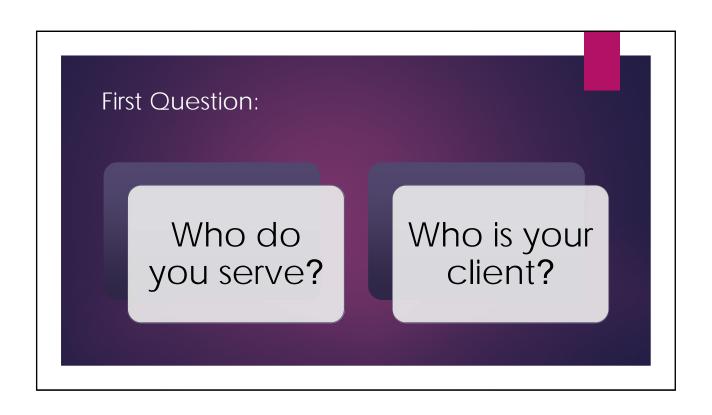
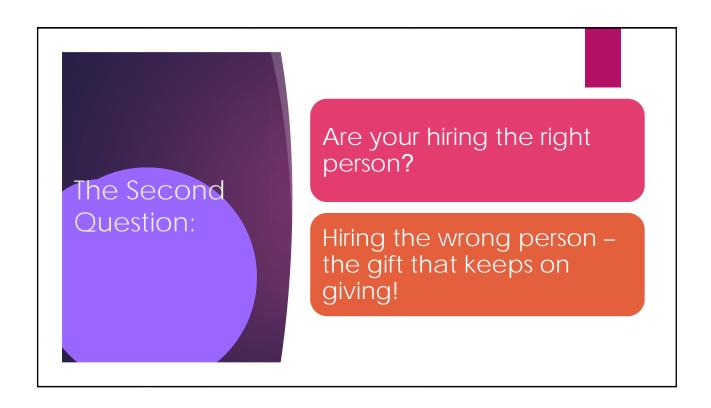
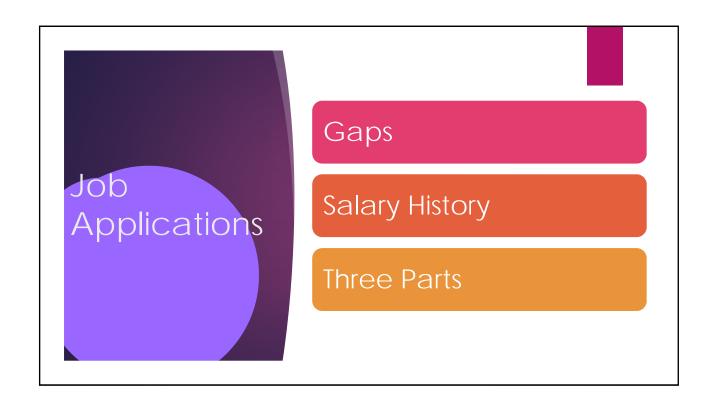
Essential Skills for Supervisors & Managers BY: MIGUEL A. ESCALERA JR. KAINEN, ESCALERA & MCHALE, P.C.

21 OAK STREET, SUITE 601 HARTFORD, CT 06106 860-493-08970

MESCALERA@KEMLAW.COM







The Interview Let applicants identify their weaknesses:

- Describe your thought process in deciding to leave your last job?
- What are you looking for in this job that you did not obtain in your last job?
- Are there any job elements you would like to avoid, and why?
- Of all your duties, which presented the most difficulty for you?
- What aspects of your management style are the least effective?
- If you could have changed anything in your current/last company, what would you have changed?



Hire Well WRITTEN OFFER OF EMPLOYMENT AT-WILL EMPLOYMENT

Third Question: How so you know you are not creating liability for your company when disciplining or terminating an employee? Answer: Always allow employees to respond



HAVE EMPLOYEES EXPLAIN HOW THEY WILL ADDRESS YOUR CONCERN

Termination

ALWAYS PROVIDE NOTICE OF PROPOSED DISCIPLINARY ACTION

Business Judgment Rule

- An employer is permitted to exercise its business judgment in making personnel decisions, so long as the employer does not act for an unlawful reason, such as to harm an employee because of their race, religion, national origin, sex, age, or disability.
- ► It does not matter if a jury would have made the same decision or a different decision than the employer. So long as the employer exercises its business judgment and does not act for an illegal reason, the courts will not interfere.



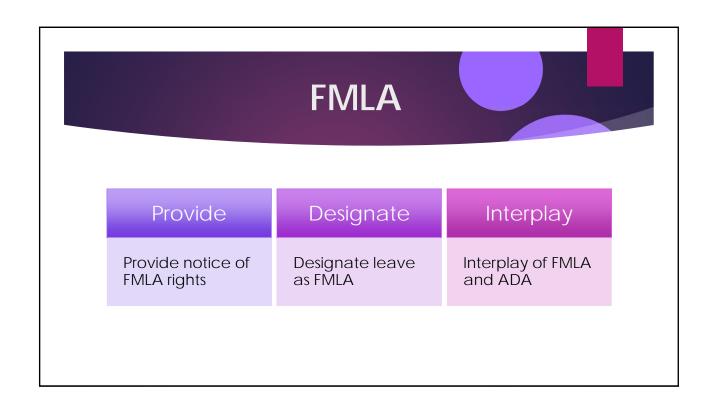
Responding to Medical Leaves and Issues

- ► Americans With Disabilities Act
- ▶ Duty to provide reasonable accommodation for qualified disabled employees unless the accommodation poses an undue hardship.

Americans
with
Disabilities
Act

Employer's right to obtain medical information

Reasonable accommodation process



CT Paid Sick Leave Act







Pregnancy Disability Leave

