



**Training Proposal for:  
Juniper Networks, Inc.**

**Agreement Number: ET17-0169**

**Panel Meeting of:** August 26, 2016

**ETP Regional Office:** San Francisco Bay Area

**Analyst:** L. Lai

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Technology/IT Technology/Other  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Francisco, 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: 2,750	U.S.: 4,688	Worldwide: 9,707
<u>Turnover Rate:</u>	10%		
<u>Managers/Supervisors:</u> (% of total trainees)	19%		

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$576,000		\$0	\$0		\$576,000

In-Kind Contribution:	100% of Total ETP Funding Required	\$650,000
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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 Priority Rate	Business Skills, Computer Skills, Cont. Imp.	2,000	8 - 200	0 - 30	\$288	\$42.00
				Weighted Avg: 16			

**Minimum Wage by County:** \$17.02 for San Francisco and Santa Clara counties.

**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 Post-Retention Wage.

Wage Range by Occupation		
Occupational Titles	Wage Range	Estimated # of Trainees
Engineer I		750
Engineer II		405
Sales Staff		100
Marketing Staff		107
Manufacturing Operations Staff		69
Operations Staff		32
Finance Staff		61
IT I		80
IT II		10
Manager/Supervisor		386

**INTRODUCTION**

Headquartered in Sunnyvale, Juniper Networks, Inc. (Juniper) develops and markets high-performance networking products including routers, switches, network management and security software. Juniper's networks support the world's top 100 service providers in all types of business segments, including internet/cable/satellite providers, cloud/data center providers, government agencies and financial institutions. Juniper provides networking solutions using a customer centric approach in delivering transactions, applications and services with a focus on new software-defined networking products. While the Company does not directly manufacture a product, it does have a unit that oversees the subcontracted manufacturers. This will be Juniper's first ETP Agreement.

The Company is eligible for standard ETP funding as a service provider facing out-of-state competition. The Company is also eligible for priority reimbursement as a NAICS eligible employer (computer system design).

## **PROJECT DETAILS**

As our world moves to a more digitally connected environment, the need for high quality, top-performing networks and software is a necessity. In order for Juniper to provide top quality and technologically advanced networking products and software, training is pivotal to ensure every employee is up-to-date on the latest advancements in this fast-paced industry.

Training is designed to shorten cycle times, increase capacity, increase quality, and reduce costs. This will help Juniper improve quality processes, increase services/products, meet new demands for research and development of technological advancements, implement technological enhancements, and expand their existing client base.

### **Training Plan**

Training will be delivered via class/lab, E-learning and Computer-Based Training (CBT) and will occur at the Company's locations in Sunnyvale and San Francisco.

**Business Skills (65%):** Training will be offered to all occupations. Topics include communication, presentation, executing change and project management. Training will provide employees with the skills and knowledge necessary to improve communication skills, make better presentation skills, and better position Juniper and its products to customers.

**Computer Skills (20%):** Training will be offered to Engineers, Sales, Marketing and IT Staff. Training will allow workers the skills in the newest technological advances, build job skills, and help continue to keep Juniper on the forefront in its market.

**Continuous Improvement (15%):** Training will be offered to all occupations. The courses will maximize sales, increase customer satisfaction, and boost efficiency within the organization.

### **Commitment to Training**

Juniper confirms that ETP funds will not displace the existing financial commitment to training. The Company spends approximately \$650,000 annually on training in new hire training, professional development, compliance and safety training, basic training skills, executive and director level trainings, and human resources training.

#### ➤ Training Infrastructure

The Director of Learning and the HR team will be responsible for overseeing administration and training delivery. An administrative subcontractor will assist with data reporting in the ETP's systems and progress monitoring. Juniper is ready to start training using qualified in-house trainers. If the need arises, the Company may utilize external training vendors.

## **RECOMMENDATION**

Staff recommends approval of this proposal.

**DEVELOPMENT SERVICES**

ADP in San Dimas assisted with development of this proposal at no cost.

**ADMINISTRATIVE SERVICES**

ADP will also perform administrative services for a fee not to exceed 13% of payment earned.

**TRAINING VENDORS**

To Be Determined

**Exhibit B: Menu Curriculum****Class/Lab Hours**

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- Communication and Interpersonal Skills Training
  - Advanced Presentation Skills
  - Communication Essentials
  - Conflict and Collaboration for Multi-Cultural Teams
  - Conflict Resolution
  - Dealing with Self & Others in Difficult Situations
  - Effective Communication
  - Effective Technical Presentations
  - Engagement: Facilitating Individual, Team and Org Effectiveness
  - Execution: Manage Change, Deliver Results
  - Getting Things Done Through Influence
  - Innovation: Harnessing Creativity, Deliver Results
  - Management Essentials
  - Managing Difficult Conversations
  - Matrix Management and Organizational Swing
  - Persuasion & Rapport
  - Preparing Powerful Presentations
  - Presentation Skills
  - Project Management
  - Strategic Thinking
  - TeamWorks: 5 Essential Conversations of High-Performance Teams
  - The Power of Recognition
- Marketing and Sales Skills Training
  - Competitive Differentiation
  - Customer Centricity
  - Customer Insights
  - Focus on Verticals
  - Marketing Mix
- Technical Skills Training
  - 3Q16 Technical Summit
  - 3Q17 Technical Summit
  - Introduction to Juniper Technology
  - Mastering Juniper Systest
  - Mastering Junos Development
  - Network Automation 201 Certification

**E-Learning Hours**

0 - 102

**BUSINESS SKILLS**

- Marketing and Sales Skills Training
  - 1Q17 Virtual Sales Summit
  - 1Q18 Virtual Sales Summit
  - 2Q17 Virtual Sales Summit
  - 2Q18 Virtual Sales Summit
  - 3Q16 Virtual Sales Summit
  - 3Q17 Virtual Sales Summit
  - 4Q16 Virtual Sales Summit
  - 4Q17 Virtual Sales Summit

- Technical Skills Training
  - 1Q17 Virtual Technical Summit
  - 1Q18 Virtual Technical Summit
  - 2Q17 Virtual Technical Summit
  - 2Q18 Virtual Technical Summit
  - 4Q16 Virtual Technical Summit
  - 4Q17 Virtual Technical Summit

### **CBT Hours**

0 – 30

### **BUSINESS SKILLS**

- Communication and Interpersonal Skills Training
  - Administrative Professionals: Interacting with Others (1hr)
  - Basic Presentation Skills: Creating a Presentation (1hr)
  - Basic Presentation Skills: Delivering a Presentation (1hr)
  - Basic Presentation Skills: Planning a Presentation (1hr)
  - Being a Receptive Communication Partner (1hr)
  - Building Trust (1hr)
  - Business Grammar: Sentence Construction (1hr)
  - Business Writing: How to Write Clearly and Concisely (1hr)
  - Communicating Across Cultures: Speaking and Listening Across Boundaries (1hr)
  - Communicating Across Cultures (8hr)
  - Communicating with Professionalism and Etiquette (1hr)
  - Communication Skills and Project Management (1hr)
  - Creating and Maintaining a Positive Work Environment (1hr)
  - Dealing with Common Meeting Problems (1hr)
  - Delivering a Difficult Message with Diplomacy and Tact (1hr)
  - Developing Character for Decisiveness (1hr)
  - Effective Team Communication (1hr)
  - Essential Mentoring Techniques: Designing and Initiating Mentoring Programs (1hr)
  - Feedback That Works (1hr)
  - First Time Manager: Understanding a Manager's Role (1hr)
  - Generating Creative and Innovative Ideas: Enhancing Your Creativity (1hr)
  - Generating Creative and Innovative Ideas: Verifying and Building on Ideas (1hr)
  - Getting Results without Direct Authority: Building Relationships and Credibility (1hr)
  - Giving Constructive Criticism (1hr)
  - Giving Feedback (1hr)
  - Having a Difficult Conversation (1hr)
  - Improving Your Emotional Intelligence Skills: Self-Awareness and Self-Management (1hr)
  - Influence: Gaining Commitment, Getting Results (1hr)
  - Interpersonal Communication: Being Approachable (1hr)
  - Interpersonal Communication: Communicating Assertively (1hr)
  - Interpersonal Communication: Communicating with Confidence (1hr)
  - Interpersonal Communication: Listening Essentials (1hr)
  - Interpersonal Communication: Targeting Your Message (1hr)
  - Introduction to Business Analysis and Essential Competencies (1hr)
  - Leadership Essentials: Building Your Influence as a Leader (1hr)
  - Leading Teams: Building Trust and Commitment (1hr)
  - Leading Teams: Dealing with Conflict (1hr)
  - Leading Teams: Fostering Effective Communication and Collaboration (1hr)

- Listening Essentials: Improving Your Listening Skills (1hr)
- Listening Essentials: The Basics of Listening (1hr)
- Management Essentials: Developing Your Direct Reports (1hr)
- Managing Change: Building Positive Support for Change (1hr)
- Managing Change: Sustaining Organizational Change (1hr)
- Managing Conflict with Direct Reports (1hr)
- Managing Conflict with Peers (1hr)
- Managing Technical Professionals (1hr)
- Monitoring and Improving Performance (1hr)
- Negotiation Essentials: Avoiding Pitfalls in Negotiations (1hr)
- Operations Management and the Organization (1hr)
- Overcoming Challenges of Managing Top Performers (1hr)
- Overcoming the Barriers to Decisiveness (1hr)
- Preparing for Effective Business Meetings (1hr)
- Preparing to Communicate Effectively at the 'C' Level (1hr)
- Public Speaking Strategies: Confident Public Speaking (1hr)
- Public Speaking Strategies: Preparing Effective Speeches (1hr)
- Raising Sensitive Issues in a Team Environment (1hr)
- Rebuilding Trust (1hr)
- Receiving Feedback and Criticism (1hr)
- Strategies for Communicating with Tact and Diplomacy (1hr)
- Taking Action for Performing under Pressure (1hr)
- Techniques for Communicating Effectively with Senior Executives (1hr)
- The Impact of Situation and Style When Communicating with Diplomacy and Tact (1hr)
- The Voice of Leadership: Effective Leadership Communication Strategies (1hr)
- The Voice of Leadership: The Power of Leadership Messaging (1hr)
- Workplace Conflict: Recognizing and Responding to Conflict (1hr)
- Workplace Conflict: Strategies for Resolving Conflicts (1hr)
- Writing for Technical Professionals: Effective Writing Techniques (1hr)
- Professional Development Tools Training
  - Critical Thinking Essentials: Applying Critical Thinking Skills (1hr)
  - Critical Thinking Essentials: What Is Critical Thinking? (1hr)
  - Decision Making: The Fundamentals (1hr)
  - Decision Making: Tools and Techniques (1hr)
  - Personal Productivity Improvement: Managing Tasks and Maximizing Productivity (1hr)
  - Personal Productivity: Self-Organization and Overcoming Procrastination (1hr)
  - Problem Solving: Digging Deeper (1hr)
  - Problem Solving: The Fundamentals (1hr)
  - Professionalism, Business Etiquette and Personal Accountability (1hr)
  - Time Management: Analyzing Your Use of Time (1hr)
  - Time Management: Avoiding Time Stealers (1hr)
  - Time Management: Planning and Prioritizing Your Time (1hr)
  - Time Management: Too Much to Do and Too Little Time (1hr)
  - Using Strategic Thinking Skills (1hr)
- Marketing and Sales Skills Training
  - Architecture and Business Value of MX Family, vMX-BNG (.5hr)
  - Commercial Sales Training – Total Available Market Role - Planning/Enabling/Driving Demand (1hr)
  - Commercial Sales Training - Managing your Pipeline and Forecast (1hr)
  - Commercial Sales Training – Sales Engineer Role - Planning/Enabling Team (1hr)

- Commercial Sales Training - Total Available Market Role - Driving Demand (1hr)
- Commercial Sales Training - Total Available Market Role - Enabling/Rewarding your Team and Partners (1hr)
- Cross Provisioning Platform (.5hr)
- Customer Advocacy: Enhancing the Customer Experience (1hr)
- Customer Service over the Phone (1hr)
- Customer-Focused Interaction (1hr)
- Identifying and Managing Customer Expectations (1hr)
- Industry Analysis - Porters 5 Forces (1hr)
- Integrated Marketing Campaigns (1hr)
- Introducing vMX (.5hr)
- Selling Services (2hr)
- Selling Software (2hr)
- Social Media (1hr)
- Software Licensing Framework Change (.5hr)
- Tool-Assisted Speedrun for Dealmaker: Access and Navigation (.5hr)
- Tool-Assisted Speedrun for Dealmaker: Account Planning at JNPR (1hr)
- Tool-Assisted Speedrun for Dealmaker: Configuring your Account Plan (.5hr)
- Tool-Assisted Speedrun for Dealmaker: Our Account Planning Platform (1hr)
- Value Proposition (1hr)
- Business Value of Express Path (.5hr)
- Business Value of Product A (.5hr)
- Business Value of QFX10000 (.5hr)
- Business Value of QFX5100 (.5hr)
- Business Value of Security in the Cloud Enabled Enterprise (.5hr)
- Business Value of Switching in the Cloud Enabled Enterprise (.5hr)
- Business Value of vSRX (.5hr)
- Finance Skills Training
  - Auditing the Revenue Cycle (1hr)
  - Basic Accounting Principles and Framework (1hr)
  - Business Performance and Financial Measures in Six Sigma (1hr)

### **CONTINUOUS IMPROVEMENT**

- Quality Training Skillset
  - Basic Statistics and Graphical Methods for Six Sigma (1hr)
  - Basic Statistics for Six Sigma (1hr)
  - Introduction to Lean for Service and Manufacturing Organizations (1hr)
  - ITIL® 2011 Edition Foundation: Continual Service Improvement (1hr)
  - ITIL® 2011 Edition OSA: Incident Management Interactions (1hr)
  - Lean Tools for Process Control in Six Sigma (1hr)
  - Probability for Six Sigma (1hr)
  - Six Sigma and Lean Foundations and Principles (1hr)
  - Six Sigma Project Management Basics (1hr)
  - Six Sigma Project Team Dynamics and Performance (1hr)
  - Static Techniques and Test Design in Software Testing (1hr)
- Project Management Skills Training
  - Adopting an Agile Approach to Project Management (1hr)
  - Agile Planning: Project Initiating and Requirements Gathering (1hr)
  - Agile Planning (1hr)
  - Agile Project Management Essentials (1hr)
  - An Overview of Agile Methodologies (1hr)
  - Developing and Controlling the Project Schedule (1hr)

- Identifying Project Risks (1hr)
- Introduction to Program Management (1hr)
- IT Project Management Essentials: Initiating and Planning IT Projects (1hr)
- Managing Agile Software Development (1hr)
- Managing and Controlling Stakeholder Engagement (1hr)
- Managing Procurements (1hr)
- Monitoring and Controlling Project Scope (1hr)
- Overview of the Scrum Development Process (1hr)
- Plan and Manage Project Communications (1hr)
- Program Life Cycle and Benefits Management (1hr)
- Project Management Fundamentals (1hr)
- Project Management Overview (1hr)
- Project Management Process Groups (1hr)
- Project Requirements and Defining Scope (1hr)

### **COMPUTER SKILLS**

- Programming Skills Training
  - Advanced Git (1hr)
  - Advanced Python (1hr)
  - ANSI C Programming: Data Representation (1hr)
  - ANSI C Programming: Introducing C (1hr)
  - Apache Hadoop (1hr)
  - Applications of Python (1hr)
  - Beginner Git (1hr)
  - C++11: Advanced Techniques and C++14 Preview (1hr)
  - C++11: Programming Fundamentals (1hr)
  - C++11: Programming with Boost (1hr)
  - Getting Started with Ruby (1hr)
  - Implementing OpenStack (1hr)
  - Introducing Cloud Computing (1hr)
  - Introduction to Algorithms and Data Structures (1hr)
  - Introduction to Designing a Relational Database (1hr)
  - Introduction to Eclipse (1hr)
  - Introduction to Java EE 6 (1hr)
  - Introduction to Ubuntu (1hr)
  - Java SE7 Fundamentals: Introduction to Java (1hr)
  - JavaScript Essentials: Dynamic Content and HTML5 (1hr)
  - JavaScript Object Notation Essentials (1hr)
  - Linux Kernel Compilation and Linux Startup (1hr)
  - Linux Network Configuration (1hr)
  - Linux Network Services (1hr)
  - Linux Security (1hr)
  - Microsoft SQL Server 2014: Manage, Maintain, and Troubleshoot (1hr)
  - Oracle 12c Performance Tuning: Metrics and Monitoring (1hr)
  - Perl Language Fundamentals (1hr)
  - Programming and Deploying Apache Spark Applications (1hr)
  - Programming in C++: STL I/O and Headers, Templates and Namespaces (1hr)
  - Programming in C++: Structure and Data Types (1hr)
  - Programming in C++: Working with Classes (1hr)
  - Python Language Basics (1hr)
  - Selenium and Java (1hr)
  - Selenium and Python (1hr)
  - Selenium Automated Web Testing Fundamentals (1hr)

- Starting to Program with Perl (1hr)
- UNIX Fundamentals: Files and Directories (1hr)
- UNIX Fundamentals: Shell Scripting Basics (1hr)
- Unix OS Fundamentals: An Introduction to Unix (1hr)
- UNIX Shell Scripting Tools (1hr)
- Web API Essentials (1hr) Web Design Enhancements (1hr)
- Marketing Automation (1hr)
- Network Automation 101 (4hr)
- Technical Skills Training
  - Advanced Features of Selenium Automated Web (1hr)
  - Architecture and Business Value of Junipers Cloud CPE Solution (.5hr)
  - Architecture and Business Value of Junos Fusion (.5hr)
  - Architecture for Product A (.5hr)
  - Architecture for the MX Series 3D Router (.5hr)
  - Architecture of Converged Super Core (.5hr)
  - Architecture of Juniper Product (.5hr)
  - Architecture of PTX1000 (.5hr)
  - Architecture of QFX5200-32C & 64Q (.5hr)
  - Architecture of Sky Advanced Threat Prevention (Argon) (.5hr)
  - Architecture of SRX300 Series SRX550 and SRX1500 (.5hr)
  - Architecture of SRX300 Series SRX550 and SRX1500 (v1.1) (.5hr)
  - Architecture of the Express Path SRX5000 (.5hr)
  - Architecture of the QFX10000 Series Switches (.5hr)
  - Architecture of the vSRX Firefly Perimeter (.5hr)
  - Being an Effective NPI Team Member (.5hr)
  - CISA Domain: IS Operations, Maintenance, and Support - Part 2 (1hr)
  - Cisco ICND1 1.1: Fundamentals of Networking (1hr)
  - Cisco ROUTE 2.0: Implementing Basic BGP Operations (1hr)
  - Cisco ROUTE 2.0: VPN Technologies (1hr)
  - Cisco SWITCH 2.0: Basic Concepts and Network Design (1hr)
  - Cisco SWITCH 2.0: Campus Network Security I (1hr)
  - Cisco SWITCH 2.0: Configuring Layer 3 Redundancy with VRRP and GLBP (1hr)
  - CompTIA Cloud+ CV0-001: Data Center Infrastructure (1hr)
  - CompTIA Linux+ 2014 Powered By LPI: LX0-103: Devices and Filesystems (1hr)
  - CompTIA Network+ 2012: Networking Concepts Part 1 (1hr)
  - CompTIA Network+ 2012: Networking Concepts Part 2 (1hr)
  - CompTIA Security+ SY0-401: Cryptographic Methods and Public Key Infrastructures (1hr)
  - Configuring OpenStack (1hr)
  - EMC ISM v2: Business Continuity, Backup, Replication and Archiving (1hr)
  - EMC ISM v2: Data Center Environment (1hr)
  - Fundamentals of Software Testing (1hr)
  - Juniper Authorized Design Specialist—Branch (3hr)
  - Juniper Authorized Design Specialist—Campus (5hr)
  - Juniper Authorized Design Specialist—Data Center (7hr)
  - Juniper Authorized Design Specialist—Service Provider Access and Aggregation (5hr)
  - Juniper Authorized Design Specialist—Service Provider Core (3hr)
  - Juniper Authorized Design Specialist—Service Provider Edge (6hr)
  - Juniper Networks Sales Specialist Enterprise Routing (4hr)
  - Juniper Networks Sales Specialist Firewall (4hr)

- Juniper Networks Sales Specialist Qfabric (4hr)
- Juniper Networks Sales Specialist Switching (4hr)
- Juniper's Configurator Tool (2hr)
- Juniper's Design Xpert tool (3hr)
- Junos Operating System Highlights (1hr)
- Overview of QoS in a Packet Switched Network (1hr)
- QFX5100-24Q-AA Architecture (0.5hr)
- SAP Administration (1hr)
- Software Defined Networking for the Sales Engineer community (4hr)
- Secure Development Lifecycle (2.5hr)
- The Big Data Technology Wave (1hr)
- Using Puppet: Implementation and Benefits (1hr)
- VMware vSphere 5 - Part 1: Introduction to Virtualization (1hr)
- VMware Workstation 7: Getting started with Virtual Machines (1hr)
- Winning with the QFX5200 (.5hr)
- Computer Skills Training
  - Addressing and Redistributing E-mail (1hr)
  - Adobe Dreamweaver CC – Essentials (1hr)
  - Configuring Lists, Libraries, E-mail, and Announcements in SharePoint 2013 (1hr)
  - Creating and Populating a Database in Access 2013 (1hr)
  - Creating and Using Control Charts in Six Sigma (1hr)
  - Creating Workbooks, Worksheets, and Data in Excel 2013 (1hr)
  - Customizing Options and Views in Excel 2013 (1hr)
  - Data Search, Data Validation, and Macros in Excel 2013 (1hr)
  - Formatting Cells and Worksheets in Excel 2013 (1hr)
  - Formatting Data in Excel 2013 (1hr)
  - Getting Started with Excel 2007 (1hr)
  - Managing Your E-mail (1hr)
  - Manipulating and Formatting Data and Worksheets in Excel 2007 (1hr)
  - Microsoft PowerShell for Windows: Getting Started with PowerShell (1hr)
  - Microsoft Windows 10 First Look: Configuration (1hr)
  - Office 365: Working with Online Files and Calendars (1hr)
  - Performing Calculations Using Functions in Excel 2013 (1hr)
  - Presenting Data Using Conditional Formatting and Sparklines in Excel 2013 (1hr)
  - Resource Management in Project 2013 (1hr)
  - SAP Customer Relationship Management (1hr)
  - Sharing and Linking Data, and Adding Office Apps to Excel 2013 (1hr)
  - Skype for Business: New Features, Profile and Contacts (1hr)
  - Using E-mail and Instant Messaging Effectively (1hr)
  - Workflows, Collaboration and Analysis in SharePoint 2013 (1hr)

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.