



**Training Proposal for:
Riverbed Technology, Inc
Agreement Number: ET15-0282**

Panel Meeting of: August 22, 2014

ETP Regional Office: San Francisco Bay Area

Analyst: R. Jackson

PROJECT PROFILE

Contract Attributes:	Priority Rate Retrainee	Industry Sector(s):	Technology/IT Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Francisco, Santa Clara, Los Angeles	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: 900	U.S.:1,695	Worldwide: 2,600
<u>Turnover Rate:</u>	19%		
<u>Managers/Supervisors:</u> (% of total trainees)	18%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$157,500		\$23,750 15%	\$0 0%		\$133,750

In-Kind Contribution:	100% of Total ETP Funding Required	\$205,000
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TRAINING PLAN

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	Computer Skills, Continuous Impr, Business Skills	250	8-200	0-18	*\$535	\$16.25
				Weighted Avg: 35			

*Reflects Substantial Contribution

Minimum Wage by County: \$16.25 for San Francisco, Los Angeles, 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

Occupation Titles	Wage Range	Estimated # of Trainees
Administrative Staff		30
Finance Staff		5
Marketing, Sales Staff, Support Staff		40
Engineer 1		62
Project Manager		5
Technical Director		2
Supervisor		20
Manager		25
Engineer 2		61

INTRODUCTION

In this proposal, Riverbed Technology, Inc. (Riverbed) (www.riverbed.com) seeks funding for retraining.

Founded in 2002, Riverbed is a publicly-held information technology (IT) infrastructure performance company providing hardware and software solutions. Headquartered in San Francisco, Riverbed offers a variety of computer application and IT products involving data storage and data integrity. Its software applications allows a distributed workforce to collaborate centrally. Its software also helps customers launch strategic initiatives such as virtualization, consolidation, cloud computing, and data disaster recovery.

A wide range of industries comprise Riverbed's customer base. Riverbed reports that its products are used by 70% of Fortune's Global 100 companies including architecture, engineering, construction, manufacturing, finance, banking, and legal insurance. The Company also serves domestic and foreign government agencies.

PROJECT DETAILS

This proposal will be Riverbed's third. The most recent ETP Agreement (ET12-0408) was exclusively for Job Creation retrainees (See Prior Projects Table). This proposal will train incumbents with an emphasis on "branding" and specific skill-upgrade training objectives related to the launch of several new products. Training will be delivered through Class/Lab training and CBT.

Training Plan

Computer Skills (60%) - Training will be offered to Engineers, Technical Staff, Managers, Supervisors, IT Staff, Marketing/Sales, Support Staff, Finance Staff, and Administrative Staff. Training will to aid in designing new customized products resulting from new product-line expansions. Training will focus on design applications for sales engineers as well as training all engineers and technical workers in all aspects of hardware/software tools to increase proficiency and productivity.

Continuous Improvement (15%) – Training will be offered to all occupations. Training aims to improve team-building, identify ways to improve product quality, resolve production issues, eliminate waste, reduce costs, improve efficiency, and increase productivity. Training will create high performance work teams that will be empowered to manage their business units within defined boundary conditions and become multi-skilled and interdependent, in control of their daily, monthly and annual goals. The training is designed to empower all frontline workers to take ownership of their work and monitor quality throughout the process. Newly hired staff across occupations will need to complete extensive training in problem-solving, quality processes, and teamwork/facilitation skills so that they can quickly work independently with customers.

Business Skills (20%) – Training will be offered to all occupations. The skills outlined will allow trainees to better support and communicate with customers and peers, improve accounting expertise, provide customer service to help expand sales, develop marketing strategies, and manage projects efficiently. The skill topics include coaching technical professionals, giving effective presentations to customers, writing to customers, positioning products in the market, developing marketing plans for future products and project management.

Commitment to Training

Riverbed represents that ETP funds will not displace its existing financial commitment to training. The Company reports that its 2014 training budget for California employees is \$675,000. The Company provides substantial training resources to ensure employees have the basic technical and business skills to do their job. Ongoing training efforts also include sales and professional development training, advanced leadership training for Director-level employees, product orientation, compliance training, basic computer skills, and ad-hoc special training requests for individual employees. Riverbed currently provides in-house, instructor led training primarily focused on highly technical skills and processes to remain competitive in the marketplace. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

Technical Directors

The two Technical Directors identified in the Wage Range by Occupation table are actually frontline employees who work primarily as project managers. They are not considered executive-level staff and do not set company policy.

Temporary to Permanent Hiring

Trainees in Job Number 1 may come under Panel guidelines for “temporary to permanent” employment. The Company retains these employees through a temporary agency, with the intention of hiring them into full-time, permanent positions after training. These trainees must be determined eligible to participate in ETP-funded training before the start of training, while on payroll with the temporary agency. The retention and post-retention wage requirements cannot be satisfied until after they have been hired by the company. Until then, the Company will not receive progress payments for these individuals.

Substantial Contribution

Riverbed is a repeat contractor with payment earned in excess of \$250,000 within the past five years. Accordingly, reimbursement for trainees in Job Number 1 will be reduced by 15% to reflect the Company’s \$23,750 Substantial Contribution to the cost of training.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
*ET12-0408	San Francisco, Sunnyvale Los Angeles	06/04/2012- 06/03/2014	\$321,000	\$133,340 (38%)
ET09-0352	San Francisco, Sunnyvale, Davis, El Sugundo	01/12/2009- 01/11/2011	\$389,160	\$286,810 (74%)

ET12-0408: This Agreement was for Job Creation only. Riverbed expected to hire more employees between 2012 and 2014 but had to slow down hiring until their new headquarters was completed. Consequently, only 38% of the funds were used in the last project. The proposal has been right-sized to the amount earned under ET12-0408.

DEVELOPMENT SERVICES

The Company retained California Training Administration (CTA) in San Jose to assist with development of this proposal at a cost of \$2,500.

ADMINISTRATIVE SERVICES

CTA will also perform administrative services in connection with this proposal for an amount 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:

COMPUTER SKILLS

CAD Applications
Data Protection Software
E-Commerce & Websites
ERP & CRM
Microsoft Office (Intermediate & Adv only)
SteelHead
SteelApp
SteelFusion
SteelStore
SteelScript
SteelCentral
Riverbed Application Performance Platform
Cloud Computing / Cloud Storage
SaaS Acceleration
Network Management
Project Management Tools
Riverbed Support Tools
Testing / Debugging Techniques
Web Services & Designs
Riverbed Product Design / Development
New Product Update Training
WAN Optimization & Technologies (Wide-Area Network)
IT Solution / Internet Tools
Oracle Tools / Database Tools / Software Tools
Riverbed Product Bootcamp training
SteelCentral Product Design
Cloud Computing Infrastructure
SaaS Acceleration
Testing / Debugging of Product
Web Design Technology
Central Management Console (CMC)
Integration Solutions
WAN Tools (Wide-Area Network)
Database Tools
Programming Languages / Software Tools

CONTINUOUS IMPROVEMENT

Customer / Supplier Satisfaction
High Performance Work Teams
Increasing Productivity with Time and Workflow
Leadership / Coaching Skills
Product and Process Improvements
Managing Products and Programs
The 5 Choices of Quality Improvement

BUSINESS SKILLS

Global Marketing & Communications
 Dealing with Conflict & Difficult Situations
 Managing Projects, Products, Customers
 Optimizing Customer Value
 Presentation Skills (Technical/Non-Technical)
 Thinking Strategically
 Communicate to Influence
 Organizational Skills – Top Talent Planning
 Driving Performance Advantage
 Sales and Negotiations
 Technical / Business Writing

CBT Hours

0-18 Hours

Trainees will receive any of the following:

BUSINESS SKILLS

Product Sales Training

- Riverbed 101 (1 hour)
- Riverbed Products & Solutions (1 hour)
- Riverbed Competitive Differentiators (1 hour)
- Riverbed CIO Pitch (1 hour)
- Application Delivery Product Line Deep Dive (1 hour)
- Application Delivery Target Markets (1 hour)
- Application Delivery Competition & Objection Handling PPT (1 hour)
- Cloud Storage Gateway - Product Line Deep Dive (1 hour)
- Cloud Storage Gateway - Targets Markets (1 hour)
- Network Performance Management & Objection Handling (1 hour)
- Network Performance Management Product Line Deep Dive (1 hour)
- Network Performance Management Target Markets (1 hour)
- WAN OP Competition and Objection Handling (1 hour)
- WAN OP Data Protection and Disaster Recovery Solution (1 hour)
- WAN OP Hybrid Cloud Solutions (1 hour)
- WAN OP Product Line Deep Dive (1 hour)
- WAN OP Target Markets (1 hour)

Note: Reimbursement for retraining is capped at 200 total hours per trainee, regardless of method of delivery. CBT is capped at 50% of total training hours, per trainee.