



**Training Proposal for:
ViaSat, Inc.
Agreement Number: ET12-0276**

Panel Meeting of: **January 27, 2012**

ETP Regional Office: **San Diego**

Analyst: J. Davey

PROJECT PROFILE

Contract Attributes: Retrainee
Priority
Job Creation Initiative

Industry Sector(s): Aerospace and Defense
Technology/Other
Engineering
Communication

Counties Served: San Diego

Repeat Contractor: Yes No

Union(s): Yes No

Priority Industry: Yes No

No. of Employees in CA: 1,100

No. of Employees Worldwide: 2065

Turnover Rate %	Manager/Supervisor %
6%	20%

FUNDING DETAIL

Program Costs	Substantial Contribution	Total ETP Funding
\$196,500	\$0	\$196,500

In-Kind Contribution
\$420,000

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	Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills, Management Skills	275	24 - 200	2 - 54	\$540	\$15.06
				Weighted Avg: 30			
2	Retrainee Priority Job Creation Initiative	Business Skills, Computer Skills, Continuous Improvement, Manufacturing Skills, Management Skills	80	24 - 200	2 - 54	\$600	\$12.55
				Weighted Avg: 30			

Minimum Wage by County: \$15.06 per hour for Retrainees in San Diego County; \$12.55 per hour for Newly-Hired in 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

\$4.44 per hour may be used to meet the Post-Retention Wage.

Wage Range by Occupation	
Occupation Title	Wage Range
Corporate Support Staff	
Engineers	
Managers/Supervisors	
Operations Support Staff	

INTRODUCTION

In this proposal, ViaSat, Inc. (VisSat) seeks funding for retraining as outlined below:

ViaSat designs, engineers, and produces a line of commercial and government satellite networking communications systems. The products, called VSAT's (Very Small Aperture Terminals), 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 US locations. ViaSat qualifies for funding under the out-of-state competition provisions outlined

in Title 22, California Code of Regulations, Section 4416(i) as a company engaged primarily in production and manufacturing.

Over the past two years, ViaSat has experienced significant changes. It recently launched ViaSat-1, the largest capacity telecommunications satellite currently in operation. This satellite is expected to open new commercial and government business sectors in the near future. In addition, the company has also begun new broadband in-flight communications systems for a major airline, and has been awarded another government contract to upgrade the Department of Defense's Blue Force Tracking System.

Furthermore, ViaSat recently acquired other companies, added new employees, and increased its capacity for products and services. As such, the company has reached a level of maturity that requires it to solidify its processes and procedures.

In order to meet these challenges, remain competitive and continue to grow, the company needs to expand the skill levels of its staff to standardize practices, procedures, and technical approaches.

Prior Performance

This will be the third ETP training project for ViaSat (the second in the last 5 years). In its most recent project, ViaSat was able to provide an average of 42 hours to 133 trainees. The company reports that the much of the training was conducted on an ad-hoc basis by vendors. The Administrative Staff often learned of these training sessions after the fact. ViaSat was unable to receive ETP reimbursement for this training because it was often undocumented. To remedy this situation, the company now uses a Learning Management system to track and schedule all training (ETP and non-ETP). All departments will be able to schedule training and Administrative Staff will be able to provide proper documents to ensure the training meets ETP record keeping requirements.

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.

ViaSat reports that with the successful launch of its satellite ViaSat-1, the company expects to expand its business opportunities into the commercial telecommunications market and increase its government contracting services. With this new growth, the company expects to hire 80 new employees over the term of the Agreement. Job Number 2 trainees will be newly-hired trainees hired within the three months prior to or within the term of the Agreement.

PROJECT DETAILS

ViaSat is requesting ETP funds to retrain 275 current and 80 newly-hired employees at its Carlsbad facilities in the skills needed to remain competitive and improve business processes and operations.

- **Business Skills** – 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 management, negotiation skills, decision-making and other customer-focused skills. Training is expected to give employees the ability to improve their individual and company

performance. Computer-Based Training will help engineering and frontline supervisory staff emphasize quality.

- **Computer Skills** – this training will be offered to Engineering, Corporate Support, and Operations Support Staff to ensure that they remain current and operate with optimal efficiency in sophisticated software applications such as Oracle, Advanced Information Technology, and intermediate and advanced levels of Microsoft's Office suite.
- **Continuous Improvement Skills** – this training will be offered to all trainees to provide the necessary skills to meet two critical business objectives: the development of more standardized processes and products, and the ongoing need to meet customer quality demands through the use of the Capability Maturity Mode and Six Sigma.
- **Management Skills** – this training will be offered to Frontline Management/Supervisory Staff to provide the necessary skills to develop current and future leaders of the company. Most of the current management staff comes from a technical background. They now need the requisite skills to lead, make decisions, and coach.
- **Manufacturing Skills** – this training will be offered to Operations Support Staff to give them the skills to operate equipment efficiently and effectively in conjunction with continuous improvement and quality training skills.

Commitment to Training

ViaSat represents that ETP funds will not displace the existing financial commitment to training. The company anticipates that the opportunity for enhanced training made possible by ETP funds will encourage an ongoing financial commitment in this area. ViaSat has provided new employee, computer, business skills, management skills, and some continuous improvement skills in the past to all levels of the company.

ViaSat represents that safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

The company reports that it does not have an identified training budget. Each business unit allocates its own funds for training as necessary. With the proposed training, ViaSat will be able to reach a much wider group of trainees that it would not otherwise be able to reach. 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

For the reasons set forth above, 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
ET08-0156	Carlsbad	8/1/07 – 7/31/09	285,120	\$99,904

ViaSat reported that the company was not as successful as originally planned because much of the training was conducted by individual departments and addressed the immediate, specific needs of trainees. This presented problems tracking the training because most of it was conducted off-site and was not usually documented, and, therefore, not fundable.

DEVELOPMENT SERVICES

N/A

ADMINISTRATIVE SERVICES

N/A

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum**Class/Lab Hours**

24 – 200 Trainees will receive any of the following:

BUSINESS SKILLS

- Negotiations
- Program Management
- Government Property Training
- Communication Skills
- Earned Value
- Purchasing Practices
- Professional Skills –
 - Time Management
 - Effective Meetings
 - Change Management
 - Presentation Skills
- Shipping and Receiving Processes
- Customer Service

COMPUTER SKILLS

- MS Office – Intermediate/Advanced
 - MS Excel
 - MS Access
 - MS Outlook
 - MS PowerPoint
 - MS Word
- Oracle
- Advanced Information Technology
- Auto Computer-Aided Design (AutoCAD)

CONTINUOUS IMPROVEMENT

- Capability Maturity Model (Process Improvement)
 - Overview
 - Process Management
 - Requirements Management
 - Peer Review
 - Risk Management
 - Estimation
 - Support
- Engineering Tools
- Departmental Process Training
- Agile

- Team Building
- Six Sigma (Quality Fundamentals)
- Lean Manufacturing
- Supplier Collaboration – (increasing info exchange with buyers, suppliers and logistics managers)
- Supply Chain Management
- Technical Seminar/Engineering Best Practices

MANAGEMENT SKILLS (Managers/Supervisors Only)

- Leadership
- Decision Making
- Coaching
- Management Principles

MANUFACTURING SKILLS

- Equipment Operation

CBT Hours

2 – 54

BUSINESS SKILLS

- Achieving High Standards in Business Conduct (2 hours)
- Project Planning/Management (8 hours)
- Interpersonal Communications (4 hours)

COMPUTER SKILLS

- MS Office (8 hours)
- Oracle (16 hours)
- Advanced Information Technology (16 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.