

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@KEMPLAW.COM

First Question:

Who do
you serve?

Who is your
client?



The Second Question:



Are you hiring the right person?



Hiring the wrong person – the gift that keeps on giving!



Job Applications



Gaps



Salary History



Three Parts

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?

Reference Checks and Background Checks



Check references



Criminal background checks

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





Discipline

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

Triggered by Demand

Employer's right to obtain
medical information

Reasonable
accommodation process

FMLA

Provide

Provide notice of
FMLA rights

Designate

Designate leave
as FMLA

Interplay

Interplay of FMLA
and ADA

CT Paid Sick Leave Act



Workers' Compensation



Witness and Crime Leave

Family
Violence
Victim Leave

Pregnancy Disability Leave

Alcohol and Drug Testing



INVESTIGATION



MEDICAL
MARIJUANA CARDS



CONSENT