



BERKSHIRE ASSOCIATES

AFFIRMATIVE ACTION
SOLUTIONS



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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 and software solutions include Affirmative Action, Compensation Management, Applicant Management, Workforce Analytics, and Professional Training. Since 1983 we have served 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 affirmative action regulations and requirements evolve, organizations need a company that can adapt and keeps them informed; and that's Berkshire. We specialize in taking a consultative approach 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:

- Affirmative action plan (AAP) preparation as a full outsourcing solution
- Office of Federal Contract Compliance Programs' (OFCCP) audit support services
- HRCI and SHRM certified professional training
- Updates on changes and trends in employment compliance
- BalanceAAP—plan preparation software solutions



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The Ideal Choice in Affirmative Action Services

As demonstrated by our client retention, and the class of well-known and nationwide companies that have chosen Berkshire, our “Clients First” philosophy makes us the ideal choice as an affirmative action services provider. 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
- Our consultants have years of human resources experience, so we understand the issues you face
- 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
- Berkshire’s quality-control is foremost in the industry—our error-checking techniques and file consistency checks ensure data accuracy
- Our services are scalable from a single location with one plan to companies with more complex AAP demands
- We keep you up-to-date with expert insights, best practices, and regulatory updates

Affirmative Action Consulting and Plan Preparation

For companies who wish to outsource their affirmative action plan preparation, Berkshire offers comprehensive consulting services. We become a part of your team, providing advice and handling the smallest details so you can achieve the results you want from your affirmative action program. Our experienced consultants have mastered the ins-and-outs of the latest OFCCP regulations, ensuring you will receive a 100% OFCCP technically-compliant plan.

Berkshire prepares your organization's 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 OFCCP audit, we are here as an extension to your HR department and to offer you full compliance support.

As the requirements change, so do we. Berkshire's solutions are always updated to comply with current regulations. You can rest assured your plans are delivered fully compliant with any new or revised requirements.

Affirmative Action Plan Services Include:

- Unlimited telephone and email support to answer any questions regarding the AAP and compliance related questions
- Data quality reviews and corrections
- Job group analysis development
- Determination 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 and benchmarks for Individuals with Disabilities (IWD) and Protected Veterans (PV)
- Calculation of adverse impact on personnel activities
- Completion of required narratives
 - Minorities and Women
 - Individuals with Disabilities
 - Protected Veterans

Affirmative Action Plan Services Deliverables

- An electronic copy of the plan complete with all narratives, required components, and supporting reports on a USB drive; or accessible securely online through balanceAAP where you can view and share reports
- An AAP review and evaluation meeting when your plan is completed—our experienced consultants explain reports, discuss potential problem areas, and recommend next steps
- A Client Community Portal accessible 24/7 that includes sample forms, policies, and other documents to assist with plan implementation
- Continual up-to-date industry information through our weekly blog, **BALANCEview**

Other AAP Services

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

- Functional Affirmative Action Plans
- Division/Unit Rollup and Drilldown Reports
- Preparation and Submission of EEO-1 and VETS-4212 Reports
- Executive Summaries
- Diversity Analytics and Reporting
- Trend Reports
- Pay Equity Analyses
- Implementation Services
- BalanceREACH, Good Faith Efforts Tracker



Audit Support and Guidance

OFCCP compliance reviews require specialized skills to navigate. Berkshire employs a team approach to strategically prepare our clients for audit, based on the trends we see nationally and in the client's specific OFCCP region. Our audit defense team has helped clients successfully manage all phases and types of OFCCP compliance reviews in every single region. These include desk audit reviews, offsite review of records and multi-day onsite investigations for establishment-based plans, corporate management compliance evaluations, and functional affirmative action plans. Berkshire's extensive experience allows us to predict the agency's requests and help our clients manage the significant risks of non-compliance in today's enforcement environment.

Berkshire prepares all AAPs with audit requirements in mind. In addition, we carefully scrutinize any plan selected for audit to ensure that the location plan, standing on its own, is presented in the best light. Prior to submission, our consultants guide you through the entire process and provide an analysis of the plan.

This Includes:

- A polished submission package, with all required AAP elements and supporting data required by OFCCP's Scheduling Letter and Itemized Listing
- All pre-submission support, including in-depth reviews of job group structure, and placement and personnel activity data analyses to help you understand and defend your AAP results before the agency
- Unlimited telephone and email consultation with the entire Berkshire audit defense team prior to submission
- Detailed plan summary with highlighted areas of concern
- Review of current practices and required policies, with recommendations for compliance
- Recommended next steps
- Access to Berkshire's Client Community Portal, which includes template policies and forms accepted by OFCCP in other audit situations

Berkshire Stands by You

During an audit, our consultants can be there, providing guidance, keeping you informed of your rights, explaining any areas of concern, and lessening any negative impact of OFCCP findings. We can serve as your representative before OFCCP, or help you prepare for and navigate onsite visits. We can also perform pay equity analyses to help explain your compensation system to the agency.

Do-it-Yourself Affirmative Action Plan Preparation



For companies that wish to prepare affirmative action plans on their own, Berkshire offers the ideal choice in affirmative action planning, balanceAAP. This secure, cloud-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 and use adverse impact analyses to check for potential discrimination in personnel activities. You can also create an organizational profile, and generate customized narrative documents with embedded key data and reports—covering all required components of an AAP, including requirements for Individuals with Disabilities and Protected Veterans.

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.

BalanceAAP is the Ideal Choice

- Unlimited users at no extra cost
- Meets the latest OFCCP requirements
- Access from anywhere, anytime
- Safe, secure, and encrypted data transfer
- Freedom from dependency on your IT resources
- Optional consulting services provide access to affirmative action experts if you need guidance

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
- Creation of recruitment areas based on zip codes
- Customizable narrative templates
- Backup and restore functionality
- Multiple plan development using a single data set
- Securely publish and distribute plans on the web
- Unlimited drilldown and rollup reports based on your organizational structure
- At-a-glance dashboard to quickly spot and look further into problem areas
- Executive reporting and analytics at the plan and organizational level



Automated for an Efficient, Streamlined Process

BalanceAAP automates the complex tasks necessary to efficiently prepare a compliant AAP. BalanceAAP includes tools to easily build recruitment areas, or even jump-start the census coding process, using balanceAAP's Auto Census Coding feature. Save time and resources using balanceAAP's automated functionality:

- Import data using the mapping wizard, and find errors with Error-checking and File Consistency features
- Create multiple affirmative action plans with a single data set
- Build an unlimited number of customized recruitment areas
- Generate recruitment areas based on employee or applicant zip codes
- Perform auto-census coding for jobs
- Reconcile applicant flow with new hire information using the "Hired Applicants" Analysis
- Create history data with Start Point™ Analysis for easy Adverse Impact and Goal Attainment reports
- Publish reports and graphs to distribute to your management team
- Perform "what-if" analysis with different rules and settings



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. BalanceAAP *User's Guide*, and Help features are available to offer further guidance throughout the plan preparation process. Whether you're new to affirmative action or an experienced professional, balanceAAP includes Help options to support users of all levels. For power users, balanceAAP also allows you to go directly to the function you need to perform. Integrated video tutorials are available on many screens to walk you through key steps in the process.

- Search by keyword on specific topics
- Complete your plan at any experience level—from beginner to advanced
- Get quick reference information on terms and functions
- Import data securely from various file formats
- Fix data errors and inconsistencies, right on the screen; no need to re-import
- Complete activities, step-by-step, using integrated video tutorials



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.

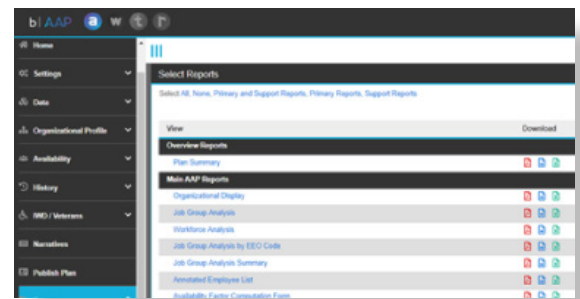
Additional reporting options are also available to perform further analysis if needed. Users are able to uncover and examine factors contributing to problem areas. Report options include summaries and charts for easy viewing and communicating.

Standard and Customizable Narratives

- Minorities and Women
- Individuals with Disabilities
- Protected Veterans

Highlights of Key Reports in balanceAAP

- Plan Summary
- Job Group Analysis
- Incumbency vs. Estimated Availability Analysis (with statistical significance)
- Placement Goals Report
- Personnel Action Summaries
- Organizational Profile
- Adverse Impact Analyses
- Goal Attainment
- BalanceAAP's standard reports can also satisfy the requirements of an OFCCP Scheduling Letter



Support Reports and Graphs

- Annotated Employee List
- Roster Checklist
- Census Code Assignment
- Personnel Action Checklists

Compensation

- Compensation Summary
- OFCCP Compensation Analysis

IWD/Veterans

- Data Collection for IWD
- Data Collection for PV
- Utilization Goals for IWD
- Veteran Benchmarks for Hiring Analysis



Layers of Safety and Security

BalanceAAP offers the peace of mind that sensitive data is safe and secure, yet available at any time. As a cloud-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 plan data in the event something happens to your computer. Plan data is backed up and remains secure on our servers in a certified, secured data center that uses state of the art technology to protect our systems and your data. Berkshire ensures 99.99% uptime and access to your AAP information.

Your Data is Protected and Secure

- Data and plans secure on Berkshire servers in a certified, secure data center
- Regularly scheduled data backups and fully implemented Disaster Recovery Plan
- Industry-standard Secure Socket Layer (SSL) encryption for data transport
- Customizable password requirements allowing for extremely strong and complex protection
- Single-Sign-On (SSO) capable
- Permissions defined at the system and/or plan levels

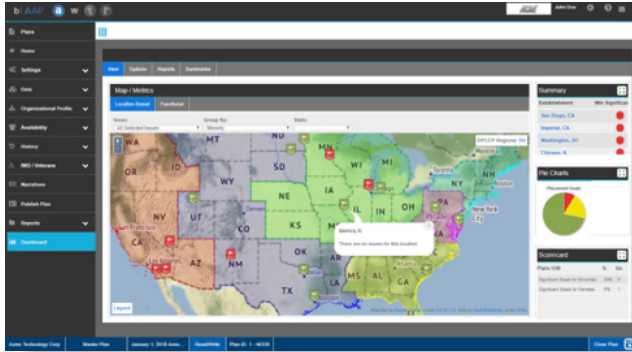
BalanceAAP Support and Collaborative Plan Development

BalanceAAP includes access to skilled customer support representatives who are able to answer your questions during normal business hours. Berkshire also recommends all balanceAAP users attend software 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 reserved especially 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 www.berkshireassociates.com/training.

Effective Compliance Management

We understand the complexity of today's compliance environment, and we want our clients to have the power to manage, control, and assess the state of their affirmative action efforts. BalanceAAP contains features for more comprehensive compliance management. Users can view plan results in a number of interactive charts and graphs, evaluate program performance, securely publish reports and plans online, and document Good Faith Efforts (GFEs) using balanceREACH.



—Good Faith Efforts Tracker

BalanceREACH is an outstanding tool for tracking your company's good faith efforts in accordance with affirmative action regulations. Using balanceREACH, you can document your recruitment and outreach activities, and also store sources that target specific underrepresented groups. As your HR recruiters or staff members conduct outreach efforts, they can track and document activities in one central database. When it comes time to prepare your affirmative action plan, the activities and sources can then be pulled into the appropriate narrative.



Berkshire's Professional Affirmative Action Training

Berkshire's signature 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. Most Berkshire affirmative action classes and seminars are HRCI and SHRM certified, and learners can earn credits toward their recertification. 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 the needs of today's HR professional. For your convenience, learners can attend training in the following ways:

- eLearning
- Public Training
- Private Training
- One-on-One Online Training
- Webinars

eLearning Courses

For organizations who want to manage corporate-wide training, eLearning helps to monitor training, document completed training, and record acknowledgment and acceptance of training courses. All eLearning courses are on a user-friendly Learning Management System (LMS) that gives easy access to all your course and learner information.

Public Training

Public Training classes allow you to get away from your office and join other HR professionals in a classroom-style environment led by subject matter experts. Public classes are typically held at our training center located in Columbia, MD.

Private Training and Custom Training

Companies are often in need of training that addresses a specific corporate objective. All training classes offered by Berkshire can be tailored to meet your needs, and conducted at your company location or any location of your choice.

One-on-One Training

One-on-One Online Training offers individuals the benefit of being guided by an expert trainer without having to leave the office. All our One-on-One Online Training classes are live and individually scheduled based on the client's availability.

Webinars

Berkshire's webinars, both live and pre-recorded, provide HR professionals with the opportunity to gain valuable and up-to-date knowledge in a short period of time. Each Webinar is designed to deliver regulatory updates or latest best practices in a convenient and timely fashion. Our webinars include some of today's pressing HR topics such as OFCCP regulatory changes, applicant tracking compliance, and pay equity. Recorded webinars can be found on www.berkshireassociates.com, or on Berkshire's Client Community Portal.

Berkshire's Affirmative Action Training Courses

Fundamentals of Affirmative Action Planning

Our signature Fundamentals of Affirmative Action Planning class is offered throughout the year at Berkshire's training facility in Columbia, Maryland. One of the best in the country, this two-day training 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 show participants how to prepare statistical reports and narratives. Various dates are available to accommodate your busy schedule.

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 OFCCP. Courses are on an LMS where training can be distributed, tracked, and managed. You can register for one course for an individual learner or purchase multiple seats for training a department or to deploy corporate-wide. Topics include Introduction to Affirmation Action, Affirmative Action Planning for Talent Acquisition, and Affirmative Action Planning for Hiring Managers.

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



Follow the Leader

Berkshire started 35 years ago as one of the first companies to automate the affirmative action plan 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 means 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 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.

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 Tracking Policy, Process, and Procedure Development
- BalanceTRAK Applicant Tracking System

Compensation

- Pay Equity Analyses
- Base Pay Grade Structures
- Market Surveys

Workforce Analytics

- Diversity Metrics
- Adverse Impact Analyses

Private and Custom Training

Training can be delivered as classroom training at Berkshire's training facility, eLearning courses, One-on-One training, or at your location. Topics include, but are not limited to:

- Affirmative Action
- Pay Equity
- Applicant Management
- OFCCP Audits
- VETS and IWD Compliance

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& Affirmative Action**



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