

BERKSHIRE ASSOCIATES

Affirmative Action

Applicant Management

Workforce Analytics

Compensation Management

Professional Training



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

About Berkshire

In 1983, Berkshire began as one of the first companies to provide an automated way of preparing affirmative action plans (AAPs) for companies as a service. As a result, Berkshire helped revolutionize the way AAPs were prepared, and we continue to set the standard for the tools needed to build a balanced workforce. Over the years Berkshire has expanded its capabilities beyond AAPs. Our current offerings include a range of services, training, and software that allow companies to depend on Berkshire for a comprehensive HR solution. As a result, of our quality services and software, we are one of the most sought after providers in the industry.

Our Specialty

Berkshire Associates is a human resources consulting and technology firm that specializes in helping companies build an ideal, balanced workforce. For over 30 years we have serviced this nation's most recognizable companies. Businesses come to Berkshire for the same reason they go to an accountant for tax advice or an attorney for legal advice. We are specialists. We specialize in areas of HR that are pivotal to ensuring compliance while shaping a workforce that meets your unique objectives. Our focus areas are Applicant Management, Compensation, Affirmative Action, Workforce Analytics, Diversity, and Professional Training. Berkshire clients benefit from having a trusted resource that thoroughly understands the latest regulations and best practices in these areas.



At the core is Workforce BALANCE

Berkshire's service and technology options focus on areas of HR that are instrumental in building a balanced workforce. Through Workforce BALANCE, a company can strike the right balance of differences in talents, skills, and backgrounds to drive motivation, compliance, advancement, attraction, and retention—allowing the opportunity to evolve with the marketplace. When HR processes are designed with Workforce BALANCE in mind, companies benefit from the long-term advantages of attracting the right talent, maximizing workforce productivity, applying consistent practices, and reducing exposure to lawsuits.

“Workforce BALANCE has a long and lasting positive impact on the workplace. Processes and procedures should be created with Workforce BALANCE in mind.”

Why Choose Berkshire

There are a number of reasons why companies rely on Berkshire as their solutions provider. Listed below are a few highlights of why we have a 92% retention rate and a 98% customer satisfaction rating.

- Berkshire is one of a few providers offering an entire suite of applications to help companies streamline their efforts to build a balanced and equitable workplace.
- Berkshire is a respected organization, influencing industry practices.
- Berkshire has been in business for over 30 years demonstrating strength, stability, and resilience.
- Berkshire consultants have advanced degrees and are PHR, SPHR, or CCP certified.
- Berkshire's in-house product development team has a proven track record of using innovative technologies to solve HR challenges.
- Customers have access to Berkshire's Training Center, which offers a variety of training options.
- Berkshire designs solutions with “collaboration” in mind. This means whatever solution is chosen, the option to collaborate with an expert is always available.

Clients First Philosophy

Berkshire practices a “Clients First” philosophy where our clients are the center of attention. From the introductory period to the end deliverable, every job begins with, “What does the client want?” From there, we are driven to deliver your desired result.

“Our ‘Clients First’ philosophy drives what we do and how we do it. As specialists, we are here to guide and coach our clients to ensure their objectives are met. Our number one goal is to guarantee our clients are satisfied.”

*Beth A. Ronnenburg, SPHR, SHRM-SCP
President*

Affirmative Action Solutions

With experience spanning over three decades, Berkshire is the nation's premier provider of AAP preparation solutions. As the vendor of choice for compliance help, we utilize our vast Office of Federal Contract Compliance Programs (OFCCP) experience to minimize the impact of audits. Berkshire supports all levels of AAP requirements—from training to implementation. We offer an outsourcing option, as well as **BALANCEaap**, our "do-it-yourself" web-based application.

Outsourcing and Consulting

Clients feel secure partnering with Berkshire because each AAP is handled in-house by professionals with relevant industry and OFCCP experience. Outsourcing your AAP to Berkshire means getting a 100% technically compliant plan delivered with minimal work for you and your staff. Berkshire's experts will guide you through plan development, and then review your processes and offer recommendations as part of our standard outsourcing service.

- Plans are technically compliant, including adverse impact and goal attainment reports
- Plans can be securely distributed through the web with helpful graphs and charts
- Monitoring updates are available
- Training is available for HR representatives or managers with AAP responsibilities
- Guidelines are available for location self-audits
- Preparation of other reports, such as division/business unit roll-ups or drill-downs, EEO-1, VETS-4212 reports, executive summaries, and trend reports are available

Affirmative Action Services include the following steps to ensure your AAP accurately reflects your organization:

- Review required data
- Resolve all data errors and inconsistencies
- Perform data quality checks
- Develop job group analysis
- Determine recruitment areas and feeder groups
- Calculate internal and external availability
- Determine incumbency vs. estimated availability
- Develop placement goals
- Analyze goal attainment
- Generate data analysis reports for Individuals with Disabilities (IWD) and Protected Veterans (PV)
- Calculate IWD utilization and PV hiring benchmark results
- Calculate adverse impact on personnel actions
- Conduct compensation analysis on compensation data
- Complete the Minorities and Women, the IWD, and the PV narratives



Audit Support & Guidance

OFCCP audits require specialized skills to navigate, especially with the agency increasing its enforcement efforts. Partnering with Berkshire offers you the most effective audit support available. Our experts routinely support clients in OFCCP audits and are likely to predict the agency's requests. Berkshire provides polished submission binders to all clients who receive an OFCCP audit during their plan year. Consultants will provide a complimentary analysis of the plan and recommended next steps. During the audit, our consultants partner with clients to provide guidance, keep them informed of their rights, correct addressable issues, and lessen any negative impact of OFCCP findings.

Your audit support includes:

- Comprehensive audit plan preparation designed to limit corporate liability and OFCCP inquiry
- Detailed plan summary with highlighted areas of concern and recommendations
- Research and support data for areas of adverse impact and OFCCP requests
- Management reporting to prepare for onsite visits and communicate corporate policies
- Internal salary equity analyses modeling current OFCCP practices
- Review of current practices and recommendations for complete compliance
- Preparation of Conciliation Agreement report requirements
- Review of compliance and selection practices including applicant tracking, job analysis, and job descriptions
- Direct working relationships with OFCCP and legal counsel before, during, and after the audit

Affirmative Action Software

The Ideal Choice in Affirmative Action Planning

Berkshire brings you the ideal choice in affirmative action planning, **BALANCE^{aap}**—a secure, web-based application that gives you more than traditional software. It gives you the freedom, flexibility, and power to create your own compliant affirmative action plan—right from the web. **BALANCE^{aap}** 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 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 latest IWD and PV regulations.



BALANCE^{aap} is the Ideal Choice

- Unlimited users
- No installation or IT resources needed
- Updated with new IWD and PV requirements
- Includes the latest 2010 Census data
- All OFCCP required and support reports
- Collaborate with employees from different locations
- Accessible anytime, anywhere with a web browser
- Unmatched customer support

BALANCE^{aap} Features

- Extensive error and file consistency checks
- Efficient automated data cleanup tools
- Selectable protected classes for your reports
- Automatically create recruitment areas based on the zip codes of your employees or applicant flow
- Customizable narrative templates
- Create several plans using a single data set
- Create unlimited drill-down and rollup reports based on your organizational structure
- Access **BALANCE^{hub}** at no additional cost where you can publish and share plans and use the Executive Dashboard to monitor plan activity



Applicant Management Solutions

Berkshire brings you more than one option when it comes to applicant management with our leading **BALANCEtrak** software and consulting services. Our solutions are ideal for companies without a standardized or automated process, or for those who wish to improve their current practices. We will create an effective framework for managing applicants that follow regulatory guidelines, while meeting your business objectives.

Applicant Management Consulting Solutions

In conjunction with **BALANCEtrak** implementation, Berkshire offers various Applicant Management Services to customers who need assistance with defining their applicant tracking process. Our consultants can review your current practices and develop procedures that are compliant and offer minimal disruption to your existing process. Using our seven-step approach, we deliver a thorough plan that saves you time by eliminating redundancy that ill-defined policies cause. The following Applicant Management Services are recommended for customers without a well-defined hiring or applicant tracking process:

- Applicant Tracking Compliance Assessment
- Applicant Tracking Process Development



Applicant Tracking System

BALANCEtrak is a web-based applicant tracking system designed to fit the HR Professionals' recruitment style. Use **BALANCEtrak** to control, manage, and organize workflow around finding the hire you desire.

Committed to making HR Professionals' jobs easier, Berkshire included unlimited users as part of **BALANCEtrak**'s subscription fee. **BALANCEtrak** is also designed to handle the ebb and flow of staffing activities and will grow as your company's demands grow. **BALANCEtrak** can be used by any size company, in any industry, and for permanent, seasonal, or contract hiring. We also have you covered with secure data transmission—so you don't have to worry about losing your data or candidates' identity theft.

*This is the **BALANCEtrak** experience:*

- Unlimited users
- No IT support needed
- Manage requisitions from opening through hiring
- Receive résumés electronically
- Set workflow and approvals based on roles and responsibilities
- Pre-screen applicants using customized screening questions
- Score job seekers to easily identify the most qualified candidates
- Search by skills, education, experience or other valuable factors
- Comply with AA/EEO applicant regulations, including IWD and PV
- Create Self-ID forms and collect required data
- Easily download data such as job codes or disposition codes
- Companies can set up a self-service kiosk
- Optional services provide access to experts when you need guidance



Workforce Analytics Solutions

Workforce analytics is an integral component of successful short- and long-term strategic planning. Whether your organization is growing, downsizing, or striving to be more effective, we can take a look at the current state of your workforce, and help you assess the best course of action. Using data already needed for affirmative action planning, Berkshire consultants analyze potential adverse impact, as well as, assist in developing and examining diversity metrics. Clients also receive the tools needed for ongoing monitoring and management of your efforts. Take advantage of Berkshire's workforce analytics expertise, and the result will be a workforce prepared for current and future events.

Diversity Metrics

Berkshire's consultants are experts at developing metrics that take the guesswork out of measuring the effectiveness of your diversity initiatives. Our consultants conduct statistical analyses of your current employee population and personnel activity to identify areas of underrepresentation of minorities and women as compared to internal and external labor force availability data. In addition to corporate-wide analyses, reports can be provided by department, business unit, region, or other cross sections of the employee population for results tailored to key stakeholders in the company.

Adverse Impact Analyses

In addition to outsourcing your affirmative action plan, you can choose additional adverse impact services tailored to your needs. Since Berkshire will already handle your data, we can conveniently conduct analyses on personnel activity including, pay increases, bonus distributions, performance ratings, promotions, terminations, and applicant flow. Our consultants prepare reports detailing results of statistical analyses, and provide expert advice on how to ensure personnel decisions are not inadvertently resulting in patterns of discrimination. We recommend organizations proactively conduct adverse impact analyses prior to significant events like downsizing, layoffs, mergers, or acquisitions.

Contact Berkshire for more information on diversity metrics or adverse impact analyses services at 800.882.8904 or bai@berkshireassociates.com.

Workforce analytics is an integral component of **successful** short- and long-term **strategic planning**.

Compensation Management Solutions

Berkshire specializes in compensation management solutions that protect against pay-related lawsuits and claims. Our consultants are available to evaluate existing pay practices and work with you to meet your company's objectives. The right compensation structure will aid in consistent and fair pay practices that attract the right talent, increase productivity, boost employee morale, and protect your company's reputation.

Berkshire's consultants are also available to assist you with handling potential risks associated with various laws pertaining to compensation. Companies are encouraged to identify pay disparities, and take the necessary steps to minimize any areas of vulnerability. Berkshire's solutions enable companies to manage, monitor, and mitigate potential risk.

Consulting Services

Since compensation compliance is a core focus area for Berkshire, we ensure our service offerings are based on the latest regulatory guidelines and delivered by knowledgeable consultants with experience working with companies of all sizes and industries. Berkshire's services include:

Salary Equity Analysis—Our experienced consultants examine your salary data using the most advanced statistical analyses accepted by the courts and other government agencies. Partnering with Berkshire has saved our clients hundreds of thousands of dollars. A complete salary equity review examines your salary data to uncover and remedy any potential violations to equal pay laws. The review can include the following analyses: Average and Median, Cohort, Multiple Regression, or Statistical Cohort.

Base Pay Grade Structures—Berkshire's expert compensation consultants are available to design your base pay salary ranges using an internal job evaluation and/or market analysis methodologies. Through our highly collaborative approach, we create an internally equitable and externally competitive base pay grade structure specifically for your organization. Your customized pay grades are included in a Salary Administration Manual, complete with procedures and electronic worksheets for ongoing administration of your plan.

Market Surveys—Using your job descriptions or job analysis data, Berkshire will gather compensation data from leading industry market surveys based on company size, annual revenue, location, and industry. We provide you with weighted aggregate results that enable you to establish competitive salary models for your industry and geographic region. These analyses help you assign the right value to job positions.

Additional Services—Berkshire can perform compensation plan audits to evaluate your current situation, identify areas of concern, and make valuable recommendations. Additionally we can develop job descriptions to clearly outline job duties and responsibilities.

Companies are encouraged to **identify pay disparities**, and take the necessary steps to **minimize any areas of vulnerability**.

Berkshire's Professional Training Center

Berkshire is committed to giving HR professionals the tools they need to achieve the best results possible. At Berkshire, you can rest assured you have ongoing training options designed to support you and your team. We offer an excellent selection of signature training classes and seminars. All our training classes are developed by experienced human resource professionals and subject matter experts using the highest quality standards.

Training Delivery Options

Choose from several delivery options to learn on your time, at your pace, and wherever you choose.

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

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) and Equal Employment Opportunity Commission (EEOC). All 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.

Private Training & 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.

Training for Web-based Applications

Training classes for web-based applications are offered as Public, One-on-One Online, or Private Training. Our classes are designed to help users get the most out of their investment. Clients who participate in training become more adept at using the applications, and gain further understanding of their capabilities.

“As HR evolves, we are here to keep you abreast and informed through relevant, up-to-date training opportunities. We ensure HR professionals receive the support they need to continue to grow and strengthen their capabilities.”

*Michele Whitehead, SPHR, SHRM-SCP
Senior Manager of Client Services*

Affirmative Action Training

Learn or refresh your knowledge of affirmative action regulations and plan preparation with Berkshire's training selection. We provide training for all professional levels, and attendees can earn HRCI credits toward PHR, SPHR, and GPHR recertification. We offer all training classes throughout the year. Please contact us at 800.882.8904 or bai@berkshireassociates.com for dates, times, and a detailed description of training classes. You can also visit www.berkshireassociates.com.

Affirmative Action Training

- Fundamentals of Affirmative Action
- eLearning Affirmative Action Courses
- **BALANCEaap** Software Training
- Collaborative Plan Development
- AAP Boot Camp

HR Training

For HR practitioners to stay abreast of evolving practices and regulatory changes, ongoing professional development is essential. Berkshire is a premier resource for learning and growth, providing training on an array of today's most relevant topics.

HR Training Topics

- Sexual Harassment and Anti-Discrimination
- Diversity Training
- Equal Employment Opportunity Training

Product Development Center

In addition to the consulting services we offer, Berkshire has an in-house Product Development Center focused on designing products that help to build a balanced workforce. From HR functions like affirmative action, to areas that include compensation and applicant management, our developers are hard at work thinking of ways to help you increase your efficiency. Since they are familiar with the world of human resources, they have a unique talent for finding innovative solutions to your HR challenges. Our Product Development Center offers off-the-shelf products, as well as custom solutions. The **BALANCEworks** Suite, made up of **BALANCEaap**, **BALANCEtrak**, and **BALANCEhub**, is entirely developed and supported by our Product Development team.

“The **BALANCEworks Suite contains all the supporting tools you need to create, monitor, and manage a balanced workforce.”**

If you have a challenging process that is not addressed by any off-the-shelf product, contact us – we may be able to create a custom solution for you.

““ Our Product Development Center is committed to creating products that help HR professionals work more efficiently. Using the latest technology to streamline HR efforts saves time, money, and resources.””

Manoj Tiwari
VP, Product Development

**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