

BERKSHIRE ASSOCIATES

Affirmative Action

Applicant Management

Workforce Planning

Compensation Management

Professional Training



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

About Berkshire

In 1983, Berkshire began as the first company to provide an automated way of preparing affirmative action plans (AAPs) for companies as a service. As a result, Berkshire revolutionized 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 continued to expand its capabilities beyond AAPs. Our current offerings include a range of services, training, software, and web-based products that allow companies to depend on Berkshire for a comprehensive 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 25 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 Planning, 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 96% 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 25 years demonstrating strength, stability, and resilience.
- Berkshire consultants have advanced degrees and are PHR, SPHR, or CCP certified.
- Berkshire's own 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 an array 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
President

Affirmative Action Solutions

With experience spanning 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 **BALANCE^{aap} Web**, our “do-it-yourself” web-based application.

Outsourcing and Consulting

Clients feel secure partnering with Berkshire because each affirmative action plan is handled in-house by professionals with relevant industry and OFCCP experience. Outsourcing your AAP to Berkshire means getting a 100% 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 audit ready, 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-100A 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 the 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
- Analyze goal attainment
- Calculate adverse impact on personnel actions
- Conduct OFCCP compensation analysis on compensation data
- Complete the Minorities and Women and the Individuals with Disabilities and Veterans 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 specialists 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
- 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 the OFCCP and legal counsel before, during, and after the audit



The Next Generation in Affirmative Action Planning

Berkshire brings you the next generation in affirmative action planning, **BALANCEaap Web**—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.

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 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
- Create unlimited drill-down and rollup reports based on your organizational structure

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 Evaluation
- Recordkeeping & Retention
- Creating an Applicant Definition
- Process & Procedure Development
- Establish Basic Qualifications for Jobs
- Monitoring & Management
- Recruitment & Selection Methods



Applicant Management System

BALANCEtrak is a web-based applicant management system designed to fit the HR Professionals' recruitment style. Use **BALANCEtrak** to control, manage, and organize workflow around finding the right candidates for your job openings.

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
- 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 Planning Solutions

Workforce planning is an integral component of successful short- and long-term strategic planning. Whether your organization is growing, downsizing, or striving to be more effective, Berkshire can help you develop a comprehensive workforce plan. Using a strategic approach, we can devise a comprehensive action plan based on your company's unique needs. With Berkshire, you also receive the tools needed for ongoing monitoring and management of your efforts.

Consulting Services

Take advantage of Berkshire's workforce planning expertise, and the result will be a workforce prepared for current and future events. Our services include:

- Workforce diversity planning, development, and implementation
- Adverse impact analyses of employment actions; and solutions to remedy problem areas



Adverse Impact Online Calculator

Employment regulations prohibit employers from using employment practices that unfairly affect members of a protected class. **BALANCEact** is a necessity for employers who want an easy, yet effective way of proactively identifying adverse impact. **BALANCEact** is a Berkshire hosted web-

based application that gives organizations the advantage of running adverse impact analyses right from the web without the hassle of installing and maintaining it on your desktop.

BALANCEact Benefits:

- Conveniently accessible from anywhere with an Internet connection
- Comply with Federal Regulation 41 CFR 60-52(b) and the Uniform Guidelines on Employee Selection Procedures
- Run analyses before critical events like downsizing to identify potential adverse impact
- Easily analyze personnel activities by race, gender, or age
- Safeguard your company by drawing out practices that may be fair in form but discriminatory in operations
- Run step-by-step analyses to unfold hidden problem areas



Compensation Management Solutions

Berkshire specializes in compensation management solutions that help you get the most out of your compensation practices—while protecting against pay-related lawsuits and claims. Our consultants are available to evaluate existing pay practices or design an effective compensation program. We work with you to drive the efforts necessary to meet your company's objectives. The right compensation structure will aid in consistent and manageable 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 management 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. Our services include:

- Base compensation plan development to establish a sound pay structure
- Market studies including primary data collection, evaluation, and analyses to help you assign the right value to job positions
- Compensation plan audits to evaluate your current situation, identify areas of concern, and make valuable recommendations
- Job description development to clearly outline job duties and responsibilities
- Salary equity analysis to examine your salary data and uncover and remedy any potential violations to equal pay laws

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



BALANCEpay Pay Analysis Software

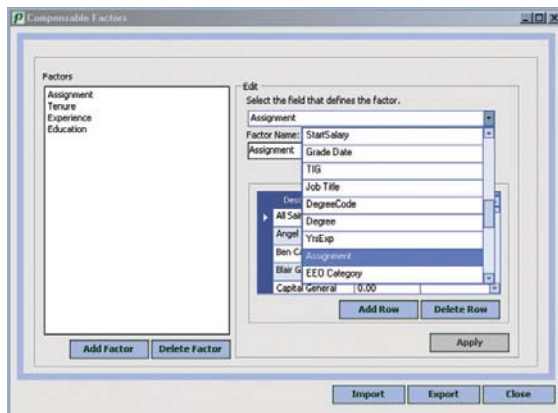
BALANCEpay with CompDesigner is the only compensation analysis tool on the market that conducts salary equity and factor-based pay analyses. It allows companies to get rid of cumbersome spreadsheets and enjoy the benefits of accurate and timely reporting. BALANCEpay gives you more functionality and more value for your investment. It also helps companies easily conduct pay analyses within statistical and regulatory standards, so you can be confident you are adhering to regulatory guidelines.

The CompDesigner Function in BALANCEpay

When establishing pay, companies often look to what the market is paying, but are unsure how to assign value to an individual's unique credentials. With the CompDesigner function in BALANCEpay, you can develop your own customized model that determines pay based on factors that drive compensation in your company—such as education and experience. CompDesigner is the perfect tool to automate the administration and monitoring of an internally and externally equitable compensation program.

With BALANCEpay you can:

- Identify problems with your data with auto error-checking
- Perform Preliminary Analyses to flag problem areas
- Uncover factors affecting pay using Regression Analyses
- Build a sound compensation model using CompDesigner
- Duplicate the methodology and analyses conducted by OFCCP
- Conduct commonly used analyses such as:
 - Multiple Regression Analysis
 - Mean and Median Analyses
 - Cohort Analysis
 - Statistical Cohort Analysis
 - Compa-Ratio Analysis
 - What-if analyses to determine predicted pay based on sound regression models
- Create breakout reports for multiple locations or entities



Privileged And Confidential
Attorney-Client Work Product Page 2 of 3

Multiple Regression Analysis

Grade: 07

Observations	Mean R Square	Sig ²	R Square	Sig ²	See Code
130	0.03	No	0.05	Yes	

Independent Predictors

TIC	F-stat
Yes/Exp	1.07
	0.42

Grade: 08

Observations	Mean R Square	Sig ²	R Square	Sig ²	See Code
32	0.14	No	0.04	No	

Independent Predictors

TIC	F-stat
Yes/Exp	0.52
	2.09

Grade: 09

Observations	Mean R Square	Sig ²	R Square	Sig ²	See Code
194	0.02	No	0.02	Yes	

Independent Predictors

TIC	F-stat
Yes/Exp	0.59
	1.50

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 six delivery options to learn on your time, at your pace, and wherever you choose.

- Public Training
- One-on-One Online Training
- Group Online Training
- Self-Paced Online Training
- Private Training
- Webinars



Self-Paced Online Training

Take advantage of Berkshire's Self-Paced Online Training, available 24 hours a day, seven days a week from the convenience of any computer. All Self-Paced Online Training programs are available 12 months from the date purchased; so you can learn at your own pace, and on your own time.

Self-Paced Online Training Topics:

- Fundamentals of Affirmative Action Planning
- Applicant Tracking: A Crash Course in Compliance
- Sexual Harassment in the Workplace: A Guide for Managers & Employees
- Disability Compliance and Returning Veterans: Understanding Your Legal Obligations
- Sarbanes-Oxley Act: What Every Employer Should Know

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 Software & Web-based Applications

Training classes for software and web-based applications are offered as Public, One-on-One Online, Group 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 software and web-based programs, 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.”

Nicole Yeldell, SPHR
Training Manager

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
- **BALANCE***aap* Software Training
- Affirmative Action Plan Workshop
- 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 **BALANCE***works* Suite, made up of **BALANCE***aap*, **BALANCE***pay*, **BALANCE***trak*, and **BALANCE***act*, 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**



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