



King County Metro

# EEO Program Report

2025 Update

Contextualizing the Women's Needs Assessment



King County  
**METRO**

*Moving forward together*

March 20, 2025



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This document is available in alternate and accessible formats upon request by contacting the EEO Office:

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# Introduction from Metro's EEO Officer

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Dear Metro community,

Our nation's commitment to civil rights is being tested. Long-standing laws that protect against discrimination, expand access for people with disabilities, and increase opportunities for underserved communities are facing unprecedented challenges in our courts and public discourse.

Let me be clear: Metro does not discriminate based on of race, gender, national origin, disability, religion, sexual orientation, gender identity or expression, or veteran status. We comply with all civil rights and anti-discrimination laws, and remain committed to upholding the dignity and civil rights of our employees and riders. Our values will not be shaken by political rhetoric and unconstitutional threats.

Now more than ever, I am honored to present this year's Equal Employment Opportunity (EEO) Program Report Update. This marks the fourth consecutive year of publication, reinforcing Metro's commitment to accountability, transparency, and creating a workplace where everyone can thrive. Reports like this are essential in demonstrating our values and elevating the voices and experiences most affected by discrimination and its ongoing impact.

This report highlights the findings and next steps of the Women's Needs Assessment, a key milestone in a multi-year initiative to advance gender equity—particularly for Metro's operators and public-facing employees.

I am so proud to work alongside some of the County's most dedicated and talented public servants in advancing civil rights and equity. Thank you to everyone who contributed to this report.

If you have questions about this report or suggestions for improvement, please contact me directly or reach out to the EEO Office by emailing [MetroEEO@kingcounty.gov](mailto:MetroEEO@kingcounty.gov) or calling (206) 477-9454.

Sincerely,



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# EEO Office – Mission, Vision, and Values

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## Mission

To protect civil rights and advance equity for all King County Metro employees.

## Vision

A Metro free of discrimination where everyone can professionally grow and thrive, regardless of who they are and the identities they hold. The Metro EEO Office will do its part to keep our region moving by providing Metro employees and leadership trustworthy information and data to drive equitable employment decisions and policies.

## Values

**Equity.** We name and acknowledge that racism, sexism, ableism, transphobia, and xenophobia are real, systemic maladies that are rooted in our nation's long history and practices of legal segregation, discrimination, and colonization. The knowledge of the past and present effects on the workplace informs our future work.

**Expertise in Civil Rights Law.** We celebrate that civil rights laws are monumental achievements of our society, fought for by countless leaders and martyrs of justice, including our County's namesake, the Rev. Dr. Martin Luther King, Jr. We honor their memories with sophisticated expertise in the equal and unbiased application of these laws.

**Compassion.** We listen to the voices and stories of those affected by discrimination with empathy and compassion, regardless of the merits of their allegations. And as a neutral party to these matters, we similarly will treat those alleged to have violated policy or law with equal respect and compassion, knowing that investigations can be a difficult process to experience, and never assuming wrongdoing or intent.

**Transparency.** We practice transparency in our processes, knowing that true transparency leads to accountability. We will strive to ensure that the Metro workforce knows about our policies and procedures in investigations, compliance with federal law, and Metro's EEO Plan. We invite engagement and critique that leads to positive change and innovation.

**Cooperation.** We acknowledge that we are part of a larger structure, where partnership with other departments, leadership, and employees is crucial to translating the information and data we provide into meaningful action. While the Office shall operate as independently as possible and free from outside influence, we value the expertise and cooperation of the many talented professionals throughout King County in doing what is just and equitable.

# EEO Office – Processes and Function

The EEO Office continues to grow and refine its approaches to advancing equity and upholding civil rights in the workplace for all Metro employees. This section outlines the office's function and responsibilities.

If you or your work group have questions or would like an EEO Staff member to present on the office's role, email [MetroEEO@kingcounty.gov](mailto:MetroEEO@kingcounty.gov).

## Updated Investigations Procedures and Handbook



2025 Investigation Procedures and Handbook (Second Edition)  
King County Metro Equal Employment Opportunity Office

The EEO Office published its first Handbook in 2023, detailing the standard procedures for receiving, investigating, and analyzing reports of discrimination, harassment, retaliation, and inappropriate conduct. These procedures are designed to build trust in the EEO Office and clarify its role in workplace conflicts. The Handbook was updated for 2025 by EEO Investigator Katie Vail and the EEO Investigation Team.

With these procedures, all reports submitted to the EEO Office are received, addressed, and analyzed in a transparent and consistent manner. Employees should never feel isolated or uninformed after making a report or being part of an investigation. The full Handbook is available for all employees and prospective employees to read [here](#).

## The Reporting and Investigation Process

The EEO Office has developed a step-by-step process map to simplify its investigation procedures. The document includes a Frequently Asked Questions section explaining the office's role and how investigations are conducted. A copy is included in Appendix B this report and can also be accessed [here](#).

The document outlines each step of the process: receiving reports, conducting an intake process, drafting of complaints, providing notices to parties, conducting the investigations, writing findings, and closing out a case.

If your work group would like a physical copy of this poster, email [MetroEEO@kingcounty.gov](mailto:MetroEEO@kingcounty.gov).



## Coordination Team

The EEO Office continues to convene a Coordination Team that includes leadership from EEO, the Employee Services (ES) Division, Transit Employees Labor Relations (TELR), Human Resources, Equity, Inclusion, and Belonging (EIB), and division leadership, as appropriate. This team ensures that all EEO-related matters receive a coordinated and appropriate response.

This Coordination Team primarily addresses highly sensitive and confidential matters arising from discrimination allegations or data gathered by the EEO Office. While the team facilitates collaboration before and during an investigation, post-investigation action or remedies are generally not its focus. This structure allows the EEO Office to maintain its independence and conduct impartial investigations.

## What's New for 2025

- **Case Management IT Solution is LIVE.** In the 2023-24 biennial budget, the EEO Office secured \$1.2 million to develop an Information Technology (IT) solution to improve administrative and data management for reported and investigated cases. The system was designed with functionality that could expand across the County enterprise. Beyond employment complaints, the system also supports the Americans with Disabilities Act (ADA) and Title VI of the Civil Rights Act complaints, tracking and logging reasonable accommodations for employee with disabilities, monitoring responses to the Federal Equal Employment Opportunity Commission (EEOC), and potential integration with the Department of Human Resources' (DHR) Workforce Equity investigations.

The EEO Office serves as the project sponsor, with dedicated project management support from Metro's Technology Project Management Group and the King County Department of Information Technology (KCIT). A steering committee—composed of civil rights laws experts, investigations, IT specialists, and senior level leadership from DHR and Metro—guides the project.



After nearly two years of planning and design, a contract was signed in November 2023 to build the system on the Origami Risk platform, the same platform as Metro's SSaM reporting system.

In January 2025, the Case Management System officially launched. It is now being used by Metro's civil rights teams for EEO cases, reasonable accommodations for disabilities, and civil rights-related complaints and public requests, including reasonable modifications. The first-of-its-kind unified system enhances efficiency, transparency, and data-driven decision-making, marking a significant milestone in Metro's civil rights case management.

- **Training and Expanded Presence.** With additional staff and updated procedures, the EEO Office has expanded its in-person training and education at bases and other Metro worksite. These trainings were developed in response to employees' needs to better understand their civil rights, and cover topics such as: filing nondiscrimination complaints, including requesting reasonable accommodations for disabilities, taking protected leave, and changes in federal law that expand protections for pregnant workers. Providing employees with knowledge about their rights aligns with Metro's e gender equity initiatives, detailed later in this report. To request training, contact the EEO Office.
- **The Final Year in this Reporting Cycle.** While Metro updates its EEO Programming annually, its metrics and goals follow a four-year cycle to align with Federal Transit Administration (FTA) requirements. 2025 marks the final year of the current reporting cycle, which began in 2022.



The next report will summarize the previous four years, set new goals and metrics, and provide Metro leadership a clear, data-driven path to ensure a thriving workforce.

## Answering Your Questions

The EEO Office receives many questions about its processes and operations, some of which are not addressed in existing materials. Below are key questions and their answers. If you have additional questions, please contact our office.

- **Q: What happens during an investigation? What is the role of HR and Labor?**

This process depends on your role in an investigation. Complainants and Respondents receive closure notices and may meet with an investigator to discuss the findings. Witnesses typically do not receive updates after an investigation. For privacy reasons, the EEO Office only shares investigative information with individuals who have a legitimate business need to know.

- **Q: Why did the EEO Office publish the VM Report and the Women Needs Assessment but not other reports?**

These reports were published due to their broad impact and historical significance, including a 10-year review of one of Metro's largest divisions. From the outset, the VM report was intended as a transparent effort to assess working conditions for women, with a commitment to making the findings accessible to all Metro employees. Additionally, these reports did not involve any specific respondents—no individuals were accused of violating EEO law or the Nondiscrimination Policy. The EEO Office does not share investigative findings with individuals, workgroups, or division leaders unless they have a legitimate need to know, ensuring privacy for those involved.

- **Q: Why should I trust the EEO Office when I feel like it has been weaponized against certain individuals or workgroups?**

The EEO Office strongly condemns any misuse of its role as a neutral factfinder. While individuals have the right to file complaints of discrimination or harassment, the EEO Office's structured intake and investigative procedures ensures a fair, transparent, and predictable process for all parties.

Each claim is thoroughly vetted through a rigorous screening and legal analysis. The EEO Office encourages employees and prospective employees to learn more about its process to share their comments, concerns, and questions.

# Employee Engagement Survey & EEO Survey

## Coming Soon: Employment Engagement Survey

The 2025 King County Employee Engagement Survey will be open from March 31 to April 21, 2025, offering employees an opportunity to share their experiences and insights about working at King County. The survey covers topics such as wellbeing, inclusion, and belonging. Your feedback will help shape workplace improvements, ensuring employees feel valued, supported, and connected to our mission.

**How to participate.** On March 31, all employees will receive an email with a personalized survey link sent to their King County email address. The survey can be completed on a computer, tablet, or smartphone through April 21. Employees without regular computer access can complete the survey at a designated Metro worksite engagement table—more details to come.



### About the survey

- **Length:** 35–45 questions (takes approximately 15–30 minutes to complete).
- **Compensation:** Employees will be paid for the time spent taking the survey and should coordinate with their supervisor to complete it during work hours.
- **Languages:** Available in English, Spanish, Vietnamese, Korean, Mandarin, Simplified Chinese, Somali, Amharic, and Russian.
- **Confidentiality:** All responses are anonymous—demographic information is reported only in aggregate form. Individual responses cannot be traced back to employees. Managers and team leaders will NOT have access to personal survey data.
- **Survey platform:** Conducted through Qualtrics, a trusted leader in experience management software.

Survey results will be shared across King County, and team leaders will use the feedback to develop action plans that enhance workplace engagement and support.

## The Metro EEO Survey

FROM 2021 TO 2023, THE NUMBER OF COMPLETED SURVEYS MORE THAN TRIPLED. METRO WILL RESUME THE SURVEY IN 2025.

Later this year, Metro will conduct its fourth EEO Discrimination, Harassment, and Workplace Retaliation Survey, led by the Systems and Information Management Team in the Employee Services Division. This biennial survey is designed to help Metro improve reporting methods and how we address workplace experiences related to discrimination, harassment, and retaliation. The insights gathered will help the EEO Office

and Metro improve workplace experiences for employees, inform workplace safety efforts, measure progress, and highlights areas for improvement.

Based on past surveys, the EEO Office will monitor trends to measure success and progress, including:

- Decreased fear of retaliation, leading to increased reporting of discrimination
- Increased awareness of how to report discrimination
- Greater confidence that Metro leadership will take action on reports

The EEO Office is grateful to the employees who have shared their feedback and to the volunteers who helped ensure that all Metro employees had the opportunity to participate. This collaborative effort is essential in making Metro a safer, more inclusive workplace.

For more information or questions, email [MetroSIM@kingcounty.gov](mailto:MetroSIM@kingcounty.gov).

# EEO Limitations and Representation in Data

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The EEO Office acknowledges that the language used in this report is limited and does not fully capture the diverse identities, cultures, and lived experiences of Metro employees. Some terms may feel outdated or fail to reflect our evolving understanding of identity and society.

WE CAN AND MUST DO BETTER IN HOW WE TALK ABOUT  
PEOPLE AND CREATE NARRATIVES THROUGH DATA.

However, these terms—such as “females”, “minorities”, and broad racial categories—are required for reporting to the Federal Transit Administration (FTA). Metro’s personnel systems were designed to collect demographic data in alignment with these federal standards.

This doesn’t have to be the standard moving forward. In alignment with recommendations from King County’s [Gender Identity and Sexual Orientation Inclusions Task Force](#), Metro’s Employee Services Division is leading the Modernizing Employment Demographics Project to improve how demographic data is collected and reported. (see page 19 for more details).

Data and reporting are more than numbers or legal compliance—they are about visibility and recognition. When identities are erased or minimized, it can fuel exclusion, discrimination, and harm. Acknowledging and valuing every employee’s identity is critical to fostering an equitable workplace. The EEO Office is committed to improving how we collect and report workforce data and will continue working with our partners to ensure Metro’s data reflects the full diversity of its employees.

# The Women's Needs Assessment

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This section highlights the key findings and recommendations of the “Metro Transit Frontline & Women in the Trades Needs Assessment: Culture Change for/by Women” (the Needs Assessment). This report represents the **next phase** in creating a more inclusive and welcoming workplace for women working on Metro’s frontlines.

For full transparency, the complete Needs Assessment will be available [here](#) shortly after this report is published. However, this summary provides important context to help employees understand the findings. The EEO Office has not altered the data or recommendations—rather, it presents them alongside what Metro has already done, what is in progress, and where further action is needed.

## History

In 2022, the EEO Office commissioned D Diamond Consulting to examine gender and sex discrimination trends from 2010 to 2021 in the Vehicle Maintenance (VM) Division. The report highlighted underrepresentation of women in the workforce, unfamiliarity with the reporting process for discrimination, and fear of retaliation that discouraged employees from coming forward. These findings underscored a broader need for action across Metro, not just in VM.

THIS WORK REPRESENTS THE **NEXT**  
PHASE IN CREATING A WORKPLACE  
THAT IS WELCOMING AND INCLUSIVE  
TO WOMEN ON OUR FRONTLINES.

In response, Metro Leadership and the EEO Office began developing strategic steps to address these issues including the Needs Assessment, which focuses on identifying and implementing solutions.

## Studying the Solutions

In late 2023, the EEO Office retained the professional services of Aline Baruch Carton-Listfeld, an organizational development expert with King County’s Career and Culture Division in the Department of Human Resources (DHR), to support to the Women Of Metro Empowerment Network (WOMEN) employee resource group (ERG). Aline is a certified leadership coach and change management practitioner with expertise in fostering healthy and productive workplaces.

The selection process involved months of collaboration with the WOMEN ERG and Metro employees—especially those in public-facing and essential service roles—to define the scope and goals of the project. This process led to the Needs Assessment, with support from several Metro divisions and workgroups, including Organizational Health & Development (OHD), Equity, Inclusion, and Belonging (EIB), and EEO. Key project sponsors included EEO Officer Chris Bhang, Interim Assistant General Manager for Employee Services Kendall LeVan Hodson, and General Manager Michelle Allison. Internal Strategies Project Manager Kate Dabe provided project management support throughout the process.

The Needs Assessment serves as a counterpart to the VM Report. While the VM Report documented the experiences of women in VM, this new assessment shifts the focus to solutions and strategies for improvement. To ensure Metro captured a wide range of perspectives, the assessment expanded beyond VM to include Rail, Facilities, Bus Operations, and Marine Divisions.

From the Assessment's Project Charter:

In the spirit of supporting all employees and in alignment with the report recommendations, the purpose of this project is to assess the needs of Metro employees who identify as women (including persons who align with or have lived experience with being gendered female, including transgender women, nonbinary, and those assigned female at birth) to help reveal sustainable institutional solutions resulting in measurably improved workplace experiences for all women at Metro. Examples of needs may include, but are not limited to, training, professional development, skill building, career advancement, ERGs, and other positive workplace community networks of support. It will intentionally focus on women of color in public-facing and essential service positions and women in the trades, with the theory that when these women feel supported by our workplace systems and culture, then all women at Metro will benefit.

The Needs Assessment concluded in late summer 2024. The results and findings were completed in October 2024 and were reviewed by County partners in the Human Resources, the Office of Equity, Racial & Social Justice, and the Prosecuting Attorney's Office.

## Methodology & Approach

The Needs Assessment presents key findings from a learning process conducted between April to October 2024, focusing on the experiences of employees in five operations-based Metro: (1) Vehicle Maintenance; (2) Rail; (3) Facilities; (4) Bus Operations; and (5) Marine. The findings were gathered through various methods, including an anonymous online survey, "brave space" listening sessions and focus groups, engagement with division-based affinity groups, and individual interviews.

A summary of the survey is available on page 15 of the Needs Assessment and is summarized here:

"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.

- Most respondents (93%) were women or gender 16 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."

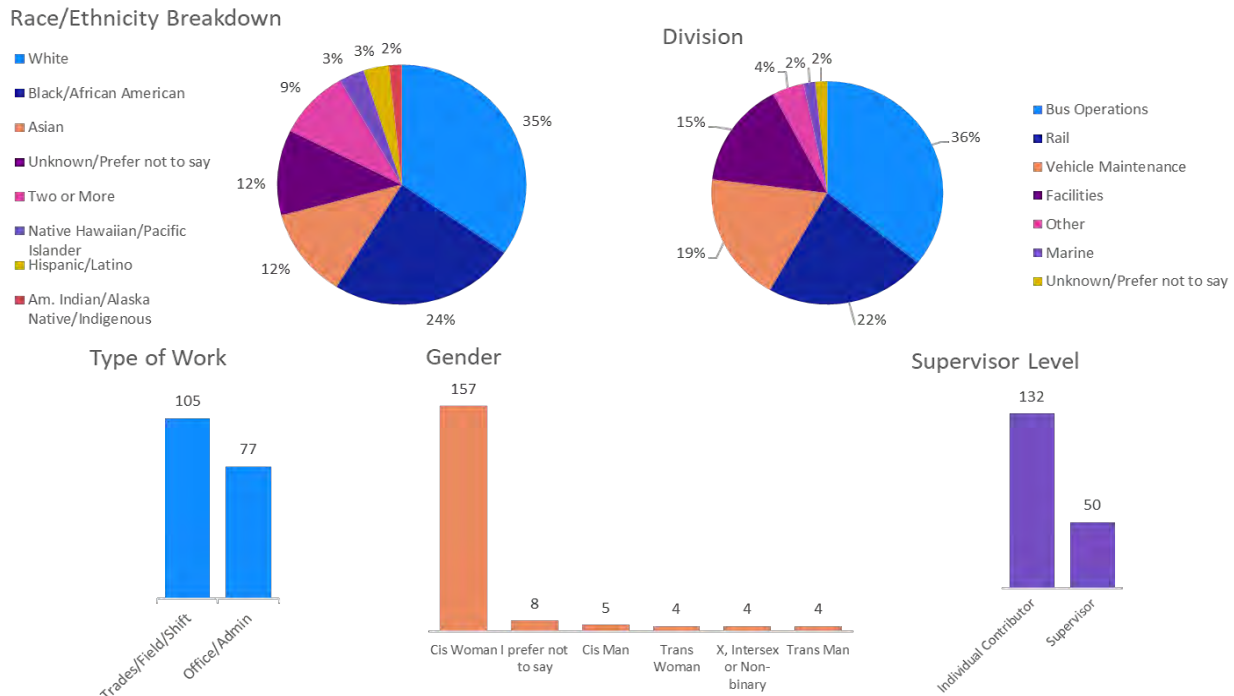


Figure 4. Demographics of Survey Respondents, N=182

## Findings: Areas of Opportunity

Participants in the Needs Assessment ranked their top 10 needs. A full breakdown of responses is available starting on page 18 of the Needs Assessment. While responses varied based on participants' race/ethnicity, gender identity, and division, several common themes and important trends emerged.

### Top 5 needs:

1. More training and support to succeed in their current job
  2. More safety and security at their worksite
  3. More consequences and accountability when employees behave badly or break work rules
  4. Access to promotional and career advancement opportunities
  5. Direct supervisors to encourage and support career goals
- Needing **more time to review Metro communications** and **affordable childcare** at worksites ranked lowest overall, except among Asian women, who ranked childcare as sixth-highest need.
  - The greatest variation by race/ethnicity was in need for **more consequences and accountability for bad behavior**. White women ranked this as their top priority, with Asian women ranked it ninth, and Black women ranked it seventh.
  - Gender-expansive employees placed a higher priority on **opportunities such as Employee Resource Groups**, ranking them third, compared to cisgender women who ranked them eighth.

- Women ranked needing **more safety and security** when traveling to and from work as a higher priority than non-women respondents.
- Night shift workers frequently reported feeling **unsafe, fearful**, and experiencing threats or assaults. They also cited poor air quality, exposure to used drug paraphernalia, and encounters with bodily excrement as common workplace issues.
- Across all divisions, respondents noted a **high level of trust in their supervisor** and often turned to them for help. Women in Bus Operations ranked union representation as a higher priority (third) than women in other divisions. Women in Facilities reported greater trust in the EEO Office compared to other divisions, although the EEO Office ranked sixth out of nine overall.
- Many respondents expressed a **lack of support regarding bullying, retaliation, and intimidation** under current policies. They reported that offensive remarks, including micro- and macro-aggressions, are widespread and often ignored, leading women employees to rely on unhealthy coping strategies to just get through their workdays.
- Respondents who had previously filed complaints with the EEO Office appreciated the office’s prompt responsiveness. However, many expressed **frustrations with the length of investigations and the lack of follow-up** or other communication from supervisors, HR, and division leadership after an EEO finding—regardless of the outcome.

Based on the themes that emerged during the learning process and survey—including qualitative data and findings—the Needs Assessment identified the following five **High-Priority Areas of Opportunity**. More details on each Area of Opportunity can be found starting on page 22 of the full Needs Assessment.



## Desired Future State Summary of Proposed Solutions

This section addresses the proposed solutions as organized by the five Areas of Opportunity. For each Area of Opportunity, the proposed solutions are outlined, along with contextual information regarding the status of each proposal. A full list of proposals can be found in Appendix D. Each proposal is labeled with one of the following statuses:



- **Complete:** Metro has completed this proposal, and no future action is required.
- **Complete – Existing Policies and Structures in Place:** Metro has largely completed this proposal and already has established policies and structures available throughout Metro. The proposals demonstrate support for the continued growth and bolstering of existing programming in alignment with the recommendations. It may also indicate a need for Metro to better socialize and educate employees on these existing resources.
- **Complete – Implementing:** Metro has completed the groundwork for this proposal and has begun rolling out it out, but it is still in either a piloting phase or has not yet fully reached the intended population.
- **In Progress:** Metro is aware of the need and is actively working to study and/or implement the proposal.
- **Not Started – Requires Additional Research:** Metro recognizes the importance of the proposal but needs additional research to understand the problem, potential solutions, required resourcing, and strategies for implementation.
- **Not Started – Requests Additional Partnership:** Metro acknowledges the importance of the proposal but requires additional partnership with another County agency or labor union to ensure compliance with County Policies and Union Agreements. Acting independently could violate labor practices.

Because training and support in one’s current role emerged as a key theme throughout the report, we highlight the following responses to some of the proposals:

#### **Support & Training in Current Job: Assessing Training Content & Delivery**


The Needs Assessment proposes the following regarding the assessment of training and content and delivery:

- *“Conduct comprehensive division-based re-evaluations of content and delivery of skills-based tests and trainings, include perspectives of frontline and tradespeople. The evaluation should cover:*
  - *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 to ensure reasonable access for all employees.*
- *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, which supervisors can use with their direct reports to track progress towards training goals.*
- *Standardize EEO, sexual harassment, and other equity-related trainings into the onboarding process.”*

Organizational Health and Development (OHD) has a list of mandatory County and Metro training sessions for new hires. This includes *The Way We Work Together (TWWWT)*, which covers King County’s nondiscrimination and anti-harassment policies. The training teaches employees how to identify and interrupt bias, discriminatory behavior, and provides information on how and where to report policy violations. It is available in multiple formats to meet operational needs. To date, 2,146 supervisors and non-supervisors have completed training.

OHD also offers additional voluntary training opportunities, such as Healthy Conflict Mindset; Equity, Racial and Social Justice Fundamentals; REACT Series; Leadership Academy; and Supervisor Mechanics. Furthermore, OHD provides a learning pathway for supervisors and non-supervisors to foster a healthy workplace culture. The learning pathway includes recommended courses and toolkits to help supervisors and non-supervisors enhance their interpersonal skills and promote equity in the workplace. These resources are available to all Metro divisions via the Metro Toolbox site on SharePoint. Divisions can also request consultation support from OHD to tailor these plans to specific work groups and job requirements (see screenshots below).



### Learning Resources Menu

- All Staff -

#### Essentials

- ☐ Welcome to Metro
- ☐ The Way We Work Together – All Staff
- ☐ We Are Racially Just
- ☐ Basic Records Management
- ☐ KC Immigrant and Refugee Ordinance
- ☐ AVADE De-escalation

#### Metro Courses

- ☐ Healthy Conflict Engagement
- ☐ ERSJ Fundamentals – Part 1
- ☐ Understanding Sexual Assault Dynamics & Trauma-informed Responses
- ☐ REACT Series

#### Pre-Leadership

- ☐ REACT Series
- ☐ See NEOGOV e-learning on People Leader Learning Resources Menu


#### Growth Opportunities

- ☐ EIB Workshops
- ☐ Metro Equity Champions
- ☐ Employee Resource Groups (ERGs)
- ☐ KC Mentorship Program
- ☐ Safety Academy
- ☐ Wellness Ambassadors
- ☐ Change Management CoP

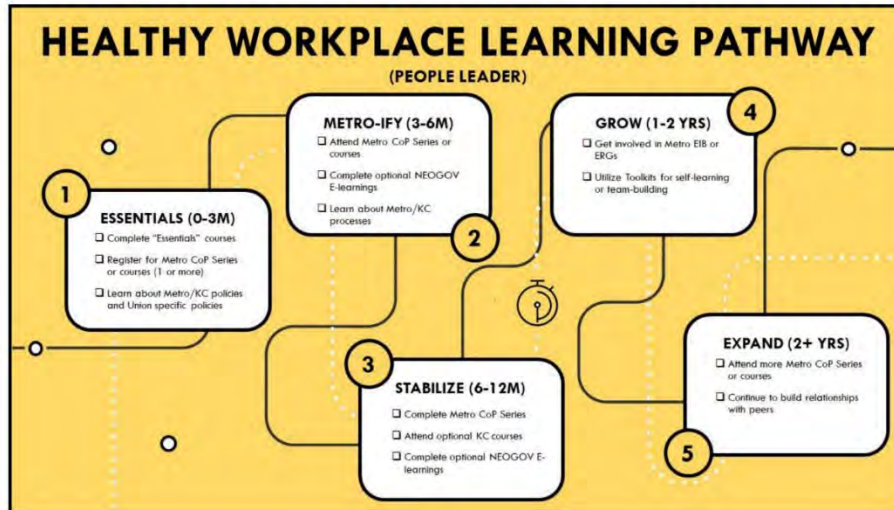
#### KC Courses

- ☐ ERSJ Fundamentals: A Journey Through Socialization
- ☐ Power and Pride: The Origins of Pride Month
- ☐ Equality and Equity: Building an inclusive future for All of King County

<sup>1</sup>To enroll in courses, search by course title in NEOGOV Training Course Catalog  
<sup>2</sup>For Metro Courses, contact [Metrolearning@kingcounty.gov](mailto:Metrolearning@kingcounty.gov)



Example pathway for people leaders using Metro/KC Learning Resources



OHD is collaborating with the EEO office to design and develop EEO-specific content for onboarding and on-demand training.

The King County Office of Alternative Dispute Resolution (ADR) provides early resolution of workplace conflicts through various dispute resolution processes. ADR offers a fast, cost-effective way to:

- Resolve problems early between individuals and within work groups
- Develop conflict resolution skills within your organization
- Facilitate cooperation between unions and management
- Mediate grievances
- Avoid litigation

ADR services are coordinated by a trained mediator who matches the requestors with volunteer mediators. The service is voluntary and confidential.

Metro's registered Apprenticeship Programs address critical workforce needs by supporting structured knowledge transfer and developing Metro's frontline workforce. These programs also serve as a tool in increase diverse representation in trades and creates pathways for individuals historically excluded from becoming skilled mechanics. Apprentices gain valuable technical skills along with training in technology, communications, conflict management, and leadership. The hands-on, on-the-job training follows a structured outline of key work processes and is overseen by management, labor-management committees, and Apprenticeship Program Managers. Metro's apprenticeships are registered with the State of Washington, ensuring apprentices receive a state-recognized credential and a job at Metro upon completion. These programs provide paid on-the-job training and education at no cost. Graduation earns a journey-level position, a career at Metro, and college credit.

### **Response: Support & Training in Current Job - Supervision Best Practices**

The Needs Assessment recommends the following improvements to supervision best practices:

- **Onboarding Checklists:** Develop standardized onboarding checklists tailored to specific job roles. Review and update checklists annually in coordination with section and/or division leadership.
- **360 Assessment for People Managers:** Integrate 360-degree assessments into professional development for people managers.
- **Empathy & Respect:** Develop leadership resources to help managers enforce union contract language and policies while demonstrating empathy, respect, and a growth mindset.
  - Assign a designated liaison within each division to oversee, evaluate, and improve supervision best practices, training, and coordination of Learning and Developments efforts with EIB and OHD.
  - Incorporate required people-skills trainings for managers to shift from punitive approaches to coaching-based leadership, emphasizing active listening and support. Define supervisors' responsibilities in helping employees succeed and grow in their careers.
- **Regular Check-ins:** Implement structured, regularly scheduled check-ins between supervisors and direct reports, using a standardized template to cover key topics such as job satisfaction and professional development.

Currently, 360-degree assessments are not a standard resource for all employees, as they are not part of King County's performance appraisal process and require collective bargaining. However, limited internal resources are available for 360 assessments when paired with professional coaching. People leaders may also voluntarily engage external consultants for coaching and 360 reviews as part of their professional development. The Metro Toolbox provides a curated list of external coaches, and OHD offers consultation on the process as needed. The Metro Leadership Team encourages their managers to engage in professional coaching.

OHD provides a range of leadership training programs, including: Leadership Academy, REACT Series, Trauma-informed Supervision, and Building Gender Equitable and Inclusive Spaces for Supervisors. These courses incorporate a growth mindset and teach supervisors to lead with an empathy-centered, people-first approach while maintaining high-performance standards. Additionally, King County offers the Leading the Way Series which includes: Leading for Wellbeing, Equity and Leadership, Building High-Trust Cultures, and Leader Learning Labs. These resources equip supervisors with practical tools to foster a healthy workplace culture and improve their leadership effectiveness during team check-ins.

For details on onboarding-related responses, see page 22 of this report.

## Next Steps and Recommendations

The Assessment provided several recommended next steps, including a proposal for the EEO Office to draft this section of the update as an addendum, contextualizing the findings and outlining current and future initiatives. It also recommended sharing this report widely with impacted and interested stakeholders. The EEO Office has already scheduled multiple meetings with affected groups and will continue to disseminate findings and provide education to workgroups throughout 2025.

Additionally, the Assessment emphasized the need for sustainable work planning and strategies to ensure continued progress. Metro Leadership—including the General Manager, Assistant General Manager, Chief of Staff, Chief Administrative Office, EEO Officer, and EIB Manager—is actively meeting

to advance work planning and organize strategic proposals. Outcomes from these discussions will be shared in a future Metro communication.

## Gratitude and Acknowledgements

The Needs Assessment was made possible through the collaboration of many Metro teams, employees, and community members. We extend our deepest appreciation to:

- Women of Metro Empowerment Network (WOMEN)—for their leadership in initiating the deployment of this assessment.
- Guidance & Action Team members—for their invaluable strategic insights, interdisciplinary guidance, and outreach efforts.
- EEO Office leadership and staff—for their steadfast support in advancing this work.
- Enterprise Employee Services leadership and staff—for their active engagement in administrative coordination, relationship-building, outreach and research.
- EIB Managers and other ESJ and Wellness program managers—for their data contributions and early-stage insights.
- HR Business Partners—for sharing division-based HR strategic insights.
- Transit Employee Labor Relations staff—for their expertise in data collection and tracking systems.
- Assistant General Manager of Partnerships and Strategies—for their who timely feedback that helped pivot propel this work forward.
- Division leaders—for partnering with us to reduce barriers and implement best practices to engage prospective participants.
- Bus Operations’ Speak Listen Communicate (SLC) Committee and Ambassadors—for deploying peer ambassadors to encourage participation.
- People leaders—for their teams participation and removing barriers to engagement.
- Bus Operations’ internal communications team—for their behind-the-scenes scheduling, messaging, and coordinating of listening sessions.
- ATU 587 leadership—for affirming their support early in this process.
- OD Practitioner and OD/ADR Manager—for facilitating listening sessions with bus operators.
- King County Black Women’s Experience Project leaders—for providing valuable alignment insights.
- We also extend our gratitude to the leaders, facilitators, and participants of the following employee affinity groups, who so generously created space for us to connect and engage:
  - o Metro's Transgender, Non-binary and Gender Expansive Advisory Panel
  - o Building Up: Community of Practice for Metro Women Leaders
  - o Rail Division’s Women in Rail group
  - o Facilities Division’s Women RISE group
  - o Vehicle Maintenance Division’s Community Connections

**Most importantly, we thank all the employees who bravely shared their experiences, participated in this effort, and placed their trust in the process. Your voices and contributions are invaluable in driving concrete, measurable improvements towards greater access, equity, and gender justice at Metro.**

# Updates on Continuing Work

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## Building a Gender-Equitable and Inclusive Workplace: Supervisor Training

In 2024, OHD delivered the Building a Gender Equitable and Inclusive Workplace: Supervisor Training to 112 chiefs, superintendents, division directors, and managers across Metro divisions.

This training equips leaders with the skills to recognize and address gender bias and sexism, understand their role in fostering equitable workplaces, and set clear expectations for gender inclusion. Participants gained deeper insights into gender identity and practical strategies for creating inclusive teams.

Key topics included:

- Leader expectations under King County's *Gender Identity in the Workplace Policy* and Metro's values of respect, equity, safety, and accountability.
- Identifying and addressing gender bias, sexism, homophobia, biphobia, transphobia, and the intersections with racism and other forms of oppression.
- Creating inclusive workplaces for women, transgender, and nonbinary employees.
- Providing effective feedback and coaching on workplace behavior expectations.
- Embedding equity in daily leadership practices.

## Modernizing Employment Demographics Project

The Modernizing Employee Demographics Project, finalized in Q2/Q3 2024, established a framework to ensure employees can:

- 1) Express their gender and name accurately in Metro's systems.
- 2) Have their gender identity recognized and reported appropriately.

Despite King County's Gender Identity in the Workplace Policy, Metro employees face barriers in ensuring their gender identity and name consistently are accurately reflected. These challenges—particularly during the onboarding process, employee transitions, and benefits enrollment—disproportionately affect transgender and nonbinary employees.

For example, King County's forms and data systems only recognize binary gender markers (male/female), excluding employees with a legal X gender marker.

Employees also lack clarity on how gender markers are tracked and updated, when they must use their legal name versus preferred name, and how different Metro systems handle this information. Additionally, third-party vendors may track and update gender information inconsistently across different databases.

The project identified gaps, duplications, and areas for improvement in Metro's processes. The final report outline recommendations to enhance employee experiences and provide greater autonomy over identity-related data.

From the recommendations report, four immediate priorities were identified for 2024-2025:

1. Enable pronoun display in Microsoft 365 and Peoplesoft.



2. Improve ID badge creation, so employees can use a preferred name aligned with gender identity.
3. Address issues related to gender markers and health benefits to prevent harm.
4. Standardize gender marker options across employment applications, onboarding forms, and employee data systems.

King County added the pronoun display functionality in 2024. The badge process improvements are in progress, led by the ID & Access Control Office within the Facilities Management Division of the Department of Executive Services.

The third and fourth priorities—health benefits reform and standardizing gender mark options—are more complex. Metro leadership, particularly the EEO Office, is actively advocating for these changes.

In Q3/Q4 2024, key stakeholders reviewed the recommendations report and endorsed these priorities, including:

- Metro’s Trans & Non-Binary Advisory Panel
- Metro’s Employee Services Leadership Team
- Metro’s Chief Administrative Officer, David Eldred
- Metro’s EEO Officer, Chris Bhang
- King County Department of Human Resources Policy Team

Additionally, the King County LGBTQIA+ Employee Resource Group has formally endorsed the priorities and is preparing a letter of support.

Further priorities and next steps will be identified from the recommendations report to guide ongoing improvements beyond 2025.

## Addressing Gender Equity

Metro’s gender equity efforts are rooted in King County’s *True North* values, anti-discrimination and anti-harassment policies, and Metro’s commitment to workplace equity, safety, and culture. This work addresses gender bias and disparities in a historically male-dominated industry, focusing on both leadership and the broader workforce.

The initiative aims to close race and gender equity gaps affecting BIPOC women, transgender, nonbinary, and AFAB individuals in hiring, promotion, and retention; identify and eliminate systemic bias in business practices that reinforce gender and racial bias inequities; and build accountability measures that promote emotionally, physically, and psychologically safe workspaces.

This work is a key part of Metro’s broader commitment to fostering respect, safety, and accountability while creating more inclusive, compassionate, and welcoming organization—both internally for employees and externally for the communities Metro serves. As Metro continues its cultural shift, this initiative will shape long-term strategies that advance equity, inclusion, and belonging across the department.

## Communities of Practice: Undoing Gender Bias

The Community of Practice (CoP) pilot was launched to challenge gender bias among male leaders and foster meaningful allyship. Using an intersectional approach, the program recognized the diverse experiences of women, trans women, trans men, and non-binary individuals across race, ethnicity, age, and ability.

Launched in January 2023 with 14 male leaders at Metro (7 regularly attended), the program expanded in May 2024 with 18 participants and ran through November 2024. Over 12 months, it included 10 sessions, engaging leaders across Metro.

The 2024 CoP participants reported:

- Greater understand of concerns faced by Metro employees who do not identify as male.
- Stronger allyship, with leaders recognizing how tangible actions can improve workplace culture.
- Improved ability to address workplace behavior that impact gender equity.
- Enhanced collaboration amongst leaders, helping them navigate gender dynamics in personnel management.
- Recognition of the need for open discussions about gender-based harm and workplace equity.

Survey responses showed that most participants found the program valuable and felt it supported their learning. However, some found the self-paced learning format and peer coaching difficult to maintain, despite recognizing their benefits.

## Communities of Practice: Building Up

In mid-2024, King County Metro launched the Building Up Community of Practice (CoP)—a pilot program designed to support women, transgender, and nonbinary leaders. This 8-month initiative was a collaboration between Metro’s Organizational Health & Development (OHD) team and the Office of Equity, Inclusion & Belonging (EIB), featuring rotating facilitators, leadership training, and co-sponsorship.

Building Up CoP focused on centering women’s experiences and equipping leaders with tools to foster healthy workplace culture and psychologically safe workspaces. The CoP aimed to:

- Address isolation through peer connections and networking.
- Provide leadership development and opportunities for BIPOC women in leadership.
- Support white women in leadership to address racism and equity in relation to BIPOC women, transgender and nonbinary employees.

Launched in April 2024, the program ran monthly through October, inviting more than 24 employees, with 15 leaders participating and an average of 10 regularly attending. Over seven sessions, held both in-person and virtually, discussions centered on intersectionality and anti-racism in leadership, co-facilitated by EIB and OHD staff.

Most participants found the program valuable, stating that it built confidence, deepened understanding, and supported leadership growth. Several applied their learnings with their own teams, reinforcing the program’s impact.



Challenges included time constraints, the need to build trust quickly, and a desire for broader culture change within Metro.

The outcomes of both the Undoing Gender Bias CoP and the Building Up CoP are currently under review by Metro leadership to determine future opportunities. For questions or to get involved, email Metro's OHD Team at [MetroOHD@kingcounty.gov](mailto:MetroOHD@kingcounty.gov).

## Business Transformation in Recruitment, On-boarding, and Process

Metro's Employee Services Division and the Talent Acquisition Team continue to drive business transformation efforts to enhance recruitment, onboarding, and employee experience.

Recent progress includes the addition of Continuous Improvement Specialists, who are focused on ensuring a consistent, transparent, and supportive process for all employees. Key focus areas for Continuous Improvement Specialists are:

### 1. Equity-Centered Onboarding

- Developing standardized onboarding materials, including welcome templates and checklists
- Updating mandatory training lists to ensure equal access to essential information.
- Embedding King County and Metro's values of respect and belonging into the onboarding process.

### 2. Improving Employee Experience and Retention

- Partnering with stakeholders to identify and eliminate process inefficiencies.
- Exploring a "Welcome Buddy" program to support new hires.
- Creating tailored resources to meet the diverse needs of Metro's workforce.

### 3. Equitable Probationary Process

- Standardizing probation to ensure clear communication between supervisors and new hires.
- Implementing mandatory check-ins and goal-setting frameworks.
- Prioritizing on employee development and wellbeing during the probationary period.

### 4. Continuous Improvement and Feedback

- Collecting insights through surveys, interviews, and direct conversations. Using feedback to refine processes while upholding equity and inclusion commitments.

### 5. Collaborative Partnerships

- Partnering with divisional leaders, Employee Services Division, Organizational Health and Development teams, and the EEO office.
- Ensuring diverse voices shape solutions that advance Metro's equity, inclusion, and belonging goals.

The Talent Acquisition Team remains committed to:

- **Standardizing recruitment processes**—Implementing uniform recruitment plans, templates, and procedures to ensure a fair and equitable hiring experience.
- **Diversifying the talent pool**—Expanding outreach strategies to attract candidates from underrepresented communities.

- **Reducing bias in the hiring process**—Using structured interviews, diverse panels, and inclusive to ensure fair candidate evaluations.

**Building accurate recruitment data**—Establishing clean data for precise recruitment metrics and equitable hiring decisions.

- **Developing department-wide SOPs**—Create standard operating procedures (SOPs) to address nepotism and conflicts of interest in hiring. These Metro-specific procedures will build from King County’s [Code of Ethics](#) and [DHR's Employment Conflict of Interest policy](#).

Metro remains dedicated to business transformation efforts that strengthen workplace equity, inclusion, and belonging. These initiatives will enhance Metro’s overall business performance while reinforcing Equity and Social Justice (ESJ) principles.

## VM Project Management Resourcing - Updates

EIB leadership secured funding for a new position dedicated to advancing gender equity at Metro. Project Manager Tareca Choi was selected to lead this effort, with a particular focus on Vehicle Maintenance (VM). Below are the latest updates on VM’s gender equity initiatives.

### Recruiting & Hiring

Over the past few years, VM has made strides in increasing gender diversity in its workforce. The percentage of women in VM has grown from roughly 10% to over 12.5%, with notable increases in the mechanic classification, which has risen from one woman in 2022 to six in 2025. Additionally, women have joined classifications that have not had a women represented in years, including Electronic Technician, Sheet Metal Worker, and Apprentice Mechanic roles.

### Outreach and Community Engagement

To support workforce development and expand opportunities for women and underrepresented communities, VM has strengthened its outreach and engagement efforts. The team is currently working with six local trade colleges to train future technicians in various trades, including automotive mechanics. Additionally, VM collaborates with 15 local high schools to provide training and information, helping rebuild internal trade programs and introducing students to career paths in zero-emission technology. Through these efforts, VM reaches high school girls, women interested in trades, and historically underserved communities with information on training and career opportunities.

Partnerships with organizations such as the *Washington Alliance for Better Schools* (WABS) and *The Sustainability Ambassadors* further enhance these efforts by connecting youth with green job opportunities and career resources.

In 2024, VM hosted more than a dozen facility tours for students, educators, and industry partners while also conducting over 20 off-site speaking engagements at high schools and colleges. With five tours already scheduled for the first quarter of 2025, these outreach efforts continue to build momentum.

### **Training and Leadership Development**

VM remains committed to leadership development and mentorship. All senior leaders in VM have participated in the Communities of Practice for Women and Men, fostering discussions on gender equity and inclusion.

### **Mentorship and VM Women's Alliance**

In May 2023, VM launched the Vehicle Maintenance Community Connection (VMCC), a support network adjacent to Metro's WOMEN Employee Resource Group. This group was created to foster community and connection among women, binary, and non-binary individuals in VM, offering resources for personal and professional growth while promoting equity and diversity within the workplace. Since its inception, VMCC has played a critical role in building a more supportive culture within VM. Additional details on its progress can be found in the annual report authored by Stephanie Richardson (VM TASS III).

### **Making Metro Family Friendlier - Update**

In 2023, a group of women met with leadership from Metro and the Amalgamated Transit Union (ATU) 587 to highlight concerns about the challenges faced by employees with caregiving responsibilities, particularly around childcare support.

While many recommendations from those discussions have been incorporated into the Women's Needs Assessment, childcare remains an area requiring further exploration. In response, a working group was formed in 2024 to evaluate potential childcare benefits, and after several discussions, the next step identified was to conduct a Metro-wide survey to assess employees' caregiving needs. The Mobility Hub Team has been engaged to help develop survey questions, ensuring that the results provide meaningful data to guide future decision-making.

# EEO Complaint and Investigation Data

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This section focuses on the workplace investigations conducted by the EEO Office's Investigation Team and the data collected through its complaint and investigation process.

In 2024, the EEO Investigation Team continued to work to make significant improvements to increase trust in the EEO investigative process, improve transparency and accountability in reporting, and decrease fears of retaliation associated with reporting discrimination or inappropriate conduct. In addition to the new programs and features in this Update, other highlights from 2024 include:

- Created and piloted a new Civil Rights 101 training.
- Completed and personally addressed 119 inquires brought forward by individual employees.
- Implemented a new case tracking management system in order to improve transparent data reporting.
- Reviewed and updated our investigative handbook to ensure that our processes are transparent and available to all Metro employees.

## Introduction to the Complaint Data

One area that the EEO Office continued to focus on in 2024 was working to make EEO investigation data more transparent and available to all employees. While this is just the first step in improving the methods the EEO Office uses to convey and make this information available and accessible, the data below provides information regarding the number of cases opened by the EEO Office, the divisions where the complaints originated, and a breakdown of what protected classes were involved in the allegations.

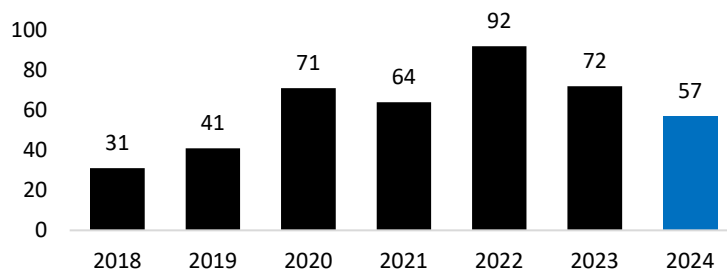
When viewing the data below, it is important to note:

- Prior to 2023, the EEO Office did not have standard procedures to measure and track discrimination data. Thus, data from 2018-2022 is provided with less specificity because the data is less reliable and is provided as general information.
- A case, in this section, refers to any matter that came to the EEO Office that was connected to a protected class and went through a screening and intake process to determine the appropriate next steps, including a formal investigation. A person could contact our office, but it would not be referred to as an EEO case. Example: a person reports they were not paid on time but does not allege discrimination would not be categorized as a case, and would be referred appropriately.

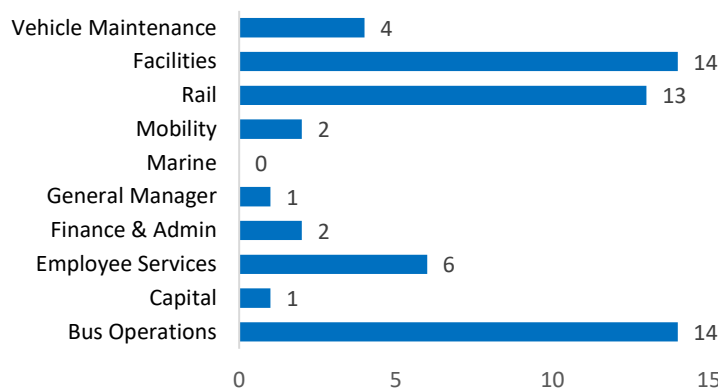
## Data on Cases Filed

**Cases Filed in 2024.** The new standard procedures implemented in 2023 adjusted how inquiries and allegations were categorized in a newly developed intake process. This had an impact on the total number of cases filed in 2023 and 2024. In 2024, the EEO Office reviewed 119 inquiries, many of which prior to 2023 would have been counted in the case totals. So as in 2023, the number of total matters reviewed by the EEO Office is higher than in 2022.

**Figure 1: Total Cases Filed between 2018-2024**

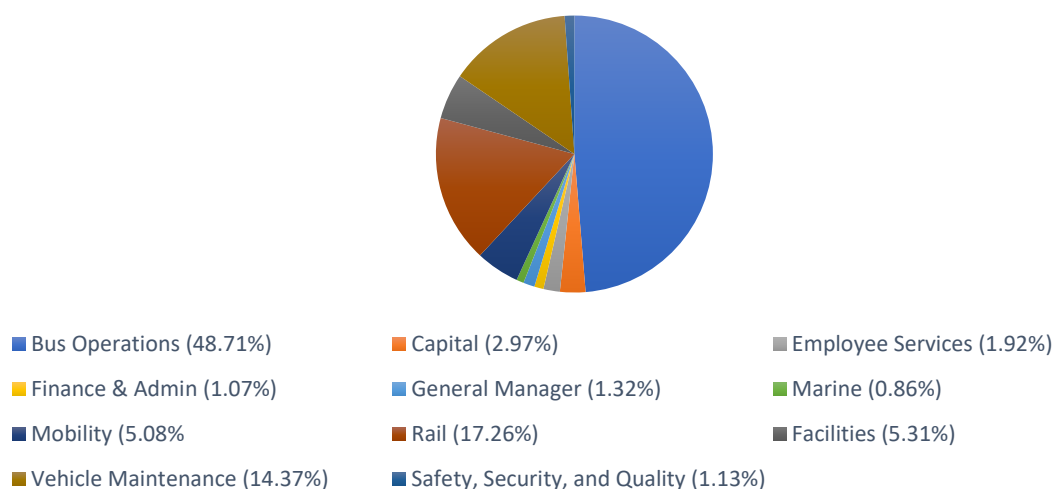


**Figure 2: Complaints by Division in 2024**



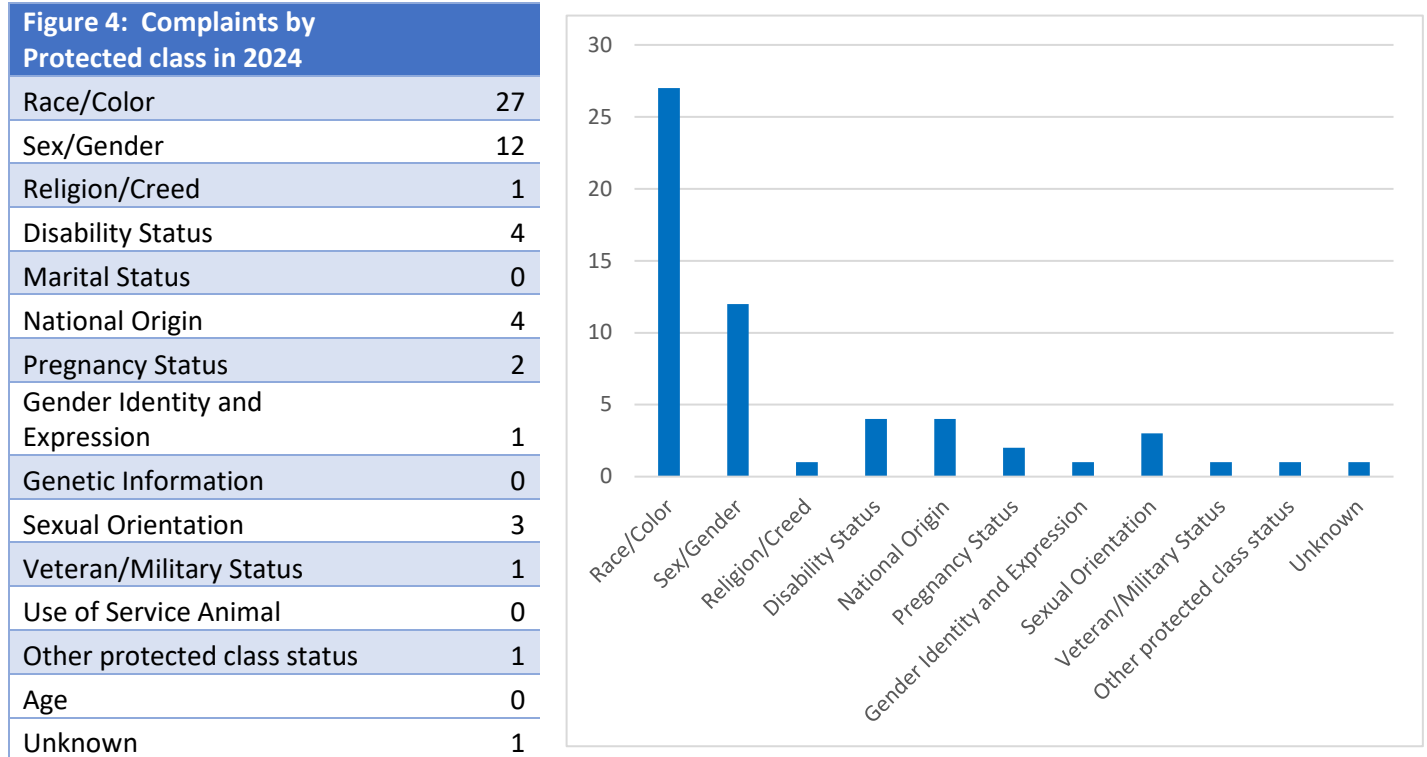
**Cases Filed by Division Adjusted for Division Size.** More informative than the raw numbers of cases filed above, the figures below show the relative amounts of cases filed per divisions according to the size of their respective workforce. For example, while most cases originated out of Bus Operations (14 cases account for 24.56% of all cases), Bus Operations accounts for almost half of Metro's total workforce at 48.71%. So the relative number of cases coming out of Bus Operations in 2024 is actually less

**Figure 3: Relative Size of Metro Divisions**



than what might be expected based on the size of the division.

**Cases Filed by Protected Class.** In 2024, the majority of cases filed with the EEO Office were related to a person's race or color, followed second by sex or gender. Other cases were filed under, disability status, sexual orientation, and national origin with few cases filed under age, religion/creed, and gender identity and expression.



# Workforce Analysis

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This section provides an update on Metro’s progress on achieving its employment placement goals, and further explores the demographics of our workforce by division, race, and sex. The EEO Office could previously only report on demographics by race or gender but can now report on the intersection of race and gender. This development in analytics will be essential in ensuring we are strategically investing where our needs are greatest.

## Not a Quota System and Not Used in Hiring Decisions

This analysis is *not* a quota system and is *not* used in hiring decisions. Metro only hires qualified individuals for open positions in accordance with nondiscrimination laws, union contracts, and recruitment best practices. This analysis allows Metro to measure if we are truly recruiting and retaining from the full “pool” of available and qualified applicants – regardless of race or sex.

## Calculating Underutilization and Placement Goals

Metro’s utilization analysis and placement goals were developed by DHR with the assistance of a software called CAAMS. DHR first determined if there was an underutilization of a demographic by comparing the actual number of employees in an employment category versus the expected number of employees that would be in that category based on local demographic employment data. In addition to goals set by CAAMS, DHR employed a modified version of a whole person rule, where:

**If (Number of Expected Employees) – (Number of Current Employees) > 0.5, then a placement goal is created rounding up to the nearest whole number.**

Where underutilization is identified, the FTA requires that short and long-term goals be established to achieve representation of the actual available workforce. These goals do not represent quotas or set asides; rather, they affirm Metro’s commitment to monitoring progress and achieving equal opportunity for *qualified* women and people of color (minorities) as positions are available.

These goals are set when Metro renews its EEO Program every four years for submission and approval by the FTA, so progress is measured against the goals set in 2022. Metro’s goals are aligned with those found in DHR’s 2022-2025 Equal Employment Opportunity/Affirmative Action (EEO/AA) Plan for the County, available [here](#).

## EEOC Job Categories

For reporting to the FTA, the Metro workforce is divided into Job Categories defined by the EEOC. EEO Job Categories (also known as Job Groups) are a means to separate various occupations into groups based on job title, skill and knowledge, requirements, and level of institutional responsibility.

Metro has employees and reports on six of the Job Categories: Officials and Administrators, Professionals, Technicians, Administrative Support, Skilled Crafts, and Service Maintenance.

## Progress on Metro's 2022 Placement Goals

Demographic Group	Officials and Administrators				Professionals				Technicians			
	Goal	2022	2023	2024	Goal	2022	2023	2024	Goal	2022	2023	2024
Asian	1	1	1	1	18	36	86	136	1	0	1	3
Hispanic	1	1	1	1	9	18	33	52	2	1	2	4
Black												
Native American					4	4	6	8				
Pacific Islander					2	4	9	13	1	0	0	0
Two or More Races	1	0	1	1					1	0	1	3
Female									2	1	1	2

Demographic Group	Administrative Support				Service Maintenance				Skilled Craft			
	Goal	2022	2023	2024	Goal	2022	2023	2024	Goal	2022	2023	2024
Asian												
Hispanic	4	5	7	12	13	17	35	86	10	16	37	69
Black									40	28	71	124
Native American												
Pacific Islander												
Two or More Races					19	14	31	74				
Female					319	59	139	233	55	7	25	44

**Figure 4:** Placement goal progress for years 2022-2024. Grey sections indicate no placement goal was set in 2022. Blue sections indicate Metro achieving its placement goals. Green sections indicate Metro exceeded its placement goals. Orange sections indicate that Metro has not achieved its placement goals.

As of December 31, 2024, Metro had achieved or exceeded 16 of its 19 placement goals.<sup>1</sup> Three goals were not achieved for the following groups: Pacific Islander technicians, Female service maintenance, and Female skilled craft. Notably, the under-utilization of women in the trades continues to be an area of focus as progress to achieve the placement. For both Service Maintenance and Skilled Craft, trends indicate Metro will meet or substantially meet its placement goals.

It should be noted that the underutilization of women in the workforce, particularly in the trades, is not unique to Metro. For example, in their last EEO Program Report, LA Metro published that they also had an underutilization of women in six of the eight EEO categories for women with underutilization rates of 14.8% for technicians, 65.8% for skilled workers, and 26.6% for service maintenance.

<sup>1</sup> Metro's progress in 2022 was incorrectly reported in DHR's 2023 EEO/AA Program Update. The data found in this report has been validated as accurate by DHR and should be used in future reporting.



# Workforce Demographics

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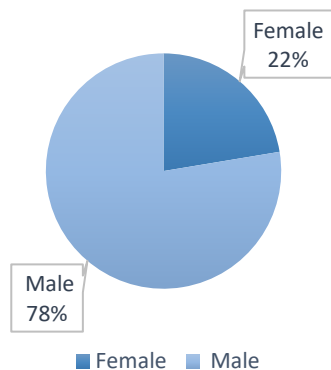
This section provides a snapshot of the demographic makeup of Metro and all its divisions. Raw data was received from DHR, distilled, and organized to report on the Gender Diversity and Racial Diversity of all of Metro and each division's workforce. The data presented here was the basis developing the placement goals in the previous section on Workforce Analysis.

As you navigate this section, please note the following:

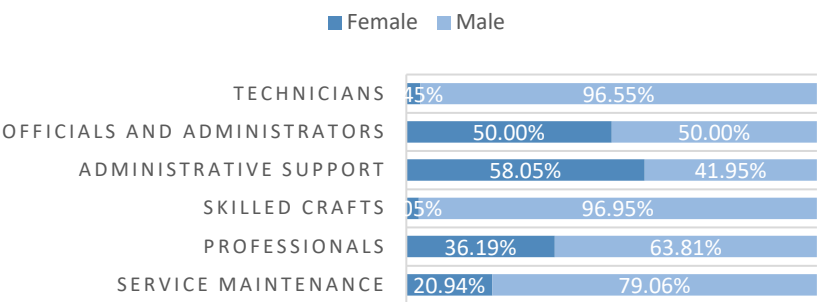
- All data presented is from 2022 and is unchanged from previous updates. This is because the EEO Office monitors growth and progress in four-year increments. While more current data is available, comparing those numbers to our four-year goals would lead to confusing and unhelpful results. For more current employment data, please contact our EEO Office.
- This is the final year these demographic numbers. Next year, in 2026, the EEO Office will generate new demographic profiles that align with the EEO goals and measurements generated by DHR.
- As explained on page 8, this report's language is limited in how it describes people and people groups. The data here is limited to a male/female sex designation and does not account for transgender, non-binary, or those employees who have an X gender marker.
- In some cases, EEO job categories may be missing from some divisions. This is either because that division does not have employees in that category, or there were fewer than five employees in that category. If a job category was not listed, that did not affect the total numbers and percentages.
- None of the data presented in this section should be construed to mean that there is anything "wrong" or that there is an unwelcoming environment for a group. The data presented is purely informative so that Metro, its divisions, and its workforce can better understand itself as a large and complex transportation agency.
- This data does *not* establish a quota system and is *not* used in hiring decisions. Metro only hires qualified individuals for open positions in accordance with nondiscrimination laws, union contracts, and recruitment best practices. This data allows Metro and divisions to see who is represented in their workplace.

# Workforce Demographics – All Divisions Combined

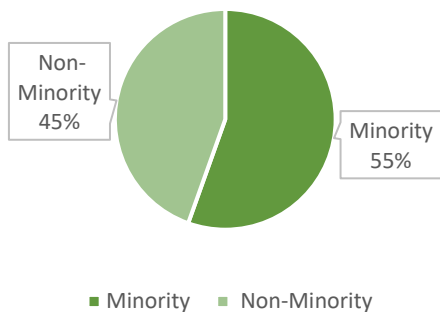
## GENDER DIVERSITY



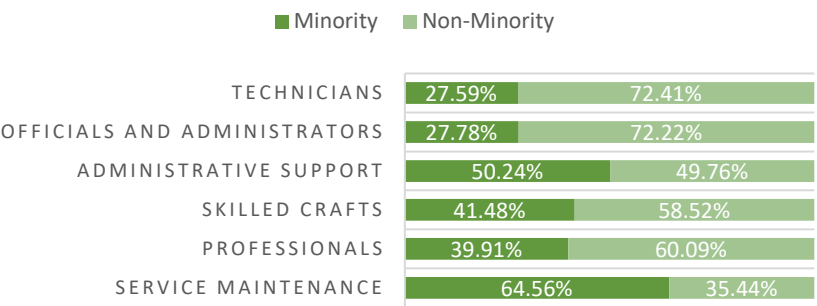
## GENDER DIVERSITY BY JOB CATEGORY



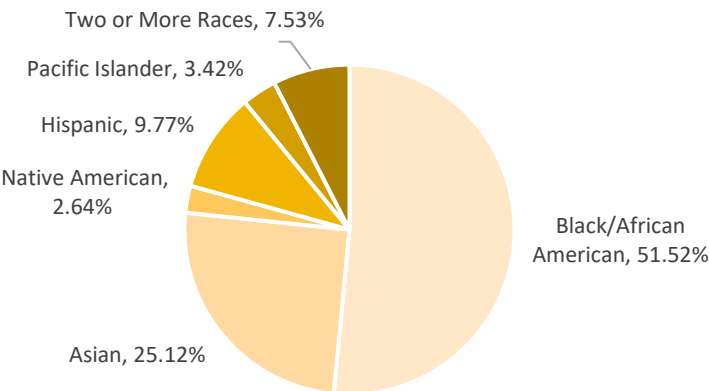
## RACIAL DIVERSITY



## RACIAL DIVERSITY BY JOB CATEGORY

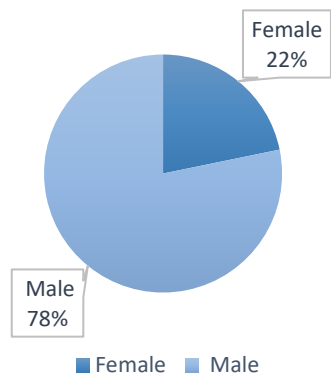


## RACIAL DIVERSITY BY MINORITY GROUP

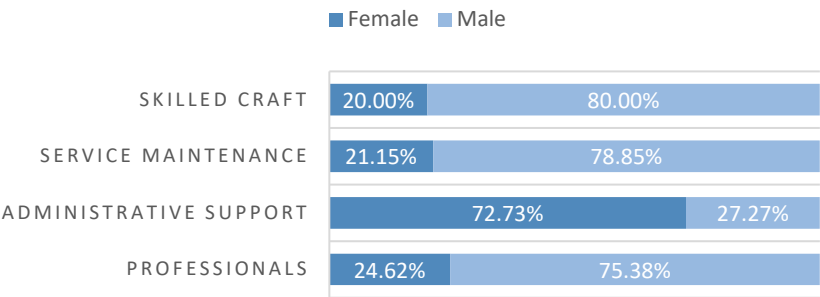


# Workforce Demographics – Bus Operations

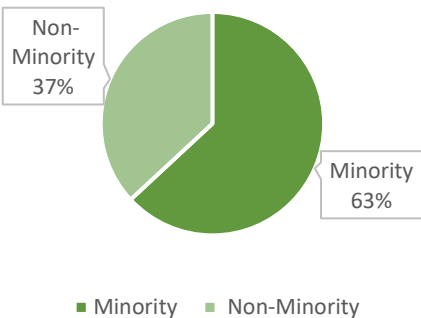
## GENDER DIVERSITY



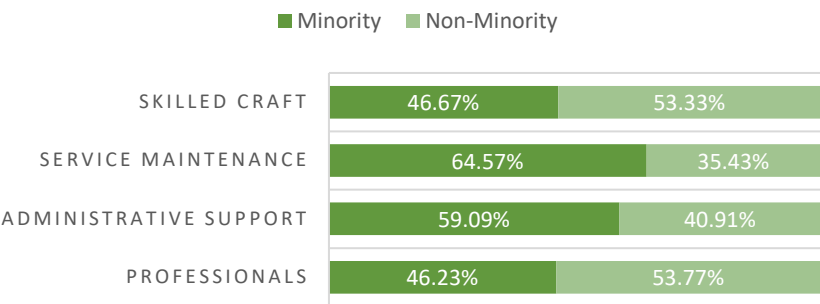
## GENDER DIVERSITY BY JOB CATEGORY



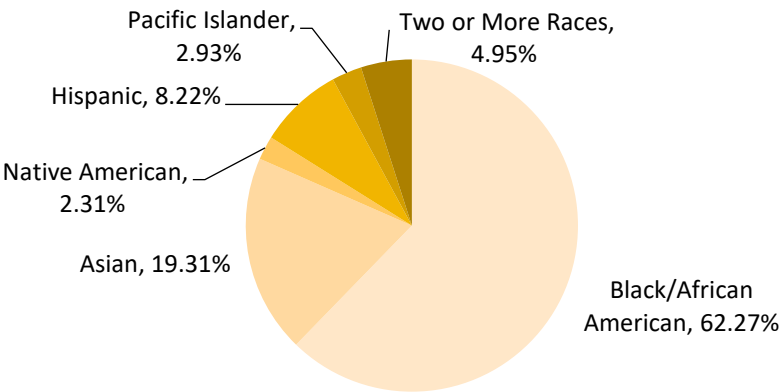
## RACIAL DIVERSITY



## RACIAL DIVERSITY BY JOB CATEGORY

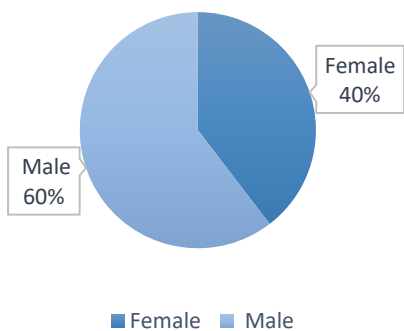


## RACIAL DIVERSITY BY MINORITY GROUP

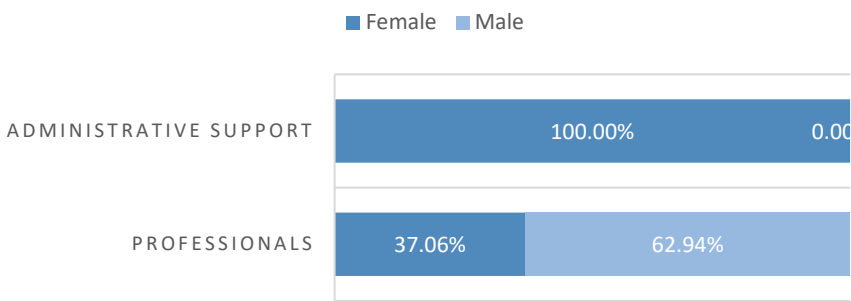


# Workforce Demographics – Capital

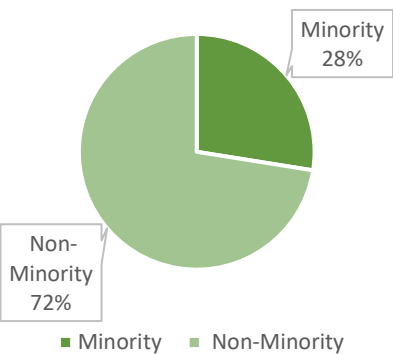
## GENDER DIVERSITY



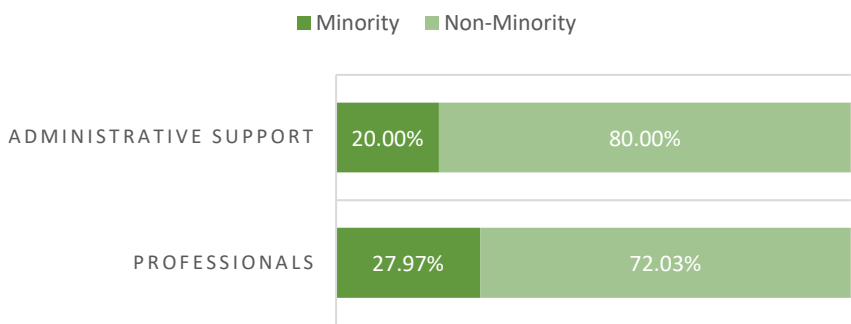
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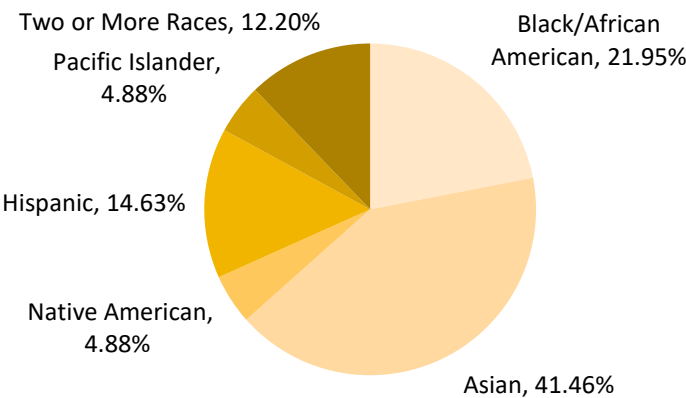
## RACIAL DIVERSITY



## RACIAL DIVERSITY BY JOB CATEGORY

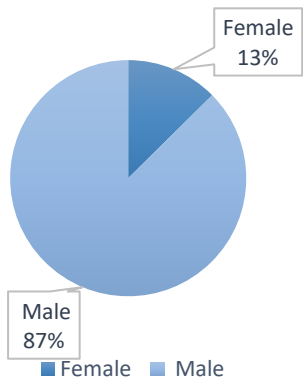


## RACIAL DIVERSITY BY MINORITY GROUP

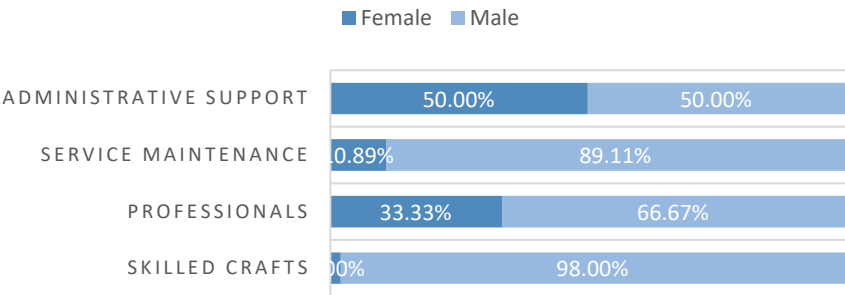


# Workforce Demographics – Facilities

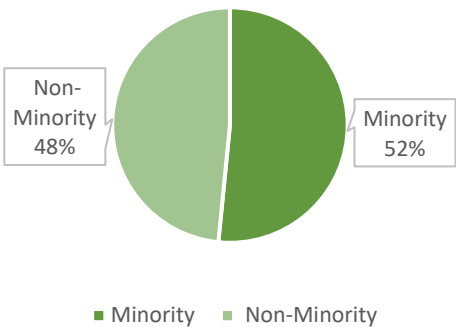
## GENDER DIVERSITY



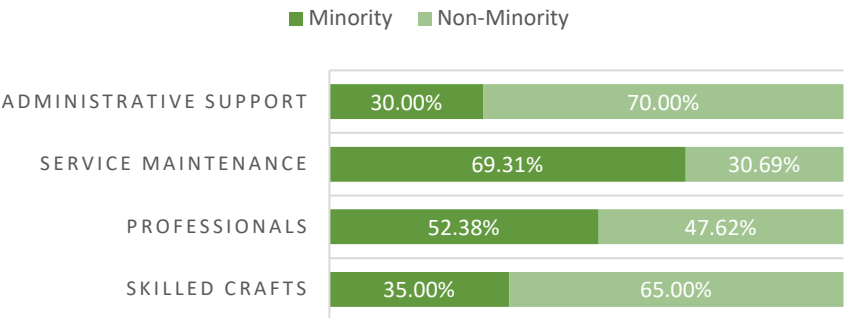
## GENDER DIVERSITY BY JOB CATEGORY



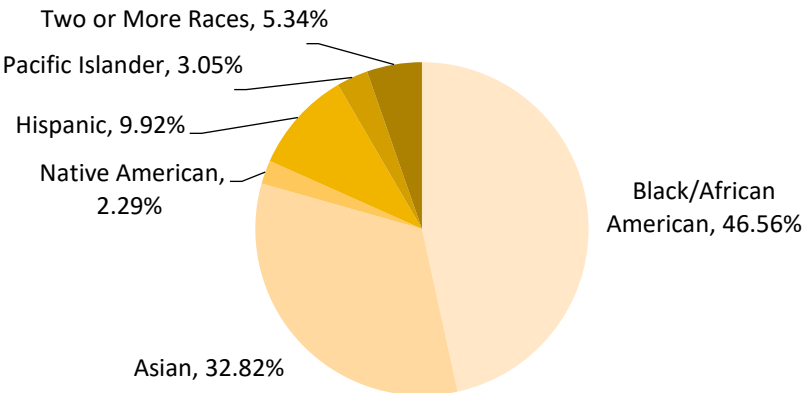
## RACIAL DIVERSITY



## RACIAL DIVERSITY BY JOB CATEGORY

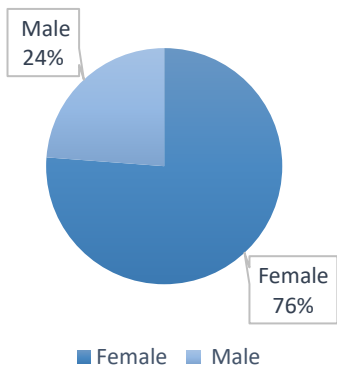


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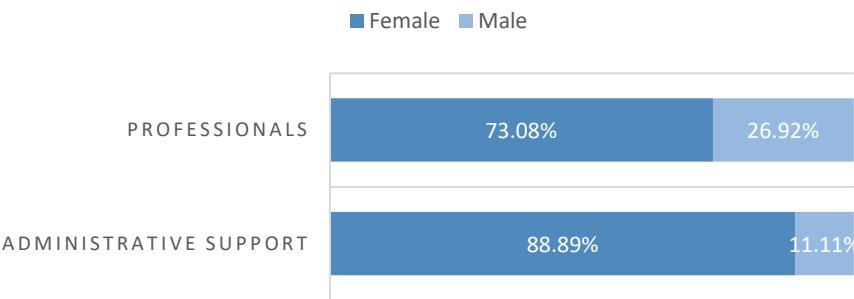


# Workforce Demographics – Employee Services

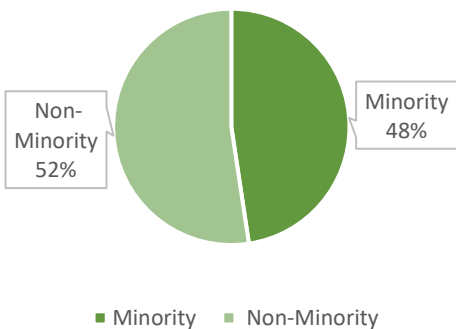
## GENDER DIVERSITY



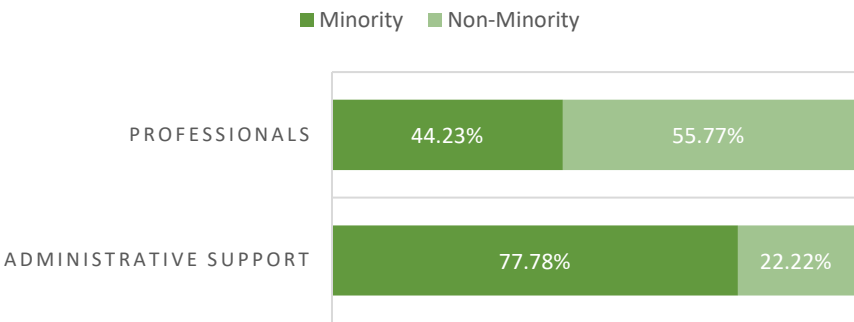
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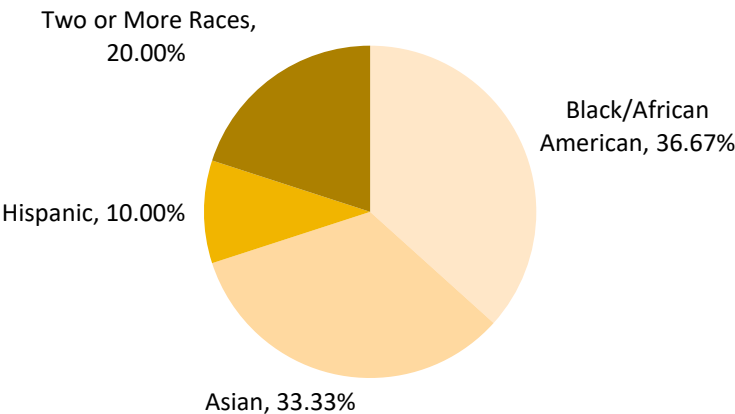
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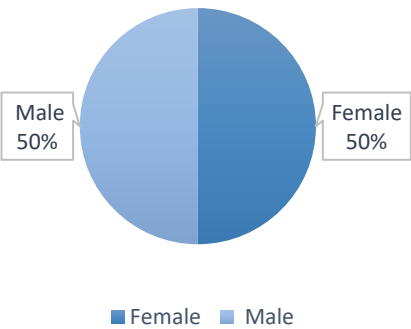


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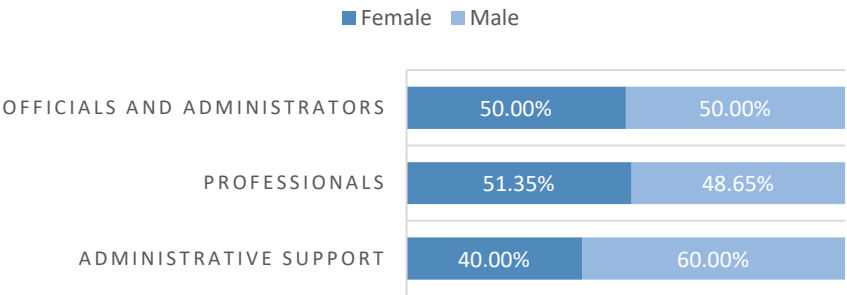


# Workforce Demographics – Finance and Administration

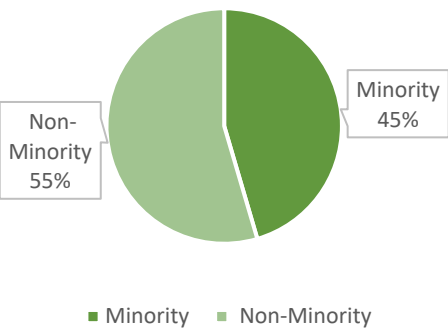
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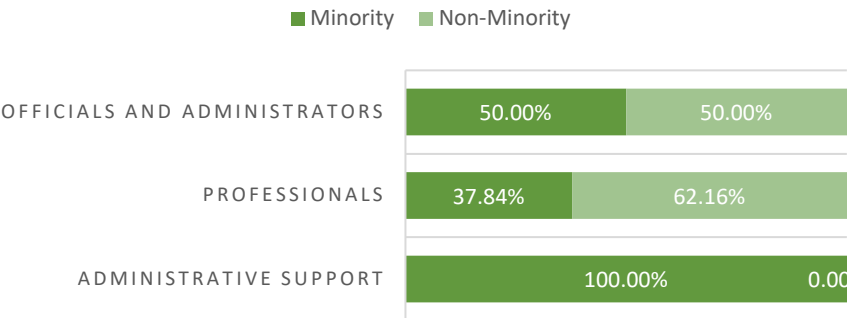
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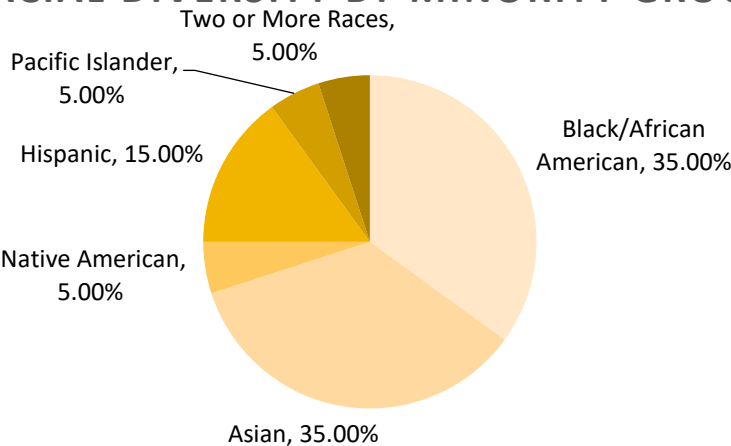
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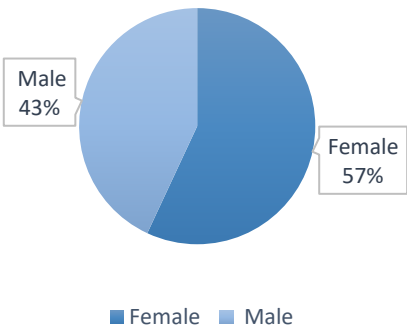


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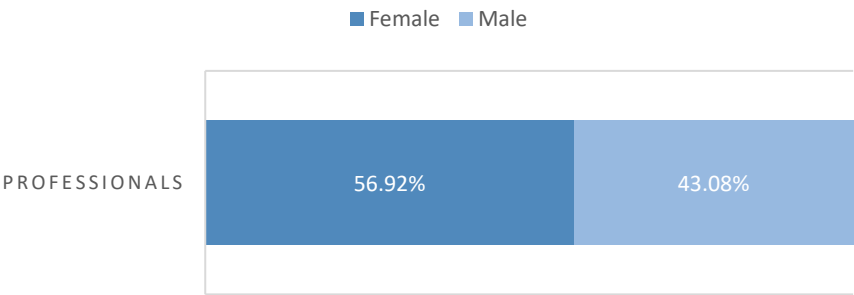


# Workforce Demographics – General Manager

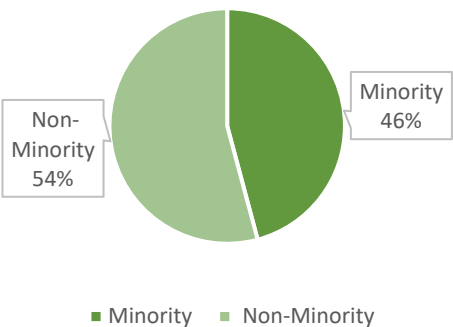
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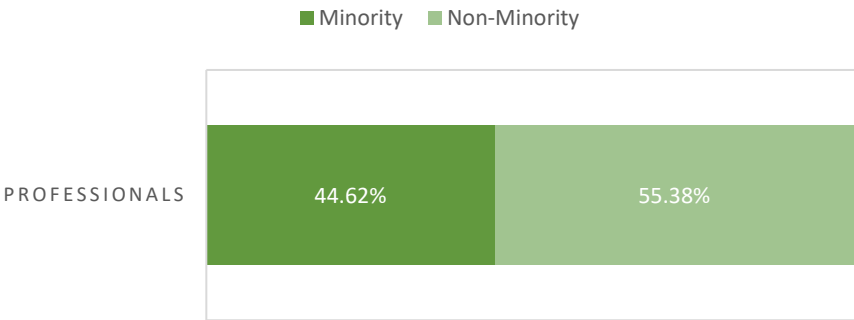
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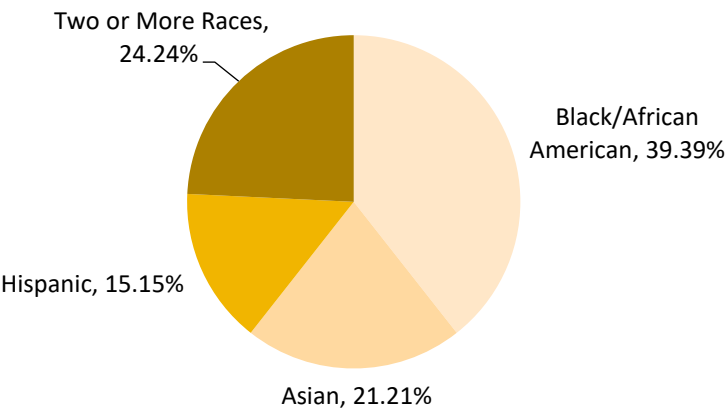
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## RACIAL DIVERSITY BY JOB CATEGORY



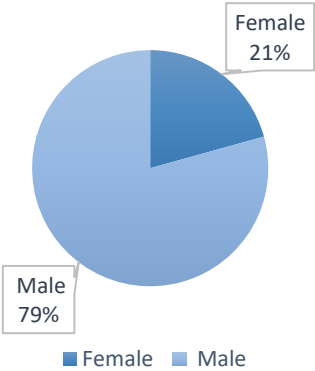
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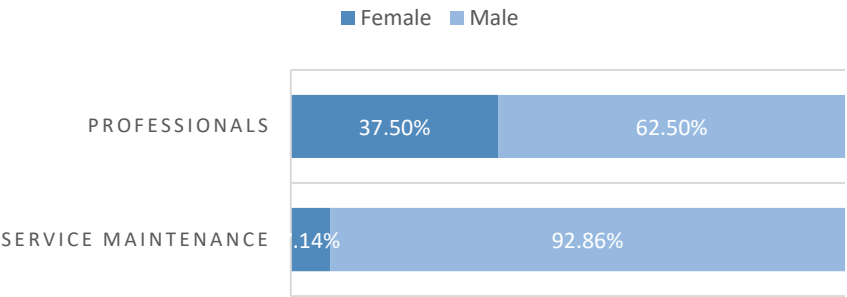


# Workforce Demographics – Marine

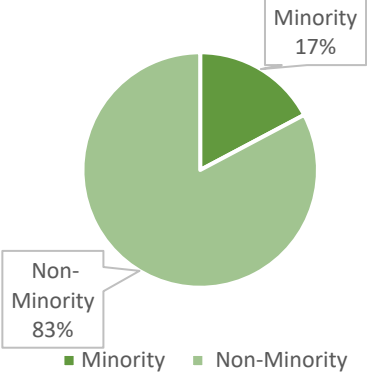
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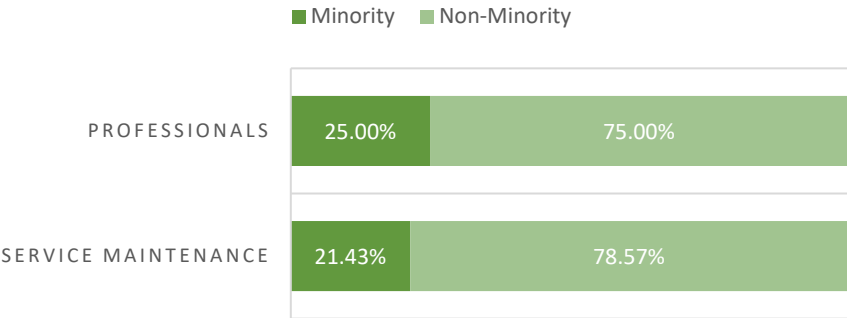
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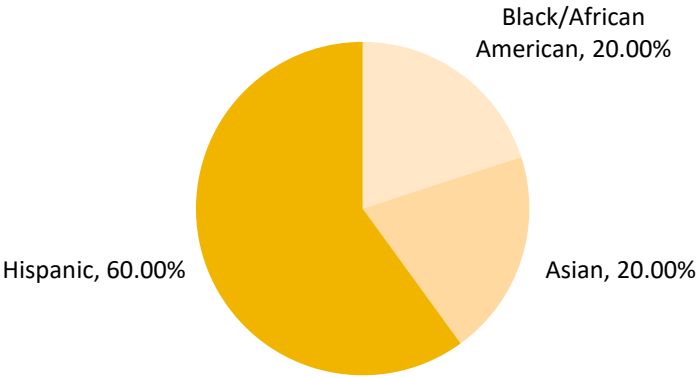
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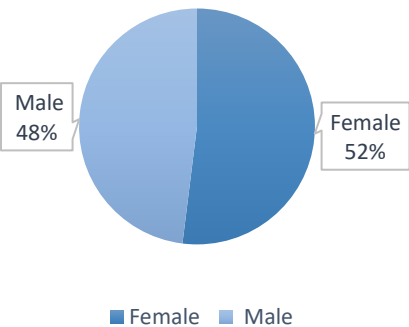


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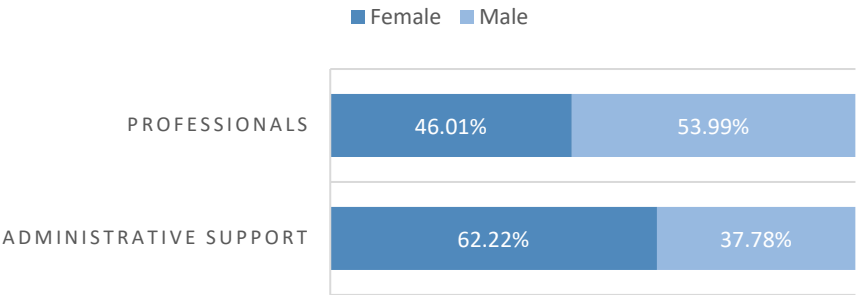


# Workforce Demographics – Mobility

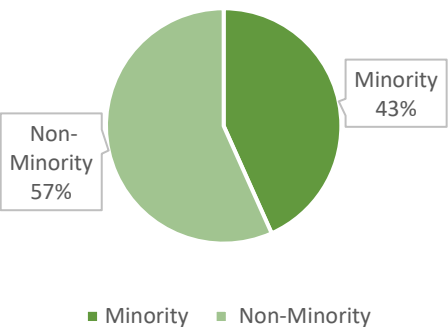
## GENDER DIVERSITY



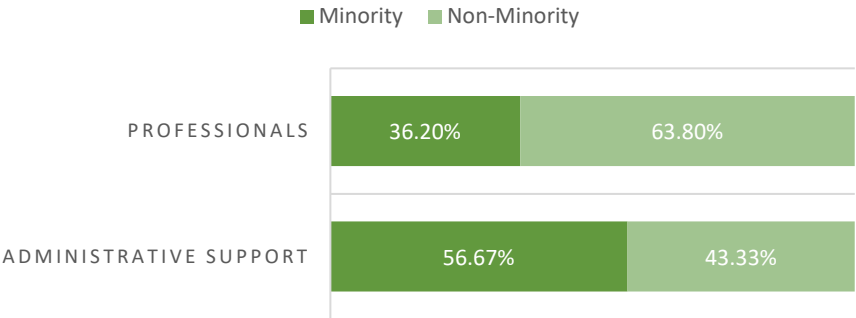
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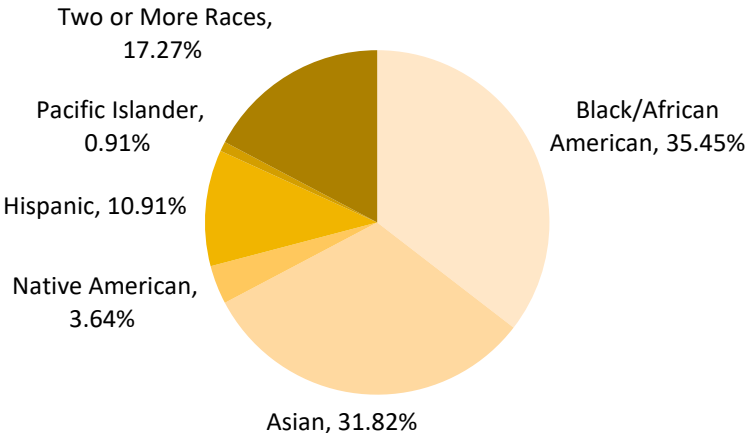
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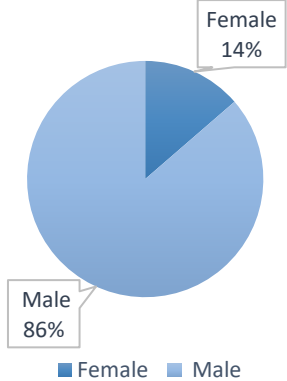


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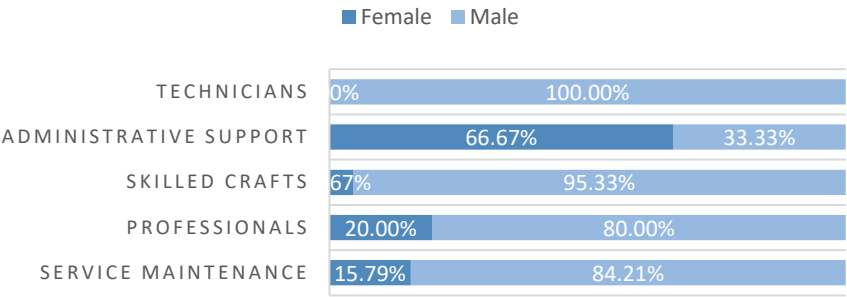


# Workforce Demographics – Rail

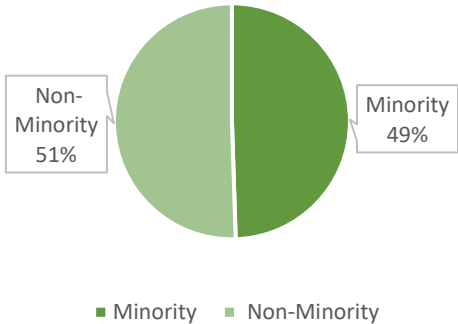
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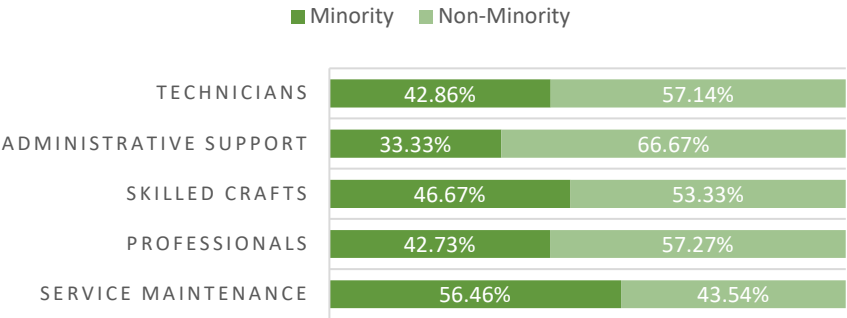
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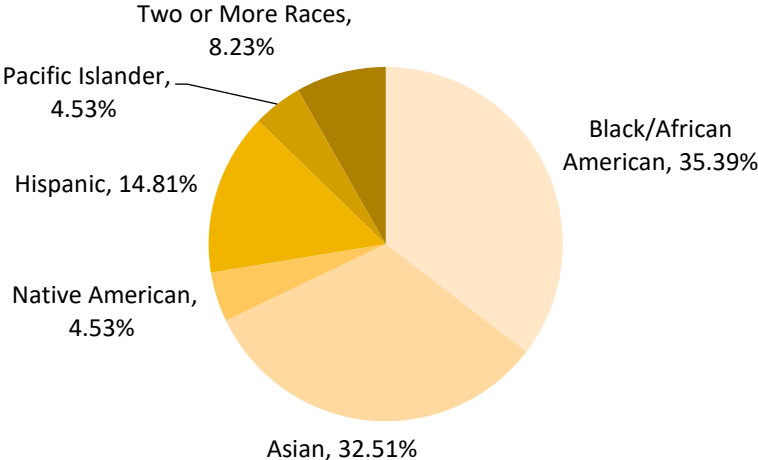
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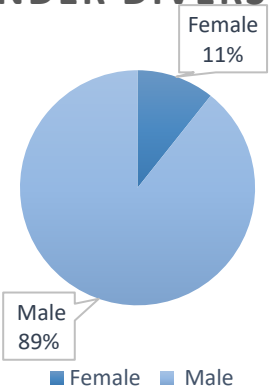


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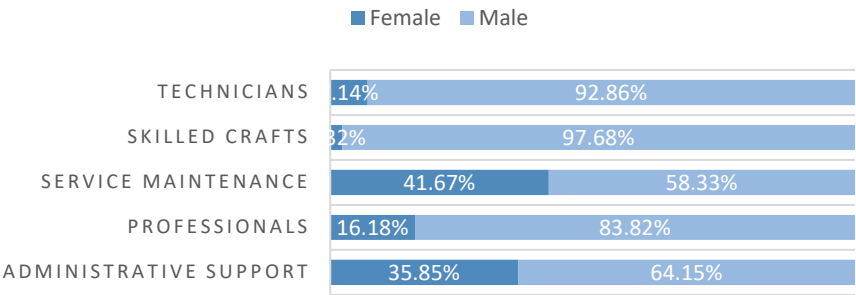


# Workforce Demographics – Vehicle Maintenance

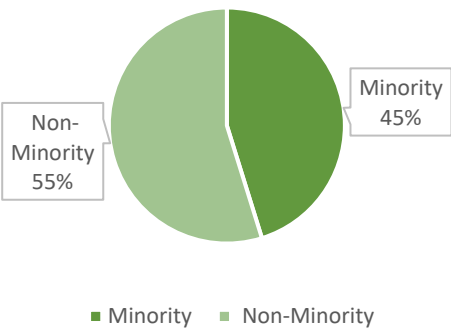
## GENDER DIVERSITY



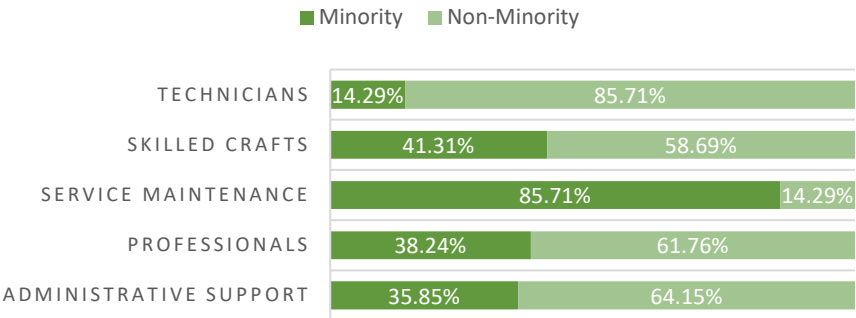
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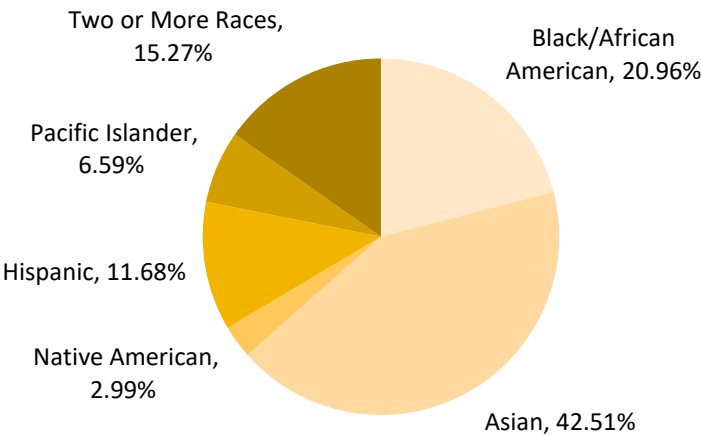
## RACIAL DIVERSITY



## RACIAL DIVERSITY BY JOB CATEGORY



## RACIAL DIVERSITY BY MINORITY GROUP



# How to File a Complaint

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Metro employees and applicants for employment may contact the EEO Office anytime using the information below to file a complaint or ask questions about their rights under EEO law. Information on how to contact the EEO Office, to make a complaint, or report discrimination is also posted throughout Metro, and include Metro's EEO Policy Statement and The Way We Work Together posters.

**Metro EEO Office**

201 S Jackson St.  
KSC-TR-0415  
Seattle, WA 98104-3856  
[MetroEEO@kingcounty.gov](mailto:MetroEEO@kingcounty.gov)  
(206) 477-9454

Employees and applicants for employment may also file complaints of employment discrimination to entities outside of Metro. Filing with another office or agency may affect your ability to file with the EEO Office, so employees are encouraged to speak with the EEO Office to ensure their rights are protected:

**The Washington State Human Rights Commission.** The Commission investigates discrimination in employment across the entire state of Washington, including King County.

1 (800) 233-3247  
<https://www.hum.wa.gov/file-complaint>

**The Equal Employment Opportunity Commission.** The EEOC enforces and investigates federal civil rights law in employment. Complaints may be made to the Seattle Field Office.

1 (800) 669-4000  
<https://www.eeoc.gov/field-office/seattle/location>

# Conclusion & Next Steps

## Next Steps & The ‘Inside’ Long Game

As stated in previous years, we practice our Long Game through the virtuous cycle of continuously demonstrating that mobility is human right, investing resources to grow capacity, and measuring outcomes; we now need to look inwards and do the same.

This “inside” Long Game invites us to recognize that it is a right for all our employees to have the opportunity to thrive in a workplace free from discrimination, and as we invest in programming and capacity to create those conditions, there must be measurable outcomes that we examine regularly to justify further investment or make adjustment.

Over the next year, Metro will continue to invest in the programs in this Update, evaluate their values based on the measurable outcomes in employment data, receive critical feedback, adjust, and make improvements to our systems.

Next year will be the last Update before a new EEO Program is due to the FTA where our placement goals and employment metrics will be updated. The EEO Office looks forward to continuing to work alongside its partners and the entire Metro workforce in connecting civil rights to equity.



“FIRST FORGET INSPIRATION. HABIT IS MORE DEPENDABLE. HABIT WILL SUSTAIN YOU WHETHER YOU’RE INSPIRED OR NOT. HABIT WILL HELP YOU FINISH AND POLISH YOUR STORIES. INSPIRATION WON’T. HABIT IS PERSISTENCE IN PRACTICE.”

- OCTAVIA BUTLER



## King County Metro Transit (Metro) Equal Employment Opportunity

### Policy Statement

King County Metro Transit (Metro) possesses a strong commitment to the community we serve and to its employees. Further, Metro believes that equal employment opportunity, diversity and an inclusive work environment is foundational to the provision of the highest quality service we seek to provide. Metro's commitment is predicated on the fact that successful achievement of EEO goals will benefit Metro and any applicable sub-recipients and/or contractors through fuller utilization and development of previously underutilized human resources.

As an equal opportunity employer, Metro strives to have a workforce that reflects the community we serve. Additionally, Metro is committed to non-discrimination and Equal Employment Opportunity for all persons. Therefore, no person shall be unlawfully excluded from employment opportunities based on race, color, age, sex (including gender identity, sexual orientation and pregnancy), marital status, religion, ancestry, national origin, genetic information, veteran status, disability, or other protected class. This policy applies to all employment practices and actions, including but not limited to, recruitment, hiring, selection for training, promotion, transfer, demotion, layoff, termination, rates of pay and all other forms of compensation including, benefits, and all other terms and conditions of employment.

This policy reaffirms that all applicants and all employees have the right to report incidents of alleged discrimination and to file complaints alleging discrimination with Metro's EEO Officer, their immediate supervisor, any other member of management within the agency, Transit Human Resources, the General Manager/Department Director or designee, the King County Human Resources Director or designee, the County's Diversity Manager, and/or enforcement agencies such as the King County Office of Civil Rights and Open Government, the Equal Employment Opportunity Commission, and the Washington State Human Rights Commission.

Retaliation against any individual who files a charge or complaint of discrimination, participates in an employment discrimination proceeding (such as an investigation or lawsuit), or otherwise engages in protected activity is strictly prohibited and will not be tolerated.

**Michelle Allison**  
General Manager, King County Metro Transit (Metro)

Metro is committed to providing reasonable accommodations to applicants and employees who need such accommodations due to disability or as required to practice or observe their religion unless such accommodation causes undue hardship.

As Metro's General Manager, I maintain overall responsibility and accountability for Metro's compliance with its EEO Policy and Program. To ensure day-to-day management, including program design, preparation, monitoring, and complaint investigation, I have appointed the following as Metro's EEO Officer who reports directly to me and acts with my authority with all levels of management, labor unions and employees:

**Christopher Bhang**  
King County Metro Transit (Metro) EEO Officer  
Email: [MetroEEO@kingcounty.gov](mailto:MetroEEO@kingcounty.gov)  
Phone: 206-477-9454

KSC-TR-0415  
201 S. Jackson Street, Suite 415  
Seattle, WA 98104

Even in light of the above stated appointment of Metro's EEO Officer, all Metro executives, management, and supervisory personnel share in the responsibility for effective implementation and monitoring of Metro's EEO Policy and Program within their respective areas and will be assigned specific tasks to ensure compliance is achieved. Therefore, Metro will evaluate its executives', managers' and supervisors' performance on their effective implementation of Metro's policies and procedures, in the same way Metro assesses their performance regarding other agency goals.

Metro is committed to undertaking and developing a written nondiscrimination program that sets forth the policies, practices and procedures, with goals and timetables, to which the agency is committed and to make the EEO Program available for inspection by any employee or applicant for employment upon request.

I am personally committed to a workplace that acts upon its daily responsibility to treat all applicants and employees with dignity and respect, as well as equitably under the guidelines of our EEO Policy and Program.

January 20, 2023

Date

To request this information in your native language, please email [metro.equity@kingcounty.gov](mailto:metro.equity@kingcounty.gov) or call 206-205-8000.

**Spanish** - Para solicitar esta información en Español, sírvase llamar al [metro.equity@kingcounty.gov](mailto:metro.equity@kingcounty.gov) o envíe un mensaje de correo electrónico a 206-205-8000.

**Chinese** - 如果要索取本資訊的中文版，請致電 [metro.equity@kingcounty.gov](mailto:metro.equity@kingcounty.gov) 或發電郵給 206-205-8000。

**Vietnamese** - Để có các thông tin này bằng tiếng Việt, xin gọi số [metro.equity@kingcounty.gov](mailto:metro.equity@kingcounty.gov) hoặc gửi điện thư đến 206-205-8000.

**Somali** - Si aad u weyddisato maad ku hesho macluumaadkan Af-Soomaalii, fadlan wac [metro.equity@kingcounty.gov](mailto:metro.equity@kingcounty.gov) ama timayl u dir 206-205-8000.

# Equal Employment Opportunity Office (EEO) Investigation Process

## Process

### START HERE



#### Report is made

A report is submitted online, by phone, mail, in person, or the EEO Office learns of a situation via employees, union reps, directors, managers, superintendents or base chiefs.



#### Case file created

The reported case is logged immediately, assigned a case number, and may be sent to other county partners as appropriate.

**No investigation:** The EEO Office will communicate why and discuss other options.

**Yes investigation:** a formal complaint will be drafted.



#### Intake – Review of Allegations

After receiving a report, the EEO Office will schedule an intake meeting to learn more about the incident.

The EEO office will then determine and communicate whether the case can move forward with a formal investigation following the intake meeting.



#### Formal complaint drafted

The EEO Office will draft a formal complaint that explains the allegations and scope of the investigation.



#### Notices

The EEO Office will notify all parties and the Coordination Team\* that an investigation has begun with a copy of the formal complaint, an explanation of rights, the process, and other important information.



#### Findings report

The EEO Office will draft the Finding Report to be reviewed by the EEO officer with all case information, findings, and conclusion.



#### Investigation

The EEO Office will gather information, interview witnesses, and give all parties an opportunity to provide information and evidence they wish to be considered.



#### Closure & Findings meeting

The EEO Office provides their findings in the Coordination Team\* meeting. The EEO Office will send Notices of Investigative Closure to the parties.



#### Formal Investigation Process complete

The EEO Office's involvement in this process is completed. The investigation outcomes and any additional steps will vary depending on findings.

\*The Coordination Team promotes transparency and accountability. It consists of leadership from EEO, Metro HR, Transit Employee Labor Relations, Metro EIB, and DHR Workforce Equity.



## The Way We Work Together

# Experiencing discrimination, harassment or retaliation?

## Report it.

If you experience or witness inappropriate behavior in the workplace—you have the right to report it to your supervisor, Metro EEO, or Metro Human Resources Manager.

Metro is committed to creating a workplace free from discrimination, inappropriate conduct, harassment, and workplace retaliation for all employees.

I have repeatedly asked not to be hugged, but my requests are ignored. I called EEO to know what my rights are.



I was called names by a co-worker, but when I asked for it to stop, I was told it was “just a joke.” I contacted EEO about what I could do.



I am tired of hearing inappropriate and sexual comments on the shop floor, so I reported it to my supervisor and emailed EEO.



## How to report

### Metro EEO Office

206-477-9454

MetroEEO@kingcounty.gov

### Metro Human Resources Manager

206-477-6000

MetroHRManager@kingcounty.gov

Or contact King County's Department of Human Resources, more information in the link below.



Scan the QR code to learn more or visit:  
[kingcounty.gov/metro/employeeeculture](https://kingcounty.gov/metro/employeeeculture)



Assessment Proposal	Status & Context	Metro Response
<b>Workplace Health &amp; Safety, Starting on Page 40 of the Assessment</b>		
<b>1. Collaborative Solution Designing</b>		
Establish collaborative problem-solving with front-line supervisors and employees	Complete - Existing Structures and Policies in Place	Collaborative spaces and groups, like Speak Listen Communicate team, the SaFE Equity Workgroup, EEO Office, and various operational spaces, offer front-line employees the opportunities to design solutions to workplace issues. ATU 587 has also formed a new Transit Safety and Security Task Force. Interested employees should also see Metro's Public Transportation Agency Safety Plan.
Evaluate effectiveness and outcomes of protocols for security incidents with general public	Complete - Existing Structures and Policies in Place	See Metro's Public Transportation Agency Safety Plan, Section II Safety Assurance, Safety Performance Monitoring and Measurement, Management of Change, and Continuous Improvement.
Update and post rights and responsibilities of Metro passengers	Complete - Implementing	In January 2025, the Ride Right campaign refreshed Metro's Code of Conduct and posted in all Metro buses, the Pass Sales Office, and other transit spaces with content informed by the SaFe Equity Workgroup, prioritizing what matters most to operators and riders.
Increase KC Law Enforcement presence to pre-pandemic levels	Complete - Implementing	Metro has doubled the number of Transit Security Officers from pre-pandemics levels. The Sherriff's Office and Metro Transit Police also continue to recruit and increase their presence and have added additional Transit Resource Officers.
<b>2. Expand Safety Protocols, Employee Training &amp; Supervisor Support</b>		
Establish protocols for people managers to conduct safety and well-being check-ins and annual plans	Requires Additional Research	Various elements of this proposal are already in progress and implemented; however, what this proposal means for the different kinds of people managers, operational spaces, and lines of Metro business requires further study to understand specific need and strategic implementation.
Establish SOPs and expand training on how to interact with those who are unhoused, have mental illness, substance abuse, etc.	Complete - Existing Structures and Policies in Place	See De-escalation Training and Critical Incidents SOP.
Train supervisors to show care and concern and empathy	Complete - Existing Structures and Policies in Place	See Welfare Check SOP and Critical Incidents SOP.
<b>3. Safety Equipment &amp; Environment</b>		
Provide more parking options and/or security in reserved lots; and gender-sensitive options for quiet and rest spaces	Complete - Existing Structures and Policies in Place	More research is required to understand where investments could be made to expand parking, security, and rest spaces and resources. This topic may be added to the 2025 Metro EEO Survey to gather this data and provide realistic options moving forward.

<b>4. Graveyard Shift-Specific</b>		
Ensure no employee is working alone on-site, especially at night and implement the following: security escort offers, buddy stems, radios for improved communication where phone signals are poor, and better lighting at worksites	Requires Additional Research	More research is required to understand where and what investments could be made to increase safety for graveyard shift employees. This topic will be added to the 2025 Metro EEO Survey to gather this data and provide realistic options moving forward, emphasizing the need for targeted outreach efforts for the survey to graveyard shift employees.
<b>5. Bus Ops-Specific</b>		
Reimplement fare enforcement	Complete - Implementing	Fare inspection was paused in March 2020, but riders were always expected to pay fares. Fare inspection has resumed, and the full breadth of fare inspection will be in place by Q2 of 2025.
Investing in and installing new safety shields or enclosed driving spaces on coaches	In Progress	Operator safety is a top priority. Metro's Vehicle Maintenance and Safety & Security Divisions are actively researching and finalizing plans to update the safety shields and driving spaces.
Create safety incident response protocols	Complete - Implementing	See Critical Incidents SOP.
Offer more safety trainings, more support tools, overtime options, and cleaner comfort stations that aren't shared with the general public	Not Started - Requires Additional Research	Various elements of this proposal are already in progress and implemented; however, what this proposal means for the different kinds of people managers, operational spaces, and lines of Metro business requires further study to understand specific need and strategic implementation.
Update HVAC system and sanitary levels and expectations on coaches.	Complete	In late 2023, Metro responded to a study by the UW regarding air quality and drug smoke residue on public transportation including: upgrading ventilation of all coaches to the highest level of filtration available transit vehicles. Metro also launched a deep cleaning protocol that resulted in cleaner coaches and elimination of detectable levels of fentanyl and methamphetamines.
<b>Support &amp; Training in Current Job, Starting on Page 43 of the Assessment</b>		
<b>1. Assess Training Content &amp; Delivery</b>		
Conduct comprehensive division-based re-evaluations of content and delivery of skills-based tests and trainings	In Progress	See the Desired Future State Section of this Report starting on page 12.
Standardize skills-based and on-the job training with equal access	In Progress	See the Desired Future State Section of this Report starting on page 12.
Develop transparent and standard onboarding and annual training checklists	In Progress	See the Business Transformation in Recruitment, on Boarding and Process Section of this Report starting on page 22.

Standardize EEO, sexual harassment and other equity-related trainings into onboarding	In Progress	See the Business Transformation in Recruitment, on Boarding and Process Section of this Report starting on page 22. In addition to the efforts of The Way We Work Together training, the EEO Office has already standardized its trainings is working with its partners in Employee Services to integrate training and knowledge set in to onboarding.
<b>2. Mandatory Training &amp; Annual Review</b>		
Require all employees to attend annual EEO legal and policy compliance trainings, including sexual harassment, and consequences for non-compliance for all employees	Complete - Existing Structures and Policies in Place	The Way We Work Together is Metro's anti-harassment, non-discrimination training that fosters a healthy workplace. Completion rates since launch of the course are below. As new staff are hired, they are required to take TWWWT as part of the onboarding process. 2,146 employees completed TWWWT, including 90% of all Metro people leaders have completed or enrolled in the supervisory version of the training.
Create appropriate conduct trainings based on updated proposed codes of conduct	Not Started - Requires Additional Research	Unable to start. See comments below, "Strengthen Existing Codes of Conduct"
<b>3. Supervision Best Practices</b>		
Develop new employee onboarding checklists with standardized and narrowly customized elements related to specific job	In Progress	See the Business Transformation in Recruitment, on Boarding and Process Section of this Report starting on page 22.
Incorporate 360-degree assessments for people managers' professional development	Not Started - Requires Additional Partnership	See the Desired Future State Section of this Report starting on page 12 for details.
Develop and deploy leadership development resources (follow union contract while also demonstrating empathy, respect, and modeling a growth mindset) with assigned liaisons	In Progress	See the Desired Future State Section of this Report starting on page 12 for details.
Regularly scheduled supervisor check-ins with all direct reports using a check-in template	Not Started - Requires Additional Research	Metro already has regularity and uniformity in some kinds of check-ins (performance appraisals, for example); however, what this proposal means for the different kinds of people managers, operational spaces, and lines of Metro business requires further study to understand specific need and strategic implementation.
<b>4. Systems and Tool Access</b>		
Checklists to ensure equal access to equipment and tools.	Complete - Existing Structures and Policies in Place	Division leadership and people leaders in charge of equipment access should be notified if any needs are unmet.

Checklists to ensure equal access to administrative resources (including for graveyard shift workers)	Complete - Existing Structures and Policies in Place	Division leadership and people leaders ensure that all employees, regardless of shift or work location, have equal access to administrative and other resources. Deficiencies in access should be raised through the proper channels and chains of command.
<b>5. Work-Life Balance</b>		
Co-create—with the most impacted employees—innovative approaches to flexible scheduling	Not Started - Requires Partnership	Metro supports its current bargaining agreements and provisions related to seniority. Decisions that affect scheduling must be appropriately negotiated with our union partners.
Provide more resting areas and coffee stations	In Progress	The addition of more comfort stations, resting and coffee stations is an on-going process that requires staffing, maintenance, creating good relationships with communities and business owners, and research. Recently, in early 2025, Metro completed the Eastlake Layover Facility in partnership with SDOT and WSDOT, to provide operators with a comfortable, dedicated space to take breaks between trips.
<b>Performance Management, Addressing Workplace Bullying &amp; Other Inappropriate Conduct, Starting on Page 44 of the Assessment</b>		
<b>1. Strengthen Data Tracking, Processes, Communication &amp; Outcomes</b>		
Centralized tracking and reporting system for progressive disciplinary outcomes data for EEO and non-EEO-related complaints	In Progress	Metro recently completed building a custom case and data management system for EEO related complaints. See page 4 of this Report. This system, with the Coordination Team, is currently being tested for reporting capabilities. The case management system for Non-EEO-related complaints are still under development by DHR with completion expected by Q4 2025.
Create clear processes and expectations for a complaint lifecycle for EEO and non-EEO-related complaints	In Progress	The EEO Office has created a handbook, FAQ, and "roadmap" that details all; see page 4 of this Report. Process for non-EEO related complaints are less defined and will be a priority for development in 2026 for our HRBP and TELR teams, pending the completion of DHR's case management system.
<b>2. Strengthen Existing Codes of Conduct</b>		
Standardize and unify codes of conduct to address behaviors associated with workplace bullying and matters outside the scope of EEO that include leadership behaviors, clear consequences for non-compliance, and HR protocols and procedures for addressing noncompliance	Not Started - Requires Additional Research	While some Metro divisions do have behavioral expectations in place, there is no unifying code of conduct to address behaviors associated with bullying that falls outside of the scope of the EEO Office or County's Nondiscrimination Policy. Further research and understanding of these policies, labor implications, and existing procedures is required before attempts to unify or standardize.
<b>3. Policy Development</b>		



Work with other County partners to establish a King County workplace bullying and retaliation policy in alignment with True North Values and union contracts	Not Started - Requires Partnership	Metro is unable to move this forward without partnership from the Executive, and any such policy needs to come from DHR.
<b>4. Grievance Hearings</b>		
Allow for both union members to be given an advocate in grievance hearings, not just the one being accused	Not Started - Requires Partnership	Metro is unable to move forward without appropriate discussions with appropriate labor partners. This proposal will be shared with Metro's labor team for further consideration.
Offer separate union representation between supervisors and individual contributors to reduce real or perceived conflicts of interest	Not Started - Requires Partnership	Metro is unable to move forward without appropriate discussions with appropriate labor partners. This proposal will be shared with Metro's labor team for further consideration.
<b>5. Conduct Comprehensive Analysis of Expectations Landscape</b>		
Conduct a comprehensive analysis of all policies related to behavioral expectations, HR complaint investigation processes and procedures, progressive discipline, and grievance processes and procedures	In Progress	The EEO Office has created a handbook, FAQ, and "roadmap" that details all; see page 3 of this report. Processes for non-EEO related complaints are less defined and will be a priority for development in 2026 for our HRBP and TELR teams, pending the completion of DHR's case management system.
Using the analysis above, conduct analysis of outcomes related to EEO and non-EEO claims.	In Progress	The EEO Office completed the implementation of an electronic Case Management System that will allow it to conduct various reports and analysis on EEO-related claims.
<b>6. Expand Metro &amp; Labor Partnership</b>		
Deepen collaboration and strategic alignment between Metro and labor partners by implementing a "Joint Civility & Respect Campaign" to help reinforce workplace conduct standards in alignment with True North Values, relevant policies, and labor agreements.	Not Started - Requires Additional Partnership	Metro is unable to move forward without appropriate discussions with appropriate labor partners. This proposal will be shared with Metro's labor team for further consideration.
<b>Equitable Pathways to Career Advancement, Starting Page 48 of the Assessment</b>		
<b>1. Sponsor &amp; Support Division Base ERGS</b>		
Develop charters for women and gender expansive employee ERG	In Progress	Metro EEO, EIB, and ERG leaders are currently meeting to develop governing documents for the divisional ERGs and other spaces that have operated under the umbrella of the WOMEN ERG.
Provide dedicated staffing/skilled facilitation for the ERGs	In Progress	ERGs are supported by the skilled and dedicated EIB team. Efforts are being made to secure additional EIB resourcing to support ERGs, including Rail, Vehicle Maintenance, and Facilities dedicating funding to expand the EIB team.

Establish and promote an Anti-Sexism Men Ally Group ERG designed to raise awareness of gender bias in the workplace and promote ally-based equity practices	In Progress	See page 21 of this Report on Men's Community of Practice.
Remove barriers to access ERGs and create standard operating procedure on how to request and attend an ERG	Complete - Existing Structures and Policies in Place	Metro and the County already have ERG-Affinity Group Policy that outlines the manager/supervisor approval process. However, the removal of procedural barriers may be an issue that requires additional education in various spaces throughout Metro, especially front-line and 2nd/3rd shift employees.
<b>2. Pipeline Entry and Advancement in Trades</b>		
Increase the number of qualified women-identifying and gender expansive applicants for trade roles	In Progress	The EEO Office, through its Program Reports, actively monitors the number of qualified women available versus the actual number employed in its workforce. Next year's report will be instructive as to where and how Metro can prioritize resourcing to achieve its EEO/AA goals.
Create more pathways for upward mobility	In Progress	Serval pathways exist and are development to increase pathways towards upward mobility for all qualified Metro employees, including Metro Apprenticeship Program, Green Jobs, and Business Transformation.
<b>3. Establish Supervision Best Practices - See "Support &amp; Training in Current Job, 3. Supervision Best Practices"</b>		
<b>4. Reduce Bias in Hiring and Promotional Process</b>		
Establish screening questions, particularly for people-manager roles, that address company in inclusion and accommodation best practices	Not Started - Requires Additional Partnership	Adding requirements to a recruitment may require partners from Human Resources and the unions if these screening questions relate to job functions and qualifications. This proposal would also require further study and research on what competencies are expected. For accommodation best practices, Metro's Disability and Leave Services team has helpful information on the Metro Toolbox.
Ensure EIB, EEO or other formal workplace equity practitioner is included in hiring panels and assist with the evaluation	Complete - Existing Structures and Policies in Place	This proposal would require a significant increase in staff trained in EIB, EEO or "other formal workplace equity partition" to ensure hiring processes. Also see the new Hiring Manager Guide in the Employee Services, Talent Acquisition section of the Metro Toolbox.
Incorporate a standard equity auditing tool or process for evaluating internal applicant advancement	Not Started - Requires Additional Research	Metro's EEO Office and Green Jobs are currently collecting information on advancement data. The data will be compared to the 2026 Program Plan for strategic planning, which may include the creation and incorporation of an auditing tool.
Provide feedback to internal applicants about the strengths and weaknesses in their application and/or interview	Complete - Existing Structures and Policies in Place	Internal applicants may always contact the Talent Acquisition professional that helped lead that recruitment process for feedback.

Reduce Workplace Bias & Improve Gender Equity Outcomes		
1. Equity Analysis		
Conduct pay equity analysis and attrition rate analysis	In Progress	This analysis will be a part of Metro's 2026 EEO Program and Plan having established our 4-year base line.
2. Expand & Coordinated Learning and Development		
Design and implement gender equity specific trainings that review relevant policies and codes of conduct and address institutional sexism and other common issues affecting women-identifying employees	In Progress	See "Support & Training in Current Job" section on page 13 of this Report.
Expand the scale of Metro's Men's Community of Practice	In Progress	See the Community of Practice section on page 21 of this Report.
Establish explicitly standards and expectations on annual number of hours each employee is entitled and expected to attend equity and conduct-related trainings	Not Started - Requires Partnership	Metro is unable to move forward without appropriate discussions with appropriate labor partners and DHR. This proposal will be shared with Metro's labor team for further consideration.
4. Disability Status/Identity and Gender Identity Access & Equity		
Establish centralized data collection system that tracks employee access or other experiences related to disabilities and gender identity	Complete - Implementing	Metro recently completed building a custom case and data management system for EEO related complaints and disability and access-related matters. This includes a new feature in the SSAM system to track operator experiences with members of the public who target them for their gender identity/express or other protected class.
Ensuring accessible resources and education about disabilities, gender identities, civil rights, accessibility, and reasonable accommodations	Complete - Implementing	The EEO Office completed the development of Civil Rights Trainings that can be requested by any workgroup at Metro. Metro's Disability and Leave Services team also has helpful information on their Toolbox page for reasonable accommodation requests. Finally, resources have been requested to develop enhanced curriculum and training on ADA and access matters at Metro.
Conducting a comprehensive organizational culture and needs assessment to help identify solutions that results in greater equity outcomes for employees with disabilities	Not Started - Requires Additional Research	Metro recently created its first ADA Team dedicated to matters related to disability, reasonable accommodations, legal compliance, universal access, and equity. Metro still also supports its Disability and Leave Services Team for reasonable accommodation requests from employees. Conducting a comprehensive organization culture and needs assessment like this Women's Needs Assessment would require significant planning, scoping, and research to implement effectively.
6. Caregiver Status/Identity Access & Equity		



Collect demographic data about caregiver status to allow Metro to better measure the current state of roles, opportunities and workplace environment	Not Started - Requires Additional Research	<p>As of March 2025, there is proposed legislation before the King County Council that would list "family caregiver" as a protected class in the County's antidiscrimination ordinances, see file 2025-0018. Metro will await the outcome of this proposed ordinance before taking additional steps.</p> <p>Mobility and EIB's Tareca Choi are also actively preparing to further research the needs in alignment with labor agreements.</p>
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