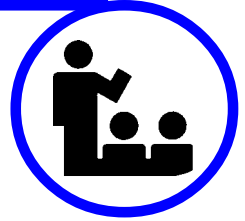


Management Trainees



Occupational Brief Title Codes:

- D.O.T.: 189.167-018
- G.O.E.: 11.05.02
- S.O.C.: 11-9199
- O*NET™: 11-9199.99
- N.A.I.C.S.: 611430
- H.O.C.: ESR

Work Classification Based Related

D.O.T. Occupations:

- Association Executives
- Consultants
- Directors of Research and Development
- Managers of Industrial Organizations
- Presidents
- Project Directors

Interests Based Related

G.O.E. Occupations:

- Branch Managers
- Department Managers
- Freight Traffic Consultants
- Personnel Managers
- Plant Protection Superintendents
- Program Directors

Skills Based Related

O*NET Occupations:

- Administrative Services Managers
- Education Administrators, All Other
- Human Resources Managers, All Other
- Social and Community Service Managers

Noteworthy Quote:

“As a Management Trainee, you are on a career track that can take you from supervisory to middle, senior, and executive management positions.

Managers impact both the human and physical resources of an organization by planning, organizing, directing and controlling workplace activities. Successful managers utilize both interpersonal skills and technical skill to contribute to the success of their organizations.

Continuing professional development is important to growth and advancement in the management profession”

–Lynn S. Powell, CM, Institute of Certified Professional Managers, Harrisonburg, Virginia

Management trainees (ˈman-ə-ment ˈtrain-ees) receive training and perform tasks under supervision in a planned program to prepare them for promotion to management positions.

Management trainees may be company employees who have shown through their work record a potential for a management career. They may also be new employees who have completed four or more years of college in a major suitable for the responsibilities required, or completed a management certification program. Business, industry, and government agencies need management staff to plan and run their operations. Although every manager in an organization has tasks unique to the specific activities of his or her department, all managers have four major responsibilities: planning, organizing, directing, and controlling.

In planning, managers define long-term and short-term goals and develop strategies to achieve them. In organizing, they set up a structure that allows individuals to work together productively. In directing, they set up guidelines and conditions under which employees perform tasks. In controlling, they keep a finger on the pulse of operations and give management reports on how well their department is meeting company goals.

To prepare employees to take on and discharge these responsibilities, companies conduct management trainee programs or participate in programs offered by private training organizations, academic institutions, and/or trade associations.

Work Performed

Specific duties of management trainees vary widely according to the nature of the industry and the individual firm employing trainees. Very often, trainees’ assignments are rotated among the various departments in order to develop familiarity with the whole organization and its functions. Trainees may also get classroom instruction in subjects related to their rotational experience. Instruction may include lectures, guest speakers, projects, oral presentations, and tests. Management trainees observe experienced workers to learn the methods, procedures, and standards required for the performance of departmental duties. They may also attend company-sponsored or private training programs.



Management trainees receive training to prepare them for promotion to management positions.

Photo by CGP Staff

Technical competence in the field of the employer is very important. For example, management trainees in a bank learn management skills while working as tellers, loan desk aides, or workers in other jobs. Management trainees in a department store chain may work in retail sales, product buying, personnel, or cost control. They may move from one branch store to another.

A large firm may have trainee programs for more than one kind of manager. An oil and gas company may train engineers for either field management or administrative work. Trainees in field management may take courses in drafting design, plant repair, or gas pipeline maintenance. Management trainees may work with earnings schedules, budgets, or gas plant systems. Some kinds of trainees may visit plants or drilling sites to add to their knowledge and skills.

In a trucking company, management trainees may work at a large terminal and also have home study on the work and background of the firm. A large retail food chain may teach management trainees in-store, district, and regional management. It may also have them take courses geared to their assigned spheres of management.

Many firms have formal written training programs which lay out the instruction and types of assignments the trainee will receive. They also specify times for periodic evaluation of the trainee's performance. Management traineeships may range in length from six months to five years.

Working Conditions

Management trainees usually have an assigned desk in a large or small office. They may rotate between departments and divisions.

Newly hired management trainees may be required to relocate to a different part of the country in order to receive training or to fill a position. Some with special knowledge go to places that require advanced skills, such as nuclear power plants, financial centers, hospital complexes, or feedlots.

Hours and Earnings

Most trainees work at least forty hours a week. While in training they are likely to spend many more hours on the job.

Earnings vary greatly with the employing industry or business. Wages vary depending on geographic location, the size of the firm, competitive wages or earnings of others in the same field, the degree of authority in the management position, and the trainee's qualifications. According to recent listings, management trainees earn about \$31,000 a year. Some management trainees are offered \$54,000 or more a year.

Earnings do not always reflect the degree of responsibility managers assume. Often highly skilled workers in advanced technological fields, such as physics or engineering, earn higher salaries than the manager for whom they work. Earnings for sales management trainees may be a

salary, a commission, or a combination of the two. The time period for transition from management trainee to manager varies by position and industry.

Management trainees may receive benefits such as paid holidays and vacations, health and life insurance, and pension plans. Trainees may use the tuition aid plan of the employer to take courses related to their work. Management trainees may also have the use of a company car.

Education and Training

More than 90 percent of all business executives have a college degree. A bachelor's degree is the norm for entry into management, and a graduate degree is becoming common. Management certification is also recognized as a viable credential to enter a management trainee program. Government agencies have the same requirements. An undergraduate degree in business, engineering, mathematics, or chemistry, coupled with a master of business administration is highly marketable. The MBA usually gives an individual an overall understanding of business organization and many of the techniques of management.

Most firms look for management trainees who have been active in clubs, on teams, and in school social programs. These firms believe socially active students will work well with others when they become managers. Many chain companies such as fast-food outlets hire high school graduates with good grades as trainees.

Most company training programs last for one to three years. Some last only a few weeks or months. The length of each program depends on the firm or organization, the kind of work it does, the funds for training, and other considerations. Management trainees may also take courses of study, see films, give talks, and write papers on assigned subjects.

All management trainees should have an understanding of computers. Managers today have a personal computer, usually hooked into a computer network. Management information systems give managers a flow of timely and accurate information they can use to make decisions.

Licensing, Certification, Unions and Professional Societies

Management trainees do not need a license to manage. They may, however, be required to have certification for a profession they practice. Engineers, for instance, must be registered in the state where they are employed.

Although not required, membership in one or more professional or trade groups might be helpful to management trainees. They may use contacts with these groups to further their career goals. Many large firms and government agencies encourage their managers to join

these groups in order to keep up with advances in their field. Some firms send trainees to professional meetings where they broaden their knowledge or skills.

The American Management Association (AMA) is dedicated to all kinds of management education. AMA offers seminars, conferences, current issues forums and briefings, books and publications, and online self-study courses.

The Institute of Certified Professional Managers (ICPM) is a non profit, education institute and business center of the College of Business at James Madison University. ICPM promotes professionalism in management by offering two management certifications: Certified Manager (CM) and Certified Manager of Animal Resources (CMAR).

The National Management Association (NMA) provides management and leadership opportunities and is dedicated to the professional development of all employees in the management profession.

Personal Qualifications

Management trainees need specific abilities to succeed in management. They should have good reading, writing, speaking, and listening skills in order to communicate effectively with those above them and below them in the chain of command. They must be able to understand and get along well with people. Skill in dealing with others and knowing how to create a working climate in which all employees can participate are important. Trainees should be able to analyze facts, to assign tasks, and to get people to respond. Personal attributes such as leadership skills, good judgment, intuition, and self-confidence are essential for effective management. Flexibility in adapting to changing needs and schedules is also important.

Occupations can be adapted for workers with disabilities. Persons should contact their school or employment counselors, their state office of vocational rehabilitation, or their state department of labor to explore fully their individual needs and requirements as well as the requirements of the occupation.

Where Employed

Management trainees live and work in cities and towns of all sizes in the United States. Some work in overseas branches. Management trainees are often found in finance, trade, manufacturing, retail, hospitality, and government agency positions. New college graduates are finding opportunities in health care services, retail, sales, and nonprofit organizations.

Employment Outlook

According to the Bureau of Labor Statistics, there will be strong employment growth for managers through the year 2012, accompanied by the increased hiring trends

for recent college graduates. The highest increase will be in the retail wholesale trade sectors with better opportunities at smaller corporations.

Graduates with general business skills will find many employment opportunities in a variety of businesses. Many firms, especially those looking for management and sales trainees, are primarily interested in hiring people with a broad background.

Opportunities will be best for job seekers with a graduate degree and special training in the employer's field, along with the ability to use new information and communications technologies for managerial decision making.

Entry Methods

Some college students serve an internship with an employing company while still in college. This experience often serves as an entry into the company as a management trainee. Many management trainees meet their future employer through the school placement service usually by talking with personnel recruiters from large firms. Most students send resumes to firms, who may respond with invitations for job interviews.

Many government agencies canvass their own ranks for future management trainees. They post the dates and times of tests and/or interviews to inform employees of these openings. Those who would like to begin their career as a management trainee should take part in career days at schools and keep in touch with college placement representatives.

Advancement

There are several degrees of authority in management. Generally speaking, supervisors are often considered first-level management. Department managers and general managers, who include regional and plant managers, are labeled middle management. Vice presidents and chief executives are top management or executives.

The limit to which management trainees can advance depends on the size of the firm they work for, and on their own skills, education, and ability. First-level managers with technical skills and managerial competence may move up to middle management. Middle managers with conceptual competence may have a good chance for a key executive position. Supervisors must have technical skills to see that workers produce quality products or services. Top managers must deal with larger conceptual and visionary issues of the organization. A large firm may have a diverse staff and greater opportunities. Gaining the whole organization perspective is an important developmental step for management trainees. Moving up in larger organizations will take longer than moving up in smaller organizations. Each has their own form of challenges and rewards.

Management trainees do not always start on the lowest rung of the management ladder. They may start as

first-level supervisors and train for middle and upper management positions. These trainees often have a master's degree. Many trainees who have been in management with one firm for a few years move to another firm to gain greater experience and increased compensation.

For Further Research

American Management Association, 1601 Broadway, New York, NY 10019. Web site: www.amanet.org

Institute of Certified Professional Managers, James Madison University, MSC 5504, Harrisonburg, VA 22807. Web site: www.icpm.biz

National Management Association, 2210 Arbor Boulevard, Dayton, OH 45439. Web site: www.nma1.org

Acknowledgments

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Karen Tobias, Vice President of Professional Development, National Management Association, 2210 Arbor Boulevard, Dayton, OH 45439.

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