

HR ARMOR™

The Accommodation Kit™

AFTER YOU ASK

You asked for an accommodation or medical leave.
Now the room feels different.

For the stretch right after you ask, while you still have **room to move**.

Most people wait until it's obvious. By then the file is already written.

Built from 30+ years inside Executive HR.

NOBODY SAYS IT OUT LOUD.

They don't have to.

Your emails start getting picked apart. A meeting you used to run goes on without you. Your review reads like it was written about someone else. Someone mentions "coverage" in a way that lands on you.

None of it is a policy violation on its own. That's the point. It's built to be easy to explain away.

This kit is for the stretch right after you ask, while you're still in the job.

①

WRITE IT DOWN

The first 48 hours, and where to keep it.

②

READ THE ROOM

Six signals it changed after you asked.

③

WATCH YOUR WORDS

What to say in the next email and meeting.

④

KEEP ONE PAGE

A timeline you fill in and bring with you.

I'm a disabled veteran, and I was the CHRO.

I've sat on the side of the table that reviews these requests. This is what I'd want you to know before your next move.

Noël Tarquinii, Founder, HR Armor

THE FIRST 48 HOURS. WRITE IT DOWN.

The date you asked is the most important date in this kit.

1

Write down the ask.

The date, who you asked, how (email, meeting, portal) and the exact words if you have them. If you asked out loud, send a short follow-up the same day: "Thanks for talking with me today about my request."

2

Write down what was normal before.

Your last review, your meetings, your projects, who you reported to. Two lines each. This is your before picture, and you'll need it.

3

Keep it off company systems.

Personal phone or a personal notebook. Not your work laptop, not company chat, not a shared drive.

4

Facts, not feelings.

"March 4: removed from the Tuesday leadership call, no reason given" holds up. "They're freezing me out" doesn't.

5

Don't send the long email.

You'll want to explain everything. Not yet. Short and factual beats long and emotional every time.



WHY IT MATTERS: everything that happens after your request gets measured against the day you made it. If you can't show the date, you can't show the change.

IF YOU ASKED OUT LOUD, PUT IT IN WRITING.

A request nobody can find didn't happen. Send this the same day if you can.

To: the person you asked, and HR · **Subject:** Following up on my request

Hi [name],

Thank you for talking with me on [date]. I'm following up in writing on the accommodation I asked about.

I'm requesting [what you need, in plain words: a schedule change, a remote day, a change to one duty]. It would help me keep doing [the core of your job] the way I always have.

Can you let me know what you need from me, who will make the decision, and when I can expect an answer? I'm glad to talk through options.

Thank you,
[your name]

PUT IN

- The date you first asked
- What you need, in plain words
- How it helps you do the job
- A request for a timeline

LEAVE OUT

- Your diagnosis, if it's going to your manager
- How hard the last month has been
- Anything about coworkers
- Threats, lawyers, "or else"

 **THE TONE YOU WANT:** calm, specific and easy to say yes to. Someone will reread this email months from now. Make sure it reads like a professional who wants to keep doing good work.

THE ROOM CHANGED AFTER YOU ASKED.

One of these can have an ordinary explanation. Two or three after your request is a pattern.

Signal 1 · Scrutiny goes up

Your emails get corrected, copied to HR, or answered in writing only.

Note: the date, who got copied, what's different from before.

Signal 2 · The review shifts

Strong ratings turn vague. "Reliability." "Availability." "Commitment."

Note: the old review language next to the new.

Signal 3 · The request stalls

"Still reviewing." No timeline. New forms you've never heard of.

Note: every follow-up and every answer, with dates.

Signal 4 · Work moves away

Projects, clients or travel quietly reassigned "to help you."

Note: what moved, to whom, and the reason you were given.

Signal 5 · Your schedule becomes the topic

Comments about coverage, the team "stepping up," fairness to everyone else.

Note: who said it, where, and the exact words.

Signal 6 · A meeting with no agenda

Short notice. Your manager and HR both on the invite.

Note: the date, who attended, what you were asked to sign.

❗ **TRANSLATION:** "We just want to make sure the team is supported" isn't about supporting you. It's the start of a coverage case.

WHAT'S HAPPENING ON HR'S SIDE.

I ran this process for years. Here's what you don't see.

Your request opened a file.

From the day you asked, HR is documenting. Every email you send about it goes in that file. Write like someone else will read it, because someone will.

Your manager and HR don't see the same thing.

HR may have your medical paperwork. Your manager usually shouldn't. Keep diagnosis details out of emails to your manager. Send medical documents to HR only, and only what they ask for.

They're expected to talk with you about what works.

That conversation is a real step in the process. If nobody's talking to you, that silence goes on your timeline too.

The coverage story gets written early.

If people are already saying "coverage" or "fairness to the team," that language is going into the file. Write down who said it first.

You can't control what goes in their file.

You can control what goes in yours.

FIVE QUESTIONS FOR THE ACCOMMODATION MEETING.

Most people walk in ready to explain. Walk in ready to ask.

1

"What do you need from me to move this forward?"

Puts the next step on them, in writing, with a clear owner.

2

"Who's making the decision?"

If it's your manager and nobody else, write that down.

3

"When can I expect an answer?"

No date is an answer too. It goes on your timeline.

4

"If this option doesn't work, what would?"

Shows you're working with them, and makes them name an alternative.

5

"Can you send me a short summary of what we agreed?"

If they don't, you send it. See below.

YOUR TWO-LINE RECAP, SAME DAY

"Thanks for meeting with me today. My understanding is we agreed to [X] and I'll hear back by [date]. Let me know if I missed anything."

WORDS FOR THE NEXT EMAIL AND MEETING.

Short, calm, in writing. Each one puts a date or a fact on the record without picking a fight.

A REQUEST THAT STALLED

"I'm following up on the accommodation request I made on [date]. Can you tell me where it stands and when I can expect an answer?"

FEEDBACK THAT CHANGED AFTER YOU ASKED

"Thanks for the feedback. So I can act on it, can you give me one or two specific examples and what meeting the expectation looks like?"

WORK MOVED OFF YOUR PLATE

"I saw that [project] moved to [name]. Can you help me understand the reason, and what I should focus on instead?"

A MEETING WITH NO AGENDA

"Can you share the topic ahead of time so I can come prepared?"

SOMETHING HANDED TO YOU TO SIGN

"I'd like to take this home and read it carefully. When do you need it back?"

THE RECORD has 60+ more of these for the moments that are hardest to word. hr-armor.com/the-record-preorder

YOUR ONE-PAGE TIMELINE.

One row per event, oldest first. Keep it on your personal device or in your own notebook. Bring it to any conversation where your job is on the table.

DATE	WHAT HAPPENED	WHO WAS INVOLVED	IN WRITING? WHERE?	WHAT CHANGED AFTER
Mar 4	<i>Example: left off the Tuesday leadership call. No reason given.</i>	<i>Manager (J.)</i>	<i>No. Calendar invite removed.</i>	<i>First call I've missed in two years. Six days after my request.</i>
	My request:			

The first row is always your request. The last column is the one that matters most.

TWO OR MORE SIGNALS? DON'T ANSWER IT ALONE.

A meeting, a deadline or a document to sign changes what you do next.

Start here. Reply to the email this came in.

Tell me the date you asked and what changed after. I read these myself.

DUE THIS WEEK

A meeting, a response, a signature. Get a read before it happens.

[Book a 30-minute call](#)

hr-armor.com/direct-access

A PIP OR WRITE-UP TOO

Your request and a performance process at the same time. That's a strategy problem.

[Book a Rapid Strategy Session](#)

hr-armor.com/rapid-strategy-session

STILL EARLY

Nothing formal yet. You want someone in your corner while it plays out.

[Join the Strategy Room](#)

hr-armor.com/core-armor

I was the CHRO. Now I'm in your corner.

HR protects the company. HR Armor protects you.