



ADA Interactive Process Packet

Run and document the ADA interactive process: limitation, essential functions, options, dialogue, decision, and reassessment.

WHAT THIS HELPS YOU DO

Use this packet whenever a disability accommodation need surfaces, to conduct a genuine, documented interactive process — the single factor that most often decides ADA failure-to-accommodate claims.

WHEN TO USE THIS DOCUMENT

- When an employee requests any change connected to a medical condition
- When performance problems appear alongside a known medical condition
- When a medical note arrives with restrictions
- Before denying, or granting, any accommodation request
- When an existing accommodation stops working for either side

WHAT THIS DOCUMENT HELPS PREVENT

- Failure-to-accommodate claims built on employer silence
- Accommodation requests that die in a supervisor's inbox
- Essential-function disputes with no current job description behind them
- Denials made without exploring a single alternative
- Medical information scattered through personnel files

Faulkner HR Solutions focuses on the system behind the people problem. This tool is designed to help employers slow down the decision, identify the risk, and create proof before the issue becomes a claim, complaint, turnover event, or credibility problem.

BEFORE YOU START: READINESS CHECKLIST

Gather the following before working through this document. Incomplete inputs are one of the most common reasons employer decisions fail under later scrutiny.

Have it	Input	Notes / location
<input type="checkbox"/>	Employee name and role	
<input type="checkbox"/>	Date of incident, request, or separation	



Have it	Input	Notes / location
<input type="checkbox"/>	Supervisor involved	
<input type="checkbox"/>	Policy or handbook section that applies	
<input type="checkbox"/>	Prior documentation on file	
<input type="checkbox"/>	Pay records, if applicable	
<input type="checkbox"/>	Relevant emails, texts, notes, or complaints	
<input type="checkbox"/>	Decision-maker name	
<input type="checkbox"/>	Deadline, if applicable	



INTERACTIVE PROCESS PACKET

The ADA does not require the perfect accommodation — it requires a genuine, good-faith, documented dialogue that lands on an effective one. This packet is that dialogue, in writing.

Part 1 — Request / Trigger Record

No magic words are required. 'My back can't take this shift' is a request. Record it the day it surfaces.

Employee name and position	
Date the need became known, and to whom	
How it surfaced (request, medical note, observation)	
Limitation as described (employee's words — not a diagnosis)	
Specific accommodation requested, if any	

Part 2 — Essential Functions

Pull the current job description and test it against reality. Marginal tasks are not essential just because they are listed.

Job function	Essential or marginal? Why?	Affected by the limitation?

Part 3 — Medical Information (only what is needed)

Done	Medical information step	Date / notes
<input type="checkbox"/>	Documentation requested only where disability/need is not obvious	
<input type="checkbox"/>	Request limited to the limitation and accommodation need — never full records or diagnosis fishing	
<input type="checkbox"/>	Information routed to HR, not the supervisor	
<input type="checkbox"/>	Stored in the confidential medical file, separate from the personnel file	



Part 4 — Accommodation Options Explored

Option	Effective for the limitation?	Cost / operational impact	Feasible?
Modified equipment / workstation			
Schedule modification / telework			
Job restructuring (marginal duties)			
Temporary light duty			
Leave as an accommodation			
Reassignment to vacant position (last resort)			

Part 5 — Dialogue Record

Date	Participants	Discussed / offered / employee response

Part 6 — Decision Record

Accommodation granted (describe precisely) or denied (why)	
If denied: undue hardship or direct threat analysis, with specific facts	
Alternatives offered	
Effective date and implementation owner	
Written confirmation to employee (date)	

Part 7 — Reassessment Schedule

Review date	Is it still effective? Changes needed?	Reviewed by



Review date	Is it still effective? Changes needed?	Reviewed by

Role	Name / signature	Date
HR reviewer		
Employee acknowledgment		
Decision authority		

STOP AND REVIEW BEFORE ACTING

If any statement below is true, pause. Get the decision reviewed by HR, counsel, or Faulkner HR Solutions before you act.

- The request has been sitting unanswered for more than a week.
- The supervisor is holding medical information or contacted the provider directly.
- Discipline for performance is proceeding while the accommodation request is pending.
- The denial rationale is cost, without any actual cost analysis on paper.
- The employee is being pushed toward leave or resignation instead of on-the-job options.
- The 'essential function' at issue appears nowhere in the job description and is rarely performed.

MINIMUM DOCUMENTATION STANDARD

Before this file is closed, the employer should be able to answer every question below and point to where the proof lives.

Question	Your answer / where the proof is stored
What happened?	
When did it happen?	
Who observed or reported it?	
What policy, standard, deadline, or expectation applies?	
What decision was made?	
Who had authority to make the decision?	



Question	Your answer / where the proof is stored
What alternatives were considered?	
What risk was reviewed?	
What follow-up is required?	
Where is the proof stored?	

COMMON MISTAKES

1. Waiting for the employee to say 'ADA' or 'accommodation' before starting the process.
2. Letting the interactive process stall — delay is functionally denial.
3. Requesting complete medical records when only the limitation matters.
4. Skipping alternatives once the requested accommodation is rejected.
5. Treating leave or reassignment as the first option instead of the last.
6. Granting an accommodation verbally and never confirming or reviewing it.
7. Firing for performance issues caused by the very limitation under discussion.

WHAT TO DO NEXT

Implement, confirm in writing, calendar the reassessment, and file medical information in the confidential medical file. If the outcome is a denial of any kind, have HR or counsel review the file before the denial is communicated — the packet you just completed is the defense, or the exhibit.

Before you terminate, deduct, discipline, classify, or respond, get the decision reviewed.

Call 210.446.8730 or email thomas@faulknerhrsolutions.info.



Before you process payroll, terminate, classify, deduct, or respond to a claim, get the decision reviewed.

Need help applying this to a real workplace decision?

Faulkner HR Solutions helps Texas employers, nonprofits, municipalities, and growing businesses fix the people systems behind recurring workplace problems.

If this document raised a risk flag, do not guess your way through the next step.

Call: 210.446.8730

Email: thomas@faulknerhrsolutions.info

Website: faulknerhrsolutions.info

DISCLAIMER

This resource is provided for general employer education and planning purposes. It is not legal advice and does not create an attorney-client relationship. Employment laws, agency guidance, and local requirements may change. Employers should review the facts of each situation before acting and consult appropriate HR or legal counsel when needed.