



RETRAINEE - JOB CREATION

Training Proposal for:

ViaSat, Inc.

Agreement Number: ET16-0183

Panel Meeting of: September 25, 2015

ETP Regional Office: San Diego

Analyst: J. Davey

PROJECT PROFILE

Contract Attributes:	Retrainee Priority Rate Job Creation Initiative	Industry Sector(s):	Manufacturing Technology/Other Communication Aerospace and Defense Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	San Diego	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: 1,691	U.S.:3,263	Worldwide: 3,361
Turnover Rate:	7%		
Managers/Supervisors: (% of total trainees)	16%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$422,400		\$0	\$0		\$422,400

In-Kind Contribution:	100% of Total ETP Funding Required	\$1,211,440
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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	Business Skills, Computer Skills, Continuous Impr, Mgmt Skills	700	8-200	0-68	\$432	\$16.00
				Weighted Avg: 24			
2	Retrainee Job Creation Initiative Priority Rate	Business Skills, Computer Skills, Continuous Impr, Mgmt Skills	250	8-200	0-68	\$480	\$14.00
				Weighted Avg: 24			

Minimum Wage by County: Job Number 1: \$15.93 per hour for San Diego County (standard wage); Job Number 2: \$13.28 per hour for San Diego County (Job Creation).

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	
	Job Number 1	Job Number 2 (Job Creation)	Job #1	Job #2 (Job Creation)
Administrative Professionals			65	22
Administrative Professionals II			65	16
Administrative Support			52	25
Engineers I			177	38
Engineers II			110	37
Engineers III			27	17
IT/Technical Professionals I			12	6
IT/Technical Professionals II			11	5
Manager/Supervisors I			28	15
Manager/Supervisors II			33	12
Project/Program Managers I			17	7
Project/Program Managers II			28	15
Technicians/Inspectors			75	35

INTRODUCTION

ViaSat, Inc. (ViaSat) designs, engineers, and produces a line of commercial and government satellite networking communications systems. The products, called Very Small Aperture Terminals or VSAT, provide communication links between ground-based and satellite communication devices. ViaSat also recently launched its first telecommunications satellite to provide telephone, Internet, television and other telecommunications services to rural and hard-to-serve U.S. locations.

PROJECT DETAILS

The successful launch of the ViaSat-1 communications satellite in 2011 has paved the way for the Company to launch ViaSat-2 in 2016. This new satellite is expected to cover seven times the geographic area and offer twice the bandwidth of ViaSat-1, providing commercial communications coverage throughout North America and connecting North America with high-capacity coverage in the UK and Europe. The success of ViaSat-1 also included the Company's partnership with JetBlue Airways for in-flight communications. The success has allowed ViaSat to contract with Virgin America Airlines. The airline will use ViaSat's services for in-flight WiFi connectivity.

ViaSat's government customer base (U.S. Department of Defense) has also been expanding. The Company has entered several "open" contracts to supply the U.S. next-generation equipment: Blue Force Tracking System (BFT-2); Global Tactical Advanced Communications Systems; and MIDS Cryptographic Module.

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 in Fiscal Year 2011/12, training for newly-hired employees will be reimbursed at a higher rate and trainees will be subject to a lower post-retention wage.

As outlined above, ViaSat is expanding its business opportunities into the commercial telecommunications market and increase its government contracting services.

ViaSat has grown immensely over the past two years. Its facilities in Carlsbad is expanding from 9 buildings to an expected 13 buildings by 2017. Over the last three years, the Company has hired between 200 and 300 trainees per year and expects to continue hiring new staff at that pace into 2017. With this new growth, the Company has committed to hiring 250 new employees over the term of the Agreement (Job Number 2). Trainees will be hired within the three months prior to approval or within the term of the Agreement.

Training Plan

This is the Company's fourth ETP training proposal, the second in the last 5 years. This time, ViaSat plans to deliver fundamental skills from the previous Agreement such as: program management, risk management, and introductory satellite communications. This will be for newly-hired employees and/or staff who have not received this training before. Training will not be duplicated and will ensure greater cross-functional knowledge sharing and understanding.

The Company will also focus on new skills to ensure employees are getting the tools and resources they need to stay up-to-date on the latest technological advances. The Company will leverage training in the previous project to ensure that trainees continue in their development.

Business Skills (40%): This training will be offered to all trainees to improve performance in all areas of the business. Trainees will receive job-specific training in purchasing, program/project management, communication skills, earned value, and other customer-focused skills. Training is expected to improve performance.

Computer Skills (5%): This training will be offered to Engineering, Corporate Support, and Operations Support Staff to ensure optimal efficiency in sophisticated software applications such as Oracle, Advanced Information Technology, and Intermediate and Advanced levels of Microsoft's Office suite.

Continuous Improvement (35%): This training will be offered to all trainees to provide the necessary skills to develop more standardized processes and products and meet customer quality demands.

Management Skills (20%): This training will be offered to Frontline Management/Supervisory Staff to provide the necessary skills to develop current and future leaders. Most of the current management staff comes from a technical background and will need the requisite skills to lead, make decisions, and coach employees to higher efficiency levels.

Computer-Based Training

ViaSat will also provide up to 68 hours of ancillary Computer-Based Training (CBT) in Business and Computer Skills to reinforce some of the class/lab training. CBT is capped at no more than 50 percent of a trainees total training hours.

Commitment to Training

ViaSat represents that ETP funds will not displace the existing financial commitment to training. ViaSat represents that safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law. ViaSat has provided new employee; Computer, Business, and Management Skills; and some Continuous Improvement in the past. The Company does not have an identified training budget. Each business unit allocates its own funds for training as necessary. The Company is committed to training beyond this proposal. As a highly technical business, training is an integral part of its ability to remain competitive.

RECOMMENDATION

Staff recommends approval of this proposal.

PRIOR PROJECTS

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET12-0276	Carlsbad	02/06/2012– 02/05/2014	\$196,500	\$185,751 (95%)

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Menu Curriculum, Exhibit B

Class/Lab Hours

8-200

Trainees may receive any of the following:

BUSINESS SKILLS

- Negotiating Skills
- Program/Project Management
- Communication Skills
- Earned Value
- Purchasing Practices
- Shipping and Receiving Processes
- Equipment Operation
- Customer Service
- Business Presentation Skills
- Time Management

COMPUTER SKILLS

- MS Office – Intermediate/Advanced only
- Oracle
- Taleo
- Technical Seminar/Engineering Best Practices
- Advanced Information Technology

CONTINUOUS IMPROVEMENT

- Continuous Maturity Model (CMM)(Process Improvement)
 - Overview
 - Process Management
 - Requirements Management
 - Peer Review
 - Risk Management
 - Communications
 - Estimation
 - Support
- Engineering Tools
- Departmental Process Training
- Agile
- Team Building
- Team Dynamics
- Six Sigma (Quality Fundamentals)
- Lean Manufacturing
- Supplier Collaboration
- Supply Chain Management
- Change Management

MANAGEMENT SKILLS (Managers/Supervisors only)

- Leadership
- Decision Making
- Coaching
- Management Principles
- Feedback

CBT Hours

0 – 68

BUSINESS SKILLS

- Project Planning/Management (8 hours)
- Advanced Information Technology (16 hours)
- Interpersonal Communications (4 hours)

COMPUTER SKILLS

- MS Office – Intermediate/Advanced (8 hours)
- Oracle (16 hours)
- Taleo (16 hours)

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.