



## RETRAINEE - JOB CREATION

Training Proposal for:

**OpenX Technologies, Inc.**

**Agreement Number: ET17-0156**

**Panel Meeting of:** July 22, 2016

**ETP Regional Office:** North Hollywood

**Analyst:** M. Paccereilli

### PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Technology/IT Services  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, San Mateo	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: 373	U.S.: 436	Worldwide: 473
<u>Turnover Rate:</u>	8%		
<u>Managers/Supervisors:</u> (% of total trainees)	12%		

### FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$248,000		\$0	\$0		\$248,000

In-Kind Contribution:	100% of Total ETP Funding Required	\$414,600
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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.; Advanced Tech.	300	8-200	0-32	\$720	\$16.48
				Weighted Avg: 40			
2	Retrainee Priority Rate Job Creation Initiative	Business Skills; Computer Skills; Cont. Imp.; Advanced Tech.	40	8-200	0-32	\$800	*\$13.73
				Weighted Avg: 40			

\*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 (Final Payment) regardless of the wage expressed in this table. The highest minimum wage rate will prevail.

**Minimum Wage by County:** Job Number 1: \$16.48 per hour in Los Angeles County; \$17.02 per hour in San Mateo County

Job Number 2 (Job Creation): \$13.73 per hour for Los Angeles County; \$14.19 per hour in San Mateo 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 \$1.02 per hour may be used to meet the Post-Retention Wage in Job Number 1 and up to \$0.46 per hour in Job Number 2.

**Job 1 & 2 Wage Range by Occupation**

Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Staff	Job 1: Job 2:	40 10
Software Engineers		160
Information Technology Staff		20
Business Development Staff		30
Marketing Staff		40
Manager/Supervisor		40

**INTRODUCTION**

Founded in 2008, OpenX Technologies, Inc. (OpenX) ([www.openx.com](http://www.openx.com)) is an advertising technology company that provides digital and mobile advertising technology products and services to digital media companies, such as website publishers and application developers.

OpenX is headquartered in Pasadena with offices in Menlo Park, New York, London, Munich, and Tokyo. The proposed training will be provided to employees in the Pasadena and Menlo Park locations. The Company expects to continue its rapid pace of hiring skilled workers in 2016 and beyond with the majority located in California. This will be OpenX's first ETP Agreement.

OpenX creates highly efficient, high quality programmatic advertising marketplaces that enable publisher clients to maximize their ad revenue through a high-speed electronic trading platform. The core of this platform is the OpenX Ad Exchange, a digital marketplace designed to optimize competition among buyers online. The Company processes more than 100 billion requests each month.

To maintain its competitive edge and be the preferred platforms publisher, OpenX must train staff to understand how digital advertising is evolving. The Company is committed to hiring high-quality talent and expanding its worldwide infrastructure and operations. OpenX is committed to continuing its infrastructure growth primarily in California and is honored to be part of California's Pasadena and Menlo Park business communities. OpenX is a proud sponsor of the business consortium, Innovate Pasadena, whose vision is to create a vibrant ecosystem of technology and design innovation in the greater Pasadena area that supports sustainable economic growth.

### **Retrainee - Job Creation**

The Panel offers 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. In this proposal, OpenX has committed to hiring 40 new employees (Job Number 2).

The Internet industry is highly competitive and innovative; thus, OpenX is expanding its business capacity by adding new employees to existing functions to remain competitive. The Company is committed to hiring high-quality talent and expanding its worldwide infrastructure and operations. These new jobs will help the Company keep up with increased business demand and continued growth of its Ad Exchange and new mobile products. New employees will develop new ideas, provide better service to users, and support internal staff.

Trainees must be hired within the three-month period prior to Panel approval or during the term of contract. Newly hired employees will be reimbursed at a higher rate and subject to a lower post-retention wage. Trainees will be hired into "net new jobs" as a condition of contract.

### **PROJECT DETAILS**

As the digital media marketplace evolves rapidly, the Company must be up-to-date with industry demands and have an efficient workforce skilled across many platforms and different types of technologies to develop the best solutions and experiences for its customers.

#### **Training Plan**

Training will be delivered via class/lab and Computer-Based training in the following:

**Business Skills (30%):** Training will be offered to all occupations and cover a wide range of sales/marketing tools, customer solutions, content development, network/traffic quality and other strategic skills. Training will help employees learn the Company's new and enhanced product and service offerings.

**Computer Skills (20%):** Training will be offered to all occupations. This training includes new software, database systems, computer programs and advanced and intermediate MS Office. Training will help upgrade employee skillsets and facilitate the transfer of computerized data.

**Continuous Improvement (20%):** Training will be offered to all occupations focusing on project management and team building. The goal is to create a more efficient business environment. Managers and Supervisors will also receive training in Leadership Skills. OpenX's success is largely dependent on the implementation of its Leadership Program to ensure trainees who are responsible for coaching/mentoring and/or managing projects are consistent with OpenX leadership philosophy.

**Advanced Technology (30%):** OpenX is requesting the higher reimbursement rate for Advance Technology (AT) courses to be offered to Software Engineers and IT Staff. These trainees need advanced skills. AT will be delivered in highly technical learning environments, including special curricula, instructors and training labs. The costs for delivering AT training range from \$50 to \$150 per hour, per employee, which includes hardware, software and setup costs. Some classes will be configured on a special network environment to simulate real-world scenarios. Additional software licensing was purchased so trainees can have as much simulated lab/hands-on training time as possible. The trainer-to-trainee ratio is 1:10 to allow for in-depth coverage and personal attention from the instructor.

### **Commitment to Training**

ETP funds will not displace the existing financial commitment to training. In support of continuous employee development, The Company's current California training budget is approximately \$200,000 and covers basic, non-job-specific classes through a central corporate learning program, which includes basic communication, leadership, product overview, and new hire orientation.

#### ➤ Training Infrastructure

OpenX's Director of Corporate Learning & Development and Director of Tax will both oversee the training and internal administration of this project. A dedicated Learning & Development trainer and in-house trainers who are subject matter experts will provide training.

### **Impact/Outcome**

ETP-funded training will enable OpenX to remain competitive in an industry with rapid and continuous changes in demands and processes. As the Company grows and expands, trainees must have the skills to adapt and excel in new markets, exhibiting their best technical skills and soft skills in multiple technologies and platforms.

### **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 Hours**

8-200

Trainees may receive any of the following:

**BUSINESS SKILLS**

- + Sales/Marketing
- + Customer Solutions
- + Presentation Skills
- + Developing Executive Presence
- + Leading Productive Meetings
- + Leading Effective 1:1s
- + Communication Skills
- + Negotiation Skills
- + Account Planning
- + Industry Competitive Overview
- + Overcoming Objections/Pitch Training
- + Effective Communication
- + Delegation and Driving Results
- + Collaboration and Conflict Resolution
- + Change Management
- + Product Knowledge
- + Product Release Process

**COMPUTER SKILLS**

- + EQ Training
- + Agile Scrum Development Framework Overview
- + Scrum Training and Certification (Agile)
- + Software Development Process
- + Betterworks
- + JIRA System
- + Peeps Software
- + Salesforce Software
- + Oracle Expense
- + DFP UI and optimization
- + Microsoft Office (Advanced & Intermediate)
  - Excel
  - PowerPoint
  - Access

**CONTINUOUS IMPROVEMENT**

- + Team Building
- + Project Management
- + Leadership Skills
- + Time Management
- + Change Management

**ADVANCED TECHNOLOGY (Ratio 1:10)***(IT Staff and Software Engineers Only)*

- + Web Programming
  - JS Angular
  - Erlang
  - Python

- Riak
- JavaScript
- HTML

**CBT Hours**

0-32

**COMPUTER SKILLS** (Advanced/Intermediate Only)

- ✚ Excel 2016: Charts in Depth (4.6 hours)
- ✚ Excel 2016: Advanced Formulas and Functions (6.3 hours)
- ✚ Excel 2016: Advanced Formatting Techniques (3.4 hours)
- ✚ PowerPoint Tips and Tricks For Business Presentations ( 2.92 hours)
- ✚ PowerPoint Designing a Presentation (2.23 hours)
- ✚ Learn Access for Office 365 (1.12 hours)
- ✚ Learn Access 2016 Essential Training (6.75 hours)
- ✚ Access 2016 –Queries in Depth (4.15 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.