

UPWARD MOBILITY PROGRAM AND GOALS

(Section 46a-68-91)

January 2019

This section was in compliance in the previous filing and there were no proposals or recommendations.

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. In addition, 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."

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 Other HR Sponsored Programs.

University employees were once again encouraged to participate in State In-Service programs. Three Hundred Sixty Three employees were accepted to programs this fiscal year.

- The CEUI bargaining union offered to pay for state-sponsored training for their members again this year. One hundred twenty six employees participated.

The DHR's Program Development and Communications Team (PD&C) 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&C Team facilitated the presentation of these workshops at the Storrs and regional campuses, reaching a broad population of employees.
- Ninety-two employees participated in these workshops.

The PD&C 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 fifty five employees participated in these workshops.

DHR continues to facilitate professional development for employees through tuition waiver and reimbursement programs.

Upon request, The Human Resources Workforce Solutions Team introduced new administrators and staff to search and reclassification procedures. In addition, 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.

Please see **ATTACHMENT A** of this section for a detailed training summary.

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 six individual employees this reporting period. Please see **ATTACHMENT B** of this section for employee counseling information.

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 designed to help employees obtain information to support them with events of daily life. 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. Programs included the following seminar topics:

- Tree Walk
- Choosing a Financial Planner
- Identity Theft
- Credit Repair/Debt
- Five Steps to Retirement
- Financial Fitness
- Retirement Readiness

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](#). Please see **ATTACHMENT C** of this section for a copy of the form. 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. Please see **ATTACHMENT D** of this section for a copy of the form. 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 being 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. Please see **ATTACHMENT E** of this section for a copy of the chart.

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](#). Please see **ATTACHMENT A** of the *Discrimination Complaint Process* section for the complaint procedures.

Trainings Offered - Human Resources

Count of Employee #	WM	WF	BM	BF	HF	AM	AF	Grand Total
2 Faculty								
Performance Evaluation Training for Supervisors of UCPEA Members		1						1
SEP PM 1 - Goal Stetting & Gaining Commit		1						1
SEP PM 2 - Delivery Feedback		1						1
SEP PM 3 - Developing your Staff		1						1
3 Professional Non Faculty								
ILP 1 - DISC	5	18		1	2		2	28
ILP 2 - Communication w/Impact	5	18		1	2		2	28
ILP 3 - Nav Beyond Conflict	5	18		1	2		1	27
Onboarding	2	9	1	2			1	15
Performance Evaluation Training for Supervisors of UCPEA Members	2	4	1	1	1	1	1	11
PHS 1 - Exceeding Expectations		26	1		4	1	3	35
PHS 2 - Turnaround Experience		23	1		4	1	3	32
PHS 3 - Internal Customer		21	1		4	1	3	30
Position Management	2	8					1	11
Regular Payroll Hiring	6	21	1	1			1	30
SEP COM 1 - Disc	14	26		1	1	1		43
SEP COM 2 - Level Communication	9	19		1	1	1	1	32
SEP COM 3 - Coaching Conflict	10	19		2	1	1	1	34
SEP PM 1 - Goal Stetting & Gaining Commit	3	10			1			14
SEP PM 2 - Delivery Feedback	2	10			1			13
SEP PM 3 - Developing your Staff	3	10			1			14
Special Payroll Hiring	4	21	1	1				27
4 Secretarial/Clerical								
PHS 1 - Exceeding Expectations		2						2
PHS 2 - Turnaround Experience		2						2
PHS 3 - Internal Customer		2						2
Regular Payroll Hiring		1						1
SEP COM 1 - Disc		1						1
Special Payroll Hiring		1						1
Grand Total	72	294	7	12	25	7	20	437

Trainings Offered - Human Resources

Count of Employee #	WM	WF	BM	BF	HM	HF	AM	AF	Grand Total
1 Exec/Managerial									
Predential Retirement Readiness Session		1							1
State InService Courses		1							1
Work-Life Expo		1							1
2 Faculty									
Choosing a Financial Planner		2					1		3
Financial Fitness-CT Dept. of Banking								1	1
Identity Theft	1								1
Retirement Readiness	1	1							2
Social Security and Retirement		2							2
Tree Walk		1							1
Uconn Prudential 5 Steps to Retirement	1								1
Work-Life Expo		2					1	1	4
3 Professional Non Faculty									
CEUI/NP-2 State InService Courses	2								2
Choosing a Financial Planner	3	7		1					11
Credit Repair/Debt	2	4	1	1					8
Financial Fitness- CT Department of Banking Session	1	2							3
Financial Fitness-CT Dept. of Banking	4	8		1			1	2	16
Identity Theft	3	7							10
Predential Retirement Readiness Session		6				1			7
Retirement Readiness	4	10							14
Social Security and Retirement	3	6				1		1	11
State InService Courses	33	120		4	8	12	3	6	186
Tree Walk	12	14				1		1	28
Uconn Prudential 5 Steps to Retirement	5	12		1			1	1	20
UCPEA Prof Dev Award	78	283	5	8	3	23	7	21	428
Work-Life Expo	23	152	3	4	2	6	6	17	213
4 Secretarial/Clerical									
Financial Fitness- CT Department of Banking Session		1							1
Identity Theft		1							1
Retirement Readiness		1							1
State InService Courses	2	1							3
Uconn Prudential 5 Steps to Retirement		2							2
Work-Life Expo		25		1					26

5 Tech/Paraprofessional									
CEUI/NP-2 State InService Courses	3								3
State InService Courses	4								4
6 Qualified Craft									
CEUI/NP-2 State InService Courses	24						3		27
Uconn Prudential 5 Steps to Retirement	1								1
Work-Life Expo	4								4
7 Service Maintenance									
CEUI/NP-2 State InService Courses	31	16	1		25	10		3	86
Credit Repair/Debt	1	1							2
Financial Fitness- CT Department of Banking Session	1								1
Financial Fitness-CT Dept. of Banking	1	1							2
Identity Theft	1	1			1				3
Social Security and Retirement	1								1
State InService Courses	2								2
Tree Walk	2	2							4
Uconn Prudential 5 Steps to Retirement	1								1
Work-Life Expo	14	13			7	7		1	42
7B Protective Services									
Uconn Prudential 5 Steps to Retirement	2								2
UCPEA Prof Dev Award	1								1
Grand Total	272	707	10	21	46	61	23	55	1195

Tuition Benefits

Count of Employee#	WM	WF	BM	BF	HM	HF	AM	AF	Grand Total
1 Exec/Managerial									
Dependent Child Tuition Waiver	13	14						2	29
Employee Waivers	6	5		5					16
2 Faculty									
Dependent Child Tuition Waiver	88	42	4	4	2		19	5	164
Employee Waivers		1							1
Reciprocal Tuition Reduction Agreements	1								1
Spousal Waivers	3								3
3 Professional Non Faculty									
Dependent Child Tuition Waiver	113	187			7	11	5	18	341
Employee Tuition Reimbursements	10	38		2		1		7	58
Employee Waivers	78	219	8	20	20	29	4	33	411
Reciprocal Tuition Reduction Agreements	1	10							11
7 Service Maintenance									

Employee Tuition Reimbursements	5	6			1				12
7B Protective Services									
Employee Tuition Reimbursements	7								7
Grand Total	325	522	12	31	30	41	28	65	1054

New Employee /Faculty Orientation

Count of Employee #	WM	WF	BM	BF	HM	HF	AM	AF	Grand Total
1 Exec/Managerial									
New Employee Orientation		2			1				3
2 Faculty									
New Employee Orientation	1	1					1	2	5
New Faculty Orientation	7	11	1	1	3	1	11	10	45
3 Professional Non Faculty									
New Employee Orientation	56	113	8	7	4	6	6	6	206
4 Secretarial/Clerical									
New Employee Orientation		3							3
6 Qualified Craft									
New Employee Orientation	6								6
7 Service/Maintenance									
New Employee Orientation	7	2	1	2	6	3	1		22
7B Protective Services									
New Employee Orientation	13	1		1	2				17
Grand Total	90	133	10	11	16	10	19	18	307

University of Connecticut
Department of Human Resources
Employee Counseling
October 1, 2017 to September 30, 2018

Date	HR Associate	RS	Areas of Interest	Comments
12/29/2017	Cassells	WM	Skilled Trades	Upward growth in trades area
1/11/2018	Cassells	WF	Financial Management	Professional growth and upward mobility
2/22/2018	Cassells	AF	Student Support	Professioanal growth and networking
5/14/2018	Cassells	WF	Program Management	Seeking full-time position with benefits
5/24/2018	Cassells	HF	Student Administration	Professional growth and supervisory role
12/27/2017	J. Gorgone	BF	HR	Current Payroll Employee looking for position in HR

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) 486-0406

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 vicki.fry@uconn.edu. More information is available online: www.hr.uconn.edu/ada-compliance/.

