

News from the PACE committees

Partnership to Achieve Comprehensive Equity



July 2014

Message from the Deputy General Manager and ATU Recording Secretary

As the PACE committee continues to advance the efforts outlined in the preliminary scope of work, we want to add our words of encouragement. We believe that creating a workplace that values diversity is an essential component of delivering the best possible service to our customers. As leaders in our respective organizations and of the steering committee, we remain steadfast in our commitment to PACE. The outcome of the recent ballot initiative is deeply disappointing, but it in no way diminishes the importance of the shared interests expressed in the PACE charter or our energy and dedication to seeing our goals achieved and sustained.

-Rob Gannon and Judy Young

What is PACE?

The Partnership to Achieve Comprehensive Equity (PACE) is a commitment by King County Metro Transit, Amalgamated Transit Union (ATU) Local 587 and Professional and Technical Employees (PTE) Local 17 to create an environment for positive change, improved communication among all employees, and a workforce committed to equity as a shared core value.

PACE is responsible for developing annual goals and objectives with a comprehensive plan to address issues of equity in the following topics: hiring and promotion practices; the patterns and root causes of discipline and adverse actions; communication and the ways we interact across diverse groups; equal opportunity infrastructure; customer service and customer complaints; and training and workforce development.

Subcommittees, made up of employees from Metro Transit, ATU Local 587 and PTE Local 17, are working together to make Metro a fairer, more equitable place to work. The PACE charter defines this effort as an enduring, ongoing project to be continued into the future. The PACE committees are meeting in a joint session on June 12 to report on their progress.



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Keep PACE

Reports from PACE subcommittees

Workforce Development (WFD)

The Workforce Development (WFD) subcommittee's work began with the formation of a charter. Initially drafted by the committee's co-leads with help from the subject matter experts, the charter was modified by the committee as a whole to meet the needs of the group. Our approach is to identify the root causes or barriers that limit the availability of opportunities for career development, and then make recommendations on ways to either eliminate these barriers or work around them.

This was accomplished by listing all of the career development and training opportunities already being offered by King County and discussing what made them less available to certain groups of employees.

Now the WFD subcommittee is transitioning to recommendation development. Three areas have been identified that will be the main focus for the group: mentoring, career and career development resources.

In their last meeting, the WFD subcommittee spent time learning about the first area, mentoring, and its merits in successful career development. In future meetings, the focus will be on using what we have learned to prepare recommendations for consideration by the PACE Steering Committee.

Communications

The Communications subcommittee has begun to identify barriers and gaps in the way we communicate at Metro, both to employees and to management. We produced this newsletter, are working on a website to keep you informed on the progress of PACE, and are working on other initiatives to provide more effective, ongoing, two-way communications.

Equal Employment Opportunity (EEO)

The Equal Employment Opportunity (EEO) subcommittee focused on three major areas:

- 1) The procedure for receiving informal complaints and educating stakeholders about this procedure. This includes receiving, responding to, and assisting in the resolution of, complaints as well as confidential access for employees to address EEO and diversity concerns.
- 2) The development of a process for addressing complaints and putting preventive measure in place to ensure the workforce understand the impact caused by inequity in the workplace.

- 3) The design of a method to share standard EEO data throughout the organization, making it both accessible and informative.

Customer Service and Customer Complaints

The Customer Service and Customer Complaints subcommittee reviewed the process beginning with receipt of a complaint to its resolution, identifying places in the system where improvement is needed. We discussed in detail the system and improvements needed and put this information into a flow chart for further use.

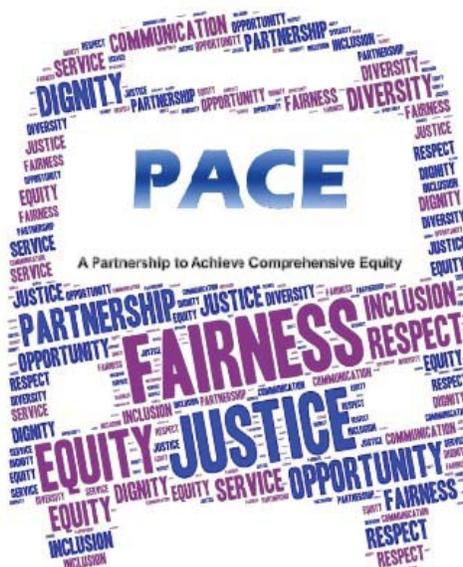
The subcommittee also reviewed Transit Operations Policy #15 to

identify the components that relate to the Customer Service and Complaints subcommittee, specifically identifying the areas that relate to the suggested improvements in our flow chart of the process.

The subcommittee is currently in the process of identifying possible solutions to accomplish the suggested improvements to both the customer comment process and Policy #15.

Discipline and Adverse Actions

The Discipline and Adverse Actions subcommittee reviewed case studies and data on discipline statistics, evaluated if previous recommendations are still relevant, and started work towards determining commonalities that lead to inequitable discipline and



Reports, continued

recommendations to counter them.

Recruitment and Selection

The Recruitment and Selection subcommittee is compiling a list of 40 barriers in the recruitment process. We will prioritize which are the most important to work on and then will work through them, highest priority first, to make recommendations on changing hiring policies and procedures.

The top 10 we identified are:

- 1) Lack of institutional commitment to equity and diverse leadership.
- 2) Agency not holding management accountable when employees are subjected to unethical and/or discriminatory practices.
- 3) Lack of transparency.
- 4) Who decides composition of interview panel?
- 5) Inconsistency of recruitment and selection process.
- 6) Job descriptions.
- 7) Attitudinal barriers that impede employees from seeking advancement.
- 8) Agency's abilities resulting in discriminatory practices such as bias, favoritism and nepotism.
- 9) Identifying meaningful measures to gauge outcomes of hiring processes and check for bias.
- 10) Bias.

Frequently Asked Questions

1. What will happen once the fervor dies down?

There is not a perfect solution to solve inequity (or we would have adopted it already). However, this effort must continue in order to evaluate and re-evaluate the policies and procedures we establish to determine if we are being as equitable as we can be, and make changes if we are not. King County Metro and Locals 587 and 17 have committed to ensuring that PACE is an ongoing program that will improve equity at King County.

2. There is a lot of doubt that the committee has staying or changing power.

This is an understandable attitude as there have not yet been any changes to policies or procedures. It takes much longer to evaluate and fully define the problem than it does to recommend and implement solutions. We have been working hard to accurately define the problems, and will recommend changes to implement in September. In the meantime, defining the problem has led to some small changes already. These changes include the words used in job postings and the open discussions about inequity that are occurring. This effort will never be over, and most changes will be a gradual process. Some will be very evident, such as policy changes. Others will be less evident, such as cultural awareness and the willingness to talk about inequities and how to resolve them.

3. Is this about pointing fingers or assigning blame?

PACE is about identifying processes and making changes for a more equitable work environment, not about assigning blame.

Keep PACE

PACE Spotlight: Michael Moore, Minority affairs officer, ATU Local 587 and co-chair PACE Workforce Development Sub-committee

1. *What was your first job at King County?*

Part-time transit operator.

2. *What is your current job at King County?*

Full-time transit operator.

3. *What do you most enjoy about your job?*

Being a professional operator.

4. *What do you see as the biggest challenge in the work that you do?*

Continuing to be safe in a county that has grown significantly with an infrastructure that is in need of major repairs.

5. *What made you decide to become involved with PACE?*

Seeing the need for change and wanting to be involved in making Metro and King County a better place to work for all who work here and for all who will work here in the future.

6. *What is your role in PACE?*

Minority affairs officer for ATU Local 587 and co-chair on the workforce Development committee.

7. *What do you see PACE achieving?*

Building an inclusive, diverse and welcoming workplace that ensures there are career development resources and opportunities available for all.



Change starts with you!

The PACE committees wants to hear from you! We cannot do our job without your help. Please contact us and let us know how equity and general problem-solving at King County Metro is working for you. Let us know about issues and/or concerns you have or tell us about a suggestion you think may be helpful. Contact PACE at pace@kingcounty.gov.

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