



RETRAINEE - JOB CREATION

Training Proposal for:

Milestone Technologies Inc.

Agreement Number: ET16-0241

Panel Meeting of: November 5, 2015

ETP Regional Office: Sacramento

Analyst: H. Sahota

PROJECT PROFILE

Contract Attributes:	Retrainee Job Creation Initiative Veterans	Industry Sector(s):	Services Technology/IT Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Butte	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: 1,327	U.S.: 1,595	Worldwide: 1,671
<u>Turnover Rate:</u>	14%		
<u>Managers/Supervisors:</u> (% of total trainees)	3%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$444,800		\$0	\$0		\$444,800

In-Kind Contribution:	100% of Total ETP Funding Required	\$530,320
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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	Business Skills, Computer Skills, Continuous Improvement, Management Skills	350	8-200	0	\$1,200	\$15.38
				Weighted Avg: 80			
2	Retrainee Job Creation Initiative	Business Skills, Computer Skills, Continuous Improvement, Management Skills	10	8-200	0	\$1,600	\$15.38
				Weighted Avg: 80			
3	Job Creation Initiative Veterans	Business Skills, Computer Skills, Continuous Improvement, Management Skills	5	8-200	0	\$1,760	\$15.38
				Weighted Avg: 80			

Minimum Wage by County: Job Number 1: \$15.07 for Butte County; Job Number 2 (Job Creation): \$12.22 for Butte County; Job Number 3 (Veterans): \$12.33 for Butte 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

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Contact Center Agent		251
Team Lead		28
Product Support Specialist		9
Trainer		4
Quality Assurance Staff		22
Data Analyst		5
Administrative Staff		15
Desktop Support Staff		5
Manager		11

Job Number 2 (Job Creation)		
Contract Center Agent		5
Quality Assurance Staff		1
Data Analyst		1
Administrative Staff		2
Manager		1
Job Number 3 (Veterans)		
Contract Center Agent		1
Quality Assurance		1
Data Analyst		1
Administrative Staff		1
Manager		1

INTRODUCTION

Milestone Technologies, Inc. (Milestone) was founded in 1997 in Fremont and offers strategic information technology (IT) solution services to businesses worldwide. The Company's services include: Data Center Operations, Contact Center Services, Internal IT Support, IT Professional Services, Workforce Solutions, and Platform Engineering Services. Customers are located worldwide and include businesses such as Google, Facebook, Work Day and Uber. Milestone has one facility in Fremont, and two in Chico. Only trainees located at the Company's Technical Support Center facility in Chico will participate in training under this proposal.

Need for Training

To remain competitive, as more technical support centers are moved abroad, Milestone must distinguish themselves from their competitors as the client of choice for support services. To differentiate themselves as the leader in support services, Milestone is instituting their "Extra Mile" training program. The "Extra Mile" is a training program focused on providing excellent customer service built on the foundations of Milestones 5 Pillar Value model which are; Going Above and Beyond, A Sense of Urgency, We Do What We Say, Open, Honest and Respectful Communication and Collaboration.

In addition, Milestone must adapt to the fast-paced changes in the technology industry as new products are introduced. Milestone must train their employees on their client's products as they are initially launched, including version updates and product changes, to ensure they are able to properly analyze customer question(s), troubleshoot problems and communicate steps necessary to resolve issues. Milestone will also train employees on computer software programs to increase workflow efficiencies within the organization. Training under this proposal will enable Milestone to upgrade employee skills, enhance customer service and remain competitive.

PROJECT DETAILS

Business Skills (30%): Training will be delivered to Contact Center Agents, Contact Center Team Leads, Quality Assurance Staff, and Managers. The focus of Milestone' training is the improvement of staff's customer care skills. After training, staff will be able to interact with customers using current technology knowledge and thoroughly complete the service call in a proficient manner. To meet this goal of providing excellent customer service, staff will receive

training in Communication Skills, Business Writing, Customer Service Support, and Product Knowledge.

Computer Skills (20%): Training will be delivered to all staff to improve use of software systems to allow more efficiency in the workflow process and an enhanced customer service experience for the customer. Software Training topics will include Customer Relationship Management, Google Business Web-based Products, Adherence Management System, and Time Management.

Continuous Improvement (30%): Training will be delivered to Contact Center Agents, Contact Center Team Leads, Quality Assurance Staff, and Managers. Staff will receive training to improve workflow and tactics on how to optimize communication with customers. To foster a highly efficient support center, trainees will receive training in Product Problem Solving/Troubleshooting Skills, Process/Performance Improvement Skills, Excellence Training, Critical Thinking, and Team Building.

Management Skills (20%): Training will be delivered to Managers. Management training will focus on the development of leadership skills. Trainees will receive training in Improving Team Effectiveness, Coaching and Mentoring Skills, Building Employee Engagement, and Management Conflict.

Retrainee - Job Creation

In support of 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, and trainees will be subject to a lower post-retention wage.

Milestone has committed to hiring 10 new employees (Job Number 2). The date-of-hire for all trainees will be within the three-month period before contract approval or within the term-of-contract. These trainees will be hired into "net new jobs" as a condition of contract.

As a result of the continued expansion of the Digital Technology Industry globally, Milestone is forecasting a 10% annual growth over the next two years across all platforms. As such Milestone anticipates additional hiring and ongoing training, enabling them to expand and enter new markets.

Veterans Program

The Panel has established a higher reimbursement rate and other incentives for training California veterans. Milestone has committed to hiring five Veterans (Job Number 3). In recent years Milestone has become the employer of choice for veterans in the local area. Milestone continually receives referrals from community organizations seeking placement for Veterans. As such, Milestone hires Veterans on a continual basis.

Commitment to Training

ETP funds will not displace the existing financial commitment to training. Annually, the Company spends \$186,000 per facility for training, which includes: orientation, sexual harassment prevention, labor law, performance management, and corrective action training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Milestone has a training department comprised of three on-site full time trainers and a Training Manager. In addition to classroom training responsibilities, each trainer is responsible to complete administrative duties that include timely upkeep of trainee attendance, content completion, and evaluation documentation. The Training Manager will be responsible for scheduling training, monthly reporting of ETP progress metrics to senior management, and aligning the ETP documentation requirements into the Company's existing fully functional process.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Milestone retained Chabin Concepts in Chico to assist with development of this proposal for a flat fee of \$40,000.

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

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

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Communication Skills
- Business Writing
- Customer Service
- Product Knowledge
- De-Escalation Techniques
- Empathy
- Active Listening
- Giving and Receiving Feedback
- Extra Mile Service Culture
- Decision Making
- Planning and Organization
- Team Building
- Leadership
- Dealing with Difficult People
- Presentation Skills
- Project Management
- Strategic Planning
- Time Management

COMPUTER SKILLS

- Customer Relationship Management Software
- Google Business Web-Based Products
- Adherence Management System Software
- Time Management Software
- Microsoft Office (Intermediate/Advanced)

CONTINUOUS IMPROVEMENT

- Cross-Training
- Change Management
- Coaching & Mentoring
- Lean Procedures and Practices
- Meeting Management
- Process Improvement
- Project Management
- Problem Solving
- Quality Measures & Goals
- Root Cause Analysis
- Team Building
- Time Management
- Troubleshooting Skills
- Excellence Training
- Quality Assurance
- Workflow

MANAGEMENT SKILLS

- Effective Meetings for Leaders
- Team Building
- Leadership
- Improving Team Effectiveness
- Coaching and Mentoring Skills
- Building Employee Engagement
- Management Conflict

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