

BERKSHIRE ASSOCIATES

AFFIRMATIVE ACTION SOLUTIONS



BERKSHIRE ASSOCIATES INC.
Your Partner in Human Resources and Affirmative Action

About Berkshire

Berkshire Associates is a human resources consulting and technology firm with one driving mission—to deliver solutions that help companies build their ideal, balanced workforce. As an industry leader, our Workforce services, software, and web-based solutions include Affirmative Action, Compensation Management, Applicant Management, Workforce Analytics, Diversity, and Professional Training. Since 1983 we have serviced this nation's most recognizable companies, and as a result have mastered what works for our clients. Through our expertise and innovative problem-solving, and whether its software or services, we deliver results that successfully work towards achieving your compliance objectives.

Berkshire's Affirmative Action Solutions

Berkshire's forward-thinking approach to affirmative action compliance is one of the reasons we lead the industry. As society and attitudes toward affirmative action evolve, organizations need a company that can adapt. And that's Berkshire. We specialize in service and technical solutions that use affirmative action compliance to ultimately help companies shape their ideal, balanced workforce.

Berkshire's wide range of affirmative action solutions can be tailored to meet your company's specific compliance objectives. Our services include:

- Full affirmative action plan preparation outsourcing
- Audit support services
- HRCI-approved professional training
- **BALANCEaap**—web-based plan preparation application



BERKSHIRE ASSOCIATES INC.
Your Partner in Human Resources and Affirmative Action

Affirmative Action Plan Preparation Outsourcing

For companies who wish to outsource their Affirmative Action Plan (AAP), Berkshire offers consulting services. We become a part of your team, handling the minute details so you can focus more on your “big picture” goals and objectives. Our experienced consultants have mastered the ins-and-outs of the latest Office of Federal Contract Compliance Programs (OFCCP) regulations, ensuring you will receive a 100% technically compliant plan.

Berkshire prepares your affirmative action plan, and offers expert advice and recommendations on any problem areas uncovered during plan development. Our services do not end with plan delivery; our goal is to maintain a lasting relationship with you to help you through other phases of affirmative action compliance. From implementation assistance to surviving an audit, we are here as an extension to your HR department and to offer you full compliance support.

The Ideal Choice

As demonstrated by the class of well-known and nationwide companies that have chosen Berkshire, our “Clients First” philosophy makes us the ideal choice. Our commitment to our clients drives our passion for excellence and reliability.

Why Berkshire is the Ideal Choice

- Berkshire is a “one-stop” resource for all your AAP needs
- Berkshire leads the industry in providing companies with solutions to build a balanced workforce, while complying with federal regulations
- Plans are guaranteed 100% technically compliant with OFCCP regulations
- Plans include adverse impact and goal attainment reports
- Berkshire’s quality-control is the foremost in the industry—our error-checking techniques and file consistency checks ensure data accuracy
- Clients have access to our strategic partners who offer additional support in employment law, EEO litigation, and test validation
- Our services are scalable from small companies to enterprise-wide organizations with higher AAP demands

Your AAP Outsourcing Services Include:

- Data review and corrections
- Data quality tests
- Job group analysis development
- Determination of recruitment areas and feeder groups
- Calculation of internal and external availability
- Development of placement goals for the current plan year
- Analysis of goal attainment from the previous year
- Generation of data analysis reports for Individuals with Disabilities and Veterans
- Calculation of Individuals with Disabilities utilization and Veterans hiring benchmarks results

Free Access to **BALANCEhub** for Outsourcing Clients

Outsourcing clients receive complimentary access to our Compliance Control Center, **BALANCEhub**. Using **BALANCEhub**, clients can view plan results, evaluate program performance, share reports and plans. **BALANCEhub** is a tremendous value and includes features to help you monitor and manage your affirmative action program.



With **BALANCEhub** clients can:

- View Executive Dashboard with captivating graphics and vivid displays
- Share plans and reports with relevant departments and employees
- Access powerful data about your workforce, and gain greater insight for decision-making
- Track your good faith efforts to help you comply with the new Individuals with Disabilities (IWD) and Protected Veterans (PV) requirements

- Calculation of adverse impact on personnel actions
- Full compensation analysis
- Completion of required narratives
 - Minorities and Women
 - Individuals with Disabilities
 - Veterans
- Unlimited audit consultation during the plan year
- Expedited development for plans audited during the plan development process
- An electronic copy of your plan complete with all narratives, required components, and supporting reports available either through **BALANCEhub** or on a USB drive

Additional Support

- Unlimited phone and email support to answer any questions regarding the AAP and compliance related questions
- Access to Berkshire's web-based **BALANCEhub** to disseminate plans
- An AAP review and evaluation meeting when your plan is completed—our experienced consultants will explain reports, discuss potential problem areas, and recommend next steps
- An AAP toolkit providing sample forms, policies, and other documents to assist with plan implementation

Other AAP Services

For companies who need further support to meet their objectives, Berkshire offers the following additional AAP services:

- Division/Unit Rollup and Drilldown Reports
- Preparation and Submission of EEO-1 and VETS-4212 Reports
- Executive Summaries
- Trend Reports
- Salary Equity Analyses
- Implementation Services



Audit Support Services

Now more than ever, receiving an OFCCP audit letter and responding to agency demands can cause a tremendous amount of stress on your organization. Berkshire experts possess the experience necessary to help you successfully maneuver through OFCCP audits. We routinely help companies manage audits, and can predict the agency's next request, keeping you one step ahead. Your consultant will guide you through the process—keeping you informed of your rights, correcting addressable issues, and ultimately reducing any negative impact of OFCCP findings.

Clients receive two hard copies of their plan containing all required plan elements. One copy is to submit to OFCCP, and the other to retain as a reference. An electronic version of the plan is also provided.

Your Audit Support Services Include:

- Comprehensive audit plan preparation limiting corporate liability and OFCCP inquiry
- Investigation of areas of adverse impact
- Management reporting to communicate corporate policies
- Compensation analyses modeling current OFCCP practices

Other Audit Support Services

There are times when companies need additional support to meet their objectives. Berkshire offers other audit support services including:

- Research lists for all areas of significant adverse impact
 - Additional meetings to prepare audit team members and address areas of concern
 - Assistance with refinements needed for selection practices and applicant tracking
 - Development and implementation of training for staff including "train the trainer" activities
 - Development of a corporate-wide strategy and standard protocol for managing audits
 - Preparation of other required reports such as the EEO-1 and VETS-4212 reports
 - Preparation of Conciliation Agreement reporting requirements
 - Review of selection practices including job analysis and job descriptions
 - Working directly with OFCCP on your behalf
 - Completion of additional reports or analyses not included in your plan
 - Completion of state AAP forms and assistance with other reporting requirements
- 



The Ideal Choice for Affirmative Action Planning

For companies that wish to prepare their affirmative action plans on their own, Berkshire offers the ideal choice in affirmative action planning, **BALANCEaap**. This secure, web-based application gives you much more than traditional software, it gives you the power to create a 100% technically compliant plan—right from the web.

BALANCEaap lets you easily create your plan(s), run availability vs. employment analyses, use adverse impact analyses to check for potential discrimination in personnel actions, prepare reports specifically designed for audit review, create organizational profile, and generate customized narrative documents with embedded key data and reports—covering all required components of an AAP including the new requirements for IWDs and PV.

BALANCEaap can be used for organizations responsible for just one or multiple AAPs. Plans can be prepared by single or multiple, concurrent users. Your remote facilities can prepare their own plans without purchasing separate software licenses and without the hassles of software installation or hardware upgrades. Eliminate the need to divert your IT resources to the implementation and support of the software.

BALANCEaap is the Ideal Choice

- Unlimited users
- Up-to-date with the latest OFCCP regulation requirements including IWDs and PV
- No installation or IT resources needed
- Collaborate with employees from different locations
- Accessible anytime, anywhere with a web browser
- Unmatched customer support

BALANCEaap Features

- Extensive error and file consistency checks
- Efficient automated data cleanup tools
- All OFCCP required and support reports
- Selectable protected classes for your reports
- Automatically create recruitment areas based on zip codes
- Customizable narrative templates
- Backup and restore functionality
- Create several plans using a single data set
- Publish plans on the web using **BALANCEhub**'s Reports Distribution
- Create unlimited drilldown and rollup reports based on your organizational structure
- Comprehensive dashboard to quickly identify and drilldown to problem areas
- Executive reporting and analytics at the plan and organizational level



100% Technically Compliant Every Time

BALANCEaap enables you to complete all required reports and narratives using the guidelines mandated by OFCCP. Built-in quality control adds another level of assurance you're preparing a 100% technically compliant plan. The extensive Error-checking and File Consistency features help to clean your data before progressing through the planning process.

Highlights of Required Reports in **BALANCEaap**



- Comprehensive customizable written narratives addressing all components of a compliant AAP
- Workforce Analysis/Organizational Display
- Job Group Analysis, Availability Analysis
- Incumbency vs. Estimated Availability Analysis (with statistical significance)
- Personnel Action Summaries
- Adverse Impact Analyses
- Departmental Reports
- IWDs Utilization and Data Collection Reports
- PV Hiring and Data Collection Reports
- **BALANCEaap's** standard reports can also satisfy the requirements of an OFCCP scheduling letter

Use the Latest Census Data for a True Picture of the U.S. Workforce

BALANCEaap has the entire 2006-2010 ACS EEO Tabulation and the corresponding 2010 census codes to be used in your AAPs. The 2010 ACS data better reflects the demographics for recruitment areas. Additional data is also available to allow companies to conduct further analyses.



BALANCEhub Compliance Control Center

With the complexity of today's compliance environment, companies need the ability to quickly assess the state of their affirmative action efforts. **BALANCEhub**, a centralized compliance control center, gives you the power to monitor progress, spot risk areas, and gain important insight on the status of your workforce. **BALANCEaap** users have free access to **BALANCEhub**. Once you become a **BALANCEaap** user, you can publish your plans to the compliance center and view your data in brilliant graphs, and easy-to-read reports. Using **BALANCEhub**, companies can also track their Good Faith Efforts in accordance with their affirmative action requirements.

BALANCEhub includes three modules: DASH, SHARE, and REACH. Together, these applications give you access to important data about your workforce, and help you gain greater insight for better decision-making.



- Publish and share plans on the web with unlimited users
- Impress management with colorful graphs and charts
- Easily interpret plan results using at-a-glance color coding schemes
- Export reports to a multitude of formats,
- Publish Minorities and Females, Individuals with Disabilities, and Veterans narratives with embedded reports in PDF format
- Manage your good faith efforts and link activities to your affirmative action plan

BALANCEhub Applications

DASH, Executive Dashboard

DASH, the Executive Dashboard feature in **BALANCEhub**, vividly displays an organization's affirmative action plan results using a variety of easy-to-read graphs and metrics. Users get a bird's eye view of trends, risk areas, and protected group representation at various levels.

SHARE, Reports Distribution

SHARE, the Reports Distribution System included within **BALANCEhub** is a centralized, web-based repository where plans and reports can be viewed and exported. You can easily publish reports and plans to the web, and give access to individuals as needed.

REACH, Good Faith Efforts Tracker

REACH is an outstanding tool that tracks your Good Faith Efforts in accordance with affirmative action regulations. Using REACH you can document your recruitment and outreach activities, and also store listing sources that target specific groups. As your HR recruiters or staff members conduct outreach efforts, they can track and document activity in one central database. When it comes time to do your affirmative action plan, the activities and sources tracked in REACH can then be pulled into the appropriate affirmative action plan in **BALANCEaap**.





Point and Click Your Way to a Complete Plan

If you can “point and click,” you’re on your way to preparing your organization’s AAP. Whether you’re new to affirmative action or an experienced professional, **BALANCEaap** includes help options to support users of all levels.

- Guide Me feature walks you through every phase of the planning process
- Keyword search on specific topics
- No installation or IT resources needed
- Complete your plan at any experience level—from beginner to advanced
- Quick reference information on terms and functions
- Guided data import from various file formats
- Fix data errors and inconsistencies, right on the screen; no need to re-import data



Automated for an Efficient, Streamlined Process

BALANCEaap automates the complex tasks necessary to efficiently prepare a compliant AAP. **BALANCEaap** includes tools to calculate customized recruitment areas based on your data, and can jump-start your census coding process, using the Auto Census Coding feature.

Save time and resources using **BALANCEaap**’s automated functionality:

- Automated data import and mapping wizard
- Create multiple plans with a single data set
- Build custom recruitment areas by plan or by job group, either by zip code or by your unique definitions
- Auto-census coding for jobs
- Start Point™ Analysis creates history data for easy Adverse Impact and Goal Attainment reports
- Use the drilldown feature to segment your own workforce groups for analyses at a more granular level
- Rollup functionality helps you go beyond the regulatory organizational structure and analyze groups more meaningful to your company
- Publish reports and graphs easily on the web for distribution to your management team
- Perform “what-if” analysis with different rules and settings



Layers of Safety and Security

BALANCEaap offers the peace of mind your data is safe, secure, and available at any time. As a web-based solution, **BALANCEaap** lowers the risk associated with computer viruses, network reliability, and system crashes. **BALANCEaap** also gives you extensive controls when assigning permissions so you can manage exactly what users can access. You don't have to worry about losing your data in the event something happens to your computer. Your data is backed up and remains secure on our servers in a certified, secured data center that uses state of the art protection technology. Berkshire ensures 99.99% uptime and access to your AAP information.

Your Data is Protected and Secure

- Data and plans are secure on Berkshire servers in a certified secure data center
- Regularly scheduled data backups and fully implemented Disaster Recovery Plan
- **BALANCEaap** uses industry standard 128-bit Secure Socket Layer (SSL) encryption for data transport
- Customizable password requirement allowing for extremely strong and complex protecton
- Permissions can be defined at the system, plan, and function level

BALANCEaap User Support

BALANCEaap includes access to skilled customer support representatives that are able to answer your questions during normal business hours. Berkshire also recommends all **BALANCEaap** users attend **BALANCEaap** training. The more you know about **BALANCEaap**, the more capable you are of conducting accurate, defensible analyses, and developing plans based on your company's unique needs.

BALANCEaap customers may also take advantage of Berkshire's Collaborative Plan Development. This service is especially reserved for companies who subscribe to **BALANCEaap**. After training is completed users may opt to prepare their plan alongside one of Berkshire's expert affirmative action consultants. This means dedicated time to complete your plan and access to an expert. See [Berkshire's Professional Affirmative Action Training](#) section in this brochure for details or go to <http://www.berkshireassociates.com/training/affirmative-action.aspx>.



Berkshire's Professional Affirmative Action Training

Berkshire's signature affirmative action training classes provide you and your staff with in-depth knowledge of the federal regulations that govern affirmative action. Classes are created by HR professionals and affirmative action subject matter experts, using the highest quality standards. All Berkshire affirmative action classes and seminars are HRCI certified and attendees can earn recertification credits toward their PHR, SPHR, or GPHR. We are committed to keeping our training classes updated and relevant, so you know you are getting the most recent industry information.

We have expanded our training delivery options to meet today's economic challenges. For your convenience training can be attended using several delivery methods. Classes are offered year round. Please contact us for dates and times of training classes or visit our website at www.berkshireassociates.com.

Delivery Methods

- eLearning Courses
- Public Training
- Private Training
- Webinars



Public Training, eLearning Courses, and Webinars
can be purchased online at
www.berkshireassociates.com.

Private Training and One-on-One Training
can be scheduled by calling 800.882.8904.

Berkshire Affirmative Action Training Topics

Fundamentals of Affirmative Action Planning

Our signature Fundamentals of Affirmative Action Planning class is offered throughout the year at Berkshire's training facility in Maryland, and at select locations throughout the country. One of the best in the country, this two-day class provides attendees with comprehensive training on affirmative action regulations. The class includes plan preparation requirements, recent OFCCP developments, calculations and analyses, the audit process, and plan implementation. Berkshire's affirmative action specialists will show participants how to prepare statistical reports and narratives. Various dates are available to accommodate your busy schedule. Class is offered as Public and Private Training.

Collaborative Plan Development

Especially designed for **BALANCEaap** users, this class really gets an AAP off your to-do list. Following your **BALANCEaap** training, you work side-by-side with an affirmative action specialist to prepare an AAP using your own data. The goal is to give you the dedicated time and resources you need to get your plan completed. The workshop is available as Public, Instructor-Led Online, and Private Training.

Affirmative Action Planning Boot Camp

Participate in all three days of our Affirmative Action Planning Boot Camp for a real AAP workout. AAP Boot Camp includes Fundamentals of Affirmative Action Planning, **BALANCEaap** Software Training, and the Collaborative Plan Development. Choosing Boot Camp offers a discount on all three classes. The Boot Camp package is only available as Public or Private Training.

Affirmative Action eLearning Courses

Berkshire's Affirmative Action eLearning courses are especially designed for companies who are federal contractors. These courses cover laws required and enforced by Office of Federal Contract Compliance Programs (OFCCP). eLearning courses are on a user-friendly Learning Management System (LMS) that gives easy access to all your course and learner information. You can register for one course for an individual learner or purchases multiple seats for training a department or to deploy corporate-wide.

For more information on training classes including dates, times, or pricing, please contact us at 800.882.8904, bai@berkshireassociates.com, or www.berkshireassociates.com.

Follow the Leader

Berkshire started over 30 years ago as one of the first companies to automate the affirmative action plan (AAP) preparation process as a service to our clients. As a result, Berkshire helped revolutionize the way AAPs were prepared and we continue to set the standard for quality AAP preparation. With a history of breaking new ground in HR technology, Berkshire's expertise has led to a legacy of AAP software innovation. From the early days of GREAT AAP, to today's **BALANCEaap** application, Berkshire has made the jobs of HR professionals easier and more efficient. To date, hundreds of companies prefer Berkshire's software over any other in the marketplace.

Unmatched Expertise

When it comes to affirmative action compliance, you need a company you can trust. Partnering with Berkshire assures you get the best in service, and a level of expertise that can guide you through the most challenging of compliance issues. Our expert consultants have advanced degrees and are PHR, SPHR, and CCP certified professionals. Companies choose Berkshire because we are a trusted advisor. We ensure our experts remain knowledgeable about the latest regulation changes, best practices, trends, industry news, and audit survival practices—which is why we guarantee our plans to be 100% technically compliant with OFCCP regulations.

From Affirmative Action to Diversity

Since an AAP can be the ideal launch pad for diversity efforts, we are also uniquely qualified to help you use your valuable data to develop, manage, and monitor an actionable diversity program. Ultimately, our goal is to simplify your process by being a reliable support system and easing the burden of complying with affirmative action regulations.

Berkshire specialists are also equipped with the expertise to handle other areas like applicant tracking, compensation, and workforce analytics.

Other Helpful Berkshire Solutions:

Applicant Management

- Applicant management compliance assessment
- Applicant tracking policy, process, and procedure development
- **BALANCEtrak** Applicant Tracking Application

Compensation

- Base Compensation Plan Development
- Market Studies
- Job Descriptions
- Salary Equity Analysis

Workforce Analytics

- Diversity metrics
- Adverse impact analyses

HR Training

Training can be delivered as public training at Berkshire's training facility, eLearning courses, One-on-One training, or at your location.

Topics:

- Compensation
- Applicant Management
- Sexual Harassment and Anti-discrimination
- Workplace Diversity
- Equal Employment Opportunity



BERKSHIRE ASSOCIATES INC.
Your Partner in Human Resources and Affirmative Action

**Your Partner in Human Resources
& Affirmative Action**



BERKSHIRE ASSOCIATES INC.

8924 McGaw Ct.
Columbia, MD 21045
800.882.8904 | 410.995.1195 | 410.995.1198 (f)

www.berkshireassociates.com
bai@berkshireassociates.com