



State of Washington Office of Financial Management
Dr. Karen Johnson Summary Investigation Report
May 26, 2023

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I. Introduction

On November 10, 2023, Marcella Fleming Reed, JD, AWI-CH, SPHR, SHRM-SCP, PI; Renee Cogdell Lewis, JD, PI; and Trisa Kern, MNM, SHRM-CP, PI of MFR Law Group PLLC (“MFR”) were retained by the State of Washington Office of Financial Management (OFM) Human Resources (HR) Director Leticia Gomez-Esposito to conduct an independent investigation of claims of inappropriate workplace behavior made by multiple individuals working in the OFM and the Office of Equity (the “OOE” or “Agency”) against OOE Director Dr. Karen Johnson.

On February 22, 2023, a change in the investigatory process was made; draft(s), the final investigative report, and MFR invoices were to be sent to Deputy Chief of Staff Kelly Wicker. HR Director Gomez-Esposito was to remain a contact for assisting with the investigation.¹

¹ MFR requested this change after HR Director Gomez-Esposito was interviewed on February 16 and 17, 2023. During HR Director Gomez-Esposito’s interviews it became clear she had provided primary HR support for Dr. Johnson for a period of time and had personal knowledge of some complaints that had been made.

II. Investigation Process

A. Interviews

MFR interviewed seventeen witnesses, including witnesses in the OFM, the OOE, and the Washington State Governor's Office ("Governor's Office"). Eleven witnesses were current or former employees of the OOE.

MFR conducted an initial interview of Dr. Johnson on February 18, 2023, after interviewing eight witnesses.² At the end of the interview on February 18, Dr. Johnson and MFR set a time for a follow-up interview. Dr. Johnson then requested additional time to prepare a response to the allegations against her, and a follow-up interview was scheduled for March 18, 2023. The follow-up interview was rescheduled twice before Dr. Johnson sent an email on March 30, 2023, declining to participate in the follow-up interview.³ (See Exhibit A.)

As part of the investigation process, MFR generally asked broader, opened ended questions about workplace experiences and culture, exploring areas of concern as they arose. When there was an opportunity to verify the statements of other witnesses during interviews, MFR did so. With interviewees, MFR was careful about the extent to which and how it followed up on specific allegations to limit the potential for retaliation against any participants in the process.

B. Documents

MFR also reviewed approximately 2,649 pages of documentation including complaints, organizational charts, personnel files, HR Department notes, policies, hiring documents, and documents provided by witnesses. Pertinent dates for this matter are summarized in Exhibit B – Chronology.

² One of those interviews was partially completed.

³ On March 8, 2023, Dr. Johnson notified MFR that she would be on medical leave through March 20, 2023, and asked to reschedule the March 18, interview to March 24, 2023, at 9:00 a.m. On March 22, 2023, MFR followed up with Dr. Johnson to confirm the interview scheduled for March 24, 2023. MFR had heard from Dr. Johnson's colleagues that she was still on leave. When Dr. Johnson had not responded by noon on March 23, MFR presumed Dr. Johnson was still on leave and cancelled the March 24, 2023, interview. Dr. Johnson reached out on the morning of March 24, 2023, around 9:00 a.m. and explained that, although she was technically on leave, she had returned for the day to participate in the MFR interview. Dr. Johnson further explained that she did not realize MFR had been trying to reach her because she had not been checking her work cell phone while on leave.

C. Standard of Review

Consistent with best practice in the industry for workplace investigations, the standard of review for this investigation is preponderance of the evidence. If MFR finds in favor of an issue, then MFR determined that the facts evidencing the issue more likely than not occurred and that more than 50 percent of the evidence supported MFR's finding in this investigation.

III. Summary Complaints and Findings

A. Complaints Related to Management Practices

Seven of eleven current and former team members raised concerns regarding Dr. Johnson's workplace conduct or leadership including, but not limited to, allegations of micromanagement, lack of organizational processes and procedures, inappropriate requests of employees (lack of work/life balance), inappropriate or insensitive comments, and public criticism of employees. For one of the four individuals who did not complain, an individual complained on their behalf.

Since the establishment of the OOE in March 2021, seventeen employees, including Dr. Johnson, have been hired.⁴ The Agency has experienced an overall attrition rate of 29 percent. There have been five resignations from the OOE: three in 2022 and two in 2023—three women, two men; one mixed race (Black/Asian), one Black, one Hispanic, and two White. Each of the individuals who resigned attributed their decision to leave, at least in part, to a chaotic, overburdened, and disrespectful workplace culture created by Dr. Johnson.

Dr. Johnson also had difficulty working with colleagues in the OFM's Fiscal and Operations ("Fiscal and Operations") and HR Departments. The OFM's director of HR reported that she had personally observed Dr. Johnson engage in a kind of *testing* when other OFM HR professionals were assigned to her. In one instance, an HR manager reported to the OFM's HR director that they had been treated dismissively by Dr. Johnson. The OFM CFO reported to MFR that the deputy director of operations, policy and community was approved, at least in part, because Fiscal and Operations staff needed a liaison for the OOE.⁵

⁴ Dr. Johnson often used direct appointment rather than standard recruitment processes because Dr. Johnson believes standard recruitment processes disfavor People of Color. Unfortunately, given the volume of work and number of authorized positions, this approach may have slowed the hiring process at the OOE. In most cases, diversity, equity, and inclusion professionals recommend posting jobs internally and externally to ensure the broadest possible pool of applicants, and to design the job criteria to ensure that applicants of diverse backgrounds are appropriately considered.

⁵ One concern shared by the OFM CFO had to do with Dr. Johnson compensating her employees too highly relative to their job classifications. Even when Fiscal and Operations explained the long-term negative

Many of the allegations made by current and former employees focused on the work environment at the OOE. Given the Agency's mission and Dr. Johnson's inspirational and motivational speaking style, many employees expected to work in a more open and collaborative environment. Instead, witnesses described a command-and-control work environment with all decisions of any consequence requiring Dr. Johnson's direct approval. Dr. Johnson also insisted on personally introducing staff members to stakeholders outside of the OOE with whom those staff members were going to work on the OOE's behalf. This was true, even if the staff member was a senior leader and already knew the stakeholders. Further, individuals described a work culture in which they were expected to work long hours, including early mornings, evenings, and weekends, even if it interfered with family time or worsened their health.

A variety of concerns were raised by employees. The specific incidents/concerns are included below and judged credible because (i) Dr. Johnson discussed it in her initial interview with MFR; (ii) more than one witness observed the incident; (iii) a similar incident had been reported by another witness; and/or (iv) documentation supported the incident.

1. Micromanagement by Dr. Johnson

- Dr. Johnson holds regular stand-up meetings at 7:30 a.m., Monday through Thursday. Some individuals complained these stand-up meetings were used to aid micromanagement and ensured extremely long workdays, especially for administrative staff who were required to be available at the end of Dr. Johnson's workday as well as at the beginning. Until December 2022 or January 2023, the standup meetings were held at 7:00 a.m. According to a former staff member, they suggested to Dr. Johnson that 7:00 a.m. was too early for these meetings.
- Dr. Johnson does not generally delegate decision-making authority. Most decisions of significance require Dr. Johnson's personal approval, which creates a bottleneck and slows things down because Dr. Johnson is in scheduled meetings most days. Staff are generally required to make themselves available early mornings, evenings, and weekends to meet with her.
- A senior executive reported that Dr. Johnson complained to them that they could not be trusted because they did not call to check in every day, even though they attended morning meetings held four days a week.
- A senior executive reported that they were not allowed to work with Fiscal and Operations unless Dr. Johnson was involved in the conversation. This was reported

impact this practice had on the OOE's budget, Dr. Johnson continued compensating OOE employees at the higher end of the pay range.

contemporaneously to an OFM executive who observed Dr. Johnson treat this employee in a curt and condescending manner.⁶

2. Lack of Organizational Process and Procedures

- Seven individuals generally complained about the lack of organizational structure, policies, and procedures.
- Three individuals complained that there was a lack of clarity about the work they had been hired to do. When they made an effort to gain clarity about their position or the job they were supposed to do, they were met with either conflicting guidance or no guidance.
- An individual reported that Dr. Johnson often requested that they have assignments ready for meetings. At the time of the meeting, however, Dr. Johnson may decide to be “inspirational” and the agenda for the meeting will be “tossed.” The work that really needed to be discussed is then derailed.
- Two individuals complained that Dr. Johnson announced to the team on Friday afternoon (February 17) that everyone should expect to give presentations on Tuesday morning (February 21). One team member stated that they reminded Dr. Johnson it was a holiday weekend and individuals were likely to understand her email as a request to prepare a presentation over the weekend, but Dr. Johnson did not change her plan. The presentations were abruptly canceled on Tuesday, February 21, for at least a month. Individuals generally complained that agendas were regularly set by Dr. Johnson in this manner and then changed with little or no notice.

3. Lack of Work/Life Balance

- Concerns were raised that staff were expected to regularly work more than fifty hours per week. One individual alleged Dr. Johnson told staff they are to be available within ten minutes of Dr. Johnson contacting them, even during family dinners, evenings, and weekends.
- One individual reported that it was an expectation to respond to Dr. Johnson’s emails before the regular morning meeting. Dr. Johnson, who by her own admission does not sleep a lot, is known to send emails in the early morning hours.
- An individual alleged Dr. Johnson insisted they attend a meeting that had not previously been on this individual’s calendar, despite the fact they were ill. It was unsafe for the individual to drive, so they had to take a ride-share vehicle to the meeting at their personal expense.⁷

⁶ The OFM executive told the OOE employee, “I worked for a bully in the past, and this looks similar to what I suspect you are experiencing.”

⁷ This was similar to a report made by a second individual who stated that Dr. Johnson expected her to report to her first day of work the day after she had undergone emergency surgery. Dr. Johnson spoke with her while she was in the hospital and asked when she would be reporting the following morning.

4. Inappropriate or Insensitive Comments⁸

- Dr. Johnson accused and/or complained colleagues in Fiscal and Operations were paternalistic. The OFM CFO indicated that she did not know what the term meant and had to look it up. After reading the definition, she was infuriated. There were OFM and OOE staff members on this call. According to the OFM CFO, she told her staff members to log off the call because she did not feel the meeting represented a safe space. The OFM CFO felt Dr. Johnson was treating Fiscal and Operations disrespectfully. The OFM CFO reported that, on another occasion, Dr. Johnson told three Fiscal and Operations staff members that unfunded mandates amounted to slavery. MFR did not confirm the details of either meeting with other attendees, including with Dr. Johnson.
- Dr. Johnson stated that she “rules with brass knuckles and a velvet glove.” An employee complained that this metaphor was associated with White supremacy because of its violence. Dr. Johnson explained that brass knuckles represented the standard and velvet gloves represented grace.

5. Public Criticism

- One individual was publicly chastised for attending a meeting at the Governor’s Office, to which they had been invited, without first getting permission from or notifying Dr. Johnson.
- One individual reported being “shamed” by Dr. Johnson in a private meeting and once in public. This employee reported being out of the office due to illness and bereavement and being unable to catch up sufficiently.

B. Complaints of Biased and Insensitive Conduct

Although each person interviewed stated that they were not making a claim of discrimination or harassment, **five of eleven** current and former OOE team members raised concerns regarding Dr. Johnson’s workplace conduct, articulating what could potentially be interpreted as violations of the 2.02 Equal Employment Opportunity Policy and 2.07 Workplace Harassment Prevention Policy. A sixth employee did not complain, but someone complained on their behalf. Specifically, three individuals raised concerns related to gender stereotyping; two individuals raised concerns related to bias against Mexicans; one individual complained of tokenism related to their veteran status; and one individual (who also complained about gender stereotyping) complained of gender bias.⁹

⁸ Other inappropriate or insensitive comments are discussed in Section B, below.

⁹ MFR notes that Dr. Johnson directly appointed or hired the employees who had raised these concerns. In some instances, Dr. Johnson specifically recruited and/or directly appointed the individual. According to the courts, this generally suggests a lack of bias based on protected class. Additionally, with one exception, there was no evidence of adverse employment action taken against an employee, a necessary component of unlawful discriminatory or retaliatory conduct. In the case of the referenced exception, MFR confirmed that Dr. Johnson had been provided with independent feedback that suggested the employee needed to be reassigned.

Specific concerns related to biased conduct are listed below:

1. Gender Stereotyping and Gender Bias

- Gender stereotyping:
 - Two individuals were told to wear makeup, specifically lipstick.¹⁰
 - One individual (White) was told that she could not wear her hair in a braid because it was cultural appropriation.
 - One individual was asked, “What’s going on with your hair?” in a manner that the witness who was also present interpreted as denigrating.
 - An individual’s weight was commented on, and it was suggested she needed to take care of herself. Dr. Johnson asked the person, “You want to be married and have a family, don’t you? If so, you have to take care of you.”
 - One individual was asked if she was pregnant after she complained of feeling ill.

2. Gender Bias

- A former female employee complained that a male deputy director was paid more than her, even though he had a lighter workload. This male employee was paid more than Dr. Johnson.¹¹

3. Military Bias

- An individual alleged Dr. Johnson regularly spoke of them as a “military hire.” They also stated that she criticized them when they had not followed her exact instructions because, as a veteran, they were supposed to be good at doing what they are told to do.

4. Racial/Ethnic Bias Against Hispanics or Mexicans

- One individual (White) described an incident they perceived to be evidence of bias against Mexicans. During a group discussion, Dr. Johnson said of a staff member who self-identified as Mexican, “This may take some time for me because I generally distrust Mexican people. Mexican people have the option of being White when it is convenient for them.” The staff member to whom this comment was made confirmed it had been made but did not have concerns about being treated unfairly. The same individual who made

¹⁰ Dr. Johnson denied to her superiors that she had engaged in this conduct. Significantly, though, there is no further report of this issue after Dr. Johnson’s November 16, 2021, counseling by the Governor’s Office Chief of Staff Jamila Thomas and Assistant Chief of Staff Kelly Wicker. (See Exhibit B - Chronology.)

¹¹ In response to concerns raised at the time, this matter was reviewed by both HR Director Gomez-Esposito and Assistant Chief of Staff Wicker. The male employee’s job warranted higher pay, as he was in a significantly higher job classification and had increased job responsibilities. According to the male employee, he suggested that Dr. Johnson pay him less. A credible witness, who could not recall whether they heard the information directly from Dr. Johnson or someone else, told MFR Dr. Johnson had made the statement that, by paying this male employee more, “she [Dr. Johnson] was creating a diversion to force the state’s hand to pay her more.” MFR did not have an opportunity to ask Dr. Johnson about this issue since she declined a follow-up interview.

this report (White) also reported that Dr. Johnson regularly and publicly criticized this staff member (Mexican).

- Another individual, identifying as Hispanic, reported the following in their exit interview:

Dr J[ohnson] is still a brilliant, charismatic person, but she still has her flaws. I understand what this office is about and what it's supposed to be doing. But I feel like at times there is a very much an "Us vs. Them" mentality. Meaning, People of Color vs. people who don't look like us. A lot of that rhetoric continues to be stated in meetings, get togethers, etc. For example, there was a leadership get together one time and [Coworker 1-Black and Hispanic] and [Coworker 2-White] were there. Dr. J[ohnson] gave this speech about making sure we bring in people with lived experiences. She said, "Everyone in this room..." and then she paused and looks around, looks at [Coworker 2-White] and [Coworker 3-White] who are both white, then looks at me and proceeded by saying, "... well most of us in this room have lived experiences in this world." I zoned out after that point because, I'm not a dumb ass, I know what just happened. I approached her after and I said, "I understand what you just did there, and you probably need to know a little more about my background before you do something like that ever again. You definitely crossed the line; you have no idea of who I am other than what you've read on my resume and from my interview." Her actions make people uncomfortable. Those two people I mentioned earlier who left a couple of weeks after that, and that's when I started realizing that there's something more here. (*grammatical errors in the original were not corrected.*)

5. Religious Bias

Dr. Johnson has a strong religious foundation and was up front with MFR during her interview about her reliance on that background in managing her staff and the OOE. During her interview on February 18, 2023, Dr. Johnson spoke with MFR about her guiding Bible verses and a leadership book that she relies upon entitled *Jesus, CEO: Using Ancient Wisdom for Visionary Leadership*. Several individuals expressed concern that Dr. Johnson's references to religion might make others uncomfortable; this is an area of potential risk.¹² Concerns raised included but were not limited to:

- One individual reported that Dr. Johnson makes religious references when she addresses others and, during meetings, often mentions religion. This individual was not personally offended by this conduct, but the individual expressed concern that others may be offended by it.
- A second individual stated that Dr. Johnson made comments like, "I'm a missionary...I'm doing this work because it's my missionary work... God is telling me to do this." This

¹² MFR did not ask interviewees about their personal religious beliefs. No one MFR interviewed self-identified as Muslim, atheist, or associated with a non-Christian religion.

individual also stated that Dr. Johnson alluded to receiving messages from God and that Dr. Johnson referenced a “spiritual voice” telling her to do things.

- A third individual reported that they were concerned by Dr. Johnson’s behavior at two separate welcome breakfasts at Spar Café in downtown Olympia on June 13 and November 18, 2022. During the breakfasts, Dr. Johnson wanted the staff to join hands and discuss things for which they were thankful. Dr. Johnson then ended the discussion with a Christian prayer. Although this individual was not personally offended, this individual was concerned that Dr. Johnson’s conduct would make other people who are not religious uncomfortable.
- An individual felt bullied by Dr. Johnson when they declined to accept a position at the OFM and had to ask the OFM’s HR to intervene. The individual stated that Dr. Johnson told them God had instructed her to hire them and that they would be disappointing God by not accepting the role.¹³ After HR intervened, the individual alleged Dr. Johnson emailed her directly, asking if she had read HR’s message correctly that the individual would not be accepting a position with the OOE.
- One individual explained that Dr. Johnson leans on her faith and believes she is in the OOE director because God wants her to be there.
- Another individual stated that they had not seen Dr. Johnson push her religious beliefs on another person and did not believe that Dr. Johnson’s religion interfered with others’ beliefs.

C. Dr. Johnson’s Interview

MFR had an interview with Dr. Johnson on February 18, 2023. At the time, it was discussed that there was more work to be done in the investigation. It was also discussed that there had been insufficient time on February 18, 2023, to cover all the topics of interest, so a follow-up interview was scheduled. After the February 18 interview, MFR interviewed eight additional witnesses, including six members of the OOE. Later, on March 30, 2023, Dr. Johnson declined to meet further with MFR. As a result, a number of issues were not discussed with Dr. Johnson. MFR did, however, consider Dr. Johnson’s limited feedback in identifying additional witnesses and pursuing additional avenues of inquiry.

Dr. Johnson spent approximately one-third of her February 18 interview with MFR describing her professional background, including guiding Bible verses, leadership training, and work with veterans. Dr. Johnson then described the interview process for the OOE director position and the mission of the Agency.

¹³ This individual shared during an informational interview with Dr. Johnson that the most important thing to her is her faith; that her faith is her guiding star and is what she focuses on.

As the interview proceeded chronologically, Dr. Johnson talked about the challenges she encountered during her first year as OOE director. The discussion moved to Dr. Johnson's second year as OOE director, and Dr. Johnson described some of the issues and pressures that led to allegations under investigation in this report. An excerpt of MFR's summary of Dr. Johnson's interview reads:

...Johnson is a reflective person. Johnson concluded that the staff she was given did not have the skill set needed to operate with emotional maturity. Her staff operated like they needed a boss to tell them what to do. They could not operate at the speed of trust with character and competence. Johnson had to document their poor performance. That was what slowed Johnson down internally. Externally, Johnson felt unheard, left out of the loop, and set up to fail. Johnson felt like key information was being withheld from her. Johnson felt the people who were in positions who were responsible for Johnson's success were abusing her when they were supposed to be taking care of her. Hurting people hurt people. Johnson forgave them and picked up her love game. That is when her team's behavior went into sarcasm, finger pointing, withdrawing, passive-aggressive behavior, blaming, gossiping, and not being forthcoming with information when it was needed. Some on her team began projecting onto Johnson the behaviors they were engaged in. Love as a verb is an act of service. Johnson asked them what they needed to succeed and said that if they could not complete a project, that they would figure it out together. Self-love is tied to productivity.

Externally, Johnson had a lot of support. They started telling Johnson what she needed to know and validated Johnson's voice. These people were trying to be allies. Allies are White people who use their privilege to add value and legitimize what marginalized people are saying.

Johnson's family members consist of the Office of Financial Management (OFM), the Office of the Governor ("Governor's Office"), and Johnson's staff. With half of her family, she felt unheard, left out of the loop, and set up to fail. Information was being withheld. The other half of the family exercised their privilege to help her.

The impact was that it hurt. Johnson asked her boss, Kelly Wicker, what are the rules of the game – both formal and informal? Johnson asked her what Wicker's role was versus Johnson's role so that she and Wicker could work together more effectively.

Johnson did not know anything about leading legislation. Johnson was told to write up what she needed. People were lying to Johnson's face and then they were mad at Johnson. (*Interviewer's note: Johnson did not specifically identify the "they."*) It was exhausting and hurtful. Johnson had forgotten about the colonization of Black people in the South. Some Black people asked Johnson to slow down because they felt Johnson was making them look bad. Johnson had no money in the Office of Equity budget to set up a website and she had no training or technical assistance

to set up a website and they are mad about it.¹⁴ The Office of Equity's website is the best they have ever seen, with no help from them. It was exhausting.

No one at the OFM wanted to put together the Office of Equity's budget. Johnson had to put it together using huge spreadsheets. Johnson put together a decision package to determine what her office needed. From a community member, Johnson learned about legislation sponsored by the Office of Equity; they asked how they could support her. Johnson did not know anything about the legislation. Johnson believed the good Lord would show her what to do... Wicker asked Johnson what Johnson was going to do with the twelve positions that were not filled. Johnson said that she did not know about the twelve positions because she and her team had been spending all of their time preparing the Washington State Pro-Equity Anti-Racism (PEAR) Plan & Playbook...

...In Johnson's decision package, she showed why she needed forty-nine people on her team. Johnson had heard from many stakeholders that they needed to see people like themselves on her team who were non-English speaking, had disabilities, etc. Therefore, Johnson wanted to create a bench of communities on her team that represented various groups, like tribal relations, to help embed equity in state budgets and policies. The Office of Equity was required to work with the Washington State Human Rights Commission; therefore, she wanted to provide for an ombudsperson for discrimination claims. The RCW [Revised Code of Washington] called for the Office of Equity to address artificial intelligence and facial recognition technology (i.e., emerging technology), so Johnson wanted to have someone on her team with that type of technical background.

Johnson's charge was to assist all state agencies and help create an equity lens.

Timelines and expectations were changing, and the atmosphere was horrendous. Johnson had no idea what was in the governor's budget for the Office of Equity because no one consulted her. Johnson found out about the budget because a community member mentioned it to her. Johnson said, "You do you and God will do God." Johnson had too many things to do to also go to the legislators. Johnson did not go and beg. The bill sponsors who were on the Equity Task Force went and got money themselves because they could.

(Dr. Karen Johnson Interview Summary, February 18, 2023, pages 8 to 10.)

Johnson and her staff are a team of Avengers operating out of "vibranium" to bring equity and justice to the world. Her staff said that they could do this work. When interviewing potential staff members, Johnson always asks, "What gifts are you going to share with the world?" Johnson and her staff are recentering humanity, shifting and laying infrastructure of equity and justice for all. Johnson asks them, "How are you going to come together to shift trajectory in the world?" They are like the *Avengers: Endgame*. Do Captain America or T'Challa have time to micromanage? Johnson and her staff are the "McKinsey" of equity, meaning they are innovators. She and her staff are supposed to co-create together. Her staff

¹⁴ MFR did not further investigate or validate this concern.

members do not know who they are. They are not self-aware. They do not trust enough, so they blame Johnson and now Johnson is accused of micromanaging.

(*Id.*, pages 12 to 13.)

Dr. Johnson's interview continued with discussion of a personal loss that impacted her greatly and required her to take leave from work, the completion of the PEAR Plan & Playbook, the Governor's Equity Summit, and the particular challenges she had working with one of the complainants. This latter discussion ended before MFR had an opportunity to fully explore the topic.

D. MFR Findings

1. Complaints Related to Management Practices

After a thorough review of the evidence, MFR finds that, at times, Dr. Johnson (i) micromanaged staff; (ii) was disorganized and lacked adequate structure and processes; (iii) made unreasonable requests of staff; (iv) made inappropriate or insensitive comments to some staff members; and (v) publicly criticized some staff members regarding issues unrelated to protected class.

2. Complaints of Biased and Insensitive Conduct

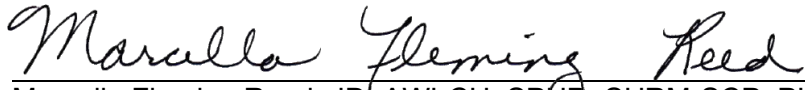
After a thorough review of the evidence, MFR finds that, at times, Dr. Johnson's conduct was suggestive of bias and/or insensitive. Credible examples were provided of Dr. Johnson (i) making inappropriate comments about the personal appearances of staff and their bodies; (ii) making comments about a staff person's ethnicity, race, and/or veteran status; and/or (iii) publicly criticizing staff members (potentially related to protected class status). MFR did not specifically verify the comments related to military bias but found the complainant highly credible and the allegations sufficiently similar to other allegations that it was deemed credible.

MFR does not find a basis for the concerns regarding gender bias based on compensation. As noted above, the issue of unfair pay was reviewed by HR and management and found not to have merit.

IV. Conclusion

This report is respectfully submitted.

MFR Law Group PLLC



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23 0526 OFM-Johnson Summ Inv Report (FINAL)

Final Audit Report

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