



**Training Proposal for:  
Samsung Semiconductor, Inc.  
Agreement Number: ET15-0271**

**Panel Meeting of:** August 22, 2014

**ETP Regional Office:** San Francisco Bay Area

**Analyst:** A. Nastari

**PROJECT PROFILE**

Contract Attributes:	Critical Proposal Priority Rate Retrainee Job Creation Initiative	Industry Sector(s):	Technology/IT Technology/Other Engineering Wholesale Trade  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, San Diego, Santa Clara	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: 795	U.S.: 2,000	Worldwide: 279,000
<u>Turnover Rate:</u>	6%		
<u>Managers/Supervisors:</u> (% of total trainees)	20%		

**FUNDING DETAIL**

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	<b>Total ETP Funding</b>
\$745,480		\$0	\$0		\$745,480

In-Kind Contribution:	100% of Total ETP Funding Required	\$2,794,393
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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	Advanced Technology, Business Skills, Computer Skills, Continuous Improvement, Mgmt. Skills	800	8 -200	0 - 100	\$288	\$18.00
				Weighted Avg: 16			
2	Retrainee Critical Proposal Job Creation Initiative Priority Rate	Advanced Technology, Business Skills, Computer Skills, Continuous Improvement, Mgmt. Skills, PL – Advanced Technology	326	8 - 200	0 - 100	\$1,580	\$47.00
				Weighted Avg: 79			

**Minimum Wage by County:** Job Number 1: \$16.25 for Santa Clara County; \$15.60 for San Diego County, and \$16.04 for Los Angeles County;

Job Number 2: \$13.55 for Santa Clara County; \$13.00 for San Diego County, and \$13.37 for Los Angeles 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

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
<b>Job Number 1:</b>		
Engineering Group 1		400
Engineering Group 2		58
Finance & Accounting Staff Group 1		20
Finance & Accounting Staff Group 2		15
Human Resources		12
Logistics/Process Improvement Group 1		5
Logistics/Process Improvement Group 2		4
Logistics/Process Improvement Group 3		2
Sales and Marketing Group 1		50
Sales and Marketing Group 2		9

Managers Group 1		200
Managers Group 2		25
<b>Job Number 2:</b>		
R&D Engineers		326

## Critical Proposal

This proposal for Samsung Semiconductor, Inc. (SSI) is designated a “Critical Proposal”, as defined in Title 22, California Code of Regulations (CCR) 4402.2, by the Governor’s Office of Business and Economic Development (Go-BIZ). SSI is expanding its facilities and workforce due to a significant increase in production. This project will assist SSI to develop new job skills for newly hired and incumbent workers.

## INTRODUCTION

Samsung Semiconductor, Inc. (SSI) [www.samsung.com](http://www.samsung.com) a subsidiary of Samsung Electronics Co. Ltd. SSI, headquartered in San Jose, develops the new technology for Device Solutions through its Research and Development (R&D) Labs and Sales and Marketing teams. Products developed consist of devices for use in smartphones, sensors and Internet related products, and storage for cloud based data centers. The products are used by Samsung’s Electronics, IT and Mobile Communications and Consumer Electronics divisions to develop cell phones or tablets. The products are also sold to customers, such as Apple and Dell, for use in their products. Additional customers consist of businesses with servers and enterprise or hard disk storage needs.

On May 1, 2012, SSI launched its R&D group consisting of 12 labs to develop and perfect the technology of its products. The labs include Memory Solutions Labs, which provide key memory products including dynamic random access memory, static random access memory, NAND flash memory, Solid State Drives and a range of green memory solutions for use in PC, server and mobile applications. Its System LSI Labs design and manufacture a variety of large scale integrated circuit (LSI) products and System-on-Chip solutions for smartphones and tablets. Samsung’s leading LSI products include image sensors, display drivers, smart cards, and microcontroller units. Its Display Labs develop LED based lighting solutions such as back light units in display panels, exterior and dashboard lighting in automobiles, product lighting solutions and bulbs and tubes lighting. Products are developed with energy conservation programs in mind as demand for energy-efficient and eco-friendly lighting increases.

The R&D department at SSI is focused on investing in a global research and development network that supports Samsung and its local customers, on increasing collaboration with key customers for joint development of system technology and solutions, and on advancing core technologies to address new markets and enhance the competitiveness of Samsung’s products. To address these goals, SSI is building a new facility in Silicon Valley to allow the R&D group to leverage state-of-the-art technology.

## Retrainee - Job Creation

In support of job creation, the Panel is offering incentives to companies that commit to hiring new employees. Under the Retrainee-Job Creation program, training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

The Company is in the process of building a 1.1 million square foot headquarters north of downtown San Jose, at an expected investment of \$357,764,000. It is expected that 2,500 employees will work at this site, developing its technology. Most of the new hire positions will be

Engineers in its R&D Teams. SSI expects growth to increase by 115% from 2014 to 2015, which is based on analyses performed by the Company. Based on this significant investment, the State of California has designated SSI a Critical Proposal.

In this proposal, SSI has committed to hiring 326 new employees in the occupation of R&D Engineers as shown in Job Number 2. To be eligible for reimbursement under this Job Number, the trainees must be hired within the three-month period prior to Panel approval or during the term of contract. The new workers will support SSI's goals for continued technological advancements of its products.

## **PROJECT DETAILS**

To support the continued focus on new technology for products like mobile phones and memory devices, SSI hires Engineers for its R&D teams who are in the forefront of new technology. The R&D engineers are divided into 12 labs, where they work on various technical developments and devices. All new and incumbent Engineers will participate in Perl/Python coding courses. These scripting courses are Advanced Technology and enable the engineers to design and program software using and applying various technical coding.

The Sales and Marketing teams, which also include Engineers, are the face of SSI to the manufacturer, commercial, and consumer markets. Staffing for these teams require a vast and conclusive knowledge of SSI's products including how they were developed, how they work, and how they will be changing with technological advancements. Training is required in Best Practices, Presentation Skills, Communication Skills, and Leading Innovation & Creativity, Anti-Trust, Proprietary Information, Security, Sharepoint, and Advanced Microsoft Products (Excel, PowerPoint, Outlook).

A large component of training is planned to develop SSI's leaders through the delivery in Leadership Training to ensure its labs are running efficiently and meet the company's business goals. Additionally, the support teams for both the R&D side of the business and the Sales and Marketing side of the business will need to stay at the forefront of the changes required with the ever-changing technology. Support teams such as Accounting and Finance, and Logistics/Process Improvement, need to update their core skills to support the engineers. Courses such as Advanced Microsoft Excel/PowerPoint/Access, Finance Training, Advanced Tax Seminars, MIS training, Intellectual Property, Confidentiality, and Import/Export will be provided to all employees including the support staff.

## **Training Plan**

SSI will train workers in R&D Engineers, Sales, Marketing, Finance, Accounting, Human Resources, and Logistics/Process Improvement occupations. Training will be provided throughout SSI's nine facilities in San Jose, Milpitas, Menlo Park, San Diego, and Pasadena. Training will consist of AT, Business, Computer, Continuous Improvement, and Management Skills. Training will be provided in classroom, simulated laboratory, Productive Lab (PL), and Computer-Based Training (CBT) methodologies. The majority of courses within the CBT curriculum are extensions of the classroom training or provide greater depth of the subject matter. Trainees will be provided the time from their work schedules to take CBT courses, at their own pace, that are consistent with their job requirements.

**Advanced Technology (60%)** - SSI is undergoing significant changes to upgrade the skills of their current employees in order to remain competitive, and to meet the demands for their products. SSI employees, specifically the R&D Engineers, will be provided Advanced Technology (AT) class/lab training in database administration, securization and new/advanced technologies,

networking, routing, maintenance, and programming skills. The AT training will enable the Engineers to serve the complex information technology needs of its highly technical internal and external customers.

**Business Skills (10%)** – Workers in Sales, Marketing, Finance, Accounting, Human Resources, and Logistics/Process Improvement will be provided Advanced Presentation Skills, Communication Skills, Situational Sales Negotiation Training, Advanced Sales Techniques, Negotiation Skills.

The Research and Development group will be provided Knowledge Sharing utilizing Simulated and Productive Lab, Architecture Review and Case Studies. This group has engineers (both new hire and incumbent workers), and a handful of Finance and Accounting and Human Resources employees.

Both groups will be trained in Business Writing, Advanced Tax Seminars (new developments and rules in taxation affecting research and development services), Maximizing Interactions, (leadership skills/teaming within the new hire group) New Product Training, Project Management, Export Compliance & Deemed Exports and Confidentiality (rules relating to the export / transfer of Samsung products and research rules).

**Computer Skills (10%)** – Both the R&D and Sales and Marketing groups will be trained in Windows 7; Advanced Microsoft Office products including Access, Excel, Power Point, Outlook and Tips&Tricks; Data Management; and MIS Training. Additionally, the R&D engineers will be provided Sharepoint training. R&D Engineers will be provided training in SCRUM for managing product development.

**Management Skills (5%)** – The managers in the R&D and Sales and Marketing groups will be provided Leadership / Coaching Skills, Change Management and Providing Feedback training to update their skills to lead teams through SSI's upcoming changes.

**Continuous Improvement (15%)** – Both the R&D and Sales and Marketing groups will be trained in Quality Control and Security, to ensure that SSI's products developed and sold to customers meet the SSI's highest standards. To ensure that all of the employees are meeting high SSI standards, Teambuilding, Handling Conflict will be provided to all frontline workers. All high performing frontline workers and management in both groups will also be provided various Leadership courses such as Situational Leadership, Leadership Transition, Leadership Development Course, Annual Team Leaders Forum, Leading Effective Meetings and Delegating & Supervising.

### **Productive Laboratory**

The Panel recently adopted regulations to authorize reimbursement for training delivered in a PL setting. PL trainees may produce goods for profit as part of the training, in the courses identified under the Curriculum and with no more than 1:1 trainer-to-trainee ratio. The instructor must be dedicated to training delivery during all hours of training.

PL training, in AT subjects, will be provided to approximately 326 new hire R&D Engineers. SSI has determined that PL training is the most effective way for employees to fully comprehend the highly detailed and precise production processes and complex technology equipment. Initially, SSI requested 96 hours of PL for each of its new hire Engineers, which was based on eight hours per week for three months. However, due to ETP's recent cap on PL, SSI requests the maximum of 60 hours per new hire trainee. PL will include hands-on instruction in the methods and practices of the R&D team, and most new hires must be acclimated with SSI's technology and systems. In the beginning of a new hire's tenure they will spend much of their time in one-on-one training, delivered

directly by a senior engineer. All newly hired Engineers will be placed at SSI's San Jose facilities where the PL will occur.

SSI representatives state that the trainer-to-trainee ratio for the proposed PL training will be 1:1 for 100% of the PL training. Trainers are experienced mentors, have knowledge and mastery of at least three AT areas, have good attendance records, communication skills, and quality metrics, and have met SSI's goals consistently at 90% to 100%. SSI assures ETP staff that it will continue to develop Engineers' skills in PL methodology over and beyond the 60 hours funded through ETP funds.

### **Advanced Technology**

SSI estimates that AT training costs range from \$50 to \$2,370 per hour per trainee. Individual courses are customarily between \$1,200 and \$2,500 for a 40 hour course, with some costs up to over \$200 an hour per trainee. This cost does not include the additional cost of trainees' wages while in training, materials and supplies, training facilities, or special hardware or software purchased for use during the training. As a result of the higher training cost, SSI is requesting the \$26 per hour per trainee reimbursement AT training. The trainer-to-trainee class/lab ratio will be 1:10 or less.

Equipment used in the delivery of AT training includes the following:

- Memory Lab Solution equipment;
- Datacenter System Architecture equipment;
- Display Lab equipment;
- Device Lab equipment (Linux Server, Software development tools, and Polaris simulation software);
- SCSC Lab equipment (GNSS Technology and WiFi technology);
- Mobile Software Lab equipment (Debugging);
- Modem Lab equipment (3G/4G logs);
- Modem SoC Architecture equipment;
- Python (This tool is used for automation, scripting, search and data extraction)
- REI 11-12 LTE and 3G equipment; and
- 3GPP Test equipment.

### **Commitment to Training**

SSI does not maintain a training budget for its subsidiaries since its training is significantly decentralized (i.e., training is provided at each of the California locations/departments independently from other locations/departments). However the R&D group has an annual training budget of \$460,000. The salaries for all the new hires during the first three months where training is 100% - 75% of a new hires time, would be considered a training expense.

The following training has been, and will continue to be, provided to different groups of SSI employees on an as needed basis separate and apart from the ETP proposed training; New hire orientation on SSI's culture and basic on-boarding; Harassment training; Basic and intermediate Microsoft Office training; miscellaneous training offered by vendors at our CA sites by vendors from states other than CA; Conferences and other Third Party Training offsite; Korean language training for California employees; English training for expatriates in California; and PL training in excess of the 60 hours capped by ETP.

SSI represents that ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

SSI will have a designated ETP administrator at each of the nine California locations. Centrally, it will have one company employee will ensure that all eligible California trainings are documented and submitted to ETP via its required websites. KPMG, a third party, will provide project set up, tracking training services including reviewing rosters, preparing reports for review by SSI's individual, monitoring progress and participating in ETP monitoring meetings and close out.

SSI plans to use an electronic record-keeping system to document ETP training which has been reviewed and approved by ETP.

### **Other Resources**

SSI representatives report that it received a tax credit from the Governor's Office of Business and Economic Development California Competes Tax Credit program in the amount of \$6,000,000.

### **RECOMMENDATION**

Staff recommends approval of this proposal including the 60 hours cap in PL for 326 R&D Engineers.

### **DEVELOPMENT SERVICES**

SSI retained KPMG in Woodland Hills to assist with development of this proposal for a flat fee of \$30,000.

### **ADMINISTRATIVE SERVICES**

SSI also retained KPMG to perform administrative services in connection with this proposal for a fee 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:

**BUSINESS SKILLS**

- Advanced Presentation Skills
- Communication Skills
- Research and Development Knowledge Sharing
- Architecture Review
- Business Writing
- Advanced Tax Seminars
- Situational Sales Negotiation Training
- Maximizing Interactions - Leadership Skills/Teaming within the New Hire Group
- Advanced Sales Techniques
- New Product Training
- Business Writing
- Negotiation Skills
- Project Management
- Anti-Trust Training
- Export Compliance & Deemed Exports
- Case Studies
- Confidentiality

**COMPUTER SKILLS**

- Windows 7 – Intermediate/Advanced
- Microsoft Office Tips and Tricks – Intermediate/Advanced
- Access
- Advanced Excel
- Data Management
- E-mail best practices
- Outlook
- Sharepoint
- MIS Training

**CONTINUOUS IMPROVEMENT**

- Quality Control
- SCRUM Training
- Situational Leadership
- Leadership Transition
- Leadership Development Course
- Annual Team Leaders Forum
- Security – Protecting Firm/Technology Intellectual Property
- Teambuilding
- Leading Innovation and Creativity
- Handling Conflict
- Leading Effective Meetings

- Delegating & Supervising

### **ADVANCED TECHNOLOGY**

- Perl
- Python
- Modem Lab Tools
- PCIe/NVMe Tools
- SAS Equipment
- Memory Lab Tools
- Display Lab Tools
- Device Lab Tools
- SCSC Lab Tools
- Mobile Software Lab Tools

### **MANAGEMENT SKILLS**

- Leadership/Coaching Skills
- Change Management
- Providing Feedback

### **PL Hours**

0-60

### **ADVANCED TECHNOLOGY (1:1 Ratio)**

- Modem Lab Tools
- PCIe/NVMe Tools
- SAS Equipment
- Memory Lab Tools
- Display Lab Tools
- Device Lab tools
- SCSC Lab Tools
- Mobile Software Lab Tools
- Perl
- Python

### **CBT Hours**

0-100

### **COMPUTER-BASED TRAINING**

#### **BUSINESS SKILLS**

- Basic Presentation Skills: Creating a Presentation (1 hr)
- Basic Presentation Skills: Delivering a Presentation (1 hr)
- Basic Presentation Skills: Planning a Presentation (1 hr)
- Business Grammar: Common Usage Errors (1 hr)
- Business Grammar: Parts of Speech (1 hr)
- Business Grammar: Punctuation (1 hr)
- Business Grammar: Sentence Construction (1 hr)
- Business Grammar: The Mechanics of Writing (1 hr)
- Business Grammar: Working with Words (1 hr)
- Business Writing: Editing and Proofreading (1 hr)
- Business Writing: How to Write Clearly and Concisely (1 hr)

- Business Writing: Know Your Readers and Your Purpose (1 hr)
- Communicating Successfully in the American Workplace (1 hr)
- Communication and Leadership (4 hr)
- Communication Skills (3.5 hr)
- Connecting and Communicating (2hr)
- Customer Service Confrontation and Conflict (1 hr)
- Customer Service Fundamentals: Building Rapport in Customer Relationships (1 hr)
- Delivering the Message (3 hr)
- E-mail and Organizational Communication (2.5 hr)
- Giving Feedback (1 hr)
- Interpersonal Communication: Being Approachable (1 hr)
- Interpersonal Communication: Communicating Assertively (1 hr)
- Interpersonal Communication: Communicating with Confidence (1 hr)
- Interpersonal Communication: Listening Essentials (1 hr)
- Interpersonal Communication: Targeting Your Message (1 hr)
- Listening Essentials: Improving Your Listening Skills (1 hr)
- Listening Essentials: The Basics of Listening (1 hr)
- Crafting Deals (2.5 hr)
- Getting Results without Authority: Building Relationships and Credibility (1 hr)
- Getting Results without Authority: Persuasive Communication (1 hr)
- Managing Your E-mail (1 hr)
- Mastering Negotiation (1.5 hr)
- Negotiating Inclusively (2 hr)
- Negotiating to Mutual Benefit (4 hr)
- Negotiation Essentials: Avoiding Pitfalls in Negotiations (1 hr)
- Negotiation Essentials: Communicating (1 hr)
- Negotiation Essentials: Persuading (1 hr)
- Negotiation Essentials: Planning for Negotiation (1 hr)
- Negotiation Essentials: What Is Negotiation? (1 hr)
- Optimizing Email at Work (2 hr)
- Preparing a Business Case (2.5 hr)
- Presenting Successfully (3 hr)
- Presenting Your Case (2.5 hr)
- The Dynamics of Interacting (2 hr)
- The Process of Negotiation (2 hr)
- Writing a Business Case (2.5 hr)
- Using Feedback to Improve Team Performance (1 hr)
- Customer Service over the Phone (1 hr)
- Customer-Focused Interaction (1 hr)
- Identifying and Managing Customer Expectations (1 hr)
- Internal Customer Service (1 hr)
- Getting Results without Direct Authority: Influencing Your Boss (1 hr)
- Giving Constructive Criticism (1 hr)
- Improving Communication in Cross-cultural Relationships (1 hr)
- Managing Effective Business Meetings (1 hr)
- Receiving Feedback and Criticism (1 hr)
- Working with Internal Customers (4 hr)

- Generating Creative and Innovative Ideas: Enhancing Your Creativity (1 hr)
- Generating Creative and Innovative Ideas: Maximizing Team Creativity (1 hr)
- Generating Creative and Innovative Ideas: Verifying and Building on Ideas (1 hr)
- Implementing Creative and Innovative Ideas (5 hr)
- Business Execution in Action (3 hr)
- Creating a Business Execution Culture (4.5 hr)
- Cross-Functional Strategic Management (1 hr)
- Foundations for Business Execution (4 hr)
- Strategic Planning and Risk Management (2.5 hr)
- Developing the Capacity to Think Strategically (1 hr)
- Developing the Strategic Thinking Skill of Seeing the Big Picture (1 hr)
- Using Strategic Thinking Skills (1 hr)
- Thinking Strategically (2 hr)
- Applying Lean in Service and Manufacturing Organizations (1 hr)
- Creating and Analyzing an Operating Budget (3.5 hr)
- Effective Budget Management (3 hr)
- Financial Statements (2 hr)
- Quality Assurance and Quality Control (2 hr)
- The Ins and Outs of Capital Budgeting (3.5 hr)
- HMM Business Essentials, Finance Budgeting (1 hr)
- HMM Business Essentials, Finance Business Case Development (1 hr)
- HMM Business Essentials, Finance Business Plan Development (1 hr)
- HMM Business Essentials, Marketing Customer Focus (1 hr)
- HMM Business Essentials Decision Making (1 hr)
- HMM Business Essentials, Finance Finance Essentials (1 hr)
- HMM Business Essentials, Personal Development Managing Upward (1 hr)
- HMM Business Essentials, Marketing Marketing Essentials (1 hr)
- HMM Business Essentials, Change Process Improvement (1 hr)
- HMM Business Essentials Project Management (1 hr)

### **COMPUTER SKILLS**

- Analyzing Data in Excel 2007 (3.5 hr)
- Excel 2007 Formulas and Functions (2 hr)
- Exchanging Data with Excel 2007 (3 hr)
- Protecting and Sharing Excel 2007 Workbooks (2 hr)
- Reviewing and Printing in Excel 2007 (1.5 hr)
- Advanced Customization in Excel 2007 (2 hr)
- Advanced Data Management in Excel 2007 (1.5hr)
- Advanced Formatting in Excel 2007 (2 hr)
- Business Contact Manager with Outlook 2007 (3 hr)
- Adding Graphics to Presentations in PowerPoint 2007 (1.5 hr)

- Adding Multimedia and Animations to Presentations in PowerPoint 2007 (1 hr)
- Creating Custom Slide Shows in PowerPoint 2007 (1 hr)
- Distributing Presentations in PowerPoint 2007 (1 hr)
- Advanced Customization with Project 2007 (2 hr)
- Using Tables, Charts, and Graphics in Word 2007 (2.5 hr)
- Advanced Data Manipulation Features in Word 2007 (1 hr)
- Advanced Document Features in Word 2007 (1 hr)
- Advanced Document Navigation and Document Reviews in Word 2007 (2.5 hr)
- Advanced Formatting in Word 2007 (1.5 hr)

### **CONTINUOUS IMPROVEMENT**

- Becoming a Manager: Leading and Communicating (4 hr)
- Becoming a Manager: Responsibilities and Fears (3.5 hr)
- Building Trust (1 hr)
- Coaching Performance (2 hr)
- Delegating Effectively Simulation (0.5 hr)
- Delegation Essentials: An Introduction to Delegating (1 hr)
- Delegation Essentials: Overcoming Delegation Problems (1 hr)
- Delegation Essentials: The Delegation Process (1 hr)
- Delegation: the Personal Approach (2.5 hr)
- Facilitative Leadership (4.5 hr)
- First Time Manager: Meeting Expectations (1 hr)
- Leadership (2.5 hr)
- Leadership and Change (1.5 hr)
- Leadership Essentials: Building Your Influence as a Leader (1 hr)
- Leadership Essentials: Communicating Vision (1 hr)
- Leadership Essentials: Creating Your Own Leadership Development Plan (1 hr)
- Leadership Essentials: Leading Business Execution (1 hr)
- Leadership Essentials: Leading Change (1 hr)
- Leadership Essentials: Leading Innovation (1 hr)
- Leadership Essentials: Leading with Emotional Intelligence (1 hr)
- Leadership Essentials: Motivating Employees (1 hr)
- Leading an Effective Business Meeting (2.5 hr)
- Leading by Enabling (4 hr)
- Maintaining an Engaging Organization (1 hr)
- Management Essentials: Confronting Difficult Employee Behavior (1 hr)
- Management Essentials: Delegating (1 hr)
- Management Essentials: Directing Others (1 hr)
- Management Essentials: Managing a Diverse Team (1 hr)
- Motivating Employees and Leading Change Simulation (0.5 hr)
- The Voice of Leadership: Effective Leadership Communication Strategies (1 hr)
- The Voice of Leadership: Inspirational Leadership (1 hr)
- The Voice of Leadership: Self-assessment and Motivation (1 hr)

- The Voice of Leadership: The Power of Leadership Messaging (1 hr)
- Models for Managing Technical Professionals (4.5 hr)
- Recognizing a Leader (5 hr)
- The Basics of Delegation (1.5 hr)
- Creating and Maintaining a Positive Work Environment (1 hr)
- Embracing Organizational Change (1 hr)
- Managing Change: Building Positive Support for Change (1 hr)
- Managing Change: Dealing with Resistance to Change (1 hr)
- Managing Change: Understanding Change (1 hr)
- Managing Workforce Generations: Introduction to Cross-Generational Employees (1 hr)
- Managing Workforce Generations: Working with the 21st-century Generation Mix (1 hr)
- Preparing for Organizational Change(1 hr)
- Setting and Managing Priorities within the Organization: Motivation (1 hr)
- Understanding Organizational Change (1 hr)
- The Communication of a Shared Vision (5 hr)
- The Model Leader (2 hr)
- Inventory Management (3 hr)
- Overview of Logistics Management (3.5 hr)
- Supply Chain Logistics Management (3 hr)
- Supply Chain Management and e-Business (4 hr)
- Supply Chain Management Strategies (5.5 hr)
- Supply Chain Planning and Inventory Management (5 hr)
- Supply Chain Transportation and Facility Design (4.5 hr)
- The Fundamentals of Supply Chain Management (2 hr)
- Being an Effective Team Member (1 hr)
- Cross-Functional Team Fundamentals (1 hr)
- Effective Team Communication (1 hr)
- Elements of a Cohesive Team (1 hr)
- Establishing Team Goals and Responsibilities (1 hr)
- Facilitating Meetings and Work Groups (4.5 hr)
- Key Strategies for Managing Cross-Functional Teams (1hr)
- Leading Teams: Building Trust and Commitment (1 hr)
- Leading Teams: Dealing with Conflict (1 hr)
- Leading Teams: Developing the Team and its Culture (1 hr)
- Leading Teams: Establishing Goals, Roles, and Guidelines(1 hr)
- Leading Teams: Fostering Effective Communication and Collaboration (1 hr)
- Leading Teams: Launching a Successful Team (1 hr)
- Leading Teams: Managing Virtual Teams (1 hr)
- Leading Teams: Motivating and Optimizing Performance (1 hr)
- Participating Effectively in a Business Meeting (2.5 hr)
- Planning an Effective Business Meeting (2.5 hr)
- Difficult People in the Workplace Environment (1 hr)
- Time Management: Analyzing Your Use of Time (1 hr)
- Time Management: Avoiding Time Stealers (1 hr)
- Time Management: Planning and Prioritizing Your Time (1 hr)

- What to Do When the Going Gets Tough (1 hr)
- Communication Skills and Project Management (2 hr)
- Identifying Project Risks (2 hr)
- Initiating and Planning a Project (2 hr)
- Managing a Project (2.5 hr)
- Performing Risk Analysis (2 hr)
- Planning Project Procurement (2 hr)
- Project Management Fundamentals (2.5 hr)
- Project Quality Planning (2 hr)
- Risk Management Planning (1.5 hr)
- Risk Response, Monitor, and Control (2 hr)
- Transitioning into a Project Management Role (3 hr)
- Troubleshooting and Closing the Project (2 hr)
- HMM Change, Innovation, Leadership Change Management (1 hr)
- HMM Change, Innovation, Leadership Crisis Management (1 hr)
- HMM Change, Innovation, Leadership Innovation Implementation (1 hr)
- HMM Change, Leadership, Strategy Strategy Execution (1 hr)
- HMM Communications, Workplace Issues Difficult Interactions (1 hr)
- HMM Communications Meeting Management (1 hr)
- HMM Communications Negotiating (1 hr)
- HMM Communications, Leadership Persuading Others (1 hr)
- HMM Communications Presentation Skills (1 hr)
- HMM Communications Writing Skills (1 hr)
- HMM Innovation, Leadership, Strategy, Teams Innovation and Creativity (1 hr)
- HMM Innovation, Leadership, Strategy Strategic Thinking (1 hr)
- HMM Leadership, Performance Management Leading and Motivating (1 hr)
- HMM Leadership, Teams Team Leadership (1 hr)
- HMM Performance Management Coaching (1 hr)
- HMM Performance Management Delegating (1 hr)
- HMM Performance Management Feedback Essentials (1 hr)
- HMM Performance Management Goal Setting (1 hr)
- HMM Teams Global Collaboration (1 hr)
- HMM Teams Team Management (1 hr)
- HMM Teams Virtual Teams (1 hr)

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.