

Federal Employee Relations: Advanced Casework and Governance (Self-Paced)

Handle the hardest ER cases and govern penalties for consistency across an agency.

Group classes in Live Online and onsite training is available for this course. For more information, email onsite@graduateschool.edu or visit: <https://www.graduateschool.edu/courses/federal-employee-relations-advanced>



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Course Outline

Complex Case Assessment and Legal Sufficiency

- Evaluating complex conduct and performance matters
- Identifying evidentiary, procedural, and documentation gaps
- Reviewing a proposed action for legal and procedural sufficiency
- Assessing the relationship between the charge, specifications, and supporting evidence
- Determining when to involve agency counsel or other specialists

High-Risk Adverse Actions and Due Process

- Managing complex and high-risk adverse-action cases
- Providing notice and a meaningful opportunity to respond
- Maintaining impartiality between proposing and deciding officials
- Evaluating employee replies and mitigating information
- Recognizing procedural errors that may affect an action

Penalty Governance and Comparator Analysis

- Applying the Douglas factors to penalty decisions
- Connecting the penalty to the facts and circumstances of the case
- Identifying appropriate comparators
- Evaluating similarities and distinctions among cases
- Reducing the risk of inconsistent or disparate penalties
- Documenting and defending the reasonableness of a penalty

Multi-Forum Risk and Case Coordination

- Recognizing matters that may involve EEO, labor relations, OSC, MSPB, privacy, or other forums
- Identifying overlapping claims, rights, and procedural requirements
- Determining when and how to coordinate with counsel and other offices

- Managing referrals and handoffs without compromising the case record
- Tracking deadlines and obligations across multiple forums

Defensible Case Files and Agency Records

- Building a complete and well-organized case file
- Documenting management decisions and supporting rationale
- Maintaining reliable evidence and records
- Preparing the agency record for third-party review
- Identifying common case-file weaknesses

Employee Relations Portfolio Governance

- Establishing agencywide standards for case quality
- Promoting consistent penalty practices across offices and components
- Reviewing trends, comparators, and recurring case risks
- Using quality-control reviews to strengthen employee relations practices
- Advising leadership on systemic risks and corrective actions