

JPMorgan Chase  
Bank, N.A.

Panel Cut Agreement  
Amount 50%



**Training Proposal for:**  
**JPMorgan Chase Bank, N.A.**  
**Agreement Number: ET16-0412**

**Panel Meeting of:** March 25, 2016

**ETP Regional Office:** Sacramento

**Analyst:** M. Mazzone

**PROJECT PROFILE**

Contract Attributes:	Retrainee SET HUA	Industry Sector(s):	Financial Services  Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Alameda, Los Angeles, Orange, Marin, Placer, Riverside, Sacramento, San Bernardino, San Diego, San Francisco, San Joaquin, San Mateo, Santa Clara	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 11,019	U.S.: 153,826	Worldwide: 221,257
Turnover Rate:	14%		
Managers/Supervisors: (% of total trainees)	N/A		

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$749,700		\$0	\$0		\$749,700

In-Kind Contribution:	100% of Total ETP Funding Required	\$750,000
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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 SET	Business Skills, Computer Skills	1,470	8-200	0-22	\$510	\$28.37
				Weighted Avg: 34			

**Minimum Wage by County:** SET Statewide: \$28.37 per hour

**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

Although employer provides health benefits, they are not being used to meet the ETP Post-Retention Wage.

**Wage Range by Occupation**

Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Staff I		50
Administrative Staff II		120
Client Management II		286
Client Management III		71
Client Management (Frontline Supervisor)		162
Control Staff I		26
Control Staff II		15
Corporate Responsibility		11
Credit & Risk Staff II		43
Credit & Risk Staff III		23
Finance Staff I		7
Finance Staff II		3
General Services		4
Home Lending Default		1
Internal Audit Staff		1
Marketing Representative I		26
Marketing Representative II		39
Operations Staff I		35
Operations Staff II		67
Operations Staff III		16
Investment Manager I		19

Investment Manager II		30
Investment Manager (Frontline Supervisor)		9
Program Analyst I		10
Program Analyst II		111
Program Analyst III		50
Real Estate Administrator		1
Risk Staff I		46
Risk Staff II		58
Technology Staff I		50
Technology Staff II		80

## **INTRODUCTION**

JPMorgan Chase Bank, N.A. (JPMCB or Bank) proposes to serve as the lead in a single employer proposal contract with J.P. Morgan Investment Management, Inc. (JPMIM or Management Company). Both of these employers are wholly-owned subsidiaries of JPMorgan Chase & Co. (JPMorgan Chase).

JPMorgan Chase & Co. is a global financial services firm and one of the largest banking institutions in the U.S. JPMCB is a national banking association that is chartered by the Office of the Comptroller of the Currency (OCC), a bureau of the United States Department of the Treasury. The Bank's main office is located in Columbus, Ohio, with retail branches in 23 states (including California). The Management Company operates nationally and overseas through branches and subsidiaries.

JPMCB, directly or through its subsidiaries, offers a wide range of services including investment banking, commercial banking, financial transactions processing and asset management.

JPMIM provides investment and wealth management services to institutional, high net worth and retail investors and their advisors. JPMIM offers personalized financial solutions for wealthy individuals and families that integrate investment management, capital markets, trust, and banking products. Additionally, JPMIM provides retirement plan services and brokerage for retail clients. The Management Company is registered with the U.S. Securities and Exchange Commissions as an investment advisor.

### **Need for Training**

Economic conditions throughout the world are undergoing changes and financial institutions require training to remain competitive. JPMCB's training plan will focus around three main areas deemed critical for employee development.

1. IT and Information Security: Safeguarding customer data is a major focus to lessen the financial risk and limit any potential damage. Technology Staff will receive training in mobile banking application (App) development. The Bank's goal is to have the most comprehensive and user friendly App in the industry. As technology improves, staff will continuously receive training to upgrade skills.

2. Data Analysis: Various front line occupations are tasked with analytical and/or customer relation duties, requiring improved computer software skills.

3. **Customer Service:** Front line occupations will also receive training in industry/product knowledge as required to provide customer service.

## **PROJECT DETAILS**

### **Training Plan**

JPMCB and JPMIM propose to train 1,470 incumbent workers utilizing Class/Lab, E-Learning and Computer-Based Training (CBT) delivery methods.

**Business Skills (50%):** Training will be delivered to all occupations. Training will focus on analytical and customer service skills as well as product and industry knowledge. Training topics include change training, communication, finance and accounting, project management, sales and relationship management, and risk management.

**Computer Skills (50%):** Training will be delivered to all occupations. To improve the knowledge and production levels, JPMCB and JPMIM will train in job specific computer skills. Training will focus on Technology. Technology training will keep JPMCB at the forefront of the mobile banking industry and will protect sensitive customer information. Training topics will include information security, JPMorgan mobile App development/maintenance, VBA software, LexisNexis, iConnect, intermediate and advanced Microsoft Office, virtual desktop and SQL.

### **E-Learning**

E-Learning will be utilized to ensure uniform instruction and application across all California locations (13 different counties). Up to half of a trainee's training hours may be delivered using the E-Learning training method. Delivering training using this method will promote a more efficient use of the company's training funds as there will be no associated travel costs or employee travel time between the locations within the 13 participating counties.

### **Computer-Based Training**

CBT will build a base of knowledge for specific job duties. Further classroom training will expand on the "black and white" procedures taught by CBT.

### **SET/HUA**

Under Special Employment Training (SET), the participating employer is not required to demonstrate out-of-state competition. To qualify under SET, trainees must be earning at least the statewide average hourly wage at the end of the retention period. All trainees will meet the statewide average hourly wage of \$28.37.

Some trainees work in a high unemployment area (San Joaquin County). However, the Company is not requesting a wage or retention modification for these trainees.

### **Frontline Managers**

The Company confirms that the Managers being trained are employees who actively perform the same frontline work as those they supervise more than 80% of the time, and that they do not hire, fire, or set company policy. Based on the nature and scope of their job duties, these trainees meet the Panel's definition of frontline worker. As frontline workers, these trainees qualify for SET funding.

## **Commitment to Training**

JPMCB and JPMIM together have spent roughly \$1 million on training California employees in sexual harassment prevention, employee onboarding/orientation, and emergency preparedness. ETP funds will not displace the existing financial commitment to training.

### ➤ Training Infrastructure

The Bank and Management Company have access to over 40 internal staff members in California who will be responsible for training, scheduling training, enrolling workers into training, and for tracking all trainees training hours. All of this information will be tracked in the Bank's learning management system.

## **LMS**

Staff has reviewed the Learning Management System for both PMCB and JPMIM, and has approved it for record keeping purposes.

## **Other Resources**

JPMCB is projected to receive approximately \$3 million in Enterprise Zone Hiring Tax Credits for the 2016 calendar year. All funds received have been budgeted to offset real estate costs in California and roughly 94% of the impacted properties are for retail branch locations. JPMCB retail branch locations are not included in this training proposal.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

## **DEVELOPMENT SERVICES**

N/A

## **ADMINISTRATIVE SERVICES**

N/A

## **TRAINING VENDORS**

To Be Determined

## Exhibit B: Menu Curriculum

### Class/Lab and E-Learning Hours

8-200

Trainees may receive any of the following:

#### BUSINESS SKILLS

- ✚ Change Training
- ✚ Communication Skills
- ✚ Compliance
- ✚ Customer Service
- ✚ Diversity
- ✚ Finance and Accounting Skills
- ✚ Private Equity Training
- ✚ Process and Procedure
- ✚ Product and Industry Knowledge
- ✚ Project Management
- ✚ Risk Management
- ✚ Sales and Relationship Management
- ✚ Leadership Training

#### COMPUTER SKILLS

- ✚ JPMorgan Mobile App Development/Maintenance
- ✚ Intermediate and Advanced Microsoft Office
- ✚ SQL
- ✚ Essbase
- ✚ VBA Software
- ✚ .NET Framework 4.5.1
- ✚ SharePoint
- ✚ PitchPro
- ✚ LexisNexis
- ✚ Concur
- ✚ iVault
- ✚ Information Security
- ✚ XML Web-Based Application Development
- ✚ Virtual Desktop
- ✚ iConnect
- ✚ Computer Programming

### CBT Hours

0-22

#### BUSINESS SKILLS

- ✚ Writing to Achieve Results (12 hours)
- ✚ Fundamentals of Auditing (8 hours)
- ✚ Client Service Fundamentals (1 hour)
- ✚ Vendor Payment Procedures (0.75 hours)

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