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Survey

Myriad of employment and employee benefits issues face employers

What should an employer consider when promoting a non-manager to management?

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When someone is promoted to management, many of the skills that got that person the promotion no longer apply. Too often, companies expect newly promoted employees to naturally have the skills to be successful managers, or decision makers assume new managers should

“figure it out,” just as they did.

Beyond technical and leadership skills, there are basic block and tackling skills for managers that can be acquired through three training courses:

- **Discrimination training.** This covers the basics of employment law, discrimination, Americans with Disabilities Act, Family and Medical Leave Act, Fair Labor Standards Act, Workers' Compensation and Title VII of the Civil Rights Act of 1964. Managers must be familiar with these laws when managing others and be able to recognize when they need to ask for help from their supervisor or human resources. As an extension of the company, it's unacceptable to not know the policies. Discrimination, sexual harassment and inappropriate behavior creates a liability for the company.

- **Interviewing training.** Managers are generally responsible for new employee selection. This area can be risky for the company if the interviewer doesn't know what questions are illegal to ask or how to respond to questions from the interviewee. Selecting new employees can also be costly if the new manager does not know how to get the most out of an interview and select the most qualified candidate.
- **Discipline and termination training.** This is normally the most difficult topic for new managers. No matter how well they know the rules, there's often reluctance to disciplining and terminating people who were previously peers.

Companies can ease the transition from non-management to management by offering training and ensuring the new manager understands he or she is an extension of the company.