



Oregon Public Employees Retirement System Diversity, Equity, and Inclusion Plan

Diversity, Equity, and Inclusion (DEI) Committee
Kevin Olineck, Director
Louise Plata, Human Resources Manager

Message from the Director

Our agency is invested in building a more equitable business structure in which all employees, members, and stakeholders have a platform to share their input. As we continue to evolve and achieve further successes, we must understand the needs and opportunities for improvements through the lens of both those we serve and our own staff. It is this input that will help PERS reach equitable solutions that can only be achieved through diversity, equity, and inclusion efforts. With these endeavors, we can achieve greater support from staff, members, employers, state leaders, and our other stakeholders.

Our leadership team and staff will continue working to develop, support, and grow an equitable and inclusive workplace where individuals of all races, ethnicities, culture, color, disability, gender, gender identity, marital status, national origin, age, religion, sex, sexual orientation, socioeconomic, veteran, or immigration status may thrive and have opportunities to reach their goals.

While Governor Kotek has mandated that every state agency have a diversity, equity, and inclusion (DEI) plan in place, as PERS Director, I feel a responsibility to our community, staff, members, and employers to ensure that our DEI plan not only represents our intentions but is thoughtful and measurable. Every goal in this plan has some form of measure to illustrate where we have achieved success and where we need to improve. The three areas of focus are leadership, recruitment, and retention.

Focusing on leadership means enacting change. By leveraging change management methodologies through the adoption of the ADKAR (awareness, desire, knowledge, ability, and reinforcement) model, we will develop and institute practices and measures that address the changes needed. Examples of these practices include striving to hire diverse candidates, participating in DEI activities, instituting a new internship program, preventing bias in hiring panels, and focusing on retaining diverse employees. We will also leverage data that illustrates progress as well as areas of continuous improvement.

As part of this plan, we have created a road map of our DEI efforts and tactics that is critical to forming agency expectations based upon data collected, conversations with staff and those we serve, and intentional research that will inform budgetary needs into the 2025-27 biennium.

All these undertakings are predicated on the strong belief that PERS can be infinitely more successful in achieving our strategic goals and objectives by fully embracing a workforce and organizational culture that is infused with the principles associated with diversity, equity, and inclusion.

A handwritten signature in black ink, appearing to read "Kevin Olineck". The signature is fluid and cursive, with a large initial "K" and "O".

Kevin Olineck, PERS Director

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Racial equity impact statement

Holistically, the PERS Vision Statement places an emphasis on the members of the PERS administered benefit plans by: “*Honoring your public service through secure retirement benefits.*” Currently, there are over 405,000 Oregonians that have a relationship with PERS, close to 10% of the state’s population. We support over 900 PERS-participating employers across all 36 counties in the state.

These relationships extend not only during a member’s public sector career — when they participate in one of the pre-retirement benefit plans offered by PERS — but also through their retirement as they receive retirement benefits including post-retirement health insurance plans. Our benefits support those who spend their careers putting their physical and mental health at risk on a daily basis, such as police officers, 911 telecommunicators, firefighters, teachers, Oregon State Hospital workers, and many more.

PERS impacts Oregon’s racial and ethnic equity in two ways: externally through the retirement benefits we administer and internally through our recruitment, hiring, and promotion policies.

Our 2023 annual economic impact study showed that, in calendar year 2022, PERS paid \$4.6 billion in benefits to Oregonians. This led to a total increase in Oregon economic output of \$4.89 billion, which is then estimated to support 30,818 jobs within Oregon. (See <https://www.oregon.gov/pers/Documents/General-Information/PERS-by-the-Numbers.pdf> for more detail including a per county impact.)

Oregon does not ask PERS members or retirees to report their race or ethnicity. But we can report on the impact PERS benefits make in attracting and keeping employees in roles that directly serve and benefit all racial and ethnic groups at all socioeconomic levels — namely teachers, police officers, and firefighters.

Compared with private sector careers, public service careers generally do not pay as well. But they make up for it in the benefits they provide: excellent health insurance, early retirement for some careers, and a lifelong pension, which is not common in the private sector. Benefit plans are important attraction and retention tools for participating public sector employers.

While PERS is considered beneficial by a significant number of Oregonians, it has also been posited that the cost of PERS benefits act as an impediment to public sector entities who pay employer contributions to PERS, currently close to \$2.5 billion per fiscal year. The dollars earmarked for PERS contributions cannot be used to pay for increased education and social programs that may directly benefit those most disadvantaged within Oregon.

While these perceptions persist, in fact, PERS benefit payments provide the primary intended impact of providing retirement income to PERS retirees and beneficiaries, whose income then secondarily impacts the overall state economy and job market.

Additionally, as a state agency, PERS provides a stable, inclusive work environment for our approximately 440 staff. PERS took some of the impacts of COVID and used them as an opportunity to rethink its workforce with an eye to increasing the diversity of its staff from both a geographical and demographic perspective. Prior to COVID, PERS was

aware that, given the location of our headquarters and lack of efficient public transportation, potential employees from underserved and underrepresented communities, who did not have access to their own vehicles, faced challenges in commuting to work.

PERS shifted its approach to allow both current and future employees to work within a remote/hybrid work environment. In 2024, approximately 80% of the PERS workforce works 100% remotely, with 10% working three days or fewer in the office, and 10% more than three days in the office. This has led not only to staff being able to work throughout the state but also, as evidenced by our increased pools of potential employees, to the potential for a more diverse workforce than was the case pre-COVID.

As we note in this plan, PERS recognizes there is still work to be done to both attract and retain a more diverse workforce, beginning with reviewing and adjusting our overall approach to recruiting, interview protocols, onboarding, and regular interactions between staff and their supervisors. PERS is also looking at how to best leverage internship programs and our ongoing succession planning efforts to both attract and retain a more diverse workforce.

Internally, PERS has established a DEI committee that has scheduled quarterly interactions with PERS executives. Our Human Resources (HR) manager attends our executive leadership team meetings and provides regular updates on DEI related issues in both their role as HR manager and chair of the DEI committee. We also leverage our labor management committee to provide insights and recommendations on DEI-related issues.

PERS has conducted annual employee engagement surveys since 2019 and each executive member reviews both the overall results and the employee comments that help to inform our deliberations on DEI and other related human resource issues.

While PERS has an engaged executive team and DEI committee, we recognize that dedicated resources are required to build and maintain our DEI efforts. To that end, PERS has requested an additional FTE in our 2025-27 Agency Request Budget whose primary purpose will be to provide the capacity and focus required to make significant progress towards our DEI goals. This includes leveraging what we have learned during the past four years of DEI initiatives.

This will enable PERS management to take the results of the employee engagement survey into account when building business plans and training managers and supervisors. Employee engagement results and trends show that regular one-on-one interactions between supervisors and their staff increase employee engagement, which not only leads to better business results, but also increases inclusion.

With respect to our plan members and participating employers, PERS conducts two yearly surveys that allow these core stakeholder groups to provide commentary on the services we provide. However, comments are limited to English language members only, as PERS currently does not have the ability to inform, interact, and transact readily with members whose first language is not English.

While our PERS Modernization Program will be identifying opportunities to better support members so they can engage with PERS at the time of their choosing using the service channel of their choosing, of equal importance, the program will also ensure

service channels are accessible to those with disabilities and those who need access to languages other than English.

To further inform PERS about the needs of our stakeholders, we also engage in quarterly meetings with the PERS Employer Advisory Group and ad hoc meetings with the PERS Coalition, a group of union representatives that cover the vast majority of PERS members. PERS staff also have regular interactions with state legislators and their staff on PERS-related issues.

Agency mission, vision, core values, and operating principles

PERS Mission Statement

We serve the people of Oregon by administering public employee benefit trusts to pay the right person the right benefit at the right time.

PERS shared vision, core values, and operating principles

Honoring your public service through secure retirement benefits.

Core values

Service-focus

Accountability

Integrity

Operating principles

Professional

Accurate

Vigilant

Judicious

Diversity, equity, and inclusion at PERS

Recent history

DEI Committee

PERS has taken an active role in understanding the agency's diversity, equity, and inclusion opportunities. About five years ago, PERS formed the Community Committee to examine the demographics of our employees and determine how to increase the diversity of our staff. We needed to cultivate an understanding of ourselves.

PERS took actionable steps to understand the differences between equity and equality. They shared their learning with managers and, during the pandemic, helped staff learn the differences as well. In action as well as in definition, we understand that equity allows for a higher level of interaction with staff to understand what they individually need to be successful. Through training, surveys, and analysis, the committee created a strategic approach to addressing identified DEI disparities.

In 2022, the Community Committee was renamed the DEI Committee. It has grown to 10 team members. Four members completed a 12-month engagement with Uplift Oregon, which enabled the team to discover and share ideas with other DEI efforts across the state, allowing for a blending of ideas. This same team is responsible for collaborating on this plan.

Moving forward

When examining demographic trends within our affirmative action plan (AAP), PERS leadership acknowledges that we have more work ahead to both attract and retain a diverse workforce that is more reflective of the demographics of the Portland metro area and the state. We have challenges in retaining employees from communities of color. We understand that our racial equity strategy must require accountability and measures that are meaningful. This strategy includes acknowledging and evolving the work required to modify behaviors, particularly around recruiting and onboarding, that have limited our progress.

History of agency work and employee engagement

This section is a five-year history of our DEI journey, which has focused largely on creating awareness. It lists actions we have taken and the results. The actions were not part of a cohesive DEI action plan but, in many ways, were focused on building a consistent understanding and language on which we would base future actions.

2019

| Actions | Results |
|---|--|
| <p>PERS leadership discussed the topics of “othering, belonging, and targeted universalism” introduced by University of California Berkeley Professor John A. Powell. Leadership decided that PERS was on a path to not just try to minimize or diminish biases but to change internal HR practices to create equity and inclusion for all staff.</p> | <p>While there was active engagement around the topics, when we turned to our hiring and retention results regarding communities of color, we continued to lag demographic norms. There was a common belief that the leadership team, had a high awareness and understanding regarding bias, equity, and equality in definition but that the agency had room to grow in practice. An expectation to ensure tangible progress was created and creating equity and inclusion for staff was added as an area of focus in the PERS Strategic Plan.</p> |
| <p>PERS implemented the Gallup employee engagement survey as the agency’s preferred survey methodology. While the survey serves a defined purpose, it does not provide insights into demographic or racial equity. The Community Committee set an intention to collaborate with Gallup to determine how they could use the survey or other methods to assess equity. PERS recognized the importance for us to be able to gauge and understand from our employees how they perceive our agency, our practices, and where the employee fits within our mission.</p> | <p>Survey results indicated that employees feel supported by managers and peers, which is evidence of inclusivity. PERS Gallup methodology became a Governor’s expectation. Results, with trending, are included in the reference and exhibit section of this document.</p> |

| Actions | Results |
|---|---|
| <p>From an equality and equity perspective, PERS recognized the needs of employees during the onset of the pandemic. PERS took action by:</p> <ul style="list-style-type: none"> • Positioning at least 85% of the workforce to work from home shortly after the Governor’s shutdown order. • Coaching staff through the transition. • Leveraging virtual technologies to check in with staff and conduct meetings. • Implementing equitable actions to help staff through this transition. <ul style="list-style-type: none"> ○ One example includes providing home Wi-Fi for those who could not afford it by providing hot spots free of charge to staff. ○ Once the state reopened offices, staff who were working from home using agency hotspots were given up to one year to purchase Wi-Fi for themselves. This enabled 11 staff who did not have Wi-Fi before the pandemic to have time to procure this on their own. | <p>The process for requesting and receiving a hotspot was simplified. Communication was sent to all staff, and those who needed Wi-Fi simply completed a request and it was provided.</p> <p>In the months preceding the return to office, executives determined that work/life balance needed to be defined, agreed upon, and acted upon.</p> <p>Executives discussed and decided to provide staff (where possible) the opportunity to continue to work from home as an institutional practice. This decision has helped many staff members avoid commuting costs, after-school daycare costs, and other financial burdens associated with working in an office.</p> <p>As the agency transitioned from the pandemic, PERS engaged with managers and staff regarding what work could be completed 100% remotely, on a hybrid basis, or in the office, based on defined business needs.</p> <p>This collaborative decision has had a long-term positive impact on our recruitment pools as well. Pre-pandemic, some vacancies were very difficult to fill. In many instances, we now have an abundance of applicants.</p> |
| <p>In late 2020, discussions began on how to expand agency awareness regarding the LGBTQIA2S+ community. The state provided training to our management group.</p> | <p>The executive team embraced and supported expanding this training from managers to all staff.</p> |

2021

| Actions | Results |
|--|---|
| <p>In June 2021, PERS contracted with Basic Rights Oregon to offer training related to LGBTQIA2S+ awareness to all staff. The focus was to share the importance and understanding regarding appropriate pronouns, terms, definitions, and challenges facing our LGBTQIA2S+ staff and community.</p> | <p>This awareness campaign helped staff share their pronouns and expand acceptance. Our agency did not have any discrimination issues surface for three years after this awareness campaign was launched.</p> <p>Today, our leadership team continues to expand and support the uses of pronouns in all forms of communications, including Workday, Outlook, Teams, etc. Additionally, as part of reopening to the public, we are in the process of installing gender-neutral bathroom facilities to provide that option for both staff and member visitors.</p> |
| <p>In late 2021, the agency began its development efforts with PERS management by reading and discussing, as a group, Ibram X. Kendi's book, <i>How to Be an Antiracist</i>. Each month, managers read assigned chapters, answered questions, participated in discussions, and determined how they could disable racism in the workplace.</p> <p>The work was then extended to staff, and those wanting to read the book and participate in cohorts were encouraged to do so. Staff response was positive, and some staff continued to read more about the subject on their own.</p> | <p>This effort, along with leadership support, helped all staff learn about equity and equality, the differences between them, and the importance of implementing strategies that support staff as individuals.</p> <p>Staff expressed appreciation for being given the opportunity and support to participate in these sessions. This was particularly important given the heightened sensitivities brought about by high-profile racist incidents across the nation that also resulted in riots in Portland.</p> <p>There was a much better appreciation of the challenges faced by staff from communities of color and an acknowledgement that there were important lessons that could be applied to our work environment.</p> |

2022

| Actions | Results |
|---|--|
| <p>PERS focused its efforts on reconceiving and renaming the PERS Community Committee into the PERS Diversity, Equity, and Inclusion (DEI) Committee.</p> | <p>Four committee members joined the Uplift Oregon year-long effort, including the HR manager. The committee came together to review the PERS Diversity, Equity, and Inclusion Plan and agree on its content. Several of the committee members decided to initiate staff DEI goals and conduct related quarterly activities.</p> |

| Actions | Results |
|--|--|
| <p>In January 2023, new members joined the DEI Committee and participated in the Uplift Oregon Facing Race Conference.</p> <p>The DEI Committee reviewed the 2023 PERS Diversity, Equity, and Inclusion Plan and 2023 PERS Affirmative Action Plan.</p> | <p>Participating in this conference increased the team’s knowledge of and enthusiasm for improving the agency’s commitment to DEI as well as provided insights as to what is being promoted at the state level, which then informed the work at PERS and the directions of the plans</p> |
| <p>In March 2023, the agency began its work with Orlando Williams of Motus Recruiting. Managers learned how to identify and overcome internal and external biases and provide equitability in recruiting and retention. Williams also taught:</p> <ul style="list-style-type: none"> • How to extend beyond bias into the four levels of diversity. • Definitions of racism. • Communicating and interacting with staff with consideration. • Understanding psychological meaningfulness, availability, and safety. • How these elements influence employee engagement (see reference section). | <p>Leadership realized that although PERS’ recruitment efforts yielded increases in hiring employees from communities of color, we were having difficulty retaining a diverse workforce; through this realization, leaders developed a deeper understanding of diversity, racism, and how to make staff feel psychologically safe at work.</p> <p>As we engaged further with Mr. Williams, we found additional opportunities. Our agency leaders and DEI Committee members have recognized value in the concepts shared and are working on how to incorporate those concepts into our internal processes, with a focus on the entire recruitment process from posting a job opportunity through to onboarding.</p> |
| <p>In April 2023, the agency published and received approval for our PERS Affirmative Action Plan (AAP) and Internship Plan. These documents integrate with and complement the agency’s DEI plan and provide descriptors, data points, and procedures that support the agency’s tactics and measures.</p> | <p>An updated PERS Affirmative Action Plan is able to be included as an appendix to this plan.</p> |
| <p>As an executive group and DEI committee, we realized that the agency needed to move from awareness to integration. To that end, we began planning to organize the DEI Committee into a consultative group that can collectively and/or independently consult with managers and leadership on enabling DEI actions. One such DEI Committee member was made a member of our agency’s modernization program. This consulting committee member will ensure that modernization materials will be accessible and available to more than just English-language speakers.</p> | <p>Provisions were put into place requiring that all managers have sectional DEI recruitment goals that are focused on leadership competencies, recruitment, and retention.</p> <p>Support efforts were rolled out to enable the recruitment and retention of marginalized community members.</p> |

Goals and actions for improvement

The following is an excerpt from the *PERS Strategic Plan 2023–2028*:

“PERS’ success in delivering upon our mission depends on having a highly skilled and diverse workforce supported by leadership that sets clear policies, procedures, and performance expectations. The plan’s workforce development goals and strategies recognize this can only be achieved through continued investments in staff development.

“Recognizing the importance of recruiting a talented and diverse workforce, we will create relationships with universities, colleges, and community workforce placement programs to support marginalized groups and students with opportunities to gain workforce experience through internships.

“Through staff and leadership collaboration, we will strengthen our performance management goals; make investments in staff education to include diversity, equity, and inclusion efforts; coach and implement leadership best practices; and implement our agency succession plan.”

Our desire, as an agency, is to clearly understand how we can recruit and retain employees from underrepresented communities in alignment with local and state demographics. We need data to help us unlock the barriers to recruitment and retention, frame the problem(s), and create a path for conditions that lead us to racial equity.

| Goals | Actions |
|--|---|
| <p>Agency leadership, managers, and supervisors understand recruitment and retention best practices.</p> <p>Complete contract requirements for third-party provider by December 1, 2024.</p> | <p>Educate agency leadership, managers, and supervisors on recruitment and retention best practices.</p> <p>The Director’s Office will engage with a third-party provider who understands racial equity work, barriers, and best practices for overcoming barriers in hiring people from underserved and under- resourced communities, including recruitment and retention practices.</p> |
| <p>A recruitment goal (based on attrition and recruitment opportunities) for every manager established by the start of fiscal year 2025. The goal is recorded in Workday.</p> | <p>Based on the findings from the first action above, administrators will engage with each direct-report manager in their division to set DEI-specific goals for their section. At minimum, there must be a recruitment goal illustrating two objectives and tactics to reach the agreed-upon goal.</p> |
| <p>A retention goal for every manager established by the start of fiscal year 2025. The goal is recorded in Workday.</p> | <p>Based on the findings from the first action above, administrators will engage with every direct-report manager to establish and agree on a racial equity retention goal (or goals) for their section.</p> <p>At minimum, there must be a retention goal illustrating two objectives, and tactics to reach the agreed upon goal.</p> |

| Goals | Actions |
|---|---|
| <p>Creating a new DEI Committee charter. Have the PERS Director introduce the committee and explain its charter and purpose at the May 2025 Agency All-Staff Meeting.</p> | <p>Improve the PERS DEI Committee framework to embody a joint employee and leadership support system. Determine and document a charter that allows these committee members to act as DEI consultants, policy reviewers, and agents of racial equity.</p> <p>Provide agency support by allowing this group to access formal and informal training, education, and cultural networking. In this way, this team can provide ELT quarterly updates on agreed-upon goals, objectives, tactics, and programs in progress.</p> |
| <p>All position descriptions, job postings, and agency webpages include state equity vision, values, and/or goals and use gender-neutral language.</p> | <p>Ensure position descriptions, job postings, and agency website information include state equity vision, values, and goals and use gender-neutral language.</p> <p>Communicate the importance that DEI plays within the agency to better appeal to prospective employees.</p> |
| <p>Employees have the tools to plan their career progression. Internship program is in place with multiple intern placements per year.</p> | <p>Leveraging the agency’s succession plan, create career development pathways for current employees. Create knowledge retention and transfer processes for new employees.</p> <p>Create relationships with educational institutions and community workforce placement programs to support marginalized groups and students to gain work experience through internship program.</p> |
| <p>Bring agency demographics in closer alignment with those of Portland metro.</p> | <p>Leveraging the PERS Affirmative Action Plan, track, and report changes in the demographics of agency employees across all classification levels to align with those of Portland Metro.</p> <p>Demographics are to be determined in conjunction with annual PERS Affirmative Action Plan update.</p> |
| <p>Provide information and services to members in languages other than English.</p> | <p>Investigate and determine opportunities to provide information and services to members in languages other than English as part of modernization efforts.</p> <p>Approach, timing, and tactics to be determined by end of the 2025-27 biennium.</p> |

Plan resources, support, and risk management

This plan was initiated by the director and the HR manager with input from the Executive Leadership Team (i.e., division administrators) and the PERS DEI Committee members.

We believe this plan will overcome the barriers that have existed over the last several years. That is, a lack of dedicated resources, support, and commitment.

We acknowledge that without dedicated resources, our plans have been too robust to achieve due to competing priorities. This plan allows for greater disbursement of the work. The Director's Office will engage with and disburse work among all executives with support from the DEI Committee. In this way, those with power to make decisions can lean into this work with a broad spectrum of supporters.

DEI Committee members will collaborate with the Director's Office on a charter that enables team members to collaborate with executives, management, and staff. This work will include recommendations for problem solving racial equity barriers, requesting support from the Office of Cultural Change, and enabling leadership action through collaboration on best practices.

Through this larger network of participants we hope to diminish barriers to completing this work. Leadership will continue to advocate, through the 2025-27 budgetary process, for an additional employee in the Human Resources Section to help manage the agency's overall DEI efforts. If even more help is needed, the Director's Office may try to gain additional support through the Strategic and Operational Planning Section and/or other options as suggested by the PERS DEI Committee.

Formalizing a risk assessment, with plans to overcome those risks as suggested here, allows this plan to be both realistic and sustainable. It not only gives PERS a place to start but also allows a path for reaching a desired state where all leaders are knowledgeable and share responsibility for DEI work.

This plan will be reviewed quarterly with the executive team and the DEI Committee. Through the accountability model of goals, objectives, and tactics, and moving the management of the work into the leadership fold, we can achieve a greater depth of thoughtful change toward progress and sustainability in the DEI space.

PERS demographics

July 2021 and May 2024 views of agency demographics and racial/ethnicity data

| Group | Male* | Female* | White | Black/ African American | Asian/ Pacific Islander | Hispanic Mexican | Eastern European | American Indian or Alaska native | Two or more races | Non dis- closed |
|------------------------------|-------|---------|-------|-------------------------------|-------------------------------|---------------------|---------------------|---|----------------------------|--------------------|
| Board of directors 5/2024 | 3 | 2 | 2 | 0 | 1 | 1 | 0 | 0 | 0 | 0 |
| 7/2021 | 4 | 1 | 3 | 0 | 1 | 1 | 0 | 0 | 0 | 0 |
| Execs 5/2024 | 5 | 1 | 5 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| 7/2021 | 5 | 1 | 5 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| Managers 5/2024 | 17 | 16 | 23 | 1 | 2 | 1 | 0 | 0 | 4 | 2 |
| 7/2021 | 17 | 12 | 27 | 0 | 1 | 0 | 0 | 1 | 0 | 0 |
| Employees 5/2024 | 132 | 229 | 250 | 13 | 58 | 10 | 0 | 4 | 15 | 11 |
| 7/2021 | 130 | 230 | 253 | 12 | 53 | 11 | 0 | 3 | 18 | 10 |
| Total staff 5/2024 | 156 | 248 | 280 | 14 | 62 | 12 | 0 | 4 | 19 | 13 |
| Percent | 38.5% | 61.2% | 69.1% | 3.5% | 15.3% | 3.0% | - | 1.0% | 4.7% | 3.2% |

*Workday does not collect non-binary information.

2023 PERS racial/ethnicity data

| White | Black/ African American | Asian/ Pacific Islander | Hispanic Mexican | Eastern European | American Indian or Alaska Native | Two or more races |
|-------|-------------------------------|-------------------------------|---------------------|---------------------|---|-------------------------|
| 69.1% | 3.5% | 15.3% | 3.0% | - | 1.0% | 4.7% |

2023 Oregon census data

| White | Black/ African American | Asian/ Pacific Islander | Hispanic Mexican | Eastern European | American Indian or Alaska Native | Two or more races |
|-------|-------------------------------|-------------------------------|---------------------|---------------------|---|-------------------------|
| 85.9% | 2.3% | 5.1% | 14.4% | - | 1.9% | 4.3% |

PERS organizational structure

The following are the divisions and associated sections within the PERS organizational structure.

Central Administration Division (CAD)

- Director's Office
- Strategic and Operational Planning
- Human Resources
- Communications
- Central Business Support
- Modernization

Compliance, Audit, and Risk Management Division (CARD)

- Security and Risk
- Policy Analysis and Compliance
- Records Management
- Internal Audit

Financial Services Division (FSD)

- Budget, Fiscal Analysis and Payroll
- Accounting, Cash, and Tax Activities
- Financial Reporting
- Actuarial Activities

Information Services Division (ISD)

- Enterprise Applications
- Enterprise Content Management
- Development Operations
- Business Systems Analysis
- Enterprise Applications
- Technical Operations Support

Operations Division (OPS)

- Data Services
- PERS Health Insurance Program
- Member Services
- Oregon Savings Growth Plan
- Benefit Preparations
- Calculations

References, resources, and exhibits

Becoming anti-racist



Illustration courtesy of *Andrew M. Ibrahim MD, MSc*, inspired by Ibram X. Kendi's *How to Be an Anti-Racist*

Four levels of diversity model



Diversity Wheel



Source: Adapted from *Workforce America!* by Marilyn Loden and Judy Rosener, 1991; *Diverse Teams at Work* by Lee Gardenswartz and Anita Rowe, 2003; and *Global Diversity Puts New Spin on Loden's Diversity Wheel* by Kimberley Lou and Barbara Dean, 2010.

2023 Gallup Employee Engagement Survey results by division

Q12® Item Results by Division

| | | Percentile range in Gallup database: | | | | | |
|------------------------|---------------------------------|--------------------------------------|------------------------------------|------------------------------------|------------------------------------|-------------------|-------------|
| | | 1 st -24 th | 25 th -49 th | 50 th -74 th | 75 th -89 th | ≥90 th | |
| | | OVERALL | FSD | CAD | CARD | ISD | OD |
| | n Size | 323 | 31 | 46 | 22 | 64 | 160 |
| GRANDMEAN | | 4.02 | 4.28 | 4.01 | 4.00 | 3.88 | 4.03 |
| | Q00 Overall Satisfaction | 4.13 | 4.45 | 4.07 | 4.24 | 4.02 | 4.12 |
| GROWTH | Q12 Learn & Grow | 4.15 | 4.32 | 4.18 | 3.90 | 3.98 | 4.20 |
| How do I grow? | Q11 Progress | 4.31 | 4.53 | 4.47 | 4.43 | 4.00 | 4.32 |
| | Q10 Best Friend | 3.00 | 3.04 | 2.95 | 2.75 | 2.87 | 3.10 |
| TEAMWORK | Q09 Quality | 4.10 | 4.29 | 4.02 | 4.38 | 4.03 | 4.08 |
| Do I belong? | Q08 Mission | 4.19 | 4.48 | 3.98 | 4.14 | 4.05 | 4.26 |
| | Q07 Opinions | 3.83 | 4.16 | 3.78 | 4.23 | 3.52 | 3.84 |
| | Q06 Development | 4.02 | 4.32 | 4.20 | 3.95 | 3.84 | 3.99 |
| INDIVIDUAL | Q05 Cares | 4.21 | 4.35 | 4.30 | 4.27 | 4.11 | 4.18 |
| What do I give? | Q04 Recognition | 3.61 | 4.24 | 3.77 | 3.43 | 3.34 | 3.58 |
| | Q03 Do Best | 4.18 | 4.48 | 3.91 | 4.05 | 4.05 | 4.27 |
| BASIC S | Q02 Materials | 4.16 | 4.48 | 4.20 | 4.05 | 4.27 | 4.06 |
| What do I get? | Q01 Expectations | 4.47 | 4.61 | 4.33 | 4.41 | 4.44 | 4.50 |

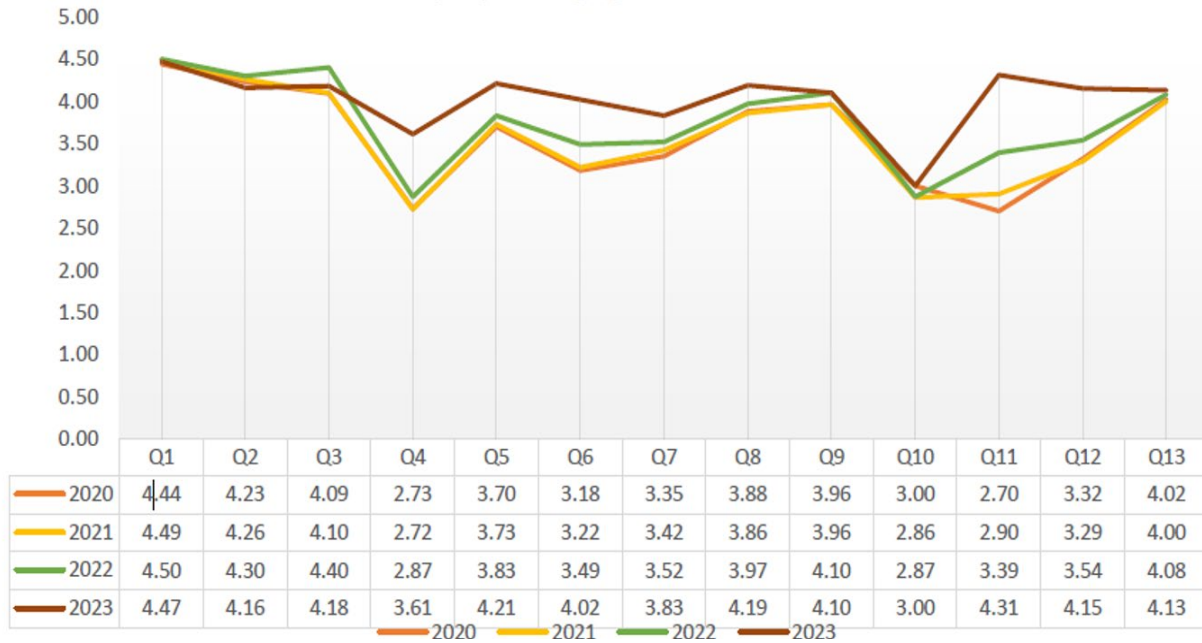
Note: Percentiles based on Workgroup Level_Company Size - 100 to Less Than 1,000 Respondents.

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2020–2023 Gallup Employee Engagement Survey results



Supporting references

[Government Alliance on Race & Equity \(GARE\) Racial Equity Action Plan How-to Manual 2024](#)

[Department of Administrative Services 2021 DEI Action Plan](#)

[PERS 2023–2028 Strategic Plan](#)

[*PERS by the Numbers*](#)