

DELEGATION ORDER



RETRAINEE - JOB CREATION

Training Proposal for:

ESET, LLC

Agreement Number: ET16-0444

Approval Date: May 2, 2016

ETP Regional Office: San Diego

Analyst: J. Davey

PROJECT PROFILE

Contract Attributes:	Job Creation Initiative Priority Rate Retrainee	Industry Sector(s):	Technology/IT Services Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 201	U.S.:224	Worldwide: 1,010
Turnover Rate:	6%		
Managers/Supervisors: (% of total trainees)	11%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$36,400		\$0	\$0		\$36,400

In-Kind Contribution:	100% of Total ETP Funding Required	\$81,978
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Computer Skills, Continuous Impr	150	8-200	0-70	\$216	\$16.46
				Weighted Avg: 12			
2	Retrainee Priority Rate Job Creation Initiative	Business Skills, Computer Skills, Continuous Impr	10	8-200	0-70	\$400	\$14.00
				Weighted Avg: 20			

Minimum Wage by County: Job Number 1 - \$16.46/hr. San Diego County; Job Number 2 - \$13.72/hr. San Diego County

Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: Yes No Maybe

Up to \$1.46 per hour may be used to meet the Post-Retention Wage for Job Number 1.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1 - Retraining		
Software Engineer/Information Technology/R&D Staff		22
Sr. Software Engineer/Information Technology/R&D Staff		20
Marketing/Sales Staff		30
Sr. Marketing/Sales Staff		21
Manager/Director		17
Support Staff		25
Sr. Support Staff		15
Job Number 2 – Job Creation		
Software Engineer/Information Technology/R&D Staff		2
Sr. Software Engineer/Information Technology/R&D Staff		1
Marketing/Sales Staff		2
Sr. Marketing/Sales Staff		1
Manager/Director		1
Support Staff		2
Sr. Support Staff		1

INTRODUCTION

ESET, LLC (ESET) (www.eset.com) was founded in 1987 and is headquartered in Bratislava (Slovakia). ESET develops high-performing technological security solutions for residential and corporate customers. The Company's San Diego location is the sole North American facility and provides sales, distribution, and malware research.

Known for its proactive threat-detection capabilities, ESET specializes in anti-virus, anti-theft, and anti-phishing software; social media scanner; firewall; and parental control; and security software. The Company's products include: 1) ESET Security for Microsoft SharePoint Server which protects customer data and assets stored in the server; 2) ESET Mobile Security for Android smartphone and tablet users; and 3) ESET Secure Authentication which provides network access security for remote users.

PROJECT DETAILS

In a prior Agreement completed in September 2015, ESET established the beginnings of a formalized training program. Most of the training was in Business and Computer Skills. For this proposal, the Company plans on delivering this same training to newly-hired trainees and incumbent workers who did not participate the first time. As well, the proposed training will include Continuous Improvement.

ESET must respond to rapid technological changes and complex customer expectations. It must continuously provide product enhancements and upgrades to ensure its customers remain protected against growing technology security risks.

In addition, ESET is planning to expand into a variety of new markets including Healthcare, Finance, and Manufacturing. Employees will need additional skills for marketing to these new segments.

In summary, this proposal will help to:

- Develop new virtual security products;
- Develop a new cloud solution for remote administration;
- Implement a Customer Relations Management (CRM) software solution;
- Initiate an employee development training program for new staff; and
- Create a market development training plan for expansion into new industries.

Retrainee - Job Creation

The Panel is offering incentives to companies that commit to hiring new employees. Training for newly-hired employees will be reimbursed at a higher rate.

ESET's expansion into new markets will increase employee workload. To offset the increase, the Company will expand business capacity by hiring 10 employees during the term of the Agreement (Job Number 2). Trainees must be hired within the three-month period prior to Panel approval or during the term of contract. Trainees must be hired into "net new jobs" as a condition of contract.

Training Plan

ESET will provide a combination of Class/Lab, E-Learning, and CBT to 160 trainees in the following skills:

Business Skills (30%): Training will be offered to all job occupations as it relates to their job function. Trainees will receive new/upgraded product knowledge, communication skills, negotiation skills, customer service skills, and sales/marketing skills to provide excellent, consistent customer service.

Computer Skills (35%): Training will be offered to all job occupations based specifically on the systems utilized in their daily job function. Training topics such as ESET Proprietary Systems and Software, CompTIA A+, and Mobile Security Technology will allow workers to keep up with changing technology and increased customer demands. Newly-hired employees will receive training on all internal software systems.

Continuous Improvement (35%): Training will be offered to all job occupations to improve ESET's efficiencies and productivity. Training will allow the Company to improve processes throughout the organization. Skills need to be updated to continue to succeed and thrive in the current environment. Training topics will include change management, leadership/coaching skills, process/performance improvement, and team building skills.

Computer-Based Training

Normally, Computer-Based Training (CBT) hours are capped at 50% of total training hours per-trainee. However, ESET is requesting to increase the cap to 70% of total training hours per-trainee for approximately 40 trainees. The cap will be 70 hours per-trainee.

Much of the CBT is proprietary, highly technical course material developed in-house by content developers. Self-paced CBT will allow frontline workers to receive training during opportune times when it best suits their work schedule. It will also allow trainees to receive on-demand training quickly on new product launches. CBT will supplement planned, instructor-led learning in an effort to ensure a solid understanding of concepts presented.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. ESET's 2016 training budget is approximately \$780,000 for its California workforce. The Company provides anti-harassment, diversity, basic computer skills, new employee orientation and on-boarding, and expense report processing.

➤ Training Infrastructure

ESET has one main point of contact that will be responsible for managing, scheduling, and documenting training. This person will also be meeting with ETP staff and working with the third-party administrator.

Most of the training will be provided by in-house trainers who are subject matter experts. Some vendor training is expected for a small number of course topics (vendors have yet to be determined).

Director Occupations

The job duties of Directors are equivalent to those of frontline managers. These Directors do not set company policies and thus, qualify to participate in ETP-funded training.

RECOMMENDATION

Staff recommends approval of this proposal with a 70% cap on total CBT hours.

PRIOR PROJECTS

The following table summarizes performance by ESET under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET14-0241	San Diego	12/31/2013– 12/30/2015	\$64,600	\$35,838 (55%)

The primary issue that contributed to poor performance was incomplete, inaccurate rosters. The Company also had difficulty meeting the minimum 24 training hours per-trainee. However, towards the end of the Agreement, the Company spent considerable time and effort educating its key staff on proper procedures for documenting training, which increased eligible hours delivered near the end of term.

The request has been “right-sized” to correspond with the amount earned on this Agreement.

DEVELOPMENT SERVICES

ESET retained Training Funding Partners (TFP) in Fountain Valley to assist with development of this proposal for a flat fee of \$4,800.

ADMINISTRATIVE SERVICES

ESET also retained TFP to perform administrative services in connection with this proposal for a fee not to exceed 12% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab/E-Learning Hours

8 – 200

Trainees may receive any of the following:

BUSINESS SKILLS

- Business Acumen
- Customer Service/Support Skills
- Data Management
- Cross-Functional Collaboration Skills
- Sales/Marketing Skills & Methodologies
- New Vertical Markets
- New/Updated Products & Technologies

COMPUTER SKILLS

- Cloud Computing
- Computer Software Skills
- Contact Center Workflow Management System
- ESET Proprietary Systems and Software
- HRIS (Human Resource Information) System Skills
- Intermediate/Advanced Microsoft Office Suite
- Malware Expert Skills
- NetSuite Systems Skills
- Salesforce CRM (Customer Relationship Management) System
- Workday System Skills

CONTINUOUS IMPROVEMENT

- Advanced Project Management Skills
- Change Management Skills
- Creative/Critical Thinking Skills
- Effective Time Management
- Goal Setting/Motivation Skills
- Process/Performance Management Skills
- Team Effectiveness/Collaboration Skills
- Trouble-Shooting/Problem Solving

CBT Hours

0–70

BUSINESS SKILLS

- Interpersonal Communication: Listening Essentials (0.5 hour)
- Technical Tutorials: Filtering & Organizing Clients - ERA (0.5 hour)
- Technical Tutorials: Filtering and Organizing Clients (0.5 hour)
- Technical Tutorials: License Manager Configuration - ERA (0.5 hour)
- V6 Consumer Training Technical Overview (0.5 hour)
- Bomgar: Agent Training (0.5 hour)
- Customer Service Confrontation and Conflict (1 hour)

- Customer Service Fundamentals: Building Rapport in Customer Relationships (1 hour)
- Customer Service over the Phone (1 hour)
- The Essentials of Budgeting for Non-Financial Professionals (1 hour)
- Business Coaching: Conducting Coaching Sessions (1 hour)
- Creating a Social Media Strategy in 5 Simple Steps (1.25 hours)
- ESHP Market and Sales Overview (0.5 hour)
- ESET Cyber Security and Cyber Security Pro Product Overview (0.5 hour)
- ESET Endpoint Solutions Product Overview (0.5 hour)
- ESET Endpoint Solutions Technical Overview (0.5 hour)
- ESET Mobile Antivirus Overview (0.5 hour)
- ESET Mobile Security for Android Product Overview (0.75 hour)
- ESET Mobile Security for Android Technical Overview (2 hours)
- ESET Mobile Security Installation and Activation (0.5 hour)
- ESET NOD32 Antivirus 4 Business Edition Product Overview (0.5 hour)
- ESET NOD32 Antivirus 4 for Mac B.E. Product Overview (0.5 hour)
- ESET NOD32 Antivirus 4 Home Edition Product Overview (0.5 hour)
- ESET NOD32 Antivirus 4 Technical Overview (0.5 hour)
- ESET NOD32 AV and ESS 4 Product Overview (0.75hour)
- ESET Remote Administrator 4 Product Overview (0.5 hour)
- ESET Secure Authentication Market Overview (0.5 hour)
- ESET Secure Authentication Product Overview (0.5 hour)
- ESET Smart Security 4 Business Edition Product Overview (0.5 hour)
- ESET Smart Security 4 Home Edition Product Overview (0.5 hour)
- ESET Smart Security 4 Technical Overview (0.5 hour)
- ESET Smart Security 5 and ESET NOD32 Antivirus 5 Home Edition Product Overview (0.5 hour)
- ESHP SharePoint and Product Overview (0.5 hour)
- Technical Tutorials: Configuring an Update Mirror - ERA (0.5 hour)
- V6 Product Overview Training (1 hour)

COMPUTER SKILLS

- CompTIA A+ 220-801: BIOS and Motherboards (1.5 hours)
- CompTIA A+ 220-801: Configurations, Displays, Connectors, & Peripherals (2 hours)
- CompTIA A+ 220-801: CPUs, Connections, and Power Supplies (1.5 hours)
- CompTIA A+ 220-801: Laptops (1 hour)
- CompTIA A+ 220-801: Memory, Expansion Cards and Storage Devices (2 hours)
- CompTIA A+ 220-801: Network Cabling, IP Addressing, Ports, and Protocols (1.5 hours)
- CompTIA A+ 220-801: Networking Devices and Tools (1 hour)
- CompTIA A+ 220-801: Networking Technologies (1.5 hours)
- CompTIA A+ 220-801: Operational Procedures (2 hours)
- CompTIA A+ 220-801: Printers (1 hour)
- CompTIA A+ 220-802: General Troubleshooting (2.5 hours)
- CompTIA A+ 220-802: Installing and Configuring Windows (2 hours)

- CompTIA A+ 220-802: Introducing Microsoft Windows (1 hour)
- CompTIA A+ 220-802: Managing Windows (2.5 hours)
- CompTIA A+ 220-802: Mobile Devices (1.5 hours)
- CompTIA A+ 220-802: Optimizing Windows (1 hour)
- CompTIA A+ 220-802: Security and Data Disposal (2 hours)
- CompTIA A+ 220-802: System Troubleshooting (2.5 hours)
- ITIL® 2011 Edition Overview: Certification and Benefits (2 hours)
- ITIL® 2011 Edition Overview: Creating a Service Culture (2 hours)
- ITIL® 2011 Edition Overview: Introduction to the ITIL® Framework (2 hours)
- Managing Attachments, Graphics, Signatures, and Autoreplies in Outlook 2010 (1 hour)
- Moving and Getting Around in Excel 2010 (1 hour)
- Moving Around in Word 2010 (1 hour)
- Word 2010, Excel 2010, and the New Office 2010 Interface (1 hour)
- Advanced Customizing with Project 2010 (1 hours)
- Advanced Reporting and Management Tools in Project 2010 (1 hour)
- Advanced Resource Management with Project 2010 (1 hour)
- Advanced Scheduling Management with Project 2010 (1 hour)
- Advanced Tools for Managing Multiple Projects with Project 2010 (1 hour)
- Building a Schedule with Project 2010 (1 hour)
- Communicating Project Information with Project 2010 (1 hour)
- Creating Resources in Project 2010 (1 hour)
- Defining Project Properties in Project 2010 (1 hour)
- Initializing a Project with Project 2010 (1 hour)
- Introduction to Project 2010 (1 hour)
- Introduction to Project Management using Project 2010 (1 hour)
- Managing Resource Assignments with Project 2010 (1 hour)
- Monitoring Schedule Performance with Project 2010 (1 hour)
- TestPrep 70-680 TS: Windows 7, Configuring (2 hours)
- Configuring Access to Resources in Windows 7 (2 hours)
- Configuring an Update Mirror - ERA (0.5 hour)
- Configuring Hardware and Applications in Windows 7 (1.5 hours)
- Configuring Mobile Computing in Windows 7 (1.5 hours)
- Configuring Network Connectivity in Windows 7 (2 hours)
- Deploying Windows 7 (1.5 hours)
- Dual Update Profile - ERA (1 hour)
- ESET Mail Security 4 for Microsoft Exchange Server (0.5 hour)
- Installing, Upgrading, and Migrating to Windows 7 (1.5 hours)
- Monitoring, Backing Up, and Restoring Windows 7 Systems (2.5 hours)
- Office 2010 New Core Features (1 hour)
- Windows 8 - Customer Care Training (0.5 hour)
- ESET EndPoint Security Solutions Technical Tutorials (2.5 hours)
- ESET EndPoint Security Solutions Technical Tutorials (2.5 hours)Dual
- Update Profile - ERA (1 hour)
- ESET Mail Security 4 for Microsoft Exchange Server (0.5 hours)
- Installing, Upgrading, and Migrating to Windows 7 (1.5 hours)

- Monitoring, Backing Up, and Restoring Windows 7 Systems (2.5 hours)
- Office 2010 New Core Features (1 hour)
- Windows 8 - Customer Care Training (0.5 hours)
- Customer Care Malware Training (0.5 hours)
- DESlock+ Product Overview (0.5 hours)
- EES EEA 6 Overview (0.5 hours)
- EESA 2 Overview (0.5 hours)
- ERA 6 Overview (0.5 hours)
- ERA_Endpoint 6 Assessment (0.17 hours)
- ESET Endpoint for OS X (0.5 hours)
- ESET Endpoint Solutions Technical Overview (1 hours)
- ESET File Security Overview (0.5 hours)
- ESET License Administrator (0.33 hours)
- ESET Malware Removal Training (0.5 hours)
- ESET Managed Licensing System and EMU for MSP (0.17 hours)
- ESET Remote Administrator 5 Component Push/Install Walkthrough (0.33 hours)
- ESET Remote Administrator 5 Configuration Editor Walkthrough (0.33 hours)
- ESET Secure Authentication 2014: Product Overview (0.5 hours)
- DESlock+ Product Overview (2015) (0.5 hours)
- ESET Cyber Security 2014 Editions Product Overview (0.5 hours)
- ESET Cybersecurity Education Positioning (0.5 hours)
- ESET NOD32 Antivirus 7 and ESET Smart Security 7 Product Overview Training (0.5 hours)
- ESET Secure Authentication 2014: SDK (0.33 hours)
- ESET's Global Company Profile (0.5 hours)
- My ESET Internal Overview (0.5 hours)
- SOHO Product Overview (0.5 hours) ESET NOD32 Antivirus 8 and ESET Smart Security 8 Product Overview Training (0.5 hours)
- ESET Performance Management Training (0.5 hours)
- ESET Secure Authentication 2014: Market Overview (0.5 hours)
- Save Netropolis (ESET Cybersecurity Education) (0.5 hours)
- ESET Business Solutions Bundles: Sales Training (0.5 hours)
- Making the Switch to Microsoft Excel 2013 (0.17 hours)
- Making the Switch to Microsoft Lync 2013 (0.17 hours)
- Making the Switch to Microsoft Outlook 2013 (0.17 hours)
- Making the Switch to Microsoft Word 2013 (0.17 hours)
- Making the Switch to PowerPoint 2013 (0.17 hours)
- ESET Multi Device Security Home Office Edition and Small Office Security Product Overview (0.5 hours)
- ESET Phone Skills Case Studies (1 hours)
- ERA 6 Reports and Roles (0.5 hours)
- Searching for Training Materials (0.17 hours)
- Viewing and Accessing your Training (0.17 hours)
- ESET Cyber Security and Cyber Security Pro Installation and Activation (0.5 hours)
- ESET Family Security Pack Installation & Activation (0.5 hours)
- ESET Mobile Security for Android: Installation & Activation (0.5 hours)

- ESET Global Company Profile (0.5 hours)
- ESET Project Management Methodology for End Users (0.5 hours)
- ESET Vidyo Training (0.5 hours)
- Adding Computers, Agent Deployment, and Endpoint Deployment (0.5 hours)
- Advanced Setup Configuration and Protection Options - Endpoint (0.5 hours)
- Creating a Linux Remote Installation Package - Endpoint (0.5 hours)
- Creating a Rescue CD - Endpoint (0.5 hours)
- Creating Exclusions - Endpoint (0.5 hours)
- Disable Web Access Protection Remotely - ERA (0.5 hours)
- ERA Architecture and ERA Installation (0.5 hours)
- Filtering & Organizing Clients - ERA (0.5 hours)
- Installation & Initial Configuration - Endpoint (0.5 hours)
- License Manager Configuration - ERA (0.5 hours)
- Policy Manager - ERA (0.5 hours)
- Tasks and Triggers (0.5 hours)
- Types of Protection - Endpoint (0.5 hours)
- ESET Cybersecurity Training (0.5 hours)
- ESET Global Workforce (0.5 hours)
- Creating Workbooks, Worksheets, and Data in Excel 2013 (1 hours)
- ESET Partner Portal- Billing (0.5 hours)
- ESET Partner Portal - Custom Quotes (0.5 hours)
- ESET Partner Portal - Deal Registration (0.5 hours)
- ESET Partner Portal - Knowledgebase and Support (0.5 hours)
- ESET Partner Portal- Login and Profile (0.5 hours)
- ESET Partner Portal- Marketing Center, Resources, Feedback (0.5 hours)
- ESET Partner Portal - Placing Orders (0.5 hours)
- ESET Partner Portal- Product Part Codes and Prices (0.5 hours)
- ESET Partner Portal - Quotes (0.5 hours)
- ESET Partner Portal - Requesting a Refund (0.5 hours)
- ESET Partner Portal - Running Reports (0.5 hours)
- ESET Project Management Methodology for Managers (0.5 hours)
- ESET Endpoint Security for Android Technical Overview: Web Recording (0.5 hours)
- ESET Smart Security 6 Anti-Theft Protection Activation (0.5 hours)
- ESET Smart Security 6 Basic Configuration (0.5 hours)
- ESET Smart Security 6 Installation & Activation (0.5 hours)
- ESET Smart Security 6 Parental control Setup (0.5 hours)
- Types of Protection (0.5 hours)
- ESET NOD32 Antivirus 5 Installation & Activation (0.5 hours)
- ESET Smart Security 5 Installation & Activation (0.5 hours)
- ESET Forum Training (0.5 hours)
- ESET Secure Authentication Installation & Configuration (0.5 hours)
- Mac OS X Training (0.5 hours)
- EAV & ESS Version 5.2 Release (0.5 hours)
- ESET Cyber Security 4 B.E. Product Overview (0.5 hours)
- Technical Tutorials: Dual Update Profile - ERA (0.5 hours)

- Technical Tutorials: ESET NOD32 BE Installation and Initial Configuration -NOD32BE (0.5 hours)
- Bomgar: Manager Tools Training (0.5 hours)
- ESET Multi Device Security Home Office Edition and Small Office Security for ESET Partners (0.5 hours)
- ESET NOD32 Antivirus and ESET Smart Security Product Overview Training (0.5 hours)
- ESET Small Office Security for Micro Center (0.5 hours)
- Making the Switch to Microsoft Access 2013 (0.17 hours)
- Making the Switch to Microsoft OneNote 2013 (0.17 hours)
- Making the Switch to Microsoft Publisher 2013 (0.17 hours)
- Sales Syntellect App Bar Demo (0.17 hours)
- ESET Business Solutions Bundles: Business Support Training (0.5 hours)
- ESET Cyber Security Technical Overview: Web Version (0.5 hours)
- ESET Smart Security 5 Basic Configuration (0.5 hours)
- ESET Smart Security 5 Parental Controls (0.5 hours)
- ESAT - Simulation Demonstration (0.5 hours)
- CBT Nuggets Test Course - Microsoft MCSA Windows 8.1 70-688 (0.5 hours)
- Customer Care Syntellect App bar demo (0.17 hours)
- ESET NOD32 Antivirus & Smart Security Product Overview For Canada Computers (Update) (0.5 hours)
- Creating a Mac Remote Installation Package - Endpoint (0.5 hours)
- Endpoint - Express Training (0.5 hours)

CONTINUOUS IMPROVEMENT

- Managing Change: Building Positive Support for Change (1 hour)
- Decision Making: The Fundamentals (1 hour)
- Business Coaching: Conducting Coaching Sessions (1 hour)
- First Steps for Turning Around a Performance Problem (1 hour)
- First Time Manager: Understanding a Manager's Role (1 hour)
- Leadership Essentials: Building Your Influence as a Leader (1 hour)
- Leadership Essentials: Motivating Employees (1 hour)
- Leading Teams: Dealing with Conflict (1 hour)
- Leading Teams: Developing the Team and its Culture (1 hour)
- Leading Teams: Motivating and Optimizing Performance (1 hour)
- Problem Solving: The Fundamentals (1 hour)
- Project Management Fundamentals (1 hour)
- Time Management: Analyzing Your Use of Time (1 hour)
- Time Management: Planning and Prioritizing Your Time (1 hour)

Note: Reimbursement for retraining is capped at 200 hours total per-trainee, regardless of method of delivery. CBT is capped at 70 hours or 70% of total training hours, per-trainee, whichever is less.