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**From:** Shauna Holman Harries <shauna.holman.harries@oracle.com>  
**To:** Mikel, Brian L - OFCCP <Mikel.Brian@dol.gov>; Atkins, Hea Jung K - OFCCP <Atkins.HeaJung@dol.gov>  
**CC:** Neil Bourque <neil.bourque@oracle.com>; Charles Nyakundi <charles.nyakundi@oracle.com>; Lida Daniel <lida.daniel@oracle.com>; Bill Couch <william.couch@oracle.com>  
**Sent:** 3/26/2015 6:18:47 PM  
**Subject:** Interview List and Resume #1  
**Attachments:** [REDACTED].doc; [REDACTED].PNG; [REDACTED].pdf; [REDACTED].doc

Here is a file with some of the resumes we have on file for folks that have shown an interest in speaking with you.

Best Regards,  
Shauna Holman-Harries

**ORACLE**

Shauna Holman-Harries - Director Diversity Compliance  
Phone: +1 602 333 9112 | Fax: +1 602 333 9112 | Mobile: +1 480 689 1858

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**"Working to create an inclusive, diverse culture that drives innovation and business success."**  
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 | Oracle is committed to developing practices and products that help protect the environment

[REDACTED] ESQ., SPHR

Email: [REDACTED]@comcast.net

Cell: [REDACTED]  
Alternative: [REDACTED]  
Fax: [REDACTED]

#### PROFESSIONAL SUMMARY

Senior human resources professional and California licensed attorney with domestic and international experience in the legal, high technology, printing and travel industries. Strategic business partner, leader and team player with an approachable, flexible and consultative work style. Demonstrated productivity and excellence in communications, training, negotiation, mediation, strategic planning, analytical, coaching and interpersonal skills. Highly result-oriented with the ability to expediently execute/implement initiatives, programs and action plans.

#### KEY COMPETENCIES

Employee Relations, Legal Compliance, Training, Staffing, Benefits and Compensation Management, Mediation, Consulting, Performance Management, Organizational Development, Facilitation and Change Management.

#### EDUCATION

J.D. - M.B.A., Santa Clara University, Santa Clara, California  
B. A., Foreign Service, American University, Washington, D.C.

#### PROFESSIONAL EXPERIENCE

CALIFORNIA STATE AUTOMOBILE ASSOCIATION- San Francisco, CA  
10/2003-Present

Second largest automobile association in the United States serving over 4 million members providing comprehensive membership, insurance and travel services.

##### Human Resources Manager

- Provide comprehensive, strategic human resources support to the Membership Product Management, Customer & Brand Management and Information Technology organizations comprising over 1800 employees.
- Coach, counsel and train all levels of management and employees regarding performance management, employment law, compensation philosophy, succession planning, career development, workforce planning and organizational development.

SIEBEL SYSTEMS, INC. - San Mateo, CA  
7/31/00-9/22/03

Leading global provider of customer relationship and enterprise software products and services and fastest growing company from 1983-1999.

Senior Human Resources Manager

- Provided comprehensive, responsive, global human resources strategic support to the Worldwide Sales and Marketing Alliances organizations comprising over 1500 domestic and international employees.
- Coached, counseled and trained all levels of management and employees regarding performance management, employment law, compensation philosophy, career development, employee relations and organizational development.
- Partnered with senior management to identify organizational issues, develop strategic plans, implement initiatives and ensure compliance with corporate policies and procedures.
- Managed and implemented numerous global programs and initiatives including but not limited to the eComp application, stock allocation, reduction in workforce ("RIF") and workforce improvement programs.
- Analyzed, developed and implemented action plans associated with the results of the bi-annual Employee Surveys of the Sales and Marketing Alliances organizations.
- Investigated all employee claims including but not limited to sexual and workplace harassment, ADA and FMLA claims.
- Led cross-functional teams concerning company-wide initiatives including but not limited to the performance management and eComp applications, global RIFs, sales compensation plans and span of control initiative.
- Recruited human resources, marketing alliances and sales education positions.
- Facilitated change management among senior and line management within the Sales and Marketing Alliances organizations.
- Managed a team of HR professionals who supported the Sales and Marketing Alliances organizations.
- Trained U.S. and international human resources management teams on global RIFs, employment law and data privacy protection laws.
- Developed and delivered customized training programs for the Sales and Marketing Alliances organizations.

*RAC ENTERPRISES, INC. – San Mateo CA  
1995-2000*

*Parent company comprising a travel and event planning management services and solutions company (Travel Horizons Unlimited/West) and print brokerage company (Horizon Business Products).*

Human Resources Manager

- Recruited management and staff positions.
- Advised and managed employee relations matters.
- Managed employee compensation and benefits structure.

Marketing Support Manager, Europe

NELSON & RUSSO LAW FIRM (now Russo & Hale LLP) - Palo Alto, CA  
1986-1987

**Legal Consultant: Business Litigation**

TANDEM COMPUTERS INCORPORATED (Now a Division of Compaq) Cupertino, CA  
1983-1985

**International Business Analyst**

FENWICK & WEST LLP (National Law Firm) - Palo Alto, CA  
1982-1983

Associate Attorney: Business Litigation

**SPECIALIZED SKILLS**

- Certified Senior Professional in Human Resources (the Human Resources Certification Institute)
- California Licensed Attorney
- Certified Mediator (Appropriate Dispute Resolution Applications, Inc., Palo Alto, California)
- Certified Trainer (American Society of Training and Development, Golden Gate Chapter)
- Fluent in French and Spanish (Certificates: Universite de Nice, France; Universidad Autonoma de Mexico, Mexico City, Mexico)
- Computer Literate (Microsoft Word, Excel, PowerPoint, Word Perfect)

**PROFESSIONAL ASSOCIATIONS**

- California State Bar Association
- Northern California Human Resources Association

## PROFILE

Goal-oriented, results-oriented professional, seeking to obtain a challenging position within the Legal Contracts Department. Over 9 years experience in customer service within the software industry. Self-motivated, energetic and focused. Areas of strength include:

- Competitive SLA, MBA, Consulting and Evaluation Agmt. Knowledge
- Client - Community Relations
- Inquisitive, highly motivated, efficient and organized
- Flexible / Punctable / Assertive / Adaptable
- Excellent communication and collaboration skills
- Effective working (individual and team settings)

## PROFESSIONAL EXPERIENCE

**THCO Software Inc., Palm Alto, CA: Nov 1999 - Present**

**Contract Maintenance Renewal Analyst (Feb 2001 - Present)**

- Generated maintenance renewal inquiries resulting in revenue totaling \$77 million for FY2004, \$60 million for FY2003, \$46.2 million FY2002, \$38.8 million FY 2001
- Drafted and negotiated purchase and maintenance pricing
- Fast-tracked the maintenance renewal process - implemented Renewals database procedures and revised documentation
- Provide support to Sales, Support, Solution Engineers, Finance and Legal
- Assist the Customer Support organization with Software Licensing Agreement questions (enforcing the Maintenance policy)
- Collaborate with Licensing/Technical Dept. to track contractual compliance
- Maintain accurate records in Renewals database (Siebel)
- Created new Contract Renewal Analysis and Invoicing

**Technical Associate Engineer (May 2000 - Feb 2001)**

- Provide 1<sup>st</sup> Line Support to customers via phone, email and database (Siebel)
- Collaborate with 2<sup>nd</sup> Line Support and Engineering for escalated SRs (Level - Priority 1 issues)
- Liaise with Finance for customer support (Releases THCO Finance Technology Inc.)
- Generated and issued license keys
- Assisted for new database implementations (Siebel rollout)

**Education Coordinator (Nov 1997 - May 2000)**

- Schedule, set up and executed classes for internal employees and customers
- Facilitate course scheduling and provide support for THCO Systems Professors
- Manage Education database, Educational materials & SOS Sol 9 for global customers

**ORACLE Corporation, Redwood Shores, CA: Oct 1996 - Nov 1999**

**Program Analyst (Jan 1999 - Nov 1998)**

- Scheduled classes for Oracle employees
- Manage course scheduling and provide support for Oracle Instructors/Professors
- Managed Training Coordinator

**Lead Training Coordinator (Oct 1996 - Jan 1999)**

- Negotiate contracts and pricing regarding class scheduling (Siebel - Hylon, Edline, Westin, etc.)
- Collaborated with Technology Service Consultants, Program Analysts and Instructors to ensure timely delivery of courses
- Printing, set up and execution of Classes for Accounting, General Applications and New Uses (Sales Consultants)

**Farmers Bank, Ukiah City, CA: Jan 1995 - Mar 1997**

**Branch Service Representative**

- Responsible for all office duties - Assist Management, customer service, check account transactions, general ledger, delinquent notices, new accounts and loan assistance

## QUALIFICATIONS

- Highly Proficient in MS Excel, Word, PowerPoint
- MS Outlook - IE 6.0 - Netscape Comm. Navigator
- Oracle J.J.A.
- Oracle Analyst 3.0
- Siebel 6.2
- OARS - Unistar - Vantage - Remedy

## EDUCATION/CERTIFICATIONS

- California State University of Hayward - Bachelor of Science, Kinesiology, Concentration in Exercise & Nutrition Dec. 1995
- Orlow College - Associate in Arts, Natural Sciences, June 1993

**Subject:** [Fwd: [Fwd: [Fwd: RE: [Fwd: Approval to transfer BEA Transition Employee to OFD: [REDACTED]]]  
**From:** Lashanna Indalecio <lashanna.indalecio@oracle.com>  
**Date:** Thu, 31 Jul 2008 11:14:43 -0700  
**To:** hrssc-hr-data\_us@oracle.com  
**CC:** Lashanna Indalecio <lashanna.indalecio@oracle.com>

HRSSC,  
Please file in [REDACTED] (EEID: [REDACTED]) hr electronic file.  
Thanks,  
Lashanna

**Subject:** [Fwd: [Fwd: RE: [Fwd: Approval to transfer BEA Transition Employee to OFD: [REDACTED]]]  
**From:** Jill Nelson <jill.nelson@oracle.com>  
**Date:** Tue, 15 Jul 2008 18:30:29 -0700  
**To:** lashanna Indalecio <Lashanna.Indalecio@oracle.com>

Hi Lashanna,

Here is Safra's approval for the BEA employee I discussed with you last week. Her transition date with Oracle was to be [REDACTED]. I would like to transfer her to OFD effective either [REDACTED]. Please confirm if you need any other information to process the transfer to OFD.

thanks,  
Jill

----- Original Message -----

**Subject:** [Fwd: RE: [Fwd: Approval to transfer BEA Transition Employee to OFD: [REDACTED]]  
**Date:** Tue, 15 Jul 2008 18:26:13 -0700  
**From:** Anil Vora <Anil.Vora@oracle.com>  
**Organization:** Oracle Corporation  
**To:** jill Nelson <jill.nelson@oracle.com>

----- Original Message -----

**Subject:** RE: [Fwd: Approval to transfer BEA Transition Employee to OFD: [REDACTED]]  
**Date:** Tue, 15 Jul 2008 13:59:58 -0700  
**From:** Safra Catz <safra.catz@oracle.com>  
**Reply-To:** safra.catz@oracle.com <safra.catz@oracle.com>  
**Organization:** Oracle Corporation  
**To:** Anil Vora <Anil.Vora@oracle.com>  
**References:** <487BDF82.2040407@oracle.com>

approved

-----Original Message-----

**From:** Anil Vora [mailto:Anil.Vora@oracle.com]  
**Sent:** Monday, July 14, 2008 4:22 PM  
**To:** Catz,Safra  
**Subject:** [Fwd: Approval to transfer BEA Transition Employee to OFD: [REDACTED]]

Safra  
Please approve

I recommend hiring [REDACTED] as OFD Business Practices Manager. The position is in budget and is a replacement headcount. She is a [REDACTED]. Please Jill's email for further information.

Anil

----- Original Message -----

**Subject:** Approval to transfer BEA Transition Employee to OFD: [REDACTED]  
**Date:** Mon, 14 Jul 2008 16:06:03 -0700  
**From:** Jill Nelson <jill.nelson@oracle.com>  
**Organization:** Oracle Corporation  
**To:** anil Vora <anil.vora@oracle.com>

Hi Anil,

Please approve the transfer of [REDACTED] from a transition employment position in [REDACTED] group to a permanent position of Bus: [REDACTED]. This is a replacement hire for [REDACTED]. We have held this position open for quite some time but we need to fill it now in order to [REDACTED]. [REDACTED] has 21 years experience in various finance, accounting and operational positions. I have spoken with her former direct manager at [REDACTED]. They both told me that [REDACTED] has extremely strong project management skills, experience in developing and documenting policies, strong [REDACTED].

Details

- \* Start Date: [REDACTED] (her transition employment ends [REDACTED])
- \* M3 at a salary of [REDACTED] (lateral move)
- \* Job code: 46120.Business Planning Snr Manager-Ops
- \* I will move [REDACTED] over to her as a direct report once [REDACTED] is transferred to OFD

regards,  
Jill

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Anil Vora  
Vice-President - Oracle Financing  
650-506-5246  
650-506-7392 (Fax)

Susie Marshall  
650-506-1847  
[Susan.Marshall@oracle.com](mailto:Susan.Marshall@oracle.com)  
500 Oracle Parkway, M/S OPL-B1  
Redwood Shores, CA 94065

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Any proposed payment structure is subject to credit and documentation approval and shall expire at the end of Oracle's current fiscal q

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Vice-President - Oracle Financing  
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Susie Marshall  
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[Susan.Marshall@oracle.com](mailto:Susan.Marshall@oracle.com)  
500 Oracle Parkway, M/S OPL-B1  
Redwood Shores, CA 94065

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Any proposed payment structure is subject to credit and documentation approval and shall expire at the end of Oracle's current fiscal quarter. Any extension requires additional OFD approval. Until contract execution, payment amounts are subject to change due to changes in credit and economic conditions.

<b>[Fwd: [Fwd: RE: [Fwd: Approval to transfer BEA Transition Employee to OFD: [REDACTED] ]]</b>	<b>Content-Type:</b> message/rfc822 <b>Content-Encoding:</b> 7bit
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[REDACTED]

[REDACTED]

[REDACTED]

## Career Summary

Seasoned, dynamic executive with 15+ years of experience in design, development, and delivery of complex enterprise scale software solutions. Skilled strategic negotiator with proven expertise in creating collaborative solutions, leading large scale programs and designing sustainable best practices. Core strengths include:

- ✓ Strategic Program Design
- ✓ Change Management
- ✓ Portfolio Management
- ✓ Product Lifecycle Management
- ✓ Engineering Operations
- ✓ Software Process Design

## Professional Experience

VMWARE, Palo Alto, California  
*Senior Director, R&D Release Operations*

2008 - present

- ◆ Lead 180+ member global Engineering Operations team responsible for delivering Release Management, Globalization, Technical Publication and Infrastructure Engineering services to VMware's 7,000 member global engineering community.
- ◆ Manage \$43 Million dollar CAPEX and OPEX budget tied to the development, delivery and 24x7 support of VMware's engineering infrastructure, R&D tools and globalization services.
- ◆ Revamp, implement and continuously enhance VMware's software development processes and framework, transforming prior model to one that predictably delivers high quality, content rich software for VMware's diverse on-premise, end user, and SAAS/PAAS offerings.
- ◆ Collaborate with cross functional executives to develop 3 year strategic product roadmap.
- ◆ Orchestrate tight alignment between all operations team and stakeholders so dynamic resource adjustments can be rapidly implemented to address changing priorities without productivity loss.
- ◆ Leverage legal expertise to streamline R&D mergers and acquisitions due diligence and integration model resulting in 10-30% lower integration costs and 30-40% shorter integration timelines.
- ◆ Design end to end R&D globalization strategy that ensures that our practices, processes and tools:
  - ◆ Enable consistent globalization practices across all technology layers.
  - ◆ Align R&D goals with global sales opportunities.
  - ◆ Drive year to year cost savings in R&D localization costs.
- ◆ Define and maintain R&D operational policies for IP security, use of Third Party technology and Business Continuity Planning.

ORACLE CORPORATION, Redwood Shores, California  
*Senior Director, Server Technologies Development Division (2005-2008)*

1997 - 2008

- ◆ Authored \$27-million capital budget that identified systemic cost savings while addressing increased utilization requirements of division's 12,000+ developers on its 14,000+ systems. Plan implementation resulted in 30% reduction in total systems costs and 15% savings in facility costs while increasing overall development and testing capacity by 12%.
- ◆ Drove initiative to identify corporate opportunities for IT cost reductions through use of system management technologies for process automation, software maintenance and system monitoring.
- ◆ Co-authored implementation plan for cost reduction that has yielded 23% reduction in labor costs.
- ◆ Program manager for cross-divisional development effort to redesign and substantively enhance Oracle's customer portal, the primary interface for Oracle's multi-billion dollar Services division.
- ◆ Designed and implemented division-wide security patch delivery process which resulted in a scalable, sustainable, on-time model to deliver quarterly security patches and a corresponding 15% net efficiency gain through improvements in build, test, and release automation.
- ◆ Division rep in corporate-wide Defect Tools Committee. Consistently able to build consensus for ongoing improvements in process automation, defect management, and analytic reporting.



*Director of Release Management, Application Server Development Group, ST Development Division (2001-2005)*

- ◆ Created standard integration model for assimilating newly acquired companies which ensured both maintenance of developer productivity and rapid integration of acquired technologies.
- ◆ Managed team of 3 release managers who were responsible for delivery of over 10 major Oracle Application Server products during a 4-year period.
- ◆ Orchestrated successful release of products within Oracle's Fusion Middleware Suite including Oracle's Application Server, Identity Management and Java products
- ◆ Managed multiple concurrent product releases and mediated associated risks by implementing "out of the box" solutions in collaboration with the 20+ executive stakeholders.
- ◆ Negotiated cross-divisional requirements between different internal consumers of Middleware technology to ensure that their business and technical requirements were met.
- ◆ Led test automation initiative that resulted in adoption of a common automated test suite for validating core components across all development divisions at Oracle.

*Database Release Manager, Data Server Development Group, ST Development Division (1999-2001)*

- ◆ Led cross-functional development teams responsible for the build, release, and deployment of the Oracle 8 database products on Microsoft NT and Sun Solaris.
  - ◆ Managed and communicated release schedules and associated deadlines and deliverables.
  - ◆ Drove resolution of all critical technical and process issues arising during the release cycle.
  - ◆ Mediated intra-organizational and cross-divisional disputes arising from conflicting priorities, limited resources, and tight time constraints.
- ◆ Chaired 20-person global product internationalization and translation team who developed and implemented a division-wide translation process that resulted in a 30% reduction in translation costs, 25% improvement in translation turnaround times, and 22% reduction in localization bugs.
- ◆ Authored communications about Oracle's database de-support policies, mediated requests for de-support exceptions and negotiated innovative solutions that addressed core customer concerns without increasing overall support costs to Oracle.
- ◆ Managed a 17 member global, cross-divisional team tasked with building, testing, and deploying the Y2K installer for all current Oracle database products.

*Senior Program Manager, Oracle Global Operations Support Services Group, Support Division (1998-1999)*

- ◆ Led a global, cross-divisional Customer Support initiative that streamlined customer support processes while concurrently improving customer satisfaction ratings through the
  - ◆ Creation of more comprehensive product maintenance programs.
  - ◆ Identification, design and implementation of key performance indicators to track progress against defined and measurable targets.
- ◆ Designed unified engagement model between Oracle's US Support Centers and their defect analysis teams that ensured consistent processes across Oracle product areas.
- ◆ Partnered with Oracle's Product Marketing and Management to ensure key initiative goals met or exceeded industry standards and market needs.

*Program Manager, Oracle Support Americas-Operations Group, Support Division (1997-1998)*

- ◆ Developed and monitored performance metrics used for capacity and business planning purposes.
- ◆ Analyzed all cross-division projects/business proposals for impact and ramifications to division.
- ◆ Designed and disseminated reports that provided division with trend and root cause analysis on key business indicators, such as call handling, TAR handling, bug closure, and headcount.

1995 - 1997

CAIRCROSS & HEMPELMANN, P.S., Seattle, Washington  
*Law Associate, Business Group*

- ◆ Prepared briefs that successfully shielded a client against liability in a \$10 million antitrust action.
- ◆ Analyzed antitrust impact of a large public company's intellectual property licensing practices.
- ◆ Drafted trademark and patent assignments and licenses for various biotech/high tech companies.
- ◆ Structured sale of a corporate subsidiary and its attendant intellectual property for a multi-million dollar corporation intent on divesting its holdings quickly but profitably.

1989 - 1992

SYVA, a Syntex Company, Cupertino, California  
*Technical Consultant (1991-1992); Chemist (1989-1991)*

- ◆ Responsible for rapid analysis and resolution of technical issues raised by large customer accounts whose ongoing productivity and profitability depended upon timely closure of issues found.
- ◆ Trained new customers in the use and handling of drug testing and monitoring systems.
- ◆ Liaison between consulting, marketing and R&D during new product line development.

#### E d u c a t i o n

Masters of Business Administration, *cum laude*, Santa Clara University, Santa Clara, CA, 2001  
Juris Doctor, *cum laude*, Tulane Law School, New Orleans, LA, 1995  
Bachelor of Science, Biochemistry, California Polytechnic State University, San Luis Obispo, CA, 1988