balance
AAP

User's Guide

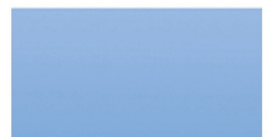Version 4.0

berkshire

TABLE OF CONTENTS

List of Figures

About this BalanceAAP User's Guide

The *BalanceAAP User's Guide* is designed to assist you through the basic steps of creating an Affirmative Action Plan (AAP) in **balanceAAP** from start to finish.

What is an Affirmative Action plan?

Because certain Federal contractors and other employers are required to actively provide and maintain equal employment opportunity, an Affirmative Action plan will guide these efforts. On an annual basis, the AAP serves to (1) analyze the internal workforce composition against external workforce availability; (2) formulate placement goals to address any underutilization of women and minorities going forward; and (3) monitor an organization's effectiveness in meeting the established placement goals. In addition, the AAP will also keep track of the hiring of protected Veterans and the utilization of persons with disabilities.

What the Guide covers:

- Required steps for completing a Regular Annual Affirmative Action plan or an interim Update Plan, as mandated by the Office of Federal Contractor Compliance Programs (OFCCP)
- Page controls and other buttons that control common functions
- Optional steps that provide additional management and reporting capabilities
- For preparers of multiple plans, specific settings that apply to the Master Plan and its sub plans*
- Publishing the completed AAP to the **Reports** portal (and **Dashboard** for Master Plans)
- Basic steps needed to complete the EEO-1 and VETS-4212 reports

    *Because many tools are common to all plan types, please familiarize yourself with the Regular Plan tools before reading about Master Plan settings.

This guide will not describe all system messages or every setting, option, and shortcut that can be used to complete a task. The manual is not intended to take the place of thoroughly reading and understanding the governing regulations. If you have any suggestions about the *User's Guide,* please send them to: **product.support@berkshireassociates.com**.

Two companion instruction manuals are available to provide a complete picture of the Affirmative Action tools available to you and your colleagues:

- *Reports & Dashboard User's Guide*
- *REACH User's Guide*

Along with other useful resources, these guides are stored within **balanceAAP >** ❷ **Help**, or they may be obtained from Berkshire's Product Support.

How this *User Guide* is Organized

The software and this *User's Guide* are organized in a step-by-step fashion. An overview of these steps is provided in *Table 1* below. Throughout the manual, we have included **Quick Tips** for key topics that offer helpful hints, while figures are provided for key screens as reference.

If you are using the electronic version of this guide, the *Table of Contents* is hyperlinked. In addition, cross-references, located throughout the text, are linked to related topics. Keep the Bookmarks menu open in Acrobat to aid navigation.

To learn about new or recent upgrades to features, please read the information on the next page.

Recent Updates

The Latest Enhancements to Version 4.0

Below, some key updates to **balanceAAP** are noted:

- As part of developing **Internal** Availability in a Master Plan, employee movement between plan locations can be documented in the Data tables and included in calculations.

- When editing and saving **Narratives** > **Templates**, an option was added to "Revert to the Last Saved Version."

Reminders about the Prior Release

The following key updates were included previously:

- The **Availability** module has been reorganized, separating **Recruitment Areas** and **Census Coding** out as separate task areas.
  - o The **Census Coding** task area has been enhanced with a revamped layout; comprehensive display, filter, and search tools; and an Excel export feature.

- **File Consistency** operations have been augmented with:
  - o Options that consider and help resolve multiple personnel transactions for an employee when they occur on the same day.
  - o Allow for a comparison of the prior-year and current Rosters.
  - o For a Master plan, a global batch operation to update the Plan code in an employee's personnel action records to match the "Reports to" entry on the Roster.

- An **Advanced** module has been added to History. With these tools, a "History" plan can be created, and added to the plan list, from Start Point analysis.

- The software's reporting has been updated to include **Trend Reports,** for multi-year analysis of upward and downward movement of key AAP metrics.

Table 1. Quick Reference Guide to BalanceAAP

Step	Software section	Sub-section
1	Plan **Home**	
2	**Settings** Review and edit basic plan details. (Master Plans) Establish Plan Codes. (Optional) Set up Drilldowns to organize reporting with the plan. (Optional, Master Plan) Set up Plan Groups/Rollups to organize reports. (If applicable) Assign locations from REACH GFE data to plan(s).	Plan Information Plan Codes Protected Classes Plan Settings Reporting Levels REACH Assignment
3	**Data** Import and review data. Initiate a system scan to locate errors and inconsistencies in the data. Resolve identified data issues.	Import Errors File Consistency Reference Tables Data Tables Export Advanced
4	**Organizational Profile / Reporting Structure** If you have chosen the Organizational Display, develop the Department Hierarchy. (Optional) Create Sectors to organize reporting. (Optional, Master Plan) Review Rollups, created in Step 2.	Department Hierarchy Sectors Rollup Verification
5	**Availability** Develop external Recruitment Areas. Review and assign census codes to identify applicant pools. Identify and weight internal sources of candidates. Calculate total Availability.	Recruitment Areas (Factor 1) Census Coding (Factor 1) Internal (Factor 2) Factor Weights
6	**History** Select the prior year's plan that links to the current plan or develop an alternative History Source.	Source Sub Plan History Source Advanced
7	**IWD / Veterans** Review/ edit benchmarks for utilization of individuals with disabilities and hiring of Veterans. Select data sources for analyses.	Hiring Overview IWD Analysis Protected Veterans Analysis
8	**Narratives** Develop narrative content for Minorities/Women, Veterans, and Individuals with Disabilities	Narratives
9	**Publish Plan** Disseminate AAP Narratives and results available to other users.	Publish Plan
10	**Reports** Determine report settings; view, export, and print AAP results.	*Reports & Dashboard User's Guide* (see ❓**Help**)
11	**Dashboard (Multiple Locations)** Determine Dashboard settings; view and export organization-wide metrics for Adverse Impact, Goals, and Goal Attainment	EEO-1 VETS-4212

Getting Started

Logging In

Using Internet Explorer or Mozilla Firefox, go to https://works.baiworks.com, and enter your email address and password on the login screen.

Note: If your System Administrator has enabled single sign-on (SSO) for **balanceWORKS** applications, navigate to that SSO location, and select: **BalanceWORKS**.

First-time Users

Your balanceAAP administrator will provide you with login instructions and may direct you to use the **Forgot your password?** link to set up a password, as described below.
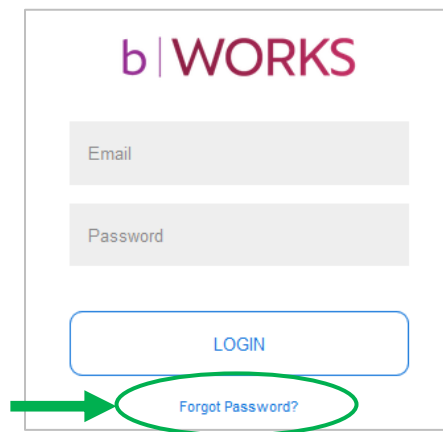
Forgot Your Password?

If you have forgotten your password (or you are a first-time visitor), click the link on the bottom right for **Forgot your password?** Enter your email address, and the system will send you an email message, containing a link to a secure ⓦ **balanceWORKS** page. Follow the prompts to reset your password within one hour of receiving the message.

Once you've logged in, click on the **BalanceAAP** button, with the "hover" tag: **AAP.**
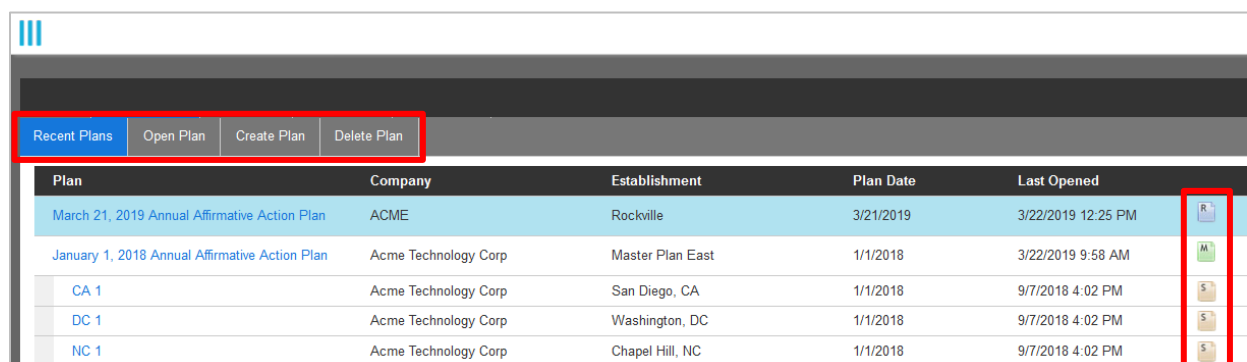
*Note***:** Other product buttons may display if your company has purchased additional **balanceWORKS** software.

Getting Oriented to BalanceAAP Plans

After clicking on the **AAP** button, you will be directed to 📄 **Plans**, a work area comprised of tabs for accessing and organizing your company's Affirmative Action plans. While **Recent Plans** is the landing page, there are additional tabs for working with existing AAPs, including **Open Plan** and **Delete Plan** (plus **Create Plan**, which is described in Step 1 of this manual, below).

Recent Plans Tab

Once a number of AAPs have been created in the system, the **Recent Plans** will display up to ten of the most recently accessed plans. An AAP can be displayed by clicking on its title, located in the Plan *column*.

Quick Tip: Return to the **Recent Plans** tab from any screen by selecting 📄 **Plans** from the *side navigation menu (Figure 1, next page).*

Plan Type Icons and Definitions

Each plan will be labeled with an icon on the far right, indicating plan type:

Annual Regular Plan – The Annual Regular Plan is a single plan, completed for one establishment, meeting the regulatory threshold of 50 employees or more. An Annual Regular plan may be developed for an organization that is comprised of one location OR for a single location within an organization, when it operates independently from other establishments.

Annual Master Plan with Sub plans – For organizations with multiple locations under a centralized hierarchy, the Master Plan framework makes the preparation of AAPs more efficient and uniform. The Master Plan will be comprised of sub plans, representing each establishment. For more information, see Understanding the Master/Sub plan Structure.

Update Plan – An Update Plan is created at an interim point during the plan year to analyze personnel activity and monitor progress towards any placement goals established in the most recent Annual Plan. Although an Update Plan can be created for any period of time (e.g., quarterly), the regulations require covered employers to at least prepare one at the six-month mark.

Audit Status Indicator

Plans designated as under OFCCP audit are highlighted in blue on **Recent Plans** and **Open Plan** tabs; to turn this indicator on, refer to Audit Status, below.

Figure 1. **Universal Header Tools and Open Plan Tab**

Access to Recent Plans, Open Plan, Create Plan, Delete Plan

Account Settings, System Tools, Help, and Recent Actions

Recently accessed plans

b | AAP (a) (w)   ACME   User Name ⚙ ❓ ✉

📄 Plans

Switch applications

III **Collapse/expand side navigation**

| Recent Plans | Open Plan | Create Plan | Delete Plan |

Create a new plan

Plan	Company	Establishment	Plan Date	Last Opened	
January 1, 2018 Annual Affirmative Action Plan	ACME Distributing	Cumberland, MD	1/1/2018	6/13/2018 10:31 AM	R
January 1, 2018 Annual AAP	Acme Technology Corp	Master Plan	1/1/2018	6/14/2018 1:54 PM	M
NC 1	ACME Location 3	Chapel Hill, NC	1/1/2018	6/14/2018 11:03 AM	S
CA 1	ACME Location 1	San Diego, CA	1/1/2018	6/14/2018 11:03 AM	S
DC 1	ACME Location 2	Washington, DC	1/1/2018	6/14/2018 11:03 AM	S

Click name to open plan

All plans (year)

| Recent Plans | Open Plan | Create Plan | Delete Plan |

2019   2018   2017   All Plans   ➕ Filter

Expanded Filter Menu

☑ Annual Plans   ☑ Update Plans   ☑ Master Plans   ☑ Sub Plans   ☑ Regular Plans   ☑ Audited Plans   ☑ Unaudited Plans

Sort Up/Down

Plan ID ⇕	Plan Name ⇕	Company ⇕	Establishment ⇕		Plan Date ⇕	Last Opened ⇕	
1 - 4165	February 15, 2017 Annual Affirmative Action Plan	ACME	Millsboro, TN		2/15/2017	2/1/2019	R
	January 1, 2019 Annual Affirmative Action Plan	ACME	Columbia, MD		1/1/2019	1/26/2019	M 🔓
	January 1, 2018 Annual Affirmative Action Plan	Acme Technology Corp	Chapel Hill, NC	NC 1	1/1/2018	2/19/2018	S

Audit plan indicated

Closed lock = In use by another user
Open lock = In use by current user

Open Plan Tab

When you want to start with a full list of AAPs, such as those you haven't visited recently, choose the **Open Plan** tab. Subject to user privileges, plans on this tab will be organized by sub-tabs for: **All Plans** and each **[year]**.

Plans typically remain accessible for three years. For an overview of the **Open Plan** tab, see: *Figure 1.* **Open Plan Tab** (on the previous page). As shown, each plan is identified by: Plan ID, Plan Name, and Plan Date. Sub plans are also be identified by Plan Code.

Clients Tab (Multi-account Users only)

If your company has separate accounts for units or subsidiaries, and you have access to these accounts, you will also see a **Clients** tab, where you can select which account you want to access.

Delete Plan Tab

Should you choose to delete any of your plans (and you have permission in the system to do so), navigate to the **Delete Plan** tab. Then, select the plan or plans to delete by checking off the boxes to the far left of each plan, and then click the **Delete** button.

Renew Subscription Tab

You can renew your subscription to **balanceAAP** from within the software by clicking the **Renew Subscription** tab.

First, a list of one or more active subscriptions will display under **Current Subscriptions**. On the Renew Subscription menu, the Annual Plan date will be listed, along with the employee count and renewal price, based on the total Number of Employees in your company. To see the plan(s) Berkshire used to calculate this total, click the **Details** link next to the Number of Employees. Click the **Submit** button to process your renewal.

Helpful Setting if you request Berkshire Product Support

If you need to contact Berkshire Product Support, it may be helpful for our representative to have access to your software screen. We would require your permission to do so, via the **balanceWORKS** platform, and our access would be time limited.

After navigating to **balanceWORKS** via the *header* icon (as depicted in *Figure 1*), locate **Support Access** in the *side navigation menu*. For the **balanceAAP** product, complete the following menu items:

1. Check off: Enable access
2. Enter a date in the field next to the tagline: Revoke access on ...
3. Press the **Save** button.

STEP 1: CREATE PLAN

Create Plan Tab

Recent Plans	Open Plan	Create Plan	Delete Plan

The plan development process begins in 📄 **Plans**, on the **Create Plan** tab. Any information or selections made here can be changed after the plan is created (via **Plan Information**), with the exception of selecting to create multiple plans versus a single plan.

Plan Identifying Information

Select Plan Type

Plan Type

Is this an annual plan or an update plan?

◉ Annual Plan

○ Update Plan

Select whether you are creating an ◉ Annual Plan or an interim ◉ Update Plan.

Enter Plan Dates

Plan Dates

| Plan Date | 6/3/2019 |
| Plan Archive Date | 6/3/2022 |

Personnel Action Date Range

| Start Date | 6/3/2018 |
| End Date | 6/2/2019 |

Because an Annual Plan will guide future Affirmative Action activities, its "effective" date will be the start date of the upcoming year. Although most organizations choose the beginning of the calendar or fiscal year, you can also consider other HR programming and departmental workload when developing the AAP schedule.

For an Update Plan, the plan date will reflect an interim evaluation point between a pair of Annual Plans, typically at the bi-annual mark. For example, a January 1, 2019 Annual Plan will be followed by an Update Plan on July 1, 2019.

When choosing a date, keep in mind the 12-month analysis period will directly precede the plan date. (The entry for this analysis period, known as the personnel action date range, will be completed in the adjacent fields, as described below.)

Confirm or Enter Plan Archive Date

The plan archive date is, by default, three years from the plan date.

Confirm Personnel Action Date Range

The next set of dates, defining the AAP's analysis period, will be populated for you by **balanceAAP**, according to the follow parameters:

The personnel action date range for an Annual Plan will be the 12-month period prior to the Annual Plan's effective date. For example, a January 1, 2019 plan would cover a personnel action date range that runs from January 1 through December 31, 2018.

For an Update Plan, the personnel action date range will run from the Annual Plan date to the date preceding the Update Plan's effective date. For example, if an Annual Plan is effective January 1, 2019, the six-month Update Plan would be dated July 1, 2019; and the Update's personnel action date range would run from January 1 through June 30, 2019.

Confirm or Enter General Information

Company Name: Enter your company name as you would like it to appear on the plan's reports. The company name used to establish your account will be pre-populated here, but you can change it for the specific plan you are creating.

Plan Name: The plan name should include the effective plan date, as well as whether it is an Annual Plan or an Update Plan. For example, if you are creating a January 1, 2019, Annual Plan your plan name will be "January 1, 2019, Annual Affirmative Action Plan." This field will be pre-populated, based on the date entered as the Plan Date in the menu above.

Establishment Name: For your establishment name, you may use a geographical location—for example, "Vienna, VA."

> *Note for a Master Plan:* If you are creating a Master Plan with sub plans (as described next), the Establishment Name should be entered as "Master Plan" or similar text. Later in the process, you can input the specific Establishment Name for each sub plan (see: **Plan Codes**).

Multiple Plans

Multiple Plans

Will you be creating multiple plans from a master plan data set?

⦿ No

◯ Yes

Will you be creating multiple plans from a Master Plan data set?

Select ⦿ **Yes,** if you want to develop AAPs for multiple establishments, using **balanceAAP's** Master plan structure. (Sub plans will be created later.)

For More Information, see:

- The definition for a Master Plan with sub plans
- A comprehensive overview of the multiple-plan structure (below)

Select ⦿ **No,** if you are creating a single Regular plan for one location.

Understanding the Master Plan/Sub plan Structure

In **balanceAAP**, plans for multiple establishments can be developed at one time. This is accomplished by creating a Master Plan to house all AAP data and establish initial settings, then carving out "sub plans" to represent the establishments.

- Since the **Master Plan** will control common elements and produce aggregate reporting, a combined data set, representing all locations, is required. Although some **balanceAAP** settings or processes (e.g., the data check for errors) will apply globally, others can be applied across sub plans at the discretion of the plan preparer.

  o The **Sub plan**, defined by Plan Code to represent an establishment and its data, can be customized and output at the location level. Many settings in the sub plan can be edited without impacting the Master Plan or other sub plans.

Table 2 below outlines how each software tool interacts at the Master Plan and sub-plan levels.

Quick Tip: Visit the Master Plan first when determining whether to change a setting, make corrections to data, and develop Narratives.

Table 2. Creating Multiple Plans: How Tasks are Controlled by the Master Plan

Availability > Internal	Yes#	Yes. #Feeder options are controlled by the Master Plan.
Availability > Factor Weights	Yes	To ensure Factor Weights are applied properly, start in the Master Plan. Factor Weights for each sub plan are applied by Job Group structure, either Corporate (default) or EEO, as set in the Master Plan. For sub plans with Corporate structure, weights can be cascaded (or not). For those with EEO structure, Master Plan changes will override current sub plan weights. The Promotion Percentage, derived from plan data, and the associated minimum threshold setting for Factor 2 weight, can be cascaded to sub plans.
Reporting Structure > Department Hierarchy	No	Department Hierarchy is controlled by the Master Plan.
History > Source	No	With the Sub plan History module, the user can select the history source by sub plan.
IWD /Veterans	Yes	The IWD/Veterans settings can be determined in the Master Plan for each sub plan.
Narratives > Settings	No	Settings are controlled by the Master Plan.
Narratives > Tags & Values	Yes^	^Edits made apply to all plans.
Narratives > Templates	Yes	Yes
Reports > Filter	N/A	N/A: In a sub plan, reports can be filtered within the plan by Drilldowns. Within the Master Plan, reports can be filtered by Rollups, sub plans, and Drilldowns.
Reports > AAP Reports / Global Settings and Report Settings	Yes#	Yes #Exception: The Report Setting to Filter Adverse Impact reports by Job Group is only available in the Master Plan.
Reports > Trend Reports / Settings	Yes	No This reporting module operates independently in each plan, with the Plan to Plan tab specifically designed to show year-over-year trends for sub plans and Plan Groups. Metrics should be compiled in the most recent sub plan or Plan Group. Then, up to three other sub plans or Plan Groups (as available under one's user permissions) can be selected as historical comparison units.

Availability

Availability
Will you be using zip code information to determine recruitment areas for your job groups?

○ No
⦿ Yes

Which Zip Code will you use to calculate your recruitment areas?

⦿ Roster Home Zip Code
○ Roster Work Zip Code
○ Applicant Zip Code

Do you want to use 2000 census data or EEO 2006-2010 ACS Tabulation data for external availabilty?

⦿ EEO 2006-2010 ACS Tabulation Data
○ 2000 Census Data

Will you be using zip code information in your roster to determine Recruitment Areas for your Job Groups?

Later in the process of developing the AAP, you will define geographic Recruitment Areas for use in extracting demographic statistics from the U.S. Census database. One method is to have **BalanceAAP** define these areas, based on zip code information included in your current employee Roster or applicant data. If you plan to use zip codes for this purpose, select ⊙ **Yes** here.

If you select ⊙ **No**, other options for defining Recruitment Areas are available in the **Recruitment Areas** module.

Do you want to use 2000 census data or EEO 2006-2010 ACS Tabulation data for external availability?

BalanceAAP is loaded with the two most recent data sources from the U.S. Census Bureau, containing statistics to support External Availability calculations. For plans dated January 1, 2014 and later, retain the default selection for the 2010 data source.*

At a later time, this selection can be reviewed or updated under **Plan Settings** or **Recruitment Areas / Settings.**

> ***If your data set contains 2000 census codes, the system can assist you with the conversion:***
> - On the **Create Plan** menu, select the 2000 census data source.
> - After importing data, access **Settings > Plan Settings** / Availability Calculation Settings and switch the census data source to 2010.

Prior Year's Plan

Prior Year Plan
Do you have a prior year plan in bAAP.

- ● I do not have a prior year plan in bAAP
- ○ I want to use a prior year plan from bAAP.

Do you have a prior year plan in BalanceAAP?
> Because the current AAP will evaluate your organization's progress towards meeting placement goals set in the previous year, this question will inquire whether you have a prior plan in the system to serve as the source for historical data. In answer to this question, choose one of the following options:

- **I do not have a prior year plan in balanceAAP.**

    a. Select the first radio button option (shown above).

    b. Later in the process, you can select an alternate method for entering the 🕑 **History Source**.

    Quick Tip: If a prior **balanceAAP** plan is not available, historical data can be estimated by the software from current data, or the statistics can be entered into the software directly.

  OR

- **I want to use a prior year plan from balanceAAP.**

    ○ I do not have a prior year plan in bAAP
    ● I want to use a prior year plan from bAAP.

Company	Acme Financial Group ▾
Establishment	ALL DATA ▾
Plan	January 1, 2018 Annual Affirmative Action Plan ▾

    Select data that you would like to import from your prior year plan.
    - ☑ Reference Tables
    - ☑ Availability Settings
    - ☑ Narratives
        - ☑ Settings
        - ☑ Tags
        - ☑ Templates

    a. Click the second radio button (shown above).

    b. Select the plan from the Company, Establishment, and Plan drop-downs.

    c. Then select the elements to import from the prior plan:
        - Reference Tables
        - Availability Settings
        - Narratives (and Tags, Templates, Settings)

> ***Note for Update Plans:*** An Update Plan must also retain its association with the preceding Annual Plan, so select that Annual Plan here. Accordingly, retain the default option to import: Reference Tables.

Individuals with Disabilities and Veterans

> **Individuals with Disabilities / Veterans**
>
> ☑ I want to include analysis for individuals with disabilities and protected veterans.

The default selection is to include analysis on individuals with disabilities and protected Veterans, a setting required as of the 2015 plan year.

EEO Schedule

> **EEO Schedule**
>
> EEO Schedule [1 - Private ▼]

Select an EEO Schedule from the following drop-down options, based on your organization type:

- 1 - Private
- 4 - Governmental
- 5 - Educational (Elementary & Secondary Education)
- 6 - Educational (Postsecondary Education)
- IPEDS [Integrated Postsecondary Education Data System] – *Please note when working in the plan's* 🔗**Data Tables**, *"IPEDS Code" will supplant "EEO Code" for this schedule.*

An explanation of each EEO Schedule is available on line in the software. From the ❓ **Help > Table of Contents**, see: **Additional Information > Introduction to EEO Job Classifications**.

Audit Status

> **Audit Status**
>
> ☐ Is this plan under audit?

To use audit status as a filter option for both the **Plans** list and 📊 **Dashboard** display, check the box for: Is this plan under audit?

Once you have completed making selections on the **Create Plan** screen, click the **Create** button at the bottom of the page.

[Create] [Cancel]

<p style="text-align:center">Plan Home and Tools</p>

After clicking the **Create** button, you will be brought to the plan's 🏠 **Home** page, which provides access to the plan's development steps. The collapsible/expandable *side navigation menu,* on the left*,* displays the steps, or task areas, in the order of suggested completion. The tasks are also accessible from headings in the work area; and captions provide short descriptions of the each step.

Side Navigation Menu
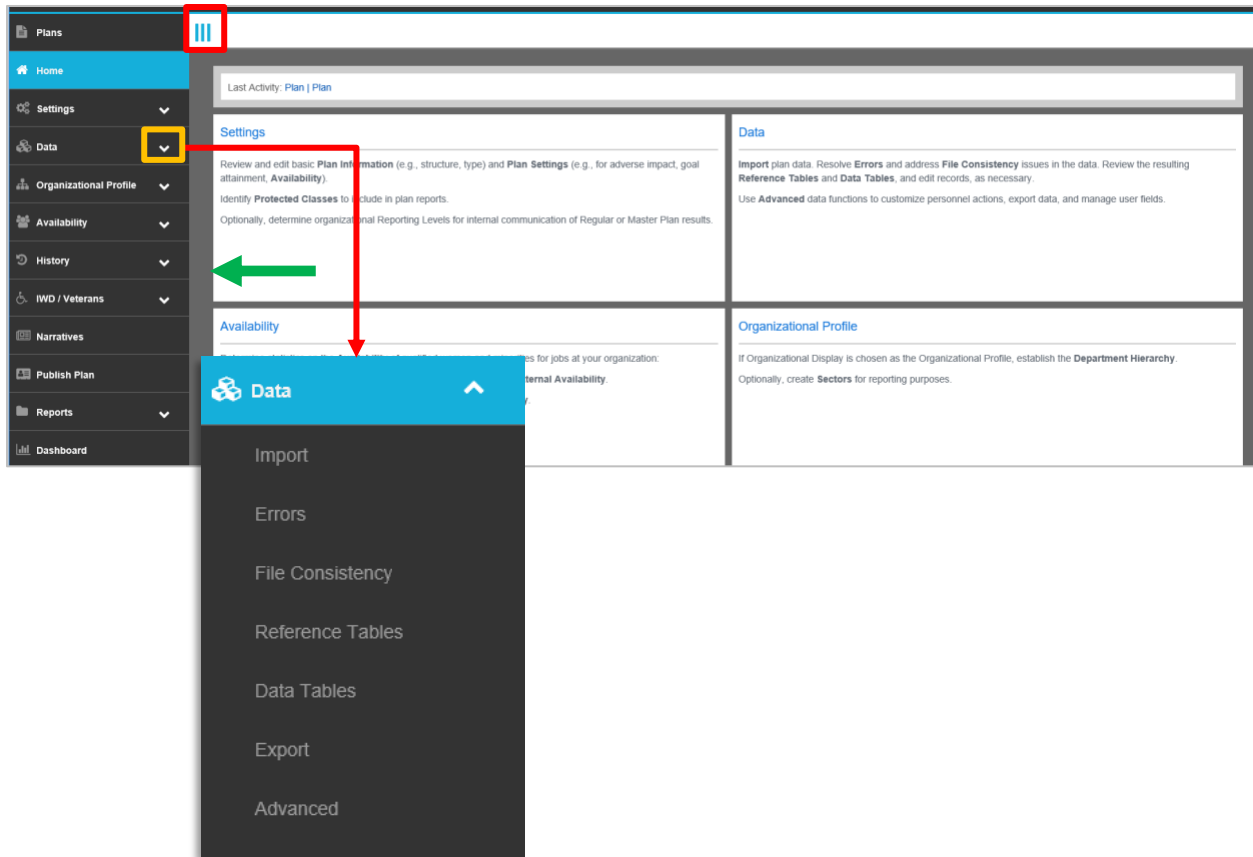
When a menu title is selected from the *side navigation menu*, a sub-menu will appear, listing the tasks within that step. For example, clicking on the 🔶 **Data** *bar* displays sub-menus for: **Import**, **Errors**, **File Consistency**, **Reference Tables**, **Data Tables**, **Export**, and **Advanced**:

Each task area's home page will look similar to the 🏠 **Home** page screenshot above, but titles in the body of the page will reflect the tasks within the step.

> ***Cross-reference:*** Please review ***Table 1: Quick Reference Guide*** for a description of each step.)

Help System

In addition to this *User's Guide*, you can click on the ❓ **Help** button in the *page header* (shown above in the second row of icons, on the far right) to obtain the following types of inline assistance:

🗎 Documentation

Provides a full text of information for the screen you are working in.

🎥 Video Tutorials

Provides a short video demonstration of particular tasks within the particular section you are working in.

"Guide Me"

Guide Me For the module > task areas shown in the table below, a **Guide Me** button is available in the 🏠 **Home** page caption to initiate step-by-step support to complete the activity. Simply click the button, and follow along.

Those who are familiar with the software may skip the **Guide Me** wizards and complete each task through the standard interface.

Table 3. Where Guide Me Help is Available	
Data	Errors
	File Consistency
	Reference Tables
Reporting Structure	Department Hierarchy
Availability	Recruitment Areas
	Census Coding
	Internal
	Factor Weights
Reports	**Narratives**

The Companion *Client's Guide to Affirmative Action Reports*

BalanceAAP offers an extensive array of reports for output — from required reports for an AAP to reports that help you prepare for an audit, and supporting reports that show calculations.

For information and sample reports, click on: ❓ **Help /** 🗎 **Documentation**. Then, select: **Library /** *Client's Guide to Affirmative Action Reports*.

Status Bar

| Acme Technology Corp | Master Plan | January 1, 2018 Annua... | Read/Write | Plan ID: 1 - 46339 | | Close Plan 📭 |

A *status bar* at the bottom of the page will indicate the plan you are currently working in, your plan permissions, and a button on the right, with an "X" to ❌ **Close Plan**.

Home page Actions

📥 **Plan Activities**

[Recalculate] [Validate] [Export All] [View Plan Log]

📥 **Plan Backups**

(Note: A plan may only have 2 backups at one time.)

➕ **Backup Plan**

Plan Activities

At the bottom of the 🏠 **Home** page are two *panels*, the first one called **Plan Activities**. Under **Plan Activities,** there are four function buttons:

- Use the **Recalculate** button to refresh or update all calculations and reports in the plan. If computation errors are due to a plan not being full calculated, this function will clear those errors.

- The **Validate** button activates a scan of system data to report on data and reference table errors. Please note that validation will occur automatically when you are working in the plan.

- To make a plan available outside the system, click the **Export All** button.

- The **View Plan Log** button activates display of the Plan Audit Log. This report lists activities associated with the plan. You have the option to filter by dates and/or by user.

Plan Backups

Navigate to Plan Backups at the bottom of the 🏠 **Home** page, and click the **Backup Plan** button to save a displayed plan in its current state. For Master Plans with sub plans, this function is only available in the Master Plan.

📥 **Plan Backups**

(Note: A plan may only have 2 backups at one time.)

| 3/26/2019 10:42:00 AM 🔄 ❌ | ➕ **Backup Plan** |

To revert the current plan to the saved version, click the 🔄 **Restore Backup** button, which will appear next to the **Backup Plan** date. Please note that any changes made since the backup was created will be lost. You can have up to two backups per plan. To delete a backup to make room for another, click the ❌ **Remove Backup** button.

Run in the Background
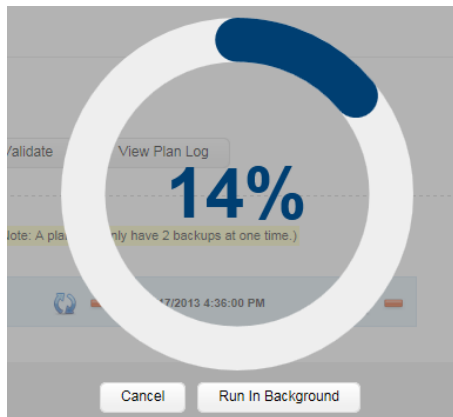
Because certain functions and calculations may take some time to complete, the system will display a progress bar will appear for those operations. Where feasible, the system will allow you to choose the **Run in the Background** button. The system will display a notification message, as described below, when the calculations or processing are complete.

Notifications

Accessible from an icon in the *page header*, the ✉ **Notifications** list houses information on recent plan calculations and applicable processes that were: **Run in the Background**.

A ✔ **Check mark** to the right of an activity indicates that the activity is complete.

Last Activity Panel

A description of the last activity performed is displayed at the top of the 🏠 **Home** page.
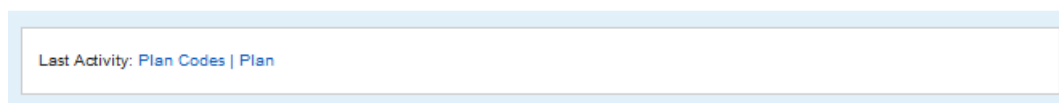
Save Warning

A **Save** button is available on at the bottom of most **balanceAAP** pages. If you attempt to leave a page where changes were made without saving them, the system provides an alert, requesting whether you want to stay (and save any changes) or continue on to another page.

STEP 2: CUSTOMIZE PLAN INFORMATION AND STRUCTURE

(Plan) Settings Checklist

From the *side navigation menu* on the right, click **Settings** to access the following activities:

Plan Information

☐ Validate Plan Information and settings, including archive date

☐ Enter identifying information for each sub plan

Plan Codes (Master Plan only)

☐ Define a Plan Code for each sub plan of the Master Plan

Protected Classes

☐ Select the reporting classifications for race, gender, and ethnicity

Plan Settings

☐ Verify the calculation settings for Adverse Impact and monitoring

☐ Verify the census data source and calculations to be used in determining Availability

Reporting Levels (Not Required for the AAP)

For voluntary organization-based reporting:

☐ Create/enable Drilldowns

☐ Create Rollups for a Master Plan

☐ Verify the Rollup Hierarchy and resolve any conflicts

☐ Define Plan Groups in a Master Plan for the Dashboard display

REACH Assignment (for use with REACH data)

☐ Assign locations from REACH Good Faith Efforts data to Affirmative Action plan establishments

---

✓ Validate Plan Information and settings, including archive date
✓ Enter identifying information for each sub plan

Plan Information

⚙ **Settings** ⌃
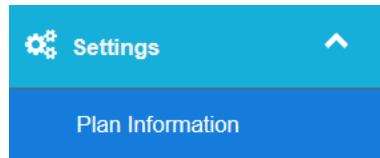
Plan Information

Validate Plan Information

For each plan, the ⚙ **Settings > Plan Information** screen displays the information entered during the **Create Plan** process, making it available for review and revision.

Plan Dates

Plan Date	6/3/2019
Plan Archive Date	6/3/2022

Personnel Action Date Range

Start Date	6/3/2018
End Date	6/2/2019

General Information

Company Name	Acme Technology
Plan Name	June 3, 2019 Annual Affirmative Action Plan
Establishment Name	Chicago Distribution Center
Plan ID	2884 - 57393

> *Quick Tip:* The system will have generated a Plan ID, so take note of this identifier if you prepare a large number of plans, or numerous sub plans, with similar identifying information.

Master Plan: Label the Sub plans

For preparers of a Master plan, return to the **Recent Plans** list. Then enter each sub plan to personalize the **Settings > Plan Information** for each location. Entries controlled by the Master Plan (e.g., Plan Date, Plan Archive Date) will be grayed out.

Plan Dates

Plan Date	4/1/2018
Plan Archive Date	4/1/2021

Personnel Action Date Range

Start Date	4/1/2017
End Date	3/31/2018

General Information

Company Name	Acme Technology
Plan Name	April 1, 2018 Annual Affirmative Action Plan
Establishment Name	VA Distribution Center

Remember to press the **Save** button at the bottom of the page if any changes have been made.

Plan Archive Date

The system's default setting for Plan Archive Date, as shown in the Plan Dates menu, meets the minimum regulatory requirements for records retention (which is currently three years). However, the plan creator (or a system Administrator) may change the default archive date. (Typically, this would be done to extend the length of time for plan access by year.)

Click on the current Plan Archive Date entry; select a new date from the provided calendar; and click **Save** at the bottom of the page.

> ***Note:*** The plan will be available for up to an additional two years in Berkshire's underlying database. If you have questions about archiving, please contact Berkshire's Product Support.

> ***Cross-reference:*** For information on exporting a plan for storage outside the system, see: **Plan Activities**.

✓ Define a Plan Code for each sub plan of the Master Plan
✓ Select whether each sub plan will use your corporate Job Groups or the EEO job group structure

Plan Codes (Master Plan)

⚙ Settings ^

Plan Information
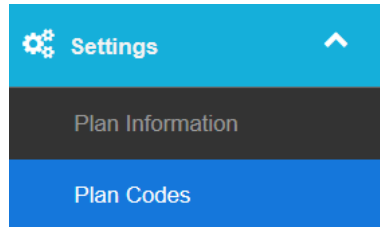
Plan Codes

If you answered **Yes** on the **Create Plan / Multiple Plans** menu, the system will display the ⚙ **Settings > Plan Codes** screen when the **Create Plan** button is pressed (and a **Plan Codes** *bar* will also display in the *side navigation menu)*. This will facilitate the naming of sub plans to be included under a Master Plan*.*

This chapter describes how you can **Add** or **Import** the **Plan Codes**, and ✎ **Edit** or **Delete** an existing one, using buttons in the *upper toolbar*. The Plan Code list must be established before importing data into the Master Plan. Here is what a sample Plan Code list looks like:

		Plan Code	Company	Establishment	Job Group	Roster
☐	✎	CA	ACME Location 1	San Diego, CA	Corp	155
☐	✎	DC	ACME Location 2	Washington, DC	Corp	441
☐	✎	NC	ACME Location 3	Chapel Hill, NC	Corp	52

Plan Codes
Add Import Delete

Notes: The default Corp entry in the Job Group *column* can be changed as described below. Statistics in the Roster *column* are determined once plan data are imported.

What is a Plan Code?

For the Master Plan, Plan Code serves as the unique identifier that ties data records to the appropriate sub plan. Therefore, Plan Code is a key data field in all applicant and employee data records.

Cross-reference: For more information, refer to the *BalanceAAP Data Requirements Guide*, available through on-line ❓ **Help** or from Berkshire Product Support.

Add Plan Codes

Click the **Add** button to enter information for each Plan Code.

1. The following fields, marked with an asterisk, are required:

   - **Plan Code** — Like the entries shown above, enter a simple, unique identifier for the sub plan.
   - **Company** — Enter your organization's name as it should appear in the Master Plan and on plan reports. (The company name can be edited later within a sub plan.)
   - **Establishment** — Enter a descriptor for the sub-plan location or unit (e.g., "Vienna, VA").

2. In completing the Plan Code information, City, State, County, **and** Zip code are useful when determining the Recruitment Area for each sub plan later in the plan process.

3. (If applicable) Finally, check the box for Functional Plan if that applies for any plans that are not location-based, per an agreement with OFCCP.

Click **Save** at the bottom of the page. Repeat the process to add additional sub plans to the Plan Code list, as necessary.

Import Plan Codes

Using the **Import** button, you can bring in Plan Code information from another source.
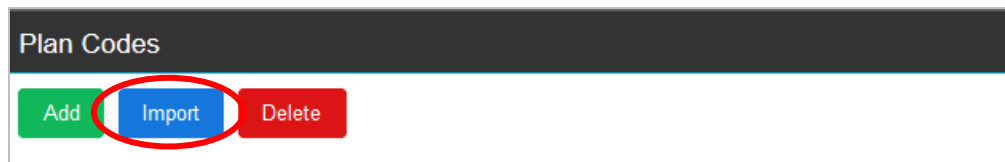
Import from External File

To import **Plan Codes** from an external file, select External file.

> *Note:* The Plan Code table may be imported from the same file that contains other Master Plan Data and Reference tables.

From the File Type menu, choose the version of Microsoft Excel (.xlsx), Microsoft Access (.mdb), or Text (.txt). If your file does not contain *column headers* (most will), uncheck the First Row Headers box. Click **Browse** and locate the file. Highlight it in the Browse window and click **Open**, and the file is added to the Upload file list.

From the Plan Code menu, select the Excel *sheet* that contains the Plan Code table. Under Match Fields**,** select the *columns* in the Excel *sheet* that correspond to the *columns* in balanceAAP. The available fields include:

- Plan Code*
- Company*
- Establishment*
- City
- State
- County

*An asterisk indicates a required field.

Quick Tip: Review the Preview of Data at the bottom of the page.

Click **Next**; then click the **Import Plan Codes** button to complete the operation. The imported codes will be added to the Plan Code list.

Import from an Existing BalanceAAP Plan

If you have a Master Plan already stored in **balanceAAP**, you can import its Plan Codes. Select Existing Plan, then select the Company, Establishment, and Plan from the drop-downs, and click the **Next** button.

Click **Import Data** to complete the process. The codes imported will be added to the Plan Code list.

Edit a Plan Code

Click the ✎ **Edit** (or "pencil-and-paper") icon for a sub plan.

Quick Tip: After importing a Plan Code list that includes codes for functional plans, edit one or more Plan Codes to identify those plans.

Delete a Plan Code

To delete a Plan Code, check the box next to the plan to be deleted, and click the **Delete** button.

Important Caution: Because data records with the assigned Plan Code will be moved from the Data tables to **Errors**, delete a Plan Code only if:

- No data are currently assigned to the Plan Code.

- Data will be moved to a new or existing Plan Code. Once the target sub plan is identified, you can access use data tools in **Errors** to update the affected records.

- Data for the Plan Code are to be deleted. You can access **Errors** to delete the data.

Determine Job Group Structure for Sub plans

For a Master Plan, the Job Group structure currently set for each sub plan is identified on the Plan Code list in the Job Group *column*: **Corp** indicates corporate structure, the default setting; **EEO** indicates EEO structure.

The **Corp** job group structure is warranted when your organization has Job Groups staffed at multiple levels within each EEO category (e.g., executives in Job Groups 1A, 1B, and 1C). If some of these levels at the sub-plan level will have too few records for meaningful analysis, they can be combined later, using the sub plan's Job Code table.

For smaller locations with too few employees within the EEO categories to warrant dividing them into levels, the EEO structure is advised.

On the Plan Code list, a sub plan can be set to EEO by clicking the link in the Job Group *column* entry for that sub plan. Doing so will bring up a window where you can select the desired structure. Click **Save** to apply the change.

Search for Plan by Plan Code

The Search field performs searches on the Plan Code *column*. Enter text, click **Search**, and **balanceAAP** will display only those plans whose Plan Codes match the Search criteria. Click **Clear** to display all Plan Codes.

✓ Select the reporting classifications for gender, race, and ethnicity

Protected Classes
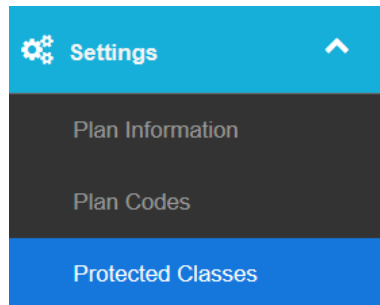
Select Protected Classes for Analysis and Reports

The third task area under ⚙ **Settings** controls what **Protected Classes** will be analyzed in the software for AAP purposes (e.g., Availability) – and subsequently – what *columns* will be included in plan reports.* Because Total Minorities and Female these are required for the AAP, these first two check boxes will be selected by default. However, other categories, including race/ethnicity, can also be checked off, such as:

- Asian
- Black or African American
- Hispanic or Latino
- American Indian or Alaska Native
- Native Hawaiian or Other Pacific Islander
- Two or More Races

*Because ADVERSE IMPACT analysis is run by favored group, these reports will automatically include individual race/ethnicity categories.

> *Quick Tip:* Total Minorities consist of every race in the plan's Race Code table that has been designated as Black, Asian, Pacific Islander, Hispanic, American Indian, or Other Minority.

When the selections are satisfactory, click the **Save** button (located below the menu).

Cascade Master Plan Protected Classes to Sub plans

From the Master Plan, settings for Protected Classes can be applied to sub plans. To do so, navigate to the bottom of the screen, and check the box for: Yes. Apply changes to my sub plans. Then click **Save**.

✓ Verify the calculation settings for Adverse Impact and monitoring
✓ Verify the census data source and the calculation settings to be used in determining Availability

Plan Settings
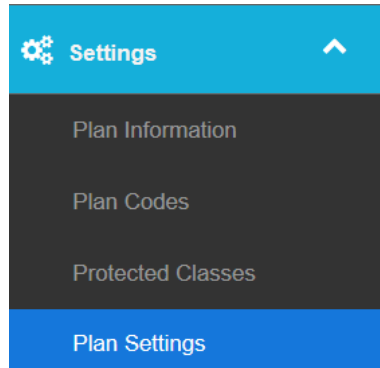
The ⚙ **Plan Settings** screen displays two tabs in the *tab header*:

- **Plan Settings** (Adverse Impact, Monitoring, and Desk Audit Analysis calculations)

- **Availability Calculation Settings** (Census data source, Statistics Settings, and factor weighting options)

The first, or landing, tab is described next, while the second tab is described later in this chapter.

Plan Settings Tab
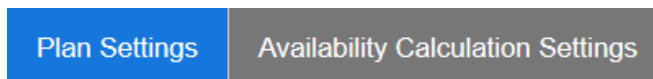
Adverse Impact

Adverse Impact

Reset to Default

Use Fisher's Exact for groups fewer than	30
Standard Deviation Threshold	2.00
Standard Deviation Approaching Threshold	1.85
Fisher's Exact Threshold	0.025
Fisher's Exact Approaching Threshold	0.035

☑ In order to be selected as the favored group for applicants by race, the group must have at least 5 applicants and 1 selection.

☐ For favored group adverse impact calculation thresholds, exclude any group that does not constitute at least two percent of the labor force in the relevant labor area unless such group is two percent of the applicant pool.

On the **Plan Settings** tab, the statistical settings and thresholds used to calculate Adverse Impact are stored:

	Default
Use Fischer's Exact for Groups fewer than:	**30**
Standard Deviation Threshold:	**2.00**
Standard Deviation Approaching Threshold:	**1.85**
Fisher's Exact Threshold	**0.025**
Fisher's Exact Approaching Threshold:	**0.035**

Two checkboxes control thresholds for determining favored groups to ensure adequate representation in these classes:

In order to be selected as the favored group for applicants by race, the group must have at least applicants and 1 selection.	**Checked**
Number of applicants	**5**
For favored-group adverse impact calculation thresholds, exclude any group that does not constitute at least two percent of the labor force in the relevant labor area unless such group is two percent of the applicant pool.	**Unchecked**

Alert: Changes should only be made after careful consideration or discussion with a regulatory consultant or an attorney.

> *Quick Tip:* Restore the recommended settings by clicking the **Reset to Default** button.

About Adverse Impact Analyses
As a research tool for studying equity in personnel actions, Adverse Impact compares the selection rate of one class to the selection rate of another — for example, women versus men. After considering whether the action is positive (e.g., promotion) or negative (e.g., termination), the class exhibiting the optimal selection rate is considered "favored." **BalanceAAP** outputs a family of Adverse Impact **Reports** to accompany the AAP.

About Analysis Group Size and Significance Thresholds
Large-group analysis relies on Standard Deviation, while Fisher's Exact Test is applied for smaller groups.

Standard Deviation calculations of 2.00 or greater, or Fisher's Exact Test results of .025 or lower, are typically considered statistically significant. These threshold entries below trigger flags for statistical significance in Adverse Impact reports. More statistical information is available in the software at: ❓ **Help > Additional Information**.

Click **Save**, at the bottom of the page, if changes are made.

Monitoring

Monitoring

[Reset to Default]

Use the following actions for Goal Attainment

☑ New Hire

☑ Promotion

☐ Transfer

[Save] [Cancel]

If placement goals were set in the prior plan to address areas of underutilization, the current plan will monitor your organization's progress towards attaining those goals. In support of producing the GOAL ATTAINMENT report, the Monitoring menu will control what personnel actions will be included in the analysis.

By default, **New Hire** and **Promotion** are preselected. You may check the box to include **Transfer** data (or exclude other data by deselecting the appropriate box).

Click the **Save** button.

Compensation Desk Audit (Legacy)

The Desk Audit report replicates the preliminary compensation analyses that OFCCP has used in the past to determine if further investigation is warranted.

Cascade Plan Settings to Sub Plans (Master Plans)

All settings changed here can be cascaded down to the sub plans by selecting **Yes** and checking off one or more sub plans, then clicking **Save**.

Availability Calculation Settings Tab

| Plan Settings | Availability Calculation Settings |
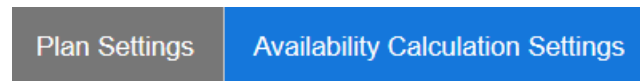
The second ⚙ **Plan Settings** tab is **Availability Calculation Settings**, containing three menus that (1) set the census data source, (2) control some advanced statistical settings, and (3) determine what data are used for Monitoring reports.

External Availability Source

External Availability Source

Use the selected option for the Recruitment Area source in External Availability.

○ 2000 Census Data and Occupation Codes

◉ EEO 2006-2010 ACS Tabulation Data and 2010 Occupation Codes

At the top of the screen under External Availability Source, review the census data selection. The menu will be preset to the one of the following, as previously selected on the **Create Plan** screen:

- 2000 Census Data and Occupation Codes **(Legacy)**

- EEO 2006-2010 ACS Tabulation Data and 2010 Occupation Codes **(Required for plans dated January 1, 2014 and later)**

Cross-reference: For more information, see the chapter, 👥 **About External Availability**.

If you changed from the prior data source to the current one, the system will prompt you to:

1. Choose an Option to fill in missing census Occupation Codes:

   - [U.S. Census Bureau] Crosswalk

   OR

   - Auto Census Coding

2. Choose an Option to Translate Recruitment Areas:

   - **Translate Recruitment Areas for each of the selected region types** — Then, check off each 2000 region type you want translated, including US Summary, State, MSA, and/or County Set.

   OR

   - **Do not translate the Recruitment Areas** — The Recruitment Area for all Job Groups will be defaulted to the United States

     *Once the system performs the translation, you can edit the census occupation/ Job Code matches, using **Availability / > Census Coding** tools. You can then visit **Availability > Recruitment Areas** to edit particular Recruitment Areas.*

Statistics Settings

Statistics Settings

Use Exact Binomial Test (EBT) for groups less than	30
Standard Deviation Significance Threshold	2.00
Standard Deviation Approaching Significance Threshold	1.85
Exact Binomial Significance Threshold	0.050
Exact Binomial Approaching Significance Threshold	0.060

As [mentioned previously](#), **Standard Deviation** is the basis for statistical calculations involving Job Groups with adequate numbers records. By default, Job Groups containing less than **30** records will use the **Exact Binomial** test.

The **Approaching Significance Threshold** and **Significance Threshold** are set for **Standard Deviation** and **Exact Binomial** to provide warnings when underutilization for a group is nearing or meets the significance point, respectively. The INCUMBENCY VS. AVAILABILITY report will indicate these results.

These values should not be changed unless advised by a statistician or attorney. To make changes to a value, enter the new value into the field, and click **Save** at the bottom of the page.

Promotion Percentage Options

By default, **balanceAAP** relies on new hire and promotion data to calculate the percentage of external hires versus internal entrants to Job Groups. To include transfers in this calculation, check the box for: Use both promotions and transfers when calculating new entrants into Job Groups.

Import External Availability Settings

Click the **Import** button at the bottom of the page to display the **Import Settings** menu. Here, select the plan to use by Company, Establishment, and Plan names. Initiate the process by clicking **Import**.

Cascade Master Plan Availability Settings to Sub Plans

All settings changed here can be cascaded down to the sub plans by selecting **Yes,** checking off the sub plans, and clicking **Save**.

If you have imported External Availability settings, you can also use the **Import Settings** menu to determine whether to cascade those settings to sub plans.

✓   Create up to five new Drilldowns or enable three default Drilldowns for organizational reports
✓   Create up to five Rollup levels for aggregate reporting from a Master Plan
✓   Define Plan Groups in a Master Plan for the Dashboard display

Reporting Levels (Optional)
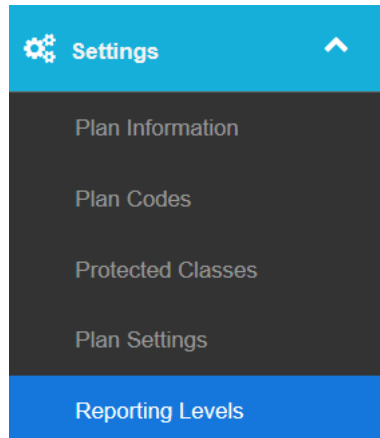
With ⚙ **Settings > Reporting Levels**, the plan preparer can go beyond the Federal definition of an "AAP location" and present diversity results at more detailed, or more expanded, levels. For examples:

- AAP results can be assembled within a single location to represent each hiring manager's area of authority.

- Regional metrics – across multiple AAP locations – can be developed to reflect aggregate results for a wider purview.

There are three levels you can create:

- **Drilldowns** to represent smaller units within a plan, based on existing (i.e., standard fields like "Department") or new (custom) fields

- **(Master Plan) Rollups** to aggregate and display information above the location (sub plan) level

- **(Master Plan) Plan Groups**, which can be used to:
  - Develop and weight 👥 **Availability** factors
  - Arrange plan results across sub plans for the 📊 **Dashboard** display
  - Organize **Trend Reporting** on the **Plan to Plan** tab (where installed)

Important Note: The AAP data set must be properly formatted and imported into balanceAAP to accommodate the Reporting Level(s) you create. Therefore, you will also work in the 🧊 **Data** module to complete this software operation. Later, selections will be made in 📁 **Reports** to output reports or metrics.

> *Cross-reference:* For information on using 📁 **Reports > Filters**, setting up the 📊 **Dashboard**, and outputting reporting results, refer to the separate *BalanceAAP Reports & Dashboard Guide*, available in on-line ❓ **Help** or from Berkshire Product Support.

Drilldowns

Drilldowns   Rollups

About Default Drilldowns from Existing Fields

The system supplies a set of default Drilldowns that derive from standard AAP data fields, as follows:

- Department (System provided, and cannot be edited)
- Job Group
- Grade*
- Job Title

*A field for Grade will be available if included in plan data. To create a Grade Drilldown, make sure a Grade Reference table is imported and a Grade field is included in the data. Below is a list of two Drilldowns, based on Department and Grade:

Drilldowns

Create Drilldowns in order to analyze your plan data by either an existing or user-defined drilldown report level.

Add   Import

	Active	Table	Field	Sector Name
	☑	Department	Department	Sector
✎	☑	Grade-Based	Grade	Pay Scale

Once a Drilldown is created from an existing field, it cannot be deleted for that plan.

About Custom Drilldowns from New Fields

Up to five custom Drilldowns can be identified by name and associated with a Reference table and data Field. Some examples of Drilldowns include: store number, branch location, manager, and discipline.

The sample list below for a Master Plan displays two Drilldowns that represent Functional Unit and Product Group:

Drilldowns

Create Drilldowns in order to analyze your plan data by either an existing or user-defined drilldown report level.

Add   Import

	Active	Table	Field	Sector Name
✎ ✖	☑	Functional Unit Number	Functional Unit Number	
✎ ✖	☑	Product Group	Product Group Name	
	☑	Department	Department	Sector

The custom Drilldown name corresponds to the Reference table name. Likewise, the Field name corresponds to a *column header* on the Reference and Data tables.
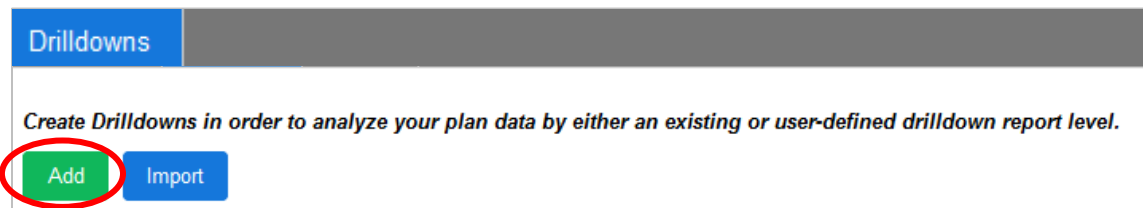
> *Example:* if you create a "Branch Location" Drilldown, Branch Location will be added to the **Reference Tables / Select Table** menu. If "Branch Number" is the specified Drilldown field, Branch Number becomes a *column header* in the Branch Location Reference table and all Data tables.

Quick Tip: Add the custom Drilldown to the system prior to importing Reference or Data tables.

If a custom Drilldown is added after data have been imported, **balanceAAP** will scan the system's user fields and attempt to match the Drilldown name to an existing field.

In addition to specific instructions for Importing Drilldown Reference Tables, see the full instructions for Step3: Import Data and Correct Errors.

Add a Drilldown
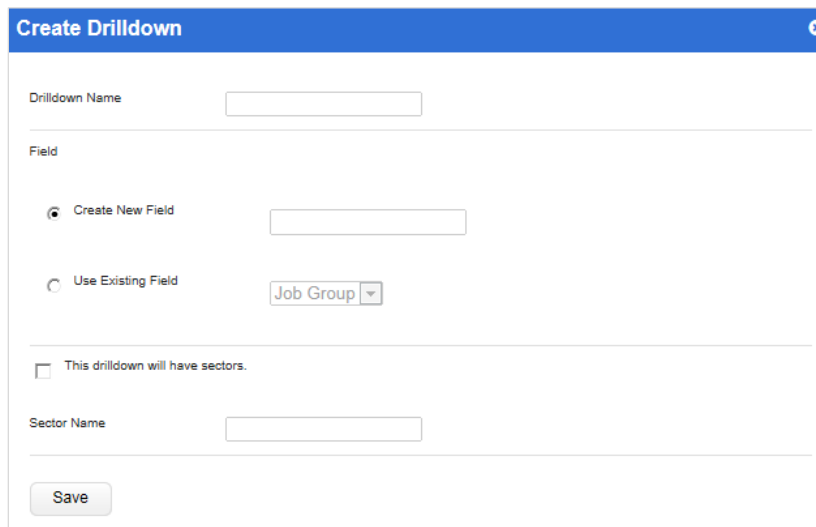
1. Click the **Add** button under the **Drilldown** tab, and the **Create Drilldown** window will appear.

2. Enter the Drilldown name to indicate the unit (e.g., Functional Unit, Department Head).

3. Select the Field:

    A. Choose the radio button for ⊙ Create New Field, and enter a name for the field.

    Note: The Drilldown and Field names may be the same.

    OR

    B. Choose the radio button for ⊙ Use an Existing Field; and from the provided drop-down menu, select Job Group, Grade, or Job Title.

4. (Optional) Check the box next to the tagline: The Drilldown will have sectors. Then enter a Sector Name, which will then appear in the Sector Name menu on the **Sectors** page. (For more information, see the Sectors chapter. If Sectors are to be limited to the default Department Drilldown, they may be created there later.)

5. Click **Save**.

When you are ready to compile **AAP Reports** at plan completion, you can filter the reports by Drilldown. For more information on viewing reports by the Drilldowns, see the *User Manual* section on Reports/Filter.

Other Drilldown Tools (Edit, Delete, Deactivate)

To edit the Drilldown name, click the ✏ **Edit** icon next to the Drilldown Name. To delete a custom Drilldown, click the ✖ **Delete** icon and confirm deletion. The default setting for an added Drilldown is **Active**, but the system allows you to deselect this box to deactivate a Drilldown.

If Drilldowns have been previously created in another plan, they can be imported.

1. Select the **Import** button from the upper *toolbar*.

2. Select the **Import Source** by Company, Establishment, and Plan names. Click **Next**.

3. Click **Create Drilldowns.**

    Note: All Drilldowns previously stored in the current plan will be overwritten.

4. A **Results** screen will indicate the number of records imported and those dropped.

5. Select **Go to Plan Home** to continue working, or click **Go to Drilldowns** to view the Drilldown list.

Plan Groups (Master Plan only)

Plan Group	Drilldowns	Rollups

About Plan Groups

On entry to the **Plan Groups** tab, a list of sub plans will appear for their inclusion in **Plan Groups**; any Plan Groups that are assembled with then become 📊 **Dashboard** display options for organizing AAP metrics.

> *Cross-reference:* For more information on the "executive" Dashboard, see the separate *Reports & Dashboard User's Guide*, available on line, via the ❓ **Help > Library**.

As introduced earlier, Master Plan **Availability** settings can also be applied by Plan Group. If you are interested in producing these executive-level metrics, please review each of the **Availability** tools to determine where applying differentiation by Plan Group may be beneficial and where to retain consistent settings across all plans.

Sort Establishments

The **Plan Groups** list may be sorted by establishment (default) or plan code, using ⊙ radio buttons at the top of the list.

> *Note:* Your organization may have a specialized label in place of the words "Plan Groups" (e.g., Product Lines).

Add a Plan Group

Enter a Plan Group Name in the provided field, and check off each sub plan to include in the group. Then click the **Save** button. A Plan Group list will display in the left-hand *column*.

To create additional **Plan Groups**, click the **Add** button and proceed to naming, identifying, and saving the group. A Plan Group can be hidden from the 📊 **Dashboard** by checking the box to: Hide Plan Group in Dashboard before saving the group. Each Plan Group can be edited at any time.

Other Plan Group Tools

As shown above, the *lower toolbar* also includes buttons to **Import** and **Delete** plan groups.

For those with a large number of plans or existing Plan Groups available in another **balanceAAP** plan, you may import Plan Groups.

Begin by clicking the **Import** button; then:

1. Select the Source –

   - External File

     Note: An External File must have *columns* with data entries for Plan Code and Group Name. Excel format is recommended.

   OR

   - BalanceAAP plan

2. Follow the provided prompts to bring in the information.

3. Choose whether to Overwrite (replace) OR Append (add to) current groups.

Finally, click **Import Plan Groups**.

To remove a group from the list, select it from the left-hand *column*, and click the **Delete** button.

Rollups (Master Plan only)

Plan Groups	Drilldowns	Rollups

For a Master Plan and associated sub plans, **Rollups** allow the plan preparer to capture employee data from several sub plans and provide AAP results that reflect the organizational chain of command. Using the ⚙ **Settings > Reporting Levels / Rollups** tab, you can create up to five Rollups and place them in hierarchical order, representing each level as it "rolls up" into the next highest level.

Example: A Rollup structure for a conglomerate could include levels, from smallest to largest, for functional unit and subsidiary, such as: < <

Goodware Brands (Master Plan)

Treadware Tire Company (subsidiary, alongside others)

Commercial Tires   Consumer Tires   Specialty Tires
(functional units across sub plans)
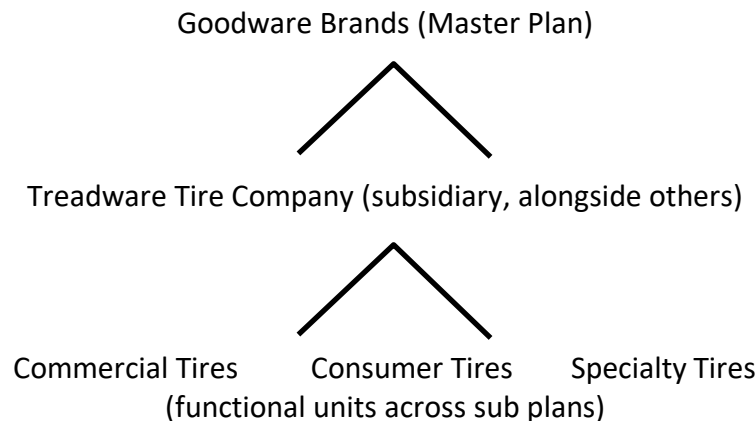
About Creating Rollups and Importing Data

The Rollup Name entered here must correspond to a *column header* (e.g., Region) on all ✿**Data Tables** stored in the system.

Once a Rollup is created here and the **Import** process is initiated, the Rollup Name will display for selection on the **Match Fields** menu. However, because Rollup fields are optional, the application will not validate Rollup fields or send invalid records to **Errors**.

> **Cross-reference:** After the Rollups are created and the appropriate data are imported, you can use ▪ **Reports >** Filter to organize plan reporting by these aggregate reporting units.

Plan Groups	Drilldowns	Rollups	

Create Rollups in order to analyze your data for multiple sub plans by a report level higher than the base plan level.
Sequence Rollups by placing the largest report level at the top and the smallest report level at the bottom. (For example: USA -> Region -> State)

Add   Import

Add a Rollup

From the **Rollups** tab, click the **Add** button, and:

1. Using the Create Rollups window, enter the Rollup name.

2. Select either:

   - Create New Rollup (if the field is not included in the data set)*

     OR

   - Use Existing Field (and select one from the provided drop-down)

Click **Save.** A separate line item will be added for each Rollup you create. Proceed to reviewing the Rollup hierarchy (as described next).

*If you choose Create New Rollup, the Rollup must be created prior to importing data. After step 5, proceed to **Data / Import**.

Create a Rollup Hierarchy

When multiple Rollups are created, you can place them in hierarchical order to view data by multiple levels in that order.

For example, if Rollups have been created for State (subordinate unit) and Region (parent unit), reports can be run that display the Region as a whole or present each State as part of its Region. Reports can also be run for other breakdowns, such as a single State.

From the **Rollups** screen, after adding each Rollup, place them in hierarchical order from highest to lowest, using the Top/Up/Down/Bottom arrows next to each Rollup.

> **Note:** The highest Rollup Level should appear at the top of the list and each successive lower grouping below that.

Once the order is correct, click **Save.**

Other Rollup Tools

To edit the Rollup name, click the ✎ **Edit** icon next to the Rollup Name. To remove a Rollup, click the ✖ **Delete** icon and confirm deletion. The default setting for an added Rollup is **Active**, but the system allows you to deselect the provided check box to deactivate a Rollup.

If Rollups have been previously created in another Master Plan, they can be imported.

1. Select the **Import** button.

2. Select the **Import Source** by Company, Establishment, and Plan names. Click **Next**.

3. Click **Create Rollups.**

   Note: All Rollups previously stored in the current plan will be overwritten.

4. A **Results** screen will indicate the number of records imported and those dropped.

Select <u>Go to Plan Home</u> to continue working, or click <u>Go to Rollups</u> to view the Rollup list.

After Creating the Rollup: Next Step

Proceed to **<u>Rollup Verification</u>** to validate the established Rollup hierarchy.

> ✓ Assign locations from REACH Good Faith Efforts data to Affirmative Action plan establishments

<p align="center">REACH Assignment
(for use with REACH data)</p>
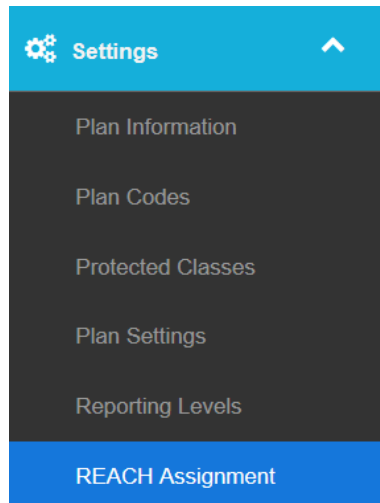
REACH, a companion software product, stores information on Good Faith Efforts, collecting data on recruiting sources and outreach activities for inclusion in your organization's AAP(s). If your organization has created a **REACH** database, those entries will most likely rely on a location-based nomenclature that is independent of the Affirmative Action planning structure. Therefore, each location must be "mapped" to an AAP establishment in **balanceAAP**.

> ***Important Notes:*** Refer to the *REACH User's Guide* (available within ❓ **Help** or from Berkshire's Product Support) for information on using **REACH >** ⚙ **System Tools** to add or delete Location Codes.

> In addition, *y*our **REACH** integration may display a different label in place of "Location" (e.g. Facility).

Assign Locations to Plans

To assist you, the system will automatically bring in any Location Codes, developed in **REACH**, once the REACH integration is activated in **balanceAAP**. (This is particularly helpful for Master Plan/sub plan sets.)

1. After the integration is turned on (as described at the above link), choose ⚙ **Settings > REACH Assignment** from the *side navigation menu*.

2. **(Master Plan only)** From the Plan drop-down in the *menu header*, select the Master (Plan) OR one of the associated sub plans.
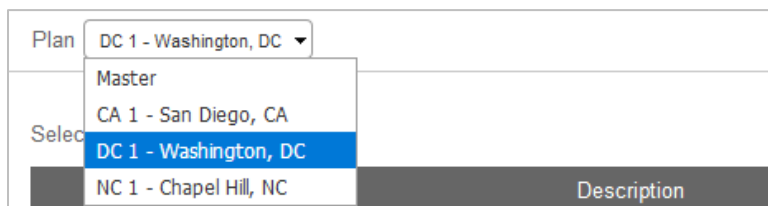
3. All locations associated with your **REACH** software account will be displayed. Based on the Location Code (and Description) shown, check off each location that correlates with, or reports to, the identified plan establishment.

4. Click **Save**.

5. (Master Plan only) Repeat this process for each Plan.

   The location-plan assignments will be pushed to the identified sub plans, but these assignments may be edited within the sub plan.

For more information on including GFEs in the **Narratives**, see: **About Calculated/System-Generated Tags** and **Appendix A**.

Import Location Codes (Recommended for a Master Plan)

The connections between ⚙ **Plan Codes** and the **REACH** Location Codes can be imported from an External File* OR an Existing BalanceAAP Plan.

   *Each connection must be represented by a line item, containing Plan Code and Location Code information. A blank entry for Plan Code should also be included for each Location Code, so they can be assigned to the Master Plan. Location Codes in the file must match those displayed on the **REACH Assignment** list.

Begin by clicking the **Import** button. Choose the Import Source, and follow the guided prompts to bring in the information. Determine whether to Overwrite (replace the current list) or Append (augment the current list).

A Results message will display when the process is complete. (Optional) If the Import Source is an External File, check the box to: Keep my files for later use. The file name will display under the Upload menu, on the Currently Uploaded Files list. Using links at the bottom of the page, you can:

- Go to Plan **Home**
- Go to **REACH Assignment** (to review the assignments).

The Location Codes will be checked off on **REACH Assignment** list by plan, and may be edited as described above.

STEP 3: IMPORT DATA AND CORRECT ERRORS

Data Checklist
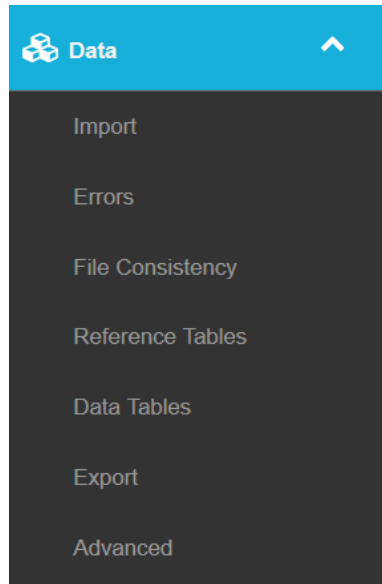
Import

☐ Import Reference and Data tables from an external file or an existing **balanceAAP** plan

Errors

☐ Review and correct quarantined data (for invalid entries or blank required fields)

☐ Run an operational report on Data errors

File Consistency

☐ Review potential discrepancies across each employee's records, and resolve issues, where necessary

☐ Run an operational report on File Consistency issues

Reference Tables

☐ Review (and edit) Reference Tables for completeness and accuracy

☐ Sequence Grades and Job Codes

Data Tables

☐ Review (and edit) Data tables for completeness and accuracy, including

    ☐ Update and augment the Roster

    ☐ Reconcile Applicant and New Hire Data tables

Not Required for the AAP:

Export

☐ Collect and output data for use outside of **balanceAAP**

Advanced

☐ Use optional features to modify or augment plan data

✓	Import Reference and Data tables from an external file or an existing plan
✓	Configure upload**,** match fields, and determine data processing method
✓	Import Master Plan data

Import Data
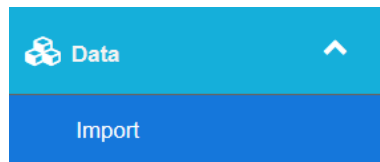
Before you Import Data Tables

Because an AAP analyzes the composition of your organization's workforce, a data set – capturing applicant, employee, and personnel action data – will be required for import into **balanceAAP.** This data set will be comprised of two types of tables:

Reference Tables, a set of tables that define and encompass what data entries are allowed,

AND

Data Tables, which house the actual data entries for the AAP evaluation period, describing each member of the applicant pool and the employee Roster, with supplemental tables documenting personnel actions.

Both types of tables can be extracted from most Human Resources Information Systems (HRIS), and the data set is best imported into the software from one Excel file.

Before proceeding, please examine the incoming file(s) to understand how your organization's data are constructed. With proper data entries and formatting, your HRIS data set can produce required reporting, while also allowing you to take advantage of automation tools and supplemental Affirmative Action analyses.

On-line HELP for Preparing Import Files

The following resources are available on the ❓ **Help > Table of Contents >** *Help for the AAP Data Import*:

- *Understanding BalanceAAP Data Import Requirements*

- *File Structure Details* (offers a complete list of required and optional fields by table)

In the ❓ **Help Library**, you can obtain Berkshire's *Data Requirements Guide* and *Excel Data Requirements Workbook,* or you can request these materials from Berkshire's Product Support.

Import Process Overview

Once the data set is ready, the **Data > Import** process will be comprised of five steps. **BalanceAAP** will guide you through this process – for both Reference and Data tables – via an Import wizard:

In short, you will (1) identify a source for the incoming data, (2) select the tables to include, (3) upload those tables, (4) map the tables to the software's nomenclature, and (5) run the process. These Import steps are described in detail, just a little further along in this chapter.

Default BalanceAAP Data Tables

Reference Code Tables	
Race Code*	***Supplemental***
Gender Code*	*Grade (Workforce Analysis report, salary analyses)*
Job Group	*Promotion Code*
Job Code	*Transfer Code*
Department	*Veteran Code***
Applicant Disposition	
Termination Code	

*Race and Gender — Because the system provides default codes, these tables are not required as part of the incoming data set. You may import a Race Code table if your organization has applied a specific nomenclature to the data set, and **balanceAAP** will assist you with mapping those codes to the defaults.

Veteran Status — After 2015, the status of protected Veterans should be documented through yes/no fields. However, if you are preparing AAP Veteran metrics (and the **VETS-4212 form), the system will accept Veteran codes and produce the necessary counts from those entries.

Disability Status — Disability status does not require a Reference table, as this status will be reflected in the data set by yes/no fields.

Data Tables		
Workforce:	*(Employee) Roster*	***Supplemental***
	Applicant	*Promotion Pool*
Personnel Actions:	*New Hire*	*Termination Pool*
	Promotion	
	Termination	
	Transfer	

Auto-Matching by BalanceAAP

If the incoming Excel *sheets* and *columns* are named similarly to the table and *column* names used by **balanceAAP**, the system will attempt to automatically match them on import. Preparing your data using the provided instructions and templates (as described above) will ensure that auto-matching works most efficiently.

About the Job Code Table and Census Data Source

Before importing, pay attention to the census occupation fields on the Job Code table for the following:

- Plans created on or after January 1, 2014 must use 2010 census codes, identifiable by a four-digit format.

- The 2010 census data source used to populate the Job Code table should match the External Availability Source chosen when the plan was created.

    If the 2010 census data source is selected for a Job Code table containing the previous 2000 census codes, the system will assign 2010 census codes for you.

Map Race Codes on Initial Entry into Data / Import

On the first entry into **Data / Import** from the *side navigation menu*, a prompt will ask you to review the system's Gender Codes and Race Codes. Typically, the Race Codes, contained in the incoming Reference tables, require mapping to the system's defaults:

- A=Asian
- B=Black
- H=Hispanic
- N=American Indian
- P=Pacific Islander
- T=Two or More
- W=White

The following race and gender codes exist for this plan. Before importing your data, please confirm that the codes are correct.

Race Codes
A - Asian
B - Black
H - Hispanic
N - Native American
P - Pacific Islander
T - Two or More
W - White

Gender Codes
F - Female
M - Male

[Confirm and Continue]   [Edit Codes then Import]

Click the **Confirm and Continue** button to use the system's defaults. You can then continue with Step 1 of the **Data / Import** process (as described on the next page).

OR

Click **Edit Codes then Import t**o view the Race Code table, and map the data set's codes (found in the first *column*) to the system's defaults (shown in the *column header bar*). For more information on editing a table, see Page Controls for Editing Tables.

When the cross-walk is complete, return to **Data / Import**, and proceed with importing the data set (as described next).

Import Reference Tables

Because the Reference tables "catalog" the data codes, they must be imported prior to bringing in the Data tables. Both types of tables will be imported in a similar fashion.

1. **Select the Reference Table Import Type**

   ⊙ Using the provided radio buttons, select the **Import Type:** External Data, Import from BalanceTRAK (if installed) OR Import from Existing Plan.

   If this is your organization's first plan in **balanceAAP**, Reference tables are typically imported from an External Data file (e.g., Excel). If you have created a plan in balanceAAP before, and the Reference tables will be the same (or mostly the same), you can choose:
   Import from Existing Plan.

2. **Select Tables from External Data**

   A. The Reference or Data menu displays. Retain the default selection (on first Import) OR click the radio button for: ⊙ Reference Tables.
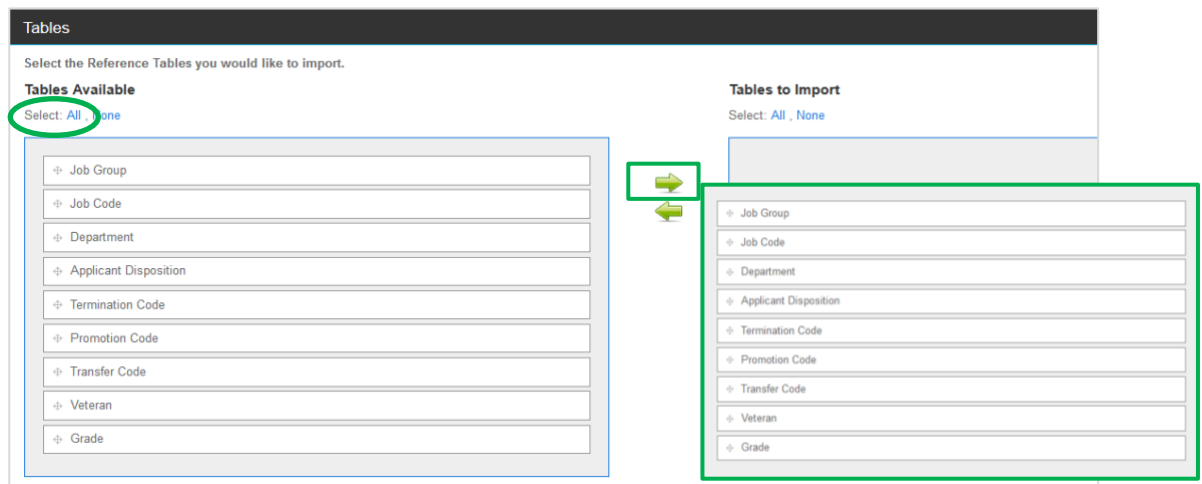
   B. On the Tables menu, choose which tables to import by making selections in the Tables Available *window,* on the left. Then click the ➜ green right-arrow to move the selection(s) to the Tables to Import *window*.

      To include all tables on the first Import, select the <u>All</u> link, as circled below.

      For a simple selection, table(s) cans also be dragged from the left to the right.

      Reminder: Because these selections will create required fields in step 4 below, select only those tables included in the import.

   Click **Next**.

3. **Upload Files**

   On the **Upload Files** screen, select the file(s) on your computer or network from which you will be importing data.

   Considerations: All Reference tables may originate in one Excel workbook, with *sheets* representing each table.

   OR

   Reference tables may be imported one table at a time; however, pay attention to the sequence of file imports: The Job Group table must precede the Grade table and the Job Code table. The rest of the Reference tables can be imported in any order.

Cross-reference: The instructions below are based on importing from Excel. The process to import from an Access database is similar, but additional preparatory steps are necessary. Instructions for importing from a text file are covered at the end of this chapter.

Click **Browse,** and locate the file. (While in the Browse window, press CTRL + Click to include additional files.) The file(s) will be added to the Upload menu.

If your file does not contain *column headers* (most will), uncheck the box for: **First Row Headers**.

After selecting the proper file(s), click **Next** to proceed.

The uploaded files will remain available for future use. To delete a file from the Upload list, return to step (3) Upload, and click the ✖ **Delete** symbol adjacent to the file name.

4. **Match Tables**
   A. On the **Match Tables Options** screen, select whether to view only those tables that the system could not match (default) OR view all tables and fields. Click **Next**.

   Reminder: Prepare the incoming data, using the provided inline ❓ **Help** documentation and templates under **Additional Information**, to ensure that auto-matching functions most efficiently.

   Quick Tip: If you are unsure whether tables and fields have been named appropriately, or if you wish to review how the tables and fields will be matched, check the box for "Show all tables …" and follow these remaining steps.

B. The system will automatically attempt to build a match between the Excel file's fields and system defaults, one table at a time. Potential matches will display on the **Match Tables** screen for your review and editing, where necessary. In the *menu header* (circled below), the Current Table will be listed (e.g., Job Group).

Figure 2: **Match Tables Menus**

C. From the File drop-down, select the file that contains the current table. By default, the first file added to **Currently Uploaded Files** list previously will be selected for you. If only one table was uploaded, it will be selected.

Then, proceed to the Sheet Name drop-down. **BalanceAAP** may recognize the incoming *sheet* name (or the next *sheet* in order) and select it automatically OR choose one (required).

> *Note:* If you see "Sheet 1, Sheet 2, and Sheet 3," these *sheets* were not named in the Excel file. If you see duplicate *sheet* names, with one of the duplicates having a "$" at the end of the name, select the one with the "$".

D. Use the drop-downs, row by row, to build a cross-walk between each of **Your Fields** (from the right-hand *column*) and corresponding **BalanceAAP Fields** (appearing on the left). Fields marked with an asterisk are required. If the system recognized any of **Your Fields**, the selections will already be made.

E. If the Match Table Options were set to only show tables without system matches and you want to see other fields, press the tagline: I would like to add other fields from this sheet. Complete the Add User Fields menu, and click the **Save** button.

 When the matches are satisfactory, click **Next**.

The system will proceed through all identified Reference tables. If only one table is being imported from a single file, you will be taken directly to the **Process Data** step. Repeat the steps to match the file, *sheet*, and *columns* for each table.

5. **Process Data**

   You have three options on the **Process Data** screen to complete the import:

   - **Overwrite** (Default) — All existing records in the system will be erased and replaced with the imported data.

     Quick Tip: Use this option when importing a table for the first time OR to completely replace an existing table or data set.

     Note: To ensure data are not lost inadvertently, the system will request confirmation before performing the overwrite process.

   - **Overwrite Matching Records** — When the system's data and the imported file share one or more common records, as identified by the primary key,* system records will be replaced with incoming data.

     *The primary key is the identifying data entry that differentiates one record from another (e.g., Roster key = Employee Number).

     Quick Tip: As the import occurs, the progress bar will indicate what files are being overwritten.

     Note: Overwriting is not available for Applicant data.

     Example: The system data for some Roster employees are accurate, except for one field, the Department. Therefore, you want to update and import their records, with revised Department entries.

   - **Append** — Imported records will be added to existing tables.

     Quick Tip: Use this option to augment the existing database with unique records.

     Caution: Because duplicate records, as identified by the primary key, will go into **Errors**, review whether Overwrite Matching Records is the better method for your import.

   Click **Next**.

Review the Import Results Summary for Reference Tables

Once the **Data > Import** process is complete, the system will display an Import Results summary (an example is shown below, under *Import Data Tables*).

At the bottom of the page, three links will assist you in navigating to the appropriate next step. Choose one of the following:

- **Back to Data Import** — For the initial data import, select this link, and proceed with importing Data tables (as described below).
- **Go to Errors** — If the Results page indicates issues with one or more imported records, select this link to address the errors.
- **Return to Data Home**

Subsequent Plan Years: Import Reference Tables from Existing Plan

In subsequent plan years, continuity can be maintained, by bringing in Reference tables from an earlier plan. During Step 1 (above), choose: ⊙ Import from Existing Plan.

Then select **Company**, **Establishment**, and **Plan** from the drop-downs. Click **Next** to open the **Process Data** screen, where you can select specific Reference tables to import.

Import Data Tables

After importing Reference tables, return to Step 2 (as described above). From the **Select Tables** screen, choose to import: ⊙ Data Tables. Data tables can be imported in any order.

Quick Tip: For large data sets, the **Import** process may take some time to run. The system will display a progress bar, allowing the user to choose **Run in Background** and receive a notification when the import is complete. You may continue working in other areas of the software.

Invalid Fields Alert (Due to Missing Reference Table)

Because the nomenclature for coded data entries must be represented in a Reference table, **balanceAAP** displays an alert if you attempt to import a Data table *field* where the corresponding Reference table is missing.

Example: Alphanumeric Grade entries are present in the Roster Data table, but the Reference table, defining those entries, is missing.

A menu will display applicable options for handling the issue and identifying the table/field, such as:

- **Allow the records to go into errors.** The table will be imported, but the affected records will be moved to **Errors**.
- **Do not import the [invalid] field.** Use this option if the corresponding Reference table does not exist or will not be developed.
- **Create the [missing] table from the [invalid] field**. Be sure to review the resulting table for accuracy.
- **Go Back**.

Review the Import Results Summary for Data Tables

Import Results

Total Time to Complete Import	9 seconds
Roster	
Number of Records Successfully Imported	369
Number of Records Placed in Errors	3
Applicant	
Number of Records Successfully Imported	63
Number of Records Placed in Errors	6

Files

☐ Keep my files for later use.

The Import Results for Data tables will provide critical information about successful records and those with errors, by Data table.

> *Quick Tip:* Based on successful Import Results, proceed with plan development. If issues exist, consider options to reimport the **Data**, edit **Data** records, and/or address **Errors**.

Retain Files for Future Use – Below the Import Results Summary, check the box next to the tagline: Keep my files for later use.

Additional Instructions for Importing Text Files

Importing a text file (tab, comma, or semi-colon delimited) is similar to the **Import** process described above, with a few exceptions:

- When preparing the file, each table will be represented by a separate file. Within the file, each record will be represented by a text line. The first line in each file should represent *column headers*.

- After choosing to import from text, choose the **Delimiter** from the drop-down.

- During Upload Files (step 3), make sure the box is checked for: **First Row Headers**.

- To import multiple tables, select (CTRL + Click in the Browse window) each text file, during: **Upload Files**.

- During matching (step 4), select a file to match each table. When selecting fields, the *column headers* will appear in the **Your Fields** drop-downs for selection.

Import Drilldown Reference Tables (Optional)

> *Reminder:* Although Drilldowns organize reporting for your internal use, they are not required for the AAP.

If you have created Drilldowns (**Plan / Reporting Levels**) for use in plan reports, a Reference table, containing the Drilldown's codes, may be imported. (You may also build a Drilldown table, housing zip codes for use in building Recruitment Areas.)

Because the Drilldown *column* will be added to the system's **Data Tables**, check the incoming data set to ensure the field is included on all Data tables to prevent records from going to **Errors**.

> *Example:* If Branch Location is a Drilldown, this code now becomes a required field on all Data tables. During the import process, Branch Location will be listed on the Match Tables step with an asterisk, indicating this field is now required by the system.

During **Import**, the Drilldown table name will be listed under: Tables Available. Select the Drilldown Reference table, and follow the steps above.

> *Example:* If you create Branch Location as a Drilldown, under Reference tables to import, Branch Location will be listed.

Import Master Plan Data

Import Plan Code Fields

The **Import** process for a Master Plan follows the same steps; however, the Plan Code field is required for each Data table to link data to the appropriate sub plans.

For employees who work at one plan location and report to another, the Plan Code field on the Roster must indicate the work location, and the **Reports To Plan** field must indicate the reporting location. The employees will be placed on the appropriate sub-plan Rosters for inclusion in the **Reports To Plan** reports, accordingly.

If you are importing plan zip codes to build Recruitment Areas, the Plan Code file should include a zip code for each sub plan. However, zip codes can be added or edited on the ⚙ **Plan Codes** screen.

Import Rollup Fields

If you have created Rollups on the **Plan/Reporting Levels** screen for use in Rollup reports, import a Rollup field in each of the applicable Data tables.

> **Example:** If you create a District Rollup, District becomes an optional field for all Data tables. During **Import** of the Roster, District will display as a field to be matched (Import Step 4, above). Any Roster records imported with a District value would be included in Rollup reports run against the Roster, such as the Job Group Analysis or Roster Checklist.

Page Controls for Editing Tables

Before you review the plan's Reference, Data, and Errors tables, it is helpful to read the following descriptions of **balanceAAP** tools that are available for editing tables.

Figure 3: **Data Tables — Page Control Tools**
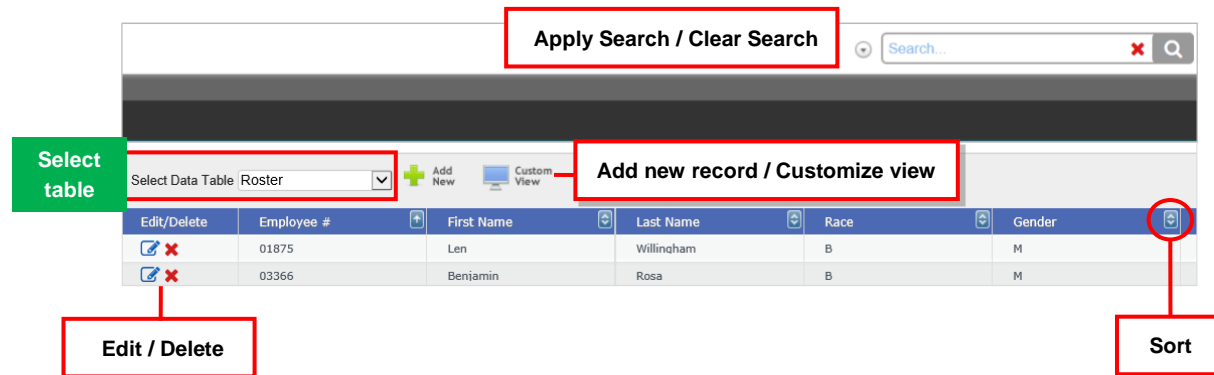
Edit a Record

Click the Edit icon to the left of a record to activate its fields for editing. Editing may be performed in the appropriate format, either alphanumeric entry, drop-down selection, or check box.

Make the desired changes to each field, and click the Save (or "disk") icon to save the record.

To leave the record without making changes, click the Cancel (or "ban symbol") icon. You will be returned to the table view. Fields marked with an asterisk are required. For more information, see: Data Tables (Review and Edit).

Add a Record

Click the Add New (or "plus sign") button. An edit window will appear. Enter the information into each field, and click Save. You will be returned to the table view. If a required field is left empty, a *warning message* will display.

Delete a Record

Click the Delete icon at the left of the line item to remove the record. A confirmation box will appear. Click the **OK** button to complete the deletion, or select the **Cancel** button to go back to the table view without deleting the record.

Customize the Fields Viewed

You can choose which fields will display in each table by creating a Custom View. This feature allows you to see the fields you need to view the most.

Choose the Custom View (or "monitor") icon from the *table header (Figure 3)* to open an **edit** window, displaying all available fields. Check the fields you wish to display, and click **Save**. You can

check all or uncheck all fields by clicking **Select All** or **Unselect All**. Clicking **Reset** will restore and save the default selections for that table.

Navigate Pages

Tables may contain more records than **balanceAAP** can easily display on one screen. In these cases, the records will be sorted by pages, and navigation tools will be provided.
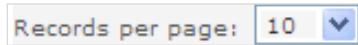
Records per page: 10 ▼

> How many records are displayed at one time is controlled by the **Records per page** drop-down, located in the *table footer* on the bottom left. Please note the more records displayed per page, the longer it will take the page to load.

Pages: |‹‹ | ‹‹ | 1 | 2 | 3 | 4 | 5 | ›› | ››|

> Move through the pages sequentially by clicking the arrow buttons, located in the *table footer* on the bottom right; or jump to a specific page by clicking the displayed page number. Clicking the double arrow buttons to the far right will skip to the first and last pages, respectively.

Sort Records

The order in which the records appear can be changed by sorting on any *column*. Click the ↕ **Up-down** arrow in a *column header (Figure 3),* and the records will sort in ascending order by that *column*. Click the header again, and the records will sort in descending order. An arrow will appear in the *column header* to indicate sorting is being done by that *column*, and the arrow's direction will indicate if the sort is ascending or descending.

Search for Records

⊙ [Search...   ✗ 🔍]

You can also locate a record or limit the display of records by performing a search. Enter key words or a term in the **Search** field, located in the upper right of the *page header*. Click the arrow for the provided drop-down to limit the scan to one or more fields (e.g., Employee #, Last Name, Grade) for a more targeted filter.

Click the 🔍 **Search** icon (or hit the ENTER key)**.** Any record that matches the search criteria will be displayed.

To clear the filter and display all records again, click ⊘ **Clear**, or use the ESCAPE (ESC) key.

Advanced Search – Click the down arrow, located to the left of the Search *bar*, to expand a menu of Applicant/Employee Fields to Search by (e.g., Employee #, First Name, Job Title). Check off one or more Fields before entering Search text.

Delete Unused (for Reference Tables only)
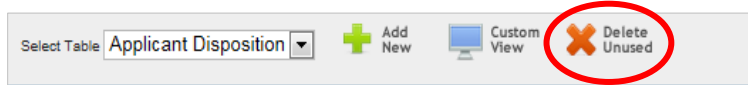
Where available, this function will delete codes from Reference tables when the codes are not present in any Data table. Eliminating these records will consolidate Reference table records, shorten the load and calculation times, and improve the overall system performance.

> *Quick Tip:* Before eliminating Reference table records, consider whether they will be needed in future AAPs.

Click ✖ **Delete Unused** ("X")**,** an icon located in the *table header,* to initiate the process.

Performing Delete Unused in a Master Plan

This function will only apply to the current Master Plan, and will not delete unused codes in the individual sub plans.

✓ Review quarantined data for errors, organized by Data table

    Correct errors at the record level

✓ Review an errors summary by error type, based on Reference table code

    Update errors, using global tools

✓ Run an operational report on Data errors

Errors
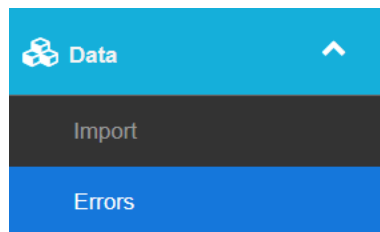
On import, **balanceAAP** will automatically move any invalid or incomplete records to **Data / Errors**, a holding section where affected records can be reviewed and addressed. Just like the imported data set, the module is organized by table name.

> *Important Note:* Because the affected records are quarantined, they will not be available when the AAP's calculations are performed. Therefore, Errors must be addressed before proceeding to ensure accurate reporting results.

Error Detail
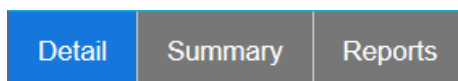
The landing page for **Errors** is the **Detail** tab, which will show a list of all the records in **Errors** for the Roster, by default. A Table drop-down is available in the *menu header* for making a different table selection. **All** records will be displayed unless another option is chosen from the adjacent Error Type drop-down.

A red highlight indicates an invalid data entry. For example, if the highlighted Job Code field in the Roster reads 'ADM100', the entry is not present on the Job Code Reference table. The solution to this error is to enter a different Job Code for the record, add 'ADM100' to the Job Code table, or delete the record.

If the highlighted field is blank, a required entry is missing (e.g., Job Code on a Roster record). To correct the error, click on the **Edit** icon for the employee, and enter a valid entry.

Once the record is updated and no highlighted fields remain, the record will be removed from **Errors** and added to the corresponding Data table.

Errors Summary
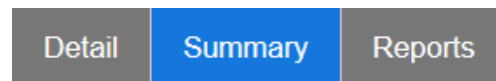
A missing Reference code may often be the cause of an error across multiple records. By accessing the **Errors > Summary** tab, these multiple records can be corrected as a group. On entry, the identified Errors will be organized by Error Type.

> **Example:** The Job Code "ME231" is present in the personnel data, but this entry is not included in the governing Job Code Reference table.

> ### Resolve Code Errors from the Summary View

> From the **Summary** view, you have three radio-button options for resolving code errors:

- **Add this missing code to the [relevant] table.** Use this option if the code is correct, but is missing from the corresponding Reference table. An edit window will appear, prompting you to enter the relevant information for the new code. Then click **Save**.

- **Replace this code with an existing [data type] code.** Use this option when the code was entered incorrectly due to a mistake, typo, or an old record of the code. All records with this invalid code will be updated with the new code. For example, if some records have 'ADM110' instead of the correct 'ADM100' code, this option will update all instances of 'ADM110' with 'ADM100.'

- **Remove all records using this code.** This option will rarely be appropriate. Use it in cases where all records with the invalid code should not be in the plan at all.

> After making a selection, click the **Submit** button.

Example 1: After a few years of preparing plans with the same Reference tables, you included a disposition code of "NR" (not willing to relocate) in the Applicant Data table for the first time. Therefore, records containing the new code went into **Errors**. As a solution for a missing Reference code, select the first radio-button option above, and add 'NR' to the system.

Example 2: The Data tables were brought in with two versions of race code for Pacific Islander: 'P' (correct) and 'PI' (incorrect). Accordingly, the records with 'PI' were sent to **Errors**. As a solution, select the second radio-button option, and replace the incorrect code. Then, choose 'P' from the provided menu to replace all the incorrect entries at one time.

Error Reports

Detail	Summary	Reports
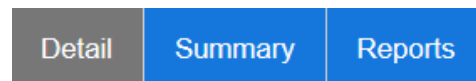
Helpful when any of the detected **Errors** require external research, the **Errors** > **Reports** tab offers tools to compose, view, and output a report. Click the **Reports** tab, and choose from the following settings:

- **Report Type**. Similar to the **Summary** or **Detail** view, you can select to run the report in one of those two formats:

  - **Summary** — The report will display a list of invalid codes, organized by Data table.

  OR

  - **Detail** — Organized by Data table, this reports lists error records, with each item comprised of an Error Description and relevant data fields(e.g., Employee ID, Race).

- **Error Tables**. Choose:

  - **All Tables** — The report will be organized by table.

  OR

  - **Selected Table** — And pick one from the provided drop-down.

- **Report Options**. Choose to view the reports in:

  - **HTML** — Web browser

  OR

  - **PDF**

  Then choose to:

  - **View Report** — In a new browser window

  OR

  - **Export Report** — And choose the export format from the drop-down.

When the selections are complete, select the **Run Report** button.

> *Reminder:* Reports on Errors will not be available after they are resolved.

Correcting Errors in a Master Plan

When all **Errors** are resolved in the Master Plan, the sub plans will also be free of errors. If you are resolving **Errors** while in a sub plan, those corrections will carry up to the Master Plan.

Reference codes or data records added or deleted from the Master Plan will be added or deleted in all corresponding sub plans.

> ✓ Review issues that indicate potential discrepancies across an employee's records
> ✓ Edit, delete, or add records to resolve issues, where necessary
> ✓ Run an operational report on File Consistency issues

File Consistency
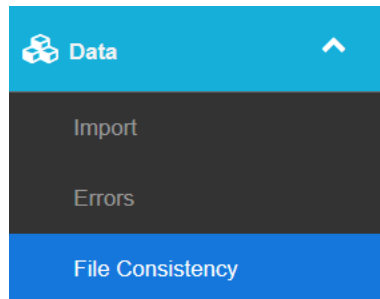
When initiated by the user, **balanceAAP** will scan the plan's **Data** to check for ♟ **File Consistency** across each employee's set of records. Any discrepancies will be displayed for your review. To ensure accurate reporting, **File Consistency** tools allow you to:

1. Fine-tune scan settings for the **File Consistency** check

2. Address any flagged issues in a manner appropriate for your organization

For example, the system will flag a variance between a worker's new hire and Roster record if the variance is not explained by promotion or transfer. If a missing personal action record is causing the issue, this data can be entered to resolve the issue.

Quick Tip: For personnel actions to be included in the **File Consistency** check, make sure dates are included on all personnel action Data tables.

Include or Exclude File Consistency Issues

When you first enter **File Consistency**, the **Edit Settings** tab will display.

Here, you can view a menu of issues, and determine what issues the system will flag. The Options menu is closed by default; click on the ✚ **Plus sign** in the **Options** *menu header* to expand the menu and review its settings.
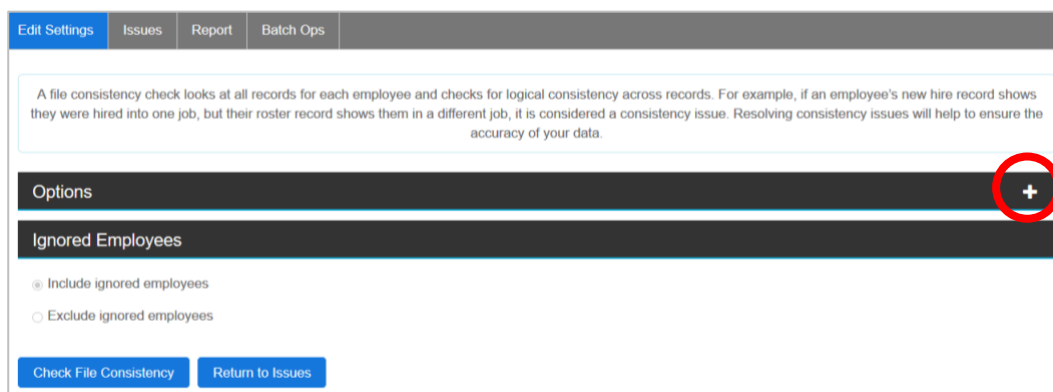
The **File Consistency** check can be configured to flag the following issues:

- **Personnel Action [PA] not in Date Range** — A record falls outside the plan's personnel action data range.

- **Employee still In Roster** — An employee has a termination record, but remains on the Roster.

- **Employee not in Roster or Terminations** — An employee is involved in a personnel action, but lacks a corresponding Roster or termination record.

- **Old Job does not match last New Job** — An employee was hired, promoted, or transferred, and the Roster fails to reflect the current or latest Job Code. On the rare occasion that an employee is involved in more than one promotion and/or transfer during the plan year, the system will flag a mismatch in the progression of Job Codes.

- **Employee was Terminated** — An employee is listed on the Roster following a termination, and was not rehired during the plan year.

- **Hire Date is after Plan Date** — A Roster record has a hire date that occurs after the plan date.

- **Missing New Hire Record** — A Roster record has a hire date within the personnel action date range, but no new hire record exists for that employee.

- **Old Job Matches New Job** — Turned off by default, this option flags a two-job personnel action if the starting job is the same as the ending job. This type of record may be correct when it reflects a department change.

- **Old Job matches New Job and Old Department matches New Department** — Also turned off by default, this option will flag a two-job action if the job and the department remain the same across both records. This type of record may be correct when it reflects a salary change.

- **Employee was already Hired** — Turned off by default, this option will flag an employee with more than one new hire record, when not explained by an intervening termination record.

- **(Master Plans) PA Plan Code does not match Roster Plan Cod**e — The personnel action and Roster records for an employee have a Plan Code discrepancy.

- **Multiple Transactions on the Same Day** — An employee involved in multiple personnel actions on the same date will be flagged to help ensure those transactions have been accurately recorded.

- **(If a prior AAP is linked) Prior Year Roster does not Match** — A discrepancy exists between the prior and current Rosters (e.g., the Job Code does not match for an employee).

- **(If a prior AAP is linked) Not in Prior Year Roster** — The employee is missing from the prior roster, but lacks a New Hire record.

Scan the Prior and Current Rosters

If the current Annual Plan is linked to a ⟳ **History > Source** (e.g., prior **balanceAAP** plan, Start Point Analysis) OR you are working in an Update Plan, a File Consistency scan can compare the current and prior Rosters to help ensure the two tables are in agreement.

> ***Before you begin:*** Visit **History > Source > History Settings** to:
>
> - Verify the Source
>
> AND
>
> - Under Prior Year Plan, ensure the following box is checked: Include prior year roster in the file consistency check. (Click the **Apply** button if you had to check the box.)
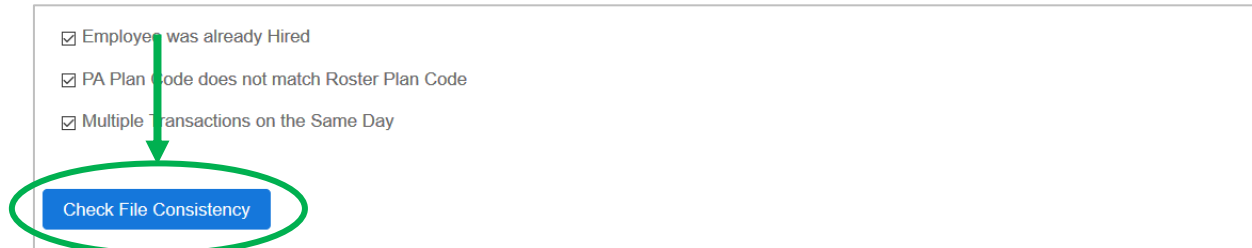
After the above settings are in place, return to the File Consistency module, landing on the **Edit Settings** tab. As described above, expand the Options menu. Then, place a check mark next to the following alert option: Prior Year Roster Does Not Match.

Run File Consistency Check and View Results

Once the desired **File Consistency / Options** are established, click the **Check File Consistency** button.

When the scan is complete, either a "no issues" banner will pop up OR the **Issues** tab will automatically show; the latter is shown in *Figure 4* below. An alert in the **Issues** *toolbar* will display the total number of employees with issues (highlighted at the right, in the figure below).

Figure 4: **File Consistency — Navigation and Tools for Reviewing Issues**

A. Navigation

Navigation Methods

1. Resolve each record and allow the system to present the next employee.
2. Click the button for **Next Employee** (or **Previous Employee**).
   OR
3. Click the View Employees tab to open a new window; and choose an employee (shown in order of Employee Number or Last Name).

B. Edit Records

Issue Review / Edit Tools
1. Remove the employee from plan calculations.*
2. As applicable, add a transaction record to resolve the issue.
3. Remove the employee record.*
4. Edit or delete the transaction record.

To ensure all employees are accurately represented in the data, use these methods with care.

View (File Consistency) Filters

If there are a large number of issues flagged on the **Issues** tab, the results may be filtered to reduce the display. Select the **View Filters** tab (as shown in Figure 4A) from the right side of the *tab header*.

By default, all issue types present in the results will display. Deselect the check boxes until only the desired issue types remain. Then click the **Set Filter** link.

The menu can be closed by clicking the tab again, now labeled: **Close Filters**.

Resolve Issues in Individual Employee Records

Below a global *banner* on the **Issues** tab, indicating the issue type, each employee record is displayed one at a time, so the record(s) can be resolved. Each data record associated with an employee's transactions (e.g., Roster, Termination, New Hire) will be shown separately in *columns,* as shown in *Figure 4B,* above.

To highlight a transaction, click once within its *column*. When clicked, a transaction with a suspected issue will display possible actions for resolving that issue. Particularly critical when there are multiple transactions are involved, this "issue" record will display a red background in its *column header/toolbar*. Conversely, the governing or cleared transaction will flash a green alert in the global *banner*, reminding you of the alternative finding.

The transaction *toolbar* will display an ✏ **Edit** ("pencil") icon for each transaction record, activating the fields for editing. After you type a few characters in an active field, the system will provide suggested entries for correcting the item.

Adjacent to the **Edit** icon is the ✖ **Delete** ("X") icon. Although record removal should only be performed in rare circumstances, it may be a viable solution for an invalid transaction record.

Solutions to Common File Consistency Issues

The following are examples of file consistency issues, with potential solutions identified by bullets:

PA Not In Date Range — The date for an employee's personnel action occurred outside the personnel action date range the plan covers. To correct this issue, check the personnel action date. If the action did occur outside the plan date range, delete the personnel action.

Still In Roster — The employee appears both on the Termination table and the active Roster, and no re-hire record accounts for the occurrences.

- Add to the New Hire table — If the employee was re-hired
- Remove From Roster — If the employee was terminated and not re-hired
- Remove From Termination — If the employee was not terminated

Employee Not In Roster or Terminations — An employee is engaged in a personnel action, but is not active on the Roster or listed in the Termination table.

- Add to Roster — If active as of the plan date
- Add to Termination — If terminated following the personnel action and as of the plan date
- Delete the Record — If either the Roster record or the personnel action record is invalid

Old Job Does Not Match Last New Job — A job change for an employee (e.g., transfer, promotion) does not correlate between the Roster and the applicable personnel action table.

- Add PA — To explain the job change from one action to the next
- Edit Record — To change the start or end job for one or both of the actions
- Delete Record — If one of the records is invalid

Employee was Terminated — Two termination records exist for an employee without a new-hire record in between.

- Add New Hire — Add a New Hire record to show the employee was rehired.
- Delete Record — If one of the records is invalid

Employee was Already Hired — Two new-hire records exist for an employee without a termination record in between to account for the second hire.

- Add Termination — Add a Termination record to show rehired employee.
- Delete Record — Delete one of the New Hire records

Hire Date after Plan Date — The Roster record contains a new hire date for an employee that occurs after the plan date.

- Edit Record — Edit the hire date of the employee.
- Delete Record — Delete the Roster record if the employee was not employed on the plan date.

Missing New Hire Record — The hire date for an employee on the Roster falls within the personnel action date range, but the employee is not on the New Hire table.

- Add New Hire — Add a New Hire record to reflect the new hire date in the Roster.
- Edit Record — Edit the hire date of the employee.

Change Record Type to Resolve an Issue

While editing a transaction record, the Record Type, or personnel action, may be updated by selecting a different option from the provided drop-down menu to resolve an issue. (In *Figure 4B* above, see the first line item in the transaction record.)

Ignore a Record

From the employee record detail on the **Issues** tab, choose the **Ignore** button from the *tab header (Figure 4B).*

> **Note:** Use this solution with caution, as the record will not be included in corrective **Batch Ops** (described next) or plan calculations.

> *Quick Tip:* Records for ignored employees can be resolved later, so they are included in plan calculations. Return to **File Consistency > Edit Settings**. Under the Ignored Employees *menu header*, click the radio button to ⊙ **Include Ignored Employees** and rerun the **File Consistency** check.

File Consistency Report
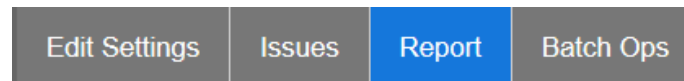
After the **File Consistency** check is run, an additional tab for **Report** will display, with tools to output a report to support your review, and if necessary, research of the identified issues. Access the tab, and choose an area of focus:

- All Employees and Issues (Default)
- Selected Employee — Choose a name from the provided drop-down.
- Selected Issues — Select (or deselect) one or more issues.

Then choose to:

- **View Report** — In a new browser window (Default)

OR

- **Export Report** — And choose the file format from the drop-down (Word, PDF, or Excel).

When the selections are complete, select the **Run Report** button.

Reminder: The report will not be available after issues have been resolved.

Batch Operations for File Consistency Issues
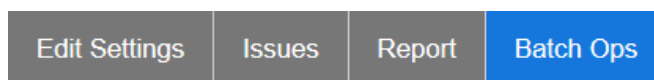
Batch operations (or **Batch Ops**, the fourth tab from the left) can be used to make corrections for **File Consistency** issues that occur across multiple records, excluding ignored records.

After reviewing the preceding *User Manual* section on common issues and assessing the records on the **Issues** screen, click the **Batch Ops** tab for access to a list of operations. The table below lists the available batch operations:

Table 4. BalanceAAP File Consistency Batch Operations		
Issue Category	**Updated Table**	**Available Batch Operation**
Missing New Hire Record	New Hire	Insert a new hire for employees with a roster hire date within the personnel action date range who do not have a corresponding new hire.
Last Job Does Not Match New Job	New Hire	Insert a new hire for employees who have termination as the most recent personnel action and are in the roster with a hire date that occurs after the termination date.
	Promotion	Insert a promotion for employees whose job code in the roster does not match the last job code in personnel actions.
	Transfer	Insert a transfer for employees whose department code in the roster does not match the last department code in personnel actions.
Not In Roster or Terminations	New Hire	Delete employees with only a new hire record.
	Promotion	Delete employees with only a promotion record.
	Transfer	Delete employees with only a transfer record.
Still in Roster	Roster	Delete roster records where a termination is the most recent personnel activity.
Not In Roster or Terminations	Applicable Personnel Actions	Delete personnel action records that cause a "Not in Roster or Terminations" issue.
Multiple Transactions on the Same Day	Applicable Personnel Actions	Delete Terminations when there are other transactions on the same day for an employee.
		Delete Transfers when there are other transactions on the same day for an employee.
		Delete Promotions when there are other transactions on the same day for an employee.
Personnel Action Plan Code Does Not Match Roster Plan Code (Master Plan only)	Applicable Personnel Actions	Update plan codes in personnel action records for an employee to match the roster plan code.
		Update plan codes in personnel action records for an employee to match the reports to roster plan code.

Click the **Run Batch Ops** button to perform the selected operation. A message will appear, listing the number of rows to be affected. Click **OK** to initiate the batch operation. (Click **Cancel** to return to the **Batch Ops** tab without performing the operation.)

✓ Review (and edit) the Reference tables for completeness and accuracy
✓ Sequence Grades and Job Codes

Reference Tables (Review and Edit)
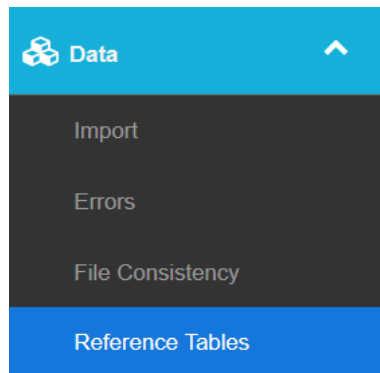
After data **Import** and validation for **Errors** and **File Consistency**, the next step is to visit each of **balanceAAP's** two databases to review entries, and make edits, if necessary. The first stop will be ⚙**Data > Reference Tables,** where you can review the library of permitted data entries.

Quick Tip: Click the ✏ **Edit** button to enter a record, and update the check box or alphanumeric entry. Then click 💾 **Save** to retain the updated information.

Understanding and Verifying Reference Tables

For each Reference table, familiarize yourself with the hierarchy and association of the data fields, and ensure that the information is correct. For some examples:

- **Race Code** – Review that every line item indicates the appropriate match to the system defaults.

- **Job Group** – Ensure each Job Group is assigned to the proper EEO category.

- **Job Code** – Ensure each Job Code is assigned to the proper Job Group.

- **Termination Code** – Check that each termination code is properly marked (or not marked) as Voluntary. Note for AAP purposes, death is voluntary.

- **(Optional) Drilldown Code** – Any new Drilldown created on the **Reporting Levels** screen must have a corresponding Drilldown Reference table, listing all codes for the Drilldown field.

Below, tables requiring more comprehensive review and editing are described in more detail.

Grade (Sequencing)

If you imported Salary Midpoint with the Grade Reference table *(Figure 5),* ensure the values are correct. You may also enter midpoints, or click the **$ Populate Salary Midpoint** tool to calculate these numbers, as described below.

Caution: Incorrectly formatted entries in the incoming data set will be set to zero.

The Salary Midpoint serves as the basis for sequencing grades (and jobs within grades) in ascending order for the WORKFORCE ANALYSIS report, one of two options for submitting an Organizational Profile. The grade sequence will also determine how the JOB GROUP ANALYSIS is organized.

Figure 5: **Grade Reference Table Tools**

Default Sequencing

The first time you enter the 📋 **Sequencing** (or "clipboard") screen (or **Reports**), the system will automatically sequence the Grade Sequencing list by Salary Midpoint. In addition, Job Codes within the grade will be sorted by EEO Category and Average Salary.

Populate Salary Midpoint and Sequence

Click the **$** **Populate Salary Midpoint** button, depicted as a "dollar sign symbol," in the Grade Reference *table header.* This action will populate salary midpoints, based on plan data, and initiate automatic Sequencing, based on the results. To view or edit the sequence results, click the 📋 **Sequencing** icon, and follow the instructions below.

If you would like to enter a Salary Midpoint, 📝 **Edit** the record.

If Grades are not Available

If the data set does not contain Grade entries, the system will sort Job Codes/Titles by the average salary of Roster employees holding the position. Click the **Order Jobs Without Grades** button, located in the *table header*, to access a screen with additional sorting tools that are similar to those described below.

> ***Quick Tip:*** For those who are Sequencing jobs by grade, some jobs may appear on the **Jobs with No Grades** list due to a blank grade entry on the Job Code Reference table. Return to that table to correct the omission.

Adjust the Grade Sequence

Choose the Grade table from the **Select Reference Table** drop-down. Then, select the
📋 **Sequencing** button from the *table header* to display the Grade Sequencing list in Sequence
(number) order:

	Grade	Salary Midpoint	Sequence	Move Up/Down
		Order Jobs By EEO/Salary	Order Jobs Without Grades	
Order Jobs	X04	$550,500.00	1	⤒ ▲ ▼ ⤓
Order Jobs	X02	$227,500.00	2	
Order Jobs	X01	$161,275.00	3	
Order Jobs	M04	$153,532.50	4	

Use one of the following methods to adjust the displayed sort.

Grade — For alphabetical or numeric entries on the Grade list, click the **Grade** *column header* to
set the order in ascending sequence. To set the order in descending sequence, click **Grade** again.

⤒ ▲ ▼ ⤓ **Move Up/Down Arrows** — Click a Grade Sequencing list record to display arrows on
the right side of the record line. The outside arrows will move the record to the top or bottom of
the list, respectively. The two inside arrows will move the record one spot up or down in the list,
respectively.

Once the grades are in the proper sequence, click the **Save** button at the bottom of the page.

Note: If **changes** are made to existing entries in the Grade or Job Code Reference tables after
automatic Sequencing has been run, the system will be triggered to recalculate the sort. Any
adjustments made to the Grade Sequencing list order since the last automatic Sequencing will
be lost.

Resequence Grades for a New Grade or Job Code

If **additions** are made to the Grade or Job Code tables at a later time, a message will display above
the table (and on the 📕 **Reports** home page) prompting you to Resequence the grades:

A new pay grade or job code has been added, this will cause the sequencing to be incorrect. **Resequence** the pay grades for reporting to work properly.

Click the **Resequence** link, which opens the Sequencing tools. The addition(s) will be placed at the
bottom of the list and can be repositioned, as necessary.

Adjust the Sequence of Job Codes within Grades

For the WORKFORCE ANALYSIS report, Job Codes must also be sequenced within each grade. The
Order Jobs by EEO/Salary button, located in the upper toolbar, will automatically order all jobs
within all grades.

To sort a particular grade, click the **Order Jobs** link adjacent to a Grade Sequencing record to display
the Job Codes associated with a grade:

Job Code	Job Title	EEO Code	Avg Salary	Sequence	Move Up/Down
CSA013	Manager, Fitness Center	1.2	0.00	1	⊼ ▲ ▼ ⊻
HRM245	Benefits & Comp Analyst I	2	60000.00	2	
MIS255	Programmer Analyst IV	2	59025.00	3	

Jobs for E05

Sequence your job codes within the selected grade.

Use one of the following options to sort them from highest paid to lowest paid.

EEO Code — Click the **EEO Code** header to sort the jobs by EEO Code. You may need to make additional adjustments, using the arrow method.

⊼ ▲ ▼ ⊻ **Move Up/Down Arrows** — Select an appropriate arrow to move the Job Code record to another position.

When the order is satisfactory, click **Save** and then **Back**.

Master Plan Grade Sequencing
For those working with a Master Plan, 📋 **Sequencing** is only available in the Master Plan, and the sequence settings will carry down to the sub plans.

Within the Master Plan, you may choose to cascade the 💲 **Salary Midpoint** results to the sub plans from that menu. The 💲 **Salary Midpoint** function can also be run in each sub plan.

Job Code (Census Coding)

Critical for determining External Availability statistics, the Job Code Reference table serves as the "crosswalk" between your organization's Job Codes and the published U.S. Census occupation codes. Therefore, the system facilitates the population of the Census Code field through various methods:

Copy Census Codes from another Plan
If Job Code-census code matches exist in another **balanceAAP** plan, this function will read those assignments and bring them into the current plan.

Choose the 📥 **Copy Census Codes** (or "paper with arrow") button from the *table header*, and select the source plan by **Company, Establishment,** and **Plan**. Then choose either **Overwrite** (replace all) or **Append** (update only when the census code is not assigned). Click **Copy**.

Quick Tip: Using the Append option is only useful if the function is performed prior to Auto Census Coding (described below).

Auto Census Coding
Before determining **Availability** and completing other plan elements, each Job Code must be assigned a census occupation code. When you leave the **Data** screens, the Auto Census Coding function will assign census codes for any missing Job Codes, based on job title and EEO category. The assigned codes can be edited on the Job Code table or by using [Availability](#) tools.

Copy Census Codes in a Master Plan

You can choose to apply this function to selected sub plans.

Auto Census Coding in a Master Plans

This function will assign the codes for the Master Plan and all sub plans.

Job Code (Mapping REACH Job Families)

Users who have set up Job Families in **REACH** must include that information on the Job Code table so that the Job Family for each Job Code can be tied to the Job Group for plan preparation purposes.

Department ("Reports to" entries)

The Department Reference table is integral to organizing employees for reporting, by Department Code. If the ORGANIZATIONAL DISPLAY is your choice for Organization Profile, include entries in the Reports To *column*, which can be used by **balanceAAP** to develop the **Department Hierarchy**.

Applicant Disposition (Matching to System Defaults)

Ensure your company's disposition codes conform to the system's nomenclature below:

Hired — An external applicant was hired. This hire should be indicated on both the New Hire and Applicant tables.

Internal Successful — The applicant was already employed with the company, applied for another position, and was given that position. These employees should not be listed on the New Hire table.

Offer Extended — The applicant has turned down an offer of employment. On Adverse Impact reporting, candidates reaching "Offer Extended" will be counted as successful applicants.

Exclude — The applicant does not meet the "Definition of an Internet Applicant," such as those who fail to meet the minimum requirements, withdrew from consideration, or did not apply for a specific position. Although these applicants will be excluded from Adverse Impact and other analyses, they will remain in the software database.

Combine Job Groups in a Master Plan

If a Corporate* is selected as the structure for a Master Plan, Job Groups in a sub plan may be combined where necessary to ensure the number of records is sufficient enough for meaningful analysis.

*Refer to Master Plan settings on the **Plan Codes** screen.

To combine Job Groups, open the applicable sub plan. Go to: **Data / Reference Tables;** and select the Job Group table. Click on the ❚❚❚❚ **Combine Job Groups** icon, which is depicted as a "joined suitcase symbol" in the *table header toolbar*. The current Corporate Job Group table will display. Using the drop-downs provided under the Job Group header, select a new group wherever necessary, or leave the displayed group unchanged. Click **Save**.

Important note: When Job Groups are combined at the sub-plan level, any sub-plan **Availability** settings associated with the Job Group will be lost. Return to **Availability** to rebuild these settings.

✓ Review (and edit) Data tables for completeness and accuracy, including:

Update or augment the Roster for Reports In/Reports Out, Report to Plan, Annotation Only employees, and/or Work versus plan location

Assign supervisors on the Roster for the Organizational Display, if applicable

✓ Reconcile Applicant and New Hire Data tables

Data Tables (Review and Edit)
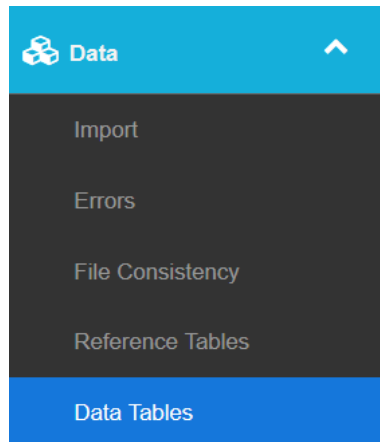
Why Accurate Data Tables are Important

In simple terms, 🎲 **Data Tables** are the "building blocks" of **balanceAAP's** database, capturing descriptive information about your organization's workforce and applicant pool – while also tracking any personnel activities they may be involved in. Because the software relies on this database to perform statistical analysis that will guide your organization's workforce planning for the upcoming year, it is essential to verify these tables are accurate before preparing any AAP calculations.

Each table is described below; for more information on how to edit tables, please read: **Page Controls for Editing Tables**.

> *Quick Tip:* Click the ✏️ **Edit** button to update a record; then click 💾 **Save** on exit.

> *Cross-reference*: Each table type will have specific required fields, pertaining to both record identifiers and the table's particular contents. For a full list of required fields, refer to ❓ **Help**, on line at: *Help for the Data Import / File Structure Details*.

Roster Table Review

The Roster Data table forms the cornerstone of your organization's AAP. Although balanceAAP will run error and **File Consistency** checks on imported data, you can save time by ensuring the information contained in the Roster table is complete and accurate prior to import.

Typically after the Import is complete, some fields may necessitate review, as follows.

Demographic Status

Veteran Code — The VETS-4212 form requires a count of all protected Veterans within your organization's workforce. This total will be calculated from a Veteran Status field, indicating "true" for each Veteran on the Roster table.

> *Note on Legacy Veteran Coding:* **BalanceAAP** remains compatible with the prior system of assigning codes by Veteran class. The software will simply count the number of employees having any of the assigned codes. Under this method, a Veteran Code Reference table must be present in the system, and appropriate Veteran codes must be assigned on the Roster table.

Disability Status — Check that a *column* is present and entries indicating Individuals with Disabilities are up to date. Disability status for an employee may change over time.

Different Work Location

If your organization has one or more satellite locations with less than < 50 employees that will "roll into" a single Regular plan, you can include and verify work location information.

> *Note:* For Master Plans, refer to instructions for **Annotation Only and Reports In / Reports Out Employees** further on in this chapter.

- **Annotation Only** — Roster employees who work at satellite locations with < 50 employees should have the box checked for: Annotation Only. This employee category is also known as "within plan, different work location."

- **Work Location** — A text description (e.g., Chicago, IL) for the satellite employees' work locations should be included. This information will appear in ■ **Reports.**

Use ❤ Annotation Helper on the Roster

When the Work Location field is populated, click the **Annotation Helper** icon (the "price tag symbol" in the *table header*) and globally update Annotation Only fields. From the displayed Work Locations, indicate whether each location should be marked as Annotation Only or no selection. Click the **Apply** button.

Work Zip Code and Home Zip Codes

If you want to build Recruitment Areas for calculating External Availability using zip codes, make sure each employee record contains this information and that the information is correct.

Compensation Data

Include data, as required, for OFCCP submission in the event of an audit, including *columns*/data entries for: Wage Rate, Typical Hours in Work Week, Other Compensation, and Status.

Drilldowns

If you choose to include Drilldowns in **Reporting Levels**, the Drilldown field for each Drilldown table will be included in the Roster and all other Data tables as a system-required field. Each Data table must include each Drilldown field; otherwise, the incomplete Data table will be placed in **Errors**.

Supervisor and Supervisor Employee Number

If you choose the Organizational Display as the plan's Organizational Profile, supervisor information is needed to create a **Department Hierarchy** for the profile: Make sure a check mark for each supervisor is placed in the Supervisor *column*; and ensure that appropriate entries are made in the Supervisor Employee ID *column*.

You can include or update Supervisor information in one of the following ways.

1. Click the ✎ **Edit** icon for an individual record to activate the row, and click the check box located in the Supervisor *column*.

   OR

2. Choose the 👤 **Assign Supervisor** (or "user with pencil") icon from the *table header*. ⊙ From the Assign Supervisors menu, select one of two radio-button options:

   - By EEO Code — The system will update all employees that are assigned to a job code in the EEO-1 category, marking them as supervisors.

   - By Supervisor Emp(loyee) # — If the employee ID of the supervisor for each employee is included in employee records, the system will determine supervisors for you.

   Click the **Assign** button.

   Note: This action will overwrite current Supervisor assignments.

Applicant Table Review

The Applicant table stores information necessary for reporting on the hiring and utilization of females, minorities, Veterans, and Individuals with Disabilities. Of note is the requirement for each applicant to have an entry for disposition code.

Review Applicants' Self-Identification Data

Because many applicants choose to not self-identify race, gender, Veteran status, or disability, the system does not require these fields to have entries. If records are missing this information, the field must be left blank. The applicant will be included in reports for which an entry is present and excluded from reports where the entry is blank.

Applicant Zip Code

If you want to build Recruitment Areas for calculating External Availability using Applicant zip codes, each applicant record must contain this information.

Ensure Applicant and New Hire Data Match

A new hire will be indicated in the Data table at two different places. The hired applicant will be:

- Marked on the Applicant table, with a Disposition code of "Hired"

- Represented by a New Hire record

For accuracy, the two tables should be reviewed and the records reconciled, if differences are found.

Quick Tip: Compare the number of applicants with a disposition code of "Hired" to the number of new hires to help determine whether inconsistencies may exist.

Below, several tools to help you clean up Applicant and New Hire data are described.

Reconcile Hired Applicants and New Hires, using [icon] **Apps to Hires**

Accessed through the "suitcase" icon in the Applicant *table header,* a set of functions, called "**Apps to Hires**," will help you globally reconcile the Applicant and New Hire tables (see *Figure 6* below).

Generate a Workbook to Review Inconsistencies
Select whether to include Excel formatting (to shade rows), and click the button for **Generate Apps to Hires Workbook** *(Figure 6.A)*. The system will generate a workbook, showing records with issues by category for your review (e.g., Partial Matches, Hired Applicants without New Hire).

Import a Corrected Apps to Hires Workbook
After edits are made in the generated workbook, the file may be re-imported into balanceAAP. Under Batch Processing, choose the **Import Apps to Hires Workbook** button *(Figure 6.B)*. From the displayed menu, choose a Hired Disposition Code. Then Browse for the file on your computer, and click the **Upload** button.

Caution: The system will generate a workbook title, based on the plan name. If a corrected file will be imported into the system, this title must be retained.

Figure 6: **Apps to Hires Batch Processing Toolbar — Reconciling Applicants and New Hires**

Find and Resolve Duplicates

This comprehensive **Apps to Hires** tool will run a scan to isolate potential duplicates in Applicant data and help you resolve the necessary records. Navigate to the *toolbar*, and press the **Clean Up Duplicate Applicants** button to do so (shown in *Figure 6* above, outlined in red).

The first step is to review/set up the "rules" for the duplicate data scan. By default, total of nine Fields — Applicant Number, First Name, Last Name, Race, Gender, Job Code, Disposition Code, Requisition Number, and Employee Number — are included in the scan, but Fields can be included or excluded at your discretion.

> *Note:* Fewer results are likely when several Applicant Fields are included; conversely, a large number of matches may result when All Fields are included.

Using the *left-side menu*, determine which Fields the system should consider when ascertaining a set of like Applicant records.

When the selections are suitable, scroll down in the *left column*, and run the **Find Duplicates** scan.
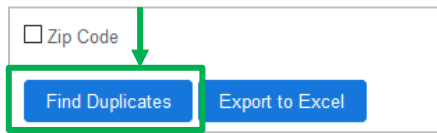
As applicable, view the results in the right-hand *grid (shown above)*; each set of records will be delineated through color shading. (Optional) If helpful, **Export (Results) to Excel** for further research.

Finally, work with the results *grid* to select similar records that require resolution: For each set of similar records, determine the duplicate, if any, and select the corresponding check box.

> *Caution:* Keep in mind that the same Applicant may have applied to multiple Job Codes or job Requisitions during the AAP analysis period.

Then, navigate above the results, and press the **Remove All Duplicates in Grid** button.

Perform Other Batch Processing to Correct Issues (See *Figure 6*, above, outlined in red.)

- Click the **Swap Hires** button in the *lower toolbar* to have **balanceAAP** update the Applicant table so that it matches the New Hire table. (True/false entries for Disability and Veteran Status will also be transferred.)

  Before you Swap Hires: Generate the **Apps to Hires** workbook (or review the Applicant table) to verify the "Hired" disposition of each applicant. This will prevent Applicant data from being mistakenly lost.

- Choose the **Clean up Requisitions** button to remove all applicant records for a job posting, in which no one was hired. The system will scan applicant and new hire data and make the determination, based on the Requisition (Job Posting) number.

  ⊙ Two radio-button options will display for cleaning up the data:

    - Delete Applicants, if Requisition lacks an Applicant Disposition Code of Hired. If selected, then include one or more specific codes: Hired, Declined and/or Internal Successful.

    - Update Requisition Job Codes to match the Job Code of the New Hire(s), if one Job Code was used in both.

  Click the **Clean up Requisitions** button again.

- Select the **Update Applicant Info** button to display a menu of options for updating mismatched and/or blank records globally across applicant and new hire data. Choose a field from the provided drop-down, and click one of the displayed options for updating the field. Then click the **Update** button. You may also **Preview** the changes before applying the update.

Correct Applicant-New Hire Issues at the Record-Level
In lieu of using **Apps to Hires** tools to correct data issues, return to the Applicant (or the New Hire) table to update individual records.

Reconcile Records for Veterans and Individuals with Disabilities (IWD)
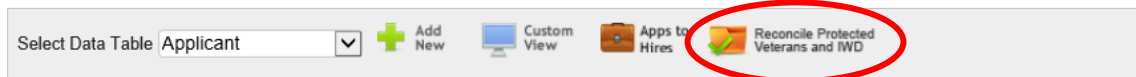
The Applicant table also includes a button to ☑ **Reconcile Protected Veterans and IWD**.

Using this batch-processing function, entries for Veteran and Disability Status on the Roster/New Hire tables can be reconciled with corresponding records on the Applicant table, based on a full match (e.g., First Name, Last Name, Race, Gender, Job Code). This action will locate any "true" entries on either the Roster/New Hire or the Applicant tables and correct the corresponding blank entry in the other table(s).

New Hire Table Review

In addition to appearing on the Applicant and Roster tables, Disability Status and Veteran Status (true/false) are required on the New Hire table. If a record is edited on either of the Roster or the New Hire tables, the update will apply to both tables. As noted above, batch processing can be employed to reconcile these fields with those on the Applicant table.

(If applicable) Promotion and Termination Pools

In addition to Promotion and Termination Data tables, the user may import Data tables reflecting assigned promotion and termination pools. A *column* for Promotion or Termination Pool ID must be included to tie the data together, accordingly.

Master Plan Data Tables

Plan Code Entries in Data Tables

To identify which sub plan a record belongs to, data entries for Plan Code are required for every Data table. These codes should correspond to the Plan Code list (as recorded in the ⚙ **Plan Codes** module).

Roster Table: Reports In / Reports Out and Annotation Only

Many employees will work, and report to a manager who is present, at the same location. However, in some cases, an employee's work (physical) and "report" (sub plan) locations will be different. Therefore, the Roster table will account for any employees who have relationships two sub plans, via fields for: Work Location and Report Location.

To ensure each of these employees are "included" in the correct sub plan and properly "annotated" in the other plan, below are some considerations:

Different Work and Report Locations — For an employee whose work (physical) and report (sub plan) locations are different, text descriptions (e.g., Chicago, IL) should appear in the Work Location and Report Location fields to document this occurrence. Then, the type of connection should be assigned as follows:

Reporting Locations with < 50 Employees — By checking the "Annotation Only" box for employees who are working at a reporting location with < 50 employees, they can be rolled into a managing location or into the plan where HR is located.

Reports In — If a reporting employee works off-site at another sub plan location, check the box for: Reports In. The employee will be annotated at the place of employment, but his or her data will be included in the manager's plan.

Reports Out — If an employee works at the sub plan location, but reports to a manager in a different sub plan, check the box for: Reports Out. The employee's data will be included in the manager's plan, but he or she will be annotated in the local plan.

> *Quick Tip:* If you have to make these changes for a large number of employees, please use the **Annotation Helper**, described next.

🏷 Annotation Helper in a Master Plan
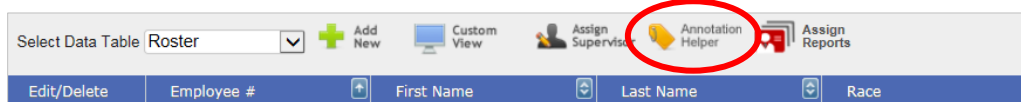
> *Reminder:* As described above, the fields for Work Location and Plan Code must be populated on the Roster to take advantage of this data tool.

The **Annotation Helper** will to update the Reports In, Reports Out, and Annotation Only fields globally.

From the Roster table's *header*, access the **Annotation Helper**. An edit window will appear, displaying a list of Work Location and Plan Code combinations. For each unique combination, indicate in the left *column* whether it should be marked as Annotation Only or no selection.

Click the **Apply** button, and all records in the Roster that have a Work Location identified will be updated with the option selected. These changes will automatically cascade to the sub plans.

Assign Reports in a Master Plan
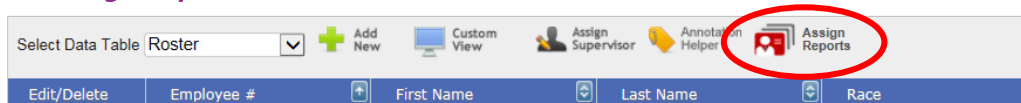
To automate the processing of assigning "Reports to" Locations, based on Plan Code, click the **Assign Reports** icon, available in the Roster *table header*.

1. In the upper part of the associated menu (as shown below), ⊙ select a radio button for one of the following Update Options:

    - All Report to Plan Codes will be updated.

    - Report to Plan Codes will be updated if the Supervisor has a Plan Code.

    - Only blank Report to Plan Codes will be updated. (Default)

2. Use the provided check box to: Assign Location. (The default selection is checked, which will: Assign Report Location when assigning Report to Plan Code.)

3. Check off the EEO Groups to assign. (Default selections for EEO Job Groups are: 1.1 and 1.2)

4. Click the **Assign** button.

Caution about (Optional) Rollup Fields

If you have included Rollups as **Reporting Levels** for a Master Plan, each Data table will include the designated field. Although entries in the Rollup fields are not required, any record with a blank or invalid Rollup entry will not be included in Rollup reporting.

Apps to Hires Batch Processing

The operation to **Clean up Requisitions** is only available in the Master Plan.

Promotion / Transfer Tables: Cross-plan Movements

BalanceAAP can consider employee movement between sub plans in a Master plan, when determining Internal Availability. To do so, ensure these entries are documented, via fields for "Old Plan Code" and "New Plan Code" on the Promotion and Transfer Data tables.

✓   Collect and output data for use outside of **balanceAAP**.

Export Data (Optional)
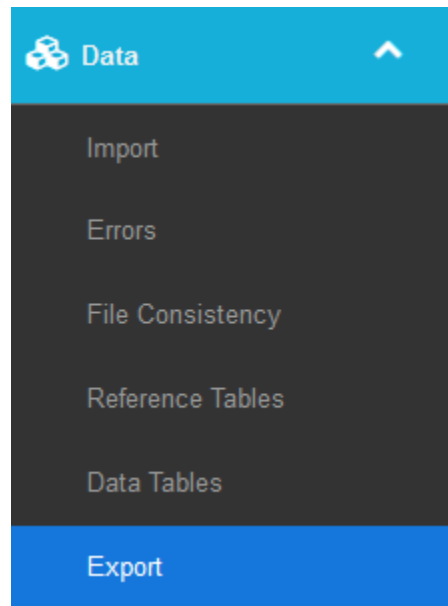
Using ⚘ **Data > Export** tools, you can configure a data export and transfer the specified data from one or more **balanceAAP** Data tables into an Excel or text file.

Start at the top-left of the *window*, in the Export Options menu, and select a file type from the drop-down:

- Excel 2007
- Excel 97-2003
- Text (CSV)

Next, to limit Reference table fields to those in use, check the box for an optional setting:
Only include used codes (for Department Codes, Grade, Job Group and Job Code tables).

Move on to the Export Tables menu to select one or more Data tables and optionally, exclude fields:

1. Check off one or more tables to export.

2. (Optional) To further customize the export, click the 🖥 **Custom View** icon for a particular table, as circled above.

a. Deselect any fields to be excluded from the export.

b. Press the **Save** button to return to the main menu.

Quick Tip: Once a customized view is set on the Export Tables menu, the ☑ "monitor" icon will also display a check mark for the table. An existing view can be edited or **Reset** at any time.

Finally, scroll to bottom of the Export menu, and the click the **Export Data** button. If you selected multiple tables, the tables will export as individual *sheets* in an Excel file, or as multiple text files, depending on the file type selected

Export Compensation Data from Roster

This **Data > Export** function, in accordance with Item 19 of the Scheduling letter, will prepare an OFCCP submission in Excel, containing compensation data. Check to the box for: Compliance Review Compensation Submission. The following Roster fields will export:

ID	*Job Group*
Name	*Wage Rate*
Gender	*Other Comp(ensation)*
Race	*Hours in Week*
Hire Date	*Grade*
Job Title	*Department*
Job Code	*Work Location*
EEO Category	*Status*

Quick Tip: Use the 🖥 Custom View to include additional fields, such as user fields created to break out Other Comp(ensation) by type.

✓	Use optional features to modify plan data

Data / Advanced (Optional)
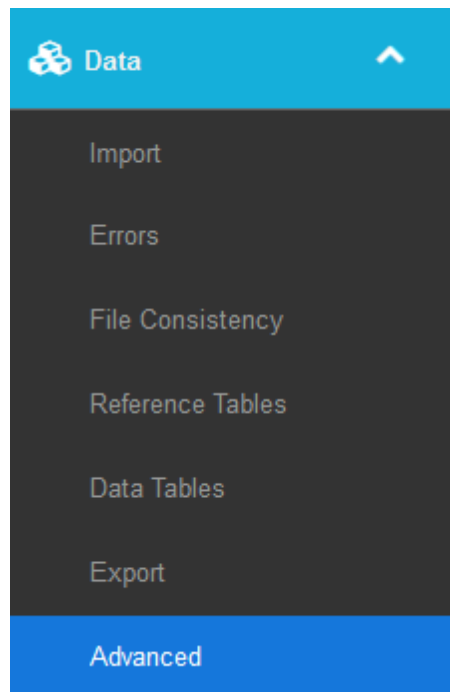
The ⚙ **Data > Advanced** module include task areas for (1) performing batch operations in the database to update data entries, (2) defining custom personnel actions, (3) adding custom user fields, and (4) standardizing codes for case in the Reference Data tables.

Batch Operations for Data

Batch Operations, available under **Data / Advanced**, will allow you to configure and perform a process to update or delete specific data values in a global manner. Defining and applying the batch operation involves the following six steps:

Step 1 — Plans

Select to use data from another plan, by selecting **Yes.** Select **No** if you want to use data from the current plan.

If you choose to use data from another plan, select the **Company, Establishment,** and **Plan** from the drop-down menus.

Click **Next**.

Step 2 — Tables

If you selected to use data from the current plan, select the table(s) you want to include.

If you chose to use data from an additional plan, the tables from the current plan will be displayed first, followed by the tables from the additional plan. You must select a table from the Current Plan and Additional Plan.

Click **Next** once you have made your selections.

Step 3 — Connections

Create a connection between the previously selected tables. You will need to make a valid connection for the data to match correctly.

In the **Add Connection** menu, choose Table and Field. If you have chosen to use data from another plan, choose **Current Plan** or **Additional Plan** to view the corresponding tables. Click **Add Connection** once you have completed making selections.

The Connection will display in the Current Connections list. To delete a Connection from the list, click the check box for the corresponding connection, and click **Delete Connection.**

Step 4 — Filters

Narrow down the data to be included in the operation, based on specific criteria.

In the **Add Filter** menu, select the table and field you want to use when creating the filter. If you are using data from another plan, choose **Current Plan** or **Additional Plan** to view corresponding tables and fields.

Using the center *column* drop-down, choose an operator:

- Equal To
- Not Equal To
- Less Than
- Less Than or Equal To
- Greater Than
- Greater Than or Equal To
- Contains *
- Does Not Contain*

*For these two operators, the system can filter on an underscore, a percent symbol, or square brackets to make batch corrections for those symbols.

Using the right-hand *column*, choose:

- Literal value—A word, phrase, number, or other data found in the selected Table and Field
- Tables—Select a table and field from the Current Plan of the Additional Plan

Click **Add Filter** after making selections.

Created Filters will display in the **Current Filters** section. Indicate how the conditions in the filter should be used, either:

- All of the following conditions must be true.
- Only one of the following conditions must be true.

Click **Next.**

Step 5 — Results

The Results will display in table format for your review. If you had selected to use data from an additional plan, the fields will be color coded to differentiate the tables and their corresponding fields. To change the Results, click **Previous** to revisit previous steps and change the report's criteria.

If the Results are correct, choose an action:

- Export the results to a file
- Delete data from this plan
- Update data in this plan

Click **Next.**

Step 6 — Operation

Execute the action chosen at the end of Step 5.

If you selected to export the results to a file, select an Export File Type. Then click **Export Results**.

If you selected to delete data from this plan, based on the results, select the table from which the records should be deleted. Then click **Delete**.

If you chose to update data in this plan, based on the results, choose the Table and Field to update.

Then select to update the data using one of the following:

- A Literal Value — A word, phrase, number, or other data found
- Update from another field — Choose a table and field from the current plan or additional plan
- Manipulate Current value — Change the case of the value, or trim spaces from the beginning or end of the value.

Click **Next** and **Update** to perform the update by batch operation.

Example: *Perform a* Batch Operation to Convert Veteran Code to Veteran Status (True/False).

User-Defined Personnel Actions

A module for **User Defined Personnel Actions** (UPAs) is accessed from the **Data > Advanced** menu. Here, the advanced user can supplement standard personnel actions with unique or company-specific personnel actions for your organization's account. These UPAs can be positive or negative events.

Some standard titles will be present in the software, and additional custom personnel action tables can be added to the system, then populated and activated by plan. UPAs can be useful for:

- Performing Adverse Impact analyses on atypical events or actions.

- As part of Internal Availability, enhancing the automated process to read feeders, by supplementing the Promotion table with historical promotion data.

- Building an aggregate table of Promotion or Termination selections and pools.

UPA Examples:

- Demotions
- Merger
- Employees Trained
- Reinstated
- Historical Promotions data

Create a new User Defined Personnel Action

Choose the **Add** button from the *upper toolbar* to display the **Add Personnel Action** menu:

1. Then enter a Personnel Action Name (e.g., Historical Promotions).

   a. Click the Number of Positions Involved: 1 OR 2.

   b. Choose an Action Type of: Positive OR Negative.

2. Although most users will retain the default settings, users developing Adverse Impact analyses may consider the following option – Choose the Adverse Impact Pool source for this action:

   - Use the Plan History Source (Default)

   OR

   - Include Pool and Selections in the Action

   Note: The User Defined Personnel Actions menu will display separate tables for each of the two types, as shown in the screenshot above.

3. If desired, check: Include this Action in File Consistency (unchecked by default).

4. Click the **Save** button.

This Data table will appear in the Table menu for selection during **Data > Import**, listed by the Personnel Action Name you entered. Once imported, the table will appear in menus where Data tables can be selected, and the information will be available for inclusion in calculations or reporting.

> *Example:* In support of determining feeders (as part of calculating **Internal** Availability), the Historical Promotions table – containing data on promotions for a series of years – is imported. In addition to displaying in the **Data > Import** menu, the table will appear in **Data Tables** for selection (shown below) and as part of Feeder Options.

Activate or Deactivate the User-Defined Personnel Action

By default, user-defined personnel actions are inactive. Click on the **No** entry in the **In Use** *column* to make an item active; conversely, click on the **Yes** entry to deactivate an item.

Delete the User-Defined Personnel Action

To delete the user-defined personnel action from the system, Select the item, and click **Delete**. The item will be deleted for your entire organization, not just for the current plan. To remove it for the current plan only, deactivate it as described above.

> *Note:* If you delete an action that is in use by any plan, the accompanying data will be lost.

Master Plan Settings
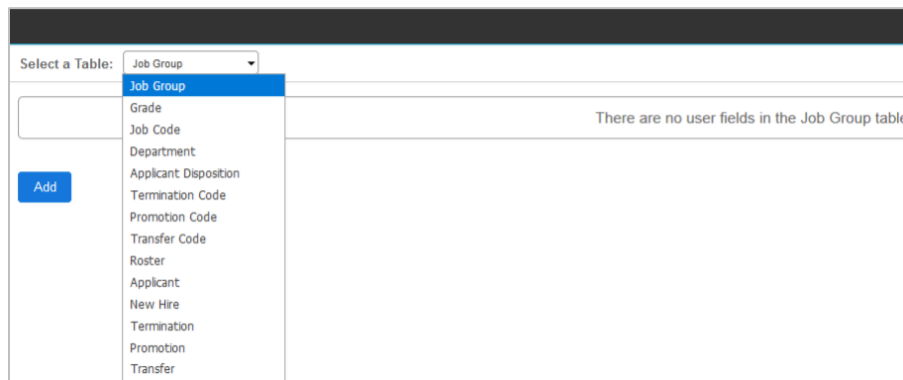
All user defined personnel actions created in the Master Plan will be included in the sub plans. All changes made in the Master Plan will cascade to each of the sub plans.

Manage User Fields

By using **Manage User Fields**, you can add to five "custom" *columns*, or user fields, to a Data table, and accommodate special data needs for a particular set of information. It is recommended that you add the user field prior to importing data.

Create the User Field

From the *header* drop-down, select the **balanceAAP** table to which the field will be added, and click the **Add** button**.**

Enter a name for the field, and click **Save**. This field name will appear on the **Match Tables** menu during **Import**, and the *column* will be added to the selected Data table.

Delete the User Field

Warning — Deleting an existing user field will remove any data in the field across all plans in the client account. To delete a field, select it from the list, and click ✖ **Delete**.

Standardize Codes

The Standardize Codes operation will ensure consistency in the use of upper-case letters in data coding, as stored in the Reference Data tables. By running this operation, you can obtain cleaner results when the **File Consistency** check is performed.

Select Code(s) and Run the Standardized Codes Operation

Choose one or more the following code types:

- Employee Number
- Race Code
- Gender Code
- Job Code
- Department Code
- Disposition Code
- Termination Code
- Promotion Code
- Transfer Code

Note: All codes are selected by default.

Then, press the **Standardize Codes** button.

STEP 4: ESTABLISH DEPARTMENT HIERARCHY FOR THE ORGANIZATIONAL PROFILE

Organizational Profile Checklist
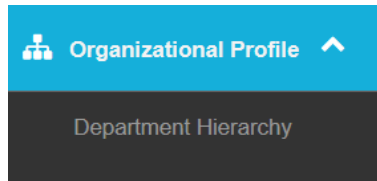
If your organization chooses the **Organizational Display**, one of two options for presenting an Organizational Profile, a **Department Hierarchy** must be developed.

From the *side navigation menu*, expand the **Organizational Profile** *bar* to access this activity.

Department Hierarchy
- ☐ Build a Department Hierarchy, based on how departments report to each other
- ☐ Verify the demographics of departmental personnel and supervisors

Not Required for the AAP:

Sectors
- ☐ Create predefined groups of departments or other units on which voluntary AAP reports can be run

✓ Build a Department Hierarchy, based on how departments report to each other
✓ Verify the demographics of departmental personnel and supervisors

Department Hierarchy

⊹ Organizational Profile ∧

Department Hierarchy
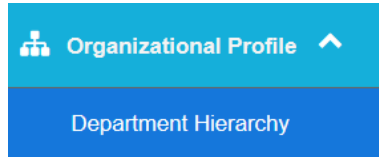
The Organizational Display is one of two reports that meet OFCCP requirements for preparing an organizational profile. (If you have chosen the alternative Workforce Analysis, a department hierarchy is not necessary.)

BalanceAAP relies on your organization's department hierarchy, or chain of command, to assemble an Organizational Display, displaying an overview of supervisor and employee demographics for inclusion in an AAP. By identifying (1) "Reports To" on the Department Reference table and (2) supervisors on the Roster, you can have **balanceAAP** will build the ⊹ **Department Hierarchy** for you.

> *Quick Tip:* If you know the Department Reference table is properly populated with "Reports To," bypass the **Guide Me** wizard when building the **Department Hierarchy**, and proceed directly to viewing the system-generated hierarchy.

Hierarchy results may be edited, as described below.

View the System-created Department Hierarchy
Begin by viewing what **balanceAAP** created: The **Department Hierarchy** will appear in tree form. Reporting departments will appear indented below corresponding parent departments.

Expand or Collapse Department Hierarchy Tree

Click the provided ➕ **Expand** button next to a department to display the reporting departments. You can expand the entire tree by clicking **Expand All**. To hide a department's details, click the ➖ **Collapse** button next to an expanded department, or click **Collapse All**.

Expand All Collapse All ☐ Show Employee Statistics Build Department Hierarchy by Supervisor

➖ 1000 - President, CEO
　➖ 1025 - Corporate Technical Officer
　　➖ 1140 - Corporate Information Systems
　　　1135 - Office Systems
　➖ 1035 - General Counsel

Search by Department or Employee
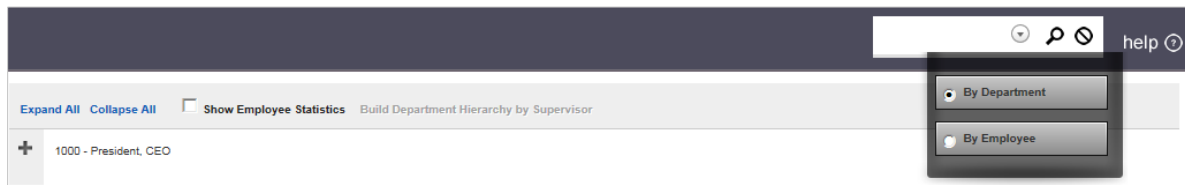
Using the Search drop-down in the header, enter part or all of the Department Code/name or an employee name in the Search field, and click 🔍 **Search**. For all results, the department will appear highlighted in yellow. If multiple employee results are found by the system, all relevant departments will be highlighted.

Edit the existing Department Hierarchy

To begin, expand the existing tree as needed; then, click the name of an existing department.
◉ An edit window will open, offering three radio-button options:

- **None**

- **Department Code** — Then, begin to type the Department name or code to display a drop-down of potential matches. Click on the desired match.

OR

- **Other** — Again, begin to enter the establishment name or location in the **Reports to** box, and select the desired match from the provided drop-down.

Click **Assign**.

Assign Supervisors on the Roster

If supervisors have not been previously assigned, highlight a department to activate the **Assign** button. After clicking **Assign**, select the **View Roster** button to see the list of employees in that department.

> *Quick Tip:* Use the Search field to locate a particular supervisor's name.

Check the Supervisor box for each supervisor, and click **Save Supervisor** before returning to the hierarchy tree.

Build Department Hierarchy by Supervisor

When Roster employees have been linked to supervisors (using the supervisors' employee IDs), the **Build Department Hierarchy by Supervisor** link will be available in the *tree header*. Click the link to have balanceAAP determine your organization's reporting structure by supervisor.

> *Important Note:* The current hierarchy will be overwritten, if you click **OK** for this method.

A menu will display rules, governing how parent departments will be assigned, when employees report to multiple departments:

- Use the department of the supervisor with the highest EEO category
- Use the department of the supervisor with the highest salary
- Use the department that is most common among the supervisors

While the defaults are sufficient, you may place the rules in another order of preference. Click the **OK** button to produce updated hierarchy results.

> *Quick Tip:* When a single parent department cannot be determined, the **Assign** button, adjacent to a highlighted department, may be used to make an entry (as described below).

Show Supervisor/Employee Demographics

From the *tree header*, check the box for: Show Employee Statistics. For each department, counts and demographics for employees (and supervisors, if identified in the Roster) will display.

> *Cross-reference:* For a sample of the ORGANIZATIONAL DISPLAY report, refer to the accompanying *Client's Guide to AAP Reports*, available on-line, in ❓ **Help > <u>Library</u>**.

An example of the department demographics display is as follows:
Total 10 (5WM / 5BF) Supervisors 2 (1WM / 1BF).

Typical acronyms are as follows:

- BF = Black Female
- BM = Black Male
- WF = White Female
- WM = White Male

If your organization's supervisor information is not displayed, follow the instructions above to: ***Assign Supervisors***.

Master Plan Department Hierarchy Settings

The **Department Hierarchy** settings are controlled by the Master Plan and cannot be changed in a sub plan. All changes made in the Master Plan will apply in the sub plans.

✓ Create predefined groups of departments or other units on which voluntary AAP reports can be run

Sectors (Optional)
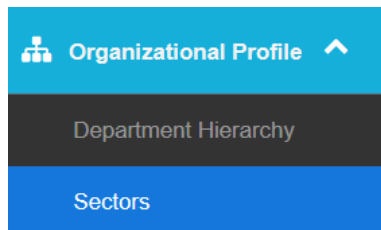
What are Sectors?

🔗 **Sectors** offer another method for configuring voluntary AAP reporting, in this case by allowing you to group various <u>Drilldowns</u>, or units within a single AAP, into reporting displays. In addition to producing voluntary results separately by Drilldown unit, the results can be produced by Sector, which is a group of Drilldown units.

Group Departments into Sectors

The most common method is to rely on the system's default Drilldown for Department, and group those Departments for unit-based reporting. For example, a company's Departments for "U.S. Sales," "Marketing," and "Customer Service" can be grouped under a functional unit that is called: "Sales Function," and so on.

> *Note:* The **Sectors** bar will not appear in the *side navigation menu* until one is created. So, on the first visit, locate the Organizational Profile / Sectors caption on the plan's **Home** page. Once Sectors exist, the bar will be located under **Organizational Profile**.

In the module, start by choosing the **Add New** button from the *toolbar*, and entering an appropriate Sector title in the pop-up window. Then click **Save**.
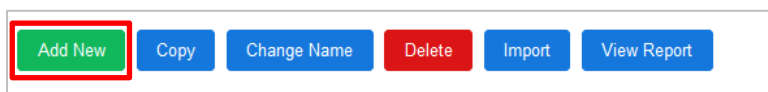
The Department units, as defined in the AAP, will display below the *toolbar*:

To add organizational units to the Sector, check the box next to each unit to be included. A yellow-green highlight will indicate the addition. To remove an included unit from the Sector, deselect its check box.

Create a Custom Sector

Before you Begin: **Visit Settings > Reporting Levels > Drilldowns** to define the Sector as part of the Drilldown.

Then, access the **Sectors** module, and the Sector you defined will be available in the upper drop-down. Locate it there, before adding units as described above, for the default Departments.

> ***Example:*** In the screenshot below, a custom Grade Drilldown has been organized into a hierarchy of pay ranges: Grades for "E01," "E02," and "E03" are grouped as a Sector, entitled "Pay Range – Level 1." (Another sector could be added to include mid-level Grades as Level 2, and so on.)

Add units to the Sector in the same manner as: *Using Default Departments to Develop a Sector*.

Other Sector Tools

As shown above, the *upper toolbar*, from left to right, also includes buttons to: **Copy**, **Change Name**, **Delete**, **Impor**t, and **View Report**. These tools are described next.

Copy Sector

To create a Sector that is similar to an existing Sector, start by clicking the **Copy** button. This will create a copy. The new Sector will appear in the **Select Sector** drop-down list. You can then select the new sector and add or remove departments as necessary.

Change Name

To rename a Sector, select it from the **Select Sector** drop-down, and click **Change Name**. Enter the new Sector name, and click **Save**.

Delete Sector

Select the Sector from the drop-down, and click **Delete**. A confirmation window will appear. To complete the deletion, click **Yes**.

Import Sectors (from another Plan)

To import **Sectors** from another plan, click the **Import** button; and select the Company, Establishment, **and** Plan from the drop-downs.

Choosing **Append** will add the imported Sectors to those already created in the current plan. Choosing **Overwrite** will replace the current plan's Sectors with those being imported.

Click **Import** to perform the operation.

View Report

To view or save a SECTOR WORKSHEET, listing the Sectors by Department Code/Name and Parent Department, click the **View Report** button.

To run reports based on these created Sectors, see the companion *BalanceAAP Reports & Dashboard User's Guide*, at: **Reports / Filter**.

MASTER PLAN: VERIFY ROLLUP HIERARCHY (IF APPLICABLE)

✓ Verify the Rollup Hierarchy and resolve any conflicts

Rollup Verification (Master Plan)
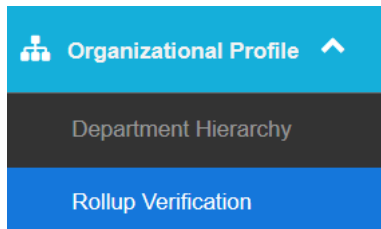
About Rollup Verification

For Master-plan preparers who have developed **Rollups** to aggregate voluntary AAP reporting above the sub-plan level, ⬚ **Rollup Verification** serves as a validation process. If the Rollup reporting will involve multiple Rollup levels, their hierarchy (from smallest unit to largest) should be checked to ensure the compiled ◼ **Reports*** will be accurate.

If Rollups have been saved to the system, **Rollup Verification** will appear in the *side navigation menu*, under **Organizational Profile,** to support this step. As described below, this module features a **Hierarchy** tab that outlines the current organizational ladder, plus a **Conflicts** tab, housing tools to resolve any issues.

> ***Cross-reference:*** Refer to the separate *BalanceAAP Reports & Dashboard Guide*, available in the on-line ❓ **Help > Library** or from Berkshire Product Support.

Verify Rollup Hierarchy

> *Definition:* The relationship between two Rollup levels involves a "subordinate" level, or smaller unit, which must be encompassed within a single "parent," or larger unit, as the organizational units get larger.

Existing Rollups for a Master Plan will be listed on the **Hierarchy** tab and the system will scan them for **Conflicts**. Any Rollup data entries not meeting the following guidelines will be flagged with an **Alert** icon:

- A subordinate Rollup level must report to only one parent level.
- Every parent Rollup field should include an entry.

If the **Hierarchy** tab does not identify any issues, Rollup reporting is "good to go." If an *upper banner* alerts you to any issues, navigate to the **Conflicts** tab to resolve the issue(s), as described next.

Quick Tip: Hover your mouse over any item to view information on the particular issue.

Reminder: To change the Rollup Hierarchy—which may resolve global issues— return to **Reporting Levels / Rollups**.

Resolve Hierarchy Conflicts

On the **Conflicts** tab, Blank Parent Conflicts and [Rollup name] Conflicts are identified in separate tables, with a link for each issue to **Resolve This Conflict:**

Resolve a Blank Parent Conflict

Once you click **Resolve This Link** for an identified Blank Parent issue, the system will attempt to fill in the necessary value(s), based on "like" records.

In some cases, the system may indicate the issue cannot be resolved automatically. However, the issue may be correctable once other conflicts are addressed (as described below). If an issue persists, please return to (a) **Reporting Levels / Rollups** to check that list and (b) review the affected **Data Tables**.

Edit the Parent Value (and Fill in Missing Values)

Store Conflicts

Store AKO is assigned to more than one Group rollup level. Resolve This Conflict

Click **Resolve This Conflict** to open a menu. Select a (new) Parent Value from the provided drop-down. The checkbox for **Fill in missing values** is checked by default. You may uncheck this option if it is not applicable. Click the **Save** button to apply the changes.

Resolve Conflict for Store AKO

Select a Parent Value   Midwest ▼

☐ Fill in missing values

Save

Note: When hierarchy conflicts are not resolved, any records in Data tables will be included in the reports where possible. A record with a blank parent may not show up on the correct Rollup report.

STEP 5: ESTABLISH AVAILABILITY SETTINGS

Availability Checklist
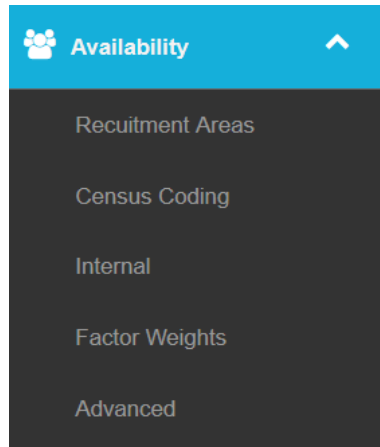
External Availability (Factor 1)

☐ Review the census data source selection

Recruitment Areas

☐ Choose the method for determining Reasonable Recruitment Areas

☐ Compose and add Recruitment Areas to the system

☐ Select a default Recruitment Area

☐ Assign Recruitment Areas to Job Groups

☐ Determine Master Plan Recruitment Area Settings

Recruitment Area Wizard

☐ Use an automated method to develop Recruitment Areas, based on zip codes

Census Coding

☐ Validate or assign census codes to Job Codes

☐ Apply Census Coding changes in a Master Plan

Internal Availability (Factor 2)

Internal

☐ Assign the feeder jobs for each Job Group

☐ Apply feeder settings in a Master Plan

Factor Weights

☐ Assign weights to Internal and External Availability factors

☐ Review Availability numbers

☐ Apply Master Plan Factor Weights

 Advanced

☐ Import Availability from an existing plan

Notes: At least one staffed job group must exist before entering **Availability**. Make sure Reference and Roster tables are populated, and data are free of errors. **Availability** will not be shown in Update plans.

<div align="center">

About Availability

</div>
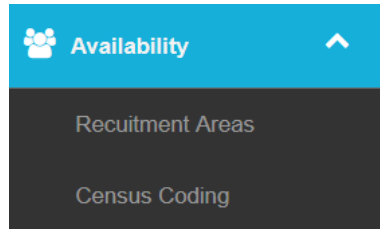
Understanding the Availability Analysis

Taking into account your organization's specific locations and recruiting practices, the 👥 **Availability** calculation will closely estimate the prevalence of qualified minorities and females in the pool of candidates, relying on two sets of data that reflect the likely sources for applicants:

1. **External** represents the composition of likely employees coming in from outside your company, based on U.S. Census data (as described in this chapter).

AND

2. **Internal** represents those incumbents within your workforce, who are eligible for promotion and optionally, transfer (as described in the next chapter).

This benchmark Availability will be compared to the actual presence of minorities and females in your workforce. Each of the two sources will serve as analysis factors, which will be weighted to produce the overall **Availability** statistics.

External Availability Tasks

About the Census Database

To aid in determining **External** Availability, **balanceAAP** is loaded with U.S. Census Bureau demographic data, organized by geographic region and coded by occupation. For plans dated January 1, 2014 and later, the census data source is the EEO 2006-2010 American Community Survey (ACS) Tabulation Data set.

As shown in the *side navigation menu* under **Availability**, Factor 1 is, in turn, comprised of two tasks that define how census data will be gathered to correspond to your organization's location(s) and job titles:

- **Recruitment Areas** – Define Reasonable Recruitment Areas, and assign these geographic areas:
  - **By Plan**
  - **By Job Group**

- **Census Coding** – Match a census occupation code to each job code/title to establish the number of persons "having the requisite skills" in the Reasonable Recruitment Area.

Quick Click to Review the Census Data Source Selection – Click the **Settings** button to revisit **Plan Settings** and review what census data source is in place. This selection will have been made when the AAP was added to the system, under **Create Plan**.

✓ Compose and add Recruitment Areas to the system
✓ Select a default Recruitment Area
✓ Assign Recruitment Areas to Job Groups
✓ Determine Master Plan Recruitment Area Settings
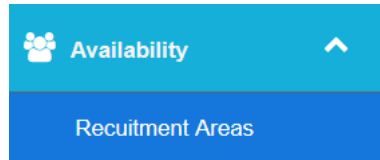
Recruitment Areas

About Recruitment Areas

In developing External Availability, or Factor 1, you will define the location(s) – or the Reasonable Recruitment Area(s) – from which applicants, and in turn, employees, are likely to originate. Although these areas, or RRAs, typically surround the plan establishment, you can also consider whether applicants for a particular Job Group will tend to relocate from other areas to obtain new positions.

Select a Method for Building Recruitment Areas

Before working in the software, answer a few questions, shown below, to determine the appropriate method for building 👥 **Recruitment Areas**:

Does a prior plan exist?
If a prior plan exists and Availability information will largely or completely suffice, jump to: Import Availability from Existing Plan.

Are zip codes included on the Roster or Applicant table?
If you selected the **Create Plan / Availability** option to use zip codes (or have imported Drilldowns for zip codes or other values), the Recruitment Area Wizard will display on initial entry to the **Recruitment Areas** module. This method helps pinpoint areas for multiple locations and/or by job group, based on actual data.

Will the Recruitment Areas be based on a specialty data source?
As described later in this chapter, other data types, such as academic-level data, can be used to create specialized areas.

Do none of the above apply?
If none of the above conditions above apply, standard and custom Recruitment Areas can be built, using **balanceAAP** tools to compose/add and assign one or more areas to an entire plan or by Job Group. Simply follow the instructions on the next page.

Create a Recruitment Area (from Census Data Regions)

The first step is to access the **External Availability > Recruitment Areas** tab, and add Recruitment Areas to the system, as described next. The following types of 2006-2010 census regions are available for use in building standard and custom Recruitment Areas:

- **Place** — Cities and municipalities
- **County**
  - **County set** — Adjacent counties with <50,000 residents will be combined.
- **CBSA** (Core Based Statistical Area) — Major cities, with suburbs, either micro-metropolitan (10,000 to 50,000 people) or metropolitan areas (50,000+ people)
- **State** — Including the District of Columbia and Puerto Rico
- **US Summary**
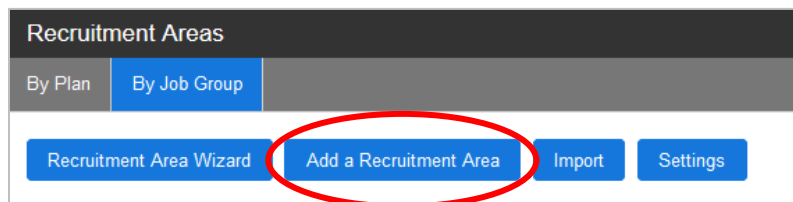
1. Choose the **Add a Recruitment Area** button from the **Recruitment Areas** *toolbar*.

2. From the Reasonable Recruitment Areas menu --

    A. ◉ Click the radio button for:

      - **Standard Reasonable Recruitment Area** from the standard regions defined (2010 census, including counties, states, and CBSAs)
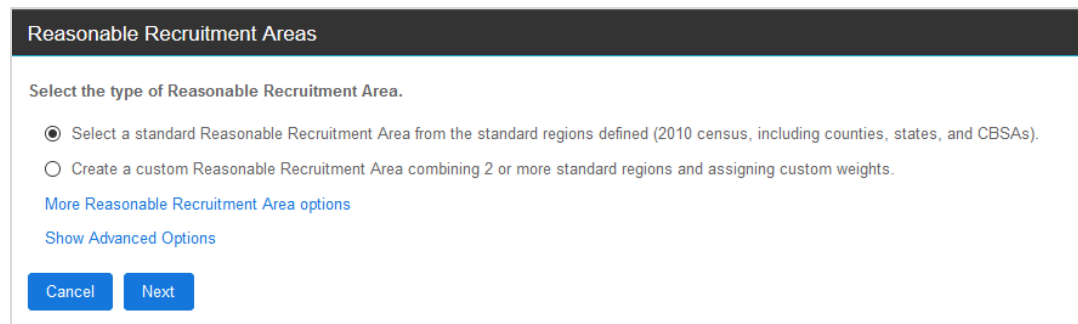
    OR

      - **Custom Reasonable Recruitment Area combining 2 or more standard regions** and assigning custom weights

    B. Click the **Next** button.

3. Using the Regions menu, select the Region Type from the drop-down to load the available geographic areas available for that type. Select a region from the provided drop-down.

4. Based on the selections made (above), continue with the appropriate instructions below, for either a standard area or a custom one.

For a Standard Recruitment Area:

A. Highlight a single locale from those provided, and press the **Next** button.

B. The selected region will display on the Name menu.

i. Review and rename it, if desired.

ii. Click Finish.

For a Custom Recruitment Area

A. The Unselected Regions field (left) will be populated with available options. For each area to include, select the same, or different, Region Type and area type. Then highlight the desired option(s), and move the locale(s) to the Selected Regions field, at right.

Multiple regions can be selected by holding down the CTRL key on your keyboard.

To remove a region from the Selected Regions box, highlight it, and click the ⬅ green left arrow. Click **Next** to proceed.

B. From the provided menus, Name the RRA, and Weight each of the area's regions.

Retain the even weighting displayed as the default, or edit each Weight field as desired. (A warning will display if the sum is over or under 100 percent.)

> *Example:* Cass County and Fargo, North Dakota could be combined into a custom RRA. After weighting each region, based on its role in supplying qualified candidates for your workforce (let's say 40/60%), the resulting RRA could be named: "Weighted Cass County".

C. Click **Finish**.

The area will be made available for selection in any of your organization's plans.

> ***Cross-reference:*** Users with appropriate permissions can also delete existing areas. For information, see on-line ❓ **Help** at: **System Tools >** ***Recruitment Areas***.

Advanced Filters for 2006-2010 Census Data (Optional)

While **balanceAAP's** default filter settings for the data source will be suitable for most plan preparers, after clicking the **Add a Recruitment Area** button, you can select other Reasonable Recruitment Areas options:

1. Choose whether to add a standard or custom area, and click **Show Advanced Options**, which will expand the menu.

2. Under Advanced Options, review and edit the filter settings, as desired.

A. ◉ Select the data type:

-   **Residence**[**] — Compiles data based on where people live (includes both employed and unemployed)

    OR

-   **Worksite** — Compiles data based on where people work (includes employed people)

B. ◉ Choose whether to include:

-   Total US Population**

    OR

-   US Citizens Only (if the positions in the Job Group require United States citizenship)

    **Defaults

---

3. Click the **Next** button, and proceed to building the area, as described above, under *Create a Recruitment Area from Census Data Regions*, step 4.

More Reasonable Recruitment Area Data Sources (Optional)

1. Click the **Add Recruitment Areas** button.

2. In the Reasonable Recruitment Areas menu, click the **More Reasonable Recruitment Area options** link to expand the menu.

3. Choose from the following options:
   - Age
   - Earnings
   - Educational Attainment (5 levels)
   - Educational Attainment (6 levels)
   - Industry
   - Other (The Survey of Earned Doctorates data set is available here.)

4. Click **Next**, and proceed through the guided menus to select from available parameters and/or regions.

5. Provide a name for the area, and choose **Finish**.

   While these menus vary, they will display options to select one or more groups and geographic regions for inclusion, name the RRA, and weight the included regions.

Import Recruitment Areas (and Census Codes) from an Existing Plan
*This method is for plan preparers who have access to another **balanceAAP** plan that can serve as the source for Recruitment Areas.*

From either **the By Plan** or **By Job Group** tab in the **Recruitment Areas** module choose the **Import** button from the *upper toolbar*. Both the Recruitment Areas for each Job Group and the census

occupation codes will be imported. (If any code in the current plan does not exist in the source plan, its settings will remain unaffected in the current plan.)

Choose the **Company**, **Establishment**, and **Plan** from the drop-downs.

Translate Recruitment Areas

Most current plans will rely on 2006-2010 census data for geographic regions and census occupation codes. If the source plan uses 2000 census data, a menu will display, for choosing one of the following:

- Translate recruitment areas … (And then check off one or more region types.)
- Do not translate the recruitment areas. (And import only census codes.)

Quick Tip: To have complete control over the imported components, from importing just **Recruitment Areas** to bringing in all **Availability** settings, use the ***Advanced >* Import Availability** function, described earlier in this chapter.

Import Recruitment Areas from an Existing Master Plan

In a Master Plan, an additional Assign Sub Plans menu will display below the Select Plan menu, allowing you to control how the imported settings are applied to the current sub plans.

⊙ Here, select one of three radio buttons:

- **Do not assign recruitment areas to sub plans at this time (**Default) – Bring in the areas, but do not assign them to the sub plans.
- **Cascade recruitment areas to sub plans** – Apply areas and assignments across all sub plans.
- **Import recruitment areas from matching sub plans** – Only bring in areas for sub plans whose source and current Plan Codes match.

Click the **Import** button from the *lower toolbar* when selections are complete.

Assign Recruitment Areas by Plan and Job Group

The assignment of **Recruitment Areas** will occur on two sub-tabs, as follows:

Assign By Plan

On the **By Plan** tab, the default Recruitment Area will be set to the **United States**. Once you have added the necessary Recruitment Areas to the system (as described earlier in this chapter), one of these areas can be assigned to replace the default setting, which will apply to all Job Groups.

Click on the **United States** link to display a drop-down, comprised of the areas available for assignment. Choose the most appropriate area that will encompass the current plan; then click the **Save** button. If further customization is necessary, proceed to assigning areas by Job Group, as described below.

> **Master Plans** — A default Recruitment Area can be assigned for each sub plan.

Assign By Job Group

On the **By Job Group** tab, Job Groups will be listed in the *left column*.

The *right column* will serve as the work area for assignment a Recruitment Area to each of those Job Groups. As circled above, **Use Default Recruitment Area** will be the initial setting, meaning that the Recruitment Area selected on the **By Plan** tab will be applied to the Job Group(s):

- Click the **Use Default Recruitment Area** link for the Job Group, and choose another area from the provided drop-down.

  Example: In the screenshot above, Job Group 1.1 was customized.

  OR

- Leave the default entry.

  Click the **Save** button before proceeding to the next Job Group.

The displayed entry can be changed at any time, keeping in mind this setting impacts what demographic statistics will be pulled from the U.S. Census data.

Additional Tools for Master Plan Recruitment Areas

Quick Tip: Before working with the Master Plan settings below, familiarize yourself with this chapter's instructions and the Recruitment Area Wizard. This will help you determine how to best apply automation and customization tools for a Master Plan set.

Assign Default Recruitment Areas to Sub plans

Sub Plan Default Recruitment Area		
Select a Default Recruitment Area for Sub Plans		
Plan Code	**Establishment**	**Recruitment Area**
CA 1	San Diego, CA	Use Master Plan Default Recruitment Area

On the **Recruitment Areas / Sub Plan Default Recruitment Area** menu, the default RRA for each sub plan will initially be set to the Master Plan default.

The default RRA for each sub plan can be changed by clicking on the **Use Master Plan Default Recruitment area** link, located in the Recruitment Area *column*.

> *Reminder:* If you do not see the area listed in the provided drop-down, add it by clicking on the **Add a Recruitment Area** button.

Example: Below, the assignments have been customized by sub plan:

Sub Plan Default Recruitment Area		
Select a Default Recruitment Area for Sub Plans		
Plan Code	**Establishment**	**Recruitment Area**
CA 1	San Diego, CA	San Diego-Carlsbad-San Marcos, CA Metropolitan Statistical Area
DC 1	Washington, DC	Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Statistical Area
MD 1	Cumberland, MD	Maryland

Cross-reference: If you ran the Recruitment Area Wizard to develop Recruitment Areas, refer to these instructions for displaying those areas.

Cascade Master Plan Recruitment Areas to Sub plans

When added, Recruitment Areas are automatically available for assignment within each sub plan. Subsequently, an assignment selection can be cascaded from the Master Plan to the sub plans by choosing the **Save and Cascade** button.

(Optional) Assign Recruitment Areas by Plan Group

When **Plan Groups** have been established as **Reporting Levels** for a Master Plan, a Plan Group drop-down is made available on the **Recruitment Areas > By Job Groups** tab.

Before assigning Recruitment Areas, select a Plan Group; then proceed as described directly above..

Making Changes to Recruitment Areas in Sub plans

The changes made on the **Recruitment Areas / By Job Group** tab will be applied to all sub plans. You may open the sub plan and make changes to **External Availability** in that plan.

> ✓ Use an automated method to develop Recruitment Areas, based on zip codes

Recruitment Area Wizard
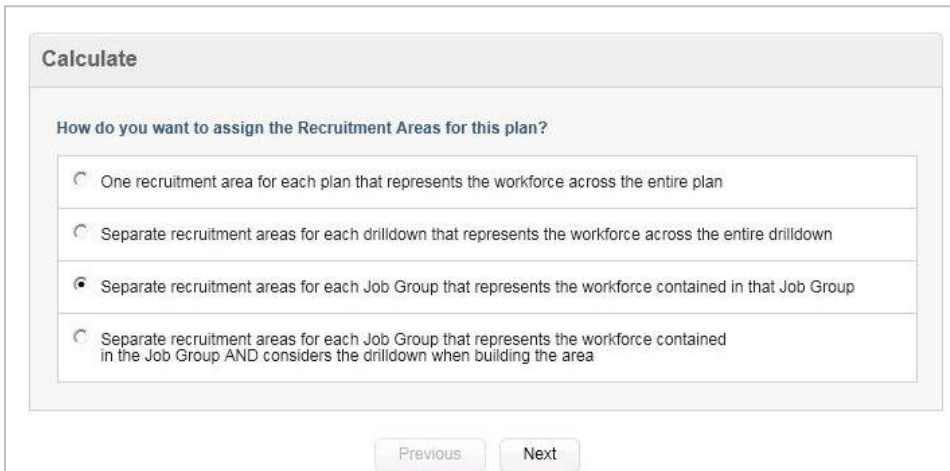
As an alternative method for building Recruitment Areas, the Recruitment Area wizard automates the process by recognizing employee (or applicant) zip codes in AAP data.

If you included zip codes in the data set — by plan, on the Roster, in applicant data, or in a Drilldown — the 👥 **Recruitment Area Wizard** will guide you through the process of building Recruitment Areas. When the **Recruitment Areas** module is initially entered and the appropriate data are detected, the Wizard will display. As described next, the wizard consists of:

- **Settings** (immediately below)
- **Rules**
- **Assign Areas**

Quick Tip: To launch the Recruitment Area Wizard at any time, click the **Recruitment Area Wizard** button, found in the *upper toolbar* on the **Recruitment Areas** screen.

Recruitment Area Wizard — Settings

The **Settings** wizard will allow you to define how Recruitment Areas will be developed. Below are typical questions, along with related considerations:

1. *How do you want to assign the Recruitment Areas for this plan?*
   For a basic plan, two options will appear — one to create a Recruitment Area for the entire plan, or a second option to create them by Job Group.

   If you created Optional User-Defined Drilldowns:
   Two additional menu choices will be available, either to separate the Recruitment Areas by drilldown or use a hybrid approach that separates them by Job Group, while considering the Drilldown.

   For information on reviewing and editing assigned areas, see Recruitment Areas by Drilldown). See the Reference Tables instructions for more information on creating Drilldowns, in this case for zip codes.
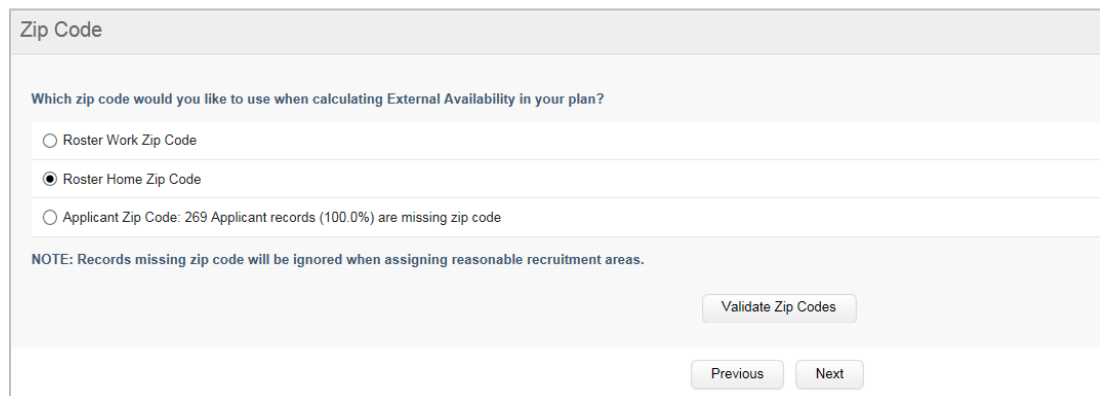
2. *Do you want to use zip code when calculating External Availability in your plan?*

   If yes, then select whether to select a source for the data: Plan (if multiple plans*), Roster (work or home) OR Applicant.

   > *If you select plan zip code, the Recruitment Areas will be determined, using the zip codes entered for each sub plan on the ⚙ **Plan Codes** screen.

   For accurate results, you must include the zip code data for each employee on the Roster. (A message below the option indicates the percentage of records that are missing.)

   To ensure accuracy of zip codes, click the **Validate Zip Codes** button. Follow the menus for reviewing and updating invalid codes, as necessary; and then **Return to the Recruitment Area Wizard**.

   Zip Code

   Which zip code would you like to use when calculating External Availability in your plan?

   ○ Roster Work Zip Code

   ● Roster Home Zip Code

   ○ Applicant Zip Code: 269 Applicant records (100.0%) are missing zip code

   NOTE: Records missing zip code will be ignored when assigning reasonable recruitment areas.

   [Validate Zip Codes]

   [Previous]   [Next]

   > ***Optional User-Defined Drilldowns:*** From the provided Drilldown drop-down, select a Name.

   > ***Cross-reference***: The wizard is largely designed for plan preparers with complex or multi-plan structures to automate the process. So if the answer to this question is no, you can create areas later, using standard tools.

3. *How would you like the system to round the region weights when creating Recruitment Areas?*

   When a Recruitment Area is created, the system can calculate the percentage representation for each region to the thousandths place. Select one of the four listed rounding options: two decimal places (default), the nearest whole number, nearest multiple of 5, or nearest multiple of 10.

   > ***Notes:*** The rounding options are listed in order from the most precise to the least precise. Weights must add up to 100%.

4. *Would you like the system to use a minimum representation threshold when building Recruitment Areas?*

   A threshold can be set to exclude zip-code areas with limited employee representation. If you want to use a minimum representation threshold, click **Yes**, and type in the threshold percentage in the numerical field. (The default is set to **Yes**, with a 5-percent threshold.)

5. *Would you like to include the United States census area when building Recruitment Areas?*

   When building Recruitment Areas by Census Area Types, you may also include both regions and the entire United States* as part of the calculation. To include the United States, select: Yes.

   *For more information on weighting the United States as a recruiting region for each Job Group, see this section below: United States Settings.

6. *Would you like the system to include employees marked as Annotation Only when building Recruitment Areas?*

   If you have employees on the Roster that are marked Annotation Only, you can choose whether you want their zip code information to be used when building the Recruitment Area. The employees marked as Annotation Only are employees who are in a location that does not have a separate plan since it has less than 50 employees. These employees are rolled into another plan and marked as Annotation Only. See the instructions regarding the Roster table, including those on the Annotation Only setting.

7. *Would you like the system to include employees marked as Reporting In when building Recruitment Areas?*

   If you have employees on the Roster who work in one location, but report into another location, you can choose whether you want to include their zip code information in the plan they report into when building the Recruitment Area.

If you have selected the EEO 2006-2010 ACS Tabulation data as the census data source, the following two questions will appear:

8. *Do you want to include the entire US population or US citizens only?*

9. *Do you want to use data based on where individuals live (residence data) or work (worksite data)?*

   Once you have completed the wizard, the Recruitment Area – Assign Areas window will appear. There are two sections on this screen: Assignment Settings and Assignment Rules.

Recruitment Area Wizard — Assignment Settings (Summary)

The Assignment Settings summary reflects the options selected, using the Recruitment Area Wizard. If necessary, choose the **Edit Settings** link and work through the wizard again.

Recruitment Area Wizard — Assignment Rules

The Assignment Rules menu will display the default or current hierarchy that governs how **balanceAAP** will build Recruitment Areas from zip code data, using Census Area Types.

For example, CBSA may be the primary choice, with County as the secondary option. If so, **balanceAAP** will group zip codes by CBSA—and then for zip codes that fall outside CBSAs—the system will group them by County. Then the system will combine and weight each CBSA and County, accordingly.

If editing is necessary, click the **Edit Rules** link to open the Area Assignment Order Rules menu:

First, include Census Area Types in the assignment hierarchy by selecting (or deselecting) one or more checkboxes. Then, review the order of priority for the area types. To change the order, click on the Census Area Type name and hold down the mouse while dragging the selection to another location in the hierarchy.

By default, the following box is checked: Once an employee's zip code matches an Area Type above, do not search for subsequent Census Area Types. This setting improves processing time and ensures a single area type is assigned to each employee.

Finally, using the Overwrite menu, choose one of the following options:

- Assign recruitment areas not already assigned.
- Assign areas where they have changed or have not been assigned.
- Overwrite all recruitment areas.

Click **Next.**

> *Reminder:* To review these settings and rules from the **External Availability** page, click the **Recruitment Area Wizard** button.

United States Settings (if applicable)

If you chose to include the United States census area (Question #5 previously), make an entry in the *column* for: US Weight. These entries should reflect the relative importance of the United States as a recruiting area for each Job Group.

For Job Groups where the US Weight is 100%, the system will apply the United States as the default Recruitment Area.

Assign Recruitment Areas

Once Assignment Settings and Assignment Rules (above) are complete, summaries will display on the **External Availability** screen. After confirming the settings, click the **Assign Areas** button. Once the system has finished calculating, you will be returned to **Recruitment Areas**.

Quick Tip: To update Recruitment Areas with new settings, click **Assign Areas** again.

Review Recruitment Areas by Drilldown (if applicable)

If you used the Recruitment Area Wizard to calculate **External Availability** by Drilldown, the **Recruitment Areas** screen will include two additional tabs that can be accessed to review areas at two levels of detail:

- **By [Drilldown name]** — A list of Drilldown values will display.
- **By Job Group / [Drilldown name]** — The Filter drop-down can be used to display Job Groups by each unique Drilldown value.

Example: Below is a Functional Unit Drilldown *tab header*, as part of a Functional AAP:

Include Areas created by the Wizard in Assignment Menus

If you ran the Recruitment Area Wizard to develop Recruitment Areas, they can be made available for selection in the standard assignment menus. Scroll down on the **Recruitment Areas** tab; and check the box next to the tagline: Include areas created by the Recruitment Area Wizard in Recruitment Area drop-downs.

Caution: The inclusion of the additional areas may slow page-loading times and markedly lengthen Recruitment Area menus. The box may be deselected at any time.

The Recruitment Area Wizard in Master and Sub plans

How Sub-plan Settings are Controlled

When the Recruitment Area Wizard is run in a Master Plan, those global settings will control sub plan settings. They cannot be changed in the sub plan.

Filter Wizard Settings by Plan and/or Job Group

Below menus for Assignment Rules and Assignment Settings, the Recruitment Area Wizard for a Master Plan will display a Filter menu on the entry/summary screen. Scroll down to this menu to precisely control how wizard results will be applied to sub plans and Plan Groups.

- By default, the filter is set to the radio-button option for: Specific plans; and all sub plans are checked (as shown above).

- If Plan Groups are in place, an assignment filter can also be applied by Plan Group. Begin this method by clicking the radio button for: Plans that belong in the following plan group. Then select one from the displayed drop-down.

Review the settings, and fine-tune the filter as desired, before clicking the **Assign Areas** button.

As shown below, if **Corporate Job Groups** and **EEO Jobs Groups** are in place for particular sub plans, tabs for each category will display in the Filter menu. Refer to instructions for ⚙ Plan Codes for more information on the two structures.

Master Plan Wizard Settings – Representation Threshold for Zip Code Areas

While determining Wizard Settings, a threshold can be set under question 4: *Would you like the system to use a minimum representation threshold when building Recruitment Areas?*

As a result, some zip code areas may be excluded, and the system must apply an alternate area, either from the Master plan or at the sub-plan level.

To align the alternate area to the sub plan's default RRA, check the box next to the tagline: Use sub plan default Recruitment Area for Job Groups that do not meet the above threshold; this setting is the default.

When the box is unchecked, the alternate area will be chosen from the Master Plan.

✓ Validate or assign census codes to Job Codes
✓ Apply Census Coding changes in a Master Plan

Census Coding
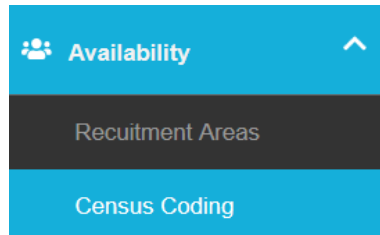
What is Census Coding used for?

In collecting occupation information, the EEO 2006-2010 ACS Tabulation (i.e., in **balanceAAP** terms, the census data source) categorizes workers by applying a set of detailed Standard Occupation Codes (SOCs). Therefore, each Job Title/Code in your organization's AAP must be associated with a SOC in the software, so that census demographic data can be compiled appropriately – and subsequently used as part of building an accurate benchmark for analyzing the diversity of your organization's workforce.

How Census Coding is Assigned

As described elsewhere is this guide, the system helps you bring in or assign these matches. You will have employed one of the following methods to build current census code assignments:

- Importing codes, or copying codes from another plan, into the Job Code Reference table (as shown in the Census Code *column)*

- Auto Census Coding (initiated as an automatic **Data** operation)

- Importing Availability or census code assignments from another **balanceAAP** plan (via 👥 **Availability > Advanced**)

Then, while working in 👥 **Availability > Census Coding**, current assignments can be comprehensively reviewed, and edited, where necessary.

Navigating the Census Coding Layout

On entry to **Census Coding**, the Job Code-Census Code assignments will be displayed in table format, with information that is helpful to understanding and if necessary, updating, the matches.

Starting on the left, as shown in *Figure 7* below, the Job Code listings include information for: Job Group, Job Title, Census Code, Census Description, Job Group (number), and Job Group Name. Above the table are filters for reducing this list by the following parameters: Job Group, EEO Code, Census Code, Category (e.g., Auto Census Coded), and Staffed/Used/All Job Codes.

To the right of the table, a *window* will display for working with the census code library to edit the current assignment.

Figure 7: **Census Coding Workspace**

Edit a Job Code/Census Code Match:

(Optional) Begin by filtering the display to reduce the number of entries.

A. In the left-hand display area, **select one or more Job Codes.**
B. In the right-hand work area, **locate a different census code match.**
     1. Select a Search type, and enter a few letters/numbers of a Search term.
        OR
     2. Scroll through the list to locate a different census code.
C. **Make a selection,** which will expand the listing to show the SOC definition.
D. If satisfactory, **assign the census code** to update the Job Code listing(s).

Preview SOC and Demographic Statistics for the Job Code-Census Code Match

Each [Job Code label] on the table is a displayed as a link in the left-hand *column*. Simply click this link to expand the entry and show the following details:

- The Standard Occupation Code (SOC) definition for the currently assigned Census Code
- The currently assigned EEO Category
- The composition of the assigned Reasonable Recruitment Area*

AND

- U.S. Census demographic results for the identified occupation in that Recruitment Area*

*Make sure to also review the Recruitment Area assignment to ensure that the proper statistics are pulled from the U.S. Census database.

Edit Census Coding by Job Code

> *Reminder:* Before working in the right-hand workspace, select one or more Job Codes from the left-hand table (as shown above).

Proceed to the right-hand workspace and edit the Census Code assignment. (A banner across the top of the workspace will remind you of an individual Job Code selection made. Or, if a group of Job Codes has been checked off, the banner will simply identify the number of selections made.)

Locate and Assign a Census Code

> *Quick Tip*: If you are unsure about the proper match, select just one Job Code from the left-hand table. Then, the *banner* (as outlined above in red) will recommend one of the system's Auto Census Code matches for you.

Figure 7, above, outlines the two approaches for locating a suitable match, by Search or through scrolling. The two techniques can be used together to pinpoint the desired census code match.

Shown above, outlined in green, beginning with the Search Options drop-down, and choose one of the following:

- Keyword Search (default)
- Census Groups

OR

- Occupation

Then, enter a few numbers and/or letters in the Search field to reduce the list.

Whether the census codes have been reduced via a Search or not, you can always scroll down through the list to locate the appropriate one. Clicking on a Census Code will expand the entry so you can review its description.

When the Census Code selection is satisfactory, click the **Assign census code …** button.

Quick Tip: To output a PDF report on the current assignments, navigate to **Select Reports**, and choose the Census Code Assignments report under Availability. The Job Codes/Titles across Job Groups will be displayed by Census Occupation Code.

Apply Census Coding Changes in a Master Plan

To apply a change to **Census Coding** consistently across sub plans, edit census code assignments in the Master Plan. Follow the instructions above to: *Edit a Census Code Assignment*. Changes made in the Census Code view will cascade to sub plans automatically.

Precise controls can be applied to restrict or apply cascading to sub plans.

Enter a [Census Code/Description] link to display a drop-down list of census codes. Then select a code. Options for saving the change include:

- **Save & Cascade**

- **Save** (and restrict the change to the Master Plan)

Census codes can later be reviewed within a sub plan and edited for the location's particular needs.

Assign Census Coding across Plan Groups (Optional in a Master Plan)

If you are determining **External Availability** by Plan Group, consider whether census code assignments will vary by group. Most organizations will keep the **Census Coding** consistent across plans.

From the *menu header*, choose a Plan Group from the provided drop-down before proceeding to edit a current assignment. By default, the box will be checked for: Yes, cascade to my plan group.

✓ Assign the feeder jobs for each Job Group
✓ Apply feeder settings in a Master Plan

Internal (Availability)
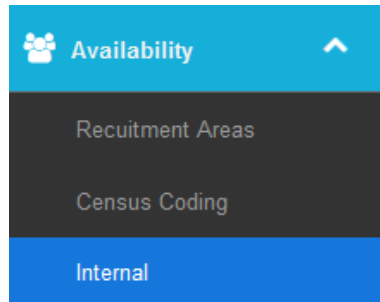
About the Second Factor: Internal Availability

Once **Recruitment Areas** and **Census Coding** are established, the next step is to determine 👥 **Internal** Availability, a percentage ratio representing the presence of qualified women and minorities within your organization's current workforce. For AAP purposes, "qualified" internal candidates will be those incumbents whose jobs result in, or best suit them for, advancement into other positions.

This task area will require you to:

- Identify "feeder jobs" by Job Title/Code or Job Group.

- Weight the relative importance of each identified feeder job in providing qualified incumbents for each Job Group.

As explained in this chapter, feeders will be identified, using buttons in the **Internal** *toolbar* (shown below). Please read about each tool to help you determine the best approach to building feeders. Once feeder jobs are identified, a list of feeder job positions will display on the **Internal** page by Job Group.

Quick Tip: Some Job Groups, most often entry-level groups, will not have feeders.

Note: At least one employee on the Roster must be assigned to the Job Title/Code before the position can be designated as a feeder.
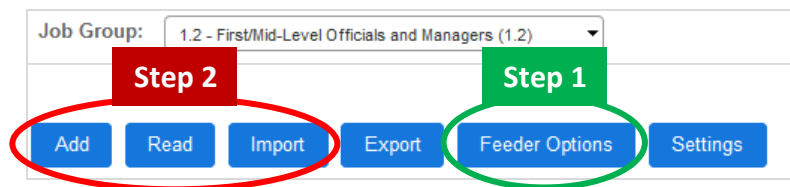
Determine Feeder Options

The first step is to review and set Feeder Options. Select the **Feeder Options** button from the *upper toolbar* (circled in green above). The following menus will display, governing how you work with feeders and assign them.

Assign Feeders (by Job Group)

Assign Feeders

Would you like to assign feeders by job code or by job group?

⊙ Job Code

◯ Job Group

By default, feeders will be assigned by Job Code (and Job Title) to account for the specificity of career paths in various lines of work (e.g., CAD Drafter to Engineer to Engineering Team Lead).

However, smaller or less stratified organizations may benefit from a simpler feeder assignment structure. In this situation, Job Groups as a whole can be assigned to feed other Job Groups (e.g., Entry Level Clerical feeds Senior Level Clerical). If this applies to your organization, you may retain the default selection (or check the box) for: Job Group.

This setting can also be accessed via a link, while working in the **Read Feeders** function, which is described below.

Feeder Options

Feeder Options

Select which actions you would like to read your feeders and assign weights from

☑ Promotion

☐ Transfer

Feeder Actions — The next setting (shown above) will control how the system reads feeders, if you choose to **Read** them from plan data. The default setting is to read Promotion data, but you can also check the box to include: Transfer (data). On the next page, you can also learn about specifying a custom, user-defined personnel action.

Select the feeder options you would like to use in your plan

☐ Allow feeders to be selected from other plans.

☐ Allow weights to be assigned to feeders.

☐ Allow feeders to feed their own job group.

Save   Cancel

Three other Feeder Options are available (as shown directly above):

Allow Feeders to be Selected from Other Plans (Master Plan only) — For companies with multiple locations, jobs from another AAP can be considered when determining feeders for the current one. (This setting must also be turned on for the system to recognize cross-plan promotions and transfers

that are included in plan data.) Once this setting is in place, additional drop-downs for **Company, Establishment,** and **Plan** will appear on the **Add Feeder** page.

Allow Weights to be Assigned to Feeders — By default, all feeders for a Job Group are weighted equally. However, you may check off: Allow weights to be assigned by feeder.

If this box is checked, the menu will expand, displaying additional options to:

- Automatically assign weights with even distribution. (Default)

- Automatically assign weights based on number of movements.
  Select this option to rely on number of promotions (and transfers) into the feeder job.

- Automatically assign weights based on current employment.
  Select this option to use number of employees in the feeder position.

Allow Feeders to Feed their Own Job Group — By default, jobs are not permitted as feeders into their own Job Groups. If you wish to allow such feeders, select this option (as shown above).

Special Option for User-Defined Personnel Action

If you would like to read feeders from historical data across prior years, a special table can be created, using the module for **Data > Advanced > User Defined Personnel Actions**. Once the table is created and its contents are imported, the table can be selected as the source for reading feeders.

> *Example:* Below, the user-defined Data table "Promotion History" is selected on the Feeder Options menu. As a result, the system will also rely on this custom personnel action when determining feeder jobs.

After selecting the necessary options, click **Save**.

Identify Feeders

Once Feeder Options are in place, begin by selecting a target Job Group from the *header* drop-down on the **Internal** screen to govern the display.
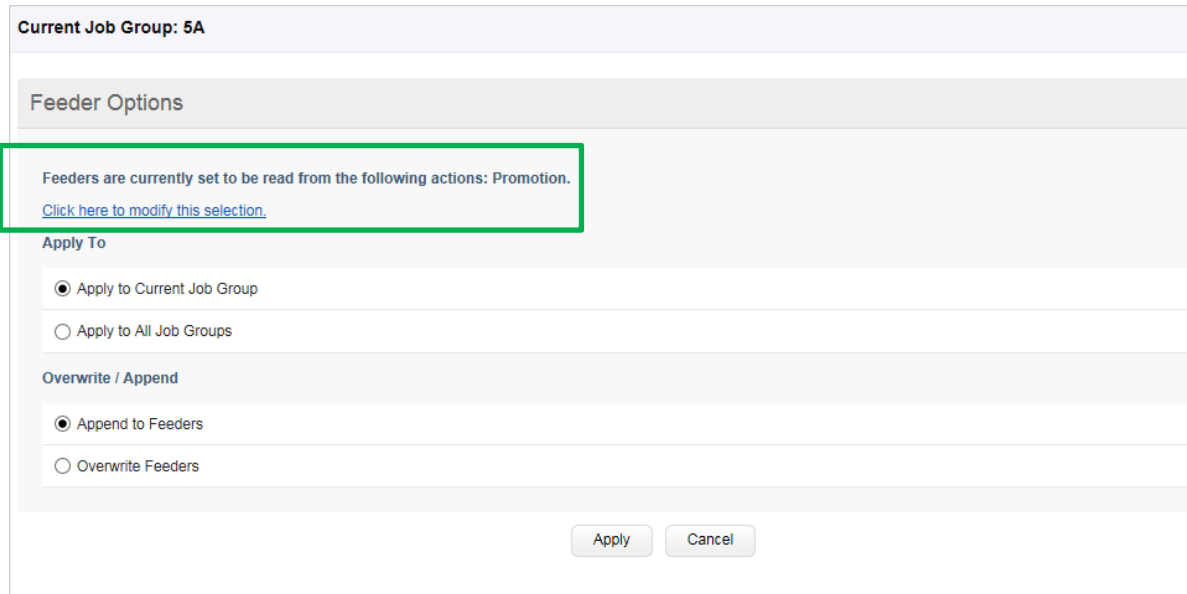
As shown above, the *toolbar* offers three methods for identifying Feeders, ranging from "manually" adding Feeders to reading them from current data or bringing them in from an existing plan.

Read Feeders (from Plan Data)

Most users will want to begin with the automated option to read feeders, if the plan's data set reflects sufficient promotions (and transfers) into a Job Group. Click the **Read** button to initiate the process. A Feeder Options menu will open, labeled with the Job Group name and describing the current table being accessed to develop feeder information.

> *Quick Tip:* Click the provided link to modify the data source for determining feeders. Be careful when changing this option after feeders have been added, as all existing feeders will be removed for the Job Group.

Select the appropriate Feeder Options:

- Apply to Current Job Group OR All Job Groups
- Append to Feeders (add to current feeders) OR Overwrite Feeders (replace all existing feeders)

Click **Apply**.

Cascade Feeders to Sub plans (Master Plan) — A Sub Plans menu will display if you are working in a Master Plan.

To do so, check off: Yes, cascade to my sub plans. Then, determine whether to use activity for each sub plan or copy Master Plan feeders to each one, where the feeder job is staffed.

> *Quick Tip:* If you have assigned feeders, based on promotions or transfers, make sure appropriate feeders have been assigned.

Add Feeders

After displaying a target Job Group, click the **Add** button. A menu will appear, labeled with the Current Job Group name.

Select a source Feeder Job Group – or a job classification that is likely to provide incumbent candidates – from the provided drop-down. The group's Feeder Job Codes will display.

Check off one or more of those codes, as shown below.

Click the **Add** button again, located in the *lower toolbar*, and the selections will be added to the Feeders list for the Current Job Group.

> *Reminder:* For organizations with only a few job titles, consider using entire Job Groups as feeders. Click the **Feeder Options** button, and change the Assign Feeders option to Job Group. (This function is described above.)

The Feeders list is organized by Job Code, Job Title, and Job Group. The Total (number of employees) holding each job will also display to assist in assigning feeder job weights.

Import Feeders

If you have feeders in an external file or your organization has completed a plan on-line in **balanceAAP**, you can import those feeders. Click **Import**; choose From an Existing Plan **or** From an External File.

If you selected the From an Existing Plan, choose the Company, Establishment, and Plan from the drop-down lists, and click **Import Feeders**.

If you selected the From an External File, choose a file type from the drop-down, either Excel, Access, or Text.

> *Note:* If your file is in Excel or Text, indicate whether the first row contains *column headers*. Also, if you chose Text, select a field delimiter from the drop-down.

Click **Browse** to select the file, and click **Next**.

Select a file and the appropriate file options (e.g., spreadsheet, table name). You will then be prompted to match fields. A preview of the data to be imported will be displayed. Click **Next** when completed. Click **Import** to complete the process.

Export Existing Feeders

After performing one of the above actions to identify Feeders, those Feeders can be exported to an Excel workbook, by selecting **Export**, the fourth button in the *upper toolbar*.

Other Feeder List Tools

As determined under **Feeder Options,** the Feeder list will display by Job Code or Job Group.

Expand Feeder to Show Demographics

To assist you in evaluating feeders, the total number of employees in the category are displayed to the left of the Job Code or Job Group label. By clicking on the [entry] for Total, the demographic composition displays for the feeder.

> *Example:* For an organization with a simple structure and a small number of employees, the Job Group option was chosen. Below, the feeder Job Group for Senior-level Clerical is Entry-level Clerical.

Remove Downward Movement

Once feeders are added to the system, an additional *toolbar* will display below the Feeders list.

Choose the **Remove Downward Movement** button to remove source feeders that are in a higher Job Group than the target group. From the pop-up, select to apply this function to the current Job Group or all Job Groups. Click **Apply.**

Delete a Feeder

Select a feeder by checking off the box to the left of the Job Code (or Job Group) label on the Feeder list. From the *lower toolbar,* choose the **Delete Selected Feeders** button.

Assign Feeder Weight

After **Feeder Options** are set to allow weighting, the feeders will display uniform weights. The Weight fields may be adjusted by entering the desired numerical values. The weights must add up to 100 percent; the Total Weight is indicated on the lower right.

Clicking the **Distribute weights …** button will distribute the weight evenly across all displayed feeders. After adjusting weights and ensuring the total equals 100, click the **Save Weights** button**.**

Apply Master Plan Feeder Settings

Cascade Master Plan Feeders to Sub plans

Feeders and feeder weights can be carried down to the sub plans by selecting, where prompted: Yes, cascade to my sub plans.

(Optional) Designate Feeders by Plan Group

If **Plan Groups** were set up as **Reporting Levels,** a drop-down in the **Internal** *menu header* will allow you to select a Plan Group before assigning feeders. The process is the same as described above, except that particular options will be available for Plan Groups, as described below.

Apply to Sub plans while Adding Feeders — After making Job Code/Job Title selections to act as feeders, click **Cascade Selected Feeders**, a button in the *lower toolbar*. From the provided pop-up menu, click either:

- **Cascade and Append** (Add)

OR

- **Cascade and Overwrite** (Replace)

Cascade when Reading Feeders — After clicking the **Read Feeders** button, a menus of cascade options for the Plan Group and Job Group will display at the bottom of the page. First, check the box for: Yes, cascade to my plan group. Then, select an option:

- Cascade by reading feeders from the activity for each individual sub plan in plan group.

- Cascade by copying the feeders from the Master Plan to each individual sub plan in plan group, where the feeder job is staffed.

Delete a Feeder from a Plan Group

With the appropriate Plan Group selected from the upper drop-down, ☐ check off one or more Job Codes/Job Titles. Then choose the following button from the *lower toolbar*: **Delete Selected Feeders from Plan Group**.

✓ Assign weights to Internal and External Availability factors
✓ Review Availability numbers
✓ Apply Master Plan Factor Weights

Factor Weights
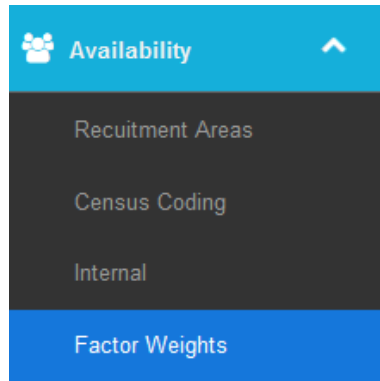
About Factor Weights

As described in the previous chapters, the 👥 **Availability** calculation is comprised of two components:

- Factor 1, representing the External Availability of potential hires for jobs at your organization. (In the software, **Recruitment Areas** were completed to help build this factor.)

- Factor 2, representing the **Internal** Availability of candidates for promotion and/or transfer.

After these two factors are developed – as raw statistics – **Factor Weights** will be assigned to each one, reflecting the relative importance of each recruiting pathway to your organization's hiring outcomes.

On entry to this module, a table will display, with tools for (1) assigning weights; (2) previewing the weighted Availability and employment statistics; and (3) testing an approved Utilization rule. These efforts will alert you to any underutilization of minorities and women by Job Group.

Quick Tip: **BalanceAAP** will calculate the weighting for you from current plan data, with the option to include transfers (see **Apply [Promotion Percentage]**, next pages).

When you first access the **Factor Weights** screen (*Figure 8* on the next page), the settings for all Job Groups will default to 100-percent External AND zero-percent Internal. However, this ratio must be changed to reflect your organization's specific hiring and promotion practices.

Example: Entry-level employees may come principally from external hiring, while senior-level personnel may come largely from the internal ranks. For organizations with a large Sales force across the country, Sales representatives may come in some proportion from lateral transfers.

***Figure 8:* Factor Weights Screen — Percent View**

Availability > Factor Weights step by step:

A. Begin with Raw Statistics

B. Apply weights to Raw Statistics:
   1. Enter weights for Factors 1 and 2 to equal 100
      OR
   2. Apply Promotion Percentage from new hire and promotion data

The system will calculate the following statistics:

C. Weighted Statistics (A X B = C for each factor)

D. Availability (Weighted Factor 1 + Factor 2 = D for each protected class)

The system will calculate the following analysis results, based on the Utilization rule:

E. Current employment of each protected class

F. Shortfall in numbers of persons, if E < D

For areas of underutilization (and Shortfall), the system will set placement goals.

For more information, refer to the topics below:

- Review Availability Numbers
- About the Utilization Rule
- See on-line ❓ **Help**: **Additional Information >** ***Statistical Calculations*** / *Utilization Rules*.

Assign Factor Weights

By Hand Entry
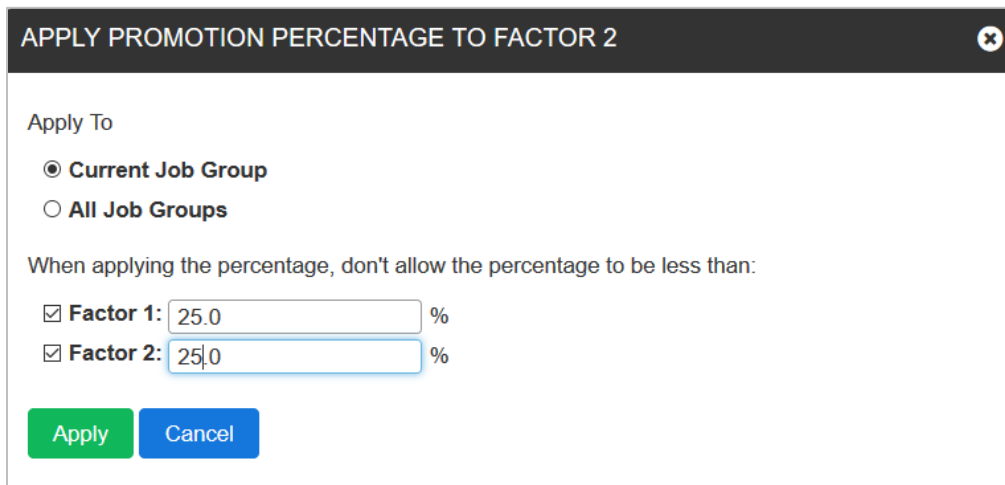
From the **Factor Weights** page, select a Job Group, using the upper drop-down.

Then enter the percentage of expected hires for this group in the top-most **Weight** field for **External** *(Figure 8, B1)*. Press **Tab** on your keyboard, and the **Weight** for **Internal** will be adjusted for a total of 100 percent. Click the **Save** button at the bottom of the page; then repeat for all Job Groups.

Have the System Apply Promotion Percentage

BalanceAAP will calculate the percentage of hires versus promotions from current personnel action data and recommend a promotion percentage for you. This recommended Promotion Percentage will appear in the upper right portion of the *toolbar (Figure 5, B2)*.

If the current plan year data reflects a typical pattern for your organization's promotions, click the adjacent **Apply Percentage** button to review some options:

A pop-up window will appear. Choose to apply the percentage to:

- Current Job Group

OR

- All Job Groups

Then, set a threshold for the minimum percentage to be allowed for weighting Factor 1 and Factor 2. After making these selections, click **Apply**.

The Promotion Percentage will be assigned as the **Internal** weight (Factor 1), and the **External** weight (Factor 2) will be adjusted for a total of 100-percent.

> ***Quick Tip:*** To view the source new hire and promotion data, run the New Hire Summary and the Promotion Summary by Old Job (refer to: **Reports**).

Example: The Factor 1 and 2 entries are 70.0-percent and 30.0-percent, respectively:

Check Factor 2

The next step is to ensure that **Internal,** or Factor 2, weights have been applied properly in relation to feeder assignments:

- Job groups <u>without</u> feeders should have a Factor 2 weight of zero**.**

- Job groups <u>with</u> feeders should indicate some Factor 2 weight.

Click the **Check Factor 2** button**,** and **balanceAAP** will indicate whether any groups fail this check.

Affected groups will appear in a pop-up window. Follow the prompts to address each discrepancy. Once the issues are resolved, the screen will indicate that no groups have failed the Factor 2 check.

Enter Raw Statistics for an Optional Custom Factor

Up to two other Factor values may be added through hand entries and weighted. With this method, specialized statistics, obtained from an external source, can be brought into **balanceAAP**.

In the left-hand *column* for External (Factor 1) or Internal (Factor 2) Raw Statistics, click the **Add** button:

1. Enter the: Factor Name.

2. The radio button for ⊙ **Hand Input** is selected by default. Fill in the statistics by gender and race, using the provided fields.

3. (Optional) At the bottom of the page, check the box for: Customize Source of Statistics; and enter supporting text.

4. (Optional) Enter the: Rationale.

5. (Master plan) Choose whether to cascade the custom factor to sub plans.

6. Click **Save**, and the custom factor will be added to the **Factor Weights** screen. The custom factor is designated by "1a" or "2a" (and "1b" or "2b" if an additional custom factor is added).

7. Enter Weight in the *middle column* to account for the custom factor, so that all components of Factor 1 (or 2, as appropriate) add up to 100%.

The custom factor is editable at a later time, by clicking its label; or it can be removed by clicking the ✖ **Delete** icon adjacent to the label.

Review Availability Numbers

Once weights are assigned, the **Factor Weights** screen provides valuable information regarding the availability of external and internal personnel for jobs at your company and your organization's employment of minorities and females *(Figure 5).*

Show People

Click **Show People t**o view all **Factor Weights** values as numbers of persons rather than percentages.

Raw Statistics

The Raw Statistics section of the page displays the External and Internal Availability calculations before weighting.

> *Quick Tip:* To see the full calculation underlying the raw external statistics, run the REQUISITE SKILLS CALCULATIONS report. For the raw internal statistics, output FEEDER JOB CALCULATIONS. (Refer to the companion *Client's Guide to AAP Reports,* available in the on-line ❷ **Help** > Library**.**)

Weighted Statistics

The **Weighted Statistics** section displays the adjusted External and Internal Availability calculations after weighting. The Weighted Statistics are derived from multiplying each of the Raw Statistics by the assigned Weight values.

Availability

Availability is the final result, after the weighted **Factor 1** and **Factor 2** values are added.

Employment

The **Employment** value, calculated using the Roster, is the percentage of current employees in the Job Group who are minorities and females, respectively. This "incumbency" value is compared with Availability to determine if minorities and women are employed in numbers that would be expected.

If this *column* is highlighted in red, Availability exceeds Incumbency by an amount greater than the Utilization Rule (described below) allows, and the disparity is statistically significant (described next).

Stat Value (Statistical Significance)

In accordance with industry standards, **BalanceAAP** determines if the Availability of minorities or women exceeds incumbency by a "statistically significant" amount, which mean the results are not

likely due to chance. If this value is highlighted with a red screen, the results have been deemed statistically significant.

Shortfall

When minorities or women are underutilized in a Job Group, Shortfall will be highlighted in red and indicate the deficiency in whole numbers of persons.

> *Quick Tip:* To review related information, navigate between the **Factor Weights** page and its related **Feeders** menu on **Internal (Factor 2).** The system will maintain the Job Group as selected from the header drop-down menu.

Factor Weights: Options Button

Choose the **Options** button from the *upper toolbar* to set statistical settings.

Statistics Settings

Alert: **Settings should not be changed unless advised by a statistician or attorney.**

Standard Deviation is the software's principal statistical method. However by default, Job Groups containing less than 30 records will use the **Exact Binomial** test. Standard Deviation calculations of 2.0 or greater, or **Exact Binomial** test results of .05 or lower, are typically considered statistically significant. An "approaching significance" threshold is also set for reporting to provide a warning when Adverse Impact for a group is near the significance point.

Include Transfers in Promotion Percentage

By default, **Promotion Percentage** is calculated from new hire and promotion data in the plan (as described above). To include transfer data in this calculation, select this option.

About the Utilization Rule

The Utilization Rule determines how the system will flag and set placement goals for Job Groups. Therefore, this rule is indicated, in a similarly-named task area, located below **Factor Weights** table. While the Whole Person rule is applied by default to all new plans, other rules are accepted by OFCCP. The accepted Utilization Rules are as follows:

Utilization Rule:	A placement goal is declared when employment is:
Any Difference	< availability, regardless of the size of the difference
Whole Person	< availability by at least one whole person
Eighty Percent	< 80% of availability
Eighty Percent/ Whole Person	< 80% of the availability by one whole person or more
Significant Difference	< availability by a statistically significant amount

Change the Utilization Rule

Because the Utilization Rule may influence placement goal findings, this selection can be changed on the **Factor Weights** screen. Simply scroll down to the Utilization Rule menu, and press the **Change Utilization Rule** button:
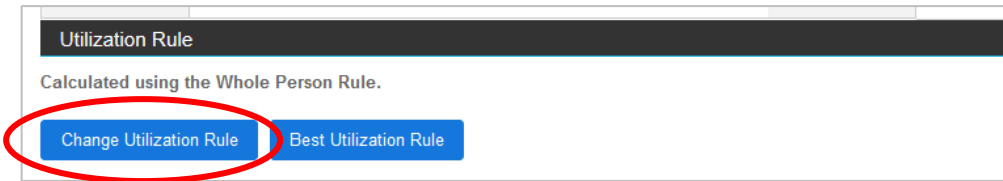
Using the provided pop-up menu, set the rule at one or two levels:

1. From the upper drop-down, select a: Default Rule for This Plan.

2. Then, consider one of two options for the: Rule for this Job Group –

   - Use (plan) Default (recommended)

   OR

   - Choose a different rule

Determine Best Utilization Rule (Report)

It may be beneficial to "test" particular Utilization Rules to determine which one will produce the least amount of placement goals.

Again using the **Factor Weights** / Utilization Rule menu, select the **Best Utilization Rule** button:
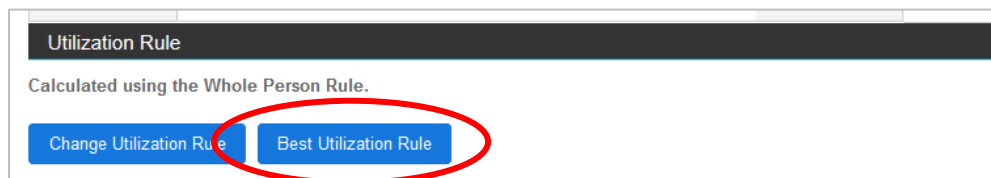
For a single regular plan, the system selects: Current Plan.

> **Master Plan** — Two additional options become active so that the report can be run by Current [Master] Plan, All Plans, or Each Plan Separately.

Next, determine the Rule Order Preference: Check the boxes to include one or more rules for comparison.

Under Report Settings, choose to view the report in HTML or PDF, and to export the report to Excel, Word, or PDF.

Click the **Run Report** button**.**

Import Factor Weights and Utilization Rules

After selecting a Job Group on the **Factor Weights** page, click the **Import** button to use settings from another plan. Choose to import Weights and/or Utilization Rules, and then select either: For This Group

OR All Job Groups. Select the Company, Establishment, and Plan from the drop-downs; then click **Import**.

Import Factor Weights and Utilization Rules into a Master Plan

When importing weights from another Master Plan, upon clicking **Import**, you will be given two options for cascading the changes from the import:

- **Apply Corresponding Sub-plan Settings** — Choose this option if some or all of the Plan codes in the source and target plans match.

   Note: If a corresponding source sub plan does not exist, the settings will be cascaded from the source Master Plan.

- **Apply Master Plan Settings** — Source Master Plan settings will be applied to the target sub plans.

Click **Import** again.
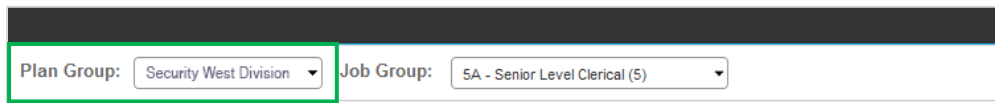
Apply Master Plan Factor Weights

Assign Factor Weights by EEO Job Group

If EEO was selected under Plan Code / Job Group structure, the **Factor Weights** module will include the **EEO Job Group Weights** tab. Here, the displayed weights for Factor 1 and Factor 2 may be edited, and weights applied consistently across sub plans.

Click **Save** to submit any changes. All weights in the sub plans will be overwritten.

(Optional) Assign Factor Weights by Plan Group

If **Plan Groups** were determined under **Reporting Levels**, you may select a Plan Group from the *menu header,* as shown above, just like you can for other **Availability** tools. Statistics will not display, but **Factor Weights** can be applied for the designated group of plans.

   Quick Tip: Access the sub plan to view resulting statistics.

Cascade Factor Weights to Sub plans

Review the cascade option prior to clicking **Save (**in the Weight *column***)**. At the bottom of the page, **Factor Weights** can be carried down to the sub plans by selecting the check box for: Yes. Apply changes to my sub plans.
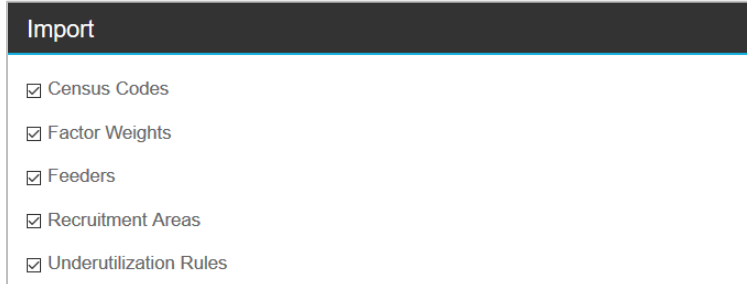
If **Factor Weights** have been determined by **Plan Groups**, a Plan Groups menu will display instead; check the box for: Yes, apply changes to my plan groups.

Weights are cascaded to sub plans by default.

Advanced

Import Availability from an Existing Plan

Access **Availability** > **Advanced** to bring in all or part of the Availability settings from another plan.

Import
☑ Census Codes
☑ Factor Weights
☑ Feeders
☑ Recruitment Areas
☑ Underutilization Rules

1. On the Import menu, check off one or more of the following:
   - Census Codes (Codes that only exist in the current plan will not be affected.)
   - Factor Weights
   - Feeders
   - Recruitment Areas
   - Underutilization Rules

   All are checked by default.

2. Select a source plan by Company, Establishment, and Plan.

3. **(Legacy Census Codes)** If the source plan relies on older census codes, select a translation option:
   - Translate using the (Government's) 2000 Occupations to 2010 Occupations Crosswalk.
   - Allow the system to automatically match your job titles to the new Occupation Codes.

4. **(Legacy Recruitment Areas)** If you are bringing in Recruitment Areas, and the source plans relies on older areas, it is recommended that you retain the default selections to translate areas for all region types:
   - US Summary
   - State
   - MSA
   - County Set

5. **(Master Plan)** Review the cascade setting. By default, the tagline is checked for: Yes. Apply changes to my sub plans.

6. Click the **Import** button.

STEP 6: SELECT PLAN/SUB PLAN HISTORY SOURCE

History Checklist

From the *side navigation menu*, click on **History**. From the **History** screen, you can access the following activities:
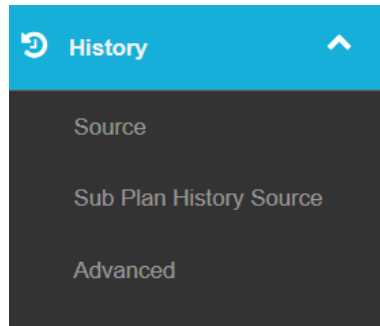
History > Source

- [ ] Identify or confirm the method for retrieving last year's goals, Availability calculations, incumbent numbers, and Veteran data:

  - [ ] Manual Input, Start Point Analysis, or Import from Existing Plan

  - [ ] Include New Hire data, if desired

- [ ] If a **balanceAAP** plan is chosen as the Source, identify the plan

- [ ] If Manual Entry is chosen as the Source, enter the information

- [ ] Save a History plan in **balanceAAP**, created from Start Point Analysis

- [ ] (Master plan) Review, select, and assign the History Source by sub plan

---

✓ Identify or confirm the method for retrieving last year's goals, Availability calculations, incumbent numbers, and Veteran data
✓ If a **balanceAAP** plan is chosen as the Source, identify the plan
✓ If Manual Entry is chosen as the Source, enter the information

History > Source
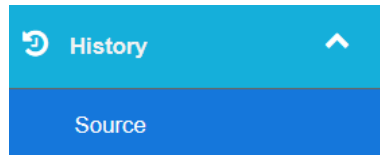
What is the History used for?

In addition to setting future Affirmative Action priorities, also known as placement goals, an AAP will also "look back" to placement goals set in the previous plan, so that progress towards those goals can be measured. Therefore, relevant historical data must be transferred from the most-recent AAP to the current one. (This linkage will apply on an ongoing basis, whether the current plan is an Annual or an Update plan.)

During this step, **balanceAAP** will ask you to confirm (or develop) a ↻ **History > Source** and confirm (or enter) the resulting **History Information**. If this is a covered employer's first AAP, the system can estimate the historical data for you.

How the History Tools support you

The system will guide you, based on whether this is your first **balanceAAP** plan, you used another software application to develop the prior plan, or a prior plan is available in the system:

- **Manual Input** — Enter data from the prior year's plan into system fields.
  Data entry is applicable if you are completing your organization's first balanceAAP plan.

- **Start Point Analysis** — Have the software "recreate" the history from the current plan's data.
  This automated method is applicable if you are completing your organization's first-ever AAP OR this is your first plan, developed with balanceAAP software.

- **Import from Existing Plan** — Bring in information from last year's **balanceAAP** plan.
  Returning software users can take advantage of this transfer method.

Confirm the History Settings

Previously on the **Create Plan** screen, you were asked if you had a prior year's plan in **balanceAAP**. In the current step, **History Settings** will display, according to your answer:

- If the prior plan exists, you will be asked to confirm it as the **Source** for the historical data.

  About Importing from Existing Plan

  If last year's plan was completed in **balanceAAP,** that plan should serve as the Source. You can also select a different plan from the provided drop-down, by choosing Company, Establishment, and Plan.

- If no prior plan is available, you will be asked if **Start Point Analysis** should be run to populate the History.

  About Start Point Analysis

  The software will take the current Roster, and reverse the personnel actions to calculate how many people were in your company's Job Groups last year. It will then calculate **Availability** and goals, based on settings in the current plan.

  > *Quick Tip:* To view the resulting Roster (from Start Point Analysis or Import), view the HISTORY SOURCE ROSTER CHECKLIST, available under: **Reports > AAP Reports / Checklists**.

  If **No** is selected here, the **Source** will be set to **Manual Input**.

  > *For more on Manual Input, keep reading below, at: **Build the History, using Manual Input**.*

Considerations when Changing the History Source

You can change the system's **History Settings** at any time. However, before editing the Source, consider how the current plan's reporting would be impacted if the existing History information was overwritten.

Include the Prior Plan in the File Consistency Check

As part of transferring the History information from the History source (i.e., prior AAP) to the current plan, you can also have the system's **Data > File Consistency** scan compare the Roster entries between the two. Simply check the box, next the tagline: Include prior year roster in file consistency check.

> With this setting in place, this scan of the prior/current Rosters can be checked off on the **File Consistency** / Options menu.

Remember to press the **Apply** button when the **History Settings** are satisfactory, or updated.

Review the Advanced History Settings (Optional)

As an optional setting, New Hire data can be included in the History information.

1. To do so, press the **Show Advanced Options** button, on the right, to expand the menu.

   Quick Tip: Your current selections will display for the History Settings, History Source, and Prior Year Plan. These will be retained when you click the Apply button.

2. Check the box, next to the tagline: Include New Hires in History Pool data.

   Quick Tip: The inclusion of new hires may be beneficial for Adverse Impact reporting, particularly when analyzing Terminations.

   Cross-reference: For more information on Adverse Impact, refer to the on-line ❓ **Help** article: **Statistical Calculations** / *Adverse Impact.* Information and sample reports are also included in the *Client's Guide to Affirmative Action Plan Reports*, available for download there.

3. Then, determine the following settings:

   - The plan's date range (Start Date and End Date, with calendar tools)
   - Personnel actions (Terminations, Promotions, and Transfers are checked by default.)

Then, click the **Apply** button at the bottom of the page. The **History Information** tab will display.

Statistics may be viewed, and the setting may be "turned off" by Job Group. When New Hire data are included in History Source data, the **History Information** tab will include additional *columns* for:

- Roster
- New Hires

By default, when New Hire data are included, this setting will apply for all Job Groups. To remove the setting for a particular Job Group:

1. Select the Job Group from the upper drop-down.
2. Uncheck the box for a Job Group to turn off the setting.
3. Click the **Save** button.

History Information Tab

Based on the chosen method for building the History (as described above), the **Source >
History Information** tab will display a completed or blank Employee Information table. This table
(shown below) will display statistics for: Total Employees and Total New Hires. *Columns* will also
display for: Report Group, Roster, New Hires, Availability, and Goal.

Those choosing Manual Input, which is described next, will work directly in the Employee Information
table.

Build the History, using Manual Input

To input employment numbers, Availability percentages, and placement goals into provided fields by
alphanumeric entry, select **Manual Input**.

On the **History Information** menu, select a Job Group from the drop-down, and enter Employee
Information for each Report Group (i.e., employee class). If the employee class indicates a goal due to
underutilization, check the Goal box.

Click **Save** before switching to another group. Repeat this step for each Job Group.

✓   Review, select, and assign the History Source by sub plan

---

Sub-plan History Source (Master Plan)
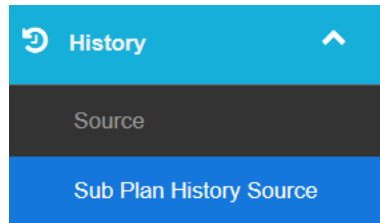
The History Source for a Master Plan will operate in the same manner as for a Regular AAP, but there will be additional settings that help you work more systematically across the sub plans. For a Master Plan, **balanceAAP** offers **History** tools to:

- Apply the History Source collectively to all sub plans
- Customize the History Source for a group of sub plans
- Edit History settings within the sub plan

Import History from Existing Plan, for Sub plans

Begin in the Master Plan by accessing ⟳ **History > Sub Plan History Source** from the *side navigation menu*.

After selecting **Company, Establishment**, and **Plan** from the provided drop-down, only Master Plans will appear as source options. Then, select whether sub plans should match the History Source by:

- [Plan Code](#)
  OR
- Establishment

If a sub plan lacks a match, its History Setting will default to **Manual Input**. If you want such plans to use **Start Point Analysis**, check the box for: Assign start point for all selected plans that do not have a match.

Assign History Settings by Sub Plan

After making (or confirming) the History Source selection (above), ✚ **Expand** the Sub Plans menu in the lower portion of the page to display a checklist of sub plans. (All sub plans are checked by default.) Include the appropriate sub plans, and click the **Assign** button.

> *Caution:* If **Manual Input** is assigned to a sub plan, remember to enter the history numbers within the sub plan, as described below. Do so only after addressing settings in the governing Master Plan.

#### Edit History Information in a Sub plan

Click **Plans** in the *side navigation menu,* and locate the sub plan on the **Recent Plans** or **Open Plan** tab. The sub plan will be located (and indented) under the Master Plan entry. In the sub plan, navigate to: **History Source > Source > History Information** tab.

Edit (or enter) the history statistics in the provided fields, and press **Save**.

> ✓   Save a History plan in **balanceAAP,** created from Start Point Analysis
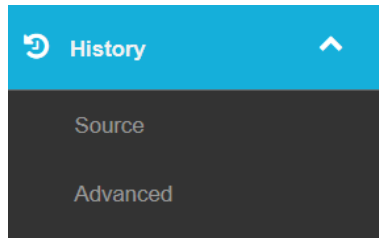
Advanced

The ⟲ **History > Advanced** task area makes it possible to (1) save the results of a Start Point Analysis as a "History plan," and (2) assign the results as the updated History Source for the current AAP.

Alternatively, the Start Point Analysis can be saved as a stand-alone History plan to serve as an independent reference point for the current plan.

Although Data tables and historical information will be available in the History plan, it will not be a completely composed AAP. Like other existing AAPs, the History plan will be accessible from the **Open Plan** list (and through **Recent Plans**, if you visit the History plan).

While saving the History plan, you can also manage what happens to the previously created History plan(s).

Refresher: What is Start Point Analysis?

For those preparing the first **balanceAAP** plan – or when a prior plan is not available – Start Point Analysis estimates the historical information needed to develop the current AAP's calculations.

In this situation, the system estimates the prior availability statistics, placement goals, and Veterans metrics for you, by analyzing current data. This information, in particular, is necessary for outputting the GOAL ATTAINMENT report (i.e., a measurement of your organization's success in meeting placement goals).

Considerations when Assigning the History Plan

An existing Start Point analysis (as determined via **History > Source**) is not needed to perform the **Advanced** operation. However, the following impacts of assigning the Start Point Analysis/History plan to the current plan will apply:

- If the plan is linked to a prior **balanceAAP** plan, that connection will be removed.

- Existing entries on the **History Information** tab will be overwritten with the Start Point Analysis results.

To prevent overwriting, save the History plan <u>without</u> assigning it to the current AAP, as described below.

Create (and Assign) a History Plan from Start Point Analysis

Advanced

You can create a history plan as a historical reference point for this plan. This is similar to a Start Point Analysis, except the plan generated will be kept in the system. The history plan will not be automatically regenerated, so it is advised if you change the current plan, you also recreate the history plan.

☑ **Assign this new History plan as the History Source for this plan**

☑ **Delete any History plans previously created from this plan**

Create History Plan

On the **History > Advanced** menu, review the check box options for:

- Assign this new History plan as the History Source for this plan^

- Delete any History plans previously created from this plan

^ These options are checked by default.

Click the **Create History** button.

When the operation is complete, navigate to **Plans > Open Plans** to locate the History plan. The Plan Name will be carried over from the current AAP, but the title will indicate "History Plan:" at its beginning.

STEP 7: DEVELOP IWD / VETERAN METRICS

IWD/Veterans Checklist

From the *side navigation menu*, click on **IWD/Veterans** to access the following activities for comparing the number of Individuals with Disabilities (IWDs) and protected Veterans in your organization's workforce to compliance benchmarks:
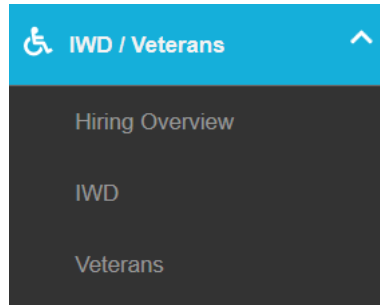
Hiring Overview
☐ Develop and edit Job Information
  ☐ Determine data source(s) for Job Information
☐ (Master Plan) Develop and edit Job Information by Sub Plan

IWD
☐ Review or set the Utilization Benchmark
☐ (Optional) Edit the Utilization Benchmark by Job Group
☐ (Optional for Master Plan) Edit the Utilization Benchmark by Sub Plan

Veterans
☐ Use a Simple Hiring Benchmark
☐ (Optional) Edit the Simple Hiring Benchmark by Job Group
☐ (Optional for Master Plan) Edit the Hiring Benchmark by Sub Plan
☐ (Optional) Create the Five Factor Benchmark

Reminder: Because the system provides flexibility for various types of **IWD/Veterans** reporting, please review the Federal regulations to learn how specific requirements apply to your organization.

✓ Develop and edit Job Information
✓ Determine data source(s) for Job Information
✓ (Master Plan) Develop and edit Job Information by Sub Plan

Hiring Overview
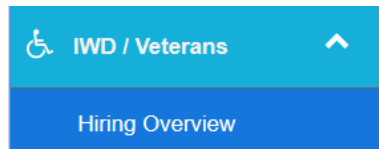
In developing the ♿ **IWD/Veterans** calculations, begin by preparing the **Hiring Overview**, representing statistics for job openings and filled job openings during the plan year. The system can help you populate the necessary statistics from existing Applicant or Roster data, or the numbers can be directly entered.

Determine Calculation Options

Navigate to **IWD/Veterans / Hiring Overview**, and scroll down to the Calculations Options menu.

Review the following taglines, and check off, as appropriate:

- Manually enter Jobs Opened and Jobs Filled*

- Jobs Opened should always match Jobs Filled

*If manual entry was <u>not</u> checked, choose whether the system will use Applicant or Personnel Action data as the source for determining IWD/Veterans statistics.

> *Quick Tip: Check the adequacy of the two **Data Tables** before determining which source to use:*
> - The **Applicant Data table** must include Requisition IDs (so the system can count job openings) and Disposition codes (to identify the number hired).
> - On the included **Personnel Action tables**, IWDs and Veterans must be identified.

The expanded options include:

- **Applicant Data** — The default fields are Hired and Internal successful data (default), with Declined offer also available for selection.

Determine the number of jobs filled using the following information:

◉ **Applicant Data**

☑ 01 - Hired

☐ 02 - Declined offer

☐ 04 - Internal successful

OR

- **Personnel Actions** — Limit the source for data collection to New Hire data (default), or include Promotion and/or Transfer data.

◉ **Personnel Actions**

☑ New Hire

☑ Promotion

☐ Transfer

(Optional) View Formula for how the Hiring Overview is Calculated

Navigate up to the Job Information menu, and click the **View Formula** button in the *menu header* to view the underlying rule for calculating the Hiring Overview. The formula is also shown in on-line ❓ **Help** at: **IWD/Veterans /** *View System Formula for Hiring Overview*.

Run the Automated Hiring Overview Calculation

Once data and settings are in place, click the **Calculate Jobs Filled** button, available at the bottom of the page.

[Import Hiring Overview Settings]   [Calculate Jobs Filled and Jobs Opened]
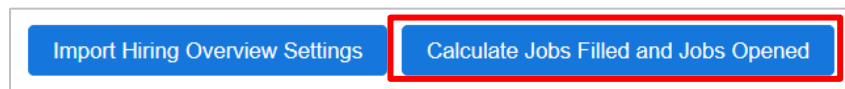
The # of Jobs Opened and the # of Jobs Filled will be populated on the Job Information menu at the top of the page. Alternatively, if you selected manual entry (shown above), these statistics may be entered directly in the provided fields (and/or edited). Click the **Save** link.

Edit Job Information by Job Group

Check the box to: Edit by Job Group. A drop-down containing the available Job Groups will appear. Select the Job Group, update the numbers of jobs opened and jobs filled, and click **Save** for each line item. The drop-down will display any updated Job Groups in bold face.

(Optional) Import Hiring Overview Settings and Numbers

In particular, this advanced feature supports those who would like bring in data to support having a benchmark by, and Job Information breakdowns, by Job Group.

Click the **Import Hiring Overview Settings** button, and select one of the two methods below. Follow the prompts to bring in the information.

- **External Data**

  In an external Excel worksheet, Job Groups can be identified, and statistics for # Jobs Open and # Jobs Filled can be associated with those Job Groups.

- **Import from Existing Plan**

  If IWD/Veterans settings are available in from existing plan, this method brings in that information.

Hiring Overview Considerations for Master and Sub plans

Develop Job Information by Sub Plan

In addition to entering (or editing) Job Information by Job Group, data can be developed by sub plan to reflect the subset populations (and for comparison to sub plan benchmarks in reporting).

To do so, check the box to: Edit by Sub Plan. A drop-down containing the available sub plans will appear. Select the sub plan, update the numbers, and click the **Save** link for each line item.

Import Hiring Overview Settings

Those preparing a Master plan who would like to have a Job Group breakdown, or differentiate statistics and benchmarks by sub plan (i.e., Plan code), may also benefit from the option to: **Import Hiring Overview Settings**, as described above.

✓ Review or set the Utilization Benchmark
✓ (Optional) Edit the Utilization Benchmark by Job Group
✓ (Optional for Master Plan) Edit the Utilization Benchmark by Sub Plan

IWD (Individuals with Disabilities)
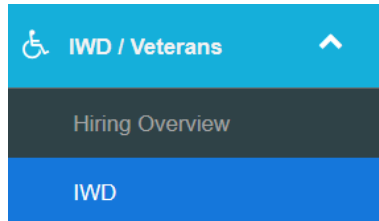
About the IWD Analysis

A benchmark for the utilization of Individuals with Disabilities will be compared to the presence of IWDs in your organization as part of AAP reporting. These statistics will expand on the IWD Narrative.

View or Edit the Utilization Benchmark

On entry to **IDW**, the IWD Utilization Benchmark displays (in percent).

> *Note:* **BalanceAAP's** default will be set to OFCCP's current utilization benchmark.

(Optional) To update the default entry, enter a new number and click the **Save** link.

#### Edit the Utilization Benchmark by Job Group

Check the box for: Edit Benchmark by Job Group. Then, choose a Job Group, one by one. Retain or edit each provided entry, as necessary, and click the **Save** link for the sub plan.

Edit Master Plan Benchmark by Sub Plan

Check the box for: Edit Benchmark by Sub Plan. Select a Sub Plan from the drop-down, edit the entry, and click the **Save** Link.

✓ Use a Simple Hiring Benchmark
✓ (Optional) Edit the Simple Hiring Benchmark by Job Group
✓ (Optional for Master Plan) Edit the Hiring Benchmark by Sub Plan
✓ (Optional) Create the Five Factor Benchmark

Veterans
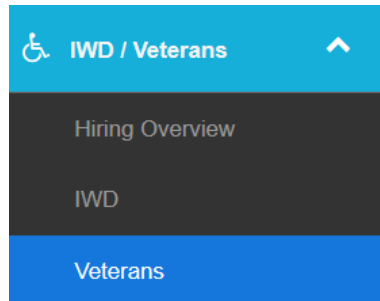
About the Protected Veterans Analysis

As part of the AAP, a Veteran benchmark will be set in percentage and then compared with your organization's hiring statistics to ascertain your organization's success in employing protected Veterans. This chapter describes the following methods for establishing the benchmark:

• Use the Simple Benchmark

OR

• As an alternative, create the Five Factor Benchmark to account for unique and/or local conditions

Note: The Simple Benchmark will be set to the current OFCCP percentage. For a link to the Federal Web site, providing benchmarks and Veterans data, refer to **Federal Resources** in on-line ❓ **Help**.

With either method:

• The overall benchmark value can be adjusted.

OR

• A separate benchmark can be assigned for each Job Group (and in a Master Plan, by sub plan).

Use a Simple Benchmark

On entry to **Veterans > Settings**, a field displays the Simple Benchmark (in percent).

(Optional) To update the default entry, enter a new number, and click **Save**.

Edit the Simple Benchmark by Job Group — After selecting Use Simple Benchmark, check the box for: Edit Benchmark by Job Group.

> ◉ Use Simple Benchmark
>
>   ☐ Edit Benchmark by Job Group

Use the provided drop-down to select a Job Group, one at a time. Update each benchmark percent, as necessary, and click **Save**. The drop-down will display any updated Job Groups in bold face.

(Optional) Initiate a Five Factor Benchmark

Important Cautions: The Five Factor Benchmark should only be implemented after careful consideration by your legal and statistical advisors. In addition, when the custom benchmark is saved, any previous data entries for the Simple Benchmark will be erased.

On the **Settings** tab, select the radio button for: ◉ Five Factor Calculated Benchmark. Then, answer one or both of the following questions if you want the system to:

- Calculate the veteran applicant ratio (factor 3a) from the previous year plan?
- Calculate the veteran hire ratio (factor 3b) from the previous year plan?

Quick Tip: If a History Source is in place, check the boxes (shown below) to have the system populate the Factor 3 fields. If Veteran data are not available in a previous plan, you can enter the information later.

> **Protected Veteran Hiring Benchmark**
>
> [6.70] %
>
> ○ Use Simple Benchmark
>
> ◉ Use Five Factor Benchmark
>
>   ☐ Calculate the protected veteran applicant ratio (factor 3a) from the previous year plan?
>
>   ☐ Calculate the protected veteran hire ratio (factor 3b) from the previous year plan?

The **Five Factor Benchmark** tab will display. Move on the entering factor values and rationales on this tab.

Edit Benchmark by Job Group (or Sub plan)

Prior to entering values, consider whether to apply the Five Factor Benchmark by Group (or if a Master Plan, by sub plan) to account for differences in Veteran availability. To do so, click the **Show Advanced Options** link. The upper menu will provide a drop-down for selecting Job Groups (or sub plans), one by one, before filling out the values and rationales for each.

> **Overall Benchmark**
>
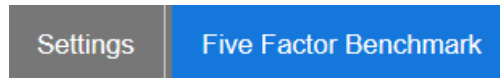> Enter the overall benchmark for the Protected Veteran Hiring Benchmark
>
> [   ] % Save
>
> Show Advanced Options
>
> Use the Edit Benchmark by Job Group options to customize the benchmark for job groups.
>
> | Item | Benchmark |
> |---|---|
> | ☑ Edit Benchmark by Job Group | |
> | | [7.] %   Save |
> | 1.1 - Executive/Senior L ⇕ | |

Enter and Weight the Five Factor Benchmark

Settings	Five Factor Benchmark

At the top of the **Five Factor Benchmark** tab, enter an Overall Benchmark. Then, **Save** the entry.

Quick Tip: You may start by completing the five factors, at the lower part of the screen, to help in determining the overall benchmark percentage.

In the Five Factor Benchmark menu, enter values for each element, which are (at the time of *User's Guide* publication):

1. Average percentage of Veterans in the civilian labor force for the state(s) where the contractor is located for the prior three years, as calculated by the Bureau of Labor Statistics (BLS) and published by OFCCP.

2. Number of Veterans over the previous four quarters in the state where the contractor is located who were participants in the Employment State Delivery Service (ESDS), as tabulated by the Veterans' Employment and Training Service (VETS) and published by OFCCP.

3. (a) Veterans Applicant ratio reported in the prior year's AAP,

   AND

   (b) Veterans Hiring ratio reported in the prior year's AAP.

4. The contractor's recent assessments of the effectiveness of its outreach and recruitment efforts.

5. Any other factors, including but not limited to the nature of the contractor's job openings or its location, which would tend to affect the availability of qualified protected Veterans.

BalanceAAP may pre-populate fields where Government data are available. If you have elected to populate Factor 3 on the **Settings** tab, those results will display here.

Using the middle *column*, enter or edit the Value in percent, as necessary. Using the right-hand *column*, enter the Rationale for the entered statistic.

Click the **Save** button to run the analysis for the reports listed below.

About Related IWD/Veterans Reports

IWD & Veterans				
Data Collection for Individuals with Disabilities	📄 📝 📊	☐	⚙
Data Collection for Protected Veterans	📄 📝 📊	☐	⚙
Individuals with Disabilities Utilization Goals	📄 📝 📊	☐	⚙
Veteran Benchmarks for Hiring Analysis	📄 📝 📊	☐	⚙

The following IWD & Veterans reports, available from 📁 **AAP Reports**, will provide counts by plan or Job Group*:

- DATA COLLECTION FOR INDIVIDUALS WITH DISABILITIES
- DATA COLLECTION FOR PROTECTED VETERANS

The following reports will present the results of the analyses by plan or Job Group*:

- INDIVIDUALS WITH DISABILITIES UTILIZATION GUIDE
- VETERAN BENCHMARKS FOR HIRING ANALYSIS

*Because the requirements vary by report and workforce size, please review the governing regulations to see how you should arrange your organization's reports.

As a supporting report, the FIVE FACTOR BENCHMARK report is also available.

About Related Narrative Tools

Tools for building 📰 **Narratives** include specific **Tags & Values** and narrative Section menus for IWDs and Veterans.

STEP 8: CUSTOMIZE NARRATIVES

Narratives Checklist

Narratives

Using the *side navigation menu*, click on **Narratives** to display the section home page and access the following activities:

Develop Narrative Settings
- ☐ Include or exclude reports
- ☐ Include Department Hierarchy or Workforce Analysis as the Organizational Profile
- ☐ Turn on REACH integration (for Good Faith Efforts data)
- ☐ Include header and footer text and page numbering
- ☐ Import narrative settings from another plan
- ☐ Manage supporting documents

Work with Tags & Values
- ☐ Assign values to tags for insertion into Narratives
- ☐ Import Tags & Values from another plan

Finalize Narrative Content
- ☐ Edit customizable tags for insertion into Narratives
- ☐ Cascade Master Plan settings to sub plans

Preview Published Narrative

Not part of the AAP:

EEO-1
- ☐ Create the annual reporting for submission to the Equal Employment Opportunity Commission (EEOC)

VETS-4212
- ☐ Create the annual reporting for submission to the Veterans' Employment and Training Service (VETS) office

---

✓ Include or exclude reports
✓ Include Department Hierarchy or Workforce Analysis as the Organizational Profile
✓ Turn on REACH integration (for Good Faith Efforts data)
✓ Enter header and footer text
✓ Import narrative settings from another plan
✓ Manage supporting documents

Narrative Settings

Settings	Tags & Values	Templates	Published Narrative
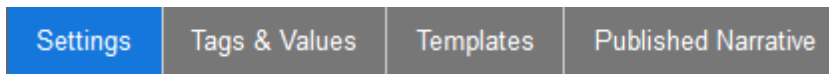
About the Required Narratives

The data and results from plan calculations will be merged with narrative content to build a complete Affirmative Action plan, one each for Minorities/Women, Veterans, and Individuals with Disabilities. To assist you with compiling this complete AAP, the 📰 **Narratives** module provides boilerplate language and tools for customizing the content and managing how merge data are included in the final document. The provided templates are organized into appropriate Sections (*Table 6*), and the document's pages will be numbered.

Refer to the following steps for **Settings**, **Tags & Values** (for merge data), **Templates**, and **Published Narrative**, as represented by tabs in the *tab header*, to build each narrative.

Determine Narrative Settings

Begin developing the narratives by making a few selections on the **Settings** tab.

Settings	Tags & Values	Templates	Published Narrative	

Import **Manage Documents**

Narrative Options

Select narrative version

[Most Recent ▼]

Description of Changes

Include Reports for

☑ Minorities/Women

☑ Individuals with Disabilities

☑ Protected Veterans

Select which report to use for the Organizational Profile

◉ Organizational Display

○ Workforce Analysis

Narrative Options

First, review the narrative option for template version (March 2014 or the current version). This setting controls which template the system will make available to you. This template's content can then be customized for your organization's specific needs.

> *Important Cautions:* It is recommended that **Narratives** for new plans be developed with the system's most recent template.
>
> Finalize this setting <u>before</u> customizing the narrative **Templates**. If the setting is changed later, any customization will be lost. To review the currently applied template version, navigate to **Narratives > Templates**.

Next, **balanceAAP** has checked off, by default, settings that will tell the system to compile each Narrative with its corresponding reports when the document is output from the ■ **AAP Reports** screen:

- Include Reports for Minorities/Women
- Include Reports for Individuals with Disabilities
- Include Reports for Protected Veterans

For other times when full reports are not needed in conjunction with the AAP Narrative, simply uncheck the appropriate box(es). This will exclude the numerous pages of reports.

Choose Organizational Profile Type

The selection for Organization Profile here will be based on plan elements that were established previously. For the Organizational Display, a **Departmental Hierarchy** is required; for the Workforce Analysis, the Grade Reference table must be sequenced.

Once those elements are reviewed, click Workforce Analysis OR Organizational Display.

Include REACH GFE Data

If you use **REACH** to store information on Good Faith Efforts, check the box on the REACH Integration menu (shown below). This will turn on features to automatically merge GFE data into the ▦ **Narratives** (as described in: **Appendix A**).

REACH Integration
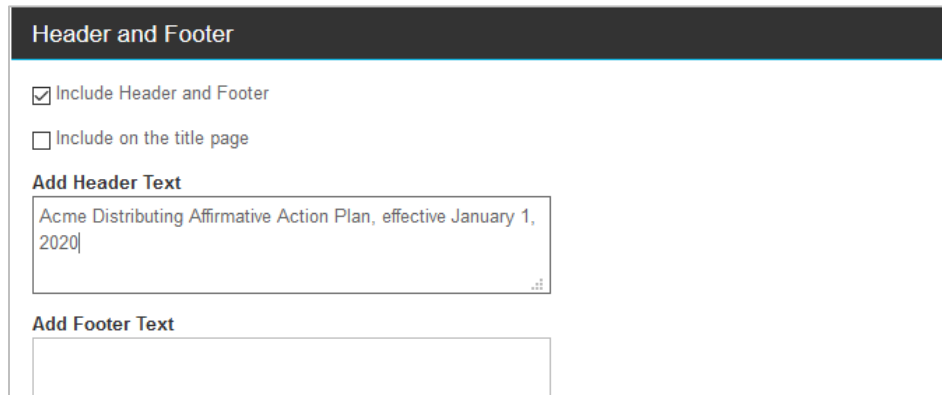
☑ Include information about Sources for Good Faith Efforts and Activities

Include Page Numbering in Narratives

The Miscellaneous setting on the Narrative Options menu will turn on (or exclude) page numbering in the Narrative's Table of Contents.

Miscellaneous

☑ Include page numbers on Table of Contents

(Optional) Enter Header and Footer Text

The Header and Footer section of the menu allows for personalizing or labeling the Narrative pages. Check the box to Include Header and Footer. If applicable, check the box to: Include on the title page. Then enter the text in the appropriate Add Header Text or Add Footer Text field.

Once all settings are determined, click the **Save** button.

Import Narrative from another Plan

Using the **Import** button in the **Settings** *tab header*, check boxes to import the following narrative elements from another plan:

- Narrative Settings
- Tag Values
- Templates
- Supporting Documents

Select the items to import, and then select the Company, Establishment, and Plan from the drop-downs, under: Plan to Import From. Click **Import Data** to execute the import.

Manage Supporting Documents

Settings	Tags & Values	Templates	Published Narrative	
Import	Manage Documents			
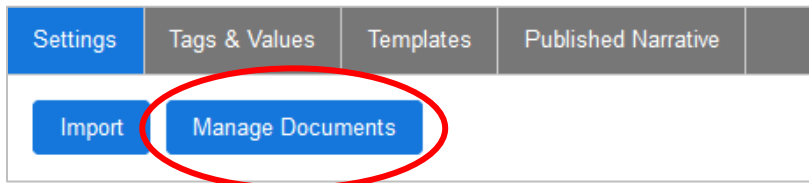
Appendices and additional documents can be added to the system, using the **Manage Documents** button, which is adjacent to the **Import** button in the *upper toolbar*.

Select the narrative to which the supporting documents should be added. Click **Browse**, locate the documents, and click **Upload**. Repeat for any other documents.

Documents added in this way will appear as options on the ■ **Select Reports** page at the end of the Narrative menu (in the order in which the documents were uploaded). To edit their order of appearance, click a document name and use the arrows at the right to move the document to a different location within the menu list. Click **Save** to save the display order.

Click **Edit** to edit the name of the document for how it appears on this screen. To preview an uploaded document, select it from the **Preview** drop-down, and click **Preview**.
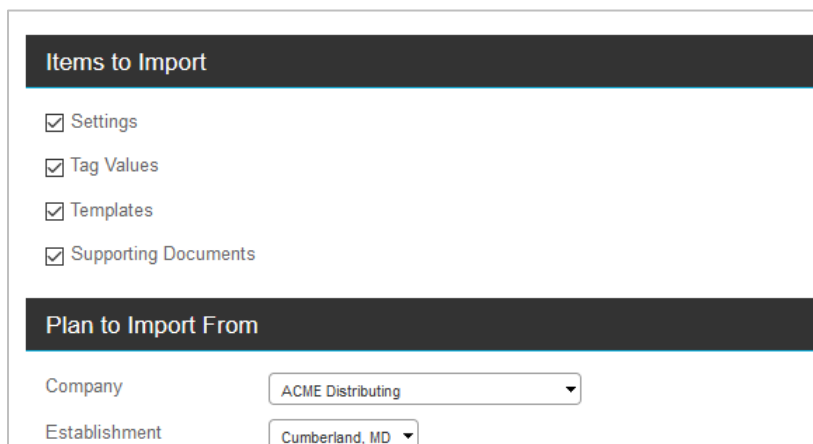
Narrative Tags and Values

Settings	Tags & Values	Templates	Published Narrative
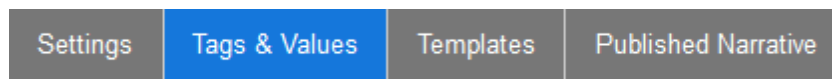
With **Narratives / Tags and Values**, specific text and image elements (e.g., branding, staff contacts, corporate language, signatures) can be develop for use in personalizing **Narratives**.

What is a Narrative Tag?

A tag serves as a placeholder for an element that will be merged into the narrative when it is published. A tag may represent a data merge, a text insertion, or an image. In addition to ensuring accuracy for multiple insertions of the same element, this method allows the element to be updated globally.

Example: The tag, [[Affirmative Action Chief Policy Signer]], acts as a placeholder for the chief policy signer's name. This text will appear wherever the tag is placed in the template.

While the system provides default tags *(Table 5, below)*, you must assign a value to certain required text tags. You may also create custom, user-defined tags, with corresponding values. Any tags you create will be available in all of your organization's plans.

Table 5. Default Tags	
Additional Monitoring Actions	Establishment
Affirmative Action Chief Policy Signer	Internal Training
Affirmative Action Officer	No Feeder Explanation
Chief Policy Signer	Personnel Policy Guide Title
Company History	Plan Effective Date Range
Current IWD Outreach Programs*	Schools Recruited From
Current Vets Outreach Programs*	Targeted Recruitment Activities
Discontinued IWD Outreach Programs*	Review of Personnel Processes Detail
Discontinued Vets Outreach Programs*	Review of Physical and Mental Job Requirements Detail
Employee Handbook Title	Top US Official
Employee Newsletter Title	Top US Official Title
Establishment Type	*If data originate in REACH, refer to REACH Assignment to associate data to the plan, and make sure the REACH integration is turned on.*

About the Tag List

The list of tags appears in the left *column* of the **Tags and Value** tab.

Legend: An icon to the right of the tag will indicate:

★ (Star) The tag is currently **In Use** in **Templates.**

✔ (Green check mark) A **Value** [has been] **Assigned**. If a tag displays no check mark, a value must be assigned before it will be activated in a narrative.

Associate a Default Tag with a Text Value

Select a tag from the list. Click the radio button on the right for: ⊙ Text. Enter text in the Tag Value field. Click **Save**, and the ✔ **Value Assigned** icon will appear for the tag. The Tag Value may be updated in the future.

Add a Custom Text Tag to the System

Click the [**Add a New Tag**] button**.** Enter: Tag Name, Tag Description, and Number of Rows; and click **Save**. The Tag Description and Value may be edited at a later time.

Create a Custom Image Tag

First, **Add a New Tag**, or highlight an existing tag on the Tags & Values list. Click the radio button for: ⊙ Image. Then enter Image Width and Image Height (in pixels). Click **Save**.

> **Quick Tip:** *The image dimensions can be edited after image upload.*

Delete an Existing Custom Tag

To remove a tag from all plans in your company, highlight it, and click **Delete**. A confirmation message displays; select: **Yes**. Tags that are in use may not be removed.

Import Tags and Values (Master Plan)
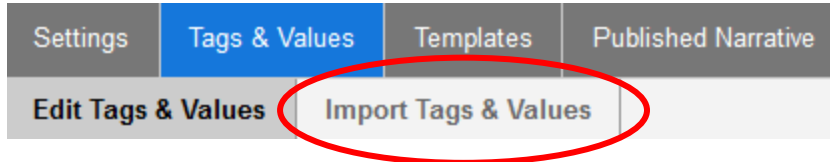
For those preparing multiple plans with a lengthy and complex set of tag values, an import process will streamline your efforts to develop this narrative framework.

> *Note*: Each plan will be identified by Plan Code.

While working in **Narratives > Tags & Values**, select **Import Tags & Values** from the *upper ribbon*.

1. Determine template export settings and export the template—

    A. Choose to have the system: Fill in the current Narrative Tag Values (default)

      OR

      Limit the template to: Only include the Narrative Tags and the Plan Codes—(i.e., *column* and *row headers*, with the cells left blank).

    B. Click the [**Export Template**] button, and save the provided template to your computer or network.

2. Complete the template; and save the Excel document with a new title.

   Return to **Import Tags & Values**. In reference to blank values, tell the system to: Ignore the [incoming] blank values (default) OR: Overwrite the old values with blank values.

3. Browse for the file, and click the **Upload Workbook** button.

   Quick Tip: To retain the system value for a default tag, leave the field blank (step 2). Then, during step 3, select to ignore incoming blanks.

4. The file name will be listed on the **Import Tags & Values** sub-tab (and the source file may be changed at a later time). Click the **Import Tags and Values** button.

If necessary, continue editing **Tags & Values,** as described in this chapter; and then proceed to working with tags in narrative **Templates**, as described later in this chapter.

Edit Narrative Templates
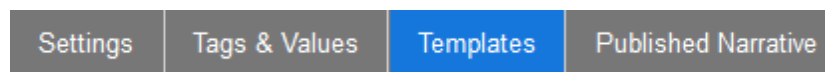
By working with narrative **Templates,** you can:

- Include or exclude Sections of the narrative (See *Table 6* for a list of standard Sections.)

- Personalize narrative content and revise text formatting to reflect your organization

- Insert tags (as defined earlier) to represent certain required or repeated elements

- Make customized narrative elements available for use in subsequent plans (see **Import Settings** below for instructions)

Changes made to the **Templates** affect only the current plan.

Display the Narrative Section for Review

As shown in *Figure 9* below, the **Templates** *tab header* is divided into sub-tabs for:

- **Minorities/Women**
- **IWD**
- **Veterans Narratives**

Because each narrative is organized into Sections, begin by making a selection from the Section drop-down at the top of the page.

Include/Exclude Section and Determine Source for Template Text

(Figure 9A) In the Section menu, retain the default setting, or exclude the Section by unchecking the box for: Include this section in the Narrative. For Sections (other than the Title Page), you can also include (check) or exclude (uncheck) the section from the plan's Table of Contents.

   Note: The Table of Contents will display in the PDF file when the compiled AAP is exported.

⊙ Next, click a radio button to define how Section content will be composed:

- **Entering the template text below** *(Work in a text editor on default or imported content).*
  Then, proceed to editing the default content, formatting, and tags, using the text editor.

  (Figure 9B) The default text may also be replaced by importing content from:

    - Word 2007 or Word 97-2003
    - HTML
    - Plain Text or Rich Text

  When imported in this manner, the content may be further edited, as necessary.

- **Uploading a PDF file** *(Bring in a read-only PDF* document).*
  Proceed to the Add a File… menu, located below the text editor. Click **Browse**; locate the file; and click **Save**.

  *An external file cannot be edited in the software. Word documents will be converted to PDF.

Revert to the Last Saved or Default Narrative

At any time, you can change the narrative back to **balanceAAP's** default template by clicking the **Revert to Default** button, which is located in the *lower toolbar.*

When a previously saved version exists, an adjacent button will display to **Revert to Last Saved Version**.

Export a Narrative Section

(Figure 9B) Any Section may be exported for external use. Navigate to the import/export menu, located below the text editor. Then, make a selection from the file type drop-down:

- Word 2007 or Word 97-2003
- Plain Text or Rich Text
- PDF

Finally, select the **Export** button, and follow the prompts.

***Figure 9:* Narrative Template — Editing Tools**

A. Section Menu and Text Editor

B. Import/Export Menu

Table 6. Standard Narrative Sections	
Minorities/Women	Title Page Preface Introduction Equal Employment Opportunity and Affirmative Action Statement of Policy Religious and National Origin Discrimination Policy Responsibility for Implementation Organizational Profile Job Group Analysis Availability Analysis Comparison of Incumbency versus Estimated Availability Placement Goals Special Report Identification of Problem Areas by Organizational Unit and Job Group Development and Implementation of Action Oriented Programs Internal Audit and Reporting System List of Exhibits Exhibit A: Policy of Affirmative Action Letter Exhibit B: Annual Notification to Vendors
IWD	Title Page Preface Equal Employment Opportunity and Affirmative Action Statement of Policy Definitions Responsibility for Implementation Request for Self-Identification Review of Personnel Processes Review of Physical and Mental Job Requirements Reasonable Accommodations Compensation Internal Communication Procedure Harassment Training Internal Dissemination of Policy Outreach, Positive Recruitment and External Dissemination of Policy Data Collection Analysis Utilization Analysis Identification of Problem Areas by Organizational Unit and Job Group Development and Execution of Affirmative Action Programs Monitoring and Reporting Systems List of Exhibits Exhibit A: Invitation to Self-Identify Exhibit B: Annual Notification to Vendors Exhibit C: Annual Assessment of Outreach and Recruiting Efforts Exhibit D: Reasonable Accommodation Policy and Procedure

Table 6. **Standard Narrative Sections**	
Veterans	Equal Employment Opportunity and Affirmative Action Statement of Policy
	Definitions
	Responsibility for Implementation
	Request for Self-Identification
	Review of Personnel Processes
	Review of Physical and Mental Job Requirements
	Reasonable Accommodations
	Compensation
	Internal Communication Procedure
	Harassment
	Training
	Internal Dissemination of Policy
	Outreach, Positive Recruitment and External Dissemination of Policy
	Data Collection Analysis
	Hiring Benchmarks
	Identification of Problem Areas by Organizational Unit and Job Group
	Development and Execution of Affirmative Action Programs
	Monitoring and Reporting Systems
	List of Exhibits
	Exhibit A: Invitation to Self-Identify
	Exhibit B: Annual Notification to Vendors
	Exhibit C: Annual Assessment of Outreach and Recruiting Efforts

Insert a Tag into a Narrative Section

Place your cursor at an insertion point, and click **Insert Tag** (button shown above) to open the Insert Tag menu:

By default, all types of tags are displayed for selection. The list may be reduced by deselecting one or two of the following options:

- User Defined Narrative Tags (tags you defined)
- Calculated/Generated Tags (e.g., employee counts, as described below)
- Report Tags (plan reports typically placed within the narrative)

Select the desired tag from the provided drop-down, and click **Insert**.

When edits to the Template Text are complete, click **Save**.

About Calculated/System-Generated Tags

The narrative **Templates** will include system-generated tags that will merge key data and locate the data adjacent to the appropriate descriptive text.

Example: Below, the system has placed a tag in the Organizational Profile section of the Minorities/Women template to bring in the Workforce Organizational Display Setting:

As one of the diagnostic components of [[Company Name]]'s AAP and the workforce at the [[Establishment]] establishment. The organizationa whether there are areas in the workforce where minorities or women are to follow the [[Workforce Org Display Setting]] methodology.

If you are using **REACH** data as part of your plan's IWD and Veterans **Narratives**, please refer to the example in: **Appendix A**.

Cascade Master Plan Narrative Settings to Sub plans

Editing in Master Plan **Templates** can be carried down to the sub plans by selecting the check box for: Yes. Apply changes to my sub plans.

Changes made in a sub plan will not affect the Master Plan or any of the other sub plans

Review and Edit Published Narrative

Settings	Tags & Values	Templates	Published Narrative
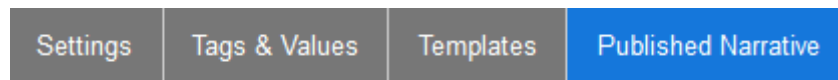
The **Published Narrative** tab displays a final preview of the narrative sections.

If you want to locally edit the narrative for a current plan without making a global change to the **Templates**, you may do so the **Published Narrative** tab. It is recommended that this action only be taken if plan calculations are final.

Select a narrative Section, click the **Edit** button, and confirm the action by clicking **Edit** again. The Published Narrative will appear in a text editor. Make the edits, and click **Save**.

Important Caution: If you edit a plan narrative and then republish it due to updated calculations, all edits made on the **Published Narrative** tab will be lost.

Republish the Narrative

To republish the narrative, click the **Edit** button. From the pop-up window, click **Republish this Section Now**. This action will update the plan document for any calculations or data, but remove any edits made to the **Published Narrative** since the last time it was published.

STEP 9: PUBLISH PLAN

Publish Plan Checklist

- ☐ Publish plan to **Reports** (and **Dashboard**)
- ☐ Turn on **Reports** (and **Dashboard**) access
  - ☐ Add users to **balanceAAP**
- ☐ Notify users when results are ready
  - ☐ Select plan(s) to announce
  - ☐ Select users to notify
- ☐ Determine user access for Master Plan and sub plans
- ☐ Use **System Tools** to develop email content

Make AAP Results Available to Others

| Publish Plan | User Settings | Email Users |

Because the audience for plan results is typically comprised of colleagues who have not been involved in the preparation of AAPs, **balanceAAP** helps the plan preparer/owner "roll-out" AAP results to those colleagues, based on their roles in the process.

Using **Publish Plan**, you can grant permissions to other users so they can view:

- The ■ **Reports** portal, the storage place for compiled AAP results

AND

- For a Master Plan, the 📊 **Dashboard**, displaying metrics across multiple plans

Even colleagues without prior software permissions can be given read-only access to view the reports you specify. Once the new user account is created, an email can be sent to the user, with a link to log in to the system, change the password, and subsequently, view results.

The first step is to let the **Reports** module, and specifically the ■ **AAP Reports** portal, "know" that results are ready, so final reports can be made available there for viewing by other users. In **balanceAAP**, this is called "publishing the plan."

Publish Plan (to AAP Reports and Dashboard)

To publish the plan, simply check box next to the following tagline:

Check the box to publish the plan to Reports and Dashboard and allow other users to access.

Press the **Save** button to apply this setting. Then, proceed to the next tab, **User Settings**, described next.

Administer User Settings

Providing access for the new user to ■ **Reports** (and 📊 **Dashboard**) is generally comprised of two aspects:

- Adding the user to the system
- Assigning the user a Profile to view some, or all, plan results

Some default Profiles will come with the software to help you assign permissions to the users you add.

Add a New User and Apply Profile

Navigate to 📇 **Publish Plan > User Settings**. Choose **[Add]** from the *lower toolbar* to display the Add User menu. Enter the following identifying information:

- Email
- First Name
- Last Name

Next, select a Plan Profile from the provided drop-down (e.g., All Reports, Primary Reports). Click the **Add** button.

> *Cross-reference:* To review or define Plan Profiles, controlling what users see on-line ❓ **Help** at: **BalanceAAP > *Profile Management***.

Users added for **balanceAAP** will have an account in the **balanceWORKS** environment, where their permissions can be managed for this product and any other products your organization has purchased.

Manage User Activities

Emulate the User's View — The plan preparer or the Administrator can verify the screen view for security and troubleshooting purposes by emulating the user's specific experience. While working in **Publish Plan > User Settings**, simply locate the user on the User list; and click the corresponding **View As** icon. The emulated experience will open in a separate window.

View the User Access Report — After at least one user has been granted plan access, a report may be run to see who has or has not viewed plan results. On the **User Settings** tab, scroll down to the User Access Log menu. Select one of the following parameters:

- Viewed
- Not Viewed
- All

Click the **View Report** button. The USER ACCESS report will be organized by the selected user group(s), with each user identified by Name, Email, and if applicable, (Date) Last Accessed.

Email Users

When you are ready to roll-out the completed AAPs to **balanceAAP** users, move on to the **Email Users** tab. Before doing so, make sure the following actions have been taken:

- Plan results have been published (as described above).
- The user viewing audience has been defined (as described above).
- An email message has been saved to the system and previewed prior to sending (as outlined below).

Select a recipient group from the following options:

- **All Users**
- **Users that have not already received an email**
- **Users that have not viewed the reports** — Any user who has received an email before, but has not yet logged on, will receive another email.
- **Selected Users** — Choose specific Recipients, by checking off one or more users.

Click the **Send Email** button to transmit the message. Then, select **Yes** in answer to the confirmation message.

Develop and Preview Content for the Email Announcement

Email Settings

Most plan preparers and system Administrators will have access to ⚙ **System Tools** for developing **Email Settings**. And other users may be provided permission to review the email announcement, but not edit its content.

Enter **System Tools > Email Settings** by clicking the icon in the *software header*. From the drop-down, select Email Settings. Complete each menu as follows:

Determine Email Options

Select (Mail) Format

Email messages can be sent in one of the following formats:

- HTML
- (Plain) Text

By selecting HTML, the recipient of the email will receive an embedded link to the **balanceAAP** Login page. HTML also supports the use of logos, graphics, or other Web features in the email Content.

> *Note:* If you choose Text, or the recipient-side system lacks HTML capabilities, a simple message will be sent.

Set Options for the "From" Field

For this step, consider whether to send the email from the software (balanceAAP@berkshireassociates.com) OR an email address that is designated for you or your organization. Although the software's address typically passes through spam filters, you may want to associate the message with your organization's domain.

If the latter applies, enter the address next to the tagline: Send Email on Behalf of

> This "on behalf of" email address will also be inserted when a recipient clicks: Reply.

Develop Message Content

A default Content template is provided, containing two tags:

- [User Name] — Inserts the user's first and last name as they appear in the user's account
- [Plan Link] — Inserts a link in the message for software login

Edit the Subject Line, and proceed to creating the Body of the email. The text editor provides common word-processing tools to assist in the development and formatting of message Content.

Save Email Settings

> ***Before saving Email Settings:*** Remove the default HTML tags and links from the Content template, if you chose Text as the Mail Format, above.

Click the **Save** button to store **Email Settings** in the system.

STEP 10: REPORTS

Reports Checklist
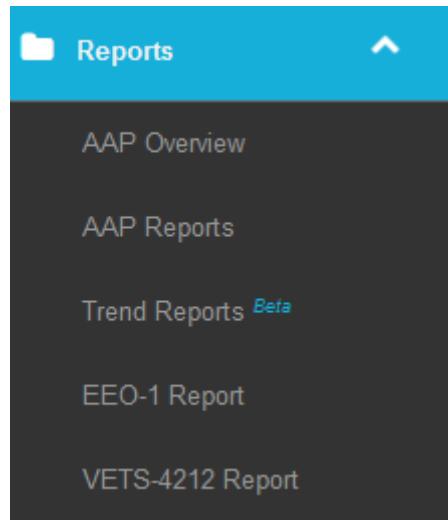
Additional Compliance Reporting (Not part of the AAP)

Described in this guide:

EEO-1
- ☐ Create annual reporting for submission to EEOC

VETS-4212
- ☐ Create annual reporting for submission to VETS

Trend Reports
- ☐ Compile multi-year demographic data into graphs and charts to ascertain trends in employment, goals, hiring, and personnel activity

---

Described in the companion *Reports & Dashboard Guide:*

Please refer to the separate *BalanceAAP Reports & Dashboard User's Guide*, available in software ❓ **Help**, for more information on viewing and outputting the main AAP reporting:

- **AAP Overview**
- **AAP Reports**
- 📊 **Dashboard**

✓ Compile multi-year demographic data into graphs and charts to ascertain trends in employment, goals, hiring, and personnel activity
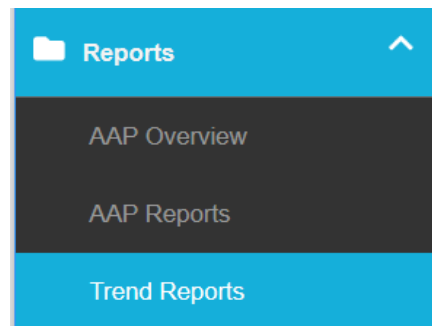
Trend Reports

The ■ **Reports > Trend Reports** module supports those who have prepared at least two concurrent AAPs in **balanceAAP**. With these tools, metrics can be developed to identify positive and negative movement in key AAP metrics over time – for up to four years (or, if interim Update plans are included, four AAPs).

For the Trend period, color-coded Graphs (in percent) and Charts (in numbers and percent) hone in on year-to-year performance for employment composition, Job Groups with Goals, and workforce composition by personnel action.
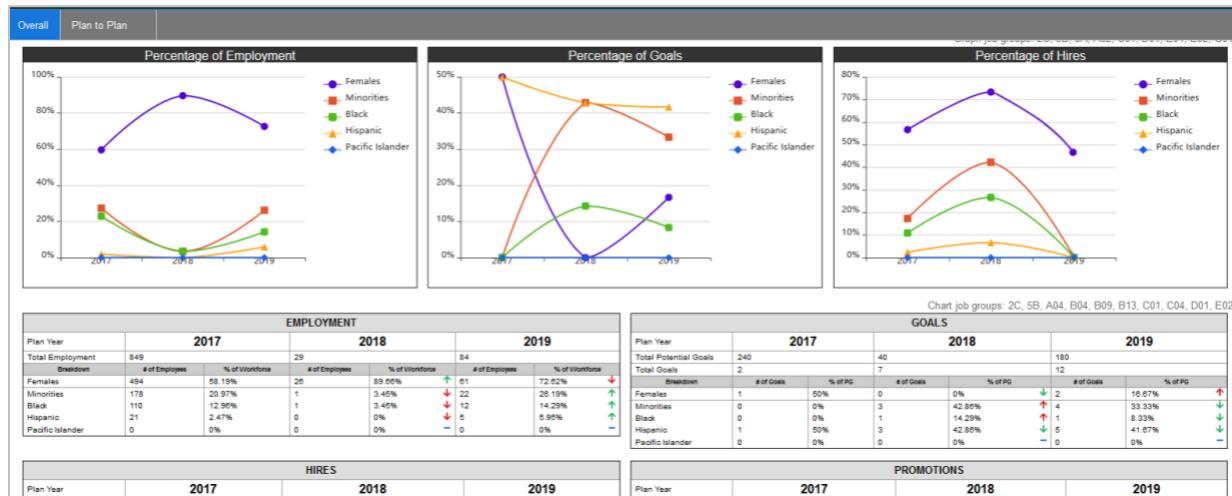
While the **Overall Trends** tab supports regular plans, described below, the **Plan to Plan** tab supports Master Plans, both sub plans and Plan Groups, as described further along in the chapter.

> *Quick Tip for Master Plan preparers:* Please become familiar with all of this chapter's initial topics, before proceeding to the section on: *Trend Reports for Master Plans*.

Default Trend Report Settings

By default, initial metrics are displayed for the current plan (either Annual or Update) in comparison with the immediately preceding plan (i.e., ↺ **History > Source**, or "History plan").

In addition, default settings will initially control what Graphs and Charts display, and within those objects, which race/ethnicity/gender categories and Job Groups are included. By default, the following Graphs are included:

- Employment Percentage
- Percentage of Job Groups with Goals
- Percentage of Hires

The following Charts are displayed by default:

- Employment
- Goals
- Hires
- Promotions

Determine Settings for Trend Reports

As outlined above, default Settings for **Trend Reports** provide a basic set of two included plans, for which seven default graphical objects will display. To change these default factors, click the **Settings** icon in the *window header* and make selections in the Overall Settings menu.

A. **Select Plans**

> *Note:* Selections made in the **Settings / Select Plan** will apply to both the **Overall** and **Plan to Plan** tabs.

1. In the left *column*, retain or deselect Plan Types: Master, Sub, Regular Annual, Update AND/OR Audit. (This setting controls what plans are shown in the adjacent menu.)

2. In the middle *column*, expand the drop-down, and make selections for additional plans to include, along with the Current Plan. (Click the ✖ **Delete** ("X") icon adjacent to an entry, if necessary.)

3. At the right, a year for each included plan will display to serve as an object label. Keep the label shown in the text field, or edit it.

> The <u>bottom-to-top</u> order of the plans selected will be reflected in Overall Graphs and Charts, from <u>left to right</u>. (The Current Plan will always display in the last position, to the right.)

B. **Change Race/Ethnicity, Gender, and/or Job Groups**

In the Overall Settings menu, scroll down and expand additional menus for:

- Graph Categories (i.e., races/ethnicities and gender)
- Graph Job Groups
- Chart Categories
- Chart Job Groups

When the selections for **Settings** are complete, click the **Save** button, located at the bottom of the menu.

Include or Exclude Graphs/Charts
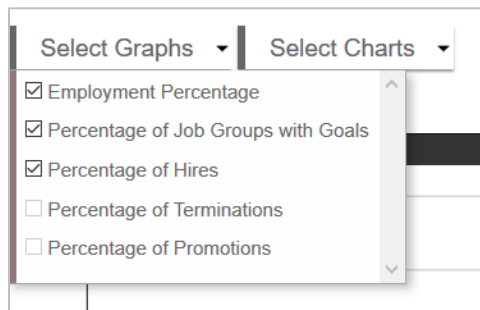
Within the display window, drop-downs for Charts and Graphs can be found at the upper left. Expand each drop-down to make selections to include or exclude objects.

View Overall Trends

The Overall Trend Graphs depict workforce composition (or Job Groups with goals) in percent. Based on the Percentage scale (from 0 to 100) as shown on the y-axis, a horizontal trend line will extend from left to right, color-coded to distinguish the race/gender Category. This trend line will represent the overall and incremental change in performance for the plan years that are indicated on the x-axis.

Below the Graph(s), tables will show the underlying statistical breakdowns for each year.

> *Reminder:* The Graphs and Charts can be customized to include up to four AAPs and show (or hide) race/gender Categories and Job Groups. To update these attributes, return to **Settings**, above.

Detail View on Graphs
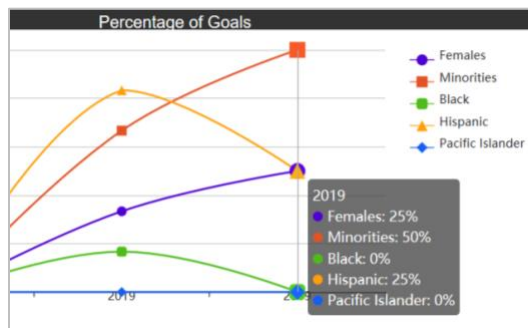
For a particular Graph year, hover your mouse over any data point to view the underlying statistics for the year.

Understanding Trend Indicators on Charts

GOALS						
Plan Year	**2018**			**2019**		
Total Potential Goals	40			180		
Total Goals	7			12		
Breakdown	**# of Goals**	**% of PG**		**# of Goals**	**% of PG**	
Females	0	0%	—	2	16.67%	↑
Minorities	3	42.86%	—	4	33.33%	↓
Black	1	14.29%	—	1	8.33%	↓
Hispanic	3	42.86%	—	5	41.67%	↓
Pacific Islander	0	0%	—	0	0%	—

In the Charts, an ⬆ up arrow will indicate an increase between two years (or plans), while a ⬇ down arrow shows a decrease. When a statistic is maintained without change (or it is the starting point for the trend analysis), a — dash will appear.

Keep in mind an upward trend may not be positive, such as with respect to Goals (shown above). Therefore, the red arrow denotes a negative movement, while a green arrow represents a positive one.

Trend Reports for Master Plans

For a Master Plan, Trend analysis will typically be performed on a group of concurrent sub plans on the **Trend Reports > Overall** tab.

If Plan Groups are in place, these sets of sub plans can be compared in a similar manner on the **Plan to Plan** tab (where installed). Although you can choose which Graphs and Charts to display (as you can for **Overall** metrics), the objects will display as bar charts. This format allows for multiple sub plans from the same year (or period) to be compared with the same sub plans in a different year (or period).

Select Sub plans (and Plan Groups)

Quick Tips for the Settings menu:

1. In the far-left *column*, hone in on Master Plans by deselecting: Regular, Sub, and Annual.
2. Then move on to including sub plans or Plan Groups.
    When checking off sub plans to include, keep in mind that each year or period may not be represented by the same sub plans or sub-plan titles do not match. Therefore:
    a. Make sure the prior sub plans you include are available, labeled with the same title, and developed to have sufficient data.
    b. If you are using Plan Groups for the first time in the current plan, the system will identify the prior-years' sub-plan components for you, if the sub plan titles match.

Compare Plan to Plan Results (Where installed)

For a Master plan, the **Plan to Plan** tab separates out the Employment, Goals, and personnel action objects by race and gender Category (e.g., Female Employment Percentage, Hispanic Hires). This format allows both year-to-year and plan (group)-to-plan (group) comparisons to be made.

Within each Graph, the included sub plans are represented on the y-axis in bar chart format. Within the sub plan result, color-coded bars will correspond to the included years for comparison across plans. The percentage values will be indicated on the x-axis. Within each Chart, sub plans (or Plan Groups) will be organized by row, while years will be represented by columns.

✓ Create annual reporting for submission to EEOC

EEO-1 (not part of the AAP)
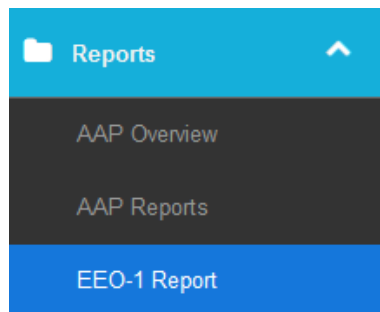
About the EEO-1 Report

On an annual basis, covered employers are required to submit the EEO-1 report – which is a count of employees by race and gender for each EEO category – to the Equal Employment Opportunity Commission (EEOC). With **balanceAAP's > EEO-1** module, you can use the AAP software to meet this separate compliance requirement for a single-location establishment or several establishments.

If the plan date for a current AAP aligns with the EEO-1 Roster snapshot period, typically October 1 to December 31,* the AAP can serve both reporting purposes. Otherwise, you can create a separate plan, with a Roster snapshot that conforms to EEO-1 data collection requirements.

Multiple-location Filers: There are two basic steps to streamlining EEO-1 development –

1. Create a plan, which will serve as the foundation for EEO-1 data collection.

   Make sure to also include a Plan Code (or a User Defined Field) to be represent each Establishment Code for EEO-1 purposes. Then, import this AAP data set.

2. Visit the **EEO-1 Report** module, and fill out each location's identifying information by importing an Establishment data table.

On-line ❓ Help *Cross-references:*

- Please see the separate *BalanceAAP Data Requirements Guide* (also available from Berkshire's Product Support) for more information what data EEOC will request and how to format an incoming data set for both an AAP and the EEO-1 report.

- *Because the EEOC's submission deadlines and upload processes are subject to change, see **Federal Resources** for links to relevant Government Web pages.

EEO-1 Reporting Components 1 and 2*

As of July 2019, the EEO-1 format will also include a "Component 2" requirement for the reporting of 2018 (and 2017) employee demographic counts by pay band for each EEO category. Instructions for preparing this component are included below, where appropriate. Accordingly, the traditional EEO-1 submission is now designated as "Component 1."

Report Information tab

Some additional information, describing your company and if applicable, its establishments, will be required for EEOC purposes. These identifiers will be entered on the **Report Information** tab, which is comprised of two menus, as described next.

Analyses Information

For the EEO-1 report, the first menu will identify the main or corporate entity, including the Parent Company Name, the Certifying Official, and relevant contact information.

Multiple-Location Filers: This information will be common to the whole set of EEO-1 reports.

Enter the requested information; then click the **Save** button, located below the menu.

Establishment Information

This second menu of information will describe each establishment included in the reporting in conformance with EEO-1 requirements (e.g., Report Type, Unit Number, Unit Name, Filed Last Year?, NAICS Code).

- **Single Location Filers** – Because Establishment Information will be developed for a single location, the default selection of **None** is sufficient.

- **Multiple-Location Filers** – In the drop-down menu, identify the **balanceAAP** Data table that contains the establishment information. Typically, this is the: Plan Code.

> *Reminder:* For multiple-location filers, importing an Establishment data set (as described below) is recommended. To view a sample Establishment data table, see the on-line ❓**Help > Library** for the *BalanceAAP Data Requirements Guide*.

Next, develop Establishment Information through one of the following two methods:

Direct Entry — Single location filers can proceed to the Establishment Information table, and click the ✏️ **Edit** icon, located in the first blank line. In the provided pop-up, enter the information requested.

Multiple-location filers will select the **Add Establishment** button, before entering information for each location separately.

Remember to press the **Save** button in the pop-up menu.

OR

Multiple-Location Filers: Import a File — Select the **Import Establishments button**.

> *Note*: Excel, Access OR Text with delimiter, are accepted file formats.

Then, complete the following steps:

1. Browse for the file, and confirm whether: This file contains headers.

   (Text file) Select the delimiter, either Tab, Comma OR Semi-colon.

   Click the **Next** button.

2. From the upper drop-down(s), confirm the File Name (and if Excel, select the Sheet Name). Select **Next**.

3. Using the **Match Fields** menu, select the Fields from the incoming file that best match the bAAP Fields, shown in the left-hand *column*. Some fields may be automatically matched. Fields marked with an asterisk (*) are required.

   Then, scroll down to the **Preview of data** menu, to ensure the data will come in as intended. Click **Next**.

4. On the Import Options menu, choose whether to ◉ Overwrite (replace) OR ◉ Append (augment) any current establishment entries in the software.

5. Click **Import Data** to initiate the import process.

Import Results will be displayed when the process is complete. Click the **Return to EEO-1 Information** link to review the fields and make edits or additions, as necessary.

The Establishment Information table can be edited in the future. To expand an establishment listing to show hidden fields, click the ➕**Expand** icon, located at the end of the line item.

Verification tab (Recommended)

| Report Information | Verification | Report |

The **Verification** tab can be used to scan the data entries and identify any potential issues.

Verification

The verification tab is an optional feature, which will scan your data to identify any potential inconsistencies that might negatively impact your data and an acceptable solution is available, the Fix These Records link will display to assist in the correction of the data. Otherwise, report information.

Verify   View Summary
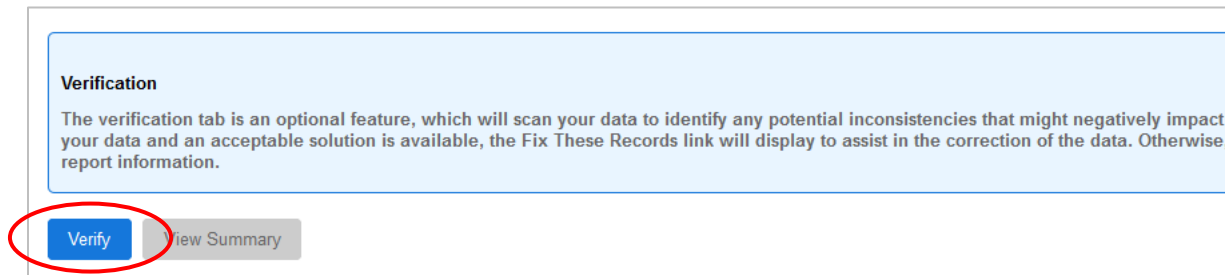
Click the **Verify** button. The system check includes, but is not limited to, the following:

- Required fields contain entries.
- Location information has been provided, and City/State entries match the provided ZIP code.

For multiple locations, the system also checks that:

- Each first-time/prior reporting location is associated with the appropriate Report Type.
- Subsequent establishment reports after the first year indicate the Unit Number provided by the Government agency.

Error Type	Report Type	Fix These Records				
	Error Description	Establishment	Field Name	Incorrect Value		
	When filing for multiple establishments, one establishment must be filed as report type 3.		Missing Report Type 3			
Records per page: 10					Records: 1 - 1 of 1 - Pages:	1

Verify   View Summary
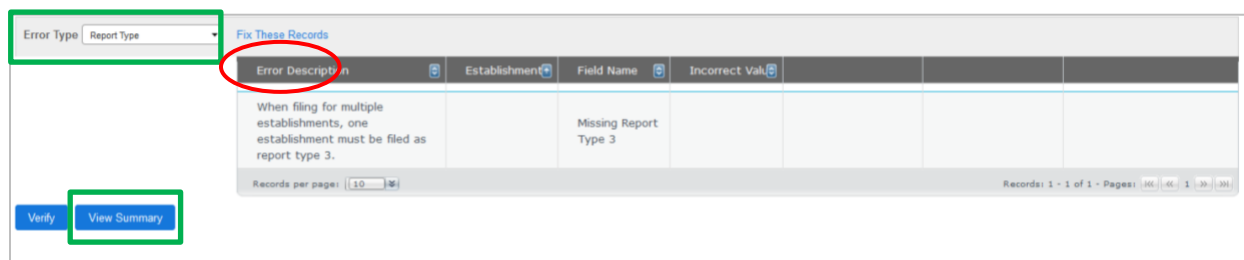
As shown above, any detected issues will display on screen, in a table organized by Error Description, Field, and Incorrect Value (if applicable).

Above the table, select an issue type from the drop-down to hone in on one category:

- Report Type
- Missing Location
- Required Fields

Review the issues carefully before determining how to update the data entries.

Click the activated **View Summary** button to view, print, and/or export the EE0-1 VERIFICATION report in PDF. Issues will again be listed by Error Description, Field, and Incorrect Value.

Make corrections by means of one or both of these methods:

- Click the **Fix These Records** link (circled above) to resolve the issues globally.

OR

- Make a correction in an individual record.

    To do so, return to the **Report Information /** Establishment Information menu.
    Click the ✎ **Edit** icon for the particular record, and update the noted information.

Report tab

Report Information	Verification	Report

Options on the **EEO-1 > Report** tab allow you to (a) compose the reporting display, (b) choose a file format, and (c) preview OR export the report to meet EEOC requirements for electronic submission.

Preview the EEO-1 Report

Select Component – Starting at the top of the screen, choose:

- Component 1 (Traditional report)

OR

- Component 2 (Add-on for pay bands)

Next, from the Report Viewing Options menu, select the radio button for: ⊙ Preview Report.
Then choose to view reports in:

- PDF

OR

- HTML

Finally, click **Run Report**.

Export the EEO-1 Report

From the Report Viewing Options menu, choose: ⊙ Report Export.

Multiple-establishment filers – Choose to export your report as: A Single File OR Separate Files.

Next, select the file type, either:

- PDF
- Word
- Excel

OR

- Rich Text

Multiple-establishment filers – Select the Establishment Codes to include in the reporting.

If submitting to EEOC: Review Report Settings — At the bottom of the screen, determine whether to check the box for: Mark reports with less than 50 employees as Status Code 8 Reports.

Note: Make this selection, if you did not already do so when completing the Establishment Information (as described above) and wish to have the system determine the Report Type for you.

When the settings are complete, click **Run Report**.

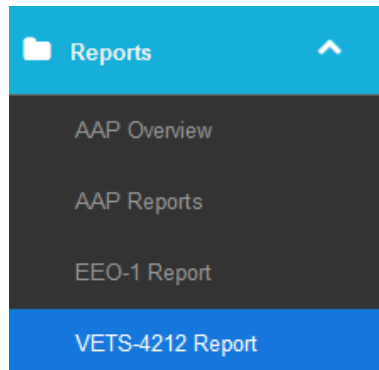You will be prompted to download the file. Any separate files downloaded together will be Zip'd for download.

If a pop-up blocker prevents the file from automatically being downloaded, you can click the link at the top of the screen to download the file.

✓ Create annual reporting for submission to VETS

VETS-4212 (Not part of the AAP)

About the VETS-4212 Report

On an annual basis, covered employers are required to submit the VETS-4212 report, or a count of employees who are protected Veterans, to the Veterans' Employment and Training Service (VETS) at the U.S. Department of Labor.

With **balanceAAP's > VETS-4212** module, you can use the AAP framework to meet this separate compliance requirement, particularly if an existing AAP has an effective date falling between October 1 and December 31* to conform with the EEO date. Alternatively, you can create a separate plan and bring in employment data that aligns with the VETS data collection period.

The following Data tables (covering the preceding 12-months) are necessary:

- **Roster**
- **New Hire** – This personnel action table is the source for numbers on Veteran hires.
- **Termination** – Comparing this table against the Roster, the software will calculate the minimum and maximum number of employees staffed during the survey year.

Multi-location Filers: If you have multiple establishments and want to create all VETS-4212 reports from one data set, create a plan and import the master data set. Include a Plan Code or User Defined Field to organize each VETS report.

On-line ❓ **Help** *Cross-references:*

- Please see the separate *Data Requirements Guide* (also available from Berkshire's Product Support) for more information on Agency-requested data and formatting an incoming data set for both an AAP and the VETS report.
- *Because submission deadlines are subject to change, see **Federal Resources** for links to relevant Government Web pages.

Report Information tab

Report Information	Verification	Report

Again, some additional information will be necessary for completing the VETS-4212. Therefore, the **Report Information** tab includes menus for **Analysis Information** and **Establishment Information**.

Analyses Information — Enter the necessary information to identify your organization for the Agency; then click **Save**.

Establishment Information (Master Plan) — Select the field in the drop-down menu from the data that contains the establishment information. Choose Plan Code.

> Add or Import Establishments as follows:
>
> **Entry** — Enter information, and click **Save**.
>
> **Import** — Click **Import Establishments**. Choose the file type (Excel, Access, or a text). **Browse** for the file, and click **Next**. Select the file and *sheet* name information from the drop-down menu.
>
> In the **Match Fields** section, select the field names from the drop-down menus that best match the field names listed. Some fields may be automatically matched. Fields marked with an asterisk (*) are required. You can view a Preview of the data in the file you are importing from in the **Preview of Data** section.
>
> Click **Next**. Then choose whether to ⦿ Overwrite or ⦿ Append the data.
>
> Click **Import Data** to complete the import process. The Import Results will be displayed when the process is complete. Click **Return to VETS-4212 Information** to proceed.
>
> The **Establishment Code** and additional fields will display in the table. To view additional information fields for the establishment, click on the ✚ **Expand** icon.

Verification tab (Recommended)

Report Information	Verification	Report

The **Verification** tab can be used to scan the VETS-100 establishment data to identify any potential issues. Click the **Verify** button.

If the scan uncovers issues, they will be displayed, in table format by Error Description, Field, and Incorrect Value (if applicable). A **Fix These Records** link will assist you in resolving the issues globally. Click the **View Summary** button to view, print, and/or export the VETS-4212 Verification report in PDF.

Report tab

Once the report's data are entered and verified, the Report tab offers options for (1) previewing the report and (2) exporting the report or file.

Preview the VETS-4212 Report

From the Report Viewing Options menu, select the first radio button for: ⊙ Preview Report. Then choose to view reports in PDF or HTML. Click **Run Report**.

Export the VETS-4212 Report

The export can be performed for recordkeeping or viewing purposes, or a formatted .CSV file can be prepared for submission to the Agency.

> ***Before viewing or exporting the report:*** Check off whether you want the Min/Max values* calculated. Select the appropriate settings before clicking the **Run Report** button. (If the box is left unchecked, these Agency-required entries will be blank.)
>
> ******* The Min/Max values represent the highest and lowest number of employees staffed in the previous 12 months. **BalanceAAP** calculates this number by looking at the new hires and terminations imported with the Roster.

Report Export – Choose Report Export from the Report Viewing Options menu, and choose to export your report as a single file or separate files (if applicable). Next, select the file type, either PDF, Word, Excel, or Rich Text.

File Export – Using the Report Settings menu, select the Establishment Codes (if applicable) you wish to include in the report.

The exported file will be formatted according to the U.S. Department of Labor requirements for electronic submission. You will be prompted to download the file.

Appendix A: Pulling REACH GFE Data into Plan Narratives

If you use **REACH** to store information on Good Faith Efforts, this information can be merged into the 📰 **Narratives**, using default tags *(Table 5)*.

Once the **balanceAAP**-**REACH** integration is turned on, the following Sections will include the following information (shown in parentheses):

Women/Minorities Narrative

✓ Development and Implementation of Action Oriented Programs (list of outreach activities)

Example:

> G. We will continue to contact our normal sources of recruitment (e.g., State Employment) and advise them that under the AAP we are specifically seeking to employ minorities and/or women for job openings. During the period from June 01, 2014 to May 31, 2015, targeted recruitment activities were conducted at the following sources:
>
> - Minority Sources
>   - Internal Outreach Event, Chicago location, IOE
>   - Onsite Recruitment Event, Morgan State Job Fair, ORE
>   - Sent Job Posting, Young Minority Professional Network, SJP
> - Female Sources
>   - Internal Outreach Event, Chicago location, IOE
>   - Sent Outreach Letter, Women in Government, SOL

Individuals with Disabilities and Protected Veterans Narratives

✓ Outreach, Positive Recruitment and External Dissemination of Policy (lists of current and discontinued outreach activities)

✓ Exhibit C: Annual Assessment of Outreach and Recruiting Efforts (evaluation criteria and annual activity ratings; *see IWD template example, shown below*)

In addition, the placeholder tag to pull in [[REACH Criteria]] will display in the narrative, regarding evaluation of outreach efforts *(as shown below)*.

For the integration to work properly, the following data must be present in REACH –

Activities:
- Activity Date
- Location
- Target Categories (Minority, Female, Veteran, Disabled)
- (Evaluation) Score
- If the activity is no longer active, the check box must be ticked for: Discontinued.

Evaluations:
- Each Source must be evaluated once a year.
- A Plan Date must be selected.
- Each evaluation Criterion must have a rationale.

Reminder: Refer to the accompanying *REACH User's Guide*, available in the ❷ **Help > Library**, which can be accessed from any balanceWORKS application.

Example: Narrative template for IWD, Exhibit C:

[[Company Name]] has reviewed the outreach and recruitment efforts taken over the previous twelve months to evaluate effectiveness in identifying and recruiting qualified individuals with disabilities. Below, [[Company Name]] has documented this evaluation, including the criteria used to evaluate the effectiveness of each effort and the [[Establishment Type]]'s conclusion as to whether each effort was effective. For areas where the [[Establishment Type]] has concluded that the totality of its efforts were not effective in identifying and recruiting qualified individuals with disabilities, [[Company Name]] has identified and will implement alternative efforts.

Criteria used to evaluate the effectiveness of outreach efforts include:

|INCLUDE IF USING REACH DATA AND HAVE CRITERIA (REACHCRITERIA)|

[[REACH Criteria]]

|END|

|INCLUDE IF NOT USING REACH DATA OR USING REACH DATA AND HAVE CRITERIA (NOREACHCRITERIA)|

- Results from the applicant and utilization analysis for individuals with disabilities.
- Whether the activity expanded [[Company Name]]'s outreach to individuals with disabilities.
- Whether the activity increased the [[Establishment Type]]'s ability to include individuals with disabilities in its workforce.
- Whether the activity attracted qualified individuals with disabilities.
- Whether the activity resulted in the selection of qualified individuals with disabilities.

|END|

|| INCLUDED IF IWD OUTREACH PROGRAMS ARE NOT BLANK (IWDOUTREACH)|

The following lists the outreach programs [[Company Name]] participated in from [[PA Date Range]]:

[[Current IWD Outreach Programs]]

|END|

|| INCLUDED IF DISCONTINUED IWD OUTREACH PROGRAMS ARE NOT BLANK (IWDDISCONTINUED)|

For those programs identified as relatively ineffective in regards to identifying and recruiting qualified individuals with disabilities, the following sources have been discontinued:

[[Discontinued IWD Outreach Programs]]

|END|

|| INCLUDED IF DISCONTINUED IWD OUTREACH PROGRAMS ARE BLANK (NOIWDDISCONTINUED)|

The [[Establishment Type]] will continue to monitor and review outreach sources to evaluate the effectiveness of outreach and recruitment efforts.

|END|