

# BERKSHIRE ASSOCIATES

Affirmative Action

Applicant Management

Compensation Management

Workforce Analytics

Professional Training



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## 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 among 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 Affirmative Action, Compensation Management, Applicant Management, Workforce Analytics, 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

Achieving a diverse workplace remains a topic of discussion among executives, social groups, and the media. Corporate leaders have long recognized diversity plays a significant role in unlocking innovation and driving market growth. For this reason, companies need a consulting firm that understands building a fair and equitable workplace is not just about OFCCP compliance; it's about good business. Berkshire has the right people, skills, and insight to help companies successfully chart a path to a balanced workforce.

Our consultants have a deep understanding of human resources, and the corporate challenges that arise from federally mandated requirements. An understanding that comes from hands-on experience working in HR departments across company sizes and industries. And with a former OFCCP and EEOC official on staff, rooted in our practices, is a unique understanding of the agencies' internal processes.

Ultimately, our goal is to go beyond compliance. We work with you to identify ways OFCCP requirements can be strategically used to improve the overall performance of recruitment, personnel activities, and compensation—all of which have an impact on a company's bottom line.

### Listed below are highlights of why companies rely on Berkshire:

- 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.
- Our consultants have advanced degrees and are certified by several organizations, including SHRM, HRCI, and World at Work.
- 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 and Community Portal, which offers a variety of options to stay informed.
- At Berkshire, we consider ourselves an extension of your HR department. Together, we design solutions with "collaboration" in mind.
- Guided by our "Client First" philosophy, every job begins and ends with the goal of exceeding your expectations.

“Our 'Client 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

## Outsourcing and Consulting Services

With experience spanning over four decades, Berkshire is the nation's premier provider of affirmative action solutions. As a vendor of choice for compliance help, we use our vast experience working with the Office of Federal Contract Compliance Programs (OFCCP) to minimize the impact of audits. Berkshire supports all levels of affirmative action requirements—from training to implementation. We offer an outsourcing consulting option, as well as balanceAAP, our cloud-based application, for those who prefer to create and manage their own affirmative action plans (AAP).

**We ensure all elements of Executive Order 11246 for women and minorities, Section 503 of the Rehabilitation Act for Individuals with Disabilities (IWD), and the Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA) for Protected Veterans (PV) are included in your plans. This includes:**

- A review of the data submitted to Berkshire
- Numerous data quality tests to ensure plan accuracy
- Development of job group analysis and organizational profile
- Determining recruitment areas and feeder groups
- Conducting internal and external availability calculations
- Determining incumbency vs. estimated availability
- Developing placement goals for the current plan year
- Evaluating goal attainment from the previous year
- Generating data analysis reports for IWD and PV
- Calculating IWD utilization and PV hiring benchmark results
- Calculating adverse impact on personnel actions
- Completing all required narratives

## Partner with Berkshire

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 while minimizing the work for you and your staff. Our experts guide you through plan development, and then review your processes and offer recommendations as part of our standard consulting service.

- Plans are technically compliant, including adverse impact and goal attainment reports
- Plans can be securely distributed online with helpful graphs and charts
- Preparation of other reports, such as executive summaries, management reporting at the division or business unit level, EEO-1, and VETS-4212
- Training is available for HR representatives, executives, and managers
- A Client Community portal with valuable information and guidance
- An electronic copy of the complete plan available on a USB drive, or securely online through our online application, balanceAAP
- Monitoring updates are also available

# OFCCP Audit Support

## 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
- 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 audits 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.

# Affirmative Action Software

## The Ideal Choice in Affirmative Action Planning

For those who choose to create their own plan(s), Berkshire brings you the ideal choice in affirmative action planning, balanceAAP. BalanceAAP gives you the freedom, flexibility, and power to prepare a 100% technically compliant plan that includes all required narratives and reports. Its step-by-step navigation makes balanceAAP easy for users of all levels. Users can successfully run availability vs. employment analyses, use adverse impact analyses to check for potential discrimination, prepare reports for audit review, create an organizational profile, and generate customized narrative documents with embedded key data and reports.

### Why balanceAAP is the Ideal Choice:

- Unlimited users at no extra cost
- No installation or IT resources needed
- Create a 100% technically compliant plan
- Generate all OFCCP required and support reports, including Individuals with Disabilities (IWD) and Protected Veterans (PV) reports
- Collaborate with employees from different locations
- Accessible anytime, anywhere with a web browser
- Unmatched customer support from our dedicated support team
- Access to Berkshire's Client Community Portal and weekly blogs for up-to-date information on affirmative action and EEO compliance



### BalanceAAP Features:

- Customizable narrative templates
- Extensive error and file consistency checks
- Efficient automated data cleanup tools
- Selectable protected classes for your reports
- Automatically create recruitment areas based on employee or applicant zip codes
- Create multiple plans with a single data set
- Create unlimited drill-down and rollup reports based on your organizational structure

### Access to Compliance Management Tool:

Affirmative action clients receive complimentary access to the compliance management tools in balanceAAP. Using these features, clients view plan results in a number of interactive charts and securely publish their plan and reports online. BalanceAAP users and outsourcing clients also have access to balanceREACH, our good faith efforts tracker.

# Applicant Management Solutions

Berkshire brings you applicant tracking and talent acquisition with our leading balanceTRAK software and consulting services. These solutions are ideal for companies who wish to create an effective framework, for managing applicants, that follow regulatory guidelines, while meeting business objectives.

## Applicant Tracking System



BalanceTRAK is a cloud-based applicant tracking system used to control, manage, and organize workflow around getting the hire you desire for your job openings.

Using balanceTRAK, companies provide a foundation for consistent recruitment practices, ultimately saving time, money, and reducing liability. You control what happens after a new requisition is initiated or a when an application is submitted, simply by using the easy workflow settings in balanceTRAK.

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.

BalanceTRAK Features:

- Unlimited users at no extra cost
- Lessen dependency on IT resources
- Comply with AA/EEO, IWD, and PV applicant regulations
- Manage requisitions from job opening through hiring
- Set workflow and approvals based on roles and responsibilities
- Easily download cleanedup data
- 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
- Use Self-ID forms to collect required data
- Companies can set up a self-service kiosk
- Optional services provide access to experts when you need guidance

## 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 assist you in developing procedures that are compliant and offer minimal disruption to your existing process. 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



# 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, or a new data set, 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.

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



# Compensation Solutions

Berkshire specializes in compensation management solutions that protect against pay-related complaints and legal issues. 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.

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:

**Pay Equity Analyses**—Our experienced consultants examine your pay 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 pay equity review examines your compensation data to uncover and remedy any potential violations to equal pay laws. We use a variety of acceptable statistical methods including multiple regression analyses to provide you with the information you need for proper decision making.

**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.

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.

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

## **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.

## **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.

“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*

## BalanceAAP Software Training

To get the most out of your investment, we recommend training to ensure your staff is well-equipped to create, deploy, and monitor your organization's AAP.

This training is highly recommended for users who are new to balanceAAP. Expert instructors walk participants through a full overview of software features, bringing you one step closer to a smooth planning process. Training is key to reducing potential user errors, and ultimately creating a compliant plan for your company. After completing balanceAAP training, participants should be able to develop a basic affirmative action plan on their own.

## BalanceTRAK Software Training

Berkshire's balanceTRAK training is a highly-recommended resource for administrators and general users who will be managing and maintaining the system. Sessions are designed to highlight your unique system configurations and customizations, allowing users to take advantage of balanceTRAK's full capabilities.

For more information on training classes including dates, times, or pricing, please contact us at 800.882.8904, [bai@berkshireassociates.com](mailto:bai@berkshireassociates.com), or visit [www.berkshireassociates.com/training](http://www.berkshireassociates.com/training).

# Product Development

In addition to the consulting services we offer, Berkshire has an in-house Product Development Team 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. Berkshire offers off-the-shelf products, as well as custom solutions. 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.

**“Berkshire’s software contains all the supporting tools you need to create, monitor, and manage a balanced workforce.”**

“ Our Product Development Team 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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