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“FRISK® is an easily adaptable and exceptional resource for managers in developing skills and competencies in understanding the complex steps of promoting change in underperforming employees and supporting employee accountability. Its primary focus is achieving positive change through clear, accurate and constructive communication techniques and effective leadership skills to aid, refine and correct job performance prior to discipline. Absent improvement, the handbook lays out, in clear and straightforward terms, the key feedback elements and progressive discipline steps to ensure legally sufficient documentation for necessary discipline. FRISK® should be a mandatory resource and training program for all managers.”

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“FRISK® is a uniquely practical model that plainly spells out the necessary communication components required for critical feedback to promote satisfactory performance. It is fairly balanced to provide the employee reasonable time to improve. Absent improvement, FRISK® offers a clear foundation for establishing documentary evidence to support discipline. The handbook blends the technical aspects of feedback content with the necessary skills for delivering the message to best influence improved employee performance.”

“The FRISK® handbook and trainings are essential tools and valuable resources for evaluators in understanding and managing critical performance feedback and improvement. FRISK® provides an insightful and organized approach in addressing the complex interaction of performance feedback, effective communication techniques and key leadership skills to best support employee change in the workplace. It uniquely combines the ‘science’ of effective feedback and documentation with the ‘art’ of changing behavior.”
Effective evaluators must know WHAT to say and HOW to frame the feedback message. Most employees are capable, willing and able to correct performance deficiencies, but have not received clear guidance. A few employees are indifferent, unwilling or unable to correct substandard performance and require formal documentation to motivate improvement and, if necessary, provide a legal basis for discipline. Too often, evaluators have not been trained to address either situation. The end result is that conscientious employees may fail due to inadequate feedback, while the few indifferent or incapable employees cannot be disciplined because of incomplete documentation. The objective of FRISK® is to increase an evaluator’s skills, knowledge and ability to address both issues.”  

Steven Andelson, FRISK® Author/Partner, AALRR

FRISK® Handbook

The FRISK® handbook is a proven communication model designed to aid evaluators in addressing below-standard employee performance. It has been used since 1996 by government agencies, community and state colleges, universities, school districts, county offices of education and professional management associations as an effective desktop resource and insightful learning tool. The handbook lays out, in clear and understandable language, the key communication elements necessary to promote positive change and, when necessary, support a legal basis for discipline.

The New FRISK® Government Edition Includes:

- In-depth analysis and restructuring of the FRISK® communication components, including FRISK® skill tips, practical checklists and new examples.
- Clear, comprehensive review of progressive intervention strategies to foster and motivate performance improvement.
- New chapter on delivering the FRISK® message which focuses on the “art of changing behavior” in the workplace, using values-based behaviors, communication and cognitive skills to influence employee cooperation for change.
- New chapter on strategically planning FRISK® communications through multiple self-examining questions tied to committing, timing, setting, planning, and delivering the FRISK® message.
- New chapter on FRISK® templates and sample documents, including a document planning map.

FRISK® Leadership Support Programs

Basic FRISK®

Focuses on the five communication elements of FRISK®. Key points, examples and scenarios are reviewed and discussed to emphasize the importance of each feedback element in addressing below-standard employee performance.

Advanced FRISK®

Examines the FRISK® elements and progressive intervention techniques in greater depth. Participants are involved in writing FRISK® responses to hypothetical scenarios which are reviewed and analyzed in an open, interactive discussion.

Applying FRISK® to Police Officers and Firefighters

Reviews the application of FRISK® under the Public Safety Officers and Firefighters Bill of Rights. Unique aspects of managing public safety employees are explored, from internal affairs investigations to addressing below standard performance.

Validating the Facts Through Investigation (PROOF®)

Explores the investigatory process of validating facts. Basic standards relating to gathering facts, interviewing witnesses, and weighing credible evidence are reviewed and analyzed using examples and hypotheticals.

Framing the FRISK® Message to Influence Change

Reviews strategies on HOW to deliver the FRISK® message to influence employee cooperation for change. Key communication skills and evaluator behaviors to support cooperative change are explored through interactive discussion and practice.

Aligning FRISK® and Formal Evaluations

Reviews the relationship between FRISK® and formal evaluations. Techniques for integrating evaluation procedures and criteria with FRISK® documents are examined, using examples and scenarios to emphasize key points.

Strategic Planning for Employee Dismissal

Explores strategies and procedural issues relating to meeting management’s burden of proof in dismissing employees.

Personal Coaching

Provides hands-on mentoring for evaluators by AALRR attorneys and experienced HR Managers to increase effectiveness in addressing below-standard employee performance. Coaches will work with individual evaluators to build skills and proficiency in handling performance interventions.

NEW FRISK® Government Edition

FRISK® Trainings

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FRISK® Public Sector Acknowledgments

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Please contact the AALRR Leadership Training Department at 562.653.3200 | frisk@aalrr.com for any questions concerning the FRISK® program, book orders, or training.
Or visit http://aalrr.com/publications/frisk — for additional ordering information.

NEW FRISK®

Government Agency Edition
and
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FRISK®

FACTS
IMPACT
Knowledge
Suggestions

FUNDAMENTALS
FOR EVALUATORS
IN ADDRESSING
BELOW-STANDARD
EMPLOYEE
PERFORMANCE

Learn Critical Management Feedback Techniques for Better Employee Performance and Accountability

Atkinson, Andelson, Loya, Ruud & Romo