

Management Skills

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Overview

- Management skills should be but are not part of academic training
- Hiring staff members is similar to building a team
- Be selective- it is worth waiting for the right hire
- It is always more difficult to deal with the wrong hire
- Promote teamwork in the hiring process

Attracting and Hiring

- Develop the job description first (scientist, technician, administrator, etc)
 - determine what you want
 - break down responsibilities into percentage effort.
 - determine what you need
 - how to decrease your work load, expand your tools
- Establish the duration of the job, both from your and the hire's standpoint
- Rate, not rank, the applicants
- Compare the interviewees to your best team member
- Watch for danger signs
 - unexplained absences
 - lack of key person in references (ask why there is no reference)
- Pay attention to your instincts
- Ask permission to speak to current boss or ask when would be an appropriate time in the hiring process
- Do not alienate people who are part of your and the interviewee's network
- See checklist on <http://intranet1.mountsinai.org/humanresources/MRG/index.htm>

Interviews

- Best to interview candidates in person
 - If you cannot travel, ask a local and trusted colleague to interview
- Have the applicant meet your lab (team) and collaborators
 - The applicant gets a sense of community
 - You get more feedback about applicant (both positive and negative)
- You want to hire someone who will be happy with the job.

Interview Questions

- Do not ask illegal questions. These include questions about age, race/ethnicity, religion, gender or sexual orientation, marital status, children (existing or planned)

- You can ask about
 - Background (current job, experience)
 - Why interested in this job
 - Why leaving current job (e.g. no funding, not growing, different community, different opportunities at medical school)
 - Research – you want to hear more than how data were collected (What has been done with data collected, dissatisfied with data, understanding of project, technical abilities)
 - How long they plan to commit to job.
 - How soon can they start
- Always contact references and ask
 - If they had funding, would they rehire this applicant?
 - What needs to be improved?
 - What were the problems?
 - How did they work with other people in the lab?

Training

- You must orient a new employee to
 - Individuals and environment
 - Required training
 - Written manuals or websites
 - Ground rules
 - Short and long term objectives
- Begin with a project which uses standard lab protocols and which has a high likelihood of success
- Provide supervision and feedback
- Encourage personal development and help people move on

Dealing with Problems

- Do not ignore problems
- All problems cannot be solved
- Document everything
- Contact HR staff before acting

Management Skills Bibliography

ON-LINE MANAGERS RESOURCE GUIDE (MSSM)

Creating a new position, Filling an existing position, Process flows, Contact Info

•<http://intranet1.mountsinai.org/humanresources/MRG/index.htm>

POSTDOCTORAL OFFICE MSSM

•<http://www.mssm.edu/postdoc/policies/>

How to Hire and Fire; How to Inspire by Gary Rosenberg, PhD

•http://www.mssm.edu/forfaculty/development/prof-dev/people_management.shtml

The Institutional Biosafety Program (Microbiology & Chemical)

<http://www.mssm.edu/biosafety/overview.shtml>

Mount Sinai School of Medicine Health and Safety Web site

http://www.mssm.edu/health_safety/index.shtml

EPA Training http://www.mssm.edu/health_safety/epa_training.shtml

MSSM Handbook: Guidelines for the Conduct of Research

http://www.mssm.edu/forfaculty/handbook_rs/special.shtml

Institutional Animal Care and Use Committee (IACUC)

http://www.mssm.edu/iacuc/gen_info.shtml

Center for Comparative Medicine and Surgery

<http://www.mssm.edu/ccms/training.shtml>

Effective Time Management. Suzanne Pfeffer, ASCB Newsletter Dec 2002

•www.ascb.org/news/vol25no12/ie/December-02_17.html

G.M. Blair, Starting to Manage: the essential skills , IEEE (Engineers Guides to Business), 1995. ISBN-0-7803-2295-9

Dennis Slevin The Whole Manager. 1989.

Career Advice for Life Scientists

Career Advice for Life Scientists II (Downloadable as pdfs)

•<http://www.ascb.org/index.cfm?navid=11>

Designing Productive Lab Meetings

•www.ascb.org/news/vol21no7aug/wicb.html

Six Common Lab Management Mistakes

•www.the-scientist.com/yr1997/mar/prof_a_970303.html

At the Helm: A Laboratory Navigator

•Kathy Barker, Cold Spring Harbor Laboratory Press

At the Bench: A Laboratory Navigator
• Kathy Barker. Cold Spring Harbor Laboratory Press