



Training Proposal for:
Rabobank, National Association

Agreement Number: ET16-0385

Panel Meeting of: March 25, 2016

ETP Regional Office: Sacramento

Analyst: M. Mazzone

PROJECT PROFILE

Contract Attributes:	SET HUA	Industry Sector(s):	Financial Services Priority Industry: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Counties Served:	Statewide	Repeat Contractor:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 1,600	U.S.: 2,800	Worldwide: 55,000
<u>Turnover Rate:</u>	19%		
<u>Managers/Supervisors:</u> (% of total trainees)	N/A		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$240,000		\$0	\$0		\$240,000

In-Kind Contribution:	100% of Total ETP Funding Required	\$350,000
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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, Commercial Skills, Computer Skills, Continuous Impr	200	8-200	0-20	\$600	\$28.37
				Weighted Avg: 40			
2	Retrainee SET HUA	Business Skills, Commercial Skills, Computer Skills, Continuous Impr	200	8-200	0-20	\$600	\$15.60
				Weighted Avg: 40			

Minimum Wage by County: Job Number 1(SET): Statewide hourly wage of \$28.37.

Job Number 2 (SET/HUA): \$17.02 per hour for Alameda, Contra Costa, Marin, San Francisco, San Mateo, and Santa Clara Counties; \$16.48 per hour for Los Angeles County; \$16.51 per hour for Orange County; \$16.46 per hour for San Diego County; \$16.10 per hour for Sacramento County; \$15.91 per hour for Alpine County; and \$15.60 per hour for all other 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

Up to \$7.74 per hour for Job Number 1 and up to \$3.02 per hour for Job Number 2 may be used to meet the Post-Retention Wages.

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Support Staff		25
Central Operations Representative		35
Credit Specialist		65
Customer Service Representative		75
Financial Analyst		40
Premier Client Service Representative		60
Relationship Analyst		80
IT Staff		20

INTRODUCTION

In this proposal, Rabobank, National Association (Rabobank), a subsidiary of Rabobank Group, seeks funding to train employees at its California branches.

Rabobank is a financial institution that meets the financial needs of local families, businesses and organizations with banking products including dairy and livestock loans, inventory financing, business loans, equipment leasing, personal banking, and retirement.

PROJECT DETAILS

This will be Rabobank's second Agreement. The previous Agreement enabled the Company to design and establish a structured in-house training program focused on hard and soft skills training. This proposal will continue training from the previous Agreement. Trainees require more extensive topics to build skills. Although some training topics under this proposal may be similar to those in the previous Agreement, training in this proposal is built upon previously learned material. Trainees will not receive duplicate training.

Rabobank has built long-term partnerships based on its strategic plan of understanding businesses, markets, and unique financial needs of customers. The strategic plan calls for growth in agricultural and commercial banking to increase customer base. To achieve these goals, Rabobank will need to continue to be a high performance workplace. This proposal will upgrade employee skills, develop effective sales skills, and improve customer satisfaction.

Training Plan

In this proposal Rabobank proposes to train 400 incumbent workers in Class/Lab and CBT training as follows:

Business Skills (30%) – All occupations will receive training in Customer Service, Identity Theft, Sales Coaching for Team Success, and Business Development. Training will enable employees to deliver the best possible customer experience and protect customer and bank assets.

Commercial Skills (40%) – All occupations will receive training in Consumer Lending, Account Analysis, Loan Structuring and Documentation, and Financial Statements and Cash Flow Analysis. Training will enable the bank to move to a high performance workplace and meet the Company's strategic goals.

Computer Skills (20%) – All occupations will receive training in Teller Insight, IBSDO – New Account Platform, IBS - Inquiry Platform, Microsoft Office, and Synergy.

Continuous Improvement (10%) – All occupations will receive training in Performance Management.

Commitment to Training

Rabobank spent \$500,000 in 2015 on training and currently has six dedicated full-time trainers. Company training previously provided includes new hire orientation, regulatory training, management skills, sales, and customer service.

ETP funds will not displace the Company's existing financial commitment to training. ETP training will allow the bank to broaden the scope of sales and customer service training to occupations who have not received this training.

LMS

Staff has reviewed and approved Rabobank's Learning Management System for recordkeeping.

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. Job Number 1 SET trainees will meet the statewide average hourly wage.

Job Number 2 SET trainees work in High Unemployment Areas (HUA) of the state with unemployment exceeding the state average by 25%. These trainees qualify for the ETP Standard Minimum Wage per county instead of the SET statewide average wage.

PRIOR PROJECTS

The following table summarizes performance by Rabobank under an ETP Agreement that was completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET12-0394	Statewide	5/7/2012– 5/6/2014	\$240,000	\$113,278 (47%)

ET12-0394 was Rabobank's first ETP Agreement. During the first year of the Agreement term, the Company faced challenges which included delivering and coordinating training to multiple locations, having a limited learning team Staff, and getting accustomed to ETP guidelines. During the second year of the Agreement term, the Company re-evaluated how they administered ETP training. The Company made adjustments accordingly and training progressed as originally planned. However, the term expired before all training was conducted and completed.

To address the prior Agreement challenges, Rabobank has hired an additional six employees to help administer the project including scheduling and delivering training. To address the challenge of coordinating the delivery of training at multiple locations, the Company has added online learning and virtual (WebEx) sessions so trainees from multiple locations can easily participate in the same training sessions. This project has been right-sized with consideration to prior performance and contractor's having addressed prior challenges to ensure success in 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

- ✚ Customer Service
- ✚ The Business Development Workshop
- ✚ The Business Development Workshop Follow-Up
- ✚ Sales Coaching the Rabobank Way
- ✚ Selling the Rabobank Way
- ✚ Referring the Rabobank Way
- ✚ Lobby Management
- ✚ Activities that Drive Results During Non-Peak Times
- ✚ Effectively Referring at the Drive-Up
- ✚ Cross-Selling Opportunities
- ✚ Addressing Customer Objections
- ✚ The Triple 3 Follow-Up Checklist
- ✚ Sales Coaching for Team Success
- ✚ Overcoming Sales Development Challenges
- ✚ Effective Sales Management Tools
- ✚ Interviewing for Sales Positions
- ✚ Consumer Lending Disclosures
- ✚ CIP/BSA – New Accounts
- ✚ Rate Disclosures – Business and Consumer
- ✚ Fraud
- ✚ Identity Theft
- ✚ Legal Structure of New Accounts

COMMERCIAL SKILLS

- ✚ Financial Writing
- ✚ Sales Development Process
- ✚ Sales Leadership Process
- ✚ Financial Statement and Cash Flow Analysis
- ✚ Loan Structuring and Documentation
- ✚ ABL Skills
- ✚ SBL Lending for Branch Managers
- ✚ SBL Lending for FSRs
- ✚ Commercial Visa Card
- ✚ Consumer Lending
- ✚ Account Analysis
- ✚ Advance Financial Analysis Training
- ✚ Credit Skills

COMPUTER SKILLS

- ✚ Microsoft Office Suite Skills
- ✚ Operating Systems
- ✚ Learning Management System
- ✚ Adobe Intuition
- ✚ CoreTrac & the Sales Process (Retail)
- ✚ CoreTrac & the Sales Process (Non-Retail)
- ✚ CoreTrac & the Referral Process

- ✚ Teller Insight
- ✚ IBSDO – New Account Platform
- ✚ Synergy
- ✚ Bakerhill
- ✚ CMSE
- ✚ IBS – Inquiry Platform
- ✚ CRM Documenter
- ✚ Deluxe Check Ordering

CONTINUOUS IMPROVEMENT

- ✚ Performance Management

CBT Hours

0 – 20

COMMERCIAL SKILLS

- ✚ Compliance Training (1.5)
- ✚ Information Security (1.5)
- ✚ Vendor Management (2)
- ✚ Performance Management (4)
- ✚ Commercial Lending (2)
- ✚ Retail Systems (1.5)
- ✚ Retail Lending (1.5)
- ✚ Customer Service (3)
- ✚ Products & Services (3)

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