibly unfair because it is a work function for women and I cannot attend especially when the subject of the meeting is about women[]. I am expected to perform gender bias duties for example, clean up after my coworkers before I could start my work because they had left the work area unsafe."*

This bias pattern over time reduces the opportunity for women employees to try out and showcase their emerging leadership skills thereby reducing their opportunity to be "groomed" for future leadership roles. This results in the cyclical effect of not breaking the "glass or concrete ceiling.[24]"

The seniority-based system may create systemic barriers to accessing promotional opportunities in ways that disproportionately impact women employees. For instance, see the below comment from a bus operator describing the domino effect of the picking system for bus routes and shifts:

> *"Another issue which has an impact on how women build their careers as transit operators is the perception of safety. Picking night work is often the only way a low-seniority Full-time operator can pick straight-through work (as opposed to combos which are split shifts that drastically increase the length of one's workday due to unpaid breaks between shifts). Many routes do not have comfort stations*

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[24] The Glass Ceiling: Women and Barriers to Leadership (shrm.org); Women of Color's Struggle Against Racism Is Revealed by the 'Concrete Ceiling' (ssir.org)

available at night or the available CS does not feel safe. An example of this is when I drove the [] and the comfort station at that end of route was/is a church…[] During the day, this was fine, there were usually other people in the church and on the street. At night, the building is large, empty, and isolated enough to feel very unsafe as in the event of an assault it would not be likely that anyone in the surrounding houses would hear anything. These kinds of safety concerns have a real impact on the earning potential of employees for whom gender/sex based violence is a risk."

2.6.e. Reduce Workplace Bias & Improve Gender Equity Outcomes

Individual contributors and supervisors generally have similar feelings about whether they are treated fairly (54% vs. 50%). When disaggregated by race and type of work, different patterns emerge. Those in the trades have generally worse feelings about fairness (43%) than those in the office environment (65%). Most Black women people leaders do not feel treated fairly (22%), especially compared to White women people leaders (67%). (See Figure 17.)

The majority of both the gender expansive (58%) and cisgender women (53%) groups do not feel that they are treated fairly. Gender expansive people are more likely to agree that they are treated fairly at work (25%) than cisgender women (20%). (See Figure 22.)

> *"I have to wait for something really egregious to report, because I don't want the reputation of being 'trouble'."*

> *"It shouldn't matter if you have high seniority, or worked for a number of years for the company, this should not dictate whether you can terrorize other employees at metro. Male employees should not touch women inappropriately, or at all without their permission. There are a lot of big personalities at metro, some people have smaller ones but they still should be heard. There needs to be disciplinary action behind failure to comply to these codes of conduct. In the event a situation arises where an employee has to file a complaint at a work site, that individual needs to be immediately removed, especially if a request for transfer has been made due to hostile working environment. It shouldn't matter if you are in the middle of a shakeup, nor should seniority pick rules apply to this situation. No one should have to feel uncomfortable after such a complaint, for some individuals the anxieties that follow can impair overall work performance. Women need to feel protected while at work. Women should feel that the company supports an inclusive, safe, non-discriminatory work environment free from non-professional hostile behaviors."*

Qualitative

As indicated in the above findings in this report, respondents indicate that there are widespread double standards and a general bias against the few women in managerial or leadership roles as well as in 'the trades'. It is perceived and experienced that women are not seen as subject matter experts, tokenized, often condescended to, held to higher standards, not taken seriously, sexually objectified, and often considered as 'troublemakers.'

Respondents reported that offensive remarks, micro- and macro-aggressions are so widespread and overlooked that women employees rely on unhealthy coping strategies to just get through their workdays.

> *"I have not heard more transphobic or misogynistic comments anywhere else than I have in the Metro bullpen where we wait to sign in."*

Some respondents reported incidents of on-the-job sexual harassment and assault and in some instances have not reported incidents for fear of retaliation. Many respondents indicated mistrust of the reporting, investigation, and follow-up process.

Most individual contributor respondents reported getting minimal to no training on non-discrimination, anti-harassment and equity. Those who did indicated that the training was a one time "check-the-box" performative online training, or just handed a stack of documents to read. Most indicated little to no follow-up by supervisors to check for understanding, and they weren't made aware of the various live trainings offered by Metro's Learning & Development Team or other training resources or supports to help improve their work experiences. Some indicated appreciation for the various flyers, posters and other resources about non-discrimination and contact information to report to EEO office to file complaints. Others indicated that they experienced a confusing landscape of training and other resources making it difficult to identify what was useful and relevant to them.

Some respondents, who had previously filed complaints with the EEO office, expressed gratitude for the prompt responsiveness. However, many expressed frustration at the length of time for the investigation process and lack of follow-up or other communication from supervisors, HR and/or division leadership following an EEO finding, regardless of the outcome.

Respondents who had filed EEO complaints reported experiencing many of the bullying behaviors (outlined in this report above) by either peers or supervisors after filing a complaint, even though it is well-known that retaliation is forbidden. This hostile, psychologically unsafe environment creates a disincentive for employees to report possible violations of the Non-Discrimination, Anti-Harassment and Inappropriate Conduct Policy, which further reinforces unhealthy workplace culture and inequities.

"I am not sure if it's metro, or me becoming more aware of micro aggressions – never have I ever experienced mansplaining, explaining, a male taking credit for my work, or been told to "Smile" by a man than before my tenure here."

3. MEASURING PROGRESS TOWARDS ORGANIZATIONAL CULTURE CHANGE

When examining the health of organizational culture, there are three benchmarking developmental frameworks that provide helpful guidance for measuring current state, identifying specific and measurable goals, and charting a path forward for actionable strategies in implementing a desired future state as identified by the employees who may be furthest from access, equity and justice. They are:
1. Psychological & Interaction Safety;
2. Conflict Management; and
3. Multicultural Organizational Development.

3.1. Psychological & Interaction Safety

When assessing, repairing, and cultivating psychological safety in the workplace, all team members play an important role. However, it is critical for senior leaders and middle managers to create conditions to shift the burden of self-protection off those employees with marginalized identities and boldly model and co-create the necessary organizational culture conditions so that **all** employees can feel safe enough to thrive in the workplace. This bold culture change work includes *Leading the Way, Respecting all People,* and being *Racially Just*[25] in prioritizing all aspects of the implementation of the Equity, and Social Justice strategic plan[26]. In addition, it compels people-leaders to openly learn and practice the characteristics of Metro being a pro-equity, anti-racist organization, which includes 1) sharing power, 2) interrupting business as usual, 3) replacing it with something better, and 4) getting comfortable with discomfort. [27]

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[25] True North and Values - King County
[26] Equity and Social Justice Strategic Plan - King County
[27] Becoming a pro-equity, anti-racist organization (sharepoint.com)

FOUR LEVELS OF INTERACTION SAFETY

ON YOUR OWN
- No attention to interaction safety—no policies
- People judge each other
- Walk on eggshells
- Keep your head down, stay small
- People are ignored, hazed; sarcasm, digs, mean jokes
➤ Hide—PLAY IT SAFE

LIP SERVICE
- Policies may exist but no real action
- Wary of others—judging, lack of trust
- Agree in public, disagree in private
- Calculate risk to respond
- Speak when it relates to you
➤ Look out for yourself

ISLANDS OF SAFETY
- Policies moving towards safety
- Treat others as colleagues to be trusted
- Many leaders actively build trust through interaction safety
- Still need to test—not all teams/people are safe
- Norm to listen, see others' POV
➤ Look out for self and others

WAY OF LIFE
- Policies fully support interaction safety
- People feel joined, easily voice opinions
- Benefit of the doubt
- Trust is assumed
- Invite different perspectives
- Working through conflict/differences is the norm
➤ Support and care about others—FEEL SAFE

SAFE ENOUGH TO SOAR: ACCELERATING TRUST, INCLUSION AND COLLABORATION IN THE WORKPLACE COPYRIGHT © 2018 WWW.KJCG.COM.

On the interaction (analogous to psychological) safety developmental continuum adapted by Organizational Development Practitioners and DEI Consultants, Fred Miller and Judith Katz[28] (see above), the *internal* organizational culture of Metro Transit in its current state as reported by the majority of women-identifying and gender expansive employees who primarily work in the trades and/or customer/public facing roles suggest generalized characteristics of both the *first (red)* and *second (yellow)* levels of interaction safety[29]. This developmental continuum can serve as a benchmarking framework for identifying areas of opportunity for improvement and measuring progress toward a psychologically safer work environment for all employees.

3.2. Conflict Management

How an employee and their supervisor, two peers, a team, a section, a division, or a department relates to and manages conflict greatly impacts organizational culture and workplace equity outcomes. The way we engage in the workplace when faced with moments of disagreement or stress is deeply influenced by our cultural and other lived experiences. Great care and sensitivity to our intercultural differences[30] is essential when working towards healthier conflict management practices.[31]

Nationally acclaimed mediator, ombudsman, and organizational conflict expert Tom Sebok,[32] offers an accessible continuum for understanding the degrees or stages of

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[28] See Safe Enough to Soar [Book] (oreilly.com)

[29] Assessment data suggests differences in experiences are related to respondents' marginalized identities, specific work group and/or division they work in.

[30] Intercultural Conflict Style Inventory | ICS (icsinventory.com);

[31] Good Conflict Starter Kit

[32] Promoting a Respectful Working Environment 2014 Annual International Ombudsman Association Conference

severity of conflict in the workplace. Framed on an axis "civil" to "criminal", it can serve as a guide for generally identifying areas of opportunity to improve communication, manage expectations, and improve, as well as better enforce existing conflict-related policies and procedures.

Continuum of Conflict

Civil........Uncivil......*Misconduct*......Illegal........Criminal

- Respectful Disagreement
- Friendly Competition
- Creative

Bullying
Mobbing
Discrimination
Harassment

- Destructive
- Dangerous Climate
- Violent

Similarly, the well-regarded DISC workplace personality and leadership style assessment and team health expert Patrick Lencioni, [33] offer a complimentary conflict continuum that posits that the opposite axes of the continuum are "artificial harmony" and "mean-spirited personal attacks." While often unintentional, artificial harmony is a common workplace dynamic particularly in office settings but can also underlie baseline expectations in trades settings as well.

The Conflict Continuum
from The Advantage by Patrick Lencioni

Ideal conflict point

CONSTRUCTIVE | DESTRUCTIVE

Artificial harmony

Mean-spirited personal attacks
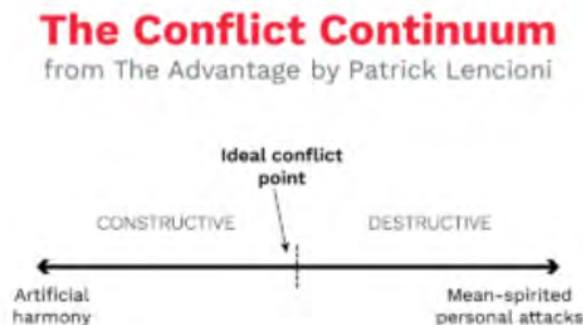
Many of the experiences of conflict shared by respondents suggest that the day-to-day workplace systems and formal and informal norms and practices align with an organizational culture that *aspires* towards and results in artificial harmony in response to dominant organizational culture conflict management characteristics that either avoids, minimizes, tolerates or condones uncivility, misconduct, illegal conduct and in some instances criminal conduct. These two continuums can serve as guideposts for bravely identifying areas of opportunity for improvement and measuring progress towards healthier conflict management practices and protocols to benefit all employees.

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[33] The conflict continuum: Where is your team? - discprofiles.com

3.3. Multicultural Organizational Development (MCOD)

The Multicultural Organizational Development continuum, originally developed by researchers Bailey Jackson and Rita Hardiman[34] (see below) and widely accepted within Diversity, Inclusion, Equity and Belonging and Organizational Development peer-reviewed research, provides a six-stage actionable vision and framework for assessing, benchmarking, goal-setting, and progressively becoming a multicultural, pro-equity and antiracist organization in alignment with the King County Equity and Social Justice Strategic plan.[35] While there have been many subsequent adaptations of this model in the evolution of pro-equity and organizational development practices, the original model proposes the final and sixth stage of development as:

> "A multicultural organization (MCO) reflects the contributions and interests of diverse cultural and social groups in its mission, operations, products, and services. It acts on a commitment to eradicate social oppression in all forms within the organization. The MCO includes members of diverse cultural and social groups as full participants, especially in decisions that shape the organization. It follows through on broader external social responsibilities, including support of efforts to eliminate all forms of social oppression and to educate others in multicultural perspectives."[36]

The *internal* organizational culture of Metro in its current state, as reported by the majority of women-identifying and gender expansive employees who primarily work in the trades and/or in frontline/ customer facing roles, suggest generalized characteristics of both *Club* and *Compliance* levels towards a multicultural, pro-equity, antiracist organizational culture.[37]

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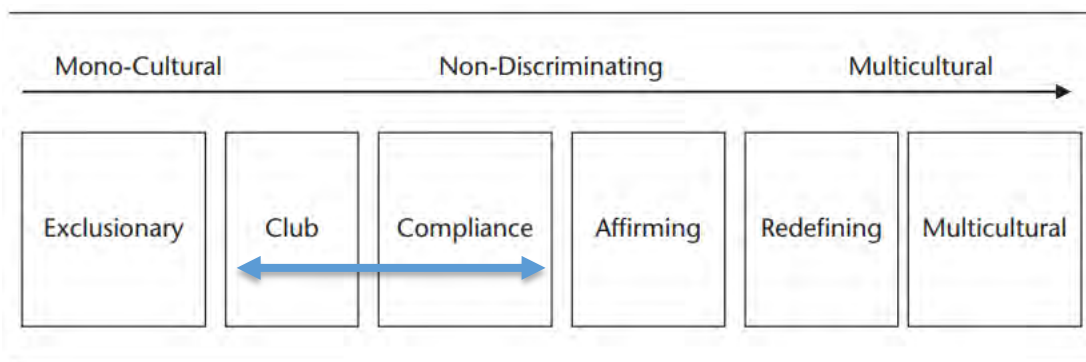
[34] Theory and Practice of Multicultural Organization Development (wisc.edu)

[35] A refresh of the King County ESJ Strategic plan is forthcoming. esj-sp-refresh-engagement-frequently-asked-questions.pdf (kcemployees.com)

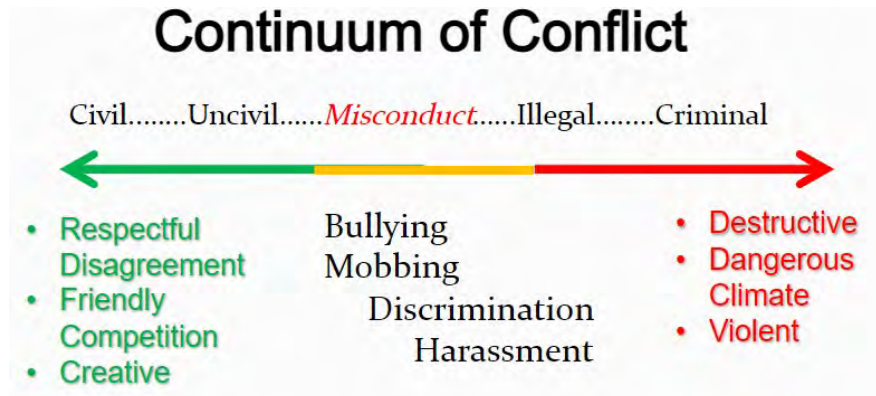[36] Theory and Practice of Multicultural Organization Development (wisc.edu), page 182

[37] Assessment data suggests differences in experiences are related to respondents' marginalized identities, specific work group and/or division they work in.

For a deeper understanding of the characteristics and trends of both *Club* and *Compliance* organizational culture stages, the researchers defined them as follows:

"Stage Two: "The Club"
The organization or organizational unit that is at the "club" stage can be thought of as stopping short of explicitly advocating anything like the majority group's supremacy, but seeking to maintain privileges for those who have traditionally held social power. This is done by developing and maintaining missions, policies, norms, and procedures seen as "correct" from their perspective. The club allows a limited number of people from other social identity groups into the organization if they have the "right" perspective and credentials. The club is seen as more "liberal" with regard to social justice issues, compared to the exclusionary organization. It engages with social justice issues only when they can be approached with comfort and on club members' terms.

"Stage Three: The Compliance Organization
The compliance organization is committed to removing some of the discrimination inherent in the club by permitting access to members of social identity groups that were previously excluded. It seeks to accomplish this objective without disturbing the structure, mission, and culture of the organization. The organization is careful not to create too many waves or offend or challenge its majority employees' or customers' bigoted attitudes or behaviors. The compliance organization usually attempts to change its social diversity profile by actively recruiting and hiring more non-majority people at the bottom of the organization. On occasion, the organization will hire or promote tokens into management positions (usually staff). When the exception is made to place a non-majority person in a line position, it is important that this person be a "team player" and "qualified" applicant. A qualified team player does not openly challenge the organization's mission and practices, and is usually 150 percent competent to do the job.[38]"

This organizational culture assessment also broadly affirms and aligns with many of the findings of the Black Women's Experience Project, a King County survey commissioned by the King County Black/African Women's Affinity Group in 2023.[39] In tandem with psychological safety and conflict management continuums, the MCOD model can also serve as a framework for identifying areas of opportunity for improvement and measuring progress towards a multicultural work environment for all employees that is pro-equity and antiracist and brings everyone closer to living into the True North and Values.

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[38] Theory and Practice of Multicultural Organization Development (wisc.edu), page 181
[39] Black Women's Experience Project - PublicInput

4. DESIRED FUTURE STATE: SUMMARY OF FINDINGS

The following proposed solutions are based on the collective reported experiences and ideas shared by and across five different divisions in Metro Transit. They are meant to prompt further conversations and ultimately support interested and impacted parties to co-create a meaningful solution design and implementation plans for next steps in pro-equity organizational culture change.

Workplace Health & Safety	Support & Training in Current Job	Performance Management & Address Workplace Bullying & Inappropriate Conduct	Equitable Pathways to Career Advancement	Reduce Workplace Bias & Improve Gender Equity Outcomes

4.1. Workplace Health & Safety

1. Collaborative Solution Designing
Conduct a comprehensive evaluation of security/incident protocol for divisions where employees interface with members of the general public, namely Bus Operations, Rail, Marine, and Facilities.

> *More focus on safety guidelines around the yard and when employees are doing solo work."*

- Bring a representative sample of affected and interested parties for collaborative problem-solving and work planning (e.g. for Bus Operations: TCC, Security contractor, SSQA, law enforcement, senior leaders, first-line supervisors, operators).
- Audit/evaluate current security effectiveness and outcomes, including analyzing current training, expectations, protocols, and competence of contracted security personnel.
- Update, develop, and post Rights and Responsibilities of Metro Passengers in all public/customer-facing spaces.

- Expand strategies for increasing King County Law Enforcement presence to pre-pandemic levels and replace security contractors where determined to be ineffective based on the above recommended evaluation.

2. **Expand Safety Protocols, Employee Training & Supervisor Support**
   - Establish protocols for people managers to conduct safety and well-being check-ins with their direct reports and ensure annual action plans are developed and followed up on with their direct reports to best meet the needs of individual employees.

> *"Support for drivers dealing with harassment on the coach. Metro needs to make sure drivers know that they have the right to refuse service to passengers that are engaging in harassment, whether that harassment is directed at the driver themselves or other passengers. A lot of the women driving buses do not realize that they do not have to endure sexual or verbal harassment from passengers."*

   - Establish clear standard operating procedures (SOPs) and provide annual live training relating to how to interact with members of the public who are unhoused, have mental illness, and/or have a substance use disorder that contributes to real or perceived health or safety concerns for Metro employees.
   - Expand training opportunities by offering training–and removing barriers to access that training–on mental illness, substance use disorder, and de-escalation tactics in alignment with the above SOPs.
   - When a security issue or other stressful incident has taken place, train supervisors to:
     - empathetically ask: 'how are you?' and 'how can I help?' and appropriately follow up with a trauma-informed lens with direct reports.
     - routinely express appreciation, acknowledge what they do well, and thank employees for their service and dedication.
   - Design clear protocols and ensure timely follow-up and status updates from people managers after safety incidents have been appropriately reported.

3. **Safety Equipment & Environment**
   Provide more:
   - parking options and/or security in reserved lots;
   - sizing and fit options for safety vests, gear and other uniforms; and
   - gender-sensitive options for quiet and rest spaces.

Graveyard Shift Specific:
Ensure that no employee is working alone on-site, especially at night:
   - offer a security escort;
   - design and implement buddy systems;

- provide radios for improved communications where cell phone signals are poor; and
- provide better lighting at worksites.

Bus Operations Specific:

1. Fare Enforcement

Respondents from Bus Operations indicated that the majority of safety incidents involve non-paying passengers. If Metro intends on increasing fare enforcement, this burden should shift from the operators to fare enforcement personnel trained in de-escalation, mental health and substance use disorders.

2. Safety shields

The majority of respondents from Bus Operations indicated that the current safety shields are flimsy, create hazardous driving conditions because they can't be easily seen through, and provide no protection from harassment and violence. While there's no consensus on a perfect solution, a majority of operators indicated a strong preference for Metro investing in enclosed driving space (similar to light rail) to create a safer barrier between operators and offending members of the public.

3. Safety Incident Response Protocols
- First-line supervisors
  - When a security issue or other stressful incident has taken place, ensure all TCC and other first-line supervisors empathetically ask: 'how are you?' and 'how can I help?'
  - Shorten response time for first-line supervisors to provide on-site assistance.
  - Hire more first-line supervisors with operator experience who are responsible for much smaller geographic zones. This may yield supervisors with greater sensitivity to the operator experience and faster response times when operators are in tough situations.
- Have security personnel ride coaches especially on routes with a history of severe safety incidents.
- Provide more security at layovers.

4. Safety & Wellbeing Environment
- Offer more operator safety training and routine refreshers.
- Offer more support and tools, resources and training on boundary-setting and self defense.
- Provide more overtime options.
- Provide more and cleaner comfort stations that aren't shared with the general public with high rates of being exposed to drug use and unsanitary conditions.
- Provide longer break times to have more time to access restrooms, food and mental health recovery; where break time is safeguarded and not impacted by traffic delays or distance between worksites.

5. Coach Air Quality & Cleanliness

- Update HVAC systems to improve air quality on the coaches. Respondents reported that current systems are inadequate where fumes from harmful substances used by an increasing number of passengers get circulated without proper filtration.
- Improve coach cleaning procedures and quality assurance to match expectations during the pandemic including expectations from operators to maintain a clean driving area for the next operator. Respondents reported that sanitation levels and expectations have significantly decreased since the height of the pandemic and have not adjusted for the increase in ridership.

4.2. Support & Training in Current Job

1. Assess Training Content & Delivery

Conduct comprehensive division-based re-evaluations of content and delivery of skills-based tests and trainings (include perspectives of frontline and tradespeople in the analysis) that examines:

> *"Training…. Real training not knowledge passed down from a co-worker."*

- ❖ Onboarding
- ❖ Job specific skills development
- ❖ Safety & Wellbeing
- ❖ EEO compliance; equity and belonging
- ❖ Performance Management
- ❖ Conflict Management
- ❖ Professional Development & Career Advancement

- Increase standardized, built-in, predictable, transparent skills-based training time for all employees to reasonably access.
- Increase standardized, hands-on, on-the-job training that is transparently tracked to ensure equal access for all employees.
- Develop and implement a transparent and standard onboarding and annual training checklist by classification/job type that supervisors use together with their direct reports to track progress towards training goals.
- Standardize EEO, sexual harassment and other equity-related trainings into the onboarding process.

2. Mandatory Training & Annual Review

Require all employees to attend annual live:

- EEO legal and policy compliance trainings, including sexual harassment, and consequences for non-compliance for all employees.
- Appropriate conduct trainings in alignment with updated proposed codes of conduct (see below).

3. Supervision Best Practices

- **Onboarding Checklists:** Develop new employee onboarding checklists with standardized and narrowly customized elements related to specific job. Annually review and revise checklists with section and/or division leadership.
- **360 Assessment for People Managers:** Incorporate 360-degree assessments for people managers' professional development.
- **Empathy & Respect:** Develop and deploy leadership development resources and best practices for managers on how best to follow and enforce union contract language and policies while also demonstrating empathy, respect, and modeling a growth mindset with direct reports.
  - Assign a liaison at each division responsible for overseeing, evaluating and improving supervision best practices, deployment and training and coordinating L&D efforts with EIB and OHD.
  - Incorporate required people skills trainings for managers:
    - from punitive to coaching mindset skills: how are you/ how can I help/ what do you need?
    - Clarify supervisors' roles to help employees succeed in their jobs and support their career growth.
- **Check-ins:** Have regularly scheduled supervisor check-ins with all direct reports using a check-in template (see sample from Management Center) to ensure key topics are covered, including job satisfaction and professional development.

4. **Systems and Tools Access**
- Design and implement checklists managed by people leaders to ensure that all employees have the necessary and equal access to working equipment and tools.
- Design and implement checklists to ensure that all employees have access to administrative resources, including graveyard shift workers who can't easily access administrative offices/services e.g. IT support, ORCA card replacement, medical services.

5. **Work-Life Balance**
- Through collaborative solution designing, co-create–with the most impacted employees–innovative approaches to flexible scheduling.
- Provide more resting areas and coffee stations.

4.3. Performance Management, Addressing Workplace Bullying & Other Inappropriate Conduct

This assessment has revealed gaps in multiple and potentially misaligned sources of performance and behavioral expectations in Metro. This misalignment creates real or perceived confusion, inefficiencies, institutional inertia, and inconsistent or arbitrary enforcement, possibly resulting in inequitable outcomes. Coupled with a lack of standardized HR tracking systems that measure outcomes, this may create or

perpetuate greater barriers to employees who may be furthest from access, equity, and justice.

These gaps may create opportunities to better align the King County True North and Values (TNV), King County policies, division-based codes of conduct, workgroup expectations, team norms, various union contract language, (whether it regards an EEO protected class or not) to provide clearer and more uniform norms, behavioral expectations and progressive discipline procedures (for both union and non-union represented employees). In addition, having a more uniform data collection process of outcomes (whether EEO or union-related or not) across these systems will likely better help measure progress around culture change goals.

1. **Strengthen Data Tracking, Processes, Communication & Outcomes**
   - Develop and/or strengthen a uniform, transparent, centralized tracking and reporting system for progressive disciplinary outcomes data on EEO-related complaints (after findings have been issued) for both union-represented and non-union-represented employees.

   > "It would be great if investigations brought to EEO would result in actions that make the workplace better and are visible for all of us to see and know about."

   - Develop a uniform, transparent, centralized tracking and reporting system for progressive disciplinary outcomes data on non-EEO-related complaints (performance management and non-EEO-related inappropriate conduct complaints) for both union-represented and non-union-represented employees.
   - Through a collaborative solution design process engaging subject matter experts as well as interested and impacted parties, develop and make accessible to all employees clear (HR, EEO, and people manager level) processes and expectations for a complaint lifecycle (whether EEO or non-EEO-related) including but not limited to: timeline, investigation process, findings, follow-up, consequences or other action, support resources (e.g. EAP, ERG, peer support groups, etc.), and what employees should do if they feel they are being retaliated against or experience other adverse workplace action.

   > "There needs to be a behavioral policy to cover ALL employees, not just the protected classes, some of us work in a hostile work environment that is being supported by leadership. Values spoken but no action being taken, there needs to be more than just lip service. Equitable opportunities for all not just members of the "A TEAM" or the COUNTRY CLUB mentality. No retaliation for speaking the truth to power or communicating directly. There is a true abuse through behaviors toward women in trades."

2. **Strengthen Existing Codes of Conduct**
   - In alignment with TNV, King County policies, and union contracts, strengthen existing codes of conduct by
     - standardizing/unifying all codes of conduct to;
       - address specific, prohibited behaviors associated with workplace bullying and non-EEO-related retaliation;
       - include expected leadership behaviors; and
       - communicate clear consequences for non-compliance.

> *"I don't necessarily agree with more consequences but consistent consequences and process for investigations. From my point of view when these investigations are left to the bases leadership there can be biases towards certain employees that leads to the investigation sort of fading into nothing."*

   - Develop clear, standardized, and accessible supervisor and HR protocols and procedures for 1) investigating allegations of non-compliance with codes of conduct, 2) follow-up with parties, and 3) track processes and outcomes (see above regarding data tracking).
   - Incorporate trainings in alignment with established codes of conduct and complaint procedures.[40]

3. **Policy Development**

Working with other King County partners, collaborate to establish a King County workplace bullying and retaliation policy in alignment with TNV and union contracts.

4. **Grievance Hearings**
   - In grievance hearings in which one union member alleges harm or policy violation caused by another union member; both union members are afforded an advocate, not just the one being accused.
   - Offer separate union representation between supervisors and individual contributors to reduce real or perceived conflicts of interest.

> *"Management needs to address the retaliation issue at Metro. Management also needs to look at their own people in management that have non ethical practices."*

5. **Conduct Comprehensive Analysis of Expectations Landscape**
   - Conduct comprehensive inventory, analysis, and findings of policies; codes of conduct; King County True North and Values (TNV), labor contracts' language; and team, workgroup, section, and division norms related to:

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[40] For resource on the effects of retaliation see: The Psychosocial Impacts of Whistleblower Retaliation: Shattering Employee Resilience and the Workplace Promise | SpringerLink

- o Behavior/conduct expectations;
- o HR and complaint investigation processes and procedures;
- o Performance management and progressive discipline process and procedures; and
- o Grievances processes and procedures.
- Using the above inventory, conduct two secondary-level analyses of tracked and untracked outcomes related to;
  - o EEO protected class claims associated with allegations of violations of the Non-Discrimination, Anti-Harassment and Inappropriate Conduct policy by:
    - Type of complaint;
    - Demographic;
    - Job classification;
    - Individual contributor/supervisor status; and
    - Union represented status -- Including when parties are represented by same union or not.
  - o Non-EEO protected class claims with allegations of violations of other policies; codes of conduct; TNV, labor contracts' language; and team, workgroup, section, and division norms related to behavior/conduct expectations by:
    - Type of complaint;
    - Demographic;
    - Job classification;
    - Individual contributor/supervisor status; and
    - Union represented status -- Including when parties are represented by same union or not

"What I need most is for men, not just men in power but all men to speak up when they see or hear something inappropriate. This is the only way we will see a culture change. I have to wait for something really egregious to report, because I don't want the reputation of being "trouble". There needs to be real consequences for the people who are looking the other way when they see inappropriate behavior."

"…each [bias] report and event be taken professionally and seriously. There should be a committee capable of real influence similar to the safety committee but covering inequality and bias issues and policy. Additionally there should be people at each base or division location specifically for us to turn to and speak to to report events too who would support us without bias and act as a liaison with metro regarding these issues"

6. Expand Metro & Labor Partnerships

Deepen collaboration and strategic alignment between Metro and labor partner leadership by co-creating, launching, and sustaining a Joint Civility & Respect Campaign to help reinforce workplace

conduct standards in alignment with the True North and Values, relevant policies, and labor agreements.[41]

> "Address behavior inconsistent with KC values; []Enforce behavioral accountability at all levels in the organization. Specifically, address bullying behavior towards women, from both men and women. Specifically, address retaliation behavior towards women when they speak truth to power, speak differing/strong opinions, and/or communicate in a more direct, or outspoken style. Specifically, address the "exclusive country club membership" environment where members receive all the perks and protection of belonging and those who are not members are not afforded the same opportunities, resources, access to power, advancement, recognition, training, grace, flexibility, and support when experiencing bad behavior from co-workers."

4.4. Equitable Pathways to Career Advancement

1. **Sponsor & Support Division-Based Employee Resource Groups (ERG)**

> "I would like to see more networking opportunities involving women."

- Develop charters for women- and gender expansive-employees ERG(s) that are aligned with TNV that set annual goals and focus on building community, breaking isolation, mentorship, resource sharing and training access.
- Provide dedicated staffing/skilled facilitation:
  - o Assign EEO, EIB and/or OHD dedicated staffing to provide support;
  - o As part of intentional leadership development planning, upskill a rotation of division-based frontline facilitators for ERG meeting planning and facilitation; and
  - o Establish and promote an Anti-Sexism Men Ally Group (ASMAG) ERG designed to raise awareness of gender bias in the workplace and promote ally-based equity practices.
- Remove barriers to access ERGs:
  - o Create widely accessible standard operating procedures on how to request and attend an ERG;
  - o Ensure adequate and dedicated administrative staffing support to assist with schedule coordination and any necessary paid detailing;

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[41] Workplace Bullying University® for Unions Training – Workplace Bullying Institute; Civility at Work - 2024 Civility Index Research (shrm.org)

- o Require supervisors to inform new hires and routinely remind employees of ERG resources; at minimum, during annual performance appraisals.

2. **Invest in Pipeline Entry and Advancement Programs for the Trades**
   - Entry level:
     - o Increase gender & racial diversity: Increase and expand innovative community, educational and industry-based partnerships to increase the number of qualified women-identifying and gender expansive applicants for trades roles.

     > *"Hire more women in bus operations. I have doubt much will change until more women are on the frontlines."*

     - o Create more apprenticeships that intentionally invest in supporting and mentoring participants.
   - Advancement level:
     - o Establish equity-driven standards for posting training and promotion opportunities.
     - o Design and implement creative, on-the-ground outreach strategies about advancement opportunities to intentionally include and invite employees who are less visible to management.
     - o Incorporate supervision best practices (see below) that include intentional mentoring and coaching for professional development and career advancement.
     - o Create more pathways to upward mobility:
       - Analyze and share findings of current career advancement opportunities by division.
       - Which divisions and their sections have more pathways and options?
       - Which divisions have the greatest upward mobility?
       - What opportunities are there to design pathways outside of a division with fewer opportunities while leveraging experience from other divisions?
     - o Consider establishing term-limits to senior leadership positions to increase more opportunities for upward mobility for underrepresented employees.

3. **Establish Supervision Best Practices & Expectations** (See also cross-referenced suggestion solutions under Support & Training in Current Job.)

There's an opportunity to offer people leaders clear best practices and performance expectations on how they can support and help all their employees in their career development, not just those with whom they feel more comfortable.

Provide required leadership development and supervision training series covering general management practices, and best practices for supporting employees' on-the-job performance, well-being, and career growth, including how to:
- Cultivate self-awareness and empathy;

- Identify, interrupt, and reduce confirmation, proximity, and similarity bias;
- Create a culture of care (day-to-day practices modeled by leaders) for all employees;
- Listen for understanding;
- Develop a shared understanding of expected leadership behaviors;
- Strengthen inclusive communication expectations, skills, and etiquette;
- Communicate clear expectations and processes for giving, receiving, and inviting feedback;
- Provide acknowledgement and sincere appreciation;
- Design and communicate decision-making processes and rationale as well as when/how to include others in the process;
- Clarify roles and responsibilities;
- Establish and communicate clear expectations on when and how skip-level communications are appropriate;
- Implement strategies for increasing employee access and removing barriers to training and other development opportunities;
- Have coaching conversations, mentoring, and career advancement exploration with direct reports.

4. **Reduce Bias in Hiring and Promotional Processes**
   - Reduce bias in interview panels:
     - Establish screening questions, particularly for people-manager roles that address competency in the following inclusion and accommodation best practices:
       - Race/ethnicity;
       - Gender;
       - Gender identity; and
       - Disability.
     - Ensure EIB, EEO or other formal workplace equity practitioner(s) with gender equity skills should be involved in hiring panels and assist with the evaluation of hiring panel process and decision-making to help interrupt and reduce implicit bias.
   - Reduce bias in identifying which employees get selected for promotional opportunities:

> *"The good old boys club in our leadership ranks in [] and [] is clueless to the optics. These men really don't get what you are trying to say. They feel like they are being attacked, and they get very defensive and don't listen to women's suggestions."*

- o Evaluate the weight of interview performance: Through a collaborative solution-design process with a variety of interested and affected parties, evaluate best practices for conducting interviews and appropriate weight of interview performance-based customization for job type.
- o Incorporate a standardized equity auditing tool or process for evaluating internal applicant advancement access.
- o Reach out to previous applicants who've been passed up in the past.
- o Incorporate intentional, transparent succession planning.
- o Provide feedback to internal applicants about the strengths and weaknesses in their application and/or interview and what they can do to improve performance in the future.

> *"Don't base the ability to hire someone, solely on the interview. If they have a proven track record, don't let a not-so-good interview ruin chances of promotion. This is a common issue with the hiring process and is discouraging."*

4.5. Reduce Workplace Bias & Improve Gender Equity Outcomes

1. Equity Analyses

Respondents anecdotally report disparate impact based on both race and gender. Collecting HR and demographic data on these issues may objectively reveal these disparities and provide insight into how to strategically problem-solve for these disparities.

- Pay Equity: Conduct a pay equity regressive modeling analysis which includes collecting human resources data on employee education level and reclassification outcomes.
- Attrition Rates: Conduct a retrospective and predictive logistic regression analysis of attrition rates by employee demographics and job type.

2. Expanded & Coordinated Learning and Development (L&D)

> *"Give more time for equity work"*

(See also cross-referenced suggestion solutions under Equitable Pathways to Career Advancement and Support & Training in Current Job.)

- **Gender Equity Trainings:** Design and implement Gender Equity specific trainings that review relevant policies and codes of conduct and address institutionalized sexism and other common issues affecting women-identifying employees, including but not limited to:
  - o What is gender bias? How does it show up in the workplace? What should be done about it?
  - o Micro and macro aggressions;
  - o Common workplace bullying behaviors;
  - o Bystander interventions;

- o Sexual harassment;
- o Impacts of intersecting identities and compounding biases;
- o Disproportionate impacts on health, wellbeing, safety and career advancement; and
- o Review of relevant policies, expectations, and consequences for non-compliance.

- **Men's Leadership Community of Practice:** Expand and scale Metro's Men's Community of Practice pilot project to train, support, mentor and strategically deploy a cadre of male-identifying leaders and other employee allies committed to undoing institutionalized sexism in the workplace.
- **Gender Equity Ally Group:** Establish and promote an Anti-Sexism Men Ally Group (ASMAG) ERG designed to raise awareness to gender bias in the workplace and promote ally-based equity practices.
- **Standard Equity Training Hours:** Establish explicit standards and expectations on the annual number of hours each employee is entitled and expected to attend equity and conduct-related trainings.
- **Evaluate Training and L&D Ecosystem:** Through a collaborative, solution design process involving interested and impacted parties, including but not limited to Metro L&D, King County L&D, SSQA, EIB, and division leadership, evaluate current coordination, delivery, and content of employee training that includes:
  - o Onboarding and initial occupational skills development.
  - o Occupational skills-based training specific to current job role/workgroup.
  - o professional development and career advancement.
  - o Metro learning and development based trainings.
  - o King County learning and development based trainings.
  - o EEO, sexual harassment, appropriate conduct, and other equity-related based trainings.
  - o Incorporate into above the required EEO, sexual harassment, and other equity-related training to all employees regarding legal rights and responsibilities in alignment and compliance with the:
    - King County Non-Discrimination, Anti-Harassment and Inappropriate Conduct policy;
    - proposed updated codes of conduct; and
    - proposed King County Workplace Bullying policy and consequences for failure to comply.
- **Design & Implement:** implement recommendations from above evaluation;
- **Test for Understanding:** Annually test for understanding and require refresher trainings.

3. Race, Ethnicity, Immigrant & Refugee Status, & Identity
While this assessment focuses on many of the shared experiences and proposed solutions of women-identifying and gender expansive employees across differences, in

alignment with the principles of targeted universalism,[42] it also underscores greater opportunities for nuanced understanding and meaningfully addressing the unique workplace needs of women-identifying and gender expansive employees with diverse racial, ethnic, and cultural backgrounds and identities. These cultural identities and lived experiences may result in intersecting and compounding experiences of biases and barriers to access, equity, racial and social justice in the workplace, as was recently revealed by the King County Black Women's Experience Survey findings.[43] Respondents with some of these identities reported that some of these unique experiences and needs may include different:

- preferred communication, behavioral norms, and conflict styles;
- English language fluency;
- gender role expectations; and
- workplace expectations regarding trust, physical and psychological safety, and speaking up in a hierarchical workplace environment.

It is important to note that addressing and investing in improving gender equity outcomes in the workplace does not de-emphasize or replace the continued need for renewed commitment, investing in and taking deliberate action on advancing racial justice and other equity priorities reflected in our True North and Values and championed in the county's Equity and Social Justice strategic plan and forthcoming ERSJ strategic plan refresh. Explicitly improving gender equity outcomes strategically compliments and amplifies those efforts.

4. Disability Status/Identity Access & Equity

This assessment and demographic data collection limitations underscores greater opportunities for identifying and meaningfully addressing the workplace needs of employees with visible and invisible disabilities. These disabilities may result in intersecting and compounding experiences of biases and barriers to access, equity, racial and social justice. In compliance with relevant laws, these opportunities may include, but are not limited to:

- Establishing and/or improving centralized data collection systems that track employee access, other experiences, and other outcomes related to disability;
- Providing education for all employees about visible and invisible disabilities, civil rights, accessibility, and reasonable accommodations;
- Ensuring accessible resources on the above; and
- Conducting a comprehensive organizational culture and needs assessment to help identify solutions that results in greater equity outcomes for employees living with visible and invisible disabilities.

5. Gender Identity Access & Equity

Recent national data reveal that trans and gender expansive employees face various workplace challenges impacting their well-being and careers.

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[42] Targeted Universalism | Othering & Belonging Institute (berkeley.edu)
[43] Black Women's Experience Project - PublicInput

"Research gathered by the United States Transgender Survey (USTS) collected data from over 27,715 trans people living in all 50 states, with 70 percent of the sample having held or applied for a job the prior year. Out of the participants, 27 percent of individuals were denied employment or promotion or even fired because of their gender identity. Even further, 15 percent of all respondents reported being verbally harassed, physically attacked, or sexually assaulted at work because of their gender identity." [44]

While King County has adopted policies for Supporting Transgender, Non-Binary and Gender Diverse Employees[45] and offers voluntary trainings on building gender inclusive spaces[46], many trans and other gender expansive respondents reported gender identity workplace disparities. These disparities may result in intersecting and compounding experiences of biases and barriers to access equity, racial and social justice. They also underscore greater opportunities to deepen and expand access, inclusion, workplace safety and wellbeing, and anti-harassment as well as career advancement opportunities for trans and gender expansive employees. In compliance with relevant laws, these opportunities may include, but are not limited to:

- Establishing and/or improving centralized HR data collection systems that better track employee gender identity;
- Expanding education on building gender inclusive spaces and civil rights compliance;
- Ensuring policy and education resources are routinely shared, reviewed, and discussed at all levels of the organization; and
- Conducting a comprehensive organizational culture and needs assessment to help identify solutions that result in greater equity outcomes for trans and gender expansive employees.

6. Caregiver Status/Identity Access & Equity

National studies report that gender disparities in caregiving continue in 2024 where women continue to be the majority of primary caretakers for younger and older family members.[47]

> *"Better understanding for working mothers."*

The results of the online survey in this assessment reveal that affordable childcare, on average, ranks lower on the list of priority needs for respondents compared to other needs. Other types of caregiving (i.e. for aging family members) are not listed as a

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[44] Data Reveals New Insights on Transgender Workplace Experiences | April | 2024 | Newsroom | Teachers College, Columbia University
[45] Gender identity in the workplace (kingcounty.gov)
[46] Equity, Racial, and Social Justice Training - King County, Washington
[47] Gender Reveals: Data Shows Disparities in Child Care Roles | Healthiest Communities Health News | U.S. News (usnews.com); Women and Caregiving: Facts and Figures - Family Caregiver Alliance; New U.S. Workforce Report: Nearly 70% of Family Caregivers Report Difficulty Balancing Career and Caregiving Responsibilities, Spurring Long-Term Impacts to U.S. Economy - Thursday, May 16, 2024 (aarp.org); National Survey of Caregiver Stress

choice rank on the quantitative instrument. However, qualitative findings suggest that respondents who identified as parents and/or caregivers prioritized the following top needs:

1. affordable and accessible (on-site) childcare;
2. hybrid and flexible schedules; and
3. caregiving support services.

Respondents report that parents and caregivers miss out on professional development and advancement opportunities.

Roles in the trades and customer-facing that are adaptive to the needs of working parents or caretakers will likely help increase the number of women applicants who can better thrive and advance in these roles (along with other strategies). Collecting demographic data about caregiver status will allow Metro to better measure the current state of roles, opportunities and workplace environment needed for caregivers to thrive in the workplace. Benchmarking the data will contribute to more narrowly tailoring appropriate workplace solutions and measure progress towards goals yielding greater access and gender equity.

5. CONCLUSION

The general findings of this assessment reveal five primary areas of opportunity to improve the workplace experience and well-being of Metro employees who primarily identify as women and gender expansive employees in the trades, doing shift-based work, and/or are public/customer-facing including:

1. Workplace Healthy & Safety;
2. Support & Training in Current Job;
3. Performance Management, Addressing Workplace Bullying & Other Inappropriate Conduct;
4. Equitable Pathways to Career Advancement; and
5. Reduce Workplace Bias & Improve Gender Equity Outcomes.

While each of these themes has specific and customized solutions offered by the respondents, many of these themes are interconnected and underscore general opportunities for Metro to invest building on and improving the following:

1. Standardized processes and expectations designed with an equity lens with explicit alignment with True North and Values;
2. HR analytics, including data collection, transparency, tracking, and access;
3. Creative and innovative collaborations on shared interests and goals between Metro leadership and labor partners;
4. Employee training, supervision best practices, resources, access, mentoring and support; and

5. Collaborative problem-solving strategies that include employees who may be furthest from access, equity, and justice.

Metro and King County have an opportunity to build on the goodwill of their existing access, equity, and belonging efforts by bravely listening to, prioritizing, and taking measurable, concrete steps to better meet the needs of some of its most disenfranchised employees. This report provides a blueprint for taking those next steps.

6. RECOMMENDED NEXT STEPS

1. Metro Addendum
Metro supplements this report with an addendum via the annual EEO Program Report Update that addresses each of the five areas of opportunity in a similar format that:
- summarizes <u>current</u> key activities, initiatives, and programs (what's already underway);
- summarizes <u>prospective</u> key initiatives (what's already planned for the future);
- provides a summary of select short, medium and longer term commitments (goals) that will be made resulting from this assessment and report.

2. Share with Impacted & Interested Partners & Parties
Design and implement a comprehensive communications plan sharing the results and commitments resulting from these findings:
- Wide grassroots outreach and follow-up with respondents via:
  - Attending ERGs, affinity group, and other employee group meetings,
  - Attending Bus Ops Speak Listen Communicate Group,
  - Metro internal newsletters, and
  - Labor partner internal newsletters;
- Metro senior and division leaders;
- Labor partner leaders;
- Office of Equity Racial and Social Justice; and
- This assessment's Guidance & Action Team.

3. Work Planning
Using Best Run Government change management practices[48], impacted divisions and workgroups should submit customized work plans that incorporate select short-, medium-, and longer-term commitments (goals). See Appendix 3 for a generalized sample template.

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[48] Best-Run Government Roadmap (sharepoint.com)

4. **Ensure Sustainability**
   - Assign a senior-level FTE organizational strategist (SDA or consultant) skilled in change management, continuous improvement and ERSJ, reporting directly to EEO Officer and General Manager, that facilitates a collaborative solution design process, work planning and oversees and coordinates multiphase delivery on commitments and goals by interested and affected parties.
   - Assign a program/project manager to support in workplan coordination, communications and delivery.
   - Identify specific role from each of the following (with an agreed-upon percentage of a management level FTE) uniquely dedicated to liaising, coordinating, and timely implementation of respective workplans:
     1. All 11 divisions;
     2. Organizational Health & Development Section;
     3. Equity, Inclusion & Belonging Section;
     4. SSQA;
     5. EEO office; and
     6. General Manager's Office.

7. APPENDICES

1. Survey Questions

King County METRO
Moving forward together

Culture Change at Metro
2024 Women's Needs Assessment

- **Do you work in the trades and/or work on-site for Metro?**
- **Do you work when most people are sleeping?**
- **Want REAL improvements in the lives of women who work at Metro?**

In cooperation with members of the Metro WOMEN Employee Resource Group (ERG), the Metro Equal Employment Opportunity (EEO) Office wants to hear directly from women in the trades and other women who work on-site, including trans women and non-binary employees, about what they need most to help make real improvements in their lives at work. This will help Metro leadership make important decisions about the budget and priorities that improve the lives of women employees.

What? We want to understand what specific actions, changes and resources Metro can provide or invest in. We want to meet with people either in small groups or one-on-one, ask a few questions and hear ideas. Or take this survey!

Who? Women employees and employees with lived experience being gendered female, including transgender women, nonbinary and assigned female at birth. We especially want to hear from women of color at Vehicle Maintenance, Rail, Marine, Facilities & Bus Operations who may experience the greatest barriers to equity and justice at Metro.

What's next? We'll pass on a summary of the top needs that women workers share with us to Metro leadership by summer 2024.

For more info: Contact Aline Carton-Listfjeld at acartonlistfjeld@kingcounty.gov.

Participation is totally optional. All answers are confidential. To report discrimination, harassment, retaliation, or inappropriate conduct, please contact the EEO Office at MetroEEO@kingcounty.gov.

If you would like to see this survey in another language: Please contact acartonlistfjeld@kingcounty.gov and note your preferred language. The sponsors of this project will do their best to translate the survey into languages where there is a high demand from employees.

Intérprete 翻译员 翻譯員 አስተርጓሚ
Thông dịch viên مترجم Turjumaan
Перекладач Переводчик 통역사

1

I feel safe at work. (1 = you strongly disagree and 5 = you strongly agree) *

| 1 | 2 | 3 | 4 | 5 |

2

I feel like I can speak up or make a complaint without getting in trouble or fired. (1 = you strongly disagree and 5 = you strongly agree) *

| 1 | 2 | 3 | 4 | 5 |

3

I feel like I'm treated fairly at work. (1 = you strongly disagree and 5 = you strongly agree) *

| 1 | 2 | 3 | 4 | 5 |

4

Which of the following would most improve your experience working at Metro Transit? Please rank where 1 is most important and 10 is least important. If none of these address your top needs, please share those needs in the next question. *

I need more training and support to succeed at my current job

I need affordable childcare at my work site

I need more safety and security at my work site   ↑   ↓

I need more safety and security to and from where I work

I need my direct supervisor to encourage and support my career goals

I need access to promotions and career advancement opportunities that I can easily find out about

I need opportunities to meet with similar employees, on work time, to share resources, provide mentorship and career support for each other (such as an Employee Resource Group)

I need more flexibility in shifts scheduling

I need there to be more consequences or accountability when employees behave badly or break work rules

I need more time in my schedule to review Metro communications including emails, newsletters and bulletins

5

What else would you like to say about your top needs to improve your experience working at Metro? Or, please let us know about your top needs if they are not listed above. *

Enter your answer

6

Who do you trust to help you solve a work concern or problem? Please rank the options from 1 to 10, where 1 indicates the highest level of trust and 10 indicates the lowest level of trust. *

My direct supervisor

Human Resources

Metro Equal Employment Opportunity office

Leadership in my division

My family or friends who don't work for Metro

Close work friends

Employee Resource Group or Affinity Group

My union representative

I'm not sure who to turn to or trust

7

Which Metro Division do you work for? *

○ Vehicle Maintenace

○ Bus Operations

○ Facilities

○ Rail

○ Marine

○ Other

8

What other changes or improvements would you like to see at Metro that could really make a difference for you? *

Enter your answer

9

Do you manage or supervise staff? *

○ Yes

○ No

10

Please check all that apply to you. *

☐ I work in the trades.

☐ I work mostly at night or during the graveyard shift.

☐ I work in operations and rarely use a computer to get my work done.

☐ My work hours are usually around 8-5 on weekdays.

☐ I need to use a computer every day to get my work done.

13

What is your race/ethnicity? Please select all that apply.

- [ ] African/Black
- [ ] African American/Black
- [ ] Alaska Native/American Indian/Indigenous American/Native American
- [ ] Asian/Asian American
- [ ] South Asian/South Asian American
- [ ] Southeast Asian/Southeast Asian American
- [ ] Caribbean
- [ ] Caucasian/White
- [ ] Hispanic/Latina/Latino/Latinx
- [ ] Middle Eastern/North African
- [ ] Native Hawaiian/Pacific Islander
- [ ] I prefer not to say

14

If your race/ethnicity is not listed, please share here:

Enter your answer

Submit

2. Survey Data

This appendix offers an analysis of data from a survey of Metro's operational divisions conducted April-September, 2024.

2.1 Demographics

Figure 10. Survey respondents by division.

Division	N
Bus Operations	65
Rail	41
Vehicle Maintenance	34
Facilities	28
Other	8
Marine	3
Unknown/Prefer not to say	3
Total	**182**

"Other" includes non-operational division employees. To preserve survey respondents' anonymity, this analysis will only independently consider groups with N>5 when disaggregated. For that reason, Marine Division was not included in disaggregations by division.

Figure 11. Survey respondents by role.

Do you manage or supervise staff?	N
No	132
Yes	50
Total	**182**

These groups will be indicated by "Supervisors" and "Individual contributors."

Figure 12. Survey respondents by gender.

Gender	N
Cisgender Women	157
Gender Expansive*	8
Cisgender Men	5
Transgender Women	4
Unknown/Prefer not to say	8
Grand Total	**182**

* Gender Expansive does not include transgender women in this table.

Cisgender means that the participants' gender identity and sex assigned at birth align, while transgender means their gender identity does not match the sex assigned at birth. When "women" or "all women" are referenced, these terms refer cumulatively to cisgender and transgender women. "Gender expansive" includes all employees who self-identify as transgender, non-binary, intersexual, or otherwise not cisgender. Transgender women are included in both "women" and "gender expansive" when those categories are analyzed separately.

Figure 13. Survey respondents by work environment.

Work Environment	N
Office/Admin	77
Trades/Field/Shift	105
Grand Total	**182**

"Trades/Field/Shift" includes those who chose any of the following answers:
- I work in the trades.
- I work mostly at night or during the graveyard shift.
- I work in operations and rarely use a computer to get my work done.

"Office/Admin" includes those for whom only one or both of the following statements are true:
- My work hours are usually around 8-5 on weekdays.
- I need to use a computer every day to get my work done.

Figure 14.a. Survey respondents grouped by race and ethnicity categories.

Race/Ethnicity	N
White/Caucasian	63
Black/African American/African	44
Asian/Asian American	22
More than one race or ethnicity identified	17
Native Hawaiian/Pacific Islander	6
Hispanic/Latino/Latina/Latinx	6
Alaska Native/American Indian/Indigenous American/Native American	3
Unknown/Prefer not to say	21
Grand Total	**182**

To preserve survey respondents' anonymity, this analysis will only independently consider groups where N>5 when disaggregated by gender and supervisory role or work environment. For that reason, those who self-identify as Asian/Asian American, More than one race or ethnicity identified, Native Hawaiian/Pacific Islander, Hispanic/Latino/Latina/Latinx, and Alaska Native/American Indian/Indigenous American/Native American where grouped together.

Figure 14.b. Survey respondents grouped by more general race and ethnicity categories.

Race/Ethnicity	N
White	63
Other People of Color	54
Black	44
Unknown/Prefer not to say	21
Grand Total	**182**

Figure 15. I feel safe at work: % of all women who agree or strongly agree by Race/Ethnicity, Role, and Work Environment.

	Black			Other Women of Color			White			Unknown/Prefer not to say			All		
	Agree & Strongly Agree	Total	%	Agree & Strongly Agree	Total	%	Agree & Strongly Agree	Total	%	Agree & Strongly Agree	Total	%	Agree & Strongly Agree	Total	%
All Metro women	19	43	44%	29	49	59%	32	55	58%	7	14	50%	87	161	54%
By work environment															
Office/Admin	9	17	53%	12	18	67%	20	27	74%	4	7	57%	45	69	65%
Trades/Field/Shift	10	26	38%	17	31	55%	12	28	43%	3	7	43%	42	92	46%
By role															
Individual Contributors	15	34	44%	17	33	52%	21	40	53%	4	10	40%	57	117	49%
Supervisors	4	9	44%	12	16	75%	11	15	73%	3	4	75%	30	44	68%

Fewer women who are individual contributors feel safe in the trades (46%) than in the office environment (65%). Supervisors are more likely (68%) than individual contributors (49%) to feel safe at Metro. Black women are less likely than White women (44% vs. 58%) to feel safe.

Figure 16. I feel like I can speak up or make a complaint without getting in trouble or fired: % of all women who agree or strongly agree by Race/Ethnicity, Role, and Work Environment.

	Black			Other Women of Color			White			Unknown/Prefer not to say			All		
	Agree & Strongly Agree	Total	%	Agree & Strongly Agree	Total	%	Agree & Strongly Agree	Total	%	Agree & Strongly Agree	Total	%	Agree & Strongly Agree	Total	%
All Metro women	21	43	49%	30	49	61%	31	55	56%	8	14	57%	90	161	56%
By work environment															
Office/Admin	10	17	59%	10	18	56%	16	27	59%	3	7	43%	39	69	57%
Trades/Field/Shift	11	26	42%	20	31	65%	15	28	54%	5	7	71%	51	92	55%
By role															
Individual Contributors	17	34	50%	18	33	55%	22	40	55%	5	10	50%	62	117	53%
Supervisors	4	9	44%	12	16	75%	9	15	60%	3	4	75%	28	44	64%

Overall, supervisors (64%) felt more comfortable than individual contributors (53%) speaking up. Black women were less likely to feel like they could speak up (49%) than White women (56%) or other Women of Color (61%). Black women supervisors were also much less likely to feel they could speak up (44%) compared to other supervisors of color (75%) or White supervisors (60%).

Overall, there were limited differences between the Office/Admin environment (57%) and the Trades/Field/Shift environment (55%). Black women were more likely to feel they can speak up in the office environment (59%) vs. in the trades, field, or on shift (42%). Conversely, other women of color are more likely to feel they can speak up in the trades (65%) vs the office environment (56%). White women were slightly more likely to feel they could speak up in the office (59%) vs. the trades (54%).

Figure 17. I feel like I'm treated fairly at work: % of all women who agree or strongly agree by Race/Ethnicity, Role and Work Environment.

	Black			Other Women of Color			White			Unknown/Prefer not to say			All		
	Agree & Strongly Agree	Total	%	Agree & Strongly Agree	Total	%	Agree & Strongly Agree	Total	%	Agree & Strongly Agree	Total	%	Agree & Strongly Agree	Total	%
All Metro women	21	43	49%	26	49	53%	32	55	58%	6	14	43%	85	161	53%
By work environment															
Office/Admin	11	17	65%	11	18	61%	20	27	74%	3	7	43%	45	69	65%
Trades/Field/Shift	10	26	38%	15	31	48%	12	28	43%	3	7	43%	40	92	43%
By role															
Individual Contributors	19	34	56%	18	33	55%	22	40	55%	4	10	40%	63	117	54%
Supervisors	2	9	22%	8	16	50%	10	15	67%	2	4	50%	22	44	50%

Individual contributors and supervisors generally have similar feelings about whether they are treated fairly (54% vs. 50%). When disaggregated by race and type of work, different patterns emerge. Those in the trades have generally worse feelings about fairness (43%) than those in the office environment (65%). Most Black women people leaders do not feel treated fairly (22%), especially compared to White women people leaders (67%).

Figure 18a. Ranked choice ordering of needs at work by all Metro women respondents, N=161.
The number of women ranking a need option first, second, third, etc., and their weighted ranking score.

1. I need more training and support to succeed at my current job. (Ranking Score: 1146)
28 | 30 | 23 | 23 | 16 | 16 | 11 | 4 | 9 | 1

2. I need more safety and security at my work site. (Ranking Score: 1091)
35 | 21 | 24 | 7 | 16 | 18 | 15 | 16 | 8 | 1

3. I need there to be more consequences or accountability when employees behave badly or break work rules. (Ranking Score: 989)
29 | 22 | 16 | 14 | 13 | 13 | 10 | 11 | 26 | 7

4. I need access to promotions and career advancement opportunities that I can easily find out about. (Ranking Score: 965)
10 | 16 | 24 | 16 | 26 | 23 | 21 | 14 | 9 | 2

5. I need my direct supervisor to encourage and support my career goals. (Ranking Score: 931)
12 | 17 | 10 | 24 | 25 | 20 | 19 | 20 | 10 | 4

6. I need more safety and security to and from where I work. (Ranking Score: 885)
8 | 16 | 13 | 23 | 16 | 22 | 26 | 16 | 17 | 4

7. I need opportunities to meet with similar employees, on work time, to share resources, provide mentorship and career support… (such as ERGs). (Ranking Score: 879)
9 | 11 | 20 | 21 | 15 | 15 | 28 | 25 | 14 | 3

8. I need more flexibility in shifts scheduling. (Ranking Score: 876)
16 | 13 | 15 | 15 | 17 | 15 | 19 | 23 | 24 | 4

9. I need affordable childcare at my work site. (Ranking Score: 548)
9 | 10 | 10 | 8 | 7 | 8 | 3 | 9 | 14 | 83

10. I need more time in my schedule to review Metro communications including emails, newsletters and bulletins. (Ranking Score: 545)
5 | 5 | 6 | 10 | 10 | 11 | 9 | 23 | 30 | 52

■ First ■ Second ■ Third ■ Fourth ■ Fifth ■ Sixth ■ Seventh ■ Eighth ■ Ninth ■ Tenth

All these options were ranked relatively highly. While the extremes (top two and lowest two) are more evident, the options ranked three through eight only range by 113 ranking score points (989 vs. 876), a difference of only 13%.

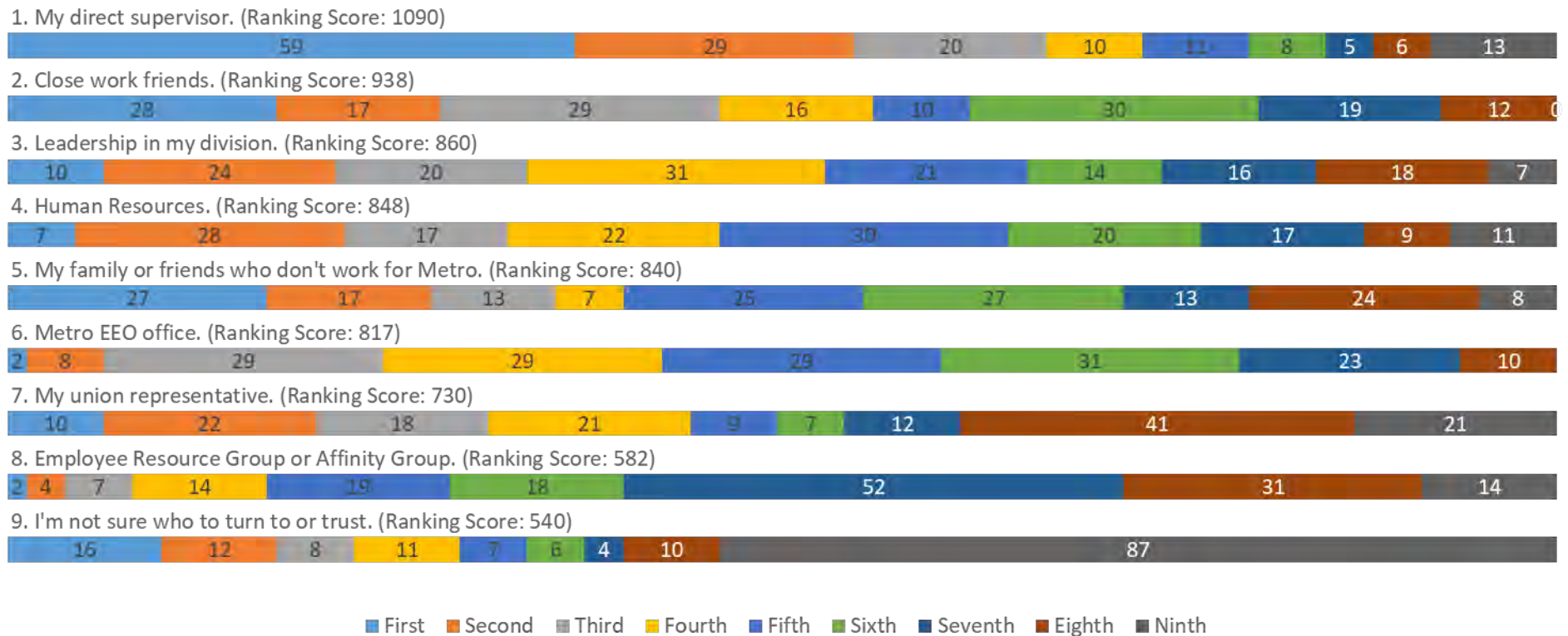*Figure 18b. Metro Women's ranking of top needs by Race/Ethnicity, Supervisory Role, and Work Environment.*

Legend:
Dark Green=Ranked first
Light Green=Ranked second
Yellow=Ranked third
Orange=Ranked fourth

	n	I need more training and support to succeed at my current job	I need more safety and security at my work site	I need there to be more consequences or accountability when employees behave badly or break work rules	I need access to promotions and career advancement opportunities that I can easily find out about	I need my direct supervisor to encourage and support my career goals	I need more flexibility in shifts scheduling	I need opportunities to meet with similar employees, on work time, to share resources, provide mentorship and career support for each other (such as an Employee Resource Group)	I need more safety and security to and from where I work	I need more time in my schedule to review Metro communications including emails, newsletters and bulletins	I need affordable childcare at my work site
All Women	161	1	2	3	4	5	8	7	6	10	9
Supervisors	44	1	2	3	4	7	8	5	6	10	9
Individual contributors	117	1	2	4	3	5	7	8	6	9	10
Trades/Field/Shift	92	2	1	3	4	7	6	8	5	10	9
Admin/Office	69	1	6	4	3	2	7	5	8	9	10
Admin/Office, Supervisors	21	1	2	4	6	7	5	2	8	9	10
Admin/Office, Individual contributors	48	1	6	4	3	2	7	5	8	9	9
Trades/Field/Shift, Supervisors	23	1	2	3	4	6	7	8	5	10	9
Trades/Field/Shift, Individual contributors	69	2	1	3	4	7	6	8	5	9	10
Black Women	43	1	2	7	3	4	8	6	5	9	10
Black -- Supervisors	9	1	5	4	2	3	8	5	7	9	10
Black -- Individual contributors	34	2	1	8	3	4	7	6	5	9	10
Black -- Trades/Field/Shift	26	2	1	5	3	6	8	7	4	9	10
Black -- Admin/Office	17	1	4	8	2	3	6	5	7	9	10
Other Women of Color (WOC)	49	1	2	4	5	8	3	6	7	10	9
Other WOC -- Supervisors	16	1	2	4	6	8	3	5	7	10	9
Other WOC -- Individual contributors	33	1	2	4	7	5	3	8	5	10	9
Other WOC -- Trades/Field/Shift	31	3	1	4	5	7	2	8	6	10	9
Other WOC -- Admin/Office	18	1	5	3	6	4	8	2	6	10	9
White Women	55	2	3	1	5	4	8	7	6	9	10
White -- Supervisors	15	1	2	3	8	4	4	7	6	9	10
White -- Individual contributors	40	3	2	1	4	5	8	6	7	9	10
White -- Trades/Field/Shift	28	3	1	2	4	5	8	7	6	9	10
White -- Admin/Office	27	1	3	2	6	4	5	8	7	9	10

Most women at Metro prioritize more training and support to succeed at their current job. Black women prioritize access to promotions and career advancement opportunities more than other women of color or White women respondents. White women prioritize accountability and consequences more highly than other women. Women in the trades prioritize safety at the worksite more highly than those in the office environment, although it is a priority for both.

2.4 Trust at Work: All Women

Figure 19a. Ranked choice ordering of those trusted at work by all Metro women respondents, N=161.
The number of women ranking a need option first, second, third, etc., and their weighted ranking score.

There was substantial agreement about direct supervisors being the most trusted.

Figure 19b. Metro Women's ranking of who they trust by Race/Ethnicity, Supervisory Role, and Work Environment.

Legend:
Dark Green=Ranked first
Light Green=Ranked second
Yellow=Ranked third
Orange=Ranked fourth

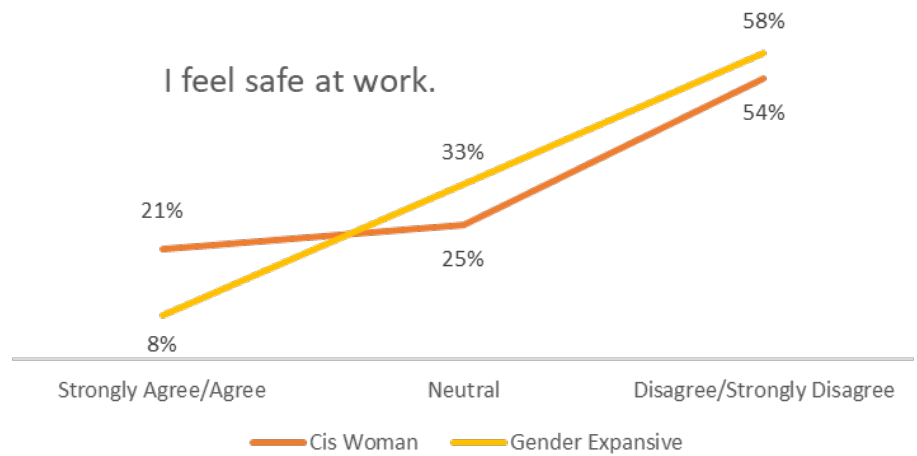|	n	My direct supervisor	Close work friends	Leadership in my division	Human Resources	My family or friends who don't work for Metro	Metro EEO office	My union representative	Employee Resource Group or Affinity Group	I'm not sure who to turn to or trust
All Women	161	1	2	3	4	5	6	7	8	9
Supervisors	44	1	4	2	3	5	6	7	8	9
Individual contributors	117	1	2	4	4	3	6	7	9	8
Trades/Field/Shift	92	1	2	4	5	7	6	3	9	8
Admin/Office	69	1	2	5	4	2	6	8	7	9
Admin/Office, Individual contributors	48	1	2	6	4	3	5	8	7	9
Admin/Office, Supervisors	21	1	5	2	3	4	6	8	7	9
Trades/Field/Shift, Individual contributors	69	1	2	4	7	5	6	3	9	8
Trades/Field/Shift, Supervisors	23	1	3	4	2	6	5	7	8	9
Black Women	43	1	4	5	2	6	3	7	8	9
Black -- Supervisors	9	1	5	3	6	2	4	8	7	9
Black -- Individual contributors	34	1	3	5	2	6	4	7	8	9
Black -- Trades/Field/Shift	26	1	2	7	3	4	5	6	9	8
Black -- Admin/Office	17	1	5	4	2	6	3	8	7	9
Other Women of Color (WOC)	49	1	2	4	3	5	5	7	8	9
Other WOC -- Supervisors	16	1	5	3	2	6	4	7	7	9
Other WOC -- Individual contributors	33	1	2	3	6	4	7	4	8	9
Other WOC -- Trades/Field/Shift	31	1	4	2	3	7	6	5	8	9
Other WOC -- Admin/Office	18	1	3	5	4	2	6	8	7	9
White Women	55	1	2	3	6	4	5	7	9	8
White -- Supervisors	15	1	3	2	4	5	6	7	8	9
White -- Individual contributors	40	1	2	4	6	3	5	6	9	8
White -- Trades/Field/Shift	28	1	2	4	8	5	6	3	9	7
White -- Admin/Office	27	1	4	2	5	3	6	8	7	9

Even when disaggregated, all groups trusted their direct supervisor over other options. Individual contributors in the trades, field, or on shift ranked their union representative more highly than other groups. Black women ranked the Metro EEO Office more highly than other groups. White women ranked Human Resources lower than Black women or other women of color.

2.5 Gender Expansive Employees

Twelve employees self-identified as transgender, non-binary, intersexual, or otherwise not cisgender. To protect their anonymity, this group is not disaggregated further by race/ethnicity, supervisory role, or work environment. Their responses to the survey questions are shared below and compared to cisgender women's responses (N=157).

Figure 20. I feel safe at work: Gender Expansive and Cis Gender Women respondents.

Gender expansive respondents were less likely to feel safe at work than cisgender women. The majority of both groups did not feel safe.

I feel safe at work.

58%
54%
33%
21%
25%
8%

Strongly Agree/Agree   Neutral   Disagree/Strongly Disagree

— Cis Woman   — Gender Expansive

I feel like I can speak up without getting in trouble or fired.

67%
56%
22%   22%
17%   17%

Strongly Agree/Agree   Neutral   Disagree/Strongly Disagree

— Cis Woman   — Gender Expansive
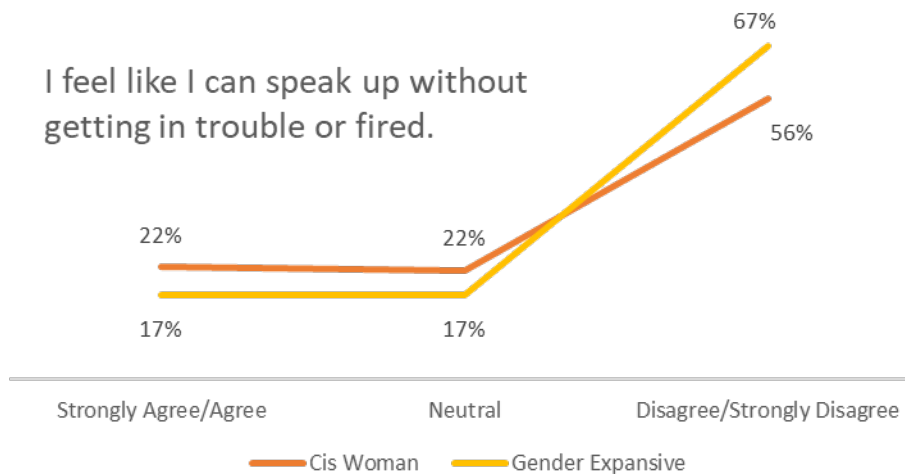
Figure 21. I feel like I can speak up without getting in trouble or fired: Gender Expansive and Cis Gender Women respondents.

Gender expansive people are less likely than cisgender women to feel they can speak up or make a complaint. The majority of both groups did not feel they could speak up.

Figure 22. I feel like I'm treated fairly at work: Gender Expansive People and Cisgender Women respondents.

The majority of both groups disagree that they are treated fairly. Gender expansive people are more likely to agree that they are treated fairly at work than cis women.
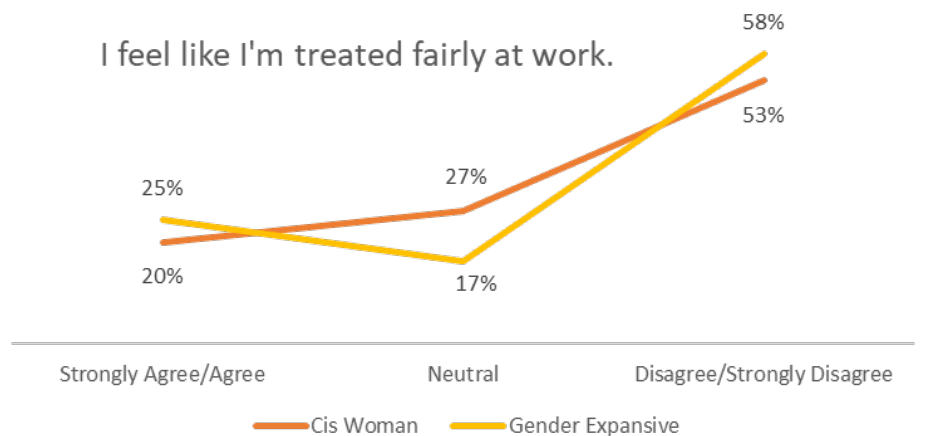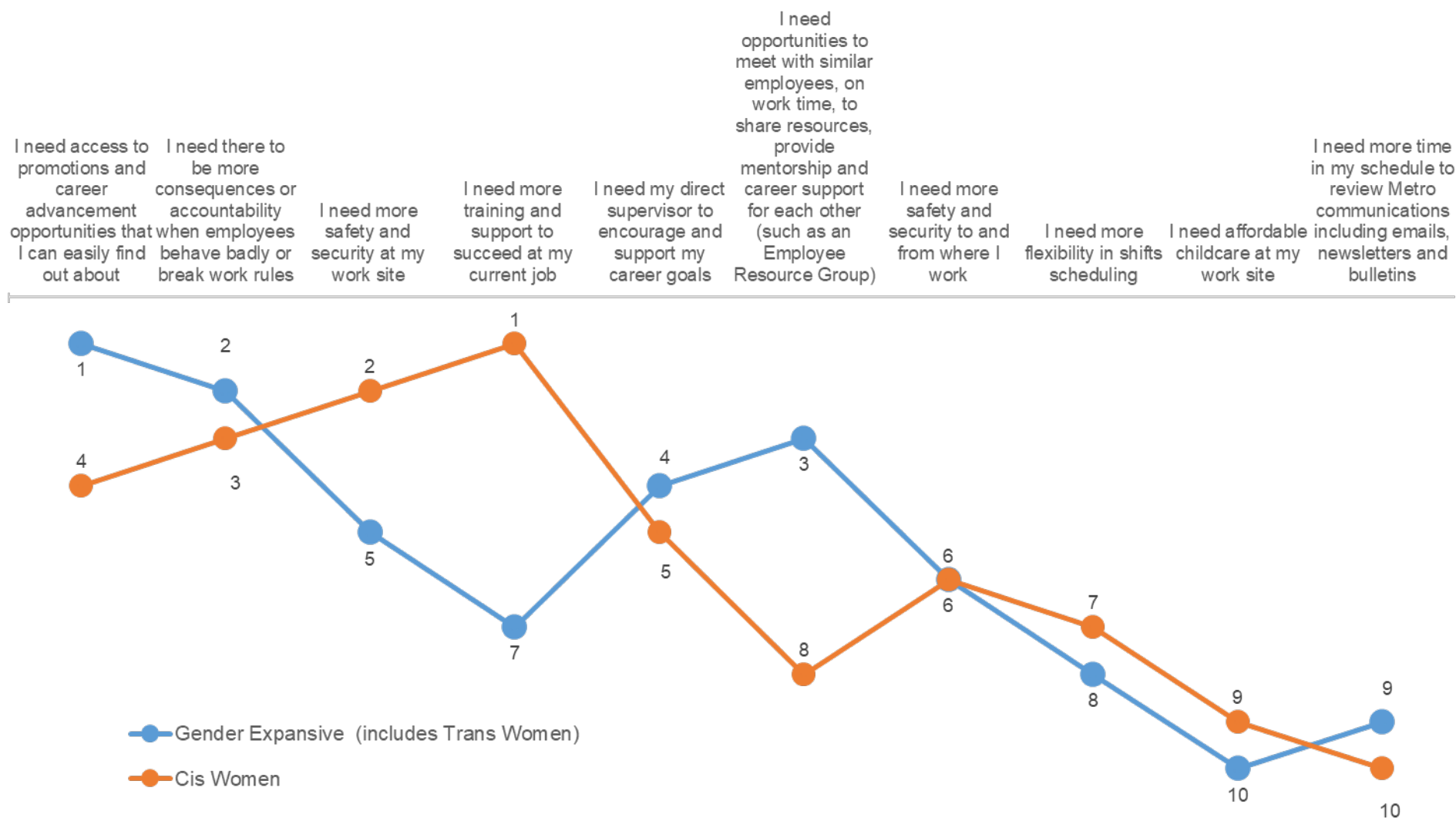
I feel like I'm treated fairly at work.

58%
53%
25%   27%
20%   17%

Strongly Agree/Agree   Neutral   Disagree/Strongly Disagree

— Cis Woman   — Gender Expansive

Figure 23. Ranking of top needs by Gender Expansive People (N=12) and Cisgender Women (N=157).

Gender expansive employees value access to promotions and career advancement more highly, ranking it in first place, compared to cisgender women who rank it fourth. The two most highly ranked needs by cisgender women—more training and support to succeed at my current job and more safety and security at my work site–are not as highly prioritized by gender expansive employees. Gender expansive employees prioritize opportunities such as ERGs much more highly, at third, than cisgender women, who rank it eighth.

Figure 24. Ranking of those trusted at work by Gender Expansive People (N=12) and Cisgender Women (N=157).
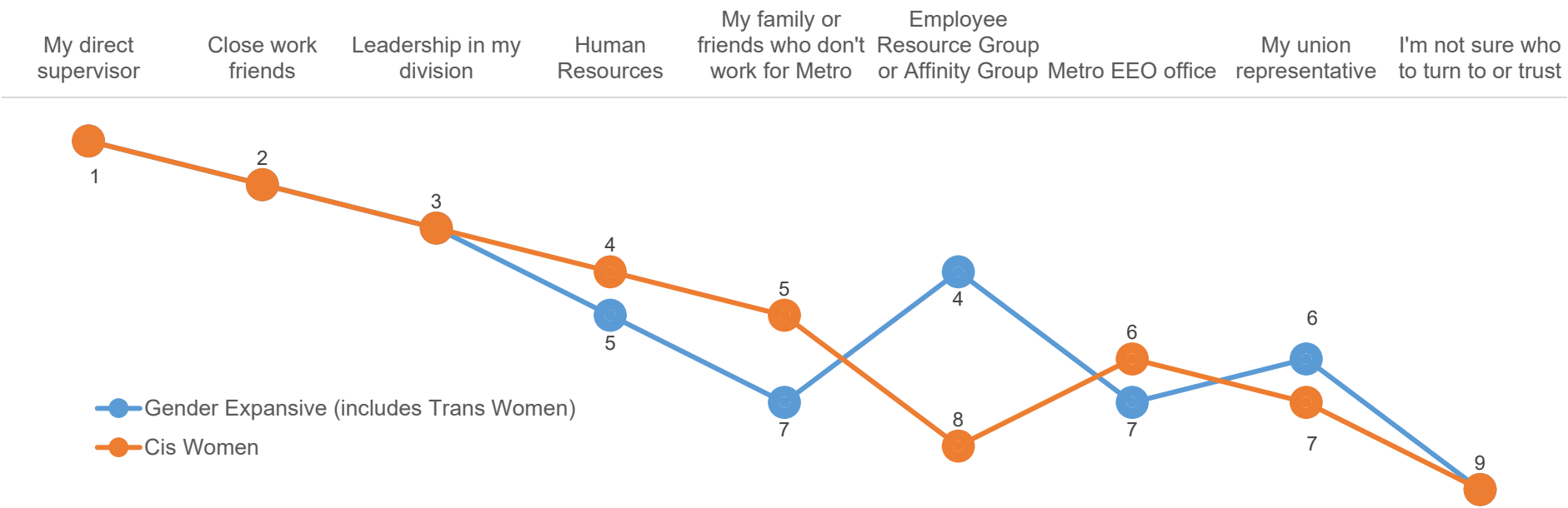

Gender expansive employees and cisgender women align on how they prioritize their top three choices for who to trust: direct supervisor, close work friends, and division leadership. Consistently, gender expansive employees value ERGs higher (fourth) than Cisgender women, who rank it eighth.

The following analysis is of all women (cisgender and transgender) in operational divisions at Metro. The Marine Division was excluded to preserve the anonymity of respondents.

Figure 25. Percentage of women* employees in each operational division** who agree or strongly agree with each statement, N=161.
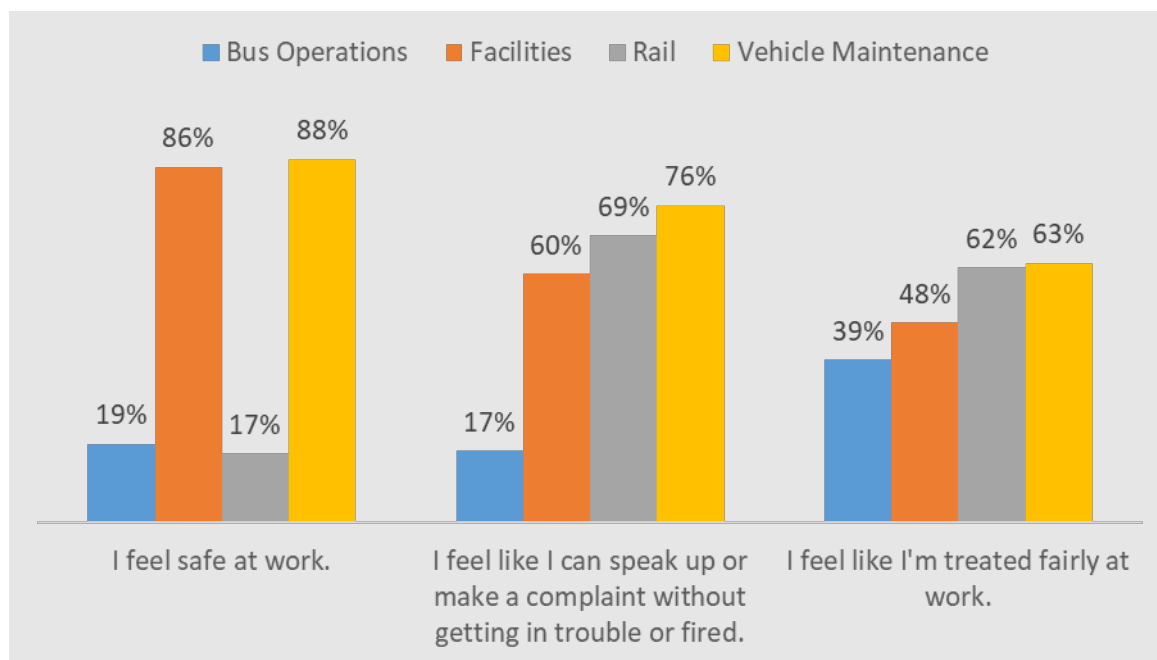

* Includes both cisgender and transgender women.
** The Marine Division was excluded to preserve the anonymity of respondents.

Women in the Facilities and Vehicle Maintenance divisions agreed they felt safe at a much higher rate than those in the Bus Operations and Rail divisions. Fewer women in Bus Operations feel comfortable speaking up (17%) than in other divisions (60%, 69%, 76%).

Figure 26. Ranking of Top Needs by All Women and Operational Division, N=154.
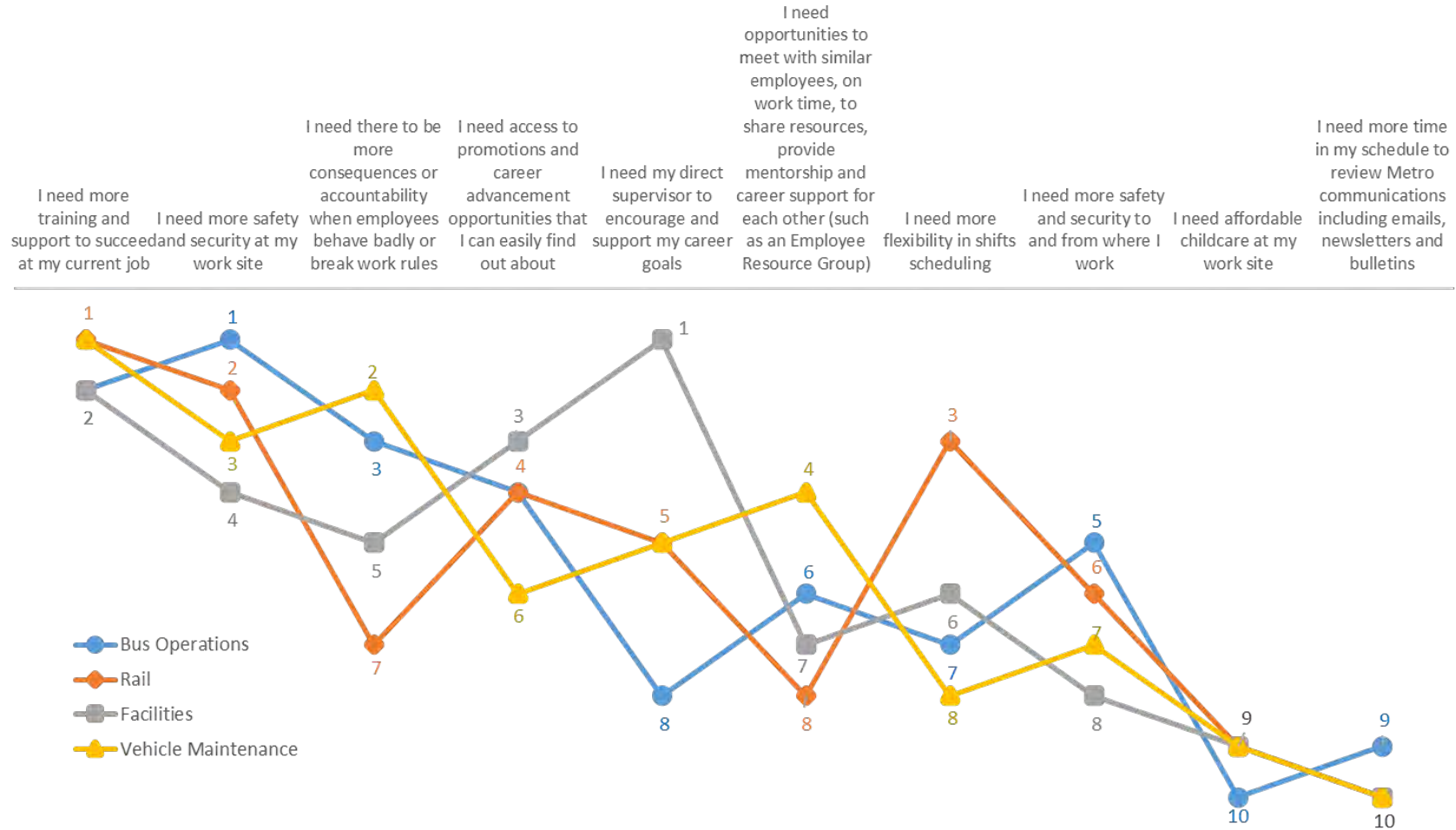
A large majority of women in all divisions prioritize training and support in their current job (1,1,2,2). Women in Facilities prioritize encouragement and support from their direct supervisors (1) more highly than other divisions (5,5,8). Women in Bus Operations and Rail prioritize safety at their work site more highly (1,2), although it is a priority in all divisions (3,4). Women in Rail prioritize flexibility in shifts scheduling (3) more highly than other divisions (6,7,8). Women in Vehicle Maintenance (2) and Bus Operations (3) prioritize consequences or accountability more highly than those in Rail (7) and Facilities (5).

Figure 27. Ranking of Those Trusted at Work by All Women and Operational Division, N=154.
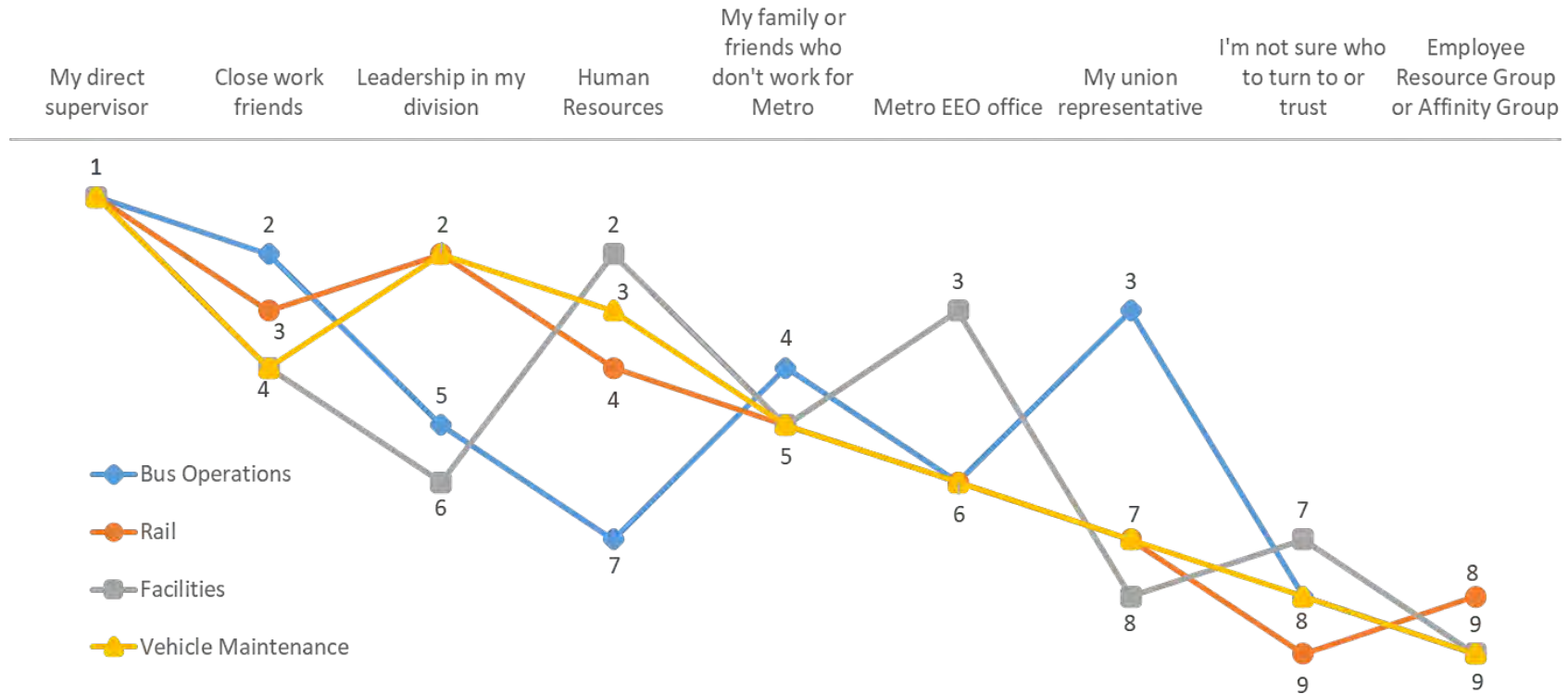
Women in all divisions highly trust their direct supervisor for help at work (1,1,1,1). Women in Bus Operations rank their union representative more highly (3) than other divisions (7,7,8) and rank Human Resources less highly (7) than other divisions (2,3,4). Women in Facilities trust the Metro EEO Office more highly (3) than other divisions (6,6,6). Women in Rail (2) and Vehicle Maintenance (2) rank their trust in their division leadership more highly than those in Bus Operations (5) and Facilities (6).

3. Sample Goals & Commitments Template

Areas of Opportunity	Short Term Goals (these can include efforts that are already underway that may need more visibility) (Date)	Medium Term Goals (Date)	Long Term Goals (Date)
Workplace Health & Safety	• People managers to conduct safety and wellbeing check-ins with their direct reports and ensure action plans are developed with their direct reports to best meet the needs of individual employees • Audit/evaluate current security effectiveness and outcomes including analyzing current training and competence of contracted security personnel. • Develop and post Rights and Responsibilities of Metro passengers communications in all customer-facing spaces • Provide more parking options and/or security in reserved lots.	• Establish standard operating procedures relating to how to interact with members of the public who are unhoused, have mental illness, substance use disorder, that contribute to health or safety concerns • Offer trainings on mental illness, substance use disorder, de-escalation tactics in alignment with the above SOPs	• Conduct comprehensive evaluations of security/incident protocol for Bus Operations, Rail (Sound Transit), Marine, and Facilities' divisions. Bring a representative sample of affected and interested parties for collaborative problem solving (eg. For Bus Operations: TCC, Supervisors, Security contractor, SSQA, law enforcement, senior leaders, operators) • Increase King County Law Enforcement presence to pre-pandemic levels and replace security contractors where determined to be ineffective based on above recommended evaluation.
Support & Training in Current Job			

Performance Management & Workplace Bullying & Other Inappropriate Conduct			
Equitable Pathways to Career Advancement			
Reduce Workplace Bias & Improve Gender Equity Outcomes			