

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 **BALANCE** services, software, and web-based solutions include Affirmative Action, Compensation Management, Applicant Management, Workforce Planning, Diversity, and Professional Training. Spanning three decades we have serviced this nation's most recognizable companies, and as a result we 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. Berkshire goes beyond the regulatory components of AA planning by giving companies the tools needed to build balanced workforces. As society and attitudes toward affirmative action evolve, organizations need a company that can adapt to the changing environment. 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-certified professional training
- **BALANCEaap** Web—web-based plan preparation application



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Affirmative Action Plan Preparation Outsourcing

For companies who wish to outsource their Affirmative Action Plan (AAP) process, Berkshire offers consulting services to get their plans completed. 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% defensible and audit ready plan.

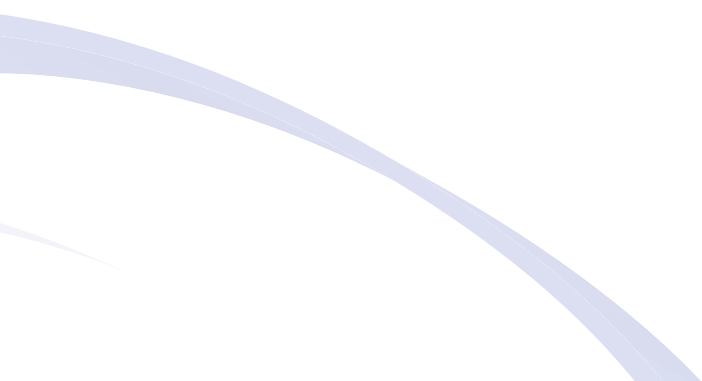
Berkshire will prepare your affirmative action plan, and offer expert advice and recommendations on any problem areas uncovered during plan development. Our services do not end with plan delivery; our goal is to maintain a lasting relationship with you to help you through other phases of affirmative action compliance. From implementation assistance to surviving an audit, we are here as an extension to your HR department and to offer you full AAP 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. Listed below are reasons we have a 95% retention rate and a 99% customer satisfaction rating.

- 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 are audit-ready, including 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.
- Berkshire’s web-based Reports Distribution System lets you distribute paperless plans and reports.
- 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
 - Develop job group analysis and the organizational profile
 - Determine recruitment areas and feeder groups
 - Calculate internal and external availability
 - Determine incumbency vs. estimated availability
 - Develop placement goals for the current plan year
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- Analyze goal attainment from the previous year
- Calculate adverse impact on personnel actions
- Conduct OFCCP compensation analysis
- Complete both required narratives
 - Minorities and Women
 - Individuals with Disabilities and Veterans
- Unlimited audit consultation during the plan year
- Expedited development for active plans that fall under audit during the planning process
- An electronic copy of your plan complete with all required and supporting reports, available either through our online distribution system, 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 Reports Distribution System 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 additional 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-100/A 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 audit procedures. We routinely help companies survive 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.

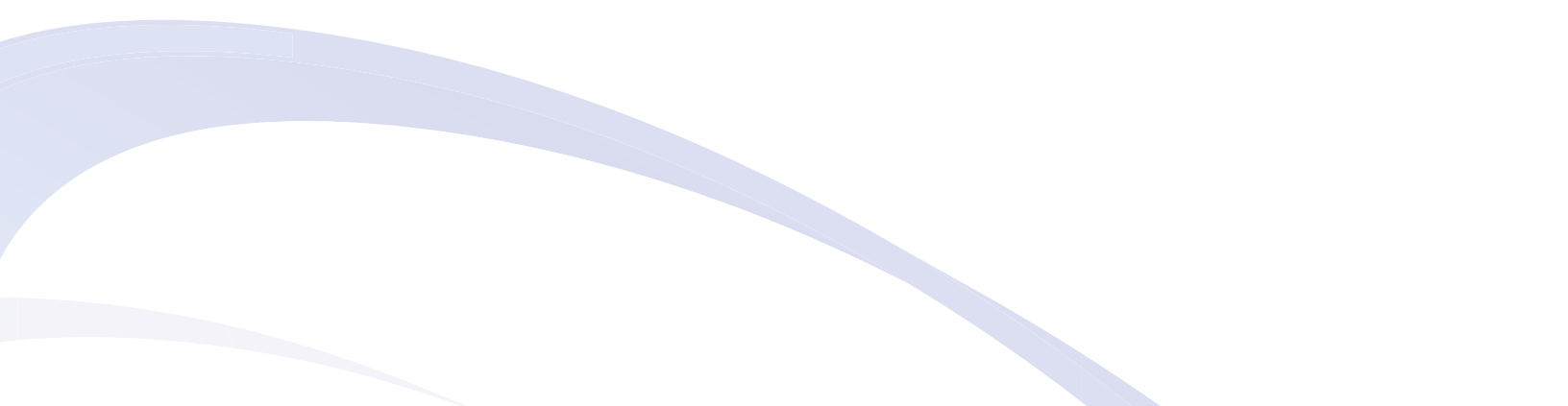
Clients receive two hard copies of their plan containing all required plan elements. One plan to submit to OFCCP, and the other plan to retain as a reference. An electronic version of the plan is also provided.

Your Audit Support Services Include:

- Comprehensive audit plan preparation limiting corporate liability
- 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 an array of other 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-100A 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
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The Next Generation in Affirmative Action Planning

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



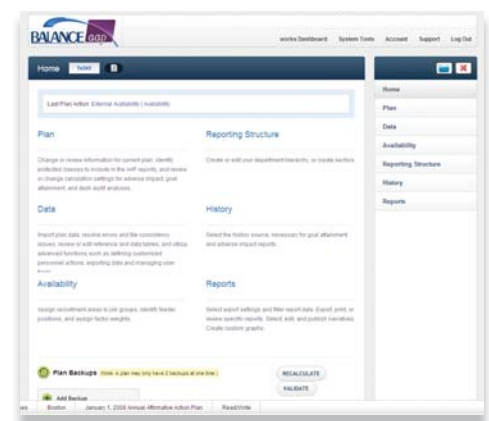
BALANCEaap Web can be used for organizations responsible for just one or multiple AAPs. Plans can be prepared by single or multiple, concurrent users using an Internet browser. Your remote facilities can prepare their own plans without purchasing separate software licenses and without the hassles of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

BALANCEaap Web is the Ideal Choice

- Unlimited users
- Not locked into a long-term commitment
- No installation or IT resources needed
- Collaborate with employees from different locations
- Accessible anytime, anywhere with a web browser
- Reliable customer support

BALANCEaap Web Features

- Extensive error and file consistency checks
- All OFCCP required and support reports
- Selectable protected classes for your reports
- Automatically create recruitment areas based on employees' zip codes
- Customizable narrative templates
- Backup and restore functionality
- Create several plans using a single data set
- Publish plans on the web using the integrated Reports Distribution System (RDS)
- Create unlimited drilldown and rollup reports based on your organizational structure





100% Technically Compliant Every Time

BALANCEaap Web enables you to complete all required reports and narratives using the guidelines mandated by OFCCP. Built-in quality control adds another level of assurance that you're preparing a 100% 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** Web

- Workforce Analysis/Organizational Display
- Job Group Analysis, Availability Analysis
- Incumbency vs. Estimated Availability Analysis (with statistical significance)
- Desk Audit Analysis by Race and Gender
- Personnel Action Summaries
- Adverse Impact Analyses
- Departmental Reports
- **BALANCEaap** Web's standard reports can also satisfy the requirements of an OFCCP scheduling letter



Automated for an Efficient, Streamlined Process

BALANCEaap Web automates the complex tasks necessary to efficiently prepare a compliant AAP. **BALANCEaap** Web includes tools to easily build unlimited recruitment areas, or jump-start your census coding process, using the Auto Census Coding feature.

Save time and resources using **BALANCEaap** Web's automated functionality:

- Automated data import and mapping wizard
- Create multiple plans with a single data set
- Build custom and an unlimited number of recruitment areas
- 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

Go Paperless Using the Reports Distribution System

The Reports Distribution System (RDS) included with **BALANCE^{aap} Web** is a centralized, web-based repository where plans and reports can be viewed and exported. RDS gives you the convenience of creating a centralized AAP info center to share plan information, in a secure and controlled environment. You can easily publish reports and plans to the web, and give access to individuals as your planning objectives dictate. RDS is an environment-friendly option that saves time, paper, and staff resources by eliminating the need for printing, mailing, or burning CDs.



- Publish and share plans on the web with unlimited users
- Impress your management with exportable colorful graphs
- Export reports to a multitude of formats, including Adobe® PDF, Microsoft® Excel, Word, and Rich Text Format
- Publish Minorities and Females, and Individuals with Disabilities and Veterans narratives with embedded reports in PDF format
- Select any group of departments within a plan, or Master plan of multiple plans, for comparison and drill-down reporting





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** Web’s Tasks Checklist displays a list of required steps to help you move through the planning process. Whether you’re new to affirmative action or an experienced professional, **BALANCEaap** Web 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



Layers of Safety and Security

BALANCEaap Web offers the peace of mind your data is safe and secure. The web-based environment provides a more stable user experience, and lowers the risk associated with computer viruses and crashes. **BALANCEaap** Web also gives you full control over assigning permission levels so you can manage 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 under biometric locks and constant surveillance protection.

Your Data is Protected and Secure

- Data and plans are secure on Berkshire servers under biometric locks for added security
- Regularly scheduled data backups and safe storage for disaster recovery
- **BALANCEaap** Web uses industry standard 128-bit Secure Socket Layer (SSL) encryption for data security
- Strong customizable password requirement, and encrypted data transport
- Plan-level security settings for limited access to plans and salary data

BALANCE^{aap} Web User Support

BALANCE^{aap} Web includes access to skilled customer support representatives that are available to answer your questions during normal business hours. Berkshire also recommends all BALANCE^{aap} Web users attend BALANCE^{aap} training. The more you know about BALANCE^{aap}, the more capable you are of conducting analyses, and developing plans based on your company's unique needs.

BALANCE^{aap} Web customers may also take advantage of Berkshire's Collaborative Plan Development. This service is especially reserved for companies who subscribe to BALANCE^{aap} Web. After training is completed users may opt to prepare their plan alongside an affirmative action consultant. 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/aatrain.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 one or all six, 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

- Self-Paced Online Training
- Instructor-Led Online Training
- Group Online Training
- Public Training
- Private Training
- Webinars



Public Training, Self-Paced Online Training, Group Online Training, and Webinars can be purchased online at www.berkshireassociates.com. Private Training and Instructor-Led Training can be scheduled by calling [800.882.8904](tel: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, Self-Paced Online, and Private Training.

Collaborative Plan Development

Especially designed for **BALANCEaap** Web users, this class really gets an AAP off your to do list. Following your **BALANCEaap** Web 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.

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 25 years ago as the first company to automate the affirmative action plan (AAP) preparation process as a service to our clients. As a result, Berkshire revolutionized 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** Web 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 reliable service and a level of expertise that can guide you through the most challenging of affirmative action compliance issues. With over 250 years of combined experience across industries, our 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 affirmative action plan can be the ideal launch pad for diversity efforts, we are also uniquely qualified to help you use your valuable AAP 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 planning.

Other Helpful Berkshire Solutions:

Applicant Management

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

Compensation

- Base Compensation Plan Development
- Market Studies
- Compensation Plan Audits
- Job Descriptions
- Salary Equity Analysis
- **BALANCEpay** Salary Equity Software

Workforce Planning

- Workforce diversity
- Succession planning
- Adverse impact analyses
- **BALANCEact** Adverse Impact Calculator

HR Training

Training can be delivered as public training at Berkshire's training facility, self-paced online training, instructor-led training, or at your location.

Topics:

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

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