Retrainee – Job Creation
Training Proposal for:
H.M. Electronics, Inc.
Agreement Number: ET18-0185

Panel Meeting of: March 23, 2018
ETP Regional Office: San Diego
Analyst: H. Bernard

**PROJECT PROFILE**

<table>
<thead>
<tr>
<th>Contract Attributes:</th>
<th>Priority Rate</th>
<th>Retrainee</th>
<th>Job Creation Initiative</th>
<th>Industry Sector(s):</th>
<th>Technology/Other Manufacturing Communication</th>
<th>Priority Industry:</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Counties Served:</td>
<td>Alameda, San Diego</td>
<td>Repeat Contractor:</td>
<td>Yes</td>
<td>No</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Union(s):</td>
<td>Yes</td>
<td>No</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

Number of Employees in: CA: 615 U.S.: 742 Worldwide: 820

Turnover Rate: 4%

Managers/Supervisors: (% of total trainees) 16%

**FUNDING DETAIL**

<table>
<thead>
<tr>
<th>Program Costs</th>
<th>(Substantial Contribution)</th>
<th>(High Earner Reduction)</th>
<th>Total ETP Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>$343,392</td>
<td>$16,704</td>
<td>$0</td>
<td>$326,688</td>
</tr>
</tbody>
</table>

In-Kind Contribution: 100% of Total ETP Funding Required $554,480
## TRAINING PLAN TABLE

<table>
<thead>
<tr>
<th>Job No.</th>
<th>Job Description</th>
<th>Type of Training</th>
<th>Estimated No. of Trainees</th>
<th>Range of Hours</th>
<th>Average Cost per Trainee</th>
<th>Post-Retention Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Retraineep Priority Rate</td>
<td>Business Skills, Computer Skills, Cont. Imp., Mgmt. Skills, Mfg. Skills</td>
<td>192</td>
<td>8 - 200 0 - 100</td>
<td><strong>$489</strong></td>
<td><em>$17.03</em></td>
</tr>
<tr>
<td>2</td>
<td>Retraineep Priority Rate</td>
<td>Business Skills, Computer Skills, Cont. Imp., Mgmt. Skills, Mfg. Skills</td>
<td>300</td>
<td>8 – 200 0 - 100</td>
<td>$576</td>
<td><em>$17.03</em></td>
</tr>
<tr>
<td>3</td>
<td>Retraineep Job Creation Priority Rate</td>
<td>Business Skills, Computer Skills, Cont. Imp., Mgmt. Skills, Mfg. Skills</td>
<td>60</td>
<td>8 - 200 0-100</td>
<td>$1,000</td>
<td><em>$14.19</em></td>
</tr>
</tbody>
</table>

*It will be made a condition of contract that the trainees in this Job Number will never be paid less than the State or local minimum wage rate as in effect at the end of retention regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

**Reflects a 15% substantial contribution

### Minimum Wage by County:
- Job Number 1: $17.03 per hour in San Diego County
- Job Number 2: $17.03 per hour in San Diego County and $18.22 per hour in Alameda County;
- Job Number 3(Job Creation): $14.19 per hour in San Diego County and $15.18 per hour in Alameda 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 $2.50 per hour may be used to meet the Post-Retention Wage

## Wage Range by Occupation

<table>
<thead>
<tr>
<th>Occupation Titles</th>
<th>Wage Range</th>
<th>Estimated # of Trainees</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Job Number 1</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Buyer/Planner</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Material Support</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>Machine Operator</td>
<td>29</td>
<td></td>
</tr>
<tr>
<td>Engineers I</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>Engineers II</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Credit &amp; Collections</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Accounting Staff</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Business Applications Programmers/Analysts</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Job Number 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------------------</td>
<td>-------</td>
<td></td>
</tr>
<tr>
<td>Factory Service Specialists</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td>Technical Support</td>
<td>45</td>
<td></td>
</tr>
<tr>
<td>Manufacturing Assembly</td>
<td>76</td>
<td></td>
</tr>
<tr>
<td>Technicians</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Engineers</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Installation Coordinators</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Project/Product Managers</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Sales Representatives</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>Team Leads</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Supervisors I</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Supervisors II</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Managers I</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>Managers II</td>
<td>10</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Job Number 3 – Job Creation</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Machine Operators</td>
<td>8</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>5</td>
</tr>
<tr>
<td>Business Applications Programmers/Analysts</td>
<td>5</td>
</tr>
<tr>
<td>Engineers I</td>
<td>10</td>
</tr>
<tr>
<td>Engineers II</td>
<td>2</td>
</tr>
<tr>
<td>Product/Project Managers</td>
<td>2</td>
</tr>
<tr>
<td>Sales Representatives</td>
<td>5</td>
</tr>
<tr>
<td>Technicians</td>
<td>10</td>
</tr>
<tr>
<td>Team Leads</td>
<td>5</td>
</tr>
<tr>
<td>Supervisors</td>
<td>5</td>
</tr>
<tr>
<td>Managers</td>
<td>3</td>
</tr>
</tbody>
</table>

**INTRODUCTION**

Founded in 1971 and headquartered in Poway, H.M. Electronics, Inc. (HME) is a privately-owned company that provides industry-leading wireless communication equipment, timer and software
products to the quick service restaurant industry, high school and collegiate athletic programs. This proposal will also include two HME subsidiaries: Clear Com LLC located in Alameda; and HME Hospitality & Specialty Communications, Inc. (HME Hospitality). HME will act as the lead employer for the purposes of this ETP project.

At the end of March 2018, the HME and HME Hospitality will be moving locations from Poway to Carlsbad. The new location will be approximately 140,000 sq. ft., double its current location. This new location will allow both companies to develop and build more products and add more staff overall.

**PROJECT DETAILS**

This will be HME’s third ETP Agreement, and the third in the last five years. The first ETP contract (ET14-0307) focused on Lean manufacturing training resources, leadership training, manufacturing excellence and general business skills training. The second project (ET16-0366) trained staff that were not included in the first ETP project and new staff. This proposed project will continue to focus on Lean practices and leadership skills, but will also include training on new equipment and software programs. Trainees in this project will not receive duplicative training from previous projects.

HME will be making substantial investments in equipment in 2018 ($5 Million) for the new facility. The Company will purchase robots in an effort to move toward more automated assembly manufacturing systems, relieving staff from performing tedious, repetitive motions. HME is also purchasing a Screen Printing Inspection machine used for quality management of products, a Flying Probe Tester used for testing circuit boards, and an ERSA Selective Soldering Machine used to precisely solder small components.

HME also has new initiatives for 2018 to enhance product offerings to current and new customers. The Company will work with its current customers to become more efficient with the products they are currently utilizing and market new products. HME is also re-launching its new Enterprise Resource Planning (ERP) system, Microsoft AX in spring 2018. This system was originally scheduled to go live in 2016, but was delayed to March 2017. Once launched in March 2017 it was determined that the system would not meet the Company’s business needs and was pulled back. HME revamped the system to better suit its needs and is re-launching in the summer of 2018. This implementation will affect nearly every employee and training on the system will be critical to success.

In addition, HME is implementing a leadership program to train frontline staff to promote into management positions. Training includes Team Building, Leadership Skills, Conflict Resolution and Time Management. This training program will allow the Company to promote from within, creating career ladders for lower paid staff to advance.

**Retrainee - Job Creation**

The Panel offers incentives to companies that commit to hiring new employees. Training will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

As a part of HME’s expansion to Carlsbad, the Company plans to hire 60 new staff to keep up with the growth. These staff will include both manufacturing staff and office staff in a variety of occupations across the Company. For example, HME plans to hire new Engineers to assist in the design of new product lines in the coming months. Additionally, the Company will be adding IT professionals to assist with both new product development and increased company infrastructure.
To support development of new products, HME is committed to hiring new employees. To be eligible for reimbursement trainees must be hired within the three-month period prior to Panel approval or during the term of contract. These trainees will be hired into “net new jobs” as a condition of contract. The date of hire for all Job Creation trainees will be within three months before contract approval or within the term of the Agreement.

**Temporary to Permanent Hiring**

HME intends to train 96 workers under Panel guidelines for the Temporary-to-Permanent program. The Company has retained these employees on a temporary basis, with the intention of hiring them into full-time, permanent positions after training. According to HME the average time for “converting” temporary workers into full-time permanent employment is three months. Once a temporary worker is converted into full-time employment, they will typically receive health benefits the first of the following month.

Under Panel guidelines for the Temporary to Permanent program, these trainees must be eligible to participate in ETP-funded training pursuant to Unemployment Insurance Code Section 10201(c). Moreover, they cannot be enrolled until after they have been hired by HME and its subsidiaries into full-time, permanent employment. Until they are hired, retention and post-retention wage requirements cannot be satisfied, and the Company will not receive progress payments.

**Training Plan**

Training will be delivered by in-hours experts and vendors as needed via Classroom/Laboratory, Videoconference/E-Learning and Computer-Based Training (CBT) in the following:

**Business Skills:** Training will be provided to all occupation in customer service, leadership skills, product management and sales training.

**Management Skills:** Training will be provided to Managers and Supervisors in coaching and feedback, management skills, and the Company’s leadership development program to effectively manage teams, communicate with staff and work for company success.

**Computer Skills:** Training will be delivered to all occupations in the company’s ERP system, Microsoft AX, programming and web development training as HME works to bring more of its IT functions in house.

**Manufacturing Skills:** Training will be provided to Machine Operators, Factory Service Specialists, Manufacturing Assembly Staff and Engineers in manufacturing practices & processes, new equipment training, hardware installation, soldering, workmanship standards, circuits & electronics training, and repair & assembly processes.

**Continuous Improvement:** Training will be provided to all occupations in lean processes, quality control, manufacturing design techniques, new product development, problem solving and process controls.

**Computer Based Training (CBT)**

CBT will be provided to supplement Class/Lab training. Trainees in Job Numbers 1-3 will receive no more than 100 hours of CBT.

**Commitment to Training**

HME spends approximately $30,000 - $70,000 annually on training in new-hire training, new Supervisor/Manager training, business skills, new technology and equipment training, and other
training as needed. HME uses a variety of methodologies to deliver training, including class, on-the-job, and computer-based training.

ETP funds will not displace the existing financial commitment to training. Safety training is provided in accordance with all pertinent requirements under state and federal law.

➢ Training Infrastructure

This project will be overseen by the Vice President of Human Relations and administered by the Organizational Effectiveness Manager and Training Coordinator. HME will assign three staff from Clear Com LLC and HME Hospitality to be the on-site leads for their respective departments and locations. These staff members will assist the corporate HR team in scheduling training, uploading training hours and managing the LMS.

Impact/Outcome

As a result of training, some of the Factory Service Specialists, Technical Support, Manufacturing Assembly and Technicians will be in IPC-610 which is the Acceptability of Electronics Assemblies Training and Certification Program and J-STD-001 the requirements for Soldered Electrical and Electronic Assemblies.

Electronic Recordkeeping

HME will use a Learning Management System (LMS) to schedule, track and document training. This system has been reviewed and approved by ETP staff.

Substantial Contribution

The Company is a repeat contractor with payment earned and projected earned in excess of $250,000 at the HME headquarters in Poway within the past five years. (See Prior Project Table.) HME headquarters projects to earn approximately $121,512 for retraining in ET16-0366. In ET14-0307, this facility earned approximately $145,614 for retraining. The total projected earnings for the HME headquarters is $267,126. As such, a 15% substantial contribution has been applied at HME headquarters location (Job Number 1).

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by HME under ETP Agreements that were completed within the last five years:

<table>
<thead>
<tr>
<th>Agreement No.</th>
<th>Location (City)</th>
<th>Term</th>
<th>Approved Amount</th>
<th>Payment Earned</th>
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</thead>
<tbody>
<tr>
<td>ET16-0366</td>
<td>Poway Alameda</td>
<td>3/1/16 – 2/28/18</td>
<td>$352,400</td>
<td>$0</td>
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<tr>
<td>ET14-0307</td>
<td>Poway Alameda</td>
<td>2/24/14 – 2/23/16</td>
<td>$229,300</td>
<td>$219,931 (96%)</td>
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</tbody>
</table>

According to the ETP tracking system, projected earnings for ET16-0366 is $283,320 (80%) of the encumbered total. HME is in the process of submitting its final closeout invoice.
DEVELOPMENT SERVICES
N/A

ADMINISTRATIVE SERVICES
N/A

TRAINING VENDORS
To Be Determined
Exhibit B: Menu Curriculum

Class/Lab Hours/Videoconference/E-Learning

8 - 200 Trainees may receive any of the following:

**BUSINESS SKILLS**
- Brand Training
- Business Writing Skills
- Collaboration Skills
- Communication Skills
- Conflict Resolution
- Customer Service
- Facilitation Skills
- Marketing Training
- Product Management
- Product Marketing
- Project Management
- Sales Training
- Statistics/Data Analysis
- Leadership Skills
- Time Management

**COMPUTER SKILLS**
- Adobe Fundamentals
- IP Networking
- Knowledge Base Training
- Microsoft Project
- Microsoft Visio
- Microsoft AX - User Training
- Microsoft AX - Development Training
- Microsoft AX - Lead Training
- Microsoft Office Skills - Intermediate/Advanced
- Microsoft Server
- Microsoft SharePoint
- Business Intelligence/SQL Training
- Cloud Computing
- Programming Languages
- Web Development Training

**CONTINUOUS IMPROVEMENT**
- 5S
- A3 Problem Solving
- Basic Networking
- Basic Troubleshooting
- Configuration Management
- CAD Training
- Design for Manufacturability
- Design Verification Techniques
- Electronics Design Techniques
- Engineering Fundamentals
- HALT & HASS Testing
- High-Speed Digital Design
- High-Speed Noise and Grounding
- High-Speed Signal Propagation
- Interdepartmental Processes
- IPC Specialist Recertification
- IPC Trainer Recertification
- ISO
- Kaizen/Continuous Improvement
- Lean Processes
- Mechanical Design Techniques
- New Product Development Process
- Problem Solving
- Process Mapping
- Product Knowledge
- Quality Inspector Certification
- Software Design Techniques
- Software Test Techniques
- Statistical Process Control
- Systems & Processes Knowledge
- Teambuilding
- Technical Support Best Practices

**MANAGEMENT SKILLS** (Managers/Supervisors Only)
- Accountability
- Coaching & Feedback
- Collaborative Leadership
- Conflict Resolution
- Effective Communication for Leaders
- Goal Setting & Time Management
- Leadership Development Program
- Leadership Skills
- Management Skills
- New Supervisor Training
- Performance Management
- Supervisory Certification
- Team Leader Training

**MANUFACTURING SKILLS**
- Assembly Practices/Processes
- Circuits & Electronics Technical Training
- Coordinate Measuring Machine
- Component Identification
- Configuration Management Training
- Documentation Practices
- Electro Static Discharge
- Equipment/Machinery Training
- Hardware Identification & Installation
- IPC-610 Certification
- IPC-610 Refresher
- J-ST-001 Certification
- Manufacturing Practices/Processes
- Material Support - Practices/Processes
- New Equipment Training
- Printed Circuit Assembly/Surface Mount Technology Practices & Assembly Processes
- Quality Assurance Practices/Processes
- Repair Practices/Assembly Processes
- Safety
- Soldering
- Technical Electronic Training
- Workmanship Standards

Safety Training cannot exceed 10% of total training hours per-trainee

**CBT Hours**
0 – 100

**BUSINESS SKILLS**
- 3Cs of Internal Customer Service (30 min.)
- Assertive Communication Skills - Module 1: Three V’s of Communication (17 min.)
- Assertive Communication Skills - Module 2: Aggressive vs. Passive (20 min.)
- Assertive Communication Skills - Module 4: Assertive Techniques (18 min.)
- Assertive Communication-Introduction (23 min.)
- Basic Facilitation (28 min.)
- Being a Great Mentor or Mentee (42 min.)
- Best Practices for Improving Data Quality (28 min.)
- Best Practices for Knowledge Management (20 min.)
- Big Data in the Enterprise: An Introduction (27 min.)
- Big Data: Good for the Customer Not Just the Business (30 min.)
- Brand Training (30 min.)
- Building Great Relationships (35 min.)
- Building Strategic Relationships (28 min.)
- Business Grammar (48 min.)
- Business Intelligence: Best Practices for Successful Project Management (43 min.)
- Business Writing (29 min.)
- Business-Friendly Customer Service (17 min.)
- Call Center Challenges - Thought Provoking Scenarios (22 min.)
- Certified Associate in Project Management (628 min.)
- Cognitive Flexibility (28 min.)
- Communicating Effectively in the Workplace (25 min.)
- Communicating Through Body Language (34 min.)
- Coordinating with Others (26 min.)
- Creating Accountability (33 min.)
- Creating Great Business Video: Design (22 min.)
- Creating Great Business Video: Format (28 min.)
- Creating Great Business Video: Introduction (32 min.)
- Critical Thinking 101 (36 min.)
- Customer Service Week Training Challenge (30 min.)
- Cyber Security Awareness (47 min.)
- Decision-Making: Groups (65 min.)
- Diffusing Hostility Through Customer Service - Spanish (25 min.)
- Diffusing Hostility Through Customer Service (25 min.)
- Don't Panic! A Recipe for Success in Times of Stress (24 min.)
- Effective Data Management (32 min.)
- Effective People Skills (50 min.)
- E-Mail Essentials: Legal & Appropriate Use of E-Mail (28 min.)
- Essential Elements of Internal Customer Service - We Are Customers To Each Other (18 min.)
- Financial Decision-Making (62 min.)
- Five Forbidden Phrases (17 min.)
- High Impact Communication (33 min.)
- Holding Effective Online Meetings (52 min.)
- How to Effectively Manage Time (54 min.)
- How to Handle Angry People (29 min.)
- Influencing The Interaction - Six Practices Which Lead To A More Satisfying Customer Experience (21 min.)
- Insights to Better Mentoring (26 min.)
- Internal Customer Service (20 min.)
- Introducing the Foundations of Business (8 min.)
- It's Your Call (26 min.)
- Killer Words of Customer Service (20 min.)
- Learning Retention Strategies (27 min.)
- Legacy Modernization - In a Budget Constrained Environment (24 min.)
- Listening Skills (13 min.)
- Love & Profit: The Art of Caring Leadership by James Autry (32 min.)
- Making Better Decisions with Framing (68 min.)
- Managing Supply Chain Risk (28 min.)
- Mastering Project Management: Project Implementation (40 min.)
- More Call Center Challenges - Thought Provoking Scenarios (25 min.)
- Operations Management in Manufacturing (14 min.)
- Operations Management: A Case Study of a Hotel (28 min.)
- Operations Processes (23 min.)
- Opportunities in International Business (12 min.)
- Optimizing IT to Meet Business Objectives (23 min.)
- Performance Excellence - Customer Service Communication Skills (76 min.)
- Performance Excellence - Fundamentals of Customer Service (70 min.)
- Performance Excellence - Getting Customer Feedback (23 min.)
- Performance Excellence - Introduction (34 min.)
- Performance Excellence - Using Surveys to Get Feedback (60 min.)
- Performance Excellence: Analyzing Your Customer Service (64 min.)
- PMI Risk Management Professional (500 min.)
- Powerful Presentation Skills (88 min.)
- PRINCE2 Foundation (406 min.)
- PRINCE2 Practitioner (770 min.)
- Proactive Customer Service (19 min.)
• Project Management Professional (2400 min.)
• Quickbooks Premier 2014 (369 min.)
• Recognizing Common Barriers to Communication (25 min.)
• Sage 50 Certificate Course (608 min.)
• Sales Territory Development (204 min.)
• SalesForce 2015: Power User (455 min.)
• Selling Skills from A to H (12 min.)
• Selling Skills from I to Q (12 min.)
• Selling Skills from R to Z (10 min.)
• Service Matters by Telephone Doctor (69 min.)
• Setting and Managing Priorities (40 min.)
• Seven Keys to a Positive Mental Attitude (23 min.)
• Six Cardinal Rules of Customer Service (18 min.)
• Six Steps to Service Recovery (18 min.)
• Small Business Management Series (28 min.)
• Social Media (584 min.)
• Tactics of Innovation with Joel Barker (22 min.)
• Taking C.A.R.E. of Business (25 min.)
• Team Facilitation Skills: Getting Started (45 min.)
• Team Facilitation Skills: Introduction (59 min.)
• The 5 Values of Great Customer Service (24 min.)
• The Five Secrets of Communication (48 min.)
• The Four P’s: Marketing Strategies (25 min.)
• The Four Styles (20 min.)
• The Globalization of Business (13 min.)
• The Value of Followers (32 min.)
• The Workplace Excellence Series: 5 Course Series (64 min.)
• Time Challenged (21 min.)
• Time Management Tune-up: 6 Course Series (48 min.)
• Train-the-Trainer - Content Development (58 min.)
• Train-the-Trainer - Delivering Training (37 min.)
• Train-the-Trainer - The New Learner (33 min.)
• Train-the-Trainer - Training Management (44 min.)
• Twelve Angry Men: Teams That Don't Quit (24 min.)
• Understanding Decision Making (27 min.)
• Understanding DISC (42 min.)
• What's in it for Me? A Customer Service Training (20 min.)

**COMPUTER SKILLS**

• Ansible Essentials (176 min.)
• AWS Certified Cloud Practitioner (127 min.)
• AWS Certified SysOps Administrator - Associate (207 min.)
• AWS Solutions Architect - Compute Services (125 min.)
• AWS Solutions Architect - Storage Services (144 min.)
• AWS: Technical Essentials (266 min.)
• CentOS System Administrator Prep (556 min.)
• Cisco CCDA 200-310 DESGN (341 min.)
• Cisco CCDP 300-320 ARCH (795 min.)
• Cisco CCENT/CCNA ICND1 100-105 (1196 min.)
• Cisco CCNA 640-875 SPNGN1 (876 min.)
- Cisco CCNA 640-878 SPNGN2 (721 min.)
- Cisco CCNA Cloud 210-451 CLDFND (210 min.)
- Cisco CCNA Collaboration 210-060 CICD (632 min.)
- Cisco CCNA Collaboration 210-065 CIVND1 (153 min.)
- Cisco CCNA Collaboration 210-065 CIVND2 (456 min.)
- Cisco CCNA Hands-on Labs Using Wireshark & GNS3 (480 min.)
- Cisco CCNA ICND2 200-105 (1072 min.)
- Cisco CCNA Security 210-260 IINS (1794 min.)
- Cisco CCNA Wireless 200-355 WIFUND (486 min.)
- Cisco CCNP ROUTE 300-101 Hands-on Labs Exam Prep (280 min.)
- Cisco CCNP Routing and Switching 300-101 ROUTE (492 min.)
- Cisco CCNP Routing/Switching 300-115 SWITCH (600 min.)
- Cisco CCNP Routing/Switching 300-135 TSHOOT (550 min.)
- Cisco CCNP Security 300-206 SENSS (622 min.)
- Cisco CCNP Security 300-207 SITCS (204 min.)
- Cisco CCNP Security 300-208 SISAS (332 min.)
- Cisco CCNP Security 300-209 SIMOS (554 min.)
- Cisco CCNP SWITCH 300-115 Hands-on Labs Exam Prep (190 min.)
- Cisco CCNP TSHOOT 300-135 Hands-on Labs Exam Prep (301 min.)
- Cisco R&S Troubleshooting Mastery (508 min.)
- Cisco Virtual Internet Routing Lab (VIRL) 1.x (103 min.)
- Cisco VoIP CCNA Voice ICOMM 640-461 (1146 min.)
- Cisco VoIP CCNP Voice CIPT2 v8.0 642-457 (541 min.)
- Cisco VoIP CCNP Voice CVOICE v8.0 642-437 (927 min.)
- CompTIA A+ 220-901 (579 min.)
- CompTIA A+ 220-902 (488 min.)
- CompTIA Cloud Essentials (CLO-001) (142 min.)
- CompTIA CSA+ Threat Management (177 min.)
- CompTIA CSA+ Vulnerability Management (82 min.)
- CompTIA Network+ N10-006 (1014 min.)
- CompTIA Security+ (SY0-501) (1384 min.)
- CompTIA Security+ SY0-401 (1052 min.)
- CPD200: Developing Solutions for Google Cloud Platform (479 min.)
- Exam Walkthrough: Cisco ICND2/CCNA 200-101 (185 min.)
- Google BigQuery: Qualified Developer (331 min.)
- Google Cloud SQL: Qualified Developer (171 min.)
- Google Cloud Storage: Qualified Developer (126 min.)
- Google Compute Engine: Qualified Developer (369 min.)
- Identity with Windows Server 2016 (Exam 70-742) (465 min.)
- Installation, Storage and Compute with Windows Server 2016 (Exam 70-740) (820 min.)
- IT Expertise: Building and Configuring a Business Wireless Network (247 min.)
- Linux Essentials (398 min.)
- Linux LPI LPIC-2: Exam 201-400 (413 min.)
- Linux LPI LPIC-2: Exam 202-400 (485 min.)
- LPI Linux LPIC-1 and CompTIA Linux+ Prep 4.0 (871 min.)
- Microsoft Azure 70-532 (567 min.)
- Microsoft Azure 70-533 (622 min.)
- Microsoft Azure 70-534 (293 min.)
- Microsoft Excel 2016 (401 min.)
- Microsoft MCSA SQL Server 2016 70-761 (372 min.)
- Microsoft MCSE SQL Server 2012 70-464 (635 min.)
- Microsoft MCSE SQL Server 2012 70-465 (430 min.)
- Microsoft MCSE SQL Server 2014 70-464 (632 min.)
- Microsoft MCSE SQL Server 2014 70-465 Azure Updates (79 min.)
- Microsoft MTA Database Fundamentals (412 min.)
- Microsoft MTA Windows OS Fundamentals 98-349 (310 min.)
- Microsoft Office 365 Identities and Requirements 70-346 (202 min.)
- Microsoft OneNote (224 min.)
- Microsoft Outlook 2016 (242 min.)
- Microsoft PowerPoint 2016 (293 min.)
- Microsoft Programming .NET 4 Software Development Fundamentals 98-361 (706 min.)
- Microsoft SharePoint 2016 Fundamentals (203 min.)
- Microsoft SQL Server 2012 70-461 (723 min.)
- Microsoft SQL Server 2012 70-462 (803 min.)
- Microsoft SQL Server 2012 70-463 (759 min.)
- Microsoft Teams (114 min.)
- Microsoft Visio 2013 (290 min.)
- Microsoft Visio 2012 70-480 (439 min.)
- Microsoft Windows 10 70-697: Configuring Windows Devices (405 min.)
- Microsoft Windows 10 70-698: Installing and Configuring Windows 10 (616 min.)
- Microsoft Windows Server 2012 70-410 with R2 Updates (996 min.)
- Microsoft Windows Server 2012 70-411 R2 (550 min.)
- Microsoft Windows Server 2012 70-417 with R2 Updates (1149 min.)
- Microsoft Word 2016 (425 min.)
- Networking with Windows Server 2016 (Exam 70-741) (1325 min.)
- Penetration Testing with Linux Tools (676 min.)
- PowerShell 4 Foundations (449 min.)
- PowerShell Reference Training (1852 min.)
- Puppet Fundamentals (150 min.)
- Ubuntu (516 min.)
- VMware Horizon 6 (with View) (217 min.)
- VMware VCA-DCV (150 min.)
- VMware vSphere 5.5 VCP5-DCV (1070 min.)
- VMware vSphere 6 (VCP6-DCV) (780 min.)
- VMware vSphere 6.5 (VCP6.5-DCV) (1049 min.)
- What’s New in Office 2016 (114 min.)
- Windows 10 End-User Essentials (119 min.)
- Adobe Acrobat Pro XI: 15 Course Series (72 min.)
- Adobe Acrobat X: 14 Course Series (89 min.)
- Adobe AIR 3: 15 Course Series (73 min.)
- Adobe Dreamweaver CC: 15 Course Series (73 min.)
- Adobe Dreamweaver CS6: 26 Course Series (137 min.)
- Adobe Fireworks CS6: 15 Course Series (70 min.)
- Adobe Flash Builder 4.6: 15 Course Series (51 min.)
- Adobe Flash CS 6: 15 Course Series (101 min.)
- Adobe Flash Professional CC: 45 Course Series (222 min.)
- Adobe Photoshop CC: 59 Course Series (276 min.)
- Adobe Photoshop CS6: 17 Course Series (TBD min.)
- Adobe Premiere Elements 12: 8 Course Series (36 min.)
- AJAX Development: (Part 1 of 6) What is AJAX? (43 min.)
- AJAX Development: (Part 3 of 6) AJAX and JSON (42 min.)
- AJAX Development: (Part 4 of 6) XSLT (19 min.)
- AJAX Development: (Part 5 of 6) AJAX with the jQuery Framework (15 min.)
- AJAX Development: (Part 6 of 6) AJAX and PHP (23 min.)
- Autodesk AutoCAD 2014: 15 Course Series (68 min.)
- Big Iron in the House: The Role of the Mainframe Today (24 min.)
- Certified Information Systems Auditor (CISA) 2nd Edition (768 min.)
- Certified Scrum Master (CSM) (202 min.)
- Cisco 210-065: Implementing Cisco Video Network Devices, Part 1+2. (1080 min.)
- Cisco VoIP CCNP Voice CIPT1 v8.0 642-447 (613 min.)
- Converged Infrastructure: Benefits and Challenges (25 min.)
- CSS Specialist: (Part 4 of 6) Animations with CSS3 (45 min.)
- CSS Specialist: (Part 1 of 6) CSS3 Introduction (78 min.)
- CSS Specialist: (Part 2 of 6) Styling Specific Elements (117 min.)
- CSS Specialist: (Part 3 of 6) The Box Model (57 min.)
- CSS Specialist: (Part 5 of 6) Putting Elements Together (43 min.)
- CSS Specialist: (Part 6 of 6) Responsive Design for Web and Mobile (50 min.)
- Halogen for Employees (20 min.)
- Halogen for Employees 2.0 (20 min.)
- Halogen for Managers (20 min.)
- HTML5 Essentials (468 min.)
- Information Technology Infrastructure Library (ITIL Foundations V3) (490 min.)
- Introduction to Web Development: (Part 1 of 3) Tools and HTML (37 min.)
- Introduction to Web Development: (Part 2 of 3) CSS (33 min.)
- Introduction to Web Development: (Part 3 of 3) Javascript (26 min.)
- ITIL Services Operations (600 min.)
- Microsoft Excel 2013 Advanced (84 min.)
- Microsoft .NET 4.5 Programming with HTML 5 (435 min.)
- Microsoft 70-243: Administering and Deploying SCCM 2012 (372 min.)
- Microsoft 70-331: Core Solutions of SharePoint Server 2013 (451 min.)
- Microsoft 70-332: Advanced Solutions of SharePoint Server 2013 (341 min.)
- Microsoft 70-336: MCSE: Core Solutions Lync Server 2013 (1333 min.)
- Microsoft 70-337: MCSE: Communication - Lync Server (1101 min.)
- Microsoft 70-341: Core Solutions of Exchange Server 2013 (466 min.)
- Microsoft 70-342: Advanced Solutions of Exchange Server 2013 (391 min.)
- Microsoft 70-346: Managing Office 365 Identities and Requirements (967 min.)
- Microsoft 70-347: Enabling Office 365 Services (1091 min.)
- Microsoft 70-409: Server Virtualization with Windows Server Hyper-V and System Center (1211 min.)
- Microsoft 70-410: Installing and Configuring Windows Server 2012 (1339 min.)
- Microsoft 70-411: Administering Windows Server 2012 (899 min.)
- Microsoft 70-412: Configuring Advanced Windows Server 2012 Services (1090 min.)
- Microsoft 70-413: Designing and Implementing a Server Infrastructure (303 min.)
- Microsoft 70-414: Implementing an Advanced Server Infrastructure (300 min.)
- Microsoft 70-432: SQL Server 2008, Implementation and Maintenance (550 min.)
- Microsoft 70-448: Microsoft SQL Server 2008, Business Intelligence Development and Maintenance (512 min.)
- Microsoft 70-461: Querying SQL Server 2012 (742 min.)
- Microsoft 70-462: Administering SQL Server 2012 Databases (504 min.)
- Microsoft 70-463: Implementing a Data Warehouse with SQL Server 2012 (423 min.)
- Microsoft 70-464: Developing Microsoft SQL Server 2012 Databases (641 min.)
- Microsoft 70-465: Designing Database Solutions for Microsoft SQL Server 2012 - 585 Min. (585 min.)
- Microsoft 70-466: Implementing Data Models & Reports with SQL Server 2012 (784 min.)
- Microsoft 70-467: Designing Business Intelligence Solutions with SQL Server 2012 (1196 min.)
- Microsoft 70-480: Programming in HTML5 with JavaScript and CSS3 (1066 min.)
- Microsoft 70-486 Developing ASP.NET MVC 4 Web Applications (1118 min.)
- Microsoft 70-487 Developing Microsoft Azure and Web Services (929 min.)
- Microsoft 70-487 Developing Microsoft Azure and Web Services (929 min.)
- Microsoft 70-640 TS: Windows Server 2008 Active Directory, Configuring (1233 min.)
- Microsoft 70-642 TS: Windows Server 2008 Network Infrastructure, Configuring (1155 min.)
- Microsoft 70-646 Pro: Windows Server 2008, Server Administrator (804 min.)
- Microsoft 70-680 TS: Configuring Windows 7 (656 min.)
- Microsoft 70-685 Pro: Windows 7, Enterprise Desktop Support Technician (860 min.)
- Microsoft 70-686 Pro: Windows 7, Enterprise Desktop Administrator (1234 min.)
- Microsoft 70-687: Configuring Windows 8 (949 min.)
- Microsoft 70-688: Managing and Maintaining Windows 8 (1186 min.)
- Microsoft 70-697: Configuring Windows Devices (Windows 10) (984 min.)
- Microsoft Access 2013 Advanced (363 min.)
- Microsoft Access 2013 Intermediate (363 min.)
- Microsoft Excel 2013 Advanced (84 min.)
- Microsoft Excel 2013 Intermediate (153 min.)
- Microsoft Office Excel 2016: Part 2 (Intermediate) (148 min.)
- Microsoft Office Excel 2016: Part 3 (Advanced) (102 min.)
- Microsoft Office Excel 2016: Part 4 (Data Analysis and PivotTables) (131 min.)
- Microsoft Office Outlook 2016: Part 2 (Advanced) (203 min.)
- Microsoft Office PowerPoint 2016: Part 2 (Advanced) (208 min.)
- Microsoft Office Word 2016: Part 2 (Intermediate) (155 min.)
- Microsoft Office Word 2016: Part 3 (Advanced) (191 min.)

CONTINUOUS IMPROVEMENT
- A3 Problem Solving (30 min.)
- Audio Design Techniques I (30 min.)
- Audio Design Techniques II (30 min.)
- Audio Design Techniques III (30 min.)
- Audio Design Techniques IV (30 min.)
- Audio Design Techniques IX (30 min.)
- Audio Design Techniques V (30 min.)
- Audio Design Techniques VI (30 min.)
- Audio Design Techniques VII (30 min.)
- Audio Design Techniques VIII (30 min.)
- Audio Design Techniques X (30 min.)
- Business Process Reengineering: Implementing Radical Change (43 min.)
- Clear-Com Product Training (30 min.)
- CQI: Overview (24 min.)
- CQI: Tools - Charts (52 min.)
- CQI: Tools - Data (32 min.)
- CQI: Tools - Diagrams (33 min.)
- CQI: Tools - Flow (32 min.)
- CQI: Tools - Statistics (35 min.)
- Creating a Mindset for Change: (part 1 of 6) Changing your Mindset (23 min.)
- Creating a Mindset for Change: (part 2 of 6) Managing Moments (9 min.)
- Creating a Mindset for Change: (part 3 of 6) Embracing Change (33 min.)
- Creating a Mindset for Change: (part 4 of 6) Making it Happen (18 min.)
- Creating a Mindset for Change: (part 5 of 6) Influencing Others (14 min.)
- Enterprise Automation: What You Need to Know (24 min.)
- High-Speed Digital Design I (80 min.)
- High-Speed Digital Design II (110 min.)
- High-Speed Digital Design III (45 min.)
- High-Speed Digital Design IV (50 min.)
- High-Speed Digital Design IX (75 min.)
- High-Speed Digital Design V (90 min.)
- High-Speed Digital Design VI (120 min.)
- High-Speed Digital Design VII (90 min.)
- High-Speed Digital Design VIII (120 min.)
- High-Speed Digital Design X (30 min.)
- High-Speed Noise and Grounding I (50 min.)
- High-Speed Noise and Grounding II (36 min.)
- High-Speed Noise and Grounding III (53 min.)
- High-Speed Noise and Grounding IV (70 min.)
- High-Speed Noise and Grounding IX (55 min.)
- High-Speed Noise and Grounding V (55 min.)
- High-Speed Noise and Grounding VI (35 min.)
- High-Speed Noise and Grounding VII (55 min.)
- High-Speed Noise and Grounding VIII (60 min.)
- High-Speed Noise and Grounding X (60 min.)
- High-Speed Noise and Grounding XI (30 min.)
- High-Speed Noise and Grounding XII (50 min.)
- High-Speed Noise and Grounding XIII (50 min.)
- High-Speed Noise and Grounding XIV (21 min.)
- High-Speed Signal Propagation I (40 min.)
- High-Speed Signal Propagation II (100 min.)
- High-Speed Signal Propagation III (85 min.)
- High-Speed Signal Propagation IV (40 min.)
- High-Speed Signal Propagation IX (70 min.)
- High-Speed Signal Propagation V (70 min.)
- High-Speed Signal Propagation VI (90 min.)
- High-Speed Signal Propagation VII (60 min.)
- High-Speed Signal Propagation VIII (90 min.)
- HSC Product Training (30 min.)
- JTECH Product Training (30 min.)
- Labor Automation: The Next Wave of Innovation (27 min.)
- Lean: Doing More with Less (38 min.)
- Make Change Work (53 min.)
- Product Development Process (Rev.B) (90 min.)
- Product Development Process (30 min.)
- Regulatory Training I (30 min.)
- Regulatory Training II (30 min.)
- Regulatory Training III (30 min.)
- Six Sigma Black Belt (1264 min.)
- Six Sigma Green Belt (1226 min.)
- Six Sigma: A Method for Eliminating Defects (44 min.)
- The New Workplace: Leading the Change (24 min.)
- The New Workplace: Making the Change (24 min.)
- Total Quality Management (TQM) (35 min.)

**MANAGEMENT SKILLS** (Managers/Supervisors Only)
- A Manager's Guide: Surviving the Slings & Arrows (27 min.)
- A Manager's Guide: To Lead Or Not To Lead (25 min.)
- Bud to Boss: Accelerate Goal Achievement (30 min.)
- Bud to Boss: Accelerate the Acceptance of Organization Change (30 min.)
- Bud to Boss: Cautious Communication Style (30 min.)
- Bud to Boss: Communicating Positive Expectations (30 min.)
- Bud to Boss: Control vs. Influence (30 min.)
- Bud to Boss: Creating a Conflict Resolution Mindset (30 min.)
- Bud to Boss: Creating the Mindset for Your New Role (30 min.)
- Bud to Boss: Diagnose Resistance to Change (30 min.)
- Bud to Boss: Discussing Your New Leadership Role (30 min.)
- Bud to Boss: Dominant Communication Style (30 min.)
- Bud to Boss: Four Types of Feedback (30 min.)
- Bud to Boss: Goal Setting at Three Levels (30 min.)
- Bud to Boss: Inspiring Communication Style (30 min.)
- Bud to Boss: Motivation for Change (30 min.)
- Bud to Boss: Remove Yourself as a Source of Threat (30 min.)
- Bud to Boss: Seven Components of Great Presentations (30 min.)
- Bud to Boss: Six Step Coaching Model (30 min.)
- Bud to Boss: Sources of Feedback (30 min.)
- Bud to Boss: Supportive Communication Style (30 min.)
- Bud to Boss: Understand the Expectations of a New Role (30 min.)
- Bullying & Other Disruptive Behavior: for Managers & Supervisors (23 min.)
- Character in Action... The United States Coast Guard on Leadership (20 min.)
- Coaching - The Power of Questions (21 min.)
- Coaching for Higher Performance (46 min.)
- Conducting a Formal Mentoring Program (24 min.)
- Developing B-Players into Top Performers (42 min.)
- Developing Your Leadership Style (21 min.)
- Dimensions of Coaching (23 min.)
- Effective Global Program Management for IT (35 min.)
- Gaining Commitment - Setting Performance Objectives That Work (20 min.)
- LEAD NOW: Coaching (8 min.)
- LEAD NOW: Customer Focus (8 min.)
- LEAD NOW: Decision Making (8 min.)
- LEAD NOW: Dependability (8 min.)
- LEAD NOW: Effective Communication (8 min.)
- LEAD NOW: Ego Management (8 min.)
• LEAD NOW: Focusing on Results (8 min.)
• LEAD NOW: Innovation (8 min.)
• LEAD NOW: Inspiring Commitment (8 min.)
• LEAD NOW: Listening (8 min.)
• LEAD NOW: Organizational Savvy (8 min.)
• LEAD NOW: Presentation Skills (8 min.)
• LEAD NOW: Problem Solving (8 min.)
• LEAD NOW: Strategic Thinking (8 min.)
• LEAD NOW: Team Building (8 min.)
• LEAD NOW: Time Management (8 min.)
• LEAD NOW: Valuing Others (8 min.)
• Leader Madness (21 min.)
• Leadership Best Practices - Part 1: The Leaders in Leadership (9 min.)
• Leadership Best Practices - Part 3: The Irrefutable Laws of Leadership (15 min.)
• Leadership Best Practices - Part 4: Five Practices of Exemplary Leaders (12 min.)
• Leadership Best Practices - Part 5: Developing Your Own Leadership Best Practices (15 min.)
• Leadership Best Practices - Part 6: Assessment (4 min.)
• Leadership Essentials: Align Resources to Strategic Priorities (20 min.)
• Leadership Essentials: Analyze the Pros and Cons of Key Decisions (20 min.)
• Leadership Essentials: Are Your Actions Consistent with Your Values? (20 min.)
• Leadership Essentials: Balance Your Leadership and Employee Roles (20 min.)
• Leadership Essentials: Become a Reliable Leader with Integrity (20 min.)
• Leadership Essentials: Connecting Goals to Vision (20 min.)
• Leadership Essentials: Connecting Team Work to the Strategy (20 min.)
• Leadership Essentials: Increase Employee Innovation (20 min.)
• Leadership Essentials: Innovation Norms and Expectations (20 min.)
• Leadership Essentials: Keep Your Top Talent (20 min.)
• Leadership Essentials: Responding to Issues and Concerns (20 min.)
• Leadership Essentials: Speaking Your Mind (20 min.)
• Leadership Fundamentals (45 min.)
• Managing Virtual Teams: Techniques and Best Practices (38 min.)
• Maximizing the Benefits of Your Organization's Structure (26 min.)
• Millennium: Coaching and Performance Feedback Training Scenes (63 min.)
• Remote Leadership: Applying Coaching Remotely (30 min.)
• Remote Leadership: Building Trust in the Virtual Environment (30 min.)
• Remote Leadership: Building Trust with Remote Teams (30 min.)
• Remote Leadership: Classic Leadership with a Virtual Twist (30 min.)
• Remote Leadership: Coaching Others The Basics (30 min.)
• Remote Leadership: Collaborative Goal Setting at a Distance (30 min.)
• Remote Leadership: Communication Techniques for Web-based Presentations (30 min.)
• Remote Leadership: Getting Ready for Your Virtual Presentation (30 min.)
• Remote Leadership: Giving Remote Feedback (30 min.)
• Remote Leadership: Helping Others Achieve Goals (30 min.)
• Remote Leadership: Keys to Remote Accountability (30 min.)
• Remote Leadership: Leading a Virtual Meeting (30 min.)
• Remote Leadership: Managing Remote Teams (30 min.)
• Remote Leadership: Maximizing Virtual Tools (30 min.)
• Remote Leadership: Planning a Virtual Meeting (30 min.)
• Remote Leadership: The Pitfalls of Web-Based Meetings (30 min.)
• Remote Leadership: The Unique Aspects of the Virtual Work Environment (30 min.)
• Remote Leadership: Web-based Presentation Basics (30 min.)
• Succession Planning (28 min.)
• Supervisor Fundamentals. (67 min.)
• The Paradigm Mastery Series by Joel Barker: Change and Leadership (31 min.)
• The Paradigm Mastery Series by Joel Barker: The Paradigm Curve (25 min.)
• The Paradigm Mastery Series by Joel Barker: The Paradigm Effect (26 min.)
• The Paradigm Mastery Series by Joel Barker: The Paradigm Hunting (19 min.)
• The Paradigm Mastery Series by Joel Barker: The Paradigm Partners (28 min.)
• Would I Work for Me? (20 min.)

MANUFACTURING SKILLS
• Electro Static Discharge/Manufacturing (30 min.)
• New Hire Workmanship Standards (30 min.)
• Electrical Safety in the Laboratory (12 min.)

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of the method of delivery. CBT is capped at 50% total training hours per trainee.