COURSE SYLLABUS

Federal Labor Relations Course (Intermediate)

Deepen your understanding of federal labor relations, including bargaining, grievances, and union interactions, to effectively manage labor-management activities.

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



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Course Outline

Module 1: Historical Overview

- Trace the development of U.S. unionism and federal-sector labor relations leading to the CSRA.
- Explain how executive orders and legislation shaped today's federal LR framework.
- Connect labor-management history to current day bargaining and dispute practices.

Module 2: Legal Principles and Third Parties

- Summarize the Labor-Management Relations Statute (5 U.S.C. Chapter 71) and its key provisions.
- Differentiate rights and responsibilities of employees, management (§7106), and unions.
- Identify roles of FLRA, FMCS, FSIP, arbitrators, and DOL in the LR system.

Module 3: Representation and Meetings

- Apply union representation rights and duties under 5 U.S.C. §7114.
- Determine when meetings are "formal discussions" requiring union presence.
- Exercise Weingarten rights during investigatory interviews.

Module 4: Scope of Bargaining

- Distinguish prohibited, permissive (§7106(b)(1)), and mandatory subjects of bargaining.
- Analyze negotiability issues tied to management rights and appropriate arrangements.
- Address other scope topics including procedures and implementation details.

Module 5: Negotiations and Applying the Contract

- Plan for term and mid-term bargaining; prepare teams, data, and strategies.
- Use models and techniques that prevent negotiability disputes and impasses.
- Navigate FMCS/FSIP processes, agency-head review, ratification, and contract signing.
- Interpret and apply the agreement; manage changes during negotiations.

Module 6: Role of the Union Steward

- Clarify steward responsibilities and representational boundaries.
- Practice day-to-day interactions grounded in the “robust debate” principle.
- Address and de-escalate abusive conduct while maintaining statutory rights.

Module 7: Official Time

- Define official time purposes and limits under the Statute and case law.
- Document, approve, and control official time use with practical methods.
- Resolve disputes over reasonableness and availability.

Module 8: Information Requests

- Meet §7114(b)(4) requirements for furnishing data to the exclusive representative.
- Establish and evaluate “particularized need.”
- Balance disclosure with confidentiality, privacy, and security constraints.

Module 9: Grievances

- Design and follow negotiated grievance procedures through binding arbitration.
- Assess grievability/arbitrability and select appropriate remedies.
- Coordinate, document, and settle grievances effectively.

Module 10: Unfair Labor Practices (ULPs)

- Identify management and union ULPs, defenses, and remedies.
- Follow FLRA Office of General Counsel investigation processes.
- Implement preventive practices to reduce ULP exposure.

Module 11: Consultation Rights

- Explain national consultation rights and when they apply.
- Integrate consultation into agency policy development and changes.

Module 12: Developing and Working Proposals

- Draft clear, negotiable proposals and counterproposals aligned with mission and law.
- Assess impact/costs and prepare justification packages.
- Refine language to avoid unintended obligations and negotiability pitfalls.