

FRISK™ MANUAL

FRISK™ Overview

FRISK™ Documentation Model, Practical Guidelines for Evaluators in Documenting Unsatisfactory Employee Performance is designed for public sector evaluators as a communication framework to help promote positive change in substandard employee performance or to correct misconduct. It uses the primary elements of just cause to form the basis of the FRISK™ components. The Model reviews each of these components and their specific application as part of an assertive communication skills strategy to promote change and develop a clear understanding of performance expectations. Emphasis is placed on open, honest, and precise information sharing to avoid misinterpretation and provide employees with clear direction for change within an accountable and considerate working relationship.

What does FRISK™ stand for?

FRISK™ is an acronym representing the universal components which should be included in any communication with employees involving performance problems or misconduct. These communication components represent the "FRISK™ Language." Each of these components has a special purpose:

- F** FACTS evidencing the employee's unsatisfactory conduct.
- R** RULE or authority violated by the employee's behavior.
- I** IMPACT of the employee's unsatisfactory conduct on the workplace.
- S** SUGGESTIONS to assist the employee in improving performance and directions as to the proper conduct the employee is expected to follow in the future. These directions are also referred to as Directives such as "Immediately you will..."
- K** KNOWLEDGE of the employee's right to respond to corrective documentation placed in the personnel file.

The FRISK™ Model focuses on each FRISK™ communication component and identifies basic guidelines and procedures necessary for their proper application in communicating, documenting, and correcting employee performance problems. It is a critical component in a progressive discipline model.

There are three elements that must be considered:

1. The process will be **positive**. Emphasis is placed on the potential of employees to change/improve their behavior/performance rather than punitive measures.
2. The process will be **corrective**. Supervisors have a responsibility to assist employees in modifying their conduct.
3. The process will be **progressive**. By progressively increasing the severity of the communication and discipline imposed for persistent misconduct or failure to meet the established standard it is expected that employees will be given the necessary incentive to take corrective action.

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Mike Jess



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