

# LINE MANAGER HR AND EMPLOYMENT LAW ESSENTIALS

## TRAINING: THE EMPLOYMENT LIFECYCLE

### Overview

Managers are not expected to be legal or HR experts, but they play a crucial role in preventing risk and fostering a positive working environment.

It is essential that Line Managers understand employment law in order to minimise the risk of unintentionally breaching employee rights, particularly given the constantly evolving and increasingly complex legal landscape. They also play a vital role in shaping the workplace culture needed for the organisation to thrive in the future.

### Learning Objectives:

#### **1) Understand and apply the Legal Frameworks that Shape People Management**

Gain foundational knowledge of key employment laws that govern everyday management responsibilities.

#### **2) Clarify the Role of Line Managers vs HR**

Recognise where line manager responsibilities begin and end, and when to involve HR for support and guidance.

#### **3) Recruit and Select Lawfully and Inclusively**

Learn how to avoid discrimination, uphold data protection, and ensure fairness throughout the recruitment process.

#### **4) Manage Employment Contracts Effectively**

Understand key contract elements, legal obligations, and the impact of changing terms and conditions.

#### **5) Onboard Employees Confidently and Compliantly**

Ensure legal checks, induction processes, and early performance expectations are managed appropriately.

#### **6) Manage Performance and Capability Fairly**

Build skills to handle underperformance, give effective feedback, document issues, and support employees lawfully.

#### **7) Support Attendance and Wellbeing Proactively**

Navigate absence management and wellbeing challenges with legal awareness and a compassionate approach.

#### **8) Handle Disciplinary and Grievance Matters Properly**

Follow fair, structured procedures to manage misconduct or resolve complaints while minimising legal risk.

#### **9) Conduct Workplace Investigations Confidently, Lawfully and Objectively**

Plan, gather evidence, and report on investigations while maintaining confidentiality and fairness.

### **10) Foster a Respectful, Inclusive Workplace Culture**

Understand discrimination, intervene early on poor behaviour, and promote Equity, Diversity & Inclusion (ED&I).

### **11) Apply Family Friendly and Flexible Working Rights**

Know how to handle statutory leave, emergency time off, and flexible or hybrid working requests lawfully.

### **12) End Employment Lawfully and Respectfully**

Follow fair procedures for resignations, dismissals, and redundancies to protect both people and the organisation.

### **13) Understand Redundancy and TUPE Processes**

Manage workforce changes legally, including consultation duties, selection processes, and employee protections.

### **14) Recognise Employment Tribunal Risks and Prevention**

Spot early signs of legal risk, understand tribunal processes, and take preventative steps through fair decision-making.

### **15) Handle Employee Data Responsibly and Securely**

Comply with data protection laws, manage DSARs appropriately, and avoid common confidentiality breaches.

## **Delivery Style**

- **Interactive learning** – real-time discussion, polls, and scenario-based questions
- **Case studies** – practical examples to apply legal principles to real workplace situations
- **Quizzes and knowledge checks** – reinforce learning and test understanding throughout
- **Group work and breakout discussions** – encourage peer learning and shared perspectives
- **Role-play and simulations** – practise difficult conversations and procedural steps (e.g., disciplinaries)
- **Workbooks and downloadable resources** – support ongoing reflection and note-taking
- **Modular format** – build knowledge step-by-step or target specific areas
- **Optional pre-recorded videos** – for self-paced review or refresher learning

## **Flexible Delivery Options:**

### **1) Modular Learning (Pick-and-Mix Format)**

Ideal for: Experienced managers wanting targeted updates or support in specific areas.

- **Choose individual modules** based on current needs (e.g., "Disciplinary & Grievance", "Family Friendly Rights").
- Available as:
  - 1-hour webinars
  - Half-day interactive workshops
- Online or in-person
- Includes optional microlearning recap videos or quizzes post-session

## 2) Full Programme (Comprehensive Learning Pathway)

Ideal for: New managers or those looking to refresh their understanding of employment law

- **All 15 modules** delivered as a complete course
- Includes:
  - Certificate of Completion
  - Workbook/journal for reflection
  - Practical exercises and case studies
- Delivery options:
  - **Condensed Intensive (5 full days or 10 half-days)**
  - **Spread-out Programme (e.g. 1 module/week over 3–4 months)**
- **Online live sessions, blended, or classroom-based**

## 3) Timeframe Options

Let participants or organisations choose based on availability:

OPTION	DESCRIPTION	FORMAT
Intensive Bootcamp	2-3 full days	In-person/Virtual
Weekly Series	1-2 modules per week over 2-3 months	Online/Blended
Monthly Development Plan	1 module/month with coaching support	Online self-paced + monthly live
Lunch & Learn Series	1-hour sessions, perfect for busy teams	Online drop-ins

## 4) Delivery Formats

Offer flexible learning modes to suit different learning styles and team needs:

- **Live Online Workshops (Zoom, Teams)** – Interactive, with breakout discussions and case studies
- **Self-Paced E-Learning** – Videos, reading, and quizzes with progress tracking
- **In-Person Training** – Full-day or half-day sessions with activities, peer discussions, and role-play
- **Blended Approach** – Combine self-paced learning with live virtual or in-person workshops

## 5) Custom Packages for Organisations

**Ideal for HR and L&D teams** rolling this out internally

- Tailored module selection based on risk areas or performance goals
- Include internal policy alignment and case study customisation
- Optional manager toolkits, checklists, and follow-up coaching

## Module 1: Introduction

### Why Are We Covering This?

This module sets the stage for understanding how employment law underpins everyday decisions, and why line managers are critical to getting it right from day one.

### Topics Covered:

- Why line managers matter: business impact and culture
- The role of HR vs line managers
- Core legal frameworks
- How this course supports business outcomes and values
- Support for Line Managers
- Overview of the employment lifecycle and course structure

## Module 2: Recruitment and Selection

### Why Are We Covering This?

Recruitment is where many legal risks begin, particularly around discrimination, data protection, and fairness. This session helps managers understand how to run inclusive, lawful recruitment processes that select the best candidates.

### Topics Covered:

- Discrimination risks and protected characteristics
- Writing inclusive job descriptions
- Shortlisting fairly
- Lawful interview practices
- Reasonable adjustments for candidates
- Record keeping and data protection

## Module 3: Employment Contracts

### Why Are We Covering This?

Contracts set expectations from day one. This session clarifies what should (and shouldn't) go into a contract, the risks of breaches, and how to manage terms lawfully.

### Topics Covered:

- Employment status
- Contractual arrangements and legal requirements
- Express and implied terms
- Pay and hours
- Holiday
- Changing Terms and Conditions

## Module 4: Onboarding, Probation and Performance Expectations

### Why Are We Covering This?

How an employee starts their journey shapes long-term engagement and performance. This session helps managers set expectations and build strong, consistent relationships.

### Topics Covered:

- Offer Letters
- Right to work checks

- Key policy awareness at induction
- Health & safety
- Managing probation periods and reviews
- Early performance concerns and documentation

## **Module 5: Managing Performance and Capability**

### **Why Are We Covering This?**

Performance management isn't just about appraisals—it's about supporting employees and protecting the business when things don't go to plan. This module gives managers the tools to have effective conversations and take fair action when needed.

### **Topics Covered:**

- The legal framework for capability
- Informal vs formal performance management
- Setting clear objectives and feedback culture
- Documenting discussions and decisions
- Supporting staff with disabilities or health conditions
- Having difficult conversations.

## **Module 6: Attendance and Wellbeing**

### **Why Are We Covering This?**

Managing absence is both a legal obligation and a moral one. This session explores how to support wellbeing while ensuring fairness and consistency in attendance processes.

### **Topics Covered:**

- Managing short and long-term absence
- Mental health and the Equality Act
- Fit notes and occupational health
- Return to work meetings
- Reasonable adjustments and phased returns
- Patterns and triggers

## **Module 7: Disciplinary and Grievance Handling**

### **Why Are We Covering This?**

Disciplinary and grievance cases often arise when things go wrong. Knowing how to follow a fair and lawful process is essential to avoid legal risk and uphold organisational integrity.

### **Topics Covered:**

- The legal framework for a disciplinary process
- The legal framework for a grievance process
- Handling complaints and escalation pathways
- Holding formal hearings
- Roles and responsibilities in the process
- The Appeal process

## **Module 8: the Workplace Investigations**

### **Why Are We Covering This?**

Workplace investigations are critical in responding to grievance and whistleblowing allegations and managing misconduct allegations fairly. Managers must know how to gather facts lawfully, handle confidentiality, and ensure procedural fairness.

### Topics Covered:

- The purpose and scope of investigations
- Roles and responsibilities: investigator vs decision-maker
- Preparation & Planning
- Evidence collection and interviews, including managing data
- Analysis and decision making
- Reporting and follow up

### Module 9: Workplace Culture, ED&I and Discrimination

#### Why Are We Covering This?

Everyone deserves a safe and respectful workplace. Managers have a legal and moral duty to intervene early, challenge poor behaviour, and protect employees under the Equality Act.

### Topics Covered:

- The role of a thriving workplace culture
- Discrimination – direct, indirect, victimisation, harassment
- Bullying
- Protected characteristics
- Bystander intervention
- Responding to concerns and complaints

### Module 10: Family Friendly and Flexible Working

#### Why Are We Covering This?

This session clarifies statutory entitlements and how to manage requests fairly and lawfully.

### Topics Covered:

- Family leave – maternity, paternity, shared parental
- Flexible working requests
- Time off for dependants and emergencies
- Flexible working requests
- Hybrid Working

### Module 11: Ending Employment

#### Why Are We Covering This?

When employment ends, whether through resignation, redundancy or dismissal, it's vital to follow lawful and fair processes. This protects the organisation and the dignity of the employee.

### Topics Covered:

- Employee resignation and constructive dismissal
- Retirement
- Employer dismissals and a fair dismissal process
- Settlement agreements and without prejudice conversations
- Exit interviews
- References and post-employment obligations

### Module 12: Redundancy

#### Why Are We Covering This?

Redundancy can be one of the most challenging processes for a manager to handle, both legally and emotionally. A fair, transparent, and well-documented process protects employees and the organisation, ensuring compliance with employment law and minimising risk.

### Topics Covered:

- Definition of redundancy and valid business reasons
- Fair selection criteria and consultation processes
- Individual vs collective consultation duties
- Suitable alternative employment
- Notice, redundancy pay, and support
- Avoiding unfair dismissal claims

## Module 13: TUPE - Transfers of Undertakings

### Why Are We Covering This?

TUPE (Transfer of Undertakings Protection of Employment) is a complex but critical area of employment law. It protects employees' rights when services are outsourced, insourced, or organisations merge or change provider. Line managers need to understand their responsibilities to support compliant, fair processes during these changes.

### Topics Covered:

- What TUPE is and when it applies
- Identifying a relevant transfer
- Informing and consulting affected employees
- Protections for terms and conditions
- Risks of dismissal and redundancy under TUPE
- The role of due diligence and employee liability information

## Module 14: Employment Tribunal Claims

### Why Are We Covering This?

Understanding the risks and realities of Employment Tribunal (ET) claims helps managers take preventative action, follow fair processes, and reduce the likelihood of costly and reputationally damaging outcomes. This module gives managers the insight to spot risks early and manage issues before they escalate.

### Topics Covered:

- What an Employment Tribunal is and how it works
- Common claims brought against employers (e.g. unfair dismissal, discrimination, breach of contract)
- The ACAS Early Conciliation process
- Key time limits and procedural stages
- The importance of documentation and decision-making
- How managers contribute to a defensible position

## Module 15: Data Protection and Confidentiality

### Why Are We Covering This?

Managers handle sensitive employee data every day—from interview notes to medical records. Breaches of data protection law can lead to financial penalties and reputational damage. This module explains how to handle information lawfully, securely, and respectfully under GDPR and related UK legislation.

### Topics Covered:

- Key principles of UK GDPR and the Data Protection Act 2018
- Lawful basis for processing employee data
- Confidentiality vs transparency in the employment relationship
- Data Subject Access Requests (DSARs)
- Retention and disposal of HR records
- Common manager pitfalls and how to avoid them

#### Other Manager Training Available:

- Effective communication
- Building high performing teams
- Conflict resolution and difficult conversations
- Emotional intelligence and self-awareness
- Coaching and mentoring
- Cross-cultural awareness