

UPWARD MOBILITY PROGRAM AND GOALS

(Section 46a-68-91)

March 2021

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 Office of Human Resources (OHR) 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

OHR continued to offer various trainings and workshops including the Supervisor Essentials Program and the Interaction and Leadership Program, 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. These Programs were limited to the Fall 2019 semester, as programming was cancelled in Spring 2020 and Fall 2020 as a result of Covid-19.

During this Plan Year, OHR implemented a new classification system (Career Paths) for employees in the UCPEA Professional Bargaining Unit. The new system was implemented in

July 2020 following a multi-year initiative. The new system was designed to provide employees with a clearer path between levels in the various occupational categories and job paths, ultimately leading to better opportunities for upward mobility.

Minimum qualifications for all jobs were thoroughly reviewed and the job templates were written with much more flexibility, again allowing for more opportunities for upward mobility for more employees in the bargaining unit. Additionally, the Workforce Solutions Team began the development of a new Program introduced in the most recent collective bargaining agreement between UCPEA and UConn called Career Progression. Career Progression allows employees in the bargaining unit to move between three ranks – Proficient, Advanced, Mastery – within their existing classification. The Program, though not yet officially released to the campus community, will allow managers to work with employees to develop their skills, behaviors and competencies to move up in the ranks. As a result of the Career Progression Program, OHR is also working with each department on campus to ensure each employee has an updated functional job description that will be reviewed annually by managers and employees. This will further support career mobility for employees as they will have a well outlined document describing expectations of their position. These internal job descriptions will play an important role in discussions between managers and employees on current expectations as well as opportunities for future growth.

Training and Development

Training activities included State In-Service Training offerings, Supervisory Essentials Program, Interaction and Leadership Program, New Employee Orientation, New Faculty Orientation, and other HR Sponsored Programs offered virtually during the Covid-19 pandemic.

University employees were once again encouraged to participate in State In-Service programs. Three hundred thirty-four 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. 401 employees participated collectively during the Fall 2019, Spring 2020, Fall 2020 semesters.

The OHR's HR Leadership & Effectiveness Team 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 HR Leadership & Effectiveness Team facilitated the presentation of these workshops at the Storrs and regional campuses, reaching a broad population of employees.

- Forty unique employees participated in the three separate modules associated with this Program.

The HR Leadership & Effectiveness 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.

- Seventy employees participated in the Supervisor Essential Program.

OHR 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.

The Workforce Solutions Team, in collaboration with the HRIS Team, provided comprehensive training on the new Page Up Applicant Tracking system for members of the campus community.

Please see **EXHIBIT 1** of this section for a detailed summary of training and development attendance.

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 one individual employee this reporting period.

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:

- 6-Week Stress Management Techniques
- Safe at Home: The New Normal for Home Safety
- Stress Debrief and Boundary Setting
- Balancing Parenting, Professionalism and a Pandemic
- The Intersection Between Work and Family Responsibilities

The University also continued to develop its work/life flexibility program and the OHR 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

At the request of President Katsouleas, and in response to the Covid-19 pandemic, the Office of Human Resources established an Employee Exchange Program whereby managers could volunteer employees from their respective offices that were not working to full capacity to be eligible for placement in other University offices with high demands and workload, primarily due to additional responsibilities resulting from covid. This Program was introduced to the unions and ultimately launched University-wide through mass communication efforts. OHR received many inquiries and interest in the Program. Because of the nature and variety of the work at UConn OHR was only able to facilitate one placement, but this placement provided much relief to the receiving department. We anticipate the continuation of this Program for the duration of the pandemic and may consider using it as a model for future job-sharing programs. Additionally, this program would allow employees the opportunity to gain experience and enhance their skills in other areas.

The OHR also sponsored the annual Work/Life Exposition in October 2019, which was held in-person. 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.

In October 2020, due to the pandemic, the OHR sponsored a virtual Work Life Expo with a limited number of exhibitors.

Subsection (b)

The University has an established an effective program of accommodation for employees. The Office of Human Resources (OHR) 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 OHR and complete the [Request for Reasonable Accommodation Form](#). Please see **EXHIBIT 2** 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 OHR to contact the employee's health care provider or qualified practitioner, is available for this purpose. Please see **EXHIBIT 3** 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. OHR utilizes this information to determine whether the employee is eligible for an accommodation.

OHR 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, OHR assists the parties in determining whether an agreement regarding specific accommodations can be reached. At the conclusion of the interactive process, OHR 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 OHR ADA Accommodations Case Manager if the reasonable accommodations are not implemented in an effective and timely manner, or if the accommodations require additional modifications. OHR works with the employee and the manager to resolve disagreements regarding the agreed-upon accommodations. To consider requests, OHR utilizes the [Reasonable Accommodations Chart](#), which details the process. Please see **EXHIBIT 4** 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 **EXHIBIT 1** of the *Discrimination Complaint Process* section for the complaint procedures.

Information related to the University's accommodation process, including policies, forms and additional resources can be found on OHR's website: <https://hr.uconn.edu/ada-compliance/>.

Training and Development by EEO												
	WM	WF	BM	BF	HM	HF	AM	AF	TM	TF	Total	
1												
6 week Stress Management Techniques Program				1							1	
Dependent child tuition waiver	12	16		1				3			32	
Employee Waivers					2		1				3	
Management Support & Development Program	1	1						1			3	
New Employee Orientation Day 1	1	2	1	1			1				6	
New Employee Orientation Day 2	1	2	2	1			1				7	
New Faculty Orientation				1							1	
Online PageUP Tutorial - Navigation and Overview	1										1	
Online PageUp Tutorial - Special Payroll Overview		1									1	
PageUp for Regular Payroll - UConn's Recruitment System		1									1	
Performance Evaluation Training for Supervisors of UCPEA Members		1									1	
State InService Courses		5				1					6	
Supervisor Essentials Program (SEP) - Communication, Session 1					1						1	
Supervisor Essentials Program (SEP) - Communication, Session 2					1						1	
Supervisor Essentials Program (SEP) - Communication, Session 3					1						1	
Work/Life Expo 2019		1									1	
Work/Life Expo 2020	1	1									2	
1 Total	17	31	3	5	5	1	3	4			69	
2												
Dependent child tuition waiver	101	36	4	1	8		11	3		2	166	
Management Support & Development Program	2	2			1		1				6	
New Employee Orientation Day 1	3	3		1							7	
New Employee Orientation Day 2	18	16		3	2	3	9	6		1	58	
New Faculty Orientation	12	15		5	2	5	9	9		1	58	
Online PageUP Tutorial - Navigation and Overview	1	2									3	
Online PageUp Tutorial - Pre-Interview Evaluations		2									2	
Online PageUp Tutorial - View Applications & Bulk Compile to a PDF	2	1									3	
Online PageUp Tutorial for Post-Interview Evaluations and Hire Request		1									1	
PageUp for Special Payroll - UConn's Recruitment System		1									1	
Performance Evaluation Training for Supervisors of UCPEA Members	1	4									5	
Reciprocal tuition reduction agreements						1					1	

Spousal Waivers		2									2
Work/Life Expo 2019	1	1					2				4
Work/Life Expo 2020		1									1
2 Total	141	87	4	10	13	9	32	18		4	318
3											
6 week Stress Management Techniques Program		46		1		6		1		1	55
Balancing Parenting, Professionalism, and a Pandemic (Oh My!)		6		1		1					8
CEUI/NP-2 State InService Courses	2	3									5
Dependent child tuition waiver	93	185	3	4	5	11	10	15			326
Employee Tuition Reimbursements	8	22		1	1	1	1				34
Employee Waivers	53	134	7	7	5	12	7	14		3	242
Interaction and Leadership Program (ILP), Session 1	3	13			1	1					18
Interaction and Leadership Program (ILP), Session 2	7	23		1	1	1		3			36
Interaction and Leadership Program (ILP), Session 3	7	23		1	1	1		3			36
Management Support & Development Program	6	6				1					13
New Employee Orientation Day 1	48	107	6	8	6	12	5	7	1	3	203
New Employee Orientation Day 2	47	99	5	8	6	10	4	7	1	3	190
Online PageUp Tutorial - Navigation and Overview	6	28	1		1	2	1	1		1	41
Online PageUp Tutorial - Pre-Interview Evaluations	6	21				1				1	29
Online PageUp Tutorial - Special Payroll Hire Request	1	16				1		1			19
Online PageUp Tutorial - Special Payroll Overview	3	24				1		1			29
Online PageUp Tutorial - View Applications & Bulk Compile to a PDF	5	18		1		2	1				27
Online PageUp Tutorial for Make Online Offer	2	3									5
Online PageUp Tutorial for Post-Interview Evaluations and Hire Request		5									5
PageUp for Regular Payroll - UConn's Recruitment System	12	157	2	4	2	5		5		1	188
PageUp for Special Payroll - Rehiring	3	68		1		1		4		1	78
PageUp for Special Payroll - UConn's Recruitment System	13	162	1	3	1	6		7			193
PageUp UAT - Classified		3									3
PageUp UAT - Special Payroll	1	15				1		1			18
PageUp UAT - Unclassified	1	17								1	19
Performance Evaluation Training for Supervisors of UCPEA Members	14	27	1		1	2		2		1	48
Platinum HUSKY Service (Customer Service), Session 1	3	8		2	1			1			15
Platinum HUSKY Service (Customer Service), Session 2	3	8		2	1			1			15
Platinum HUSKY Service (Customer Service), Session 3	3	8		2	1			1			15

Reciprocal tuition reduction agreements		9				1					10
Safe at home! The New Normal for Home Safety		6									6
State InService Courses	41	182	2	6	7	16	1	8			263
Stress Debrief and Boundary Setting		3								1	4
Supervisor Essentials Program (SEP) - Communication, Session 1	2	10		2	1			2			17
Supervisor Essentials Program (SEP) - Communication, Session 2	2	10		2	1			2			17
Supervisor Essentials Program (SEP) - Communication, Session 3	2	10		2	1			2			17
The Intersection between Work and Family Responsibilities	1	5		2		1				1	10
Work/Life Expo 2019	20	125	1	6	1	10	3	14		2	182
Work/Life Expo 2020	2	42				4	1	4		1	54
3 Total	420	1657	29	67	45	111	34	107	2	21	2493
4											
6 week Stress Management Techniques Program		3									3
New Employee Orientation Day 2		1									1
Online PageUp Tutorial - Navigation and Overview		4								1	5
Online PageUp Tutorial - Pre-Interview Evaluations		3								1	4
Online PageUp Tutorial - Special Payroll Hire Request		2									2
Online PageUp Tutorial - Special Payroll Overview		7									7
Online PageUp Tutorial - View Applications & Bulk Compile to a PDF		3									3
Online PageUp Tutorial for Make Online Offer		3									3
Online PageUp Tutorial for Post-Interview Evaluations and Hire Request		2									2
PageUp for Regular Payroll - UConn's Recruitment System		14				1				1	16
PageUp for Special Payroll - Rehiring		8		1							9
PageUp for Special Payroll - UConn's Recruitment System		14		1		1				1	17
PageUp UAT - Classified		1									1
Safe at home! The New Normal for Home Safety		1									1
State InService Courses		5		3		2					10
The Intersection between Work and Family Responsibilities		1									1
Work/Life Expo 2019		14		3							17
4 Total		86		8		4				4	102
5											
CEUI/NP-2 State InService Courses	7				1						8
New Employee Orientation Day 1		1									1
State InService Courses	3										3

5 Total	10	1			1						12
6											
CEUI/NP-2 State InService Courses	86	2	9		6						103
New Employee Orientation Day 1	11				1						12
New Employee Orientation Day 2	11				1						12
6 Total	108	2	9		8						127
7											
CEUI/NP-2 State InService Courses	135	42	4		48	26	4	3			262
New Employee Orientation Day 1	15	1	2		9	4			2		33
New Employee Orientation Day 2	13	1			4	2			2		22
Work/Life Expo 2019	8	4	2		8	11					33
7 Total	171	48	8		69	43	4	3	4		350
7B											
CEUI/NP-2 State InService Courses	1										1
New Employee Orientation Day 1	9	3			1		1				14
New Employee Orientation Day 2	6	1			1		1				9
Safe at home! The New Normal for Home Safety	2										2
The Intersection between Work and Family Responsibilities	1										1
7B Total	19	4			2		2				27
Total	886	1916	53	90	143	168	75	132	6	29	3498

Reasonable Accommodation Request Form for Employees

All information regarding an individual's medical condition and the reasonable accommodation request is confidential and only disclosed to persons on a need to know basis. Any and all documents related to this request are kept confidential and will be maintained and used in accordance with applicable state and federal law.

Instructions: Individuals who are employed at the University of Connecticut and are requesting a reasonable accommodation(s) under the Americans with Disabilities Act of 1990 (ADA), Section 504 of the Rehabilitation Act, relevant state law, and accompanying state and federal regulations, are encouraged to complete this form in its entirety.

In order to explore possible coverage and reasonable accommodations, information is required regarding your medical condition, essential job functions, applicable functional limitations and your requested accommodation(s). It is often necessary for staff of the Department of Human Resources to discuss your medical condition and the documentation you submit to our office with providers such as licensed physicians, psychologists, or other qualified professionals. If you need help in completing this form, someone else may complete it on your behalf, or you may contact the ADA Case Manager for assistance. For Storrs and Regional campuses call (860)486-2036.

Upon completion, please forward this form, along with the **Medical Release Form**, to the ADA Accommodations Case Manager. Make sure you sign both forms.

FOR STORRS AND REGIONAL CAMPUSES:

ADA Accommodations Case Manager
University of Connecticut
9 Walters Avenue, U-5075
Storrs, CT 06269
Telephone - (860) 486-2036
Facsimile - (860) 486-0406
Email - vicki.fry@uconn.edu

☐ Faculty ☐ Employee/Staff ☐ Other (specify) _____

Name: _____
First Middle Last

Job Title: _____

Department: _____

Work Address: _____
City State ZIP Code

Work Telephone Number: _____

Work Email: _____

Home Address: _____
City State ZIP Code

Home Telephone Number: _____

Home Email: _____

Preferred method of contact: ☐ Home Phone ☐ Home Email
☐ Work Phone ☐ Work Email

How long have you worked/studied in current position? _____

How long have you worked/studied at UConn? _____

Supervisor's Name: _____
First Middle Last

Job Title: _____

Department: _____

Work Telephone Number: _____

Work Email: _____

Medical Information

Please identify the medical condition(s) for which you are requesting an accommodation.

Please provide the name and contact information for the health care professional who diagnosed the medical condition(s) listed above. Please include the date of diagnosis.

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, address, phone and fax]

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. The information being requested relates only to any condition that affects my ability to perform my essential job functions. The Genetic Information Nondiscrimination Act of 2008 (GINA) prohibits employers and other entities covered by GINA Title II from requesting or requiring genetic information of an individual or family member of the individual, except as specifically allowed by this law. To comply with this law, do not provide any genetic information when responding to this request for medical information.

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/.

