



RETRAINEE - JOB CREATION

Training Proposal for:

Pandora Media, Inc.

Agreement Number: ET16-0144

Panel Meeting of: August 28, 2015

ETP Regional Office: North Hollywood

Analyst: M. Paccereilli

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Technology/IT Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Alameda	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: 1,000	U.S.: 1,200	Worldwide: 1,500
<u>Turnover Rate:</u>	5%		
<u>Managers/Supervisors:</u> (% of total trainees)	20%		

FUNDING DETAIL

<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">Program Costs</td></tr> <tr><td style="text-align: center;">\$249,600</td></tr> </table>	Program Costs	\$249,600	-	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">(Substantial Contribution)</td></tr> <tr><td style="text-align: center;">\$0</td></tr> </table>	(Substantial Contribution)	\$0	=	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">(High Earner Reduction)</td></tr> <tr><td style="text-align: center;">\$0</td></tr> </table>	(High Earner Reduction)	\$0	=	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">Total ETP Funding</td></tr> <tr><td style="text-align: center;">\$249,600</td></tr> </table>	Total ETP Funding	\$249,600
Program Costs														
\$249,600														
(Substantial Contribution)														
\$0														
(High Earner Reduction)														
\$0														
Total ETP Funding														
\$249,600														

In-Kind Contribution:	100% of Total ETP Funding Required	\$414,600
------------------------------	------------------------------------	-----------

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	Advanced Tech, Computer Skills, Business Skills	330	8-200	0-100	\$720	\$15.97
				Weighted Avg: 40			
2	Retrainee Priority Rate Job Creation Initiative	Advanced Tech., Computer Skills, Business Skills	10	8-200	0-100	\$1,200	\$13.31
				Weighted Avg: 60			

Minimum Wage by County: Job Number 1: \$15.97 per hour in Los Angeles County, \$16.44 per hour in Alameda County

Job Number 2: \$13.31 per hour for Los Angeles County, \$13.70 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 \$3.97 per hour may be used to meet the Post-Retention Wage in Job Number 1.

Up to \$2.31 per hour may be used to meet the Post-Retention Wage in Job Number 2.

Job 1 & 2 Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Business Support Staff	<i>Job 1:</i> <i>Job 2:</i>	10 4
Advertising Operations/Account Managers		50
Design & Audio Designer/Producer		22
Engineer		10
Scientist		5
Marketing/Business Development Staff		26
Music Operations Staff		32
Product Management Staff		30
Sales Staff		20
Strategic Solutions Staff		24
Technical Operations/Information Technology Staff		40
Supervisor		30
Manager		36

INTRODUCTION

Pandora Media, Inc. (Pandora) (www.pandora.com) is a music streaming and automated music recommendation service. Pandora is an Internet radio which plays musical selections of a certain genre based on the user's artist selection on a wide range of smartphones, tablets, computers and car audio systems, as well as a range of other internet-connected devices.

Founded in 2000, Pandora started as a small company called Savage Beast Technologies with the idea of creating music preference profiles for users into an online music recommendation system using its proprietary Music Genome technology. Eventually, the Company used the genome as the engine of an Internet radio service that plays only the music users like.

With this technology, songs are analyzed according to musical features including details of instrumentation, harmony, lyrics, melody, rhythm and vocals. Users enter the name of a song and Pandora creates a playlist of songs with similar characteristics. Initially, the Company pursued a transitional strategy of technology licensing to third parties; however, it struggled to reach profitability under this model and nearly failed.

In 2004, the Company returned to its initial vision of producing customized radio stations and changed its name to Pandora Media, Inc. The following year, the Company launched "Pandora.com". Its service is free to its registered users with the option to pay for additional features. The Company has grown to over 250 million registered users.

Retrainee - Job Creation

The radio Internet industry is highly competitive and innovative; thus, Pandora is expanding its business capacity by adding new employees to existing functions to remain competitive. Pandora has committed to hiring and training 10 "net" new employees to develop new ideas, provide better service to its 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 trainees will be subject to a lower post-retention wage. Trainees will be hired into "net new jobs" as a condition of contract.

PROJECT DETAILS

Training Plan

Pandora is constantly refining its technology and expanding the platform it supports. With the rapid advancement of internet technology and new innovations being discovered, the Company must keep current with industry demands.

As a global technology company in an intensely competitive marketplace, Pandora must have an efficient workforce skilled across many platforms and different types of technologies so it can develop the best solutions and experiences for its users. The proposed training is designed to enhance Pandora's competitiveness by putting the Company in an optimal position to develop and market its service to users. The Company's training goal is to ensure its employees are performing at their best in their current roles and to gain new skills to take on new projects and opportunities within the Company.

Business Skills (80%) - Training will be offered to all occupations and will cover customer solutions, strategic and innovative thinking, quality processes, sales and marketing, and effective communication. This training will help staff better serve its users and grow from a start-up mentality to a fast-growing high-performing company. This training will help staff improve product development skills and equip them with the technical expertise to identify and resolve problems more efficiently.

Computer Skills (10%) - Training will be offered to all trainees to provide them the skills beyond the basics of each application and take advantage of each application's features to improve productivity and efficiency. Training will focus on providing custom classes for each department that integrates the specific workflows and requirements of each group. The goal is to provide job-specific skills that will be applied immediately after class.

Advanced Technology (10%) - Training will be offered to Engineers, Designers and Technical Staff. These trainees need advanced skills in in order to get ahead of the technology curve. AT will be delivered in highly technical learning environments, including special curricula, instructors and training labs. The trainer-to-trainee ratio for AT training 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 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.

Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

Impact/Outcome

ETP-funded Training will enable Pandora 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.

➤ Training Infrastructure

Pandora's Director of Sales Training & Enablement will oversee internal project administration. The company retained an outside administrative consultant to ensure that training documentation adheres to ETP requirements.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Pandora retained TheEnterprise U in Marina del Rey to assist with development of this proposal for a flat fee of \$5,000.

ADMINISTRATIVE SERVICES

TheEnterprise U will also perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

N/A

Exhibit B: Menu Curriculum

Class/Lab Hours

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- ✦ Sales & Marketing Tools and Techniques
 - Sales Fundamentals
 - Sales Systems Overview
 - Ad Solutions Systems and Ad Platforms
 - Brand Operations
 - Managing Sales Accounts
 - Optimizing Sales Performance
 - Forecasting
 - Ad Profiling
 - Maximizing Partnerships & Industry Relations
 - Media Sales
 - Preparing Proposals
 - Understanding Advertisers' Goals
- ✦ Customer Solutions
- ✦ Risk Mitigation and Risk Review
- ✦ Creative Thinking and Problem Solving
- ✦ Partner Quality and Compliance
- ✦ Mobile Processes and Guidelines
- ✦ Effective Communication (Written and Verbal)
- ✦ Powerful Presentation Skills
- ✦ Managing Time and Priorities
- ✦ Competitive Product, Market, & Technology Knowledge
- ✦ Project Management
- ✦ Customer Service
- ✦ Teambuilding
- ✦ Leadership Skills
- ✦ Interpersonal Skills
- ✦ Strategic & Innovative Thinking
- ✦ Financial Fundamentals
- ✦ Effective Decision-Making
- ✦ Effective Goal-Setting
- ✦ Navigating Through Change
- ✦ Negotiating Skills
- ✦ Business Analysis & Business Intelligence
- ✦ Organizational Development Imperatives
- ✦ Knowledge Management
- ✦ Creating a Culture of Innovation & Execution
- ✦ Appreciating Our Differences
- ✦ Emotional Intelligence
- ✦ Leading Effective Meetings
- ✦ Audience Analysis & Listener Experience
- ✦ Ensuring Quality Processes

COMPUTER SKILLS

- ✦ Advanced/Intermediate Microsoft Office
(Word, Excel, Outlook, PowerPoint, Access, Project)
- ✦ Graphics Applications and Web Programming Tools

ADVANCED TECHNOLOGY*(For IT, Engineering and Technical Staff)**Software Development, Databases, & It Management*

- ✦ Agile Developer Essentials
- ✦ Analyzing Data
- ✦ Android Programming
- ✦ Apache Hadoop & Big Data
- ✦ C Programming
- ✦ Certified Scrum Master
- ✦ Certified Scrum Product Owner
- ✦ Cisco
- ✦ Clean Code Practices
- ✦ Database Engineering
- ✦ Django
- ✦ Git & GitHub
- ✦ iOS Programming
- ✦ Java
- ✦ Kanban for Development and IT/OPS
- ✦ Multiplatform Programming
- ✦ Network Security
- ✦ Node.js
- ✦ PHP Essentials
- ✦ Python
- ✦ Ruby
- ✦ Server Performance Tuning
- ✦ Software Lifecycle Methodologies (UML, Agile, Scrum)
- ✦ SQL
- ✦ Testing and Refactoring (C++, Java, Javascript)

WEB

- ✦ Cascading Style Sheets
- ✦ HTML
- ✦ JavaScript & JavaScript Frameworks
- ✦ Ruby on Rails

CBT Hours

0-100

BUSINESS SKILLS

- ✦ Accountability (1)
- ✦ Accounting Fundamentals (2)
- ✦ Agile Concepts (1)
- ✦ Brand Management (1)
- ✦ Budgeting Essentials (2)
- ✦ Building Trust (1)
- ✦ Business Analysis Fundamentals (2)
- ✦ Business Writing (1.5)
- ✦ Change Management (1.5)
- ✦ Coaching and Developing Others (2)

- ✦ Communication Effectiveness (2)
- ✦ Communicating Across Cultures (1)
- ✦ Conflict Resolution Fundamentals (1.5)
- ✦ Critical Thinking (2)
- ✦ Customer Experience (2)
- ✦ Customer Service Fundamentals (1)
- ✦ Decision-Making Fundamentals (1)
- ✦ Delegating Basics (1)
- ✦ Difficult Conversations (1)
- ✦ Effective Feedback (1)
- ✦ Effective Listening (1)
- ✦ Effective Meetings (1)
- ✦ Emotional Intelligence (1.5)
- ✦ Engaging Employees (1)
- ✦ Ethics & Integrity in the Workplace (2)
- ✦ Facilitation Skills (1)
- ✦ Influencing Others (1)
- ✦ Interpersonal Relationships (1.5)
- ✦ Leadership Fundamentals (2)
- ✦ Management Basics (2)
- ✦ Managing Diversity (1)
- ✦ Managing Your Emails and Writing Effective Emails (2)
- ✦ Marketing Essentials (2)
- ✦ Mentoring Others (1)
- ✦ Negotiation Fundamentals (2)
- ✦ Operations Management (2)
- ✦ Organizational Agility (1)
- ✦ Organizational Culture (1)
- ✦ Organizational Learning (1)
- ✦ Pandora U (2)
- ✦ Performance Management (2)
- ✦ Presentation Tips (2)
- ✦ Problem Solving (2)
- ✦ Process Improvement (1.5)
- ✦ Productivity Tips (1)
- ✦ Project Management Basics (2)
- ✦ Purchasing Essentials (1)
- ✦ Quality Systems (2)
- ✦ Risk Management (2)
- ✦ Sales Fundamentals (2)
- ✦ Setting Effective Goals (1)
- ✦ Strategic Planning (2)
- ✦ Talent Management (2)
- ✦ Tapping into Your Creativity (1)
- ✦ Teambuilding (2)
- ✦ Time Management Fundamentals (1)

COMPUTER SKILLS

- ✦ Acrobat Pro (2)
- ✦ Information Security for End Users (2)
- ✦ Microsoft Office
 - Access Database Fundamentals (2)
 - Excel Advanced Functions and Formulas (2)

- Excel Macros & PivotTables (2)
- PowerPoint Presentation Advanced Tips (2)
- Project Basics (2)
- Word Advanced Topics (2)
-  Photoshop
 - Photoshop Basics (2)
 - Photoshop Beyond Basics (2)

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.