



**Training Proposal for:  
Yahoo! Inc.  
Agreement Number: ET15-0180**

**Panel Meeting of:** June 27, 2014

**ETP Regional Office:** North Hollywood

**Analyst:** M. Paccereili

**PROJECT PROFILE**

Contract Attributes:	Retrainee Priority Rate	Industry Sector(s):	Technology/IT  Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Los Angeles, Santa Clara, San Francisco, 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: 600	U.S.: 10,000	Worldwide: 12,300
<u>Turnover Rate:</u>	4%		
<u>Managers/Supervisors:</u> (% of total trainees)	10%		

**FUNDING DETAIL**

<b>Program Costs</b>	-	<b>(Substantial Contribution)</b>	<b>(High Earner Reduction)</b>	=	<b>Total ETP Funding</b>
\$1,499,840		\$97,236 50% - Job #2 15% - Job #3	\$0 0%		\$1,402,604

<b>In-Kind Contribution:</b>	100% of Total ETP Funding Required	\$3,838,601
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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 <i>(Santa Monica, San Diego, and San Francisco locations)</i>	Business Skills; Computer Skills; Advanced Technology	600	8-200	0-100	\$1,314	\$15.60
				Weighted Avg: 73			
2	Retrainee Priority Rate <i>(Burbank location)</i>	Business Skills; Computer Skills; Advanced Technology	25	8-200	0-100	*\$144	\$16.04
				Weighted Avg: 16			
3	Retrainee Priority Rate <i>(Sunnyvale location)</i>	Business Skills; Computer Skills; Advanced Technology	867	8-200	0-100	*\$612	\$16.25
				Weighted Avg: 40			
4	Retrainee Job Creation Initiative Priority Rate	Business Skills; Computer Skills; Advanced Technology	100	8-200	0-100	\$800	\$13.00
				Weighted Avg: 40			

\*Reflects substantial contribution

**Minimum Wage by County:** Job Number 1: \$16.04 for Los Angeles County, \$16.25 for San Francisco County, and \$15.60 for San Diego County. Job Number 2: \$16.04 for Los Angeles County. Job Number 3: \$16.25 for Santa Clara County. Job Number 4: \$13.37 for Los Angeles County, \$13.55 for Santa Clara and San Francisco Counties, and \$13.00 for San Diego 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 \$3.00 per hour for Job Number 1-3 and up to \$0.55 per hour for Job Number 4 of health benefits may be used to meet the Post-Retention Wage.

**Job Numbers 1 Wage Range by Occupation**

Occupation Titles	Wage Range	Estimated # of Trainees
Account Manager & Sales Staff		39
Accounting/Finance Staff		29
Administrative Support Staff		49
Business Development/Marketing Staff		63
Client Services / Customer Care Staff		59
Content/Product Management Staff		78
Database Administration Engineer		33
Design Management / Designer		29

Engineering Services Manager/Analyst		43
Information Systems Engineer		28
Network Engineer		33
Quality Optimization Engineer		18
Service Engineer		28
Software Development Engineer		33
Technical Operations		38

<b>Job Numbers 2 Wage Range by Occupation</b>		
Occupation Titles	Wage Range	Estimated # of Trainees
Account Manager & Sales Staff		1
Accounting/Finance Staff		1
Administrative Support Staff		1
Business Development/Marketing Staff		2
Client Services/Customer Care Staff		1
Content/Product Management Staff		2
Database Administration Engineer		2
Design Management/Designer		1
Engineering Services Manager/Analyst		2
Information Systems Engineer		2
Network Engineer		2
Quality Optimization Engineer		2
Service Engineer		2
Software Development Engineer		2
Technical Operations		2

<b>Job Number 3 Wage Range by Occupation</b>		
Occupation Titles	Wage Range	Estimated # of Trainees
Account Manager & Sales Staff		80
Accounting/Finance Staff		65
Administrative Support Staff		50
Business Development/Marketing Staff		85
Client Services/Customer Care Staff		110
Content/Product Management Staff		75
Database Administration Engineer		50
Design Management/Designer		45
Engineering Services Manager/Analyst		40
Information Systems Engineer		55
Network Engineer		45
Quality Optimization Engineer		35

Service Engineer		35
Software Development Engineer		40
Technical Operations		57

<b>Job Number 4 Wage Range by Occupation</b>		
Occupation Titles	Wage Range	Estimated # of Trainees
Account Manager & Sales Staff		10
Accounting/Finance Staff		5
Administrative Support Staff		5
Business Development/Marketing Staff		10
Client Services/Customer Care Staff		10
Content/Product Management Staff		10
Database Administration Engineer		5
Design Management/Designer		5
Engineering Services Manager/Analyst		5
Information Systems Engineer		5
Network Engineer		5
Quality Optimization Engineer		5
Service Engineer		5
Software Development Engineer		10
Technical Operations		5

## **INTRODUCTION**

Yahoo! Inc. (Yahoo) ([www.yahoo.com](http://www.yahoo.com)) is a global Internet brand and a premier digital media company. Yahoo began as a student hobby and evolved into a global internet brand that has changed the way people communicate, access, share, and create information.

In 1994, David Filo and Jerry Yang started a guide as a way to keep track of their personal interests on the Internet. Before long, they were spending more time on their lists of favorite website links. Eventually, the list became too long and unwieldy that they broke them into categories. When the categories became too full, they developed subcategories and the core concept behind Yahoo was born.

Before long, hundreds of people were accessing their guide. Realizing that they had a potential business on their hands, Mr. Filo and Mr. Yang incorporated Yahoo in 1996. Since then, the Company has grown to become a global Internet brand and one of the most trafficked Internet destinations worldwide. Yahoo provides a variety of products and services. Many are personalized, including search, content, and communication tools – all used daily by hundreds of millions of users on the Web and mobile devices. Many of Yahoo's services are free to its users, and the majority of its product offerings are available in more than 45 languages and in 60 countries, regions and territories. Yahoo generates revenue by providing marketing services to businesses across the majority of its properties and by establishing paying relationships with users of its premium offerings.

## **PROJECT DETAILS**

### **Training Plan**

The Internet is evolving at a rapid pace with more users and ad inventory coming online every day. To keep up pace, Yahoo moved from a 'product-focus' to a 'customer-focus'. Its mission is to connect people to their passions, communities, and world knowledge. To accomplish this, Yahoo has adopted four key strategic priorities: 1) Expand customer-centric culture and capabilities by creating applications that meet customers' needs; 2) Improve its social media environments; 3) Lead in next-generation advertising platforms; and 4) Drive organizational effectiveness and scale. The proposed ETP-funded training will help Yahoo implement these strategic priorities.

As a leader in the transformation of how advertisers and publishers connect to their target audiences, Yahoo is dedicated to creating products that inspire and delight its users every day and is working to reach even more users across a broad array of platforms. To that end, Yahoo is developing and re-imagining the experiences of people's everyday digital habits and enhancing its core products such as Mail, Search, News, Sports, Finance, Groups and Answers. Yahoo recently developed a new design for Yahoo! Mail across four key platforms (desktop, iOS, Android and Windows 8) as well as the launch of its Flickr mobile application (lauded as best in class).

In the past year, Yahoo also increased its service offerings and acquired several companies:

- Aviate (Mobile Android)
- Summly (News Aggregation/Summarization)
- Tumblr (Blogging)
- Qwiki (Automated Video Production)
- Xobni (Customer Relationship Management)

To support these acquisitions and business growth, the proposed training will focus on Yahoo's new products as well as enhancements of existing products to meet evolving consumer demand for technological innovation. The training will also be a continuation of the last ETP contract in which training was provided to selected trainees only due to limited funding. With ETP funds, Yahoo will be able to expand the scope of training to a larger trainee population in various locations.

**Business Skills (60%)** – Training offered to all occupations will cover a wide range of sales/marketing tools, mobile processes, customer solutions, content development, network/traffic quality and other strategic skills. Training will help employees learn Yahoo's new and enhanced product and service offerings.

**Computer Skills (10%)** – Training will be offered to all occupations. This training will include intermediate and advanced computer software to help trainees work effectively.

**Advanced Technology (AT) (30%)** – Training will be offered to Engineers, Designers and Technical Operations. As a global technology company in an intensely competitive marketplace, Yahoo must have a technical workforce skilled across many platforms and different types of technologies to develop the best solutions and experiences. With technologies advancing faster every day, and new innovations being discovered all the time, trainees must have the most advanced technical skills.

AT will be delivered in highly technical learning environments, including special curricula, instructors and training labs. The costs for delivering AT training range from \$3,000 to \$5,000

per day, plus hardware, software, and setup costs. Some classes will be configured on a special network environment to simulate real-world scenarios. Additional software licensing was purchased so trainees can have as much simulated lab/hands-on training time as possible. The trainer-to-trainee ratio is 1:10 to allow for in-depth coverage and personal attention from the instructor.

### **Retrainee - Job Creation**

The industry is highly competitive and innovative; thus, Yahoo must hire new employees to develop new ideas. The Company has committed to hiring and training 100 new employees (Job Number 4) to better serve its users and support internal staff. Training for newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage. Trainees must be hired within the three-month period prior to Panel approval or during the term of contract.

### **Commitment to Training**

Yahoo represents that ETP funds will not displace the existing financial commitment to training. In support of continuous employee development, Yahoo's current training budget is approximately \$2M and covers basic, non-job-specific classes through a central corporate learning program, including basic communication, leadership, products overview, and new hire orientation. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

### **Impact/Outcome**

Training will enable Yahoo to remain competitive in an industry with rapid and continuous changes in demands and processes. As Yahoo grows and expands, trainees must have the skills to adapt and excel in new markets, exhibiting their best technical skills and soft skills in multiple technologies and platforms.

#### ➤ Training Infrastructure

Yahoo will utilize the services of The Enterprise U to assist them with the administration of this project.

### **Learning Management System**

Yahoo uses Plateau Learning Management System developed by Success Factor to manage all training hours for employees. The system meets all ETP requirements and has been approved by staff to be used for ETP recordkeeping.

### **Substantial Contribution**

Yahoo is a repeat contractor with earned in excess of \$250,000 within the past five years. Yahoo was required to provide a Substantial Contribution of 30% in the Burbank location for its most recent ETP Agreement. (See Prior Project Table.) Accordingly, reimbursement for trainees in this location (Job Number 2) will be reduced by 50% to reflect Yahoo's substantial contribution to the cost of training.

The Sunnyvale location is expected to earn over \$250,000 in the current contract; therefore, reimbursement in this location (Job Number 3) will be reduced by 15% to reflect Yahoo's substantial contribution to the cost of training.

No substantial contribution will be assessed in the Santa Monica, San Diego, and San Francisco locations (Job Number 1) and does not apply to Retrainee-Job Creation in all locations in Job Number 4.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

### **ACTIVE PROJECTS**

The following table summarizes performance by Yahoo under an active ETP Agreement:

Agreement No.	Approved Amount	Term	No. Trainees (Estimated)	No. Completed Training	No. Retained
ET13-0120	\$749,040	10/01/12 – 09/30/14	545	890	890

Based on the ETP Online Tracking System, Yahoo has recorded 45,659 eligible hours (100% of the Agreement amount). A Final Closeout Invoice has been submitted to ETP on 5/29/14 with 100% projected earnings.

### **PRIOR PROJECTS**

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

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned \$ %
ET10-0270	Statewide	11/02/09 – 11/01/11	\$250,372	\$211,953 (85%)
ET08-0199	Statewide	09/05/07 – 09/04/09	\$1,000,692	\$493,852 (49%)

Yahoo's performance on the ET08 project was due to severe economic pressure and company reorganization that included new corporate leadership. The Company had to change their training plans. In order to remain flexible and succeed in the new economic environment, training priorities were shifted within the company. Instead of classroom training, the majority of the trainees were provided Webex-based training. Unfortunately, the Learning Management System (LMS) used to document this training did not meet ETP requirements. As a result, the Webex-based training hours were deleted online. This resulted in the reduction of some trainees' total hours below the required 24 minimum hours which made them ineligible for reimbursement, resulting in reduced total earnings in this Agreement. Yahoo's LMS now meets ETP requirements.

### **DEVELOPMENT SERVICES**

Yahoo retained The Enterprise U in Burbank to assist with development of this proposal for a flat fee of \$5,000.

### **ADMINISTRATIVE SERVICES**

Yahoo also retained The Enterprise U to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

### **TRAINING VENDORS**

N/A

## Exhibit B: Menu Curriculum

### Class/Lab Hours

8-200

Trainees may receive any of the following:

#### **BUSINESS SKILLS:**

- ✦ Sales & Marketing Tools and Techniques
  - Sales Bootcamp
  - Sales Systems Overview
  - Ad Solutions Systems and Ad Platforms
  - Brand Operations
  - Managing Sales Accounts
  - Optimizing Online Sales Performance
  - Forecasting
  - Ad Profiling
  - Maximizing Partnerships
  - Media Sales
  - Search Fundamentals
  - Preparing Proposals
  - Understanding Advertisers' Goals
- ✦ Analytics and Campaign Optimization
- ✦ Customer Solutions, Reviewing Content, and Content Development
- ✦ Click Activity Research
- ✦ Editorial Tasks
- ✦ Network/Traffic Quality and Process/Content Guidelines
- ✦ Quality of Service Best Practices
- ✦ Fraud and Adult Team Guidelines and Updates
- ✦ Risk Mitigation and Risk Review
- ✦ Domain Blocking, Routing, and Classification
- ✦ Creative Troubleshooting and Problem Solving
- ✦ Value Review Updates
- ✦ Partner Quality and Compliance
- ✦ Mobile Processes and Guidelines
- ✦ Ad Filtering
- ✦ Effective Communication
- ✦ Presentation Skills
- ✦ Managing Time and Priorities
- ✦ Competitive Product, Market, & Technology Knowledge
- ✦ Project Management
- ✦ Customer Service
- ✦ Teambuilding
- ✦ Leadership Skills
- ✦ Interpersonal Skills
- ✦ Strategic & Innovative Thinking
- ✦ Financial Management
- ✦ Effective Decision-Making
- ✦ Effective Goal-Setting
- ✦ Navigating Through Change
- ✦ Negotiating Skills

**COMPUTER SKILLS**

- ✦ Intermediate & Advanced Microsoft Office Suite and Data Tools  
(Word, Excel, Outlook, PowerPoint, Access, Project)
- ✦ Web/Graphics  
(Photoshop, Flash, XML, Cascading Style Sheets, JavaScript, PHP, Twiki, Ruby, FrontPage, Acrobat)

**ADVANCED TECHNOLOGY**

*(For Engineers, Designers, and Technical Operations Only)*

- ✦ Acrobat Programming
- ✦ Agile Developer Essentials
- ✦ Android Programming
- ✦ Apache Hadoop
- ✦ Be Agile
- ✦ C Programming
- ✦ Cascading Style Sheets
- ✦ Certified Scrum Master
- ✦ Certified Scrum Product Owner
- ✦ Cisco
- ✦ Continuous Integration Build Pipeline
- ✦ Django
- ✦ Flash
- ✦ Frontpage
- ✦ Geek Week
- ✦ GitHub
- ✦ HTML
- ✦ iOS
- ✦ ITIL
- ✦ Java
- ✦ Kanban for Development and IT/OPS
- ✦ Multiplatform Programming
- ✦ Network Security
- ✦ Ninjaneering workshop: Clean Code Practices
- ✦ Node.js
- ✦ Oracle / Essbase
- ✦ Perl Essentials
- ✦ PHP Essentials
- ✦ Photoshop
- ✦ Pig Development
- ✦ Python
- ✦ RHEL Performance Tuning
- ✦ Ruby
- ✦ Service Oriented Architecture
- ✦ Software Lifecycle Methodologies (UML, Agile, Scrum)
- ✦ SQL
- ✦ Testing and Refactoring (C++, Java, Javascript)
- ✦ Twiki
- ✦ XML Technologies
- ✦ Yahoo Advertising Platforms
- ✦ Yahoo Technology Ecosystem
- ✦ YUI

**CBT Hours**

0–100

**BUSINESS SKILLS**

- ✚ Accessible Design Essentials (1 hour)
- ✚ Agile Essentials (1 hour)
- ✚ Apt: International Inventory Search Overview (1 hour)
- ✚ Apt: Search Inventory Overview (1 hour)
- ✚ Apt: Using Content Topics & Content Types (1 hour)
- ✚ BOOM and Business Objects (1 hour)
- ✚ Device and Application Monitoring and Metrics for SE&O (1 hour)
- ✚ Digits Source of Truth (1 hour)
- ✚ GitHub Setup Guide (1 hour)
- ✚ Globalization Essentials (1 hour)
- ✚ GQ1 CR1 thru CR3 Mechanical Operations 101 (1 hour)
- ✚ Hadoop Essentials (1 hour)
- ✚ How Yahoo! Makes Money Through Advertising (1 hour)
- ✚ Intro to Kanban for IT/DevOps (1 hour)
- ✚ Introduction to BCP for SE&O (1 hour)
- ✚ L3 DSR Load Balancing (2 hours)
- ✚ Load Balancing at Yahoo! (1 hour)
- ✚ Mobile Development Essentials (1 hour)
- ✚ OSM Demo (1 hour)
- ✚ Procure-to-Pay Training (1 hour)
- ✚ Respect at Work (1 hour)
- ✚ Respect at Work for Managers (2 hours)
- ✚ Templating Essentials (1 hour)
- ✚ Understanding Advertiser Analytics (1 hour)
- ✚ Y!CRM Technical Escalation Service Requests (1 hour)
- ✚ Y!CRM/RMX On Demand Part 1: Account Creation (1 hour)

**COMPUTER SKILLS**

- ✚ Photoshop Techniques Part 1 (2 hours)
- ✚ Photoshop Techniques Part 2 (2 hours)
- ✚ Photoshop Techniques Part 3 (2 hours)

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.