



## RETRAINEE - JOB CREATION

**Training Proposal for:**

**TubeMogul, Inc.**

**Agreement Number: ET17-0112**

**Panel Meeting of:** June 24, 2016

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

**Analyst:** L. Lai

### PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Technology/Other Technology/IT  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Alameda, Los Angeles	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: 341	U.S.: 481	Worldwide: 624
<u>Turnover Rate:</u>	7%		
<u>Managers/Supervisors:</u> (% of total trainees)	11%		

### 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;">\$172,800</td></tr> </table>	Program Costs	\$172,800	-	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">(Substantial Contribution)</td> <td style="text-align: center;">(High Earner Reduction)</td> </tr> <tr> <td style="text-align: center;">\$0</td> <td style="text-align: center;">\$0</td> </tr> </table>	(Substantial Contribution)	(High Earner Reduction)	\$0	\$0	=	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;"><b>Total ETP Funding</b></td></tr> <tr><td style="text-align: center;">\$172,800</td></tr> </table>	<b>Total ETP Funding</b>	\$172,800
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<b>In-Kind Contribution:</b>	100% of Total ETP Funding Required	\$450,476
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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	Adv. Technology Business Skills Computer Skills Con't. Improv.	220	8-200	0-24	\$540	\$17.00
				Weighted Avg: 30			
2	Retrainee Priority Rate Job Creation Initiative	Adv. Technology Business Skills Computer Skills Con't. Improv.	60	8-200	0-24	\$900	\$15.00*
				Weighted Avg: 45			

\*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 #1 - \$17.02/hr. for Alameda County and \$16.48/hr. for Los Angeles County; Job #2 - \$14.19/hr. for Alameda County and \$13.73 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

Up to \$0.02/hr. may be used to meet the Post-Retention Wage for Job #1 for Alameda County.

Wage Range by Occupation		
Occupation Titles	Wage Range	Estimated # of Trainees
<b>Job # 1 – Retrainees</b>		
Client Services Staff		32
Sr. Client Services Staff		5
Corporate Support Staff		30
Sr. Corporate Support Staff		6
Engineering/Information Technology Staff		50
Sr. Engineering/Information Technology Staff		40
Marketing/Sales Staff		25
Sr. Marketing/Sales Staff		10
Manager/Director**		17
Sr. Manager/Director**		5
<b>Job # 2 – Retrainees Job Creation</b>		
Client Services Staff		15
Corporate Support Staff		10
Engineering/Information Technology Staff		15
Marketing/Sales Staff		10
Manager/Director*		10

\*Directors included are not top-level executives who set company policies. They are frontline workers who spend at least 50% of their time doing frontline work and working directly with customers.

## **INTRODUCTION**

TubeMogul, Inc. (TubeMogul) is an enterprise software company for brand advertising. The Company's platform enables customers to gain greater control of their advertising to achieve branding objectives. TubeMogul is headquartered in Emeryville and maintains offices in California (Los Angeles), Illinois, Michigan, Minnesota, and New York. The Company also has offices in countries including Canada, Ukraine, England, France, Singapore, China, Australia, Brazil and Japan. The Company is part of the IT industry and qualifies for out-of-state competition as a NAICS identified sector. (Title 22, California Code of Regulations, Section 4416(i)(2))

TubeMogul's product platform allows customers to plan, buy, execute and measure their advertising campaigns. Customers can choose the ad format (social, mobile, desktop, TV, etc.), targeting strategies (geography/location, websites or apps or networks, audience characteristics such as age or gender), cost (based on chosen attributes), and time/length/duration of advertisements. Customers can also track performance and delivery of advertising campaigns: number of views, number of clicks, number of completed views and more. Customers primarily include corporate brands, marketing agencies, and trading desks.

## **PROJECT DETAILS**

TubeMogul operates in a rapidly evolving and highly competitive market. To compete, the Company must keep up with technology, branding objectives and customer demands. Thus, the training plan has been created to help mitigate these challenges. The training plan will focus on these topics:

- Process Improvement – New and/or updated processes will allow automation and standardization of processes.
- Technology – New technology will allow the Company to extract data that will help customers achieve branding objectives.
- Products and Features – New products and features will be continually developed and added to the Company's platform to give customers more options.
- Organizational Restructuring – The internal organization needs to be restructured to better serve customers.

Training will create skilled employees and allow the Company to adapt to changing demands.

### **Retrainee - Job Creation**

TubeMogul is expanding existing business capacity by adding new employees and is in the process of obtaining additional space in the same complex to house new employees. The Company is committed to hiring 60 new workers (Job Number 2).

The date-of-hire for trainees will be within the three-month period before contract approval or during the term of the contract. These trainees will be hired into "net new jobs" as a condition of contract.

### **Training Plan**

All training will be conducted via Class/Lab, E-Learning, and CBT.

**Business Skills** (40%) - Training will be offered to all occupations. Training will improve employee performance in the TubeMogul environment enabling employees to provide outstanding, consistent customer service. Train-the-Trainer sessions will be for select trainees

to obtain trainer skills to provide training to other company employees. Trainees will be offered Computer-Based Training courses to complement Class/Lab and E-Learning training.

**Computer Skills (20%)** - Training will be offered to all occupations. Training will improve knowledge and efficiency of various systems and computer applications.

**Continuous Improvement (30%)** - Training will be offered to all employees to increase their performance in the areas of change management, process/performance improvement, project management, and time management.

### **Advanced Technology (10%)**

Advanced Technology (AT) training is designed exclusively for highly technical Engineering/Information Technology professionals in the software technology industry and is intended to foster a high level of innovation and product development to further software development and engineering goals. Courses will be taught by a combination of external vendors and highly skilled in-house engineers/subject matter experts. The trainer-to-trainee ratio will be limited to 1:10 to allow in-depth coverage and personal attention from the instructor. Depending on the types of systems involved and the subject matter expertise required, the cost of delivering this advanced technology training will range from \$75 to \$200 per hour, per trainee.

### **Impact/Outcome**

ETP-funded training will allow workers to gain skills to improve efficiencies and facilitate Company expansion.

### **Commitment to Training**

TubeMogul's 2016 training budget for California is approximately \$475,000 to provide anti-harassment, diversity, basic computer skills, new employee orientation and on boarding, and stock overview training.

TubeMogul 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

TubeMogul has appointed four employees to oversee the scheduling and delivery of training for both locations: the Director of Learning and Development, a Training Coordinator, a Sales Training Lead from Emeryville, and an Office Manager in Los Angeles. An administrative subcontractor will assist in various project administration functions. Training will be conducted by in-house instructors and outside training vendors.

### **Occupation Clarification**

Directors participating in this training plan are not top-level executives who set company policies. They are frontline workers who spend at least 50% of their time doing frontline work and working directly with customers.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

## **DEVELOPMENT SERVICES**

TubeMogul retained Training Funding Partners in Tustin to assist with development of this proposal for a flat fee of \$5,000.

## **ADMINISTRATIVE SERVICES**

TubeMogul will also retain Training Funding Partners 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**

- Business Acumen
- Business/Technical Writing Skills
- Communication Skills
- Customer Service/Support Skills
- Documentation/Reporting Skills
- Engineering Process Skills
- Industry Knowledge/Skills
- Marketing/Sales Skills
- Media Strategy Skills
- New/Updated Product Knowledge/Design/Process Skills
- Presentation Skills
- Pricing Models/Calculations/Strategy Skills
- Problem Solving/Troubleshooting Skills
- Train-the-Trainer Skills

**COMPUTER SKILLS**

- Adobe Suite Skills
- Computer Language/Programming Skills
- Concur System Skills
- Engineering System Skills
- Greenhouse System Skills
- Information Technology System/Process Skills
- NetSuite System Skills
- Project Management System Skills
- Project Tracking System Skills
- Saba System Skills
- Salesforce.com System Skills
- ShareFile System Skills
- Team Collaboration Software Skills
- User Interface Skills
- Workday System Skills

**CONTINUOUS IMPROVEMENT**

- Change Management Skills
- Innovation Skills
- Leadership Skills
- Process/Performance/Productivity Improvement Skills
- Project Management Skills
- Team Building Skills
- Time Management Skills

**ADVANCED TECHNOLOGY (Ratio 1:10)**

- Agile/Agile Project Management with SCRUM
- Build Automation
- Information Technology Infrastructure Library (ITIL)
- Networking
- Programming Skills
  - Java Programming
  - Python Programming
  - AngularJS
- Software Development Methods
- Server Administration
- Test Automation

**E-Learning Hours**

8 – 200

**BUSINESS SKILLS**

- Behavioral Interviewing Skills
- Business Acumen
- Business/Technical Writing Skills
- Communication Skills
- Customer Service/Support Skills
- Documentation/Reporting Skills
- Engineering Process Skills
- Industry Knowledge/Skills
- Marketing/Sales Skills
- Media Strategy Skills
- New/Updated Product Knowledge/Design/Process Skills
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**CONTINUOUS IMPROVEMENT**

- Change Management Skills
- Innovation Skills
- Leadership Skills
- Process/Performance/Productivity Improvement Skills
- Project Management Skills
- Team Building Skills
- Time Management Skills

**CBT Hours**

0-24

**BUSINESS SKILLS**

- Campaign Build (1 hour)
- Explore Ad Gallery (1 hour)
- High Impact Targeting Exercise (1 hour)
- MS Assessment (1 hour)
- Practice Building Ads (1 hour)
- Pricing 101: Exercise (1 hour)
- Pricing 102 Exercise (1 hour)
- Proposal Exercise 1: Multiple Ad Formats (1 hour)
- Proposal Exercise 2: Various Targeting Sections (1 hour)
- Review Brandsights Guide Book/Guidelines (1 hour)
- Review Help Wiki (1 hour)
- Site and Topic: List Exercise (1 hour)
- Troubleshooting and Exercises (1 hour)

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.