



Teachers Retirement Association

03 - 0479

60 Empire Drive • Suite 400 • St Paul MN 55103-4000

August 4, 2003

Martha Brechlin  
DOER Strategic Staffing  
200 Centennial Office Building  
658 Cedar Street  
St. Paul MN 55155

Re: 2002-2004 Affirmative Action Plan

Dear Ms. Brechlin:

Please find enclosed the revised Affirmative Action Plan for the Teachers Retirement Association. This plan covers the two-year period of 2002-2004.

If you have any further questions, you may contact me at (651) 297-4853.

Sincerely,

Luther C. Thompson  
Assistant Executive Director  
Legal and Legislative Services

Enc.



August 1, 2003

Affirmative Action Plan

Dear Employee:

On behalf of the Board of Trustees of the Teachers Retirement Association, I would like to express the complete commitment of our agency to the State of Minnesota's affirmative action efforts. We promote the implementation of an affirmative action plan to provide equal opportunity and diversity in all of our employment practices. This plan covers the two-year period of 2002-2004.

TRA will not tolerate discrimination on the basis of race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, disability, sexual orientation, membership or activity in a local commission, or age.

Our managers and supervisors also strongly support the work toward a workplace free of discrimination and harassment to enhance the professional development of all employees. They are accountable with their departments to ensure that all positions are equally accessible to qualified members of protected groups and persons with disabilities. TRA is also committed to providing an enriching workplace environment in an effort to retain employees, including those in protected groups.

Each of you is encouraged to treat one another with respect and courtesy at all times. If you think you are being harassed or not receiving an equal employment opportunity, please contact your manager or supervisor, our affirmative action officer or me about your concerns. We will move promptly and properly to ensure compliance with our affirmative action and discrimination policies.

As always, I am open to any comments that you may have on these very important matters and willing to answer any questions.

Sincerely,

A handwritten signature in cursive script that reads "Gary Austin". The signature is written in black ink and is positioned above the printed name and title.

Gary Austin  
Executive Director

# Affirmative Action Plan

Transmittal Form

June 30, 2003

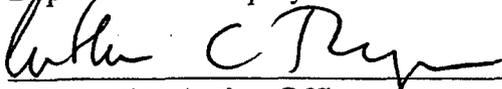
Teachers Retirement Association

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1. Our June 30, 2003 review of the goal units listed below revealed underutilization of the following protected group(s).

Goal Units	Protected Groups		
	Women	Minorities	Disabled
Clerical/Technical			X
Professional			X
Supervisory	X	X	
Other			

2. The Affirmative Action Plan is distributed in the manner described on page 2 of the Affirmative Action Plan and is available in the Mailroom, Personnel Office and Executive Director's Office so that every employee is aware of the Department of Employee Relations commitments in affirmative action for the year.
3. This annual plan contains an internal procedure for processing complaints of alleged discrimination from employees, and each employee has been apprised of this procedure and Department of Employee Relations' affirmative action goals for this fiscal year.

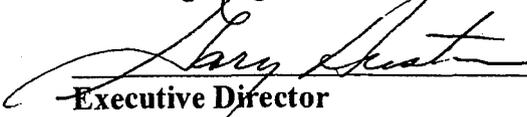


Affirmative Action Officer

Date

8/1/03

4. This annual plan contains clear designations of those persons and groups responsible for implementing the attached action plan as well as my personal statement of commitment to achieving the goals and timetables described herein.



Executive Director

Date

8/1/03

5. This annual plan meets the rules governing affirmative action, MCAR Chapter 3905.0600 Statutory Authority 43A.04, and contains goals and timetables as well as methods for achieving them which are reasonable and sufficiently aggressive to deal with the identified disparities.

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Affirmative Action Officer - DOER

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Date

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Teachers Retirement Association

# **Affirmative Action Plan 2002 – 2004**



.....  
*A comprehensive plan for preventing,  
evaluating and reporting discrimination  
and/or harassment in the workplace.*

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# Affirmative Action Plan

## Teachers Retirement Association

### **I. Affirmative Action Policy**

The Teachers Retirement Association (TRA) promotes equal opportunity and affirmative action in all of our employment practices while supporting the professional development of all of our employees.

This affirmative action plan outlines the policies and steps we follow to ensure that individuals have the opportunity to be employed and promoted within our agency without regard to:

- Race
- Creed
- Color
- Religion
- Sex
- National origin
- Marital status
- Disability
- Status with regard to public assistance
- Membership or activity in a local commission
- Sexual orientation
- Age

This plan outlines how we comply with state and federal laws and identifies our goals to promote the recruitment and retention of protected group members (women, minorities and persons with disabilities) if they are under represented in any of our occupational categories.

## **II. Communication and Dissemination**

Job applicants are advised of our commitment to equal employment opportunity, diversity and a workplace free of discrimination and harassment through job announcements, correspondence and interviews. In addition, TRA letterhead and its home page on the World Wide Web ([www.tra.state.mn.us](http://www.tra.state.mn.us)) contain the statement of "An Equal Opportunity Employer." All communications are available in alternate formats upon request.

Employees are provided a copy of this Affirmative Action Plan upon approval. The TRA management team formally reviews this plan and its goals at the beginning, midpoint, and close of the two-year period of plan. The topic is addressed as needed during the intervening times. Managers and supervisors are responsible to communicate both the policies and spirit of the plan to their employees. Employees are encouraged to bring any questions about these matters immediately to the attention of the division supervisor.

The Affirmative Action Plan and the Executive Director's statement of commitment are posted in the break-rooms at our three office locations. The name of our Affirmative Action Officer is also posted as follows:

**Luther Thompson**  
**Assistant Executive Director – Legal and Legislative**  
Retirement Systems of Minnesota Building  
60 Empire Drive, Suite 400  
Saint Paul, MN 55103

### **III. Responsibilities**

#### **A. Executive Director - Gary Austin**

The executive director has final responsibility for the successful implementation of the affirmative action plan and is directly accountable to the Governor, the Commissioner of Employee Relations and the Board of Trustees. The executive director is responsible to:

1. Designate the agency's Affirmative Action Officer.
2. Provide guidance and monitor progress as needed to supervise the administration of the affirmative action plan.
3. Inform the management team and supervisors of their affirmative action responsibilities and monitor their performance through annual performance evaluations.
4. Establish an affirmative action and diversity committee to ensure affirmative action in the hiring of protected group members. Determine its composition, terms of office and meeting frequency.
5. Make decisions and changes in policy, procedures, or physical accommodations to facilitate effective affirmative action.
6. Issue a written statement annually affirming the agency's commitment to the state's affirmative action program implementation of its own affirmative action plan.
7. Make determinations on reasonable accommodation requests and the funding of those requests.

#### **B. Affirmative Action Officer - Luther Thompson**

The affirmative action officer is responsible for the agency's compliance with state and federal laws, rules, and regulations as well as implementation, direction and maintenance of the agency's affirmative action plan. The affirmative action officer reports directly to the executive director and is responsible to:

1. Coordinate the efforts of the affirmative action and diversity committee to identify barriers and resolve problems that inhibit diversity and equal opportunity within the agency.
2. Analyze all data on hiring, promotional patterns and separations to share with the committee and make recommendations to the executive director to improve implementation of the affirmative action plan.

3. Write, revise and recommend policy change to the affirmative action plan as needed to promote its policies and goals as well as meet the biennial submission requirements of the department of Employee Relations (DOER).
4. Work with the state ADA (Americans with Disabilities Act) disability coordinator and DOER representatives to set goals and timetables for affirmative action.
5. Conduct or arrange periodic in-house presentations specifically tailored to the management team and supervisors as well as all employees on topics related to equal opportunity, diversity and discrimination.
6. Review the agency's status in applicable occupational categories with a manager or supervisor who intends to post a position upon notice from the personnel officer.
7. Consider with the executive director the rationale of a supervisor who is recommending not hiring a protected group candidate if the goal for that occupational category has yet to be met.
8. Investigate complaints of alleged discrimination or harassment and ensure a thorough investigation and resolution is made and properly documented under the Data Practices Act in a fair, timely and equitable manner.
9. Assist the executive director in communicating and documenting requests, decisions and agreements related to reasonable accommodations for employees and job applicants with disabilities.
10. Ensure that the Affirmative Action plan is communicated to TRA employees and clientele through publications, letterhead and postings on employee break-room bulletin boards.

**C. Affirmative Action and Diversity Committee**

(TRA Management Team: Executive and Operations Managers)

1. Work with the Affirmative Action Officer to identify barriers and resolve problems that inhibit diversity and equal opportunity within the agency.
2. Research external training opportunities for employees to foster further understanding and commitment to the agency's affirmative action plan and diversity efforts. Make recommendations to the executive director whether attendance at these opportunities should be voluntary or mandatory.

3. Develop employment selection criteria, which is objective, standardized and job-related, and summarize the criteria in a series of interview questions.
4. Work with the Affirmative Action Officer to identify a supported work position within the agency and make recommendations to the executive director.
5. Prepare a series of questions to ask terminating employees to facilitate our affirmative action efforts and list on an exit interview form to be used by managers and supervisors.
6. Work with DOER representatives to determine ways to enhance the number of candidates on certification lists who are members of protected groups.

#### **D. Managers and Supervisors**

Managers and supervisors assist in implementation of the affirmative action plan. They are directly accountable to their assistant executive director or manager and are evaluated on the results of their affirmative action efforts, as they would be on any other program or project. They are responsible to:

1. Notify the personnel officer of all terminations and any desire to fill a vacancy, create a position or seek a promotion or reallocation.
2. Hire and promote qualified protected group members in occupational categories in which those groups are under represented or provide reasons, in writing, for a contrary recommendation to the Executive Director and Affirmative Action Officer.
3. Use employment selection criteria and interview questions that are objective, standardized, and job-related.
4. Conduct an exit interview with each terminating employee and file a one-page form with the executive director, affirmative action officer and personnel officer within five (5) business days of the termination.
5. Participate on the Affirmative Action and Diversity Committee if appointed by the Executive Director.
6. Ensure that no reprisals are made against an employee for filing a discrimination complaint.
7. Inform employees of appropriate training and self-improvement programs that will foster their professional growth.

## **E. Personnel Officer - Carol Sellner**

The personnel officer coordinates the hiring process of the agency and collects relevant data in a timely manner for the Executive Director, Affirmative Action Officer, Affirmative Action and Diversity Committee, and DOER.

1. Prepare a baseline report to show the total number of employees in the agency's individual bargaining groups in comparison to the number of minority, disabled and Summer Jobs Program employees who are employed in those same job categories.
2. Maintain a breakdown of existing employees by race, sex, disability status, division, job category and classification.
3. Collect data and prepare quarterly summary reports of temporary, seasonal or provisional hires, promotions, transfers, new hires, terminations and recruitment resources.
4. Track the number of protected group members who are on DOER certification lists for all openings within the agency.
5. Serve as a standing member of the Affirmative Action and Diversity Committee.
6. Notify the Affirmative Action Officer of any terminations, intended postings of positions or promotions in a timely manner.
7. Inform managers, supervisors and the Affirmative Action Officer about any candidates who are disabled or members of a protected class on the certification lists provided by DOER.
8. Contact DOER to solicit candidates from the Resume Job Bank for upcoming job openings or vacancies prior to making requests for various tests.
9. Track the training attendance of each employee in a fiscal year report to the Executive director, Affirmative Action Officer and Affirmative Action and Diversity Committee.
10. Ensure that all job opportunity and training notices are properly posted and made available to all staff.

## **IV. Affirmative Action Plan –Objectives and Timetables**

### **A. Recruitment**

As a small agency, TRA nearly exclusively utilizes recruitment resources through DOER. Newspaper advertisement was not utilized during this period.

TRA will access the DOER referral resources such as the Resume Job Bank and certification list of candidates for classified positions to solicit candidates with protected group status.

In addition, TRA will:

1. Contact the ADA Coordinator and representatives of DOER to identify and enhance the number of candidates who are from protected groups for positions within our agency.
2. Seek to hire protected group members in the occupational categories in which they are underrepresented in our workforce. Our occupational categories are based on collective bargaining groups for: 1) managers/supervisors, 2) professional, and 3) clerical employees. They are reality-based goals that reflect our current staff composition in relation to the workforce in the Metropolitan Statistical Area for purposes of economic security in the State of Minnesota, and in some instances Ramsey County only. The comparative data is derived from federally mandated Equal Employment Opportunity files and 1990 census data. The calculation of our goals are also value weighted to reflect the particular hiring practices we use to fill certain categories of positions. As a small agency, our recruitment strategy to meet the hiring goals involves relying on DOER to provide us a sufficient number of qualified candidates certified in one of the protected classes.
3. TRA recruited, hired, and retained two minority persons in the professional occupational category in March of 2000. TRA also recruited a supported work position for a temporary project that ended in February of 2003.
4. Our goals for the two-year period ending June 30, 2004 include:
  - One disabled person in the professional category
  - One disabled person in the clerical category
  - One woman or minority in the manager/supervisory category.

However, TRA has no current plans to hire due to budget constraints and downsizing as a result of FROST, TRA's re-engineering project scheduled for completion in 2004.

5. Establish an Affirmative Action and Diversity Committee to meet quarterly to recommend policies and procedures to further the goals of affirmative action. The TRA management team overlaps this committee and affirmative action items will be placed on the management team agenda as part of their regular meeting.

TRA has not in the past and does not plan to participate in job fairs as a recruiting mechanism.

TRA has not in the past, nor in the foreseeable future, plan to include internships. In the event that an internship possibility arises, TRA will follow the methods described in the Internship Administrative Procedure.

## **B. Pre-hire Review Process**

Review the hiring recommendations of managers and supervisors before offers of employment are made by implementing and documenting the following administrative procedures.

<b>Responsibility</b>	<b>Action</b>
Supervisor	Notify the personnel officer and affirmative action officer of desire to fill a vacancy.
Personnel Officer	Obtain a certification list for vacancy if the position cannot be filled via seniority on a layoff list or by interested bidders.
Affirmative Action Officer	Notify manager or supervisor if affirmative action goals are not being met for a protected group for which at least one member of that group is on the certification list.
Supervisor	Conduct interviews and notify the executive director and affirmative action officer, in writing, of reason(s) if not recommending the hiring of a protected group member for a position in which a disparity exists.
Executive Director	Review supervisor's recommendation and reasons and decide to whom an offer of employment will be made. In the event of planned layoffs, review the effect of layoffs on the affirmative action goals and timetables.

## **V. Supported Work**

The committee and its responsible manager will also work directly with the State ADA Disability Coordinator to recruit and hire individuals for supported employment.

## **VI. Programs and Program Objectives**

### **A. Hiring**

TRA will continue to hire affirmatively and will include Affirmative Action consideration in the hiring process for all hires on an ongoing basis. This broad responsibility rests mainly with the Affirmative Action Officer and Personnel Officer but requires the participation and cooperation of all managerial staff. The action steps to meet this goal are detailed in the aforementioned position responsibilities. The evaluation of results will provide objective statistics of whether these goals are met.

### **B. Education/Training**

TRA also places a strong emphasis on providing education to division managers about Affirmative Action and clearly communicating responsibilities in the Affirmative Action Plan. This continual education is necessary to both refresh existing managers and to train new managers as they assume their new roles. The Affirmative Action Officer will develop training and educational materials for which supervisors and managers will be held accountable.

## **VII. Methods of Auditing, Evaluating and Reporting**

As stated earlier, all hiring decisions will be reviewed with respect to TRA's progress in meeting its affirmative action goals. Managers will need to justify the rationale for extending a job offer on a position where a protected group applicant is present and unmet affirmative action goals are present.

In the event of any planned layoffs, management will review the effect of layoffs on its affirmative action goals prior to any decisions on layoffs. Record keeping is primarily the responsibility of the Personnel Officer and includes new hires, turnovers, complaints filed and MHP forms and Quarterly Reports. The record keeping is used as the primary basis for the formulation of the Affirmative Action Plan for the next two-year period.

## **VIII. Non-Discrimination and Harassment Policy**

TRA is dedicated to maintaining an employment environment that is free from discrimination and harassment. This policy covers TRA employees, TRA members visiting the office for services, job applicants, and other eligible persons seeking employment information.

### **A. Discrimination**

Discrimination as it affects the terms or conditions of employment, is the failure of one employee to treat other employees equally where no reasonable distinction can be found for the difference in treatment. It may occur among coworkers or between supervisors and subordinates. No employee may be discriminated against or harassed because of the employee's race, color, creed, religion, national origin, sex, sexual orientation, marital status, disability, membership or activity in a local commission, age or status with regard to public assistance.

The agency will not tolerate discrimination among its employees and will take appropriate corrective action against employees violating this policy. Employees engaging in discriminatory activities or actions in the work place or while representing TRA away from the work place can expect disciplinary action. Disciplinary actions will be considered on a case-by-case basis. Appropriate corrective action, up to and including termination of employment, will be taken.

Discrimination can be, among other things, repeated jokes about employee's unique characteristics such as race, disability, religion, etc., which are insulting, demeaning, or in any way negatively received or perceived. It can also be repeated remarks or names that are insulting, demeaning or disparaging.

### **B. Sexual Harassment**

The Equal Employment Opportunity Commission (EEOC) defines sexual harassment as unwelcome sexual advances, requests for sexual favors, and sexually motivated physical conduct or communication of a sexual nature when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment.
2. Submission to or rejection of such conduct is used as the basis for employment decisions affecting an individual, or
3. Such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive employment environment.

Sexual harassment may include such actions as:

1. Sex-oriented verbal kidding or abuse.
2. Subtle or overt pressure for sexual activity.
3. Physical contacts such as patting, pinching, or constant brushing against another person's body or
4. Demands for sexual favors that affect an individual's employment status or consideration.

Employees who experience sexual harassment from co-workers should either make it clear that such behavior is offensive to them, (if they feel comfortable doing so) or bring the matter to the attention of their supervisor or the affirmative action officer. If the accused is the employee's manager, or they are not comfortable speaking with their manager about the complaint, the employee should contact the Affirmative Action Officer or the Executive Director. Employees who harass co-workers are subject to disciplinary actions, including suspensions, demotions, transfers, or termination.

### **C. Reporting Discrimination or Harassment**

An employee, customer, applicant, or eligible who believes he or she is being or has been subjected to discriminatory harassment, may bring a concern or complaint to the affirmative action officer or any member of the management team. The employee may report a concern or complaint or file a written complaint using the agency form. No disciplinary action shall be taken before completion of a full investigation. Reprisals against any employee reporting alleged discrimination or harassment is prohibited.

The affirmative action officer may receive and discuss the complaint, conduct a preliminary inquiry, and recommend remedial measures to the assistant executive director including, but limited to, an investigatory suspension or temporary reassignment pending the outcome of the preliminary inquiry or full investigation.

## **D. Inquiry/Investigation**

### **1. Preliminary Inquiry**

The initial step in the inquiry process is a determination of whether the complaint is actually a discrimination complaint or falls within the scope of a different policy. The affirmative action officer shall, if possible, initiate a preliminary inquiry within five (5) business days of the receipt of the complaint. If the preliminary inquiry establishes that a reasonable basis for the complainant's concern exists, the affirmative action officer shall recommend any interim steps to be taken until complaint is brought to a close. A complaint shall be deemed without merit if it falls outside the scope of this policy. The time limit above is established to permit the employee, applicant, or eligible to pursue a complaint determined to be other than a discrimination complaint through other appropriate policies or channels.

### **2. Full Investigation**

If a full investigation is required, the affirmative action officer shall investigate it, if possible, within fifteen (15) business days of receipt of the complaint. The investigation shall include an interview with the complainant, respondent, and relevant witnesses. The affirmative action officer shall notify the employee's exclusive representative when a complaint has been filed and the subsequent procedure shall be open to the exclusive representative's participation if requested by the employee. Upon completion of the full investigation, the affirmative action officer shall prepare a written report to the executive director that recommends a remedy to the complaint. If the investigation will take more than fifteen (15) days, the affirmative action officer will inform the complainant and the subject of the complaint of the anticipated completion date. Within thirty (30) business days of receiving the report, if possible, the executive director shall take final action to remedy the complaint.

The affirmative action officer shall notify the complainant when final action has been taken, subject to the terms of the Data Practices Act. Disciplinary action may be taken against a complainant who makes a false report in bad faith. Records will be kept as required by the Data Practices Act and the agency's Retention Policy. A false complaint made in bad faith will be retained in the complainant's personnel record. Substantiated complaints against a respondent will be stored in their personnel file per the discipline and/or grievance sections of their bargaining unit agreement.

A final written report shall be issued sixty (60) days after a formal complaint is filed and the disposition of complaints filed with the Commissioner of Employee Relations within thirty (30) days of the final determination.

A complainant who is dissatisfied with the final action must be advised by the affirmative action officer of the right to file a complaint with the Department of Human Rights or with the Equal Employment Opportunity Commission. The complainant may also explore other legal remedies.

## IX. Reasonable Accommodation Policy

It is the policy of the Teachers Retirement Association to encourage the employment and promotion of persons with disabilities. We will make reasonable accommodations to the functional limitations of qualified applicants, employees and employees seeking promotion unless the accommodation would impose an undue hardship on the agency. For purposes of determining eligibility for a reasonable accommodation, a person with a disability is one who has a physical impairment that substantially or materially limits one or more major life activities. The person responsible for ensuring ADA compliance is John Wicklund, Assistant Executive Director - Administration. The following procedures are designed to implement both state human rights laws under Chapter 363 and the related federal rehabilitation and ADA laws.

### A. Current Employees/Employees Seeking Promotion

Current employees will be informed of this policy and the following steps to request a reasonable accommodation:

1. An employee with a disability shall inform his or her supervisor of the need for an accommodation and discuss alternatives such as job restructuring, job site modification, and use of assistive devices and support services.
  - a. **Job restructuring.** They may include flexible work hours and/or restructuring job duties while retaining the essential job duties.
  - b. **Job site modification.** Adjustments to equipment height, addition of electrical outlets, reallocation of job sites to an accessible area, special parking facilities or other types of similar modifications.
  - c. **Assistive devices.** Purchase of or modification to existing equipment such as special telephone equipment, talking calculators, one-handed typewriters, and/or specifically designed desk and files.
  - d. **Support services.** Services such as interpreters for individuals with hearing impairments, readers for individuals who are blind or special attendants.
2. The ADA Coordinator may request documentation of the employee's functional limitations to support the reasonable accommodation request for a job-related limitation. The

information will be received by TRA's ADA Coordinator who will then advise the manager appropriately.

3. The supervisor submits a *Request for Accommodation* form to the executive director and affirmative action officer within five (5) working days upon receipt of the request.
4. The affirmative action officer and the executive director will review information regarding availability and cost within five (5) working days of receipt of the request. The cost of the accommodation will be considered a valid administrative expense of the TRA Fund.
5. The executive director considers alternatives and decides whether to grant an accommodation and what accommodation should be provided. The affirmative action officer provides the decision in writing to the supervisor within three (3) working days after the executive director makes his determination.
6. While an individual's preference will be given consideration, TRA is free to choose the least expensive accommodation that is appropriate. The Reasonable Accommodation Agreement forms must be completed and signed with any purchasing or labor requests being forwarded to the appropriate department.
7. If the employee with disability is not qualified, with or without reasonable accommodation, for a vacant position, the agency may reassign the employee as a reasonable accommodation to a lower graded vacant position for which the employee is qualified. If this occurs, the agency is not required to maintain the employee's salary at the previous level. TRA will look at other opportunities outlined under Minnesota Statute Chapter 43A. A new job will not be created nor will another employee be bumped from a position to provide a reassignment as a reasonable accommodation.

## **B. Job Applicants**

1. TRA shall notify all applicants of this reasonable accommodation policy using formats that are accessible to each applicant.
2. When a request for accommodation is received from an applicant, the ADA Coordinator shall contact the applicant in a timely manner to discuss the needed accommodation and any possible alternatives.

3. The ADA Coordinator shall request approval from the executive director and take the necessary steps if the accommodation is approved. Funds will then be made available to provide the reasonable accommodation.
4. If the requested accommodation is not approved, the ADA Coordinator shall inform the applicant of the executive director's reason for non approval, in writing, within five (5) working days of the decision.

### **C. Undue Hardship**

In determining whether or not the making of a reasonable accommodation would impose an "undue hardship" on the agency, the executive director shall consider the overall cost of the accommodation and the ability of the facility to handle the requested accommodation. Documented good faith efforts to explore less restrictive or less expensive alternatives will also be considered.

### **D. Denials**

The affirmative action officer will provide written copies of the executive director's decision to the employee, supervisor and assistant executive director in compliance with the Minnesota Government Data Privacy Act for documentation relating to the denial of a request for reasonable accommodation. The affirmative action officer will keep all denials or requests on file.

The affirmative action officer shall also inform the employee or job applicant of the right to file a complaint with other government agencies, such as the Department of Human Rights and the Equal Employment Opportunity Commission.

### **E. Funding for Reasonable Accommodation**

This agency will make funds available in order to provide reasonable accommodations to employees/job applicants with disabilities. The Executive Director will determine the amount and funds will be used only when a reasonable accommodation request has been approved and signed by the executive director.

## **X. Retention – Luther Thompson**

The Affirmative Action Officer will be responsible for the following retention guidelines:

1. Provide an annual in-house seminar on equal opportunity and diversity to the management team and supervisors to help them understand their role and responsibilities in the hiring and promotional process.
2. Distribute the agency's updated affirmative action plan to all employees by explaining its policies and procedures and answering questions at division staff meetings.
3. Develop a mentorship program to foster the successful integration of new employees into the agency.
4. Encourage managers to permit employees to attend diversity-training seminars such as training classes through DOER, or private entities.
5. Evaluate retention trends in all occupational categories by specifically tracking data on DOER certification lists, temporary, seasonal, or provisional hires, promotions, transfers, new hires, and terminations and recruitment resources.
6. Prepare analysis of trends and findings for future affirmative action work. If TRA management contemplated layoffs, the effect of layoffs on the Affirmative Action Plan would also be studied before any further decisions were made.

TRA will sponsor an employee training policy in which the agency will partially reimburse the cost of attending college courses while in TRA's employ. While the primary goal is to enhance staff education, a secondary goal is an attempt to retain employees through this benefit program.

Five employees have left TRA in the previous two-year reporting period. The separation analysis showed the following:

<u>Clerical/Technical:</u>	3
<u>Professional:</u>	1
<u>Managerial/Supervisor:</u>	1
<u>Unrepresented:</u>	0

Of the employees represented above, none were in disparity groups. The separation analysis showed no impact on our affirmative action goals.

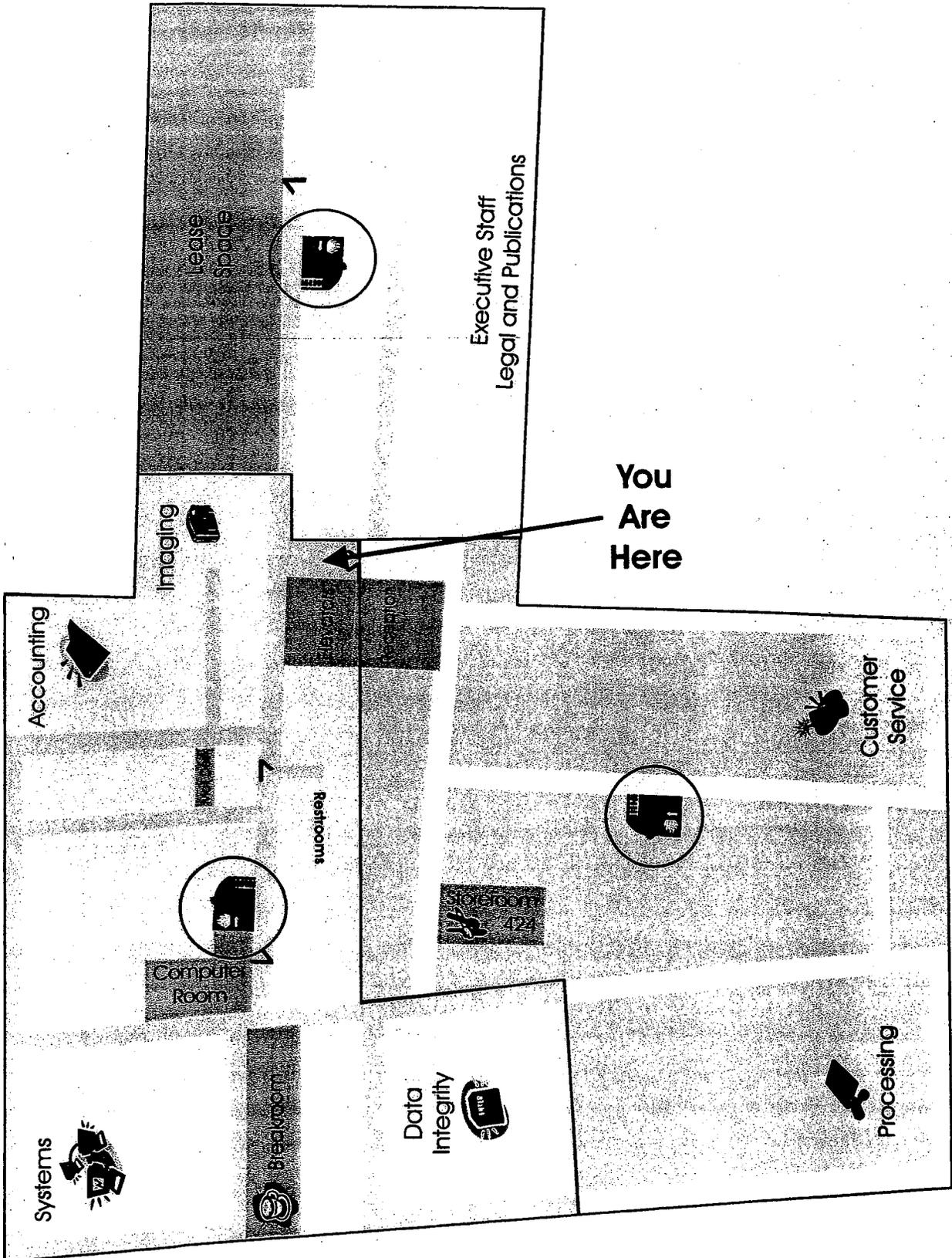
## **XI. Weather Emergency Evacuation Plan**

Information about statewide weather emergencies is received from the Department of Employee Relations by the personnel officer and communicated to the employees at the main TRA office and the leased satellite offices in Mankato and St. Cloud. The management companies of both buildings keep us aware of building evacuation procedures that are published in our Employee Orientation manual. (See attached.) Evacuation plans are posted in the break rooms at each facility. Employees are regularly reminded to review these plans for their personal safety.

When inclement weather threatens or is occurring, employees are instructed to listen to television or radio stations for information prior to leaving and reporting for work. Some employees may have a disability in which they may not be aware of an emergency at work (e.g. fire alarm) or a weather emergency prior to leaving for work. In both cases, the employee's immediate supervisor is responsible for ensuring the employee is informed of the emergency as soon as possible, whether the employee is at home or at the work site. In event of an emergency, the supervisor is to assist the employee in exiting the building or to immediately arrange for trained emergency workers to assist the employee. Employees who need assistance may also be assigned an "assistant" prior to an emergency situation. If an emergency that affects the employee is called, the supervisor may use the Minnesota Relay Service (1-800-627-3529) to contact the employee using the TTY.

All receptionists and pre-retirement counselors have been instructed to be aware of visitors who might require assistance during an evacuation and employees have been advised to be aware of this potential need in the location of evacuation plans. Specific employees are designated as assistants in the event of an evacuation and have training in this regard.

# 4th Floor Evacuation Map



# Market Place Building, St. Cloud

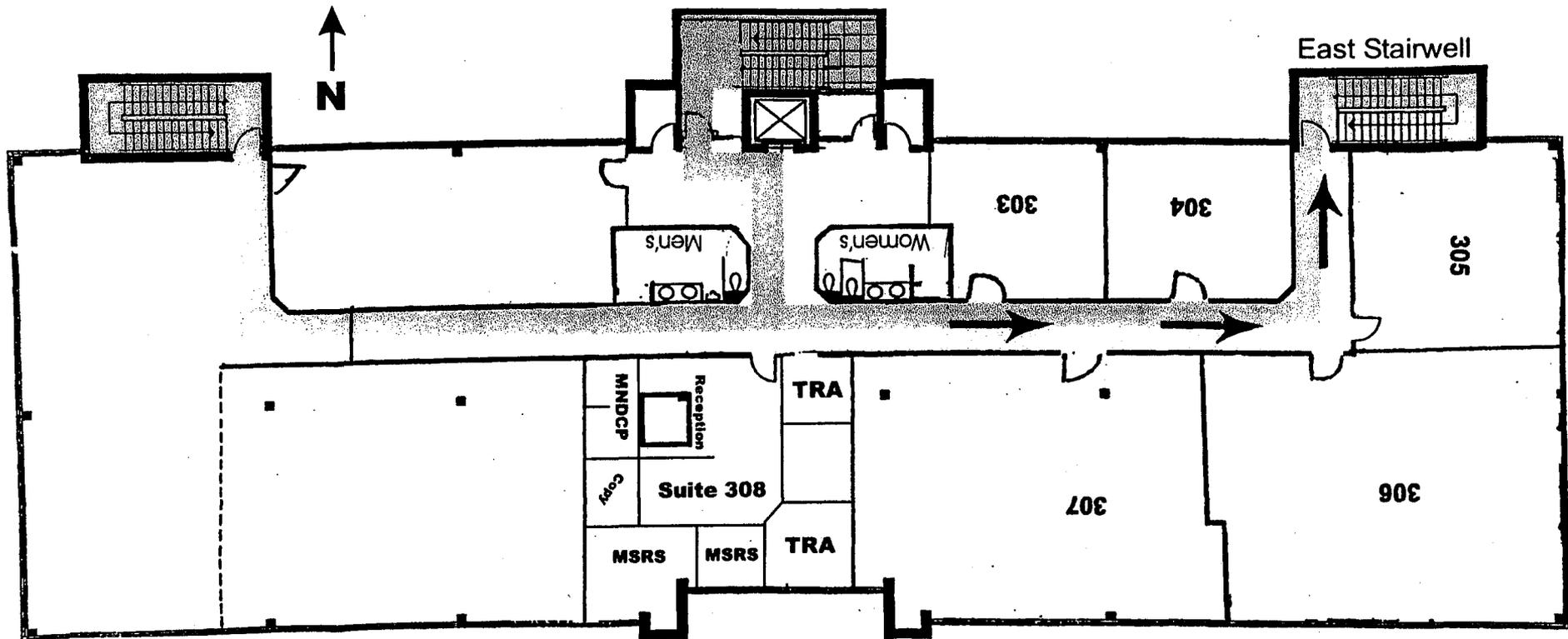
## Third Floor Evacuation Map

### **Severe Weather**

Immediately enter the east stairwell and proceed down to the second or first floor. Remain in stairwell until the all-clear is given.

### **Fire or Building Evacuation**

Take the nearest stairway to the first floor and exit the building. Use caution when exiting the building, as emergency vehicles may be entering the area.



Angushire Golf Course