COURSE SYLLABUS

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

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

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



support@graduateschool.edu •
(888) 744-4723

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