The Organizations Toolkit

Practical steps for hiring, support requests, and everyday management

FOR ORGANIZATIONS · HR · PEOPLE TEAMS · SCHOOL LEADERSHIP

Managers can only be as inclusive as the processes around them allow. This toolkit is for the people who own those processes: hiring, accommodations, performance, and manager enablement. Use these examples to review your processes and decide what to improve first.

Start here | 30 minutes

1. Run the policy audit in section 2. Choose a few changes your team can make first.
2. Write down how someone requests an adjustment today. Note any steps that are unclear.
3. Share the Manager Toolkit and free training with managers. Set aside time for them to use it.

1 Five Organization Practices

- **Default to universal.** If an adjustment is cheap and helps many (agendas, written briefs, flexible hours), make it policy rather than an accommodation someone must request.
- **Separate the need from the label.** Your process should be able to grant a working-style adjustment without ever hearing a diagnosis.
- **Start with timely support.** Look for interim changes you can make while a formal request is being considered.
- **Give managers practical support.** Give managers time to learn the process and practice useful conversations.
- **Measure how the process works.** Disclosure counts do not tell you whether people are getting useful support.

2 Policy Audit

☐ Job postings list only requirements that are genuinely essential (“excellent communication skills” is removed unless it is the job)

☐ Candidates receive interview questions or topics in advance; adjustments are offered proactively, not on request

☐ Onboarding includes a written working-style conversation for every new hire (not just neurodivergent ones)

☐ Performance reviews assess outcomes, not eye contact, meeting talkativeness, or “executive presence”

☐ Meeting norms exist in writing: agendas ahead, cameras optional, async input route

☐ Flexible hours and remote days are policy, not a favor negotiated manager by manager

☐ There is a written accommodation process with target timelines that employees can find without asking

☐ Managers have had at least one training on neuroinclusive management in the last 12 months

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3 A Clear Accommodation Process

These are suggested service targets. Follow applicable law and your organization's formal process.

Step	What happens	Target time
1 · Any door	Employee raises a need with their manager, HR, or a form; no wrong entry point. Nobody is bounced to “the right channel.”	Day 0
2 · One conversation	A single conversation about what would help at work. Ask about needs and tasks, not conditions. Take notes the employee sees.	Within 5 working days
3 · Interim adjustment	Anything low-cost starts immediately, before any paperwork or formal decision.	Same week
4 · Decision in writing	Give a written decision with specific reasons. Keep the employee informed if a decision takes longer.	Within 15 working days
5 · Review date	Agree a check-in. Adjustments drift; jobs change. A dated review keeps it alive.	60-90 days, then annually

Formal accommodation law (ADA, Equality Act, EU directives) sets the floor and the documentation you must keep. Nothing in it stops you from moving faster and asking fewer questions than the floor requires.

4 Confidentiality: Who Needs to Know What

Person	Needs to know	Does not need to know
The manager	The adjustment and how to deliver it	The diagnosis, unless the employee chooses to share it
Teammates	Nothing, unless the employee wants a norm explained (“we do agendas now”)	Any reason behind an adjustment
HR file	The request, decision, dates, review date	Medical detail beyond what the law requires you to hold
Performance review	Nothing about the accommodation	Ever. Adjustments are not performance data.

- Store medical information separately from the personnel file, with restricted access. This is a legal requirement in most jurisdictions and a trust requirement everywhere.
- Write the sharing rule down and tell employees what it is before they disclose. People decide whether to disclose based on what they think will happen next.

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5 Hiring & Interview Adjustment Menu

Stage	Offer by default
Application	Plain-language postings · salary stated · option to submit a short video or portfolio instead of a cover letter
Screening	Skills task with clear brief and time · no unannounced phone screens
Interview	Questions in advance · written or typed responses allowed · one interviewer at a time option · camera-off option · breaks
Decision	Feedback that names outcomes and evidence, not style impressions
Offer	A working-style conversation in the first week, framed as standard for everyone

6 A 90-Day Plan for Managers

Weeks	Do	Output
1-2	Policy audit (section 2). Fix the free items immediately.	Meeting norms + posting template updated
3-4	Share the free Manager Toolkit and self-paced training. Give managers time to work through them.	Managers have the Translator and conversation prompts
5-8	Managers hold a working-style 1:1 with each direct report using the toolkit prompts.	Adjustments logged; interim changes live
9-12	Review questions with managers using examples without names. Publish the accommodation process.	Process page live; first metrics baseline

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7 What to Measure (and What Not To)

Measure	Why it matters
Accommodation cycle time (request to decision)	Shows how long people wait. Suggested target: under 15 working days.
Interim-adjustment rate	Share of requests where something changed the same week.
Working-style 1:1 completion	Are managers actually using the tools? Target: 100% of new hires, all staff annually.
Regretted attrition, exit reasons	Look for recurring concerns about management, communication, or flexibility. Check whether a process needs to change.
One pulse question	“My manager adapts how we work to how I work best.” Track the trend, not the absolute.
Do **not** track: disclosure counts, diagnosis mix	Not a success metric, and it pressures people to label themselves to be counted.

8 Scripts for HR & People Teams

RESPONDING TO AN ACCOMMODATION REQUEST

“Thank you for raising this. Let's talk about what would help and what we can change while we work through the formal process.”

WHEN A MANAGER RESISTS AN ADJUSTMENT

“Let's look at the task, the support this person needs, and the cost of the proposed change. What would help them do the work well?”

WHEN A MANAGER ASKS FOR MEDICAL DETAIL

“We'll explain the adjustment and how to put it in place. Medical information should stay within the agreed confidential process.”

ANNOUNCING A UNIVERSAL NORM TO A TEAM

“From next month, we'll share agendas 24 hours before meetings and offer a written way to contribute. We'll check how these changes are working for the team.”

Our three fixes from the policy audit, with owners:

Go further: Find free resources for organizations and request tailored materials at sharedlanguage.org/organizations. Try the Behavior Translator at sharedlanguage.org/translator.

Shared Language provides management and educational guidance, not medical, psychological, or legal advice. Formal accommodations should follow local law and involve HR, occupational health, or disability services. Possibilities, not diagnoses.

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