ACQUISITION INTEGRATION TOOLKIT

COMPANION REFERENCE

HR Terms, Acronyms and FAQs

A practical companion to the Human Resources Acquisition Guide

Companion Reference · By Marshall Varner · Version 1.0 · November 2026

A shared language for the transition

Acquisitions bring people together who may use the same words differently. I put this reference together to make the HR guide easier to use and to help readers ask clear, practical questions without getting lost in terminology.

Start with the term you need, then use the FAQs to connect it to a decision. These are plain-language explanations, not legal definitions for every purpose. The guide provides the request lists, readiness checks and working templates.

What is included

114 terms and acronyms in five groups, plus 36 practical questions. Acronyms are spelled out under each term, and bracketed numbers point to the official sources at the end. Benefits, payroll and compensation, fleet and workplace safety are covered by their separate reference documents; only the HR handoff is explained here.

Section	Covers
1. Deal and integration language	The language of the deal and the integration project.
2. Workforce, evidence and governance	How the workforce is counted, evidenced and governed.
3. Employment, employee relations and labor	Employment terms, employee relations, claims and labor law.
4. Verification, immigration, leave and qualifications	Work authorization, immigration, leave, accommodation and screening.
5. Systems, records and professional references	HR systems, data protection and professional references.
Frequently asked questions	Thirty-six practical questions, each linked to a guide workstream or working tool

This reference is US-focused and should be read with the guide's transaction-specific review process. Laws and agency guidance can change. Use qualified advisers for legal conclusions.

SECTION 1

Deal and integration language

The language of the deal and the integration project.

Term	What it means and what to check
Acquisition	A transaction in which a buyer obtains a business, ownership interests or selected assets. The employee consequences depend on the facts and applicable law.
Asset purchase	Purchase of specified assets and agreed obligations. Do not assume it eliminates employment, labor or successor-related duties.
Assumed liability	An obligation the buyer agrees to take on. Contract allocation does not necessarily eliminate statutory rights or claims.
BAU *Business as usual*	Ongoing operating ownership after the integration project. Handoff requires acceptance, procedures and known open items.
Carve-out	A business separated from a larger organization. Shared HR systems, staff and services need explicit transition arrangements.
Change of control	An ownership or control event defined in a contract or rule that may trigger consent, notice or other obligations.
Clean team	A restricted group reviewing sensitive information under counsel-approved rules. The label alone does not make an exchange lawful.
Closing / close	Completion of the transaction under its terms. Record the actual effective date and time, including any phased transfers.
Cutover	The controlled switch from one process or system to another. Include testing, approval, support and a recovery plan.
Data room	A controlled place for transaction information. Access should match sensitivity and lawful purpose.
Day 1	The first operating day under the approved transition. It is a planning label, not a substitute for the legally effective time.
Deal perimeter	The entities, sites, assets, employees and obligations included in the agreed transaction scope.
Due diligence	Structured review of evidence to identify facts, risks, obligations and decisions before or during a transaction.
Equity purchase	Purchase of ownership interests in an entity. The entity may remain the employer, but change-of-control and other obligations still need review.
Gun jumping	Common shorthand for unlawful premature coordination or control before a deal is permitted to close. Seek antitrust advice on information sharing and conduct.
Indemnity	A contractual allocation of specified losses between parties. It does not itself resolve an employee issue or stop a claim.
Merger	A legal combination of entities. Counsel determines the surviving entity and effects on employment and contracts.
Rollback	An approved way to restore a previous operating state after an unsuccessful change. Legal and employment changes may not be technically reversible.

Term	What it means and what to check
Signing	Execution of transaction agreements. Signing and closing may occur on different dates; operating authority does not necessarily change at signing.
Successor in interest	A legal concept under which obligations may follow a business transition. The test differs by law; there is no single all-purpose determination.
TSA *Transition Services Agreement*	An agreement for temporary services after close, such as HR system access. Define scope, security, service levels and an exit plan.

SECTION 2

Workforce, evidence and governance

How the workforce is counted, evidenced and governed.

Term	What it means and what to check
Acceptance criteria	The evidence and conditions required for a receiving owner to accept a deliverable.
Adjusted service date	A date used for a defined service calculation. Record its purpose, basis and approval rather than overwriting history.
Census	A dated employee-level roster. Reconcile it to other sources and define which statuses and entities it includes.
Contingent worker	A person providing services outside a standard direct-employee arrangement. The label does not decide legal status.
Control total	A count or aggregate used to reconcile a dataset. Matching totals do not prove every individual record is correct.
Critical role	A role whose loss could materially disrupt operations, customers, compliance or knowledge continuity.
Dependency	Something another action relies on, such as a legal review before an employee communication.
Employee ID	A stable identifier used to link records without placing names or sensitive identifiers in broad trackers.
Exception register	A controlled list of differences requiring review, with an owner, rationale, action and deadline.
FTE *Full-time equivalent*	A workload measure calculated under a specified method. Do not use it automatically for legal headcount thresholds.
Headcount	A count of people under a stated definition. It is different from FTE and may differ across systems.
Independent contractor	A nonemployee service arrangement when the applicable legal tests are satisfied. A contract title alone is not decisive.
Issue	A problem that already exists and needs action. It is different from an uncertain future risk.

Term	What it means and what to check
Joint employment	A situation in which more than one entity may have employer responsibilities under a particular law. Tests and consequences vary.
Key-person risk	Dependence on one person's authority, skill, relationships or institutional knowledge.
Knowledge transfer	A planned handoff of processes, contacts, records and judgment, verified through usable instructions and receiving-owner practice.
Legal employer	The entity employing a person. A brand, site name or payroll display name may not identify it correctly.
Original hire date	The starting date in an employment history. It is not necessarily the correct service date for every policy or legal purpose.
PEO *Professional employer organization*	A provider operating under a professional-employer arrangement. Clarify the parties' responsibilities and transition terms with advisers.
RACI	Responsible, Accountable, Consulted and Informed: a way to clarify participation. Assign one accountable owner per deliverable.
RAID log	A register of risks, assumptions, issues and dependencies. Record decisions separately or clearly identify them in the same controlled tool.
Readiness gate	An evidence-based decision point before proceeding. It cannot waive a mandatory legal requirement.
Rehire	A person returning after an employment break. Prior service and records require purpose-specific review.
Risk	An uncertain event or condition that could affect objectives. Record impact, mitigation and ownership.
Source of truth	The designated authoritative record for a specific field or process. Different fields may have different source systems.
Version control	Identification and preservation of document or data versions so reviewers know which approved record applies.
Work jurisdiction	The location whose rules may apply to work performed there. Remote work can add jurisdictions beyond headquarters.

SECTION 3

Employment, employee relations and labor

Employment terms, employee relations, claims and labor law.

Term	What it means and what to check
ADEA *Age Discrimination in Employment Act*	Federal law addressing age discrimination for covered workers and employers. It is relevant to selection and waiver review.
Adverse-impact review	Analysis of whether a practice affects groups differently under applicable law. Use reliable data and qualified counsel; statistics alone do not resolve legality.

Term	What it means and what to check
Agency charge	A formal allegation filed with an enforcement agency. Record response and preservation requirements through restricted handling.
Arbitration	A dispute process before an arbitrator. Review the actual agreement, proceeding and deadlines.
At-will employment	An employment doctrine subject to legal and contractual limits. It does not remove notice, discrimination or other obligations.
Bargaining unit	The defined group of employees represented for collective bargaining purposes.
CBA *Collective bargaining agreement*	An agreement between an employer and union. Review bargaining unit, term, side letters and procedures.
EEOC *Equal Employment Opportunity Commission*	The federal agency enforcing specified employment discrimination laws. State and local agencies may also have jurisdiction.
Employment agreement	A contract addressing an employment relationship. Review amendments, assignment and change-of-control terms.
ER *Employee relations*	Work involving employee concerns, workplace conduct, investigations and related manager support.
Grievance	A complaint handled under a contract or workplace procedure. Identify deadlines and who receives the open matter.
IP *Intellectual property*	Protected creations and related rights. Confirm ownership and invention-assignment arrangements with counsel.
Legal hold	A direction to preserve relevant information because of a legal matter. It can override ordinary deletion schedules.
Legal privilege	A legal protection for qualifying communications or materials. Merely copying counsel or adding a label does not establish it.
Mini-WARN	Informal name for state or local plant-closing or layoff notice laws. Do not assume they use federal thresholds or timelines.
NLRA *National Labor Relations Act*	Federal labor law governing specified organizing, collective bargaining and protected concerted activity rights.
NLRB *National Labor Relations Board*	The federal agency administering the National Labor Relations Act for covered employers and workers.
Offer letter	A communication proposing employment terms. Its legal effect depends on wording, context and law; preserve the accepted version.
OWBPA *Older Workers Benefit Protection Act*	Law establishing requirements for certain age-discrimination claim waivers. Individual and group programs need careful legal review.
Perfectly clear successor	A specialized labor-law concept that can affect whether initial employment terms may be set without bargaining. Obtain advice before commitments.
Protected concerted activity	Covered employees acting together, or in certain related ways, about working conditions. It can arise in nonunion workplaces.

Term	What it means and what to check
Release of claims	An agreement waiving specified claims where lawful. It cannot validly waive every right or replace counsel review.
Restrictive covenant	A contractual restriction such as a noncompete or nonsolicitation term. Enforceability requires current jurisdiction-specific analysis.
Retaliation	Unlawful adverse treatment connected to legally protected activity. Escalate concerns and review proposed actions with counsel.
RIF *Reduction in force*	A workforce reduction. Document business reasons, selection criteria, required reviews, notices and employee support.
Successorship in labor relations	A fact-specific basis for bargaining-related obligations after a business transition. It differs from assuming every term of a CBA.
WARN *Worker Adjustment and Retraining Notification Act*	Federal law addressing advance notice for covered employment-loss events. State or local requirements may differ.

SECTION 4

Verification, immigration, leave and qualifications

Work authorization, immigration, leave, accommodation and screening.

Term	What it means and what to check
ADA *Americans with Disabilities Act*	Federal disability-rights law with employment provisions for covered employers, including accommodation and confidentiality requirements.
Credential verification	Confirmation that a license, certification or clearance is valid and satisfies the actual role requirement. A training certificate may not be a professional license.
E-Verify	A federal electronic employment eligibility confirmation program. Enrollment and case rules must be evaluated for the employing entity and situation.
FCRA *Fair Credit Reporting Act*	Federal law governing specified consumer reports, including many third-party employment background reports.
FMLA *Family and Medical Leave Act*	Federal law providing qualifying leave and related protections for eligible employees of covered employers. Successor rules require fact-specific review.
Form I-9	The US employment eligibility verification form. Use current instructions and acquisition-specific advice on continuing or new-form treatment.
H-1B	A nonimmigrant classification often used for specialty occupations. Entity, role or location changes may require immigration advice.
I-140	An immigrant petition for an employment-based category. A transaction can require review of the petitioner and case continuity.
I-485	An application to register permanent residence or adjust status. Do not assume an employer change has no effect on a pending case.

Term	What it means and what to check
ICE *US Immigration and Customs Enforcement*	The federal agency whose responsibilities include worksite enforcement and I-9 inspections.
Interactive process	A dialogue used to understand accommodation needs and possible effective adjustments. Preserve continuity and appropriate confidentiality.
L-1	A nonimmigrant classification for qualifying intracompany transferees. The company relationship and individual facts matter.
PERM	The Department of Labor permanent labor certification process used in many employer-sponsored permanent-residence cases.
Pre-adverse action	A step before certain negative decisions based on a consumer report. Required notices, copies and opportunity to respond must be handled under applicable rules.
Priority date	A date used in immigration visa availability. Preserve accurate case information through authorized counsel.
PWFA *Pregnant Workers Fairness Act*	Federal law addressing reasonable accommodation for covered pregnancy-related limitations. Check current requirements and applicable local protections.
Reasonable accommodation	An adjustment evaluated under applicable law to address a covered need. It is not limited to one type of schedule or equipment change.
Return to work	A process for resuming duties after an absence. Review applicable rights, functional restrictions and required coordination.
Reverification	A required follow-up on employment authorization in applicable cases. It is not a general instruction to recheck every expired document.
USCIS *US Citizenship and Immigration Services*	The federal agency responsible for many immigration benefits and Form I-9 guidance.
USERRA	Uniformed Services Employment and Reemployment Rights Act: federal protections relating to uniformed service and civilian employment.
Work authorization	Legal permission to work under applicable immigration rules. Document and status questions require trained review.

SECTION 5

Systems, records and professional references

HR systems, data protection and professional references.

Term	What it means and what to check
ATS *Applicant tracking system*	A system for recruiting records, candidate workflow and offers. Preserve applicable notices, access and retention controls.
Data minimization	Limiting information to what is needed for a lawful, defined purpose. Coded or aggregated data may be sufficient for ordinary diligence.

Term	What it means and what to check
DPA *Data processing agreement*	Contract terms addressing a provider's handling of data. Review actual scope, security, transfer and deletion obligations.
HRIS *Human resources information system*	The system maintaining core workforce data. Validate fields and history rather than assuming a successful import proves accuracy.
Least privilege	Access limited to what a person needs for authorized work. Review access when roles or employers change.
LMS *Learning management system*	A system for training assignments and completion evidence. Confirm historical records remain accessible after migration.
MFA *Multifactor authentication*	Authentication using more than one factor. It supports security but does not replace access governance.
OFCCP	Office of Federal Contract Compliance Programs, a DOL office overseeing applicable federal contractor obligations within its current authority.
PHR / SPHR	Professional in Human Resources / Senior Professional in Human Resources, certifications issued by HRCI. They are not substitutes for legal advice or universally required licenses.
PII *Personally identifiable information*	Information that identifies or can help identify a person. Sensitivity and legal treatment vary by data and context.
Retention schedule	Rules for how long categories of records are kept. Legal holds and applicable requirements can override routine disposal.
Section 503	The Rehabilitation Act provision relevant to certain federal contractors and disability-related employment obligations. Verify current applicability.
SHRM-CP / SHRM-SCP	SHRM Certified Professional / SHRM Senior Certified Professional. Professional credentials do not establish authority to practice law.
SSO *Single sign-on*	An authentication method allowing access through a central identity. Test role permissions as well as login success.
Transfer manifest	An inventory documenting the records handed over, including scope, versions, counts and receiving location.
UAT *User acceptance testing*	Practical testing by intended users against agreed requirements before system acceptance.
VEVRAA	Vietnam Era Veterans' Readjustment Assistance Act, relevant to protected-veteran obligations for covered federal contractors.

FREQUENTLY ASKED QUESTIONS

Thirty-six practical questions

Each answer points to a guide workstream (shown as "See 04") or working tool. These are issue-spotting answers, not instructions to take a legal step without transaction-specific review.

1. Where should I start?

Confirm the transaction perimeter and employing entities, then reconcile the workforce census. Without those baselines, the other workstreams may be reviewing different populations. Use guide workstreams 01 and 02.

2. Does an asset purchase mean the buyer has no employment obligations?

No. Contract allocation, statutory duties, successor rules and the actual facts need separate review. Ask deal and employment counsel to identify the duties that apply before designing the transfer. See 01 and 04.

3. Do all employees need new offer letters?

There is no single answer for every acquisition. Structure, current employer, contracts, represented status, jurisdiction and individual circumstances matter. Approve the transition approach with counsel before issuing documents. See 04.

4. What should the employee census include?

Use a dated roster covering the agreed entities and all relevant statuses. Include leave and other inactive employees, pending hires and separations. Link to restricted case owners through coded IDs rather than inserting private records. See 02.

5. What if headcounts do not match?

Reconcile the same dates, entities and definitions. Explain every variance at the individual-record level. Do not delete a record solely to make totals match. Keep the discrepancy open until accepted evidence resolves it. See 02 and the worked example.

6. Can we reset everyone's hire date at closing?

Do not assume a new HRIS record resets legal, contractual or policy service. Build a service-recognition matrix for each purpose and obtain the appropriate specialist review. See 10 and the workforce-transition template. [7]

7. How much employee data should the buyer receive before close?

Only what is lawfully appropriate for the stage and purpose. Use redaction, coded IDs and restricted review where needed. Counsel should set information-exchange and employee-contact rules, especially for sensitive or competitively significant data. See 01 and 15. [1]

8. Can buyer leaders start directing seller employees before close?

Planning does not automatically create operating authority. Have counsel define permitted pre-close conduct and keep the seller's employer decisions with the authorized party until control lawfully changes. See 01.

9. What do we do with open complaints and investigations?

Assign a qualified receiving owner, preserve evidence and deadlines, protect appropriate interim measures and follow up on remedies. Keep detailed allegations and counsel material out of the broad integration tracker. See 06.

10. Is every communication copied to counsel privileged?

No. Privilege is a legal determination, not a formatting choice. Ask counsel how to structure review, share material and preserve applicable protection. Do not claim a shared document is privileged merely because of its title. See 06.

11. Do union obligations automatically end when ownership changes?

No. Labor successorship, bargaining duties and CBA assumption require separate fact-specific analysis. Obtain labor counsel advice before hiring plans, promises or changes to represented employees' terms. See 07. [4]

12. Why should a nonunion employer consider labor law?

Protected concerted activity can arise in a nonunion workplace. Manager responses to employee discussions or collective concerns can create issues. Route organizing and potential interference or retaliation questions to qualified labor counsel. See 07. [4]

13. Do we need new I-9 forms for everyone?

Have immigration counsel evaluate the acquisition-specific options and their consequences for inherited records. Use a documented, consistent lawful strategy; do not automatically restart every record or assume existing errors disappear. See 08. [5]

14. Does an expired identity document mean an employee cannot work?

Not by itself. Reverification rules depend on the actual document and circumstances. Trained reviewers should determine whether action is needed and follow current instructions without demanding particular documents or discriminating. See 08. [5]

15. Does the seller's E-Verify account transfer automatically?

Do not assume that. Confirm enrollment, entity and site participation, federal-contract obligations, open-case responsibilities and current program instructions before deciding what happens. See 08.

16. Can sponsored employees continue working after close without any action?

The answer depends on the immigration category and specific employer, role and location changes. Engage immigration counsel early for an individual continuity plan and filing timetable. Do not promise automatic transfer or an approval outcome. See 09. [6]

17. What happens to employees already on leave?

Include them in the transition population and establish private case handoffs. Review applicable leave and successor rules, restoration rights and notices before changing arrangements. Do not make an absent employee rediscover the process after close. See 10. [7]

18. Should a manager receive the employee's entire medical file?

Managers generally need functional work instructions and appropriate operational information, not unrestricted diagnostic records. Have HR and counsel determine necessary access and keep medical records separately controlled. See 10 and 15. [8]

19. Should we run new background checks on all acquired employees?

Not automatically. Determine necessity and lawful authority, including consent and restrictions, before rescreening. Third-party reports may require a defined disclosure, authorization and adverse-action process. See 11. [9]

20. Can we keep all contractors simply because the seller called them contractors?

No label settles classification or joint-employment questions. Review the actual work and arrangements with counsel. Coordinate the detailed pay and tax consequences with payroll rather than duplicating that analysis in HR. See 11.

21. Should we replace the handbook on Day 1?

First understand local rules, contracts and actual practices. Use a reviewed, staged plan that tells employees what continues and what changes. An immediate universal replacement can create avoidable confusion or conflict. See 12.

22. Can we enforce every existing noncompete?

Do not assume either enforceability or a universal nationwide ban. Current federal status, state law, wording and facts need counsel review. Inventory the agreements before deciding how to communicate or rely on them. See 04. [2]

23. How do we decide who is critical to retain?

Use evidence about skills, customer dependencies, process ownership and continuity rather than titles alone. Include knowledge transfer, manager support and trust. Review financial retention terms through the payroll and legal workstreams. See 03 and 13.

24. What proves an HR system migration is ready?

An approved mapping, reconciled totals, representative record tests, correct permissions and real user workflows. Test leave, rehires, remote workers and pending hires. Keep an approved recovery plan and usable history. See 14.

25. How long should we retain employee records?

Use a category-specific, jurisdiction-aware schedule approved by counsel. Different records and claims have different requirements; legal holds can override ordinary disposal. There is no safe single retention period for the entire acquired workforce. See 15. [10]

26. May we delete seller copies once files are uploaded?

Not merely because an upload finished. Verify lawful custody, readability, completeness, access, holds and contractual responsibilities. Confirm what each party must keep before any disposal. See 15.

27. How should leaders answer questions that are still undecided?

Say what is confirmed, explain what remains under review and give a reliable date or channel for the next update. Avoid promising that nothing will change. Managers should have the same approved facts and a route to escalate individual concerns. See 16.

28. Does the acquisition itself trigger WARN?

Do not assume that the transaction alone is a covered employment-loss event. Counsel must review planned and recent actions, sale timing and applicable federal, state or local rules. Put the review before the proposed action and communication date. See 17. [11]

29. Can we use the same severance release for everyone?

A generic release may not satisfy the applicable law or program. Have counsel review consideration, wording, timing and disclosures, including age-waiver rules where applicable. Payment calculations belong with payroll. See 17. [12]

30. Does a signed release prevent an employee from contacting the EEOC?

A release cannot validly remove the protected ability to file an EEOC charge or participate in its proceedings. Counsel should ensure agreements preserve required rights and do not purport to waive future claims. See 17. [12]

31. Can executive approval override an unresolved legal requirement?

No. A sponsor can choose among lawful business options, but cannot waive mandatory law or employee rights. Pause the affected step and obtain specialist direction. Record the decision and evidence rather than marking the matter green. See readiness gates.

32. What should HR require from benefits, payroll, fleet and safety?

A named owner, agreed employee and effective-date inputs, documented exceptions and a readiness response under each separate guide. HR coordinates the employee experience; it does not replace specialist signoff. See the companion-guide handoff page.

33. What is different for an international workforce?

Local transfer, consultation, employment and privacy rules may require a different process and timeline. Create a country-specific workstream with local advisers before commitments or data transfer. This toolkit is primarily US-focused. See 05 and 15.

34. When is integration complete?

When the receiving team has accepted ownership, can run the process, has the necessary records and understands remaining risks. A 90-day date is a review point, not proof of completion. See 18 and the receiving-owner template.

35. What should I measure in the first 90 days?

Look at unresolved census differences, unowned cases, overdue actions, access failures, unanswered employee questions and critical-role continuity. Use privacy-conscious reporting and context. Activity counts alone do not tell you whether employees are supported. See the first-90-days page.

36. How should I use the credentials listed in this reference?

PHR, SPHR and SHRM certifications identify professional credentials. They do not make someone legal counsel or replace specialized labor, immigration or privacy expertise. Match expertise to the decision rather than relying on initials alone.

REFERENCE

Sources and review notes

Agency resources reviewed for this November 6, 2026 edition. Bracketed numbers identify supporting sources; entries marked + are additional official resources. These sources support the issue-spotting guidance; they do not resolve the facts or legal duties of a particular transaction. Recheck current law, agency guidance and local requirements before acting.

#	Source	Web address
[1]	DOJ and FTC: Antitrust guidance for business activities affecting workers	https://www.justice.gov/archives/opa/pr/justice-department-and-federal-trade-commission-issue-antitrust-guidelines-business
[2]	FTC: Noncompete Rule status and resources	https://www.ftc.gov/legal-library/browse/rules/noncompete-rule
[3]	DOL: Office of Federal Contract Compliance Programs	https://www.dol.gov/agencies/ofccp
[4]	NLRB: Employer duties, bargaining and successorship	https://www.nlrb.gov/about-nlrb/rights-we-protect/whats-law/employers
[5]	USCIS: Form I-9 instructions	https://www.uscis.gov/sites/default/files/document/forms/i-9instr.pdf
[6]	USCIS: Working in the United States	https://www.uscis.gov/working-in-the-united-states
[7]	DOL: FMLA successor-in-interest guidance	https://webapps.dol.gov/elaws/whd/fmla/5a5.aspx
[8]	EEOC: Reasonable accommodation and undue hardship	https://www.eeoc.gov/laws/guidance/enforcement-guidance-reasonable-accommodation-and-undue-hardship-under-ada
[9]	EEOC and FTC: Background checks for employers	https://www.eeoc.gov/laws/guidance/background-checks-what-employers-need-know
[10]	EEOC: Recordkeeping requirements	https://www.eeoc.gov/employers/recordkeeping-requirements
[11]	DOL: WARN plant closings and layoffs	https://www.dol.gov/general/topic/termination/plantclosings
[12]	EEOC: Waivers of discrimination claims in severance agreements	https://www.eeoc.gov/laws/guidance/qa-understanding-waivers-discrimination-claims-employee-severance-agreements
+	ICE: Acquisition-related Form I-9 options (employer presentation)	https://www.ice.gov/doclib/image/pdf/hsi-form-i-9-presentation.pdf
+	EEOC: Disability-related inquiries and medical examinations	https://www.eeoc.gov/laws/guidance/enforcement-guidance-disability-related-inquiries-and-medical-examinations-employees
+	EEOC: Pregnant Workers Fairness Act	https://www.eeoc.gov/wysk/what-you-should-know-about-pregnant-workers-fairness-act
+	DOL: USERRA information	https://www.dol.gov/agencies/vets/programs/userra
+	E-Verify: Official program information	https://www.e-verify.gov/

ABOUT THIS REFERENCE

A companion to the Human Resources Acquisition Guide, Version 1.0, November 2026. This toolkit is a general educational resource based on practical acquisition and people-operations experience. It is not legal, tax, immigration, insurance or investment advice and does not establish an attorney-client relationship. It is not an exhaustive compliance checklist or a substitute for transaction-specific review. Use qualified advisers for legal conclusions and jurisdiction-specific requirements. No outcome or regulatory approval is guaranteed.

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