

Part 1 Face Sheet
MEMORANDUM OF AGREEMENT
MEMORANDUM OF UNDERSTANDING
STATE OF CONNECTICUT
Department of Social Services

MOA - Financial

MOU - Non-Financial

CONTRACT ADMINISTRATION

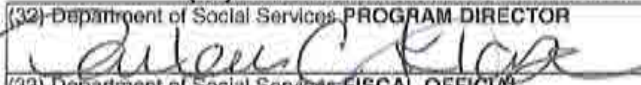
1. Indicate Memorandum Type. Non-financial agreements do not require fiscal review.
2. Originating agency internal approvals must be shown prior to contracting state agency acceptance.
3. The Department of Social Services and the Contractor as listed below hereby enter into an agreement subject to the terms and conditions stated herein and subject to the applicable provisions of the Connecticut General Statutes.
4. Acceptance of this contract implies conformance with terms and conditions as stated in this agreement.

	(1) ORIGINAL <input checked="" type="checkbox"/> (2) AMENDMENT <input type="checkbox"/>	(3) DSS Identification No. 15DSS2402AY / 064UCN-OSD-01	(4) Contracting Agency Identification
CONTRACTING STATE AGENCY	(4) Contracting State Agency Name UNIVERSITY OF CONNECTICUT – SCHOOL OF SOCIAL WORK		(6) Contracting State Agency State Number UOC-001 SP
	(8) Contracting State Agency Address 438 Whitney Road Extension, Storrs CT 06269-1133		(7) Contracting State Agency FEIN UOC-001 SP
ORIGINATING STATE AGENCY	(10) Originating State Agency Department of Social Services		(9) Contracting State Agency Liaison & Phone No. Laura Kozma (860) 486-3622
	(13) Originating State Agency Address 55 Farmington Avenue, Hartford CT 06105		(11) Originating State Agency Number DSS6000 (12) Originating State Agency FEIN 061274678
CONTRACT PERIOD	(15) Contract Period (From - To) 07/01/2015 - 06/30/2018		(14) Originating State Agency Liaison & Phone No. Darlene Klase (860) 424-5587
CANCELLATION CLAUSE	This agreement shall remain in full force and effect for the entire term of the contract period stated above unless cancelled		(16) Funding Period (From -To) 7/1/2015 - 6/30/2016
COMPLETE DESCRIPTION OF SERVICE	(17) Required No. Of Days Written Notice. 30 Days		
COST AND SCHEDULE OF TRANSFER CERTIFICATES	(18) The Contractor shall provide services in accordance with the terms of this Memorandum of Agreement as set forth on pages 2 through 17.		
	(19) The Originating State Agency shall issue transfer certificates pursuant to the terms Budget and Payment Terms set forth in Section 4 on page 17 of this agreement. The maximum contract value for the period 07/01/15 – 06/30/16 shall not exceed \$7,413,566.00 and funds shall be expended in accordance with the budget set forth in Exhibit B. Budgets for the periods 07/01/16 – 06/30/17 and 07/01/17 – 06/30/18 shall be agreed to by the parties and added to this contract through an amendment.		

Line No.	Budget Reference	Fund	Department	(24)		Account	(26) Project/Grant			Amount
				Program	SID		(27) Chart 1	(28) Chart 2	(29)	
	2015	11000	DSS00140	14000	10020	51133	DSS_NONPROJECT	168024		7,413,566

(30) ACCEPTANCE AND APPROVALS

(31) STATUTORY AUTHORITY - §4-8, 17b-3

(32) Department of Social Services PROGRAM DIRECTOR 	Darlene Klase Director, Office of Skill Development	DATE 8/11/15
(33) Department of Social Services FISCAL OFFICIAL 	Michael Gilbert Director, Division of Financial Services	DATE 8/10/15
(34) Department of Social Services CONTRACT ADMINISTRATOR 	Ann Simeone Contract Administration	DATE 8/11/15
(35) CONTRACTING STATE AGENCY AUTHORIZED OFFICIAL 	Laura Kozma Director OVPR	DATE 8/15/15
(36) ORIGINATING AGENCY AUTHORIZED OFFICIAL 	Roderick L. Bremby Commissioner	DATE 8-11-15

PART 2

Memorandum of Agreement - Standard Terms and Conditions

A. GENERAL CONTRACT PROVISIONS

1. Procurement and Contractual Agreements

The terms and conditions contained in this section constitute a basis for any contract with other Connecticut State Agencies. As used in this agreement, the terms "Memorandum of Agreement" and "MOA" are consistent with the term "contract" and the terms "DSS" and "Department" are consistent with the Department of Social Services and the terms "OSD" and UCONN School of Social Work Office of Organizational and Skill Development are consistent with "Contractor".

2. Contract Period

This agreement shall be in effect from July 01, 2015 through June 30, 2018 and shall be reviewed within ninety (90) days before the expiration date with a written agreement on the terms of the extension to be completed within thirty (30) days before the expiration date. The written confirmation shall be signed by the respective Commissioners or his/her designee.

3. Contract Revision or Amendment

- a. Either party may request or suggest a revision or amendment to the contract's Complete Description of Services (hereinafter referred to as "Scope of Work" or "Part 3" of this contract); or the Cost Schedule of Transfer Certificates (hereinafter referred to as "Budget and Payment Provisions" or "Part 4" of this contract).
- b. A formal contract amendment shall be required only for extension to the contract period, revision to the Budget and Payment Provisions, and any other provision determined material by either party. A contract amendment shall not be effective until executed by both parties.
- c. No amendment or revision may be made to a contract if the contract period as negotiated per Section A. 2. has expired.

4. Assignment

Either party shall not assign or transfer any interest in this contract without the prior written approval of the Liaison(s) as set forth in Section 5. b. This shall not be construed as limiting the rights to subcontract some of the services to be performed hereunder as provided in this contract.

5. Liaison And Notices

- a. Both parties agree to have specifically named liaisons at all times. These representatives of the parties will be the first contacts regarding any questions and problems, which may arise during implementation and operation of the contract.
- b. Wherever under this contract one party is required to give notice to the other, such notice shall be deemed given upon delivery. Notices shall be addressed as follows:

In case of notice to the Contractor:

UCONN
Office of the Vice President for Research
Sponsored Program Services
438 WHITNEY ROAD EXT. U-1133
STORRS, CT 06269-1133
PHONE: 860-486-3622 FAX: 860-486-3726
research.uconn.edu

In case of notice to DSS:

Department of Social Services
Contract Administration
Attn: Ann Simeone
55 Farmington Avenue
Hartford, CT 06105-3725
Telephone (860) 424-4926
Ann.Simeone@ct.gov

In case of notice to the Department for programmatic matters:
Department of Social Services Office of Organizational & Skill Development
Attn: Darleen C. Klase
55 Farmington Avenue
Hartford, CT 06105-3725
Phone: (860) 424-5587

- c. Said notices shall become effective on the date of receipt or the date specified in the notice, whichever comes later. Either party may change the address or liaison for notification purposes by mailing a notice stating the change and noting the new address and liaison.

6. Maintenance of Separate Records

The OSD shall maintain accounting records in a manner that will enable DSS to easily audit and examine any books, documents, papers and records maintained in support of the contract. All such documents shall be made available to DSS at its request, and shall be clearly identifiable as pertaining to the contract.

7. Examination of Records

DSS and its duly authorized representatives during the contract period and for a period of three (3) years after final payment for the services performed under this contract or any extension and all pending matters are closed shall have access to and the right to examine any of its books, records, including but not limited to financial records, documents and papers pertinent to this contract for the purpose of making audit, examination, excerpts and transcriptions.

B. INTERPRETATIONS AND DISPUTES

1. Settlement of Disputes

Any dispute concerning a question of fact arising under the contract, which is not disposed of by agreement, shall be decided by the Department's Contract Administrator as identified in Section 5. b. The decision of the Department's Contract Administrator shall not be binding if appealed by the Signatory of the Contractor to the Commissioner of the Department and the Commissioner of the Department upholds the appeal. Pending final decision of a dispute, the Contractor shall proceed diligently with the performance of the contract in accordance with the Contract Administrator's decision. In the event of continued dissatisfaction with the outcome of the Commissioner's decision, Contractor may appeal to the Office of the Attorney General.

C. PAYMENTS

1. Approval and State Liability

The DSS and the State of Connecticut assume no liability for payment under the terms of any contract until the OSD is notified, in writing, that the DSS has accepted the contract.

2. **Executive Orders.** This Contract is subject to Executive Order No. 3 of Governor Thomas J. Meskill, promulgated June 16, 1971, concerning labor employment practices; Executive Order No. 17 of Governor Thomas J. Meskill, promulgated February 15, 1973, concerning the listing of employment openings; Executive Order No. 16 of Governor John G. Rowland, promulgated August 4, 1999, concerning violence in the workplace. This Contract may also be subject Executive Order 14 of Governor M. Jodi Rell, promulgated April 17, 2006, concerning procurement of cleaning products and services, in accordance with their respective terms and conditions. All of these Executive orders are incorporated into and made a part of the Contract as if they had been fully set forth in it. At the Contractor's request, the Agency shall provide a copy of these Orders to the Contractor.

3. NON-DISCRIMINATION

- a. The following subsections are set forth here as required by section 4a-60 of the Connecticut General Statutes:

(1) The Contractor agrees and warrants that in the performance of the Contract such Contractor will not discriminate or permit discrimination against any person or group of persons on the grounds of race, color, religious creed, age, marital status, national origin, ancestry, sex, mental retardation, mental disability or physical disability, including, but not limited to, blindness, unless it is shown by such Contractor that such disability prevents performance of the work involved, in any manner prohibited by the laws of the United States or of the state of Connecticut. The Contractor further agrees to take affirmative action to insure that applicants with job-related qualifications are employed and that employees are treated when employed without regard to their race, color, religious creed, age, marital status, national origin, ancestry, sex, mental retardation, mental disability or physical disability, including, but not limited to, blindness, unless it is shown by such Contractor that such disability prevents performance of the work involved;

(2) the Contractor agrees, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, to state that it is an "affirmative action-equal opportunity employer" in accordance with regulations adopted by the commission;

(3) the Contractor agrees to provide each labor union or representative of workers with which such Contractor has a collective bargaining agreement or other contract or understanding and each vendor with which such Contractor has a contract or understanding, a notice to be provided by the commission advising the labor union or workers' representative of the Contractor's commitments under this section, and to post copies of the notice in conspicuous places available to employees and applicants for employment;

(4) the Contractor agrees to comply with each provision of this section and sections 46a-68e and 46a-68f and with each regulation or relevant order issued by said commission pursuant to sections 46a-56, 46a-68e and 46a-68f;

(5) the Contractor agrees to provide the Commission on Human Rights and Opportunities with such information requested by the commission, and permit

access to pertinent books, records and accounts, concerning the employment practices and procedures of the Contractor as relate to the provisions of this section and section 46a-56.

- b. If the Contract is a public works contract, the Contractor agrees and warrants that he will make good faith efforts to employ minority business enterprises as subcontractors and suppliers of materials on such public works project.
- c. "Minority business enterprise" means any small contractor or supplier of materials fifty-one per cent or more of the capital stock, if any, or assets of which is owned by a person or persons: (1) Who are active in the daily affairs of the enterprise, (2) who have the power to direct the management and policies of the enterprise and (3) who are members of a minority, as such term is defined in subsection (a) of section 32-9n; and "good faith" means that degree of diligence which a reasonable person would exercise in the performance of legal duties and obligations. "Good faith efforts" shall include, but not be limited to, those reasonable initial efforts necessary to comply with statutory or regulatory requirements and additional or substituted efforts when it is determined that such initial efforts will not be sufficient to comply with such requirements.
- d. Determination of the Contractor's good faith efforts shall include but shall not be limited to the following factors: The Contractor's employment and subcontracting policies, patterns and practices; affirmative advertising, recruitment and training; technical assistance activities and such other reasonable activities or efforts as the commission may prescribe that are designed to ensure the participation of minority business enterprises in public works projects.
- e. The Contractor shall develop and maintain adequate documentation, in a manner prescribed by the commission, of its good faith efforts.
- f. The Contractor shall include the provisions of sections (a) and (b) above in every subcontract or purchase order entered into in order to fulfill any obligation of a contract with the state and such provisions shall be binding on a subcontractor, vendor or manufacturer unless exempted by regulations or orders of the commission. The Contractor shall take such action with respect to any such subcontract or purchase order as the commission may direct as a means of enforcing such provisions including sanctions for noncompliance in accordance with section 46a-56; provided, if such Contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the commission, the Contractor may request the state of Connecticut to enter into any such litigation or negotiation prior thereto to protect the interests of the state and the state may so enter.
- g. The following subsections are set forth here as required by section 4a-60a of the Connecticut General Statutes:
 - (1) The Contractor agrees and warrants that in the performance of the Contract such Contractor will not discriminate or permit discrimination against any person or group of persons on the grounds of sexual orientation, in any manner prohibited by the laws of the United States or of the state of Connecticut, and that employees are treated when employed without regard to their sexual orientation;
 - (2) the Contractor agrees to provide each labor union or representative of workers with which such Contractor has a collective bargaining agreement or other contract or understanding and each vendor with which such Contractor has a contract or understanding, a notice to be provided by the Commission on Human Rights and Opportunities advising the labor union or workers' representative of the Contractor's

commitments under this section, and to post copies of the notice in conspicuous places available to employees and applicants for employment;

(3) the Contractor agrees to comply with each provision of this section and with each regulation or relevant order issued by said commission pursuant to section 46a-56; and

(4) the Contractor agrees to provide the Commission on Human Rights and Opportunities with such information requested by the commission, and permit access to pertinent books, records and accounts, concerning the employment practices and procedures of the Contractor which relate to the provisions of this section and section 46a-56.

- h. The Contractor shall include the provisions of section (g) above in every subcontract or purchase order entered into in order to fulfill any obligation of a contract with the state and such provisions shall be binding on a subcontractor, vendor or manufacturer unless exempted by regulations or orders of the commission. The Contractor shall take such action with respect to any such subcontract or purchase order as the commission may direct as a means of enforcing such provisions including sanctions for noncompliance in accordance with section 46a-56; provided, if such Contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the commission, the Contractor may request the state of Connecticut to enter into any such litigation or negotiation prior thereto to protect the interests of the state and the state may so enter.
- i. For the purposes of this entire Non-Discrimination section, "Contract" or "contract" includes any extension or modification of the Contract or contract, "Contractor" or "contractor" includes any successors or assigns of the Contractor or contractor, "marital status" means being single, married as recognized by the state of Connecticut, widowed, separated or divorced, and "mental disability" means one or more mental disorders, as defined in the most recent edition of the American Psychiatric Association's "Diagnostic and Statistical Manual of Mental Disorders", or a record of or regarding a person as having one or more such disorders. For the purposes of this section, "Contract" does not include a contract where each contractor is (1) a political subdivision of the state, including, but not limited to, a municipality, (2) a quasi-public agency, as defined in Conn. Gen. Stat. Section 1-120, (3) any other state, including but not limited to any federally recognized Indian tribal governments, as defined in Conn. Gen. Stat. Section 1-267, (4) the federal government, (5) a foreign government, or (6) an agency of a subdivision, agency, state or government described in the immediately preceding enumerated items (1), (2), (3), (4) or (5)

D. TERMINATION

Either party may terminate this agreement upon thirty (30) days advance written notice delivered to the other party specifying a date of termination. In the event either party is unable to fulfill its responsibilities hereunder as a result of impossibility of performance, illegality, acts of God, or any other reasons, termination of this agreement shall be effected by forwarding to the other party written notice immediately, but at least thirty (30) days prior to said termination. The notice shall describe and identify the contingency which gives rise to the notice of termination and shall be forwarded via certified mail, postage prepaid, return receipt requested.

E. FORCE MAJEURE

Neither party shall incur liability for any failure to perform its obligations under this contract due to causes beyond its control including, but not limited to, fire, storm, flood, earthquake, explosion, accident, acts of war, acts of God, acts of Federal, State or local government or any agency thereof and judicial action, acts of third parties, and computer or equipment failures other than those caused by the sole negligence of either party.

PART 3

Memorandum of Agreement Scope of Work

A. PURPOSE

The purpose of the agreement represents a partnership between the Connecticut Department of Social Services (hereinafter referred to as the Department or DSS) and the University of Connecticut School of Social Work (hereinafter referred to as the Contractor or UCONN-SSW). Through this partnership, built on the common thread of the practitioner/public policy focus, a training and organizational development program is provided through the Contractor that is customized to support the mission and goals of the Department.

The agreement is a long range and evolving process, the details of which develop and change daily. While there are basic elements of Organizational and Skill Development (hereinafter referred to as "OSD") support that are ongoing, this contract reflects the desire to maintain a flexible arrangement whereby appropriate programmatic changes can be instituted with the agreement of the Department and the Contractor.

Through this contract the parties seek to encourage each of other to look beyond the traditional patterns of the relationship; to share resources; to exchange staff for special events and regular classes; and to work together in a collaborative way to build on the academic/practitioner relationship.

The Contractor's vision, mission, and goals are an extension of the Department's mission, goals and priorities. Each year during the term of this contract the Contractor, through the on-site OSD Unit shall, in conjunction with the Department, review and modify the direction of the services provided to meet the emerging organizational and staff development needs as identified by DSS. The development of annual objectives based on Department needs and priorities shall be the basis of the OSD Unit's strategic plan.

VISION: The Contractor's on-site OSD unit is a collaborative group of skilled professionals who work from a social justice foundation to support Department staff and the organization in providing services that are client centered.

MISSION: The Contractor's on-site OSD unit is committed to the philosophy that people are the organization. The Contractor shall support the Department through the provision of services provided through the on-site OSD Unit that contribute to the development of a learning community to build the competency of staff and the organization to meet the DSS mission. Throughout the term of this contract the Contractor through the on-site OSD unit shall provide the following core services to the Department. Within the defined core services there are further defined service areas.

B. AUTHORITY

Authority is granted to enter into an agreement as per General Statutes of Connecticut.

C. DESCRIPTION OF SERVICES

- Training and Staff Development
 - Curriculum design & delivery; needs assessments; Web Based and Instructor Led Training; development of job aides; and maintenance of a curriculum library
- Organizational Development (OD)
 - Organizational change management; facilitation; restructuring; business process development and mapping; LEAN; Balanced Scorecard; organizational readiness, and organizational assessment,
- Media and graphic support
 - Video design and production, graphic design, newsletter production, and electronic signage.
- Special Projects
 - Project management, program development, evaluation and other special projects as requested by DSS Executive Leadership.
- Services provided by the OSD Unit will reflect and promote:
 - Respect for the dignity, culture and ethnic diversity of both clients and staff
 - The strength of clients to make choices regarding appropriate programs and services
 - Management principles that empower employees to participate as partners in all aspects of the organization
 - An organizational structure that emphasizes regional program design, service delivery and decision-making to respond to changing circumstances and community needs

D. RESPONSIBILITIES OF OSD

CORE SERVICE – TRAINING AND STAFF DEVELOPMENT

A. SERVICE AREA I - DSS PROGRAM KNOWLEDGE AND SKILLS

1. Overview: DSS is a dynamic environment where programs and policy are continually changing and/or emerging. The DSS Human Services Program Knowledge and Skills service area represents the foundation of any comprehensive training program. The focus of the tasks in this service area is human services program skills, knowledge, tools and competencies needed to perform in specific job function.
 - a. To insure that both state and federal mandates are met and that the Department meets its mission, the Contractor through the on-site OSD unit shall, in conjunction with the Department perform the following tasks:
 1. TASK 1: DSS Program Training. The Contractor, through the on-site OSD unit, shall design and update curriculum and deliver training in DSS programs including but not limited to: TANF, Supplemental Nutrition Assistance Program (SNAP), Medicaid, Access Health CT (ahCT) system and program, Child Support, SAGA, Adult Services, Social Work Services, Voluntary Paternity Establishment (VPE), Resources and Client Fraud;

2. TASK 2: Computer Systems Software Training, Development and Support. The Contractor, through the on-site OSD unit shall design and deliver training in the automated tools and software that support production including, but not limited to Eligibility Management System ("EMS"), ConneCT, Connecticut Child Support Enforcement System "CCSES", various Microsoft Office Products, DSS developed computer systems (Services database, RIlog), and emerging technologies like Integrated Eligibility Systems (ImpaCT, BIP);
 3. TASK 3: Human Resource Development Training. The Contractor, through the on-site OSD unit shall design and deliver training in the development and administration of program strategies; interpersonal case management skills (e.g. interviewing, contracting with clients, referrals, building relationships, etc.); Leadership Development (e.g. introduction to pre-supervision, introduction to supervision, introduction to mismanagement, etc.); Compliance training (e.g. HIPPA, Confidentiality); Workplace Orientation training (e.g. Affirmative Action, Sexual Harassment, Preventing Workplace Violence, Diversity), and Professional Development (time and stress management, CPR, etc.).
 4. TASK 4 – Special Projects. The Contractor, through the on-site OSD unit shall when requested and agreed upon shall provide program development, grant writing, evaluation support and other special projects.
2. TASK 1 – DSS Program Training: The Contractor, through the on-site OSD unit shall:
- a. Be the point of entry for training and organizational development requests from Department staff for centralized and agency-wide program initiatives;
 - b. Meet with Department staff as requested by the Department to evaluate and analyze the training and organizational development requests as appropriate and provide the designated Department staff with a work plan identifying the steps to be taken and the performance dates to meet the identified training and organizational development needs;
 - c. Following the Department's review and approval of the work plan the Contractor shall develop competency based curricula, multicultural educational design, training materials and other interventions to meet the training and organizational development needs;
 - d. Deliver the agreed upon training in the manner and format agreed to by the Department;
 - e. Conduct an evaluation of the training provided through the use of a survey instrument;
 - f. Prior to the Department's implementation of any new program initiatives, perform a needs assessment to determine the training and organizational development needs of the Department in anticipation of the implementation of the new program initiative;
 - g. Discuss with designated Department staff the results of the needs assessment and thereafter design and develop a work plan identifying the steps to be taken and the performance dates to meet the identified training and organizational development needs of the Department for the implementation of the new program initiatives;
 - h. Following the Department's review and approval of the work plan the Contractor shall develop competency based curricula, multicultural educational design, training materials and other interventions to meet the training and organizational development needs for the implementation of the new program initiatives;

- i. Deliver the agreed upon training in the manner and format agreed to by the Department;
 - j. Conduct an evaluation of the training provided through the use of a survey instrument;
 - k. Ensure that all materials developed and all training provided in response to the Department's training and organizational development needs are culturally competent;
 - l. Serve on workgroups and committees in order to play an active role in the development of the agency's programs and provide feedback, ideas, and tangibles toward that development;
 - m. Respond to federal partners and act upon any recommendations for training curriculum.
3. TASK 2 – Computer Systems Software Training, Development and Support: The Contractor, through the on-site OSD unit throughout the term of this contract shall:
- a. Be the point of entry for requests from Department staff for Computer Systems Software Training, Development and Support including requests for the training, development and support of:
 - 1. new technologies in the workplace and at employee's workstations;
 - 2. microcomputer and mainframe software and application systems to meet specific computer training needs and problems;
 - 3. computer skills to specified personnel utilizing materials developed, with emphasis on the Microsoft Office Suite of software programs;
 - 4. On site Windows, Word, Excel, Outlook and Access training;
 - 5. CORE-CI;
 - 6. GIS (Geographical Information System) services for DSS staff to utilize in planning of service areas and program design.
 - 7. databases to support DSS employees in evaluating service design and delivery;
 - 8. the Contract Management System;
 - 9. in partnership with MMIS, computer training labs; and
 - 10. utilization of the data warehouse.
 - b. In conjunction with the Department, determine and analyze the immediate and long range computer-related training needs of department personnel, especially when newly developed policies and procedures that have a systems interface are instituted;
 - c. Meet with Department staff, as requested, to evaluate and analyze the appropriateness and scope of the Computer Systems Software Training, Development and Support requests;
 - d. Provide the Department with a work plan identifying the steps to be taken and the performance dates to meet the identified training, development and support requests;
 - e. Following the Department's review and approval of the work plan the Contractor shall develop cost-effective and instructionally-effective training designs including competency based curricula, multicultural educational design, training materials and other interventions to meet the identified and agreed upon training, development and support;
 - f. Deliver the agreed upon training in accordance with the agreed upon schedule and in the manner and format agreed to by the Department;

- g. Conduct an evaluation of the training provided through the use of a survey instrument completed by training participants;
 - h. Develop, maintain, and monitor a customized training unit data base system and other customized training unit application programs;
 - i. Develop and submit to the Department for approval, policies relative to the provision of PC and software support services to the Department;
 - j. Following the Department's approval of the policy, provide such PC and software support services and other help-desk functions on an as needed basis;
 - k. Serve as an educational and training liaison to the Department's system development teams.
 - l. Make available e-learning opportunities for Department staff through the development of web based courses and the use of a Learning Management System;
 - m. Utilize the Learning Management System to support training and development activities and to infuse into the Department any new and evolving technologies in computer systems and software.
4. TASK 3 – Human Resource Development Training: The Contractor, through the on-site OSD unit throughout the term of this contract shall:
- a. Provide comprehensive skill based training and consultation services for new and existing Department staff that:
 - 1. help solve Department staff's problems related to job performance;
 - 2. address professional and personal development activities for Department Staff; and
 - 3. focus on the skills needed by Department Staff to manage oneself and/or others.
 - 4. Examples of the scope of skill based training and consultation services to be provided include, but may not be limited to: Management Skills, Supervisory Development CORE Skills, Cultural Awareness/Responsiveness, Aging Process, Principles of Social Work, Issues of Poverty, Business Writing, Presentation and Facilitation Skills, Affirmative Action, Workplace Violence Prevention, Conflict Resolution and Customer Service.
 - 5. Examples of the format for the presentation of the skill based training and consultation services include, but may not be limited to Seminars, workshops, instructor led training, web based training, or self-study programs in this area are designed to enhance existing knowledge and skills of staff; to offer opportunities to expand their knowledge base in new areas; to prepare staff to accept greater responsibilities within their current functions as well as promote career growth. Examples include, but are not limited to; Supervisory Core Series of Courses, Cultural Awareness/Responsiveness, Employee Orientation, Communication and Interpersonal Skills, Team Building, Stress Management, Conflict Transformation, Professionalism and Presentation Skills.

- b. Provide support to the Department to review and if necessary, revise management services inclusive of skills training to support cultural change in the organization that is focused on service, cultural responsiveness, and competency.
- c. Provide the Department with strategies and training in the areas of foundational courses including, but not limited to, Sexual Harassment, Preventing Workplace Violence, Customer Service, ADA and accommodations, HIPAA, confidentiality and other orientation coursework.
- d. Provide Department staff with an OSD On-line catalog that provides a schedule of elective courses, tips and articles to assist in ongoing skills enhancement and information regarding OSD activities.
- e. Provide the Department with assistance in the identification of the causes of specific performance shortfalls and work with Department's Management staff, including but not necessarily limited to Executive level management, Managers, Directors and Supervisors to develop comprehensive strategies and solutions.
- f. Provide, at the direction of the Department, additional consultation services that shall include, but not be limited to, the facilitation of work groups and the coordination of conferences.
- g. Further develop a Learning Management System to integrate skills training for utilization by Department staff.
- h. Continue to develop and deliver the Supervisory Core Series and Pre-Supervisory Core Series.
- i. Provide Leadership Skills training for Directors and Managers.
- j. Develop a Leadership Institute to support Succession Planning in DSS.
- k. Continue to update and deliver, as needed, employee orientation for new staff.
- l. Develop, implement and support E-learning skills training, including a Learning Management System to support a learning organization.
- m. Design and deliver, with the approval of the Department, new and innovative courses in the areas of professional and individual growth and development including topics such as Conflict Transformation, Pumping Neurons, Boost Your Spirits and Job Performance.
- n. Develop and deliver organizational skills training in areas of Ethics, ADA, Service and others.

CORE SERVICE – ORGANIZATIONAL DEVELOPMENT

B. SERVICE AREA II - ORGANIZATIONAL DEVELOPMENT ACTIVITIES

1. TASK 1: The Contractor through the on-site OSD unit, shall throughout the term of this contract:
 - a. Anticipate, seek out, and identify areas within the Department where OD (organizational

development) interventions will promote organizational health, change management, growth, and development; to promote and support such interventions.

- b. Galvanize agency personnel to create a synergistic vehicle for problem solving
- c. Facilitate groups to help them attain their objectives
- d. Educate and inform department staff of the principles of a performance model which analyzes problems within the context of organizational issues vs staff deficits
- e. Initiate activities and sustain cultural change
- f. Participate as members of committees, work groups, and process improvements teams established within the Department to facilitate problem analysis and development of strategies and solutions, and provide problem solving, team building and organizational change activities.
- g. Provide a wide range of consulting services that can:
 - 1. Assist supervisors and managers with the identification of issues and problems;
 - 2. Assist with the development of resolutions;
 - 3. Facilitate agency program development workgroups;
 - 4. Work towards the resolution of PC software and document design issues;
 - 5. Assist the Department with the development of more effective service outcomes.
- h. Provide continual training and organizational development in all Department programs and services, including but not limited to, updates and changes to any Department program or service.
- i. Conduct an organizational development needs assessment for the design, development, delivery and evaluation of any new program initiatives
- j. Develop a multi tiered training and organizational development process for skills building in Supervisory, Managerial and Leadership Development
- k. Facilitate problem analysis, develop strategies and solutions, and provide problem solving, team building and organizational change activities.
- l. Provide, as directed by the Department, a wide range of consulting services from working with supervisors and managers on unit issues to enhance knowledge and understanding of problems, and work toward resolutions; to troubleshooting with staff to resolve PC software and document design issues.

CORE SERVICE – MEDIA AND GRAPHIC SUPPORT

C. SERVICE AREA III - MEDIA PRODUCTION

- 1. Task 1: The Contractor through the on-site OSD unit, shall throughout the term of this contract:
 - a. Maintain the OSD Media Center, a state-of-the-art media production facility, used to provide media support for training and client education projects at the Department. Media Support includes, but may not be limited to:

1. Training Videos: The Media Center staff works with the Department's team or project leader and staff to from the initial concept development to the final field production, editing and duplication.
 2. E-Learning Courses: The Media Center staff works on the addition of video segments to support Computer Based Training (CBT) course development.
 3. PowerPoint: The Media Center staff provides support for the development of PowerPoint presentations. This includes the hardware tools necessary for their presentation. (lap-top computers and data projectors)
 4. Publications: Using graphic software The Media Center staff produces printed material from one-page flyers to 100-page annual reports. (lay-out and printer preparation)
 5. Photography & Video: The Media Center staff provides photographic and video taping services for Department events, projects and programs.
 6. Graphic Design: The Media Center staff provides graphic design services from concept to launch.
- b. Utilize the OSD Media Center to produce video and other communications tools (newsletters, posters, electronic message boards, etc.) necessary to fulfill the training, developmental, educational and technical needs for the work performed by the Department and to promote the mission of the Department.
 - c. Provide consultation to the Department regarding the development of training and client education projects. Consultation shall include the research and development of new and creative ways to produce and deliver programming.
 - d. Provide direction and leadership in the development of new communication technology tools that advances the vision and mission of the Department.
 - e. Conduct a needs assessment of new program initiatives to design, develop, deliver and evaluate the necessary media support.

CORE SERVICE – SPECIAL PROJECTS

D. SERVICE AREA IV – SPECIAL PROJECTS

1. Task 1: Assign staff to new initiatives and special projects as assigned:
 - a. Assign staff to projects to support grant writing and management, health disparities, Fatherhood and others as requested. Projects and new initiatives serve to:
 1. work to bridge disparities between the Department and underserved communities;
 2. work within the Department to influence program planning and the provision of

- direct services to clients;
- 3. contribute to a modification or increase in Department staff knowledge and competence in working with underserved ethnic/cultural groups;
- 4. create and maintain a Departmental presence in targeted communities;
- 5. work within existing community based organizations and DSS to facilitate diversity informed inclusion and participation in Department programs and services.

E. STAFFING

1. **Organizational and Skill Development Unit:** Throughout the term of this contract the Contractor shall employ a core staff, stationed within the Department. At a minimum the OSD unit will consist of (titles used are UCONN classifications) one Director, 2 Associate Directors, support staff (e.g. 1 administrative assistant, 2 clerk typists), direct service staff to the agency (30 OSD Consultant and Project Managers, 1 Executive Project Director, 1 Executive Media Producer, & 1 Media Producer III) and .5 Grants & Contracts Specialist I.
 - a. The Director will have responsibility for the overall administration of the Organizational and Skill Development Unit and coordination with the University of Connecticut, School of Social Work.
 - b. The duties of the Director will include overall planning for the unit, internal and external coordination/communication on training programs, activities, and issues; monitoring of the programmatic and budget aspects of the training agreement; maximizing internal and external resources; directing long range planning activities; and insuring an adequate management information system for the unit.
 - c. Associate Directors, are responsible for facilitating the implementation of a team structure in OSD. In this capacity, Associate Director's design, develop, and deliver training and organizational development activities, while acting as leaders and managers. They also manage budget line items, evaluate the effectiveness of training, and provide collegial consultation. There are currently 2 Associate Directors.
 - d. Media Services (comprised of a Media Producer I and II) provides both technical and leadership expertise in the delivery of comprehensive instructional media services to support OSD and DSS program and organizational interventions. Responsibilities include but are not limited to, training members of the unit in the preparation and use of basic media materials; design, produce and evaluate a wide range of educational and training materials; direct and produce instructional and agency informational videos, brochures, posters, booklets, etc.; develop specifications and coordinate the purchasing, inventory, and dissemination of audio-visual equipment, production suppliers, and commercially prepared instructional materials; establish a preventive maintenance program for sophisticated audio-visual equipment.
 - e. The Administrative Assistant and 2 clerk typists provide a wide range of support activities. Specifically the Administrative Assistant is responsible for the overall office management of the OSD Unit; maintenance of TUMS (Training Unit Management System) including the analysis of data and report generation; supervision and direction of the workflow of clerk typists; preparation of data for monthly contract bills; ordering and monitoring of all unit supplies and materials; maintenance of the current budget and preparation of reports as needed; coordination of conference and other large OSD sponsored activities; production of computer generated graphics. The clerk typists perform a variety of tasks that include but are not limited to word processing, data entry, preparation of training materials and workbooks, support for training staff, DS Learn Center management, and room reservation management.

2. **Coordination, Evaluation, Support Services/UCONN School of Social Work**
 - a. To fulfill the requirements of the contract, additional staff are based at the University School of Social Work. These personnel provide support services in the areas of overall administrative support; personnel services; purchasing and related functions; contract coordination; consultation regarding curriculum development and linkage with resources within the School and University, at large.
 - b. These services are delivered by staff who are fully or partially funded by the contract. All aspects of contract coordination are provided by the Executive Program Director in conjunction with Associate Dean, and the SSW Director of the Office of Finance whose job duties and responsibilities include development and monitoring of contract services, procurement of resources to fulfill all aspects of the contract, and an oversight function to insure that coordination and delivery of services by University personnel meet contractual obligations. Other services provided by the School fall into the areas of purchasing and related functions; personnel; resource linkage (within the School and University); evaluation; consultation in the areas of social work practice, administration, cultural responsiveness; joint projects including the development for e-learning and learn center management, and sending and receiving capabilities.
3. **Job Description for Personnel:** The job descriptions are attached (Exhibit A)

E. RESPONSIBILITIES OF DSS

The Department will provide infrastructure on site at DSS locations including parking, office space, utilities, copiers, paper and other supports for the Contractor to provide services to the Department.

PART 4**Memorandum of Agreement
Budget and Payment Provisions****A. BUDGET - The budget attached (Exhibit B)**

1. The approved budget for the period July 1, 2015 through June 30, 2016 is set forth in Exhibit B. Contractor shall utilize funds as set forth in the approved budget.
2. The budgets for the periods July 1, 2016 through June 30, 2017 and July 1, 2017 through June 30, 2018 shall be agreed upon by the parties and added to this contract through an amendment.

B. PAYMENT PROVISIONS

1. In the event that funds allocated by this agreement are not fully expended, Contractor agrees to return all unused funds to DSS within 30 days of the contract termination or cancellation.
 - a. Payments for the program period shall be made in accordance with the Budget contained in this contract, and labeled Exhibit B of this contract.
 - b. Total program cost shall be defined as the total direct cost plus the indirect costs as shown in the Budget contained in this contract, and labeled Exhibit B of this contract.
 - c. The Contractor shall submit to the Department's Contract Administrator at 55 Farmington Avenue, Hartford, CT an approved service transfer invoice detailing costs. These invoices shall be submitted monthly and no later than the 15th of the second month following the services. The Department agrees to make payment for such costs detailed in Exhibit B of this contract upon the Department's approval of the service transfer invoice from the Contractor.
 - d. The Contractor shall provide the Department with requested information needed by the Department to support any claims by the Department for federal financial participation related to expenditures incurred and paid under this Contract.
 - e. Payments by the Department to purchase services hereunder shall not exceed the Contractor's costs, and the costs shall not exceed the amounts reasonable and necessary to assure the quality of such service, nor cover any cost which is not attributable to the operation of this program.
 - f. In the event fringe benefit levels established by the state or in the event union wage agreements exceed the amount budgeted for such costs, in any fiscal year, the contract budget and payment amount shall be adjusted to provide the additional funds required to meet these obligations.
 - g. In the event that the indirect cost rates established by the Federal Government are changed during the program period and the changed rates affect the previously agreed upon payment percentages (cost shares) and amounts, the Department, upon notification by the Contractor, shall issue a letter amendment to this contract indicating the negotiated percentages and amounts.
 - h. In the event that audit reports (issued by the Department or State of Connecticut) affect the contract budget (Exhibit B) of this contract in any way, the Department and the Contractor shall cooperate to resolve the audit recommendations as they apply to the budget issues and the Department shall issue a letter of amendment to this contract indicating the action to be taken.

C. REPORTS

1. The Contractor agrees to submit the following reports at the following times:
 - a. Statistical Reports: written statistical reports shall be submitted at the end of each month during the program period. Each report shall contain a summary of all training provided to date and any further information of an administrative or statistical nature necessary for this program as determined by the Department and the University.
 - b. Expenditure Report: written interim financial reports shall be submitted within 30 days of the end of each three month period containing a detailed description of all costs (reimbursed and in-kind) incurred by the University to date and containing such other information necessary for this program as shall be deemed satisfactory by the Department to justify the payments made hereunder. Such reports will be submitted in a format deemed mutually agreeable to the Department and the University.
 - c. Final Statistical Report: a final statistical report shall be submitted within sixty (60) days after the end of each fiscal year. The final report shall contain a summary of the monthly statistical reports, statistical information concerning services provided, and other relevant issues concerning the operation of the program required by the Department. The report shall be presented in a format mutually agreeable to the Department and the University.
 - d. Final Expenditure Report: no later than one hundred and twenty (120) days after the close of each fiscal year, the University shall submit a final invoice. This invoice shall be presented in a format mutually agreeable to the Department and the University. After the submission of the final invoice, no adjustments shall be made to it except for findings resulting from audit reports.
 - e. Delinquent Reports: The Department reserves the right to withhold payment for this contract if the Department has not received on a timely basis acceptable statistical and/or expenditure reports. In addition, the Department reserves the right to withhold payments in whole or in part if, in the Department's determination, the Contractor has failed to perform the scope of work contemplated under this agreement. In such cases the Department shall notify the Contractor of the intent to withhold payment and allow Contractor a period of thirty (30) days from the date of the notice to cure such defect in performance.

D. Agreement Modifications

1. The parties recognize that the scope of work and subsequent budget line items reflect the best thinking in the context of resources available at the time of the writing of the contract. To meet the Department's mission as it evolves and to be able to respond to changing Federal and State requirements, the agreement may have to be amended during its life. Changes in the scope of work that are substantially within the intent of the contract, and changes of budget line items up to 10% (+ or -) may be accomplished by a letter of agreement approved by the Department's Contract Administrator and UCONN Grants and Contracts. More substantive changes to the agreement not addressed elsewhere in the contract will require approval of the Dean of the UCONN School of Social Work, UCONN Grants and Contracts, UCONN Research Foundation, the CT DSS Commissioner.

EXHIBIT A

**DIRECTOR JOB DESCRIPTION
UCPEA JOB DESCRIPTIONS
AFSCME NP3 JOB DESCRIPTIONS**

Payroll Level / Title:

University Director

Under the administrative review by the Dean of the School of Social Work (SSW) and executive direction from the Commissioner of the Department of Social Services (DSS), directs the operation and administration of the Department of Social Services Office of Organizational and Skill Development (OSD) contract, serving over 2700 DSS employees. This includes assuring contract goals and objectives are met; determining the allocation appropriateness of budget expenditures for the program; and assuring adequate trained contract staffing for the implementation of the training and organizational initiatives of DSS. This contract allows the School of Social Work direct access to the State of Connecticut's main Human Social Services agency (i.e. DSS). In addition this allows for the creation of innovative and collaborative Social Service programs and initiatives, utilizing the expertise of SSW and DSS staff.

Characteristic duties of this position as outlined in the audit materials appear to be:

- Meets with DSS commissioners and directors to assess agency issues/ problems, identify programmatic and operational needs and determine appropriate training and organizational development
- Participates in designing and prioritizing DSS mission and priorities
- Integrate training plans and organizational development interventions into the DSS strategic plan
- Designs DSS policy as it pertains to implementation and development of OSD programs and initiatives
- Makes budget projections, prepares and presents an annual budget to DSS commissioners and the Dean of SSW to support interventions that reflect meeting DSS agency goals and priorities
- Maintains communication with DSS Office of contracts in the execution of the legal mandates of the contract, and communicates with the University's Grants and Contracts office and the Research Foundation to insure University interest are represented
- Secures agreements to charge for OSD services to other agencies, organizations and business (examples: IVD Child Support, Bureau of Rehabilitation Services, Hartford Housing Authority) on behalf of DSS
- Represent DSS and SSW at a variety of national meetings and conferences regarding the role of training and organizational development and initiatives in the field of Welfare and Social Service
- Facilitates interagency oversight groups charged with implementing new initiatives and programs
- Meets with legislators to convene task forces which explore issues relevant to DSS operations and lead design teams to introduce these new initiatives.
- Provide leadership in the overall administration of the Office of Organizational and Skill Development (OSD) to include the delivery of consulting and educational services in the areas of organizational development, quality improvement initiatives, staffing, and program development within the guidelines of the University's contract with the Department of Social Services.
- Develops, evaluates, interprets, and enforces OSD policies, procedures, and strategies; has direct authority to make or approve decisions that may establish or alter policies, procedures or operations; serves as a principle source of information regarding the interpretation and application of policies and regulations governing OSD activities and programs.
- Within prescribed limits of authority, acts on behalf of and makes decisions in the absence of the Director or during periods of unavailability in order to carry out responsibilities.
- Serves as a primary authority on major personnel decisions to include staffing, hiring, dismissal, evaluation, promotion, and training of OSD staff assigned to the Department of Social Services. Manages, evaluates, and assigns work and coordinates activities of the OSD staff. Conducts performance evaluations, handles employee disciplinary matters, and participates in management of personnel matters.

- Analyzes agency requests for new training programs and distributes workload to trainer based on expertise, equitable assignment of work, and timeline deliverables are met.
- Writes project plans for any new initiative or new subject area for training or organizational development including project scope, resources, deliverables, and timeline.
- Manages issues regarding trainee behavior and participation in sessions; determines issues and ensures proper documentation; follows-up with supervisor, agency HR, CHRC, or other party.
- Manages issues from trainees regarding trainer delivery, training set-up, and training schedules.
- Supervises trainers' in their program creation and delivery to include identification of resources, answering questions of scope, provision of skill building, review of curricula, etc.
- Serves on various DSS executive teams like the DSS litigation management team to identify any organizational and training responses for litigation against DSS due to eligibility processing.
- Meets with Centers for Medicaid and Medicare, Food and Nutrition Services and other regulatory agencies to report on Medicaid, SNAP, and other eligibility program processing including training, organizational changes, and technology implementation.
- Approves budget requests including contractual, equipment, travel, and commodities line items to support the delivery of training and organizational development.
- Develops and administers workshops, training programs, and conferences in accordance with DSS program goals.
- Other related duties as required.

MINIMUM ACCEPTABLE QUALIFICATIONS/SKILLS

1. Bachelor's degree in a social, behavioral science or discipline appropriate to the program to be served and a minimum of 7-10 years of relevant experience of relevant experience; or a Master's degree and three to five years of relevant experience.
2. A background in organizational development, teaching and/or training.
3. Demonstrated knowledge of social welfare programs and services.
4. Excellent administrative, organizational, and people management skills, including ability to identify and resolve administrative and personnel problems
5. Excellent written, verbal and interpersonal skills and ability to work effectively with staff and administrators as well as external agencies/groups and the public.
6. Ability to oversee staff that conducts assessments/research, analyzes data, and applies data to individual, group, and/or organizational settings.
7. Experience managing and leading project teams.
8. High proficiency in MS Office Suite specifically in Word, PowerPoint and Access.

PREFERRED QUALIFICATIONS

1. Demonstrated managerial experience.
2. Demonstrated fiscal and contract management experience.

Payroll Level / Title: **Associate Director**

Job Summary:

Under the direction of the Director of the Office of Organizational and Skill Development (OSD), this position is responsible for the day-to-day management of the operation at the Department of Social Services. As a member of the OSD leadership team, the incumbent participates in the formulation of policy, is engaged in long-range planning for the OSD division and is accountable for the creation, development, and implementation of internal goals and strategies to sustain and expand current programs and operations as well as create and develop new programs.

Duties and Responsibilities:

- Provide leadership in the overall administration of the Office of Organizational and Skill Development (OSD) to include the delivery of consulting and educational services in the areas of organizational development, quality improvement initiatives, staffing, and program development within the guidelines of the University's contract with the Department of Social Services and within an area.
- Develops, evaluates, interprets, and enforces OSD policies, procedures, and strategies; has direct authority to make or approve decisions that may establish or alter policies, procedures or operations; serves as a principle source of information regarding the interpretation and application of policies and regulations governing OSD activities and programs.
- Within prescribed limits of authority, acts on behalf of and makes decisions in the absence of the Director or during periods of unavailability in order to carry out responsibilities.
- Serves as a primary authority on major personnel decisions to include staffing, hiring, dismissal, evaluation, promotion, and training of OSD staff assigned to the Department of Social Services. Manages, evaluates, and assigns work and coordinates activities of the OSD staff. Conducts performance evaluations, handles employee disciplinary matters, and participates in management of personnel matters.
- Analyzes agency requests for new training programs and distributes workload to trainer based on expertise, equitable assignment of work, and timeline deliverables are met.
- Writes project plans for any new initiative or new subject area for training or organizational development including project scope, resources, deliverables, and timeline.
- Manages issues regarding trainee behavior and participation in sessions; determines issues and ensures proper documentation; follows-up with supervisor, agency HR, CHRO, or other party.
- Manages issues from trainees regarding trainer delivery, training set-up, and training schedules.
- Supervises trainers' in their program creation and delivery to include identification of resources, answering questions of scope, provision of skill building, review of curricula, etc.
- Serves on various DSS executive teams like the DSS litigation management team to identify any organizational and training responses for litigation against DSS due to eligibility processing.
- Meets with Centers for Medicaid and Medicare, Food and Nutrition Services and other regulatory agencies to report on Medicaid, SNAP, and other eligibility program processing including training, organizational changes, and technology implementation.
- Approves budget requests including contractual, equipment, travel, and commodities line items to support the delivery of training and organizational development.
- Develops and administers workshops, training programs, and conferences in accordance with DSS program goals.
- Other related duties as required.

MINIMUM ACCEPTABLE QUALIFICATIONS/SKILLS

1. Bachelor's degree in a social, behavioral science or discipline appropriate to the program to be served and a minimum of 7-10 years of relevant experience of relevant experience; or a Master's degree and three to five years of relevant experience.
2. A background in organizational development, teaching and/or training.
3. Demonstrated knowledge of social welfare programs and services.
4. Excellent administrative, organizational, and people management skills, including ability to identify and resolve administrative and personnel problems
5. Excellent written, verbal and interpersonal skills and ability to work effectively with staff and administrators as well as external agencies/groups and the public.
6. Ability to oversee staff that conducts assessments/research, analyzes data, and applies data to individual, group, and/or organizational settings.
7. Experience managing and leading project teams.
8. High proficiency in MS Office Suite specifically in Word, PowerPoint and Access.

PREFERRED QUALIFICATIONS

1. Demonstrated supervisory experience.

Organizational Skill Development Consultant and Project Manager

Payroll Title: UCP IX
Class Code: 0952-9089
Job Family: EDU
FLSA Code: N
Score: 639

JOB SUMMARY

Under the general direction of a School of Social Work administrator, and operating within the guidelines of the University's contract with the Department of Social Services, provides consulting and educational services in the areas of organizational development, quality improvement initiatives, staffing and program development.

GUIDELINES FOR THE POSITION

Incumbents in this position are expected to be responsible for the day-to-day administration of the Connecticut Department of Social Services (DSS) comprehensive organizational development and training services. They are expected to act independently within the vision, mission, values and goals established by DSS, Federal and State legislation.

CHARACTERISTIC DUTIES AND RESPONSIBILITIES

1. Serves as an advisor to DSS executives and managers regarding organizational development initiatives, quality and process improvement initiatives and program and service implementation; assists in the development and implementation of long range strategic goals and plans.
2. Works closely with Federal, State and community partners to align workforce and services within their area of public welfare policy such as Food Stamp program, Medicare part D, TFA program and Child Support program. Analyzes inconsistencies, forms strategies and implements appropriate interventions.
3. Recruits qualified participants to the program through promotional activities and contact with target population; assesses educational need of target population and recommends courses of action to meet those needs.
4. Provides professional development counseling to DSS staff; recommends course programs; monitors trainee progress and recommends to management performance improvement measures and interventions.
5. Develops and administers workshops, training programs, and conferences in accordance with DSS program goals. Develops or oversees the development of training procedures, manuals and other training aids.
6. Manages a complex web based system for program registration, training records and materials, tracking and evaluation of training which supports the delivery of services; generates reports as needed.
7. Manages approved budget for program or sub-unit of major program; approves expenditures, within broad guidelines; may generate income, set fees and oversee billing and accounting procedures; prepares budget reports and projections.
8. Collects and analyzes DSS service data and participates in evaluating service effectiveness; designs and implements needs assessment and evaluation tools; identifies problems and makes changes, within prescribed guidelines, or recommends major changes.
9. Serves as a resource to students, staff and state legislators on matters relating to interpretation and application of DSS program policies, procedures and regulations.
10. Researches, designs and provides innovative organizational and educational models to management that support agency staff and enhance service delivery; conducts review and assessment of results.

11. Oversees administrative and support functions for service area, including the management of DSS project teams and project members; provides coaching and other management interventions to insure that project team members meet project goals.
12. Trains and evaluates the effectiveness of DSS staff; determines the most productive distribution of work assignments to meet program goals; makes staffing recommendations.
13. May infuse training curricula with multicultural principles to enhance responsiveness to unique cultural challenges.
14. Represents DSS on committees; may present at national and/or local conferences.
15. Is responsible for School of Social Work special projects which may be on-going or short-term and which require planning, coordination and supervision.
16. Keeps abreast of changes to welfare laws, regulations and policies.
17. Performs other duties as required.

MINIMUM ACCEPTABLE QUALIFICATIONS

1. Bachelors degree in a social, behavioral science or discipline appropriate to the program to be served and a minimum of four to five years of relevant experience; or a Masters degree and two to four years of relevant experience.
2. A background in organizational development, teaching and/or training.
3. Demonstrated knowledge of social welfare programs and services.
4. Excellent administrative and organizational skills, including ability to identify and resolve administrative problems.
5. Ability to develop, plan, organize and facilitate workshops. Experience presenting information to diverse groups in classrooms, presentations, forums and other venues.
6. Excellent written, verbal and interpersonal skills and ability to work effectively with staff and administrators as well as external agencies/groups and the public.
7. Ability to conduct assessments/research, analyze data, and apply data to individual, group, and/or organizational settings.
8. Experience managing and leading project teams.
9. High proficiency in MS Office Suite specifically in Word, PowerPoint and Access.

PREFERRED QUALIFICATIONS

1. Demonstrated supervisory experience.
2. For some positions a demonstrated experience and knowledge of state computer systems like the Eligibility Management System.
3. Demonstrated ability to design curriculum with application of adult learning principles, multicultural design and criterion referenced instruction.
4. Proven ability and experience in organizational development in large scale, complex organizations.

Executive Program Director

Payroll Title: UCP IX

Class Code: 0917-9089

Job Family: EDU

FLSA Code: E

Score: 642

JOB SUMMARY

Under the general direction of a senior administrative official or principal investigator, provides administrative and program leadership for a large complex training, research or educational program designed to support the University's research activities, educational outreach services, the academic curriculum, or to provide a student service.

GUIDELINES FOR THE POSITION

Incumbents in this position are expected to be responsible for the day-to-day administration and delivery of program content for a large, complex program or several departmental programs. Incumbents are expected to act independently within the goals and objectives of the program and the guidelines established by supervisor who has ultimate responsibility for program design, goals, financial control and accountability. Incumbents may not make major changes without prior approval.

The primary difference between the Executive Program Director and Program Director is the size and complexity of the operation and the level of responsibility for program leadership. Both can act fairly autonomously but the Executive Program Director has a more complicated and larger operation to administer. Executive Program Director has more responsibility for program leadership and is often the person second only to the senior administrative official or principal investigator or may be a principal investigator for some portion of departmental program(s).

CHARACTERISTIC DUTIES AND RESPONSIBILITIES

1. Oversees the planning and implementation of program and/or departmental services and activities and is responsible for the day-to-day delivery of program content.
2. Directs the day-to-day operation and administration of the program and/or departmental services in accordance with program goals and objectives; oversees program coordination and logistics; prepares necessary reports; resolves problems and makes changes to accommodate changing priorities and needs.
3. Selects, trains, supervises and evaluates professional, classified and student staff, either directly or through appropriate supervisors. Recommends staffing needs; determines work assignments and work schedules to most effectively meet program needs; resolves personnel problems and reviews personnel actions to ensure compliance with collective bargaining agreements and with University, state and funding agency regulations.
4. Performs office management duties for the program; directs the work flow and supervises the necessary administrative paperwork, records, complex filing system to support program, including fiscal, personnel and student records.
5. Develops budget recommendations and manages approved program budget; makes decisions regarding appropriateness of expenditures and prepares budget reports and projections; if required by the program and if delegated by supervisor, may generate income, set fees and oversee billing and accounting procedures.
6. Coordinates work between units within program/department/division.
7. Develops, administers and evaluates workshops, training programs, courses or curricula, in accordance with program goals.
8. Serves as a resource to students, staff and others on matters relating to program policies, procedures and activities.
9. Has a major responsibility for the public relations and promotional activities of the program, including planning and development of strategies.

10. Evaluates effectiveness of program services and policies through the collection and analysis of program data; identifies problems and institutes changes or makes recommendations for major changes.
11. Develops policies and procedures, in consultation with supervisor.
12. May participate in securing funding for the program.
13. If applicable, recruits qualified students or participants into the program through promotional activities and contact with target population; assesses educational need of target population and recommends courses of action to meet those needs.
14. If applicable, screens applicants for admission to program and assists in making admission decisions; is responsible for registration, course schedules and academic records; provides academic, career and personal counseling to applicants and students; monitors student progress and makes decisions regarding academic probation, dismissal and exceptions to prescribed program.
15. If applicable, keeps informed of and monitor compliance with state licensing, professional certification or accreditation requirements and standards.
16. If applicable, oversees training and research activities that may be conducted in the program.
17. Is responsible for special projects/operations which may be ongoing or short-term and which require planning, development, implementation and thorough knowledge of the program content and activities.
18. Performs related duties as required.

MINIMUM ACCEPTABLE QUALIFICATIONS

1. Bachelor's degree in discipline appropriate to the program to be served and five or more years relevant experience; or Master's degree and three to five years relevant experience.
2. Thorough knowledge of, and demonstrated competence in, program specialty, and ability to resolve complex or unusual program problems.
3. Excellent administrative and organizational skills, including ability to identify and resolve complex or unusual administrative problems.
4. Ability to develop and evaluate workshops/training courses/curricula appropriate to the program.
5. If applicable to the program, ability to successfully recruit and counsel students and to interpret educational records/program data and related information appropriate to the program.

Date Revised: 09/13/99

Media Producer III

Payroll Title: UCP IX

Class Code: 0929-9089

Job Family: COM

FLSA Code: E

Score: 635

JOB SUMMARY

Under the general direction of designated supervisor or administrator, provides creative and technical expertise in planning and producing highly complex media materials and programs which are designed to achieve desired results or elicit desired response from target audience. Serves as project leader for large complex media productions, and may be responsible for a full range of media activities.

GUIDELINES FOR USING THIS POSITION

Incumbents in this position are expected to perform all the duties of the Media Producer II, but in addition must possess the skills to work in three areas of production: video, audio, graphic design, photography, multi-media authoring, web development.

CHARACTERISTIC DUTIES AND RESPONSIBILITIES:

1. Designs, writes, produces and/or directs video, audio, graphics, photography, multi-media and/or web content for instructional and non-instructional applications.
2. Conducts the necessary research to implement comprehensive program design and redesign.
3. Develops media strategies and determines best utilization of media technology to produce desired effects.
4. Conducts advanced seminars and workshops and/or training programs for faculty, staff and administrators who utilize media components in differing applications.
5. Attracts and retains clients internal and/or external to the University, who desire media productions for public relations and/or training purposes.
6. Performs the duties of a Media Producer I and II.
7. Performs related duties as required.

MINIMUM ACCEPTABLE QUALIFICATIONS/SKILLS:

1. Master's degree in the field of instructional media and technology or related field.
2. Five years of professional experience.
3. Ability to produce and direct high quality programs in three of the following areas: video, audio, graphic design, photography, multi-media authoring, web development.
4. Demonstrated skills in a major media specialization, such as graphics, media course development, multi-media authoring, technical writing, etc... as required by the position.
5. Demonstrated ability to generate program concepts and translate concepts into high-quality effective media programs.
6. Demonstrated knowledge of media technology as it applies to a University setting.
7. Ability to teach advanced seminars and training workshops.
8. Demonstrated ability to attract and work with outside clients.
9. Demonstrated ability to interact with production staff and clients.

OTHER DESIRABLE SKILLS/QUALIFICATIONS

1. Ph.D. in related field
2. Administrative experience

Created: 02/05/86

Classified/Competitive			
Class Code	Pay Plan	Class Title	Eff. Date
3591	CL - 19	ADMINISTRATIVE ASSISTANT	May 26, 2009

PURPOSE OF CLASS:

In a state agency this class is accountable for independently performing the most complex tasks in providing both office administration and secretarial support for a major program.

GUIDELINES FOR CLASS USE:

This class includes many of the full range of secretarial functions as described in the Secretary 2 class, but the focus of the position is on administrative activities requiring an advanced level of accountability, problem solving and interpersonal contacts. See addendum for differentiators between the secretarial and general clerical job series.

SUPERVISION RECEIVED:

Works under the limited supervision of a Manager and/or Director level position.

SUPERVISION EXERCISED:

May have lead responsibility over other clerical staff as assigned.

EXAMPLES OF DUTIES:

Performs the most complex office administrative duties as described in the following areas:

1. **TYPING:** Using a personal computer or other electronic equipment, formats and types a full range of correspondence, reports, bills, drafts, etc. from rough draft, transcription, dictated notes, etc.; proofreads for content; edits using knowledge of grammar, punctuation and spelling.
2. **FILING:** Designs office filing systems; organizes and maintains files (including confidential files); maintains, updates and reviews references materials and manuals.
3. **CORRESPONDENCE:** Composes complex letters and/or memoranda, etc. (e.g. explaining department practices and/or policies) for own or manager's signature.
4. **REPORT WRITING:** Researches and assembles information from a variety of sources and prepares statistical and/or narrative reports; analyzes information and may make recommendations.
5. **INTERPERSONAL:** Acts for manager by interpreting established policies and procedures, etc.; troubleshoots by relieving manager of as much administrative detail as possible; acts for and regularly makes decisions in manager's absence (within prescribed limits of authority).
6. **PROCESSING:** Screens letters, memos, reports and other materials to determine action required; may make recommendations to supervisor.
7. **PERSONAL SECRETARY:** Arranges and coordinates meetings (including space and equipment); researches, assembles and coordinates meeting materials (e.g. charts, graphs, reports); writes minutes of meetings, lectures, conferences, etc. from rough draft; takes notes using shorthand, speedwriting or machine transcription; prepares expense accounts; makes travel arrangements.
8. **OFFICE MANAGEMENT:** Authorizes purchases and payments (within prescribed limits of authority); develops input and prepares documentation for office and/or department budget; coordinates budget control and monitoring, develops office and/or department procedural

manuals; assists in interviewing and hiring office support staff; trains office support staff; may supervise office support staff; performs related duties as required.

MINIMUM QUALIFICATIONS REQUIRED KNOWLEDGE, SKILL AND ABILITY:

Considerable knowledge of office administration and management; considerable knowledge of department and/or unit policies and procedures; considerable knowledge of proper grammar, punctuation and spelling; considerable knowledge of business communications; knowledge of business math; considerable interpersonal skills; ability to operate office equipment which includes personal computers and other electronic equipment; ability to operate office suite software; ability to take notes (shorthand, speedwriting or other method acceptable to manager).

EXPERIENCE AND TRAINING:

General Experience:

Four (4) years' experience above the routine clerk level in office support or secretarial work.

Special Experience:

One (1) year of the General Experience must have been as a Secretary 2 or its equivalent.

Substitutions Allowed:

College training in the secretarial sciences may be substituted for the General Experience on the basis of 15 semester hours equalling one-half (1/2) year of experience to a maximum of two (2) years.

Note:

The Manager and/or Director level designation is reserved for incumbents with full time responsibilities for a major program. Their work is broadly guided by department policies and goals, and they usually report to the highest level administrators within an organization. The Manager and/or Director will have supervisory responsibilities, but the emphasis of the position will be on management activities. These activities can include such things as formulating program goals and objectives, developing and implementing program policies and procedures, developing and maintaining the program budget, identifying and coordinating both internal and external resources, maintaining high level and sensitive contacts with the public, officials, etc. and regularly acting as the representative of the department on sensitive program related activities.

This replaces the existing specification for the same class in the same Salary Group approved April 2, 2007. (2009 SCOPE Review)

3591A 5/25/09 cm

CC	Final#	Occup. Group	Bargaining Unit	EEO
3591	1466	(05)-Clerical/Secretarial	(07)-ADMN CLERICAL (NP-3)	(6)-Office Clerical

ADDENDUM

ADDENDUM TO THE SPECIFICATIONS FOR THE CLASSES OF SECRETARY 1, SECRETARY 2 AND ADMINISTRATIVE ASSISTANT

Primary differentiators between the secretarial series and the general clerical series:

1.

Secretaries are expected to plan, organize and coordinate the full range of office support activities. They become involved in designing and recommending forms, procedures and office systems. Incumbents in the general clerical classes are usually responding to specific assignments and plan and coordinate around those tasks. Most of their work is within the context of previously designed procedures and systems.

2.

Secretaries have additional technical skill requirements such as business communications (writing and editing letters and reports), considerable knowledge of office systems and procedures, research skills, ability to take notes (shorthand, speedwriting or other acceptable method) and

business mathematics. Knowledge of office administration (budgeting, personnel administration, purchasing, etc.) is critical to the Administrative Assistant.

3.

Secretaries have a higher level interpersonal dimension to their jobs. They are able to schedule appointments for staff, handle telephone calls requiring knowledge of and sensitivity to the unit's functions, etc. At the highest level the Administrative Assistant actually troubleshoots for the manager. In the general clerical classes the interpersonal dimension requires tact and diplomacy and the ability to accurately give and receive information.

Class Code	Pay Plan	Class Title	Eff. Date
2008	CL - 10	CLERK TYPIST	May 26, 2009

PURPOSE OF CLASS:

In a state agency, this class is accountable for performing a full range of general clerical functions including basic processing, reception, filing, record keeping, bookkeeping and typing.

SUPERVISION RECEIVED:

Initially works under the close supervision of an employee of higher grade; works more independently with acquired experience.

EXAMPLES OF DUTIES:

1. **TYPING:** Using a typewriter, personal computer and other electronic equipment types a variety of materials from rough copy or electronic recording device including correspondence, memos, reports, forms, applications, bills and other documents and records with speed and accuracy; reviews and corrects drafts for conformance with originals; enters and retrieves data on personal computers and computer terminals.
2. **FILING:** Maintains logs; sets up and maintains records and files according to established procedures; (e.g. alpha, numeric or chronological order); searches files for information.
3. **CORRESPONDENCE:** Prepares and sends out standard form letters making minor revisions or additions.
4. **REPORT WRITING:** Compiles information from standard sources and prepares reports.
5. **INTERPERSONAL:** Answers phone, transfers calls and takes messages; receives and directs visitors; handles routine requests for information, procedural guidelines or assistance over the telephone or in person; (e.g. counter, reception and/or information desk).
6. **PROCESSING:** Receives, sorts and distributes mail; performs a variety of basic processing tasks (e.g., sorts, numbers, codes and files materials), reviews materials for accuracy and completeness (ensures categorical information is completed as required), makes changes per instructions or as authorized, verifies information through cross-referencing of existing computer and/or manual files or inquiries by phone or form letter to sender or other work units; does routine posting to ledgers, account books or other records; receives payments for licenses, bills, applications, fines and fees, etc.; prepares, totals and balances receipts; prepares cash transmittal/deposit slips; types and prepares purchase requisitions, orders or billing invoices according to established procedures; assists in or maintains inventory and orders supplies; performs related duties as required.

MINIMUM QUALIFICATIONS REQUIRED KNOWLEDGE, SKILL AND ABILITY:

Knowledge of office procedures including proper telephone usage and filing; knowledge of spelling, punctuation and grammar, skill in typing a variety of materials; basic interpersonal skill; basic oral and written communication skills; basic skill in performing arithmetical computations; ability to operate office equipment which includes personal computers, computer terminals and other electronic equipment; ability to perform basic clerical tasks such as coding, sorting, alphabetizing and numeric ordering.

EXPERIENCE AND TRAINING:

General Experience:

Six (6) months as a Typist or its equivalent.

Substitution Allowed:

Graduation from high school with coursework in typing.

CAREER PROGRESSION:

The next higher classes in this career series are:

Typist (Legal) (Medical) (Statistical)
Office Assistant
Secretary 1

This replaces the existing specification for the same class in the same Salary Group CL 10 approved effective December 19, 1997. (2009 SCOPE Review)

2008A 5/26/09 cm

CC	Final#	Occup. Group	Bargaining Unit	EEO
2008	1466	(05)-Clerical/Secretarial	(07)-ADMN CLERICAL (NP-3)	(6)-Office Clerical

Grants & Contracts Specialist I

Payroll Title: UCP VI

Class Code: 0624-9086

Job Family: FIS

FLSA Code: E

Score: 521

JOB SUMMARY

Under the direction of designated administrator, monitors and reviews sponsored research grants and contracts to assure compliance with fiscal and procedural regulations and requirements established by sponsoring agencies, State of Connecticut and the University.

CHARACTERISTIC DUTIES AND RESPONSIBILITIES

1. Maintains knowledge of and interprets pertinent federal, State and University regulations regarding the receipt and administration of grants and contracts.
2. Reviews grant/contract proposals to assure fiscal compliance with granting agency requirements, compatibility with State statute and University policy; recommends solutions and may negotiate changes when there are conflicts with contract provisions.
3. Monitors and approves, within established guidelines, grant and contract expenditures.
4. Establishes fiscal procedures and sound accounting procedures to meet reporting requirements of granting agency, to account for receipt of grant monies and to monitor expenditures.
5. May develop, test, and implement computer programs which assist in monitoring and accounting for grant/contract receipts and expenditures.
6. Monitors, recommends improvements, and resolves problems with cash flow.
7. Monitor accounts receivable and fund balances to protect against deficits and improper expenditures.
8. Performs related duties as required.

MINIMUM ACCEPTABLE QUALIFICATIONS

1. Bachelor's degree in appropriate field and four years relevant experience OR Eight years relevant experience in business organization or governmental agency involving accounting, budgeting, and contracting.
2. Thorough knowledge of federal laws and regulations regarding grants and contracts.

OTHER DESIRABLE QUALIFICATIONS/SKILLS

1. Working knowledge of State statutes pertaining to grants/contracts.
2. Ability to communicate with all levels of management/public.
3. Knowledge of software computer programs.

Date Created: 4/13/88

EXHIBIT B
BUDGET

Budget	FY16 (7/1/15-6/30/16)
SALARIES - OSD	2,455,596
SALARIES - ImpaCT	782,797
SALARIES - Other Personnel	142,654
LONGEVITY	52,328
TOTAL SALARIES & LONGEVITY	3,433,375
FRINGE BENEFITS	
FY16-71%	2,437,296
Total Salary & Fringes	5,871,071
CONTRACTUALS - OSD	31,850
CONTRACTUALS - ImpaCT	79,454
COMMODITIES - OSD	64,775
COMMODITIES - ImpaCT	14,000
TRAVEL -IN-STATE - OSD	47,775
TRAVEL -IN-STATE - ImpaCT	20,000
TRAVEL -OUT-OF-STATE - OSD	15,750
TRAVEL -OUT-OF-STATE - ImpaCT	10,000
EQUIPMENT - OSD	27,956
Expenditure TOTALS	305,644
TOTAL DIRECT COST Adjusted FY16-71%,FY17-57.7%,FY18-59%	6,182,631
Indirect Cost @ 20%	1,230,935
Adjusted TOTAL Fringe Rates	7,413,566