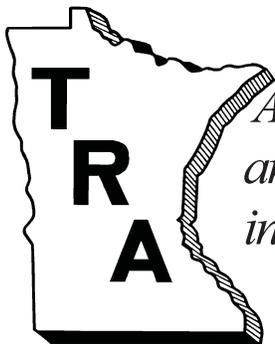


Teachers Retirement Association

Affirmative Action Plan 2010 – 2012



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



Teachers Retirement Association

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July 31, 2010

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 2010-2012.

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,

Laurie Fiori Hacking,
Executive Director

Table of Contents

I.	Affirmative Action Policy	2
II.	Communication and Dissemination	3
III.	Responsibilities	3
	A. Executive Director – Laurie Hacking	3
	B. Affirmative Action Officer – Kim Van Vleet.....	4
	C. Managers and Supervisors.....	5
	E. Human Resources Office.....	6
IV.	Objectives and Timetables	7
	A. Recruitment.....	7
	B. Goals	7
	C. Pre-hire Review Process.....	8
V.	Programs and Program Objectives	9
	A. Hiring.....	9
	B. Education/Training	9
VI.	Methods of Auditing, Evaluating and Reporting.....	9
VII.	Non-Discrimination and Harassment Policy.....	9
	A. Discrimination	9
	B. Sexual Harassment.....	10
	C. Reporting Discrimination or Harassment	11

D.	Inquiry/Investigation.....	11
1.	Preliminary Inquiry	11
2.	Full Investigation	11
VIII.	Reasonable Accommodation Policy	12
A.	ADA Administrator – John Wicklund	12
B.	Current Employees.....	12
C.	Job Applicants	14
D.	Undue Hardship	14
E.	Denials	14
F.	Funding for Reasonable Accommodation.....	14
IX.	Retention – Kim Van Vleet	15
X.	Weather Emergency Evacuation Plan	16

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

Internal Communication

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 the 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 with the Executive Director's statement of commitment is posted in the break-rooms at our four office locations.

All internal job postings include the statement: "Equal Opportunity Employer".

External Communication

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) contain the statement of "An Equal Opportunity Employer." All communications are available in alternate formats upon request.

The Affirmative Action Plan is posted on the agency's website.

* Please note: data that would identify specific individuals will be excluded.

III. Responsibilities

A. Executive Director – Laurie Hacking

The executive director has final responsibility for the successful implementation of the affirmative action plan and is directly accountable to the TRA Board of Trustees and indirectly accountable to the Commissioner of Minnesota Management and Budget (MMB). 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. Make decisions and changes in policy, procedures, or physical accommodations to facilitate effective affirmative action.
5. Issue a written statement annually affirming the TRA's commitment to affirmative action.
6. Make determinations on reasonable accommodation requests and the funding of those requests.

B. Affirmative Action Officer – Kim Van Vleet, Human Resources Director

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 MMB.
4. To set goals and timetables for affirmative action based on MN census data and MMB requirements.
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. 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.
7. Review the agency's status in applicable occupational categories with a manager or supervisor who intends to post a position.
8. 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.
9. 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.

10. Assist the executive director in communicating and documenting requests, decisions and agreements related to reasonable accommodations for employees and job applicants with disabilities.
11. Ensure that the Affirmative Action plan is communicated to TRA employees and clientele through publications, letterhead and postings on employee break-room bulletin boards.

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 Human Resources 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. Work with the Affirmative Action Officer to identify barriers and resolve problems that inhibit diversity and equal opportunity within the agency.
5. Ensure that no reprisals are made against an employee for filing a discrimination complaint.
6. Inform employees of appropriate training and self-improvement programs that will foster their professional growth.

E. Human Resources

The agency's Human Resources staff is responsible for ensuring that all personnel activities are conducted in a non-discriminatory manner and are in compliance with the TRA's Affirmative Action Plan. Accountability will be monitored by both the Commissioner of MN Management and Budget and the Executive Director of TRA. Both the Commissioner of MN Management and Budget and the Executive Director will hold the Human Resources staff accountable.

1. To accurately report information to the MMB concerning an employee's sex, race, and disability, if any.

2. To maintain records of personnel activities as indicated on the page titled “Monitoring the Hiring Process” and to submit appropriate reports as requested, to the Department of Employee Relations’ Office of Diversity and Equal Opportunity Division.
3. To identify and resolve problems that inhibit equal employment opportunities.
4. Work with MMB representatives to determine ways to enhance the number of candidates on certification lists who are members of protected groups.
5. To provide guidance in the development and utilization of selection criteria to ensure, to the extent possible, that it is objective, standardized, and job related.
6. To ensure that all job opportunity and training notices are properly posted and/or made available to all staff.
7. To notify the agency’s Affirmative Action Officer of the existence of protected group members on a certification list, if a disparity exists in the occupational category for which there is a vacancy, so that the Affirmative Action Officer can proceed to follow the prescribed pre-employment review procedures. (See section entitled “Pre-Hire Reviews.”)
8. Conduct an exit interview with each terminating employee and file a one-page form with the Executive Director and Affirmative Action Officer within five (5) business days of the termination.

IV. Affirmative Action Plan –Objectives and Timetables

A. Recruitment

As a small agency, TRA nearly exclusively utilizes recruitment resources through MMB. In addition, during this period we tried advertising through an on-line agency. Newspaper advertisements were not utilized during this period.

TRA will access the MMB referral resources such as the Resume Job Bank to receive a roster of candidates for classified positions to solicit candidates with protected group status when positions are available.

In addition, TRA will contact the ADA representatives of MMB to identify and enhance the number of candidates who are from protected groups for positions in which they are underrepresented within our agency.

B. Goals

The Office of Diversity and Equal Opportunity of MMB has instructed agencies on how to use labor force statistics from census data to determine the agency underutilization and then develop appropriate goals and timetables. This involves a

comparison of the agency’s internal workforce and positions with the availability of protected group workers with qualifications in the relevant geographic area and labor market. Goals are based on the 2000 census data and a factor analysis using the relevant information regarding the workforce participation.

Our hiring goals are based on job groups in the following categories: Officials and Administrators, Professionals, Technicians, and Office/Clerical. The goals reflect our current staff composition in relation to the workforce available in St. Paul/Minneapolis, Ramsey County and St. Louis County or the State of Minnesota based on 2000 census data availability charts.

We have conducted a utilization analysis for TRA as follows:

Women – We are not underutilized for Officials and Administrators, Technicians or Office/Clerical (100%). We are underutilized 1 in the Professionals category (52%).

Minorities - We are not underutilized for Officials and Administrators, Technicians, or Office/Clerical (100%). We are underutilized 1 in the Professionals category (7%).

People with Disabilities – We are not underutilized in the Officials and Administrators and Office/Clerical (100%). We are underutilized 5 in the Professionals category (3%), 1 in the Technicians category (0%), and 1 in the Office/Clerical category (8%).

The percentage of protected groups members available in the work force are as follows:

	Officials/ Administrators	Professionals	Technicians	Office/ Clerical
Women	37.8%	53.8%	63.1%	67.7%
Minorities	5.1%	8.0%	6.8%	8.2%
People with Disabilities	11.31%	10.88%	11.52%	11.56%

* **The category highlighted indicates where goals are not met.**

We do expect some retirements over the next two years, however, we do not expect to fill behind every vacancy. As vacancies occur, a good faith effort will be made to recruit and hire 1 woman in the Professional’s group, 1 minority in the Professional’s group, 5 people with a disability in the Professional group, 1 person with disability in the Technicians group, and 1 person with a disability in the Office/Clerical group.

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.

Responsibility	Action
TRA Human Resources Office	Notifies the Central Human Resources Office of desire to fill a vacancy.
Central Human Resources Office	Obtains a vacancy roster if the position is not filled by other contractual obligations.
Affirmative Action Officer	Notifies manager or supervisor if affirmative action goals are not met for a protected group for which at least one member of that group is on the certification list.
Manager/Supervisor	Conducts interviews and notifies 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. No offer of employment will be made until after the Affirmative Action Officer reviews the rationale for the selection.
Affirmative Action Officer	Reviews supervisor recommendation and reasons for not hiring a disparate candidate. Approves or denies the justification then notifies supervisor of the decision.
Executive Director/Affirmative Action Officer	In the event of planned layoffs, review the effect of layoffs on the affirmative action goals and time tables.

V. 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 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.

VI. 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/Supervisors 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 Affirmative Action 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.

VII. 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.

VIII. 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 following procedures are designed to implement both state human rights laws under Chapter 363 and the related federal rehabilitation and ADA laws.

A. ADA Administrator – John Wicklund, Asst. Executive Director

The ADA Administrator is responsible for ensuring ADA compliance.

B. 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 Administrator 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 Administrator who will then advise the manager appropriately.
 3. The supervisor submits a *Request for Accommodation* form to the Executive Director and the ADA Administrator within five (5) working days upon receipt of the request.
 4. The ADA Administrator 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 ADA Coordinator 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 a 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.

C. 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 Administrator shall contact the applicant in a timely manner to discuss the needed accommodation and any possible alternatives.
3. The ADA Administrator 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 Administrator shall inform the applicant of the executive director's reason for non approval, in writing, within five (5) working days of the decision.

D. 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.

E. Denials

The ADA Administrator 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 ADA Administrator will keep all denials or requests on file.

The ADA Administrator 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.

F. 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.

IX. Retention – Kim Van Vleet, Human Resources Director

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

1. Provide information 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. Encourage managers to permit employees to attend diversity-training seminars such as training classes through Human Resources, DOER, or private entities.
4. Evaluate retention trends in all occupational categories by specifically tracking data from temporary, seasonal, or provisional hires, promotions, transfers, new hires, and terminations and recruitment resources.
5. 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.
6. 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.

Our Separation Report for FY 2009 shows the following:

Permanent employee separations

Total - 8

Ethnicity

1

Gender

Female Professional – 3

Disabled

1

Reason for separation

Retirement – 3

Death – 1

Resignation – 3

Non-certification - 1

X. Weather Emergency Evacuation Plan

Information about statewide weather emergencies is received from the MN Management & Budget Department by the personnel officer and communicated to the employees at the main TRA office and the leased satellite offices in Mankato, St. Cloud, and Detroit Lakes. The management companies of satellite offices in greater Minnesota inform TRA 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. Drills are conducted at the St. Paul office in coordination with Capitol Security.

When in climate 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.