

## **UPWARD MOBILITY PROGRAM AND GOALS**

*(Section 46a-68-91)*

January 2017

In the review of the 2015 *Plan*, this section was found to be in compliance.

### **Subsection (a)**

The University remains committed to the professional development of its employees. The University is a highly unionized environment. Current collective bargaining unit agreements limit the University's ability to selectively identify specific individuals for upward mobility.

Various collective bargaining agreements require posting of jobs and also, for specific bargaining units, recognition of seniority as the key factor in upward mobility.

Article 14 (Section One) of the Maintenance & Service Unit (NP-2) Contract between the State of Connecticut and Connecticut Employees Union Independent states: "Reclassification of position shall not be utilized to defeat the contractual procedures of this Article". Article 14 (Section Four) also states: "(a) provided that no employee has recall rights, each vacancy shall be filled by transfer within the agency. If the vacancy cannot be filled by transfer within the agency, then it shall be filled by promotion from within the agency". Section Five (a) of Article 14 states that, "...vacancies shall be filled on the basis of greater seniority, as defined in Article 12, unless in the reasonable judgment of the employer, there is a significant difference in the work records of those seeking the position, or if the more senior employee is not qualified to perform the job."

Article 23 (Notice of Openings and Promotional Opportunities) of the Contract between the State of Connecticut and American Federation of State, County and Municipal Employees, AFL-CIO (AFSCME) states: "Prior to or concurrent with any outside recruiting efforts, the agency will post a notice of the vacancy at the facility where the vacancy exists."

For the reasons previously stated pursuant to collective bargaining provisions, the professional development opportunities for reclassification of employees in collective bargaining units must result from growth within a specific position and the need for the employee to perform the duties at a higher level.

The Department of Human Resources (DHR) supports works with managers on strategies to provide classified staff, in accordance with collective bargaining agreements, opportunities to gain experience that will prepare them for higher level positions or different career options.

## **Upward Mobility Initiatives**

DHR continued to offer various trainings and workshops including ‘On-the-Level Communication’, ‘Managing Others’, ‘Providing Feedback to Others’, ‘Coaching Through Conflict’, ‘Developing Others’, and ‘Supervisory Development and Communication Skills’, which provided information and guidance to develop the skills and capabilities required to assist employees in meeting their short term and long term professional goals.

## **Training and Development**

Training activities included: State In-Service Training offerings, Supervisory Essentials Program, Interaction and Leadership Program, Platinum Husky Service (customer service training) and Caring About UConn.

University employees were once again encouraged to participate in State In-Service programs. Two Hundred Eighty Five (285) employees were accepted to programs this fiscal year. Supporting documentation is provided in the *Internal Communication* section of this *Plan*.

The CEUI bargaining union offered to pay for state-sponsored training for their members again this year. One hundred two (102) employees participated.

The DHR’s Program Development Team (PD) continues to develop programs designed to support employees’ career growth, and assist with identifying and creating learning opportunities. Several workshops are presented as part of the University’s Interaction & Leadership Program. The programs are designed to connect professional development and performance improvement to a one-stop career development and employee effectiveness center.

Programs that were offered this year provided new supervisors as well as potential supervisors with critical skills in managing people, providing feedback, communication, providing quality customer service, developing staff, goal setting and gaining commitment, and having difficult conversations and coaching.

The PD Team facilitated the presentation of these workshops at the Storrs and regional campuses, reaching a broad population of employees. Two hundred thirty one (231) employees participated in these workshops. Supporting documentation is provided in the Training Analysis section of the Employment Process Analyses.

The PD Team also presented a Supervisor Essentials Program for front-line to mid-level supervisors. The program was designed to advance the interaction skills, supervisory capabilities, and leadership behaviors of current supervisors so they can have an immediate and positive impact on the people they lead.

Programs offered included: *On-the Level-Communication, Managing Others, Providing Feedback to Others, Coaching Through Conflict, Developing Others, and Goal Setting and Gaining Commitment.*

One hundred three (103) employees participated in these workshops.

DHR continues to facilitate professional development for employees through tuition waiver and reimbursement programs. Supporting documentation is provided in the Training Analysis section of the Employment Process Analyses.

Upon request, The Human Resources Workforce Solutions Team introduced new administrators and staff to search and reclassification procedures. Also, training has been provided to non-contractual grievance panel members and to the newly appointed members of the Job Classification Committee (JCC) concerning the University's classification system.

### **Examinations and Promotions**

The University requested the announcement of the following exams, open to current University employees, in order to meet mandatory recruitment needs: Building & Grounds Lead Patrol Officer, Lead Power Plant Operator, Maintenance Supervisor 1-Grounds, Maintenance Supervisor 1-HVAC, Maintenance Supervisor 2-HVAC, Maintenance Supervisor 1-Utilities, Maintenance Supervisor 2-Utilities, and Power Plant Supervisor.

### **Career Counseling**

Individual Career Counseling is available to employees. Both initial and follow-up appointments can be scheduled at the employee's request. During counseling sessions, the employee's experience, training, and areas of interest are reviewed. Based on the review, employees are given advice on re-employment and recall placements, alternative job placements, potential promotional opportunities at the University, and job search strategies. Human Resources Associates counseled thirty one (31) individual employees this reporting period.

#### **ATTACHMENT A.**

Topics discussed in the counseling sessions included:

- Promotional opportunities employees can pursue immediately with their current experience and training. If these possibilities require exams, employees are provided with exam announcements, applications, and tips on filling out the applications.
- Required experience and training for titles to which employees aspire, as well as needs in those areas. When available, employees are given exam announcements and job specifications outlining the requirements of the higher-level position(s).
- Preparing cover letters and resumes; obtaining reference letters; tuition reimbursement and other state and university benefits; and where they might look for any additional required training.
- The impact of collective bargaining contract provisions affecting career development. For maintenance employees, the effect of the vacancy and promotion articles on the seniority and transfer lists is the most frequently discussed issue.

- How to navigate the state Human Resources website including exams, job openings, and other employment related information.

### **Employee Programs**

The University continued to offer programs through Caring About “U”Conn, which was created with the recognition that employees may be in need of information to support them with events of daily life. Sessions dealing with conflict with colleagues, concerns about health and safety and concerns about job effectiveness were offered to employees. The goal of the program is to connect employees with others in the University community who can help them be productive at work, stay healthy and stay safe. Many of the programs offered have been ‘brown bag’ lunches and have included the following seminar topics:

- Eldercare
- CHET
- CHET in Spanish
- SSA and Retirement
- Emergencies At Work
- Violence At Work
- Active Threat
- Ice Skating
- Campus Fall Walk

The University also continued to develop its work/life flexibility program and the DHR continues to be an active partner in promoting the University’s programs. The Work/Life Flexibility Committee has significantly enhanced its [website](#) which features childcare providers, seniors/eldercare information, wellness and parenting information as well as information about professional development opportunities, flextime and leaves, cultural and community events, and other helpful information and services available to the University community

The DHR also sponsored the annual Work/Life Exposition. The Expo included exhibitors in the areas of benefits, health, wellness and service, and provided resources and information to employees demonstrating the University’s commitment to work/life balance.

### **Subsection (b)**

The University has an established an effective program of accommodation for employees. The Department of Human Resources (DHR) is currently responsible for processing and facilitating requests for employee ADA accommodations. Associate Vice President of OIE Elizabeth Conklin is the University’s ADA Coordinator.

University employees in need of an accommodation are encouraged to contact DHR and complete the [Request for Reasonable Accommodation Form](#) **ATTACHMENT B**. Employees in need of an accommodation need to provide appropriate medical information to support the

request. The [Authorization for Disclosure and Release of Medical Information Form](#), authorizing DHR to contact the employee's health care provider or qualified practitioner, is available for this purpose, **ATTACHMENT C**. All employee requests for an accommodation and accompanying medical information are promptly evaluated and kept confidential consistent with state and federal law. To respond to an employee's request for accommodation, the ADA Accommodations Case Manager meets with the employee and reviews medical documents, the essential job functions of his/her position, and the specific facts of each request. DHR utilizes this information to determine whether the employee is eligible for an accommodation.

DHR next facilitates a discussion with the employee's manager to determine what accommodations may be reasonable. To explore the request, the department is informed of the employee's functional limitations and the accommodation he or she requested, but medical information is only be shared on a need-to-know basis. Following this interactive dialogue between the employee and manager, DHR assists the parties in determining whether an agreement regarding specific accommodations can be reached. At the conclusion of the interactive process, DHR communicates to both the employee and the manager the steps that were taken and the process for providing any mutually agreed-upon accommodation(s). The employee is responsible for contacting the DHR ADA Accommodations Case Manager if the reasonable accommodations are not implemented in an effective and timely manner, or if the accommodations require additional modifications. DHR works with the employee and the manager to resolve disagreements regarding the agreed-upon accommodations. To consider requests, DHR utilizes the [Reasonable Accommodations Chart](#) which details the process.

#### **ATTACHMENT D**

The Office of Institutional Equity (OIE) monitors the University's compliance with the ADA's requirements for workplace accommodations. The University forbids all forms of disability discrimination, including the failure to provide reasonable accommodations and discrimination or harassment based on physical or mental disabilities. To that end, incidents of discrimination or discriminatory harassment (including disability discrimination, and failure to provide a reasonable accommodation) by University employees are investigated by OIE. Complaints regarding such incidents are processed in accordance with OIE's [complaint procedures](#), **ATTACHMENT A**, *Discrimination Complaint Process*.

	A	B	D	E	F	G
1	<b>University of Connecticut</b>					
2	<b>Department of Human Resources</b>					
3	<b>HR Services</b>					
4						
5	<b>Employee Counseling</b>					
6						
7	<b>October 1, 2015 to September 30, 2016</b>					
8						
9						
10	<b>Month</b>	<b>HR</b>	<b>Race</b>			
11	<b>Year</b>	<b>Counselor</b>	<b>Sex</b>	<b>D/V/DV</b>	<b>Areas of Interest</b>	<b>Comments</b>
12	10/1/15	JC	WF		Admin / Fiscal	Was laid off from Naden Clinic. Counseled and placed in A/P.
13	10/1/15	JC	WF		Administrative	Was laid off from Naden Clinic. Counseled and placed in Kinesiology
14	11/1/15	JC	BF		Administrative	Was non-renewed. Counseled for SEBAC
15	1/1/16	JC	BF		Administrative	Was laid off from Law School. Counseled and placed in School of Business
16	3/1/16	JC	AF		Financial	Interested in a financial career. Went from NP-3 to UCPEA
17	2/1/16	JC	WF		Writer / Editor	Was laid off from Enrichment & Honors. Counseled for SEBAC
18	8/1/16	JC	WF		Clerical / Admin	Was laid off from A/P. Counseled and placed in Student Health Services
19	6/1/16	JC	WF		Clerical / Admin	Was laid off from ACES. Counseled and placed in the Women's Center
20	10/26/15	RM	WF		Administrative	Laid off from Library
21	10/27/16	RM	WM		IT	Laid off from UITS
22	10/30/16	RM	WM		IT/Librarian	Laid off from Library
23	3/1	SKP	W/M			
24	10/1	JC	W/F			
25	10/1	JC	W/F			
26	10/1	SP	W/F			
27	10/1	JC	W/F			
28	10/1	SP	W/M			

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29	10/1	JC	W/F			





## Job and Accommodation Information

Please explain how your medical condition(s) listed in Section B affect(s) your ability to perform the essential functions of your position. If you are a new employee, state the anticipated difficulties you foresee in completing your job duties. Be as specific regarding the job duties you are having difficulty performing or believe you will have difficulty performing.

Please provide your recommendations for a reasonable accommodation(s) and any information you may have about any associated costs (attach supporting documentation).

Please describe any accommodations or assistive technologies you currently use.

Please identify any University employee with whom you have discussed this request for a reasonable accommodation (i.e., co-worker, supervisor, HR, etc.) Please include dates

Please add any comments you feel may be helpful in consideration of your request.

## Acknowledgement

I understand that it will be my responsibility to complete a Medical Release Form and provide it to the ADA Accommodations Case Manager for my request to be evaluated. I further understand that the ADA Accommodations Case Manager will evaluate and respond to me based upon the information that I provide.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Please check here if additional information is attached to this request.

# Authorization for Disclosure and Release of Medical Information Form

As required by Connecticut law, the Department of Human Resources may not use or disclose your individually identifiable information without your authorization.

Your completion of this form means that you are giving permission for the use(s) and disclosure described below.

Please review and complete this form carefully. It may be invalid if not fully completed.

Please forward this form, along with the Request for Reasonable Accommodation Form to the Department of Human Resources upon completion.

## HR USE ONLY

I, \_\_\_\_\_ [employee's name] whose home address is \_\_\_\_\_

and whose date of birth is \_\_\_\_\_ HEREBY AUTHORIZE \_\_\_\_\_

[provider's name and contact information]

to release medical information pertinent to the reasonable accommodation I requested to:

**FOR STORRS AND REGIONAL CAMPUSES:**

ADA Accommodations Case Manager  
University of Connecticut  
9 Walters Avenue, U-5075  
Storrs, CT 06269-5075  
Telephone - (860) 486-2036  
Facsimile - (860) 486-0379

**To any licensed physician, other licensed practitioner, hospital, clinic, or other medically related facility, or United States Veteran Administration:**

I authorize you to release to the Department of Human Resources information to be used solely for the purpose of evaluating my request for reasonable accommodation.

Initial \_\_\_\_\_

This Authorization shall be valid for a period of 180 days after the date of my signature or earlier if revoked by me in writing to the Department of Human Resources.

Initial \_\_\_\_\_

### ACKNOWLEDGEMENT

I understand that the Department of Human Resources may not use or disclose my medical information except for the expressed purposes identified above, unless another authorization is obtained from me or unless such use or disclosure is specifically required or permitted by law.

I understand that once this information is disclosed pursuant to this Authorization, it is no longer protected by the Department of Human Resources privacy policies, and may possibly be re-disclosed by the recipient.

I hereby acknowledge that I have been informed of my right to receive a copy of this authorization request.

I acknowledge that I have the right to refuse to sign this Authorization.

I acknowledge that I may revoke this Authorization in writing at any time. I understand that if I revoke this Authorization, the information described above may no longer be used or disclosed for the purpose described in this written Authorization. To revoke this Authorization, please send a written statement to:

**FOR STORRS AND REGIONAL CAMPUSES:**

ADA Accommodations Case Manager  
University of Connecticut  
9 Walters Avenue, U-5075  
Storrs, CT 06269-5075

My signature below indicates that I have read and understand this Authorization and its terms.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

# INTERACTIVE ADA ACCOMMODATIONS PROCESS: WHAT TO EXPECT

**NOTE: The interactive workplace accommodations process requires an individualized assessment of each request. This chart provides a framework of the steps taken in most cases, but individual cases may vary. If you have any questions, need an accommodation, or work with or supervise someone that you believe might require an accommodation, please contact HR directly: 860-486-2036 or [ryan.bangham@uconn.edu](mailto:ryan.bangham@uconn.edu). More information is available online: [www.hr.uconn.edu/ada-compliance/](http://www.hr.uconn.edu/ada-compliance/).**

