



## **Managers' Manuals**

By Erin K. Tenner, Esq.

Managers all need to be on the same page. You probably have an employment policy manual, but do you have a manager's manual? Some people are great at learning by hearing, but others do much better when they have something in writing to refer to that will instruct them how to handle different situations. You are more likely to get consistency from all your managers if you add a managers' manual to your toolbox. You may be thinking "the manager can just look at our employment policy manual." However, there are things you can put in a managers' manual that you may not want to put in an employment policy manual because some things aren't the responsibility of employees, in general, but are responsibilities of managers that are frequently overlooked.

For example, the manager of each department, or the personnel manager, or office manager, or some combination of other managers, need to be in charge of making sure all employment policy manuals are signed and placed in employee files. If you don't already have an established system for making sure this happens, having a managers' manual can be a way of establishing a practice that will be followed by all managers to make sure this important task is completed so that if you are ever sued by an employee, you have the documents you need to protect the dealership.

The managers' manual can also be a tool for making sure managers know what is expected of them in terms of making sure policies are followed. Or it can be used as an audit tool. By putting one person in charge of using the manual to spot check different departments to make sure the policies are being followed, you can avoid major headaches later.

If you decide to use a managers' manual, it needs to work with your current employment policy manual. Having someone prepare a managers' manual for you is a good opportunity to make sure your employment policy manual reflects your actual policies. Having a standard policy that no one reads or follows is far too common. It will not help you as much as you think it might if it was created for compliance purposes, but is not followed.

If you need assistance creating a manager's manual, contact your employment attorney, or let us know. We are happy to help.

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