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16

PEOPLE AROUND YOU

EMPLOYER GUIDE

Hiring and Keeping People in Recovery

STEPHEN DEASON

Alder Creek EDITIONS

Employer Guide

With Thanks

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Stephen Deason

DON'T PANIC

If you are in danger, call 911.

If you are in crisis, or thinking about suicide, call or text 988.

For free help finding treatment, call 1-800-662-4357.

If something has gone wrong at work today, turn to page 14.

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Recovery Books

The Mile Marker Library: standalone books and tools for people getting into recovery on their own. Each one is numbered and labeled by what it helps with. Start with any of them.

RIGHT NOW

1. *Don't Panic: The First Hours After You Stop*
What to Do When You Stop Drinking or Using

2. *Wallet Crisis Card* **Free Printable**
Numbers to Call, Ready to Print

3. *Free Help Directory*
Meetings, Helplines, and Low-Cost Care

4. *Medications for Addiction, Explained*
What They Are, How to Ask, and How to Pay

DAILY PRACTICE

5. *Tools You Can Use on Your Own*
A Guide to Self-Directed Recovery

6. *Cravings and Hard Hours Workbook*
A Companion to Tools You Can Use on Your Own

7. *One Day at a Time, Written Down*
A 90-Day Gratitude Journal, in General and Christian Editions

8. *Daily Reader, 365 Days*
For Any Recovery Path

9. *Worksheet Library*
Every Journal Page and Exercise, Ready to Print

REBUILDING

10. *Money in Early Recovery*
Budgets, Debts, Benefits, and Credit

11. *Work and Recovery*
Finding a Job, Keeping It, and What to Tell Employers

12. *Finding a Safe Place to Live*
Sober Housing and What to Check Before You Move In

13. *Court, Probation, and Recovery*
What to Ask a Lawyer and What Records to Keep

PEOPLE AROUND YOU

14. *For Families*
When Someone You Love Can't Get to Treatment

15. *Group Facilitator Guide*
Running Free Peer Support Groups with These Books

16. *Employer Guide* **This book**
Hiring and Keeping People in Recovery

Who This Book Is For and How to Use It

This book is for the owner or manager of a business who has hired somebody in recovery from alcohol or drugs, or is about to. It is also for the supervisor who will work with that person every day.

People in recovery apply for jobs every week. Some will tell you. Most will not, and federal law does not require them to. Either way, you will make decisions about hiring, testing, schedules, time off, and discipline that touch the law in specific places.

Whether to hire people with a record or a history of addiction at all is a bigger question, with its own economics. My book Valued makes that case at length. This book starts after you have decided, and covers how to do it well.

If something has gone wrong today, start with the quick-find page after Safety and Getting Help. I run a business, and I am not a lawyer. Where a chapter touches the law, it gives the broad strokes as I understand them, says where your state may go further, and says when to call your employment lawyer. The sources are listed in the back of the book. Nothing here is legal advice about your business or your employee.

Book 11 in this library, Work and Recovery, covers the same ground from the employee's side. If you want to

know what the person across the desk has been told to expect, read it.

The last chapter is a one-page plan to fill in and keep with your policies.

Which chapters apply at your size

As I understand it, two federal numbers decide which of the law chapters reach you. The federal disability law reaches employers with 15 or more employees, and federal family and medical leave reaches employers with 50 or more. Chapters 3 and 10 say how to count.

Employees	Federal disability law (Chapters 3, 5, 6, 9, 13, and 18)	Federal family and medical leave (Chapter 10)
Fewer than 15	May not reach you	Does not reach you
15 to 49	Reaches you	Does not reach you
50 or more	Reaches you	Reaches you, for employees who qualify

The background check steps in Chapter 8 and the transportation testing rules for covered drivers apply at any size. State law may reach employers smaller than these numbers, so check Chapter 11 whatever your size. The chapters on hiring, standards, and what to do when

something goes wrong describe how to run the company at any size.

Safety and Getting Help

If somebody at work is overdosing, unconscious, having a seizure, or cannot be woken, call 911 now. Signs of an opioid overdose include slow, shallow, or stopped breathing, choking or gurgling sounds, blue or gray lips or nails, and not waking up when you shout the person's name. If you have naloxone on site, use it and tell the dispatcher you did. If you are not sure it is an opioid overdose, use it anyway. Naloxone will not harm a person who is not overdosing on an opioid. If normal breathing has not come back two or three minutes after the first dose, give a second dose if you have one. Lay the person on their side and stay with them until help arrives. Naloxone wears off in 30 to 90 minutes, and the overdose can come back, so do not let the person go back to work or drive, even if they wake up and say they are fine.

Naloxone nasal spray is sold at pharmacies without a prescription. Keep it in every first aid kit, including the kits in company trucks and on job sites, and show every supervisor and crew lead where it is. Follow the storage temperatures on the box. A closed truck in summer or winter can get hotter or colder than the box allows, so do not leave naloxone in a parked truck overnight or in the sun. Replace it by the date on the box.

If somebody tells you they are thinking about killing themselves, or you believe they are, stay with them and call or text 988 together. If they will not call, call 988

yourself and ask what to do, because 988 also helps people who are worried about somebody else. If the person has a weapon, has already hurt themselves, or says they will act now, call 911. If somebody threatens to hurt another person, call 911. 988 is open all the time.

To find treatment or detox, call the SAMHSA National Helpline at 1-800-662-4357. It is a free, confidential referral and information line, open 24 hours a day every day of the year, in English and Spanish. For somebody to talk to in a crisis, call or text 988.

For help with a workplace accommodation question, the Job Accommodation Network answers employers for free. Its details are in People and Resources at the back of this book.

If This Happened Today

Find the situation, then go to the chapter. If anybody may be overdosing or cannot be woken, call 911 first.

- A worker did not show up and did not call: Chapter 17, "No-call, no-show."
- A worker showed up and seems impaired: Chapter 21, "Somebody seems impaired on the job."
- A worker overdosed at work or was taken to the hospital from work: call 911 first, then Chapter 21, "Somebody seems impaired on the job," and Chapter 22.
- A worker got hurt, or there was an accident on the job: Chapter 21, "A worker gets hurt on the job."
- Something went missing at a job site: Chapter 21, "Missing property or a theft report."
- A test came back positive: Chapter 22.
- A worker told you they used, or asked for help with drinking or drugs: Chapter 22, "If the person is asking for help," which tells you where to go next.
- The worker who tested positive drives or works under federal transportation rules: Chapter 22, "If the job is covered by federal transportation rules."
- A worker told a supervisor they need a schedule change for treatment: Chapter 18, then Chapter 16.
- A worker asked for time off for treatment: Chapter 10.
- A crew lead or supervisor is covering for somebody: Chapter 17, "When the crew lead looks the other way."

- The crew is asking why somebody has a different schedule: Chapter 9.
- The crew is joking about somebody's recovery: Chapter 17, "What the crew may not do."
- A background check turned up a record: Chapter 8.
- A worker on a prescribed medicine drives a company vehicle or runs equipment, and you have a safety question: Chapter 5.
- A probation or parole officer called or came to a job site: Chapter 16, "When a probation or parole officer calls or visits."
- A client asked you not to send a worker back: Chapter 21, "Missing property or a theft report."
- You are about to let somebody go: Chapter 24, and call your lawyer first.

1. What You Are Deciding

Every decision in this book is a decision about the company's money, the company's work, and the company's people. The person in recovery is one of those people, and so is everybody who works beside them.

Four rules from Valued run through the rest of this book.

Price the rule before you keep it

Most businesses have hiring rules nobody has priced. "No felonies in the last seven years." "No gaps in work history we cannot explain." Each rule protects you from something, and the person who wrote it can usually say what.

The same rule also costs you. Each time a seat opens, you pay again for the post, the background check, the drug test, and the paid hours of training. While the seat stays open, the rest of the crew covers it on overtime, which costs you the half-time premium and the payroll tax on it. The good people stop taking the extra shift. A worker who leaves and collects unemployment can raise your state unemployment tax rate. The work that never gets done shows up on no report with anybody's name on it.

Before you keep a rule, put both columns on one page. Then decide.

Pay the job

Hire at the going rate for the work. A person in recovery is not a discount. The gain, where there is one, comes from a person who wants this particular job more than a person with five other offers, and who stays. You collect that gain through lower turnover. You never collect it by paying less.

Write the standards down and put a name on each one

A standard has to be on paper before you can hold anybody to it: attendance, performance, conduct, testing, and what happens after a positive. A standard that lives only in one manager's head leaves when that manager leaves. Beside each written standard, write the name of the person who checks it.

Count what you will claim before you claim it

If you are going to tell a customer, your banker, or your insurance agent that this hiring works, count first. Count by the hiring rule you changed or by the source that sent you the person, never by who is in recovery, and leave names off the count. A list of who is in recovery is medical information. Keep the record of which hire came from which source in the medical file, because a referral from a recovery program tells you about the person's health. Chapter 9 covers who may see that record.

Pick a set hiring period. For each changed rule or source, write down how many people you hired in that period. Write down how many of them were still working for you

at ninety days and at one year. Write down the same numbers for everybody else you hired in that period. Then compare what turnover cost you before and after.

What the rest of the book does with these

Chapters 3 to 11 are the law, which sets the outside edge of every decision. Chapters 12 to 15 are hiring. Chapters 16 to 20 are keeping somebody. Chapters 21 to 24 are what to do when something goes wrong. In every one of them the question is the same: what does the company need here, and who is responsible for making it happen.

My notes: the hiring rules we have, and what each one costs:

2. What Recovery Looks Like at Work

This chapter describes what you are likely to see at work.

The first year is busy

A person in early recovery may have appointments every week: a counselor, a doctor, a group, a clinic visit for medication. Some of those happen during working hours. A person who has just started methadone may have to go to the clinic most mornings at first, until the clinic allows doses to be taken home. A person leaving residential treatment often moves to an outpatient program that meets several times a week for a period of weeks. Some people are also on probation or parole, which adds reporting appointments and tests. Book 13 in this library, Court, Probation, and Recovery, covers that side. A person living in a recovery residence may have a curfew or required house meetings, which can rule out some late shifts. The schedule question in Chapter 13 covers this, and you do not need to ask about the house.

Chapter 16 covers scheduling around those appointments.

Paths differ

People get and stay sober in different ways. Some go to twelve-step meetings. Others use SMART Recovery, a faith community, a counselor, medication, or a mix. Your company has no stake in which one. Your stake is in the work.

Medication is common

Many people in recovery from opioids take a prescribed medicine such as buprenorphine, methadone, or naltrexone. Depending on the medicine, it may be a daily dose or a shot given once a week or once a month. Some people in recovery from alcohol take a prescribed medicine too. Chapter 5 covers what that means at work.

Hard days come

People in recovery have bad weeks like anybody else, and some have a slip. A slip is a fact about the person's health. What you do about it at work is a decision about conduct and performance, made the same way you would make it for anybody. Chapter 22 covers that decision.

What you will not see

Most of the time you will not know who is in recovery. Chapter 9 covers what to do with what people tell you.

My notes: what I have seen so far, and what I still do not know:

3. What Federal Law Says About Addiction and Recovery

This chapter gives the broad strokes, as I understand them, of the federal rules an employer works inside when a person in recovery applies or is already on the payroll. How those rules apply to your business is a question for your employment lawyer.

Who the federal rules reach

As I understand it, the federal disability law covers employers with 15 or more employees on the payroll for each working day in at least 20 weeks of this year or last year. Part-time employees count. If you have fewer, the federal rules in this chapter may not reach you, and your state's law may. Chapter 11 tells you where to find out.

Current illegal drug use is not protected

You can refuse to hire, discipline, or let go of a person who is currently using illegal drugs, when that use is the reason for your decision. The disability law gives that person no protection for it.

"Currently" means more than the day of a test. It covers use recent enough to show the person is still using. There is no set number of days, and a dispute over it turns on the facts.

Illegal use includes taking pills prescribed to somebody else. Marijuana is harder. On April 23, 2026, the federal government moved marijuana covered by a state medical

license to Schedule III, a lower federal drug schedule. Other marijuana, including recreational marijuana, stayed in Schedule I. For jobs under the Department of Transportation's testing rules, the Department said in May 2026 that nothing changes. A state medical card is not a prescription, and the medical review officer still reports a marijuana positive as positive. For every other job, how the change affects the disability law or a company's own testing program was not settled as this book went to press. Before you act on a marijuana positive from a worker with a state medical card in any other job, ask your lawyer. Chapter 7 covers state cannabis laws.

Recovery is protected

A person who has finished a supervised rehabilitation program, or is in one, and is no longer using illegal drugs is in a different position from a current user. So is a person who has stopped using on their own, and a person you wrongly believe is using. Each of these people can be protected by the disability law. As I understand it, the protection is for a history of addiction, and does not cover having used drugs once. A drug conviction from five years ago does not make a person a current user. Whether you may weigh the conviction itself is a records question, which Chapter 8 covers.

What you can still do

You keep five tools:

1. You can drug test, under a reasonable written policy that names the events that trigger a test. Chapter 7 covers testing.
2. You can ban illegal drugs and alcohol at work, for everybody.
3. You can require that nobody be under the influence at work.
4. You can hold a person in recovery to the same standards for attendance, performance, and conduct as everyone else, even when a problem is connected to drinking or drug use.
5. If your business falls under federal transportation, defense, or nuclear safety rules, you can require what those rules require.

Medication for addiction is treatment

Methadone and buprenorphine are prescribed to treat opioid addiction. The federal agency that enforces the disability law in employment says that a person taking these medicines as directed has a valid prescription and is using them legally. The agency also says the person cannot be turned down or let go for being in treatment unless they cannot do the job safely and effectively, or another federal rule disqualifies them. That guidance is the agency's reading, not a statute, and it is the reading an investigator will use if a complaint is filed. Chapter 5

covers safety-sensitive jobs, and Chapter 21 covers the safety test.

Alcohol is handled separately

The rule about current use applies to illegal drugs, not to drinking. Chapter 4 covers alcohol.

Changes at work

When a person in recovery needs a change to keep working, you are expected to look for a reasonable one. The common ones are:

- a different schedule or break to fit treatment
- a change of shift
- time for a support group or a counseling session
- a temporary transfer
- unpaid leave when the person is expected to come back able to do the job

Chapter 18 walks through a request, including what you never have to do.

Leave for treatment

If you had 50 or more employees for at least 20 weeks this year or last year, the federal family and medical leave rules can cover time off for treatment. Chapter 10 covers who qualifies and what you owe.

When to call your employment lawyer

Call before you act in any of these cases:

1. Before you turn somebody down or let somebody go because of a test, a record, a medication, or something a client said.
2. Before you say no to a request for a change at work, or for leave, connected with treatment.
3. Before you act on a marijuana positive from a worker with a state medical card, in a job outside the federal transportation rules.
4. Before you treat a no-call, no-show as a quit when the absence may have been medical.
5. Before anybody signs a return-to-work or last-chance agreement.
6. Before you act against a person who recently asked for a change, took leave, complained, or reported an injury or a safety problem.
7. The day a charge from an agency or a letter from a lawyer arrives. Chapter 24 covers what to do.

Once a year, have your lawyer check your written policies against federal, state, and city law: your drug and alcohol policy, your accident testing rule, your list of safety-sensitive jobs, your no-call, no-show rule, your correction steps, your harassment policy, your application and interview questions, and your agreement templates. Chapter 11 lists the state rules to ask about.

My notes: which of these applies to my business, and who I would call:

4. Alcohol Is Treated Differently

Alcohol is legal, so the federal rule that removes protection from current illegal drug users does not apply to it. That one difference changes several decisions.

Drinking can be a disability

As I understand it, alcoholism can be a disability under the federal law, even while the person is still drinking. Your decisions about a worker who drinks have to be about the work.

What you can require

You can ban alcohol at work and at work events where you choose to. You can require that nobody be under the influence at work. You can hold an employee who drinks to the same attendance, performance, and conduct standards as everyone else. If a driver shows up smelling of alcohol, you act on that the same way for every driver.

What you cannot do

You cannot treat a person differently because they told you they are in recovery from alcohol, or because you heard they used to drink. You also cannot ask about their drinking history in an interview. Chapter 13 covers the interview.

Testing for alcohol

An alcohol test is treated differently from a drug test. As I understand it, a breath or blood test for alcohol is a

medical examination under the federal law. That means no alcohol test before a job offer. After an offer, you may test only if you test everyone entering that kind of job. Once the person works for you, you may test when you have a specific reason to believe they have been drinking on the job, based on what you or somebody else saw. Routine follow-up alcohol testing after treatment is allowed only in narrow safety cases. Transportation jobs covered by federal safety rules follow their own alcohol testing rules. Ask your lawyer before you add alcohol testing to a policy.

In practice

Write the alcohol rule down, separately from the drug rule. Say what "under the influence" means in your workplace, who decides, and what happens next. Then apply it the same way every time.

My notes: our alcohol rule, and who enforces it:

5. Medication for Addiction on the Job

Some of your employees take prescribed medication for opioid or alcohol addiction. Most of them will never tell you. This chapter is about the cases where it comes up.

The default

A person taking a medicine as prescribed is using it legally. Chapter 3 covers the federal agency's view, which limits when you may turn down or let go a person in treatment with medication.

When safety is the question

For most jobs, the medicine is irrelevant to the work. For jobs where a mistake can seriously hurt somebody, such as driving a company vehicle, running a floor machine, a saw, a nail gun, or heavy equipment, working on a roof, a ladder, a scaffold, or a lift, or mixing strong chemicals, the question is whether this person can do this job safely.

The answer has to come from facts about this person, not a guess about the medicine. As I understand it, that means:

1. Ask the question about the job, not the diagnosis: can you perform these duties safely?
2. Ask for a note from the prescriber only for one of two reasons. The first is something you or somebody else saw at work, such as a near miss, nodding off on a lift, or repeated work errors. The second is that the job is on your written safety-sensitive list and the employee

reported a medicine, as "What not to do" below describes. Knowing that the person takes a medicine for addiction is not a reason. Write down the reason before you ask. Give the employee the job description, the questions from Chapter 18, step 3, and a date the note is due. The note says whether the person can safely perform the specific duties.

3. Look for a change that removes the risk, such as a different task for a while.
4. Decide on what the evidence shows, and write down what you relied on.

Federally regulated safety jobs

If your business has drivers, pilots, pipeline workers, or other employees covered by the Department of Transportation's testing rules, those rules decide what you must do. They may disqualify a person from a particular job. Ask your testing provider and your lawyer, and see Chapter 7.

As I understand it, the transportation testing rules reach a driver whose job needs a commercial driver's license. That means a truck rated at 26,001 pounds or more; a truck and trailer rated at 26,001 pounds or more together, when the trailer is rated over 10,000 pounds; a vehicle built to carry 16 or more people, counting the driver; or a vehicle carrying hazardous materials that need placards. A pickup or van by itself is usually not covered. A pickup pulling a heavy equipment trailer may be. Check the weight ratings on the door labels of your trucks and

trailers, and ask your testing provider which drivers belong in the transportation program.

What not to do

Do not ask everybody what medications they take. For jobs you have named in writing as safety-sensitive, you may be able to require that employees report any medicine that could affect their ability to do the job safely. The report goes to your occupational health provider or medical review officer, who tells you only whether the person can safely do the duties. Put the list on your lawyer's yearly check, from Chapter 3, before you use the rule.

Do not tell an employee to stop a prescribed medicine, or to change their dose. That decision belongs to the prescriber.

My notes: which jobs here are safety-sensitive, and who reviews a medication question:

6. Asking About Health Before and After an Offer

When you ask about health matters to the law. The rules change at three points: before a job offer, after an offer but before the first day, and once the person works for you.

Before an offer

As I understand it, you may not ask an applicant about a disability, past addiction, or treatment, and you may not require a medical examination. You may ask whether the person can do the job, with or without a reasonable accommodation. You may ask whether they currently use illegal drugs. You may also require a drug test, because a test for illegal drugs is not a medical examination under the federal law. If the test comes back positive, the medical review officer may ask whether a prescription explains the result. That is the one point before an offer where a question about medication is allowed, and it belongs to the officer. Chapter 7 covers that step.

Chapter 13 lists the questions to leave off the application and out of the interview.

After an offer, before the start date

You may make a job offer conditional on a medical examination or medical questions, but only if you require the same thing of everyone entering that kind of job. At this stage the questions may include medications and

treatment history. If the results lead you to withdraw the offer, the reason has to be about the job. Learning that a person is in recovery, or takes a prescribed medicine for addiction, is not a job reason. Chapter 5 covers what to do when the job is safety-sensitive, and Chapter 9 covers keeping the information confidential.

Once the person works for you

A medical question or exam for a current employee has to be job-related and consistent with business necessity. In plain words, you need a reason, based on what you have seen at work, to believe a medical condition is keeping the person from doing the job or making the job unsafe. A performance problem alone calls for correcting the performance, which Chapter 17 covers, and not for a medical question. Curiosity is never a reason.

When the employee tells you

If an employee volunteers that they are in recovery, you have not done anything wrong by hearing it. Thank them, ask whether they need anything for the job, and keep what they told you confidential. Write a short note for the medical file, which Chapter 9 covers.

My notes: the questions on our application, and the ones I am taking off:

7. Drug Testing: What the Law Requires and What It Leaves to You

Federal disability law neither requires nor forbids drug testing. For most private employers, whether to test is your decision, inside your state's rules.

If your company holds a federal contract or a federal grant, a federal drug-free workplace law may apply to you. As I understand it, that law does not require testing. It does require a written drug-free workplace policy, an awareness program for employees, and steps you must take within set deadlines if an employee is convicted of a drug crime at work. Check your contract or grant paperwork, and ask your lawyer.

Decide first, then write it down

Write down:

1. Who is tested: applicants, everybody, certain jobs.
2. When: before hire, at random, after an accident, when a supervisor has reasonable suspicion, or under a return-to-work or last-chance agreement. Test only on the events the policy names.
3. What is tested for, and by which laboratory. Leave alcohol out of testing before a job offer, and out of random testing, unless the job falls under federal transportation rules. Chapter 4 covers why. Ask the provider what the panel includes and why. Do not add a medicine for addiction treatment to the panel to find

out who takes it. Chapter 5 covers what to do when a medicine raises a safety question.

4. That a positive result on the first screen is confirmed by a second, more precise test before anybody acts on it.
5. That a medical review officer reviews every confirmed drug positive, talks privately with the employee about any prescription, and reports the final result to the company. The employee explains a prescription to the medical review officer, not to a supervisor. Alcohol results are confirmed by a second test and do not go to the officer.
6. What happens after a confirmed positive.
7. Who keeps the results, and who may see them.
8. What counts as refusing a test, including not showing up, leaving before it is done, or tampering with a sample, and that a refusal is treated the same as a confirmed positive. If a worker says a medical condition kept them from giving a sample, do not treat that as a refusal until the medical review officer or testing provider reviews the claim.
9. Whether the sample is split into two sealed bottles at collection, and whether the employee may ask for the second bottle to be tested at another certified laboratory, and by when. For jobs under federal transportation rules, the employee has that right and must ask the medical review officer within 72 hours.
10. That the laboratory is certified for workplace testing.

11. For tests after an accident, which accidents trigger a test. Put this rule on your lawyer's yearly check, because federal workplace safety rules forbid testing used to punish people for reporting an injury. Chapter 21 covers the steps after an injury. For drivers under federal transportation rules, those rules already say which accidents require a test and how fast. Copy them into the policy instead of writing your own.

Give every employee the policy and get a signed acknowledgment. Apply it the same way to everyone. The company pays for every test it requires, including tests for applicants. For an employee, the time spent going to, waiting for, and taking a required test is paid time.

Testing a person in recovery

A person in recovery is tested on the same triggers as everybody else, and telling you about recovery is not a trigger. Follow-up testing starts only on an event the written policy names, such as a return-to-work agreement after treatment leave or a last-chance agreement after a violation. Anybody who reaches that event gets the same follow-up schedule, under Chapter 23. Ask your lawyer before you add follow-up alcohol testing, for the reasons in Chapter 4.

Prescriptions and positives

A screen can come back positive for a medicine the person takes legally. The medical review officer checks the prescription before the company hears the result, and

reports a medicine taken as prescribed as a negative. A state medical marijuana card is not a prescription for this purpose, as Chapter 3 explains.

Sometimes the officer reports a test as negative and also sends you a separate letter saying a prescribed medicine may make a safety-sensitive job unsafe. That letter is a safety question, not a positive test. Follow Chapter 5's steps. The letter, and any other prescription information that reaches you, goes in the medical file. Chapter 9 covers that file.

State rules

Many states have their own drug testing laws. Some set procedures, some limit random testing, and some protect off-duty cannabis use or medical cannabis patients. Federal cannabis law is changing too, as Chapter 3 explains. Before you write or change a policy, ask your lawyer what your state and federal law require now.

Some states run a drug-free workplace program that lowers your workers' compensation premium if the state certifies you and you test the way the program says. As I understand it, Georgia's gives certified employers a 7.5 percent discount, renewed each year. Ask your insurance agent whether your state has one before you write your policy, because the program's rules may set parts of it.

Federally regulated jobs

If you have Department of Transportation covered employees, their testing follows federal rules and procedures that you do not get to change. Use a provider who runs that program. Random testing is required for covered employees. Chapter 5 says which drivers are covered.

Keep the two programs apart. Only covered employees go in the transportation testing pool, and a company test is never done on the transportation form. If you also test under your own policy, say in writing which rules each test falls under.

Before a commercial driver does any safety-sensitive work for you, you must check the federal drug and alcohol clearinghouse, with the driver's consent, and the driver must pass a pre-employment drug test. As I understand it, a driver with an unresolved violation may not do safety-sensitive work for anybody, and has lost commercial driving privileges at the state, until they finish the return-to-duty process. A driver who has finished it may still be on a follow-up testing plan from a past employer. That plan follows the driver to you, and you must carry it out. Your testing provider can tell you how to get the plan and how to check each step.

My notes: our testing policy, who signed it, and when it was last checked by counsel:

8. Criminal Records and Background Checks

Many people in recovery also have a record. Checking it is legal. How you check it and how you use it is where employers get into trouble.

If you use a background check company

The federal Fair Credit Reporting Act governs background checks run by a company that sells them. As I understand it, three steps are required, for applicants and for people who already work for you:

1. Before you order the check, give the applicant or employee a written disclosure that you will get a report, and get their written permission. The disclosure goes on a page by itself. The permission can go on the same page, and nothing else can: no release of claims, no waiver, no other forms.
2. Before you decide not to hire, or to let somebody go, based in any part on the report, give them a copy of the report and the federal form called A Summary of Your Rights Under the Fair Credit Reporting Act. Your background check company can supply the form. Then wait before you decide, so they can point out an error. The federal law sets no number of days. Some states and cities require at least five business days, and some require their own notice forms.
3. After you decide, send an adverse action notice. The notice names the background check company, with its address and phone number, and says that company

did not make the decision and cannot explain it. The notice also tells the person they may ask that company for a free copy of the report within 60 days and dispute anything in it.

Background reports can be wrong. A report can include a record that belongs to somebody with the same name, or list a charge that was dismissed or sealed.

If you search court records yourself instead of using a company, the three steps above do not apply. The rest of this chapter still does, and some state and city fair chance laws still require a notice before you turn somebody down. If an outside service, a staffing agency, or a website pulls the records for you, ask your lawyer whether it counts as a background check company. If it does, the three steps apply.

Blanket bans

A rule that screens out everybody with any conviction can still create risk under federal civil rights law, because a rule like that can screen out more people of some races than others. On October 28, 2026, the federal agency that enforces that law withdrew its 2012 guidance on arrest and conviction records. As I understand it, the law itself did not change, and a person who is turned down can still sue. A federal appeals court decision from 1975 set out three things to weigh. They are how serious the offense was, how long ago it happened or the sentence ended, and what the job involves. Many state and city laws

require the same weighing. Writing it down for the job in front of you also prices the rule, as Chapter 1 asks.

Fair chance laws

Many states and cities limit when an employer may ask about a record. Some only take the question off the application. Others make you wait until after a conditional job offer. Many of these laws also require a written assessment of the record and a notice to the person before you turn them down, and some limit which records you may consider at all. Federal agencies, and federal contractors hiring for work on a federal contract, may not ask until after a conditional offer, with exceptions such as law enforcement and national security jobs. Your lawyer or your state labor department can tell you which rules apply to you.

In practice

1. Ask about records only when your local law allows it. Ask about convictions, not arrests. Many states forbid asking about or using an arrest that did not lead to a conviction, or a record that was sealed, expunged, or from juvenile court.
2. Decide what the job requires before you look at anybody's record.
3. Look at each record against those requirements: the offense, the time since it happened or the sentence ended, and the job.

4. Give the person a chance to explain. Write down what they said about the record and what has changed since, such as time, work, training, and references. If they bring a letter from a program, a counselor, a probation or parole officer, or a past employer, or a certificate from the state, weigh it with the rest. Some state laws require you to. Anything about treatment or recovery, whether the person says it or a letter shows it, goes in the medical file, not the hiring file. Decide on the record and the job.
5. Follow the background check steps above every time. Keep a copy of each page you gave the person, the date you gave it, how you sent it, what the person said back and when, and your written weighing from step 3. Keep the report itself and any treatment or recovery information out of the hiring file, as step 4 says.

My notes: when we ask about records, and what each job requires:

9. Keeping Medical and Treatment Information Private

When an employee trusts you with recovery information, how you handle it decides whether the next person trusts you with anything.

What the law requires

As I understand it, medical information about an applicant or employee has to be kept on separate forms, in a separate medical file, and treated as confidential. That includes what you ask for, what comes in with an accommodation request, and any prescription information that comes back with a drug test. At least one federal appeals court, the one that covers Georgia, Florida, and Alabama, has said this rule does not reach what an employee tells you on their own, without being asked. Treat that information the same way anyway: keep it confidential and put it in the medical file.

A few people may be told what they need to know. A supervisor may be told about work restrictions or accommodations. First aid and safety staff may be told if the condition might require emergency treatment. Government officials investigating compliance may see it. Information may also go to your workers' compensation carrier or your state's workers' compensation office, and be used for insurance purposes, where those rules allow. Nobody else gets it.

What to tell the crew

A coworker who asks why somebody leaves early on Tuesdays gets the same answer you give about anybody's schedule: "I set the schedules, and I do not discuss one person's schedule with another. If the work on Tuesdays is landing on you, tell me and I will fix the coverage." Then fix the coverage. Give that answer to every schedule question, so it never points to one person.

Treatment records you receive

An employee may sign a consent that lets an addiction treatment program send you information, such as attendance under a return-to-work agreement. That information may fall under separate federal confidentiality rules for addiction treatment records, and a program covered by those rules says so in a written notice sent with the information. As I understand it, those rules then bind you. Do not pass the information to anybody the consent does not cover. Do not give the information to the police unless the employee consents or a court orders it. The same limit applies to using it against the employee before a court or a government agency, such as the unemployment office. Keep the information in the medical file. The employee can take back the consent in writing, which Chapter 23 covers. If your company runs its own employee assistance program or treatment program, ask your lawyer about those rules before you see a single record.

In practice

1. Keep a locked or restricted medical file, separate from the personnel file. Drug and alcohol test results go in it too.
2. Decide who has access, by name, and write it down.
3. When a supervisor needs to know about a schedule change, tell them the schedule, not the reason.
4. Never discuss an employee's recovery with other employees, even kindly.
5. Nothing about a person's recovery, treatment, or medication goes in a text, an email, a group chat, a schedule note, or the personnel file. A supervisor who learns something calls the named person, and the named person writes the note for the medical file. Anything written about the person's work describes the work and the written standard.
6. A referral from a recovery residence, a treatment program, or another recovery program tells you the person is in recovery. Treat the referral source as confidential, the same as any other recovery information. The person who made the hiring decision knows it. The supervisor and the crew are not told.
7. What a worker tells coworkers about their own recovery is the worker's choice, and it does not change the company's rule. If a partner drives workers to the job, ask it to drop them off where the client and the crew do not see a program vehicle, and to meet with the person away from the job site.

My notes: where our medical files are, and who can open them:

10. Leave for Treatment

An employee may ask for time off to go to treatment. The answer depends on your size, the employee's history with you, and your own policies. If you had fewer than 50 employees, the family and medical leave sections below do not reach you. Start at "Leave as an accommodation," and check your state's leave law.

Federal family and medical leave

Federal family and medical leave can cover time off for treatment by a health care provider. It applies if you had 50 or more employees for at least 20 weeks this year or last year. As I understand it, an employee qualifies after working for you for at least 12 months and at least 1,250 hours in the last 12 months. The employee must also work at a location where you have 50 or more employees within 75 miles. Under those rules:

- Leave for treatment can qualify. Leave because the person was using does not.
- You cannot punish the person for taking leave for treatment.
- You can still act under a written substance use policy you have told every employee about and apply the same way to everyone, even if the person is on leave. Ask your lawyer before you do.

What you owe once the request comes in

Before any request comes in, a covered employer posts the Department of Labor's family and medical leave notice where employees and applicants can see it, and puts the same information in the handbook or gives it to each new hire.

As I understand it, a covered employer has these duties once an employee asks for time off that may qualify, or once the employer learns the time off may qualify:

1. Within five business days, tell the employee in writing whether they are eligible, and give them the written notice of their rights and duties.
2. You may ask for a certification from the health care provider. Use the Department of Labor's form so you ask only for what the law allows. If the form comes back incomplete or unclear, tell the employee what is missing and give them a chance to fix it. After that, the person who handles leave may contact the provider only to confirm the form is real or to clarify it. The employee's supervisor never calls the provider.
3. Within five business days of having enough information, tell the employee in writing whether the leave counts as family and medical leave.
4. Keep their health insurance going on the same terms during the leave.
5. When they return, put them back in the same job or an equivalent one, with the same pay, benefits, and other terms.

Missing a notice can be treated as interfering with the employee's leave. The Department of Labor publishes the notice and certification forms for free.

Leave a few hours at a time

Family and medical leave does not have to be taken all at once. Time off for treatment appointments can be protected leave taken a few hours at a time, or as a shorter schedule, when it is medically necessary. As I understand it, you cannot turn that leave down because it is inconvenient. The employee has to make a reasonable effort to schedule planned treatment so it does not unduly disrupt the work. You may move the employee for a while to a job that fits the schedule better, at the same pay and benefits. Chapter 16 covers schedule requests that family and medical leave does not cover.

Leave as an accommodation

When family and medical leave does not apply, unpaid leave can still be a reasonable accommodation under the disability law. The person has to be expected to come back able to do the job, and the leave cannot cause significant difficulty or expense. Chapter 18 covers the request.

Coming back

Before the person returns, write down the return date and any schedule changes. Many people leaving residential treatment move to outpatient treatment for a

period of weeks, so ask ahead what schedule the person will need, and handle it under Chapter 16.

After family and medical leave, you may want a note from the provider that the person can return to work. As I understand it, you must then require the same note of everybody in the same job coming back from leave for the same kind of condition. Say so in the written notice that designates the leave. The note covers only the condition the leave was for. If you want the note to say whether the person can do the essential duties, send a list of those duties with that notice. You may not require a second opinion on the note, or hold up the return while you ask the provider about it.

If the leave is not family and medical leave, you may ask for a simple note that the person may return, if you ask it of everybody coming back from sick leave. Anything more, such as an exam or questions about the condition, needs a reason based on what you have seen at work, and it has to be limited to whether the person can do the job. Chapter 6 covers that test.

If you want follow-up testing or a return-to-work agreement after protected leave for treatment, ask your lawyer first. Chapter 23 covers those agreements.

Your own policy

Whatever the law requires, write down what your company offers, and offer it the same way to everyone.

My notes: our leave policy, and whether family and medical leave applies to us:

11. State Laws That Go Further

Federal law sets a floor. Many states add to it, and some cities add more. The state lists change, so this chapter tells you where to look.

The areas that differ most

1. **Disability coverage.** Some state laws cover smaller employers than federal law does.
2. **Drug testing.** Procedures, limits on random testing, and notice requirements.
3. **Cannabis.** Protections for medical patients and, in some states, for off-duty use.
4. **Criminal records.** When you may ask, what you may consider, and what notice you must give.
5. **Leave.** State paid sick leave and family leave laws that cover employers federal law does not.
6. **Medical privacy.** State rules on medical and drug test information.

Where to look

- The agency that takes discrimination charges in your area, which the EEOC's field office page lists, for disability and records rules.
- Your state labor department, for leave and testing rules.
- Your state's workers' compensation agency, if it runs a drug-free workplace program. Chapter 7 covers those programs.

- Your city and your county, for fair chance hiring and paid sick leave rules.
- Your employment lawyer, at the yearly check in Chapter 3.

My notes: our state, our city, and the agencies I would call:

12. The Job Post and the Application

The post and the application are the first place a hiring rule shows up, and the first place it costs you applicants.

The post

Describe the job: the duties, the hours, the pay, and the essential physical requirements. Leave out anything you would not hold every applicant to.

If the job includes driving a company vehicle, ask your auto insurance agent, in writing, what driving record the insurer accepts. An insurer may approve each driver from the state driving record, and a recent drunk-driving conviction or a suspended license can keep a person off the list. Put "valid driver's license and a driving record our insurer accepts" in the post only for jobs where driving is part of the work. If a background check company pulls the driving record for you, ask your lawyer whether the Chapter 8 steps apply.

If you are willing to consider people with a record, say so. "We consider qualified applicants with criminal histories" tells people with a record that applying is worth their time. Say it only if it is true. Some cities require a set version of that sentence in every post, and some forbid posts that rule out people with records. Check your city's rule before you write the line.

Put the pay in the post. Chapter 1 covers why you pay the job.

The application

1. Take off any question about addiction, treatment, medications, or disability. Chapter 6 covers why.
2. Check whether your state or city allows a question about criminal history on the application at all. If you hire for work on a federal contract, a federal rule also applies. Chapter 8 covers fair chance laws.
3. If you ask about gaps in work history, ask the same way of everyone, and decide in advance what an acceptable answer looks like.
4. If you test, say so in the post, so nobody is surprised.

Where to find applicants

Recovery residences, reentry programs, workforce boards, treatment programs, and peer specialists who place workers often have people ready to work. Your local American Job Center works with the workforce board, and People and Resources tells you how to find it.

Working with a placement partner

Before the first hire, agree with each partner on one page. Name one contact at the partner and one at the company, and write down who does what.

The partner usually:

- sends people who fit the job description the company gave the partner
- helps the person get the documents needed for the first day, which Chapter 15 covers

- helps with the ride to work, boots, tools, or clothes, if the program offers that
- helps the person get to the first paycheck, if the program offers that
- tells the person and the company contact before any of that help ends
- checks in with the person, not with the supervisor

The company:

- gives the partner the job description, the pay, the schedule, and the start time
- tells the partner contact when a job is filled or a start time changes
- interviews and decides the same way it does for every applicant
- holds the person to the same written standards as everybody else

Ask each partner what it can do about rides. A shift that starts before the buses run has nothing to do with recovery, and it can still end the job in the first week.

Supervision, correction, and testing stay with the company under the written policies in this book. Nobody at the company tells a partner about a correction, a test, or anybody's health. Before you sign anything a partner gives you that promises to share information about a worker, or gives the partner a say in discipline, ask your lawyer. Some programs, such as a state work-release program, have their own employer agreement, which may

ask you to report hours worked with each paycheck or let program staff call you. Those terms come from the program's rules. Read them with your lawyer before the first hire, and if you sign, follow them exactly.

Ask each partner not to tell the company about the person's health, drug or alcohol use, treatment, or housing. If a partner calls with that kind of news anyway, such as a house manager saying the worker used or had to leave the house, the company contact thanks the caller and says nothing about the worker's job. The contact writes down what was said and gives the note to the named person for the medical file. The news does not go to the supervisor or the crew. The company acts only on what it sees at work and on its written policy, as Chapter 21 describes. If the caller is a treatment program, Chapter 9's rules on treatment records may apply. Call your lawyer before you act on anything a partner told you.

The two contacts talk about openings, start dates, schedules, documents, and rides. If the partner asks whether a person still works for you, confirm only what you confirm on any employment check: that the person works here, the job, and the dates of work. Get the worker's signed permission naming the partner before you confirm anything, and keep it with the record of where the hire came from, under Chapter 1.

Where a hire came from is confidential, and Chapter 9 covers who may know it. Count each source the way Chapter 1 describes.

My notes: what our post says, and the questions I took off the application:

13. The Interview: What You May Ask

One wrong question in an interview can create a claim.

What you may ask

- Can you perform the duties of this job, with or without a reasonable accommodation?
- Can you work this schedule?
- Do you currently use illegal drugs?
- Where your local law allows it, what happened in a conviction, and what has changed since. Ask about convictions only.

What not to ask

- Are you in recovery?
- Have you ever been to rehab or treatment?
- Do you go to meetings?
- What medications do you take?
- How much do you drink, or how often?
- Have you ever been arrested?
- Is there anything on your record that was sealed or expunged?

If the applicant tells you

Some people in recovery will tell you, because they want you to hear it from them. You have done nothing wrong by listening. Do not ask about their treatment. If they say they will need a change to the schedule, you may ask what change and how often. Then bring the conversation

back to the job: "Thank you for telling me. Let's talk about the schedule this job needs."

If the applicant came to you from a recovery residence or a treatment program, you already know. Do not ask about the program, its house rules, or the person's treatment. Ask the schedule question you ask everybody: can you work this schedule?

If somebody from the partner comes to the interview, interview the applicant the same way, with the same questions, and do not discuss the applicant's health, treatment, or program with either of them.

Write it down the same way every time

Use the same questions for every applicant for the same job, and write down the answers to the job questions. If an applicant tells you about recovery or treatment, leave it out of the interview notes and the hiring file. After the interview, write a short note with the date, who heard it, and what the applicant said, and give it to the named person for the medical file, the same as Chapter 6 describes for an employee. If they asked for a schedule change, write down the change asked for and send it to the named person under Chapter 18. If an applicant you turned down files a complaint, those notes are what you will show. When you choose, write down the same day why the person you hired fit the job better than each of the others you interviewed, using the job requirements you set before the interviews. Keep the notes for

everybody you interviewed for five years, as Chapter 24 explains.

My notes: the questions every interviewer here uses:

14. Help Paying for the Hire

Three federal programs can help employers who hire people with a record or people in recovery. One of them has lapsed.

The Work Opportunity Tax Credit

For many years the federal Work Opportunity Tax Credit gave employers a tax credit for hiring people from certain groups. Two of those groups matter most here: a person hired within a year after a felony conviction or release from prison, and certain people ages 18 to 39 receiving food assistance. The credit expired for people who started work after December 31, 2025. As of November 2026, Congress had not renewed it, and bills to renew it back to January 1, 2026, were pending. A certified hire who started work in 2025 can still earn the credit on wages from their first year of work, so tell your accountant about those hires.

As I understand it, for either group the credit was worth up to $2,400 per hire against federal income tax. It paid less for a hire who worked fewer than 400 hours and nothing for one who left before 120 hours. It also reduced the company's wage deduction by the same amount. Because the credit depends on the person staying, count it in the turnover column from Chapter 1.

The credit has always required IRS Form 8850. The new hire fills in their part on or before the day you make the

job offer, and you complete yours no later than that day. Within 28 days after the person starts work, send the signed form, with Department of Labor ETA Form 9061, to your state workforce agency, not to the IRS. Give the form to every person you offer a job, not only the ones you think qualify, and file it with your tax records, away from the personnel file. The person who decides whether to hire should not see the form before the offer is made. If your state or city limits questions about records before an offer, ask your lawyer who should handle the form and when. Ask your accountant whether to keep sending these forms for each new hire during the lapse, so the hire can still count if the credit comes back.

The Federal Bonding Program

The Federal Bonding Program gives an employer a free fidelity bond covering theft or dishonesty by a new hire who is hard to bond any other way, including people with a record and people in recovery. As I understand it, the bond usually covers $5,000, can go as high as $25,000, lasts the first six months of the job, and has no deductible. You get one through your state's bonding coordinator, which you can find through the program's website at bonds4jobs.com, after you make a job offer with a start date.

The bond does not replace your own business bond, crime coverage, or the insurance your client contracts require. Ask your insurance agent what each one covers

and whether any of them excludes a worker with a record.

On-the-job training through the workforce board

Your local workforce board can pay part of a new hire's wages while you train the person, under an on-the-job training contract. As I understand it, the payment is usually up to half of the wage rate, and up to three quarters in some cases. The trainee gets the same wages, benefits, and working conditions as other workers in the same job. The board decides who qualifies and sets the paperwork, which varies by state, so ask before the start date. A board may stop writing these contracts with an employer that keeps letting trainees go once the training ends. Your American Job Center can connect you with the board.

What these programs are for

A credit, a bond, or a training contract lowers the company's cost or risk on the hire. None of them changes the pay, which stays at the going rate for the work.

My notes: who handles tax credits for us, and our state's bonding coordinator:

15. The Offer and the First Week

The first week sets the standard the person will work to.

The offer

Put the offer in writing: the job, the pay, the schedule, the start date, and any condition, such as a drug test or a background check, that the offer depends on. If the offer is conditional on a medical question or examination, Chapter 6 covers the rules. If you screen new hires for the tax credit, Form 8850 goes in the offer paperwork, as Chapter 14 explains.

With the offer, give the new hire the list of documents accepted for Form I-9, the federal employment eligibility form, and tell them they choose which ones to bring from the list. As I understand it, your part of the form has to be finished within three business days after the person starts work for pay. A receipt showing the person applied to replace a lost, stolen, or damaged document can be accepted, and the person then has 90 days from the hire date to show the replacement. If the hire came through a placement partner, ask the partner to help with the documents before the start date. Handle the form the same way for every new hire. Some states also require private employers to check new hires through E-Verify, the federal online system. Florida, for one, requires it of employers with 25 or more workers in the state. Ask your payroll provider or lawyer whether your state does, and if it does, run every new hire through it the same way.

Read your client contracts before you assign a crew. A general contractor, a school, or a commercial client may require tested, background-checked, or badged workers on its site. Treat that as a requirement of the job: check every worker you assign to that site the same way, under Chapters 7 and 8, and never send a client anything about a worker's health or recovery.

The first day

1. Hand over the written standards: attendance, conduct, testing, and how to ask for a schedule change.
2. Go through the safety rules for the job, such as ladders, fall protection, power tools, protective equipment, who may drive a company vehicle, and where the first aid kit and the naloxone are kept. Every new hire gets the same orientation.
3. Name the person who supervises them, and the person who checks each standard.
4. Hand over the written call-in and no-call, no-show rule from Chapter 17, and go through it.
5. Give them the employee assistance program information, if you have one. Chapter 19 covers that.
6. Have them fill out the emergency contact form every new hire fills out. The worker chooses who goes on it. Keep the forms where the manager on call can reach them.

Have the new hire sign and date one page listing everything you handed over and went through, and file it in the personnel file.

The first week

Check in every day for the first week, on the work. Name the person who does it, usually the supervisor or crew lead on that shift. At the end of each shift, that person reports to you whether the work met the standard and whether the new worker knows the standard. The first week's checks show early whether the new worker needs more training or a different task. Do the same for every new hire.

What not to do

Do not treat the person as fragile. Do not lower the standard to make the first week easier.

Do not tell the supervisor or the crew where the new hire came from, and do not introduce anybody as a second-chance hire. Introduce every new hire the same way: name, job, and who they report to. Chapter 9 covers why.

My notes: what the new hire gets on day one, and who checks in each day:

16. Schedules Around Treatment and Meetings

Treatment appointments and group meetings often fall during working hours.

The usual requests

- Starting late or leaving early one day a week.
- A longer lunch on a set day.
- Moving to a different shift.
- A few hours off every week for a set period.
- Several mornings or evenings a week for an outpatient program, for a set number of weeks.

When you talk with the person about the request, you may ask whether the program offers a group time outside the shift.

Check family and medical leave first

If family and medical leave covers your company and the employee, time off for treatment appointments can be protected leave taken a few hours at a time. You cannot turn that leave down because it is inconvenient. Handle the request under Chapter 10 first, then use the questions below for anything that leave does not cover.

How to decide

As I understand it, a schedule change for treatment or a support group can be a reasonable accommodation under the disability law. For a treatment request, ask two questions:

1. Can the work still get done to the standard with this change?
2. Would the change cost significant difficulty or expense?

If the first answer is yes and the second is no, make the change. If you are not sure of either answer, try the change for a set number of weeks, write down the end date, and decide again then. Call your lawyer before you say no to a change the work can absorb. Write down what changed, for how long, and when you will look at it again.

Probation and parole appointments

A reporting appointment with a probation or parole officer is not a health matter. Handle it the way you handle any other time-off request, such as a court date or a child's school meeting, under the same written policy for everyone. If a court ordered treatment, a treatment appointment is handled under the questions above, the same as any other treatment request.

Some probation, parole, and drug court programs have people call in each day to learn whether they must report for a drug test, often the next day. That time cannot be planned weeks ahead. Write a rule for short-notice time

off that applies to everyone: the worker tells the supervisor as soon as they know, and the supervisor covers the hours the same way as for any short-notice request. If the worker asks, help them find a testing time outside the shift.

When a probation or parole officer calls or visits

An officer may call to confirm that a person works for you, and some visit the job. Confirm what you would confirm on any employment check: that the person works here, the job, and the schedule. Do not discuss performance, correction, health, or test results unless the worker has signed a release for it and your lawyer has checked the release. If an officer comes to a job site, meet in the office or away from the crew and the client. If an officer comes to take a worker into custody, do not interfere, and move it away from the crew and the client if you can. Tell the crew only what Chapter 9 tells you to say about anybody's schedule. Handle the days the worker misses under your written attendance rule, the same as for anybody, and review any decision to end employment under Chapter 24. Write down the date, the officer's name, and what you said.

Make up the time if the job allows

Many schedule changes cost little if the person works the hours at another time. Offer that where you can. Before you agree, decide who covers the work during the hours the person is gone, and write it into the schedule.

For hourly employees, keep the make-up time inside the same workweek, the fixed seven-day period your payroll uses to count overtime. As I understand it, hours cannot be averaged across two workweeks, even inside a two-week pay period. Hours over 40 in a workweek are overtime even when the worker asked for the change. Some states count overtime by the day, so check your state's rule.

A private employer may not give time off later in place of paying overtime. Pay the overtime in the paycheck for the week it was worked.

For a salaried employee who is exempt from overtime, do not dock pay for a few hours away. The exemption depends on paying the full salary for any week the person works, with narrow exceptions such as full days off under a sick-pay plan. Unpaid family and medical leave is also an exception, and it can come out of the salary a few hours at a time. Improper deductions can cost you the exemption. Ask your payroll provider or accountant before you change anybody's pay for time away.

When the answer is no

If a requested change cannot work, look for a different one. Chapter 18 walks through the process. Write down what you considered and why.

My notes: the schedule changes I have agreed to, and the date I will review each one:

17. Holding the Same Standard

A person in recovery is held to the same standard as every other person in the same job. The standard is the company's, not the employee's and not the supervisor's.

Write it down, and name who checks it

Write down what good work looks like, what on time means, and what conduct is not allowed. Next to each standard, write the name of the person who checks it.

Inspect the work

Checking the work is the supervisor's job, and it needs nobody's consent. Check the work of a person in recovery as often and as closely as the work of anybody else in the same job. Checking more often treats the person differently because of recovery. Checking less often fails the company and the person. If a job carries a particular risk, such as cash or a client's equipment, set the controls for the job and apply them to everyone who works it.

The one exception is a return-to-work or last-chance agreement under Chapter 23. The extra checks in an agreement come from the event that triggered it, and anybody who reaches that event gets the same checks.

Raises, promotions, and assignments

Raises, promotions, crew lead jobs, keys, alarm codes, cash, and client assignments go by the same written criteria for every worker in the job. Do not hold a person back from any of them because of recovery. As I

understand it, the federal disability law covers pay, training, and promotion the same way it covers hiring and firing. If a new job carries a risk the old one did not, such as handling cash, weigh any record against that job the way Chapter 8 describes, and write down what you weighed.

Act on conduct and performance

When the work falls short, address the work: what was expected, what happened, and what has to change by when. Do not guess at causes. Do not ask whether the person is using.

If you have a specific, observable reason to believe a person is under the influence at work, follow your written policy. Chapter 21 covers that.

No-call, no-show

Write the rule down and hand it over on the first day. Say how a worker calls in, by call or by text, to whom, and how far ahead of the shift. Say what happens after one no-call, no-show and after the second. Many small employers treat two in a set period, or a run of consecutive missed shifts, as the person quitting. Pick your number, write it down, and apply it to every worker the same way.

When it happens, the supervisor does the same things in the same order:

1. Cover the shift.

2. Call the worker once and leave a message saying the shift was missed and asking them to call back. Send the same message by text or email, and keep a copy.
3. If the worker has not called back by the end of the shift, call the emergency contact on the worker's form. Say only that the worker did not come in and you could not reach them. If anybody may be hurt or overdosing, call 911. If you fear for the worker's safety, such as when a worker who has never missed a shift cannot be reached, call the local police on the non-emergency line and ask for a welfare check.
4. Write down the time of the shift, the time of each call and message, and what was said.
5. When the worker comes back, have the conversation the same day. Ask why they missed the shift and did not call, the same question you ask everyone, and write down the answer. Do not ask whether they were using.
6. Fill out the correction record below and take the next step the written rule names.

Before you treat any no-call, no-show as a quit, check two things. Was the worker in a hospital, a detox unit, or another medical emergency that kept them from calling? Did the worker, or a family member, tell anybody in the company that the absence was medical? If either answer is yes, send it to the named person the same day under Chapter 18 and Chapter 10, and call your lawyer before you close the file. As I understand it, family and medical

leave lets a person in a medical emergency call in once their condition is stable and they can reach a phone. Protected leave may not be counted against an attendance rule. Whatever the answers, send one more written message to the phone, email, and address on file before you close the file, giving the date by which the worker must contact you, and keep a copy. Treating a no-call, no-show as a quit is still a decision to end employment, so it gets the same review as any other under Chapter 24.

When the crew lead looks the other way

A crew lead or supervisor who covers for a worker is failing part of the job. Write that part into the job: check the work, report attendance the same shift, and report any sign of impairment at once.

Check the checker. Walk a job yourself without notice. Compare the crew lead's attendance report with the sign-in sheet, the time-clock app, the truck GPS, and the alarm, badge, or lockbox log. If you track trucks or phones, tell every worker in writing, and ask your lawyer whether your state requires a particular notice. If a client complaint, a missed area, or a late arrival never reached you, ask the crew lead why.

When you find a crew lead covering, correct the crew lead the same way you would correct anybody: what was expected, what happened, and what has to change. Do it

privately and the same day, and fill out a correction record.

Train every supervisor before they supervise

Every supervisor gets the same training before they supervise anybody, and again once a year. Keep a signed sheet with the date and who attended. The training covers:

1. What they may not ask, from Chapters 6 and 13.
2. How to recognize a request for a change at work, even when the person never says "accommodation," and the rule that it goes to the named person the same day. Chapter 18 covers this.
3. The steps and the checklist for a worker who seems impaired or gets hurt, from Chapter 21, and the crew lead's card from Chapter 25.
4. What to tell a coworker who asks about somebody else, from Chapter 9.
5. How to fill out the correction record below.
6. How to mention the employee assistance program the same way to everyone, from Chapter 19.

If you have drivers covered by federal transportation rules, train every supervisor who may send a driver for a reasonable-suspicion test. As I understand it, those rules require at least an hour on alcohol and an hour on drugs first.

Correct early

A standard missed and not corrected becomes the new standard. Correct the first miss, plainly and the same day. Do not let three months pass and then act on all of it at once.

Write down the steps every correction follows, and which conduct skips steps. A common ladder is a documented talk, then a written warning, then a final written warning, then ending employment. Use one correction record for every step: the date, the written standard, what was expected, what happened, what has to change by when, the next step if it does not, and the signatures of the supervisor and the employee. If the employee will not sign, the supervisor writes "declined to sign" and the date. File the record in the personnel file, never in the medical file. When a correction rests on a test result, the record names the policy section and the date, such as "broke drug and alcohol policy section 4 on March 3." The result itself stays in the medical file.

What the crew may not do

The same standard runs the other way. Write a conduct rule that nobody asks about, jokes about, comments on, or tests anybody's recovery, and that alcohol and drugs are never brought onto a job as a prank. Put the rule in your harassment policy, and give workers more than one person to report to, so nobody has to report to the person they are reporting about. A supervisor who sees

or hears it reports it to the named person the same day. When you hear about it, correct it the same day, the way you correct any conduct problem. Write down who reported it, when, what they said happened, who you talked to, and what you did, and keep that record with the correction record. Tell the person who reported it that you acted. Never treat the person who reported it differently afterward. Chapter 24 covers retaliation. Put the policy on your lawyer's yearly check.

My notes: the standards for this job, and who checks each one:

18. A Request for Accommodation, Step by Step

An employee asks for a change because of a health condition, including recovery. The request needs no particular words and need not be in writing, and a request made to any supervisor counts as a request to the company. As I understand it, you are expected to work through the request with the person and answer without unnecessary delay. A long delay can count against you on its own.

The steps

1. **Send the request to one person.** Name one person in the company who handles every request. Any supervisor who hears a request, in any words, sends it to that person the same day. That person writes down the date, what was asked, by whom, and who first heard it. If the request is for time off, that person also checks Chapter 10, because family and medical leave may apply.
2. **Talk with the person.** Ask what the limitation is at work and what would help. You may ask about the limitation and how it affects the job. Treatment details beyond that are not yours to ask for.
3. **Ask for documentation if you need it.** If the condition or the need is not obvious, you may ask for reasonable documentation from a health care provider. The documentation may say what the condition is, how

serious it is, how long it is expected to last, and why the change is needed. You may not ask for the whole medical record. Give the employee the job description and a short list of questions to take to the provider. The provider will need the employee's signed release before sending you anything. Put a line on your questions telling the provider not to include family medical history or other genetic information. As I understand it, a family history of addiction counts as genetic information under federal law. Keep the answers in the medical file.

4. **Look at options.** The person's preference matters, and you get to choose among options that work. The Job Accommodation Network can suggest options for free. If nothing works in the current job, the law expects you to consider moving the person to an open job they are qualified for, at the same level or the nearest one below. You do not have to create a job or move anybody else out of one.
5. **Decide, in writing.** Say what you will do, starting when, and when you will review it, and give the employee a copy. If you turn down the change asked for, write down each option you considered and why it would not work. If the reason is cost or difficulty, write down the numbers for this business: the hours, the coverage, the overtime, or the dollars. Call your lawyer before you send a no.
6. **Follow up.** Check that the change is working for the job. If the person stops answering, or does not bring

documentation by the date you set, write down what you asked for, when, and what happened. Send one written reminder with a new date before you close the request.

What you never have to do

Lower a standard. Remove an essential duty. Pay for work that was not done. Excuse current illegal drug use or drug use on the job. Undo discipline for conduct that happened before the request, because an accommodation applies going forward. Accept a change that would cost significant difficulty or expense.

Keep it private

The request and the documentation go in the confidential medical file. Chapter 9 covers who may see them.

My notes: requests we have received, and where each one stands:

19. Employee Assistance Programs

An employee assistance program is a benefit that gives employees, and often their families, a set number of free, confidential counseling sessions and referrals, by phone, video, or in person. For a drinking or drug problem, the program's counselor usually assesses the person and refers them to treatment. The treatment itself is paid the usual way, through the person's health insurance or other coverage, and is not part of the program.

Why it helps

An employee assistance program gives every employee, including a person in recovery, a place outside the company to go for help. Ask your benefits broker or your health insurer what one costs for a company your size, and whether you already have one. Small employers sometimes have one included with a health plan or a group life or disability policy without knowing it.

Many programs also give managers a free line to call about how to handle a situation with an employee. Ask whether yours does, and whether it handles a formal referral from a manager under a return-to-work or last-chance agreement: what the employee signs, and what the program reports back. Put the number in your supervisor training.

How to use it

1. Give every employee the number on the first day and post it where people can see it.
2. When a supervisor talks with an employee about performance, it is fine to mention the program as a resource. Mention it the same way to everyone.
3. Outside a return-to-work or last-chance agreement, offer the program and do not require it. As I understand it, ordering an employee to go to counseling to keep the job can count as a medical examination, which the law allows only with a job-related reason. Ask your lawyer before you make the program a condition of anything.
4. When an employee uses the program on their own, never ask whether they called.
5. When a return-to-work or last-chance agreement requires the program or treatment, the agreement also requires a signed release. Chapter 23 covers what the release says and what the company may be told.

What it does not do

The program does not replace treatment, and a referral to the program does not replace correcting a performance problem under Chapter 17.

The program also does not decide whether a person is fit to return to a job, so do not ask the counselor that question. For a safety-sensitive job, send that question to your occupational health provider or the prescriber, with the job description, as Chapter 5 describes.

Rules that may apply

Depending on how a program is set up, the federal law on employee benefit plans may apply to it, which can mean a written plan document and other paperwork. Ask your broker or your lawyer how yours is set up.

My notes: our program's name and number, and where it is posted:

20. Paydays, Holidays, and Hard Dates

Some days are harder than others for people in early recovery: paydays, holidays, the anniversary of a loss, or a date the person used to spend drinking or using. Run the workplace well on those days for everybody, without trying to learn which dates matter to which person. Do not watch a person in recovery more closely on these days than anybody else, for the reasons in Chapter 17.

Pay on schedule

Pay the job, on the day it is due, the same way for everyone, whether or not the worker is in recovery. Some workers ask to have part of each check go to a savings account, so less cash is in hand on payday. If your payroll provider allows split deposits, offer it the same way to everyone.

Holiday events

If your company serves alcohol at events, offer good drinks without it, and do not make anybody explain why they are not drinking.

Scheduling around hard dates

If an employee asks for a particular day off, handle it the way you handle any time-off request. They do not owe you a reason.

Staffing the hard days

Holidays and the shift after payday are when attendance problems show up across the whole workforce. Schedule a backup for those shifts ahead of time, for everyone. If workers ask for pay advances, write one rule for advances and apply it to everyone, or do not give them at all. If you take an advance back out of later checks, get the worker's written permission first, and ask your payroll provider what your state allows. Chapter 17's standard still applies on those days.

My notes: our event drinks policy, and how we cover the hard days:

21. What You Can Act On

You can act on what a person does at work. You cannot act on a guess about what they are or what they might do.

What you can act on

- A missed standard: attendance, performance, or conduct.
- Behavior at work that breaks a written rule.
- Specific, observable signs that a person is under the influence at work, under your written policy: what you saw, heard, or smelled, when, and who else saw it.
- A confirmed positive test under your written policy.

What you cannot act on

- A diagnosis, or the fact of recovery.
- A rumor that a person is using, drinking, or in recovery. A rumor does not change how closely anybody's work is checked, which Chapter 17 sets. A report may name something a person did at work, such as drinking in the van on Tuesday or missing an area on a job. Write down who said it, what they saw, and when. Check those facts the way you check any conduct report, and act only on what the check shows, under the written policy.
- A prescription taken as directed, unless the job is safety-sensitive and Chapter 5's steps show a risk.
- A worry about what might happen someday.

Somebody seems impaired on the job

The first person to see impairment is often a supervisor or crew lead, so the steps have to be on paper. Every supervisor and crew lead carries the crew lead's card from Chapter 25, filled in with the on-call number, the testing site, the ride service, and where the naloxone is kept.

1. If the worker or anybody else may be hurt or in danger, call 911 first. If the worker is unconscious, cannot be woken, is having trouble breathing, may be overdosing, or is having a seizure, call 911 and use naloxone if you have it. Severe confusion, seeing things that are not there, or heavy shaking and sweating can be withdrawal from alcohol or drugs, which can become dangerous quickly. Call 911 for a seizure, severe confusion, or seeing things. For shaking or sweating alone, get the worker to a doctor or urgent care the same day, with a ride, and do not send them home alone.
2. Take the worker off the job now, and off any roof, ladder, scaffold, lift, saw, power tool, machine, chemical, or vehicle. Take the keys to any company vehicle and the fuel card.
3. Call the owner or the manager on call. Where you can, have two trained managers observe the worker, and the second can be on a video call.
4. Each observer fills out the reasonable-suspicion checklist below, with the time, before anybody orders

a test. "Slurred words at 10:40, could not stand on the ladder, smelled of alcohol." Leave out guesses about why.

5. If your written policy calls for a reasonable-suspicion test, a manager takes the worker to the collection site, or has the testing provider come out, the same day. Alcohol leaves the body within hours, so the test cannot wait for morning. If the worker is covered by federal transportation rules, a supervisor trained under those rules who saw the signs makes the call. That supervisor signs the written checklist within 24 hours, and before the result comes back. Get the alcohol test done within two hours. If it takes longer, write down why, and after eight hours stop trying and write down why. The supervisor who decides on the test does not give the alcohol test.
6. Do not let the worker drive, including the company truck they came in. Decide who drives the truck back. After the test, a manager, a cab, a rideshare, or a family member takes the worker home. If the worker refuses and gets in a car, call 911. If the worker says they have nowhere safe to go, call 211 to find a place for the night, and do not leave the worker alone at the site.
7. Cover the work. Finish it with the rest of the crew or send the backup.
8. The worker stays off work until the result comes back, paid or unpaid as your written policy says for everybody. Time spent getting the test is paid time.

For a salaried employee who is exempt from overtime, ask your payroll provider or lawyer before you hold back any pay for the days off, because Chapter 16 explains how docking that salary can cost you the exemption. The decision about the job comes after the result. Chapter 22 covers that decision.

Use one checklist

Keep a one-page reasonable-suspicion checklist and use it every time. It lists what to look for: speech, balance, eyes, smell, behavior, and work errors. It has lines for the date, the time, the place, and what each person saw. File the checklists in the medical file with the test result, and note the date and the policy section in the personnel file.

A worker gets hurt on the job

1. Give first aid, and call 911 for anything serious. If anybody may be overdosing, call 911 and use naloxone.
2. Do not let the injured worker drive. Take the keys to any company vehicle they were using.
3. Call the owner or the manager on call. Report the injury to your workers' compensation carrier the way your policy with the carrier says.
4. Test only if your written policy names this kind of accident. As I understand it, the federal workplace safety agency allows a test to find the cause of an accident, and expects you to test everybody whose conduct could have contributed, not only the person who got hurt. A test used to punish a worker for

reporting an injury breaks those rules. Never tell a worker not to report an injury.

5. If a driver under federal transportation rules was in a crash in a covered vehicle, those rules say which crashes need a test and how fast. Follow them with your testing provider.
6. Write down what happened, when, who saw it, and which written rule applies. Decide anything about the job after the facts and any test result are in, under your written policy.

Missing property or a theft report

Set up key and code control before anything goes missing. Sign out keys, fobs, lockbox codes, fuel cards, company tools, and trucks, and sign them back in. Check fuel card statements against the job schedule every month. Give each worker their own alarm or door code where the client allows it, so the log shows who entered. Apply this to every worker, not only the ones with a record.

In a client's home, set a rule before the job starts, for every job. The client puts away prescription medicines, cash, jewelry, and other small valuables from the rooms the crew will work in or walk through. Bathrooms and kitchens come first, because that is where medicines are kept. Put the request in the contract or on the pre-job checklist, so it is part of every job and never points to one worker.

When a client reports something missing, write down what is missing, when it was last seen, and who was there, using the sign-in sheet, the time-clock app, and the alarm, badge, or lockbox log. Do not accuse anybody, and do not assume the worker with a record is the one. Tell your insurance agent the same day. If the client files a police report, cooperate and let the police do the investigating.

If a client asks you not to send a particular worker back, you can usually move the worker to another site. Write down what the client said and when. Before you cut the worker's hours or let the worker go because of it, call your lawyer.

When safety is the question

As I understand it, you can remove a person from a job if the person poses a direct threat. A direct threat is a significant risk of substantial harm that a reasonable change at work cannot remove or reduce. The decision has to rest on this person's present ability to do the job safely, judged from current medical knowledge or the best objective evidence. A guess that something might go wrong is not enough. Weigh how long the risk lasts, how serious the harm could be, how likely it is, and how soon it could happen. Write down the facts you relied on, and call your lawyer before you act.

Write down what you saw

Before you act, write down the facts: what happened, when, who saw it, and which written rule it broke. Leave out guesses about why.

My notes: what I saw, when, and the written rule it falls under:

22. A Positive Test or a Slip

A confirmed positive, or a person who tells you they used, is a decision point. Your written policy should already say what happens.

If the person is asking for help

A worker who says "I have a drinking problem and I need help," or asks for time off for treatment, has made a request for a change at work. The request may also be notice of family and medical leave. Send it to the named person the same day under Chapter 18 and Chapter 10, the same as any other request. As I understand it, a person with alcoholism is covered by the disability law even while still drinking, so the law may expect you to consider leave for treatment. A person who tells you about drug use recent enough to be current is not protected by the disability law for that use, but family and medical leave may still cover time off for treatment. If the worker is a commercial driver under federal transportation rules, telling you they used can itself set off the steps in "If the job is covered by federal transportation rules" below. Take the driver off safety-sensitive work and read that section the same day.

The request does not change the standard. A missed shift, a positive test, or conduct at work that happened before the request is still handled under your written policy, the same as for anybody else. Do not decide anything about the job in the same conversation, and call your lawyer

before you act on anything the person told you while asking for help. If your policy has a rule for workers who come forward first, the last section of this chapter covers it.

First, safety

If the person may be impaired at work, follow the steps in Chapter 21 first, including 911 and naloxone if the person may be overdosing.

Then, the facts

1. Check that a drug result came back from the medical review officer as a verified positive, or that an alcohol result was confirmed by a second test. Chapter 7 covers those steps.
2. Read your written policy.
3. Meet with the person. Tell them the verified result and what the policy says happens next. If they bring up a prescription, tell them to call the medical review officer, and wait for the officer's answer before you act. Do not ask about their recovery or their treatment. Ask whether there is anything about the result or the facts they want you to know, write down what they say, and make the decision after the meeting.
4. Before the meeting ends, hand the person a printed card with the employee assistance program number if you have one, the SAMHSA National Helpline at 1-800-662-4357, and 988. The card also says that naloxone is

sold at pharmacies without a prescription, that a person who uses opioids again after a break can overdose on an amount they used to handle, and that anybody who may be overdosing needs 911. Give the same card to everybody in this meeting, whatever the result. If anybody may be overdosing, call 911 and use naloxone. If the person seems in danger, follow Safety and Getting Help at the front of this book.

If the job is covered by federal transportation rules

As I understand it, any of these, for an employee covered by the Department of Transportation's testing rules, sets off steps you must take whether or not you keep the person: a verified positive drug test, an alcohol result of 0.04 or more, or a refusal to test. For a commercial driver, so does use the company knows about directly. That includes a manager seeing the driver drink or use drugs, and a driver telling you they used, unless the driver came forward under a rule that meets the conditions at the end of this chapter. Signs of impairment alone call for the reasonable-suspicion steps in Chapter 21. An alcohol result does not go through the medical review officer, so do not wait for one.

1. Take them off safety-sensitive work right away.
2. Give them a list of substance abuse professionals, the evaluators those rules require, with names, addresses, and phone numbers. You may not charge them for the list.

3. If they hold a commercial driver's license, the medical review officer reports to the federal drug and alcohol clearinghouse a verified positive drug test and any refusal the officer decided, such as a tampered sample. The company reports an alcohol result of 0.04 or more, any other refusal, use the company knows about directly, and later the negative return-to-duty test and the end of follow-up testing. The company's deadline is the close of the third business day after it learns of each. Ask your testing provider how to make each report and to confirm it was made.
4. If you keep them, they cannot go back to safety-sensitive work until they have finished the evaluator's program and passed a return-to-duty test. The evaluator sets the follow-up testing.

Your testing provider and your lawyer should walk you through each step.

Then, the decision

Chapter 3 covers current illegal drug use. As I understand it, courts have generally treated a person who tested positive, or said they used, in the weeks before your decision as a current user. Going into treatment after the positive does not by itself bring back the law's protection. How recent is recent enough turns on the facts, so call your lawyer before you decide.

Alcohol works differently, as Chapter 4 explains. Drinking off the job is not by itself a reason to act. What you act on

is drinking or being under the influence at work, or a missed standard, under your written alcohol rule.

Your options usually include: discipline under the policy, a last-chance agreement with follow-up testing (Chapter 23), leave for treatment (Chapter 10), or ending employment (Chapter 24). Whatever you choose, choose what your policy says and what you have done for others in the same position.

Keep a decision log

To know what you have done for others, keep a decision log. Each line has the date, the job, the policy section, what happened, what you decided, and who decided. Leave the name off the log and keep the file reference instead. Before every decision under this chapter or Chapter 24, read the log for the same policy section. If you decide differently from an earlier line, write the reason on the new line the same day. A lawyer for a former worker can ask to see the log, and an unexplained difference between two lines is the first thing that lawyer will look for.

If the person told you before a test did

Some employers write a rule that a worker who comes forward and asks for help before a test, an accident, or a missed shift will not be let go for that first disclosure. The worker is referred for an assessment by a licensed professional, through the employee assistance program if you have one. The worker then goes on leave for

treatment, onto a changed schedule for outpatient treatment, or onto a return-to-work agreement, as the assessment calls for. The rule does not excuse a missed standard that already happened. Say in the policy when coming forward counts: a request for help made after the person has been told to take a test, after an accident, or after a supervisor has seen signs of impairment does not count. Say how often the rule can be used, such as once during employment. If you want this rule, write it into the policy, apply it to everyone, and have your lawyer check it.

For commercial drivers under federal transportation rules, the rule keeps a driver's admission out of the transportation steps only if it meets those rules' own conditions. As I understand them, the written rule has to say that:

- the company takes no action at all against a driver for coming forward, which goes further than not letting the driver go
- the driver comes forward before reporting for duty, and not to avoid a test
- the driver does no safety-sensitive work until a qualified evaluator says the education or treatment is done
- the driver passes a drug or alcohol test under the company's own policy before going back to safety-sensitive work

If your rule does not meet those conditions, a driver who tells you they used has given you knowledge of a violation, and the transportation section above applies. Have your lawyer and your testing provider check the driver part of the rule separately.

My notes: what our policy says happens after a positive, and what I decided:

23. Last-Chance Agreements

There are two kinds of agreement, and each needs its own template. A return-to-work agreement is used when a person comes back from treatment or treatment leave without a violation behind it. A last-chance agreement is used after a violation, such as a confirmed positive, that your policy says would otherwise end employment.

If the leave was family and medical leave, as I understand it, the law lets you require only a note from the provider that the person can return to work, under the rules in Chapter 10. Do not make signing a return-to-work agreement a condition of getting the job back after that leave. Have your lawyer decide whether to offer one at all, and on what terms.

Both kinds of agreement are written deals: the employee keeps the job if they meet specific conditions for a set time, and the employment ends if they do not. Use the same template for everybody in the same situation.

What one usually contains

1. The specific conduct or result that led to the agreement.
2. The conditions, such as:

- an assessment by a licensed professional, through the employee assistance program if you have one - completing the plan that professional or the treatment provider sets - a signed release naming the program, any

provider it refers the person to, and the one person at the company who receives the reports, which lets them tell that person only whether the employee went, whether the employee is following the plan, and when the plan is finished - unannounced follow-up testing, with the number of tests and the period set in writing

The company never receives what was said in treatment. The company keeps the testing dates in its own file and never tells the employee when a test is coming. Say that taking back the release before the agreement ends counts as breaking a condition. Do not name a program, a meeting format, or a path. Do not write a condition that the person stop, avoid, or lower a prescribed medicine, including a medicine for addiction. That decision belongs to the prescriber, as Chapter 5 explains. Every follow-up drug test goes through the medical review officer, so a medicine taken as prescribed is reported as negative.

3. How long the agreement lasts.
4. What happens if a condition is broken.
5. That the normal standards still apply.
6. That the company pays for every follow-up test, who schedules each one, who is told the result, and that time spent getting a test is paid time.
7. Signatures and dates.

Making it work

Make every condition specific enough that a stranger could tell whether it was met. "Stay sober" is not specific.

"Test negative on any follow-up drug test during the next twelve months" is. Follow-up alcohol testing needs its own reason, which Chapter 4 covers.

Apply the agreement as written, and act on every broken condition.

Have counsel write it

Whether an agreement will hold up depends on your state and on what is in it. Some terms, such as asking a person to give up future legal claims, may not be enforceable. If the agreement asks the person to give up claims they already have, and the person is 40 or older, as I understand it federal age discrimination law sets its own requirements for that release, including time to consider it.

For a job covered by federal transportation rules, the substance abuse professional's plan sets the follow-up tests: at least six in the first year, and the plan can run up to five years. The company carries out the plan on dates it keeps from the employee. Any testing the agreement adds beyond the plan is company testing under your own policy, done on separate forms. Your testing provider can walk you through the plan.

If your workplace has a union, ask whether the union has to agree to the template and whether the person may bring a representative to the meeting. Have your lawyer draft both templates once.

My notes: our agreement templates, and who drafted them:

24. Ending Employment Lawfully

When you end employment, do it on the record you have kept.

Before you act

1. Read the written standard or policy the person broke.
2. Gather the record: the dates, what happened, the correction records, and any agreement.
3. Read the decision log and check that you treated others in the same situation the same way.
4. Check that the decision does not rest on the recovery itself, a diagnosis, a prescription taken as directed, or leave the person was entitled to.
5. If a background report played any part, check that the person signed the permission in Chapter 8 before you ordered it, and follow the other two Chapter 8 steps before and after you decide.
6. Have a second manager who did not make the decision read the record and the decision log, and sign off. Sometimes the record rests mostly on one supervisor's reports, and that supervisor knew about the person's recovery, a request, or leave. Then the second manager checks the facts directly: the sign-in sheets, the time-clock records, the alarm or lockbox log, the client complaint, and the people who saw it. As I understand it, a company can be held liable when a biased supervisor's reports drive a decision, even if the person who signs the decision has no bias.

7. Write down the date the decision was made and who made it, on the day it is made, even if you tell the person later. Put the reason in a short letter you hand the person at the conversation, and keep a copy.
8. Call your lawyer if any of this is unclear.

Retaliation

As I understand it, federal law forbids retaliating against a person because they asked for an accommodation, took or asked for family and medical leave, complained of discrimination or harassment, reported a safety problem, or took part in an investigation. Many states add workers' compensation claims to that list. If the person recently did any of those things, have your lawyer review the decision before you act.

Expect the record to be read by date. Corrections written before the request or complaint carry weight. Corrections that start after it will look built for the firing, unless your records show you correct everybody the same way. The same goes for policies: a rule written or changed after you learn of the problem will look written for that person.

The conversation

Keep it short and factual, and have a second manager in the room. Say what standard was broken and what the decision is. Give the person what they are owed under your state's rules and your own policy. That means final pay on time, vacation pay that must be paid out, any

written separation notice your state requires, and benefits information, including notice about continuing health coverage. Do not take a lost key, a uniform, a damaged tool, or the cost of a test out of the final check without asking your payroll provider or lawyer first. As I understand it, federal law does not let those deductions cut into minimum wage or overtime, even when the loss was the worker's fault, and many states limit them further. Do not discuss their recovery. Hand them the printed help card from Chapter 22, and give the same card to everybody who leaves the company.

After

Keep the record for five years, as "How long to keep records" below explains. Give one reason, the one in the record, everywhere: in the conversation, in any separation notice, to the state unemployment office, and in any later answer to a government agency or a lawyer. If the state unemployment office asks why the person left, answer by the deadline on the notice, with the facts in the record: the standard, the dates, and the warnings. Never send the office anything a treatment program sent you, which Chapter 9 explains. As I understand it, an employer who keeps missing those deadlines can be charged for benefits that should not have been paid, and those charges can raise your unemployment tax rate. Decide in advance what your company tells a caller asking for a reference about any former worker, such as dates of work and job title only, and say that every time.

If the person applies again later, look at them the way you would look at anybody: what the job requires, and what has changed.

How long to keep records

Keep every application, interview note, hiring decision, background check page, correction record, accommodation file, leave file, medical file, test record, and decision log for five years after the person leaves, or after you turn the applicant down. As I understand it, federal law requires at least one year for most employment records, and the transportation testing rules require five years for some test records. Five years covers both. Ask your lawyer whether your state requires longer. Once a charge or a lawyer's letter comes in, keep everything about the person and the decision until the matter is over, however long that takes.

If a charge or a lawyer's letter comes in

A notice from the EEOC, a state or city agency, or a lawyer for a former worker or applicant usually gives a deadline. Call your employment lawyer the day it arrives, and write down the date you received it.

Keep everything. The same day, tell every supervisor and crew lead in writing not to delete or change any text, email, group chat, schedule, sign-in sheet, alarm log, or note about the person or the decision. Keep the files for everybody in the same job, because the agency may ask how you treated them.

Answer by the deadline on the notice. If you need more time, ask the investigator in writing before the deadline. Your answer gives the same reason the record gives, under "After" above. Answer every request for information, even if you believe the charge has no merit. Ask your lawyer whether to accept mediation if the agency offers it.

Do not change the person's schedule, hours, pay, or assignments because of the charge. Talk with the person or their coworkers about the charge only as your lawyer advises. As I understand it, punishing a person for filing a charge or taking part in an investigation is retaliation, even if the charge turns out to have no merit. If the person still works for you, every decision about them from here on goes through your lawyer before you act.

My notes: the record I have, and who reviewed the decision:

25. My Workplace Plan

One page to fill in and keep with your policies.

Who

Our employment lawyer, and the number:

The date of our lawyer's last yearly check:

Who checks each written standard:

Who handles every request for a change at work:

Who has access to medical files:

Who is on call when a shift goes wrong, and the number:

Who reviews every decision to end employment:

Our testing provider and medical review officer:

The one person who receives test results and takes the medical review officer's calls, and the backup:

Our employee assistance program, and the number:

Our state's bonding coordinator:

Who gives Form 8850 to each new hire by the day of the offer, and who sends it within 28 days:

Who runs payroll, and who checks final pay and deductions:

Our placement partners, the contact at each, and what each one provides:

What we have written down

Our attendance standard:

Our no-call, no-show rule:

Our correction steps and the correction record:

Our drug and alcohol policy, and the date counsel last checked it:

Our testing policy, and the date employees signed it:

Our reasonable-suspicion checklist:

The nearest testing site, and its hours:

How a worker gets home without driving:

Where our naloxone is kept, and who has been shown how to use it:

How we sign out keys, fobs, and alarm codes:

Who covers a shift when somebody is out:

Where the emergency contact forms are kept:

Our leave policy:

Our return-to-work agreement template:

Our last-chance agreement template:

Where our decision log is kept:

The date of our last supervisor training, and who attended:

Our hiring rules, priced

Each rule, what it protects us from, and what it costs us:

What we count

How we count, by hiring rule or by source, and where that record is kept:

Of the people hired in a set period under the changed rule or from each source, how many were still here at ninety days and at one year, and the same numbers for everybody else hired in that period:

What turnover cost us before, and what it costs us now: the post, the checks and tests, the paid training hours, the overtime premium, and our unemployment tax rate:

The crew lead's card

Print this on a card for every crew lead and supervisor, and keep one in every company vehicle.

Somebody will not wake up, is not breathing right, or is having a seizure: call 911, use naloxone, and stay with them.

Somebody seems impaired: call 911 first if anybody may be hurt or in danger. Take the worker off the job and off every tool, ladder, and vehicle. Take the truck keys and the fuel card. Call the on-call manager. Fill out the checklist. Do not let the worker drive.

Somebody got hurt: give first aid, call 911 if it is serious, then call the on-call manager.

Somebody did not show up or call: cover the shift, call and text once, call the emergency contact if there is no answer by the end of the shift, and write down the times.

Somebody tells you about their health or recovery, or asks for a change: thank them, tell nobody else, and call the person who handles requests the same day.

On-call manager:

Person who handles requests:

Testing site and hours:

Ride home:

Naloxone is kept:

People and Resources

Job Accommodation Network. Free, confidential advice for employers on workplace accommodations. askjan.org. 1-800-526-7234.

U.S. Equal Employment Opportunity Commission. The federal agency that enforces the disability law in employment, with guidance for small businesses. eeoc.gov. 1-800-669-4000.

U.S. Department of Labor, Wage and Hour Division. Family and medical leave questions and forms. dol.gov/agencies/whd. 1-866-487-9243.

Federal Bonding Program. Free fidelity bonds for hard-to-bond hires. bonds4jobs.com.

American Job Centers. Run with your local workforce board. Help finding applicants, and information on on-the-job training contracts. Find the nearest one at careeronestop.org. 1-877-872-5627.

U.S. Department of Labor, Recovery-Ready Workplace Resource Hub. Federal guidance and a toolkit for employers hiring and keeping people in recovery. dol.gov/agencies/eta/RRW-hub.

SAMHSA National Helpline. Treatment referral and information for anyone. 1-800-662-4357.

988 Suicide and Crisis Lifeline. Call or text 988.

Sources

This page lists the laws, rules, and guidance the chapters rely on. Laws change and state laws differ, so ask your employment lawyer how they apply to your business.

Safety and Getting Help, and Chapters 21 and 22. Centers for Disease Control and Prevention, 5 Things to Know About Naloxone, and Naloxone Frequently Asked Questions. Substance Abuse and Mental Health Services Administration, Overdose Prevention and Response Toolkit, and 988 Suicide and Crisis Lifeline fact sheet. National Library of Medicine, MedlinePlus, Alcohol withdrawal. Agency for Healthcare Research and Quality, MOUD Playbook, Mitigating Overdose Risk.

Chapters 3, 4, 5, 6, 7, 9, 12, 13, 16, 17, 18, 19, 21, 22, 24. Americans with Disabilities Act, Title I, 42 U.S.C. 12111 to 12117, including 12111(5)(A), (6), (8), (9), including (9)(B), and (10); 12112(a) and (d), including (d)(4)(A); 12113(b); and 12114, including 12114(b). Retaliation: 42 U.S.C. 12203. Equal Employment Opportunity Commission regulations, 29 C.F.R. Part 1630, including 1630.2(o)(3), 1630.2(r), 1630.3, 1630.13, 1630.14, and 1630.16(b) and (c), with the interpretive guidance in the appendix to Part 1630. Walters v. Metropolitan Educational Enterprises, Inc., 519 U.S. 202 (1997).

Chapter 3. Department of Justice, final order placing marijuana subject to a state medical marijuana license, and FDA-approved marijuana products, in Schedule III of

the Controlled Substances Act (April 23, 2026). Congressional Research Service, Department of Justice Eases Control of Medical Marijuana, LSB11424 (April 30, 2026). Department of Transportation, Office of Drug and Alcohol Policy and Compliance and Office of the General Counsel, Part 40 Questions and Answers on sections 40.137, 40.141, and 40.151 (May 2026).

Chapters 3 and 5. Equal Employment Opportunity Commission, Use of Codeine, Oxycodone, and Other Opioids: Information for Employees (August 5, 2020).

Chapters 4, 6, and 13. Equal Employment Opportunity Commission, Enforcement Guidance: Preemployment Disability-Related Questions and Medical Examinations (October 10, 1995).

Chapters 4, 5, 6, 9, and 10. Equal Employment Opportunity Commission, Enforcement Guidance on Disability-Related Inquiries and Medical Examinations of Employees under the ADA (July 27, 2000).

Chapters 6 and 9. Cash v. Smith, 231 F.3d 1301 (11th Cir. 2000).

Chapters 3, 16, and 18. Equal Employment Opportunity Commission, Enforcement Guidance on Reasonable Accommodation and Undue Hardship under the ADA (October 17, 2002).

Chapters 3, 5, 7, 17, 21, 22, 23, and 24. Department of Transportation, Procedures for Transportation

Workplace Drug and Alcohol Testing Programs, 49 C.F.R. Part 40, including 40.13, 40.23, 40.137, 40.151(e), 40.171, 40.287, 40.305 to 40.309, 40.327, and 40.333. Federal Motor Carrier Safety Administration, Controlled Substances and Alcohol Use and Testing, 49 C.F.R. Part 382, including 382.107, 382.121, 382.301, 382.303, 382.305, 382.307, 382.603, and Subpart G, including 382.701 and 382.705(a)(1), (b)(1), and (b)(4). Federal Motor Carrier Safety Administration, guidance on actual knowledge violations and on driver self-admission. Commercial motor vehicle definition, 49 C.F.R. 383.5. Federal Motor Carrier Safety Administration, Drug and Alcohol Clearinghouse, CDL downgrade requirement effective November 18, 2024.

Chapter 7. Drug-Free Workplace Act of 1988, 41 U.S.C. 8102 and 8103. Example of a state drug-free workplace premium program: Georgia State Board of Workers' Compensation, Drug-Free Workplace; O.C.G.A. 33-9-40.2 and 34-9-412.

Chapters 7 and 21. Occupational Safety and Health Administration, recordkeeping rule, 29 C.F.R. 1904.35(b)(1)(iv), and standard interpretation of October 11, 2018.

Chapter 8. Fair Credit Reporting Act, 15 U.S.C. 1681b(b)(2)(A) and (b)(3)(A), and 1681m(a). Consumer Financial Protection Bureau, A Summary of Your Rights Under the Fair Credit Reporting Act, 12 C.F.R. Part 1022, Appendix K. Title VII of the Civil Rights Act of 1964, 42 U.S.C. 2000e-

2(k). Griggs v. Duke Power Co., 401 U.S. 424 (1971). Green v. Missouri Pacific Railroad Co., 523 F.2d 1290 (8th Cir. 1975). Equal Employment Opportunity Commission, vote of October 28, 2026, rescinding the 2012 Enforcement Guidance on the Consideration of Arrest and Conviction Records in Employment Decisions under Title VII (announced October 29, 2026). Fair Chance to Compete for Jobs Act of 2019, Pub. L. 116-92, div. A, title XI, subtitle B, codified at 5 U.S.C. 9201 to 9207, 41 U.S.C. 4714, and 10 U.S.C. 4657. Examples of state and city rules on waiting periods: Cal. Gov. Code 12952; New York City Admin. Code 8-107(11-a). Example of a state rule on evidence of rehabilitation: N.Y. Correction Law 753(1)(g) and (2).

Chapters 9 and 24. 42 U.S.C. 12112(d)(3)(B) and (d)(4)(C). Confidentiality of Substance Use Disorder Patient Records, 42 U.S.C. 290dd-2(c), and 42 C.F.R. Part 2, including 2.31 and 2.32.

Chapters 3, 10, 16, 17, 22, and 23. Family and Medical Leave Act, 29 U.S.C. 2611(2) and (4), 2612(b), 2614(a) and (c), and 2615. Department of Labor regulations, 29 C.F.R. 825.119, 825.202 to 825.204, 825.214, 825.220(c), 825.300, including 825.300(e), 825.303(a) and (c), 825.305, 825.307(a), and 825.312. Department of Labor, Wage and Hour Division, Opinion Letter FMLA2018-1-A (August 28, 2018).

Chapters 3 and 11. Equal Employment Opportunity Commission, Fair Employment Practices Agencies (FEPAs) and Dual Filing.

Chapters 16 and 21. Fair Labor Standards Act, 29 U.S.C. 207(a) and (o). Department of Labor regulations, 29 C.F.R. 778.104, 778.105, and 541.602, including 541.602(b)(7). Wage and Hour Division, Overtime Pay page; Fact Sheet 17G, Salary Basis Requirement; and Fact Sheet 17S, on compensatory time.

Chapters 1 and 14. Work Opportunity Tax Credit, 26 U.S.C. 51, including 51(a), (b)(3), (c)(4), (d)(4), (d)(8), (d)(13), and (i)(3); 26 U.S.C. 280C(a). Internal Revenue Service, Form 8850, Pre-Screening Notice and Certification Request for the Work Opportunity Credit, and its instructions. Department of Labor, Employment and Training Administration, ETA Form 9061, and Training and Employment Guidance Letter No. 09-25 (April 28, 2026). Improve and Enhance the Work Opportunity Tax Credit Act, H.R. 6231 and S. 3265, 119th Congress (pending as of November 2026). Federal Bonding Program, U.S. Department of Labor, Employment and Training Administration, bonds4jobs.com. Workforce Innovation and Opportunity Act, sec. 134(c)(3)(H), 29 U.S.C. 3174(c)(3)(H). Department of Labor regulations, 20 C.F.R. 680.700 to 680.730.

Chapter 15. 8 C.F.R. 274a.2. U.S. Citizenship and Immigration Services, Form I-9, Employment Eligibility

Verification, and Handbook for Employers M-274. Example of a state E-Verify rule: Fla. Stat. 448.095.

Chapter 18. Genetic Information Nondiscrimination Act of 2008, Title II, 42 U.S.C. 2000ff(4) and 2000ff-1. Equal Employment Opportunity Commission regulations, 29 C.F.R. 1635.8(c).

Chapter 19. Employee Retirement Income Security Act, 29 U.S.C. 1002(1). Kroll v. White Lake Ambulance Authority, 691 F.3d 809 (6th Cir. 2012).

Chapter 22. Shafer v. Preston Memorial Hospital Corp., 107 F.3d 274 (4th Cir. 1997). Zenor v. El Paso Healthcare System, Ltd., 176 F.3d 847 (5th Cir. 1999).

Chapter 23. Older Workers Benefit Protection Act, 29 U.S.C. 626(f).

Chapter 24. Family and Medical Leave Act, 29 U.S.C. 2615. Occupational Safety and Health Act, 29 U.S.C. 660(c). Title VII of the Civil Rights Act of 1964, 42 U.S.C. 2000e-3(a). Staub v. Proctor Hospital, 562 U.S. 411 (2011), decided under the federal military reemployment law. Wage and Hour Division, Fact Sheet 16, Deductions From Wages for Uniforms and Other Facilities. Social Security Act, 42 U.S.C. 503(a)(10), and Department of Labor, Unemployment Insurance Program Letter No. 02-12. Equal Employment Opportunity Commission, What Should I Do If I Receive an EEOC Charge of Discrimination? (small business guidance), and

Recordkeeping Requirements. Equal Employment Opportunity Commission regulations, 29 C.F.R. 1602.14.

Free Support Groups

These groups are free to attend. Most meet in person and online. Try more than one until you find a room that fits.

Alcoholics Anonymous (AA) aa.org
12-step groups for people with a drinking problem.

Narcotics Anonymous (NA) na.org
12-step groups for recovery from any drug.

SMART Recovery smartrecovery.org
Skills-based groups with no religious content, for any addiction.

LifeRing Secular Recovery lifering.org
Secular peer support, in person, online, and by email.

Recovery Dharma recoverydharma.org
Peer-led groups based on Buddhist practices.

Celebrate Recovery celebraterecovery.com
Christ-centered 12-step groups, usually hosted by churches.

Women for Sobriety womenforsobriety.org
Support groups for women.

For family and friends al-anon.org
Al-Anon, Nar-Anon, and SMART Recovery Family & Friends.

Online Meetings

Online meetings run at every hour of the day and night. You can use a first name only and keep your camera off. Many also have a phone number you can dial in to with no internet at all.

In The Rooms intherooms.com
Free live video meetings every week for many recovery paths, 12-step and others. A free account with a username is all you need.

AA Online Intergroup aa-intergroup.org
AA meetings by video, phone, chat, and email, around the clock.

Meeting Guide app aa.org
AA's free app lists in-person, online, and phone meetings.

Virtual NA virtual-na.org
Narcotics Anonymous meetings online and by phone.

SMART Recovery Online smartrecovery.org
Online meetings, chat, and message boards.

LifeRing Online lifering.org
Video meetings, chat, forums, and email groups.

Some recovery websites show phone numbers that connect to treatment centers selling their services. For free, neutral referrals, call the SAMHSA National Helpline:

1-800-662-4357

Alder Creek Editions, LLC is not connected to any group or website listed in this book. Websites change. If one stops working, the SAMHSA helpline can point you to current options.

About the Author

Stephen Deason has been in Recovery for more than eleven years and still begins and ends each day with meditation and gratitude. He writes The Mile Marker Library for people getting into recovery on their own, including people who cannot attend or afford a treatment program. He writes as a peer, from his own experience, and is not a physician, counselor, lawyer, or financial adviser.

He has spent more than thirty years building teams and companies in healthcare and technology, holds graduate degrees in business and accounting, and writes about recovery, economics, business, and social enterprise. You can find more of his work at aldercreekeditions.com and stephendeason.com.



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Complaints Log Book: Organize Concerns, Ensure Accountability, and Improve Service

Economics

Somebody Always Pays: Plain Words Economics for People Who Do Real Work

Laureates for Owners (forthcoming)

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3. *Emergency Information Sheet* (free download)

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5. *Things I Want You to Know: A Journal of Stories, Wishes, and Words for Your Family*
6. *While You Can Still Decide: After a Diagnosis of Memory Loss*
7. *Arranging Care at Home: A Workbook for Arranging Care in the Home*
8. *Care Partner's Log: A Daily Record for the Person Giving Care*
9. *Grieving Someone Who Is Still Here: When Someone You Love Has Progressive Memory Loss*
10. *Visit Journal: A Shared Record for Everyone Who Visits*
11. *Choosing a Place to Live: A Workbook for Comparing Senior Living and Care*
12. *The Move and the First Months: For Families and the Person Moving*
13. *Before the Last Weeks: When Treatment Stops Working, for You and Your Family* (forthcoming)
14. *After a Death: The First Year, for You and the People Around You* (forthcoming)
15. *First-Year Grief Journal: Undated Pages for the Year After a Death*
16. *Worksheet Collection: Every Form in the Sitting Room Series* (forthcoming)

The Mile Marker Library

1. *Don't Panic: The First Hours After You Stop: What to Do When You Stop Drinking or Using*
2. *Wallet Crisis Card* (free download)
3. *Free Help Directory: Meetings, Helplines, and Low-Cost Care*
4. *Medications for Addiction, Explained: What They Are, How to Ask, and How to Pay*, with Melissa Deason
5. *Tools You Can Use on Your Own: A Guide to Self-Directed Recovery*, with Melissa Deason
6. *Cravings and Hard Hours Workbook: A Companion to Tools You Can Use on Your Own*, with Melissa Deason

7. *One Day at a Time, Written Down: A 90-Day Gratitude Journal for Adults in Recovery*, with Melissa Deason. Also in a Christian edition: *A 90-Day Gratitude Journal for Christians in Recovery*
8. *Daily Reader, 365 Days*, with Melissa Deason (forthcoming)
9. *Worksheet Library* (forthcoming)
10. *Money in Early Recovery: Budgets, Debts, Benefits, and Credit*
11. *Work and Recovery: Finding a Job, Keeping It, and What to Tell Employers*
12. *Finding a Safe Place to Live: Sober Housing and What to Check Before You Move In*
13. *Court, Probation, and Recovery: What to Ask a Lawyer and What Records to Keep* (forthcoming)
14. *For Families: When Someone You Love Can't Get to Treatment*
15. *Group Facilitator Guide: Running Free Peer Support Groups with These Books*, with Ben Wilson

For Children

The Ladybug and the Butterfly, by Laine & Daddy

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Care Complaints Log Book (family edition)

Care Coordination Grid

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