
From: Shauna Holman Harries <shauna.holman.harries@oracle.com>
To: Atkins, Hea Jung K - OFCCP <Atkins.HeaJung@dol.gov>
CC: Neil Bourque <neil.bourque@oracle.com>; Charles Nyakundi <charles.nyakundi@oracle.com>; Bill Couch <william.couch@oracle.com>; Lida Daniel <lida.daniel@oracle.com>; Vickie Thrasher <victoria.thrasher@oracle.com>; Elizabeth Snyder <elizabeth.snyder@oracle.com>; Luong, Hoan - OFCCP <Luong.Hoan@dol.gov>
Sent: 6/10/2015 11:03:30 PM
Subject: RE: HQCA Update
Attachments: Process Workflow for retrieving applications from our online system A.doc

Hello Hea Jung, attached please find a description of the steps required to comply with your request for information on applicants. As I've stated, to pull information request for just one applicant takes, on average, 10 minutes. The total time just for all of the applicants that applied online who self-ID for just the three categories will be approximately 500 hours for someone working full time.

We just don't have the staff given all of the pending audit and other AAP demands on my team. Please reconsider your request for everyone in all three of the categories. I urge you to start with some specific job requisitions about which you have a specific concern.

Shauna

From: Atkins, Hea Jung K - OFCCP [mailto:Atkins.HeaJung@dol.gov]
Sent: Wednesday, June 10, 2015 9:17 AM
To: Shauna Holman Harries
Cc: Neil Bourque; Charles Nyakundi; Bill Couch; Lida Daniel; Vickie Thrasher; Elizabeth Snyder; Luong, Hoan - OFCCP
Subject: RE: HQCA Update

Hi Shauna,

As you're working through the 1st batch (Software Developers 4, 5 and student interns), could you please send me what you have so far so I can better understand what's involved? Thanks.

From: Shauna Holman Harries [mailto:shauna.holman.harries@oracle.com]
Sent: Sunday, June 07, 2015 3:15 PM
To: Atkins, Hea Jung K - OFCCP
Cc: Neil Bourque; Charles Nyakundi; Bill Couch; Lida Daniel; Vickie Thrasher; Elizabeth Snyder; Luong, Hoan - OFCCP
Subject: RE: HQCA Update

Hi Hea Jung. Your narrowed request still contains about 2,500 applications. The logistical problem is what we need to do for each application. For each one we need to search for the relevant applicant file, copy three to five pages in screen shots, paste the screen shots into word, and then save in PDF format. We have no other way of pulling each application. Each application, therefore, takes one of my staff about ten minutes to find and save one applicant's information. It can take longer if the applicant has included attachments. Even this narrowed search and compilation would require someone to work full time on this project for a couple of months. As a practical matter, given all the other OFCCP requests this request still will take two to three months to do. Which of the three job titles do you want to start with first? We can send the applications to you as each set is completed.

Shauna

From: Atkins, Hea Jung K - OFCCP [mailto:Atkins.HeaJung@dol.gov]
Sent: Thursday, June 04, 2015 3:23 PM
To: Shauna Holman Harries
Cc: Neil Bourque; Charles Nyakundi; Bill Couch; Lida Daniel; Vickie Thrasher; Elizabeth Snyder; Luong, Hoan - OFCCP

Subject: RE: HQCA Update

Hi Shauna,

Would it be helpful if you submit hiring data outlined in the April 27, 2015, letter for Software Developers 4, 5 and student interns first?

Our aim is to provide you with additional interviewee names for the Redwood Shores facility by next Wednesday, June 10. I will contact you on Wednesday if that is not possible.

Thank you,
Hea Jung

From: Shauna Holman Harries [<mailto:shauna.holman.harries@oracle.com>]

Sent: Friday, May 29, 2015 8:01 AM

To: Atkins, Hea Jung K - OFCCP

Cc: Neil Bourque; Charles Nyakundi; Bill Couch; Lida Daniel; Vickie Thrasher; Elizabeth Snyder; Luong, Hoan - OFCCP

Subject: HQCA Update

Hi Hea Jung,

I'm writing to you specifically about the information requested in items numbers 9 and 10, of you April 27 letter. Number 9 (applicants and hires) requests a massive amount of backup documentation that is not easily retrievable; nor is it easy to collate by individual manager. Even if doable, it will take months of work. Each applicant's application and resume information has to be downloaded one-by-one with individual screen shots taken of each one of the downloads. We have no other way of retrieving this information. Please note that you already have the hire detail by individual job requisition and including hire name in our original desk audit submission.

In our communications last week, you indicated that you had excluded from your summary numbers those who were unknown (declined to self-ID), and those listing "two or more races." In light of this undercount, and given the scope of information requested, I'd like to have a better understanding of what you are concerned about and how we might be able to feasibly provide you with information to focus on those concerns. Are there some specific hires we can focus on initially rather than spend months on your full applicant/hire request? Might I suggest that even if you conclude that eventually there is a good reason to review more, or even all hires/applicants, that you start with some so that we, and you, can better understand the process and basis on which hiring decisions are made. You could expand the desk audit submission to include specific job requisition numbers by picking a sample of hires that you have the greatest number of questions on. I think you will find that in drilling down, initially, on some of our hires you will get a good understanding of our talent needs and how we focus in a fair and non-discriminatory manner on the necessary skills and expertise in deciding who to hire for a particular job.

With regard to hires and promotions, they also have to be looked up and copied with one-by-one screen shots. However, because you haven't requested as much information in these two areas we should be able to provide you with the termination and promotion information next week.

With regard to the interviews that you have requested at HQCA, I am including a list of people you have asked to talk to and the outcome of that request. Please send us the names of any additional Oracle employees you would like to talk to.

Date & Time	Name
JUNE 22	
9am-11am	

12pm-2pm	Yen Tang
2pm-4pm	John Krischer
JUNE 23	
9am-11am	Kemp Kabogamiller
12pm-2pm	Lakshmi Sampathkumar
2pm-4pm	Sunil Hingorani
JUNE 24	
9am-11am	
12pm-2pm	Eva Clark
2pm-4pm	Chantal Dumont
JUNE 25	
9am-11am	
12pm-2pm	Juliet Ta
2pm-4pm	Ryan Zhang

Name	Tentative Interview Time
Pramodini Gattu	Not available
Kit Chow	Not available
Chantal Dumont	June 24: 2pm-4pm
Juliet Ta	June 25: 12pm-2pm
Saphia Yunaeva	No longer works at Oracle
Zheren (Ryan)Zhang	June 25: 2pm-4pm
Girish Balachandran	Not available
John Krischer	June 22: 2pm-4pm
Evangelina Clark	June 24: 12pm-2pm
Shavani Lahiri	Not available – In training all week
Yen Tang	June 22: 12pm-2pm
Paco Calderon	Shauna will contact
Jingyu Wang	Not available
Raphy Pallikunnath	No: On vacation
Kemp Kabogamiller	June 23: 9am-11am
Lakshmi Sampathkumar	June 23: 12pm-2pm
Sunil Hingorani	June 23: 2pm-4pm
Juana Schurman	

With regard to the on-site in Pleasanton, we should be available the last week in July. We are unable to meet any sooner because of vacation schedules and the huge number of open, OFCCP audits at Oracle.

Best Regards,
Shauna Holman-Harries



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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Process Workflow for retrieving applications from our online system.

The process is very detailed and has been developed and evaluated to be the most efficient method of retrieving applicants for submission to 3rd parties such as the OFCCP. Many methods and routines have been attempted while creating this process. Developing an efficient method of retrieval and offline storage has taken many hours and many trials. Below is an outline of the exact process to retrieve an applicant's information for 3rd party submission.

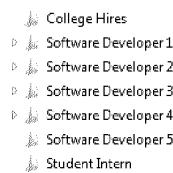
Part 1 – Completing the request:

Process Begin: Step A

- 1 Open Microsoft Excel and open the transaction document for the desired period (2013, 2014, etc)
- 2 Highlight the sheet and select the Data filter
- 3 Apply a filter for the desired job title (ie. Software Developer 4)
- 4 Apply a 2nd filter remove applicants who did not self-id their Race or Gender (also eliminate those who selected 'Two or More Races')
- 5 Highlight the results and copy them to a new worksheet in Excel
- 6 Insert a Pivot Table in Excel
- 7 Select the Vacancies as Column Headers
- 8 Select Name as Count
- 9 Print resulting Pivot Table for later reference
- 10 **REPEAT** process for each time period and each job title

Process Create Folders: Step B

- 1 Open Windows Explorer and navigate to desired location
- 2 Create individual folders for each Job Title



College Hires
Software Developer 1
Software Developer 2
Software Developer 3
Software Developer 4
Software Developer 5
Student Intern

- 3 Create individual sub-folders for each Vacancy



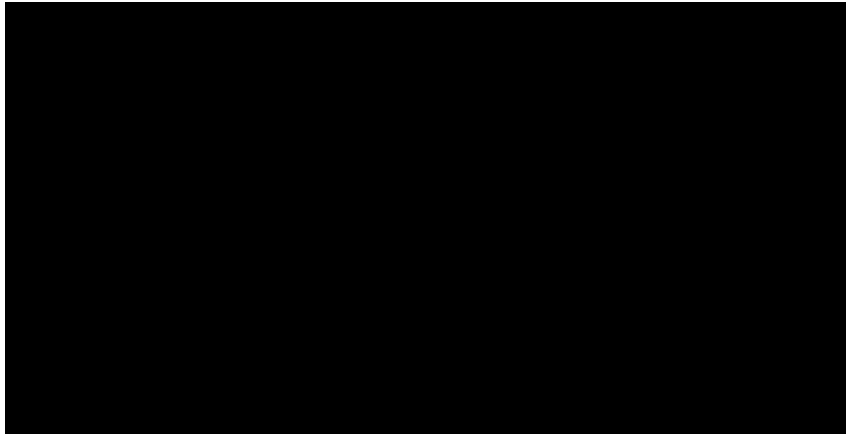
Documents library
Software Developer 4

Name
IRC1617615
IRC1623631
IRC1725763
IRC1739767

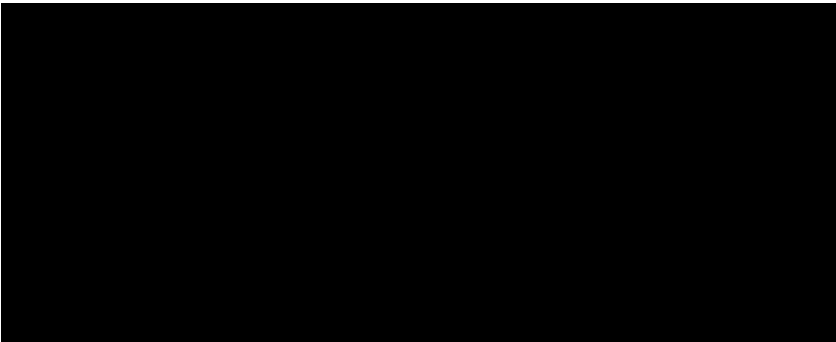
- 4 Repeat steps 2 and 3 until all folders have been created

Process Retrieval: Step C

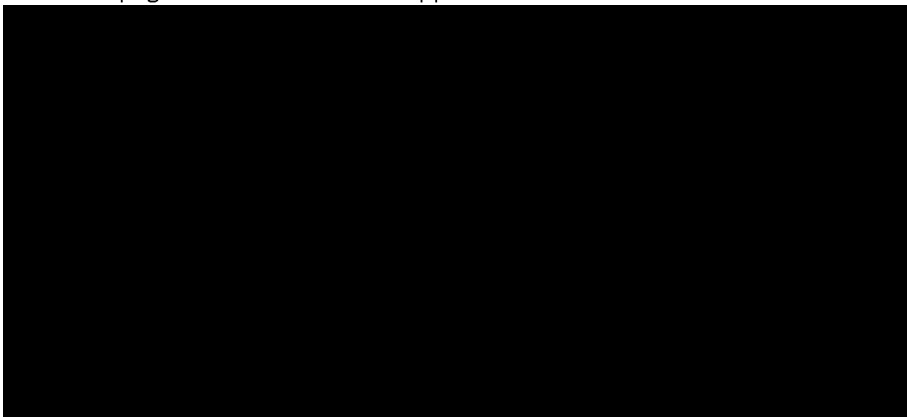
- 1 Login to Oracle Employee Self Service Apps
- 2 Select iRecruit and go to IRecruit Home Page



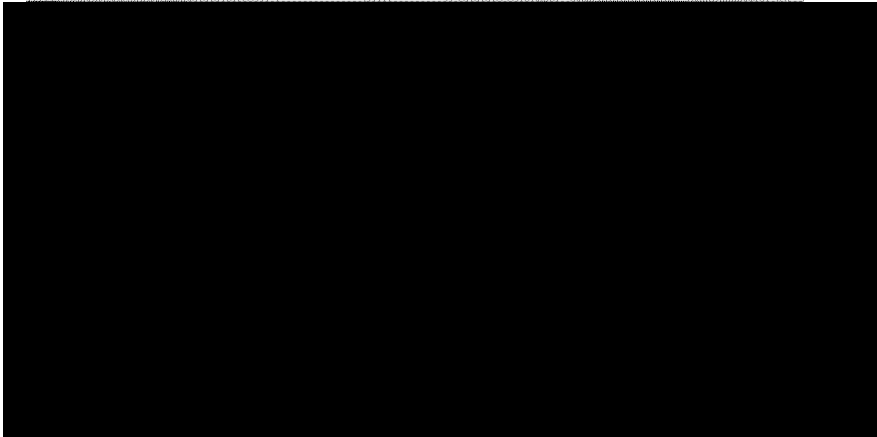
- 3 Select Vacancies and type in first IRC



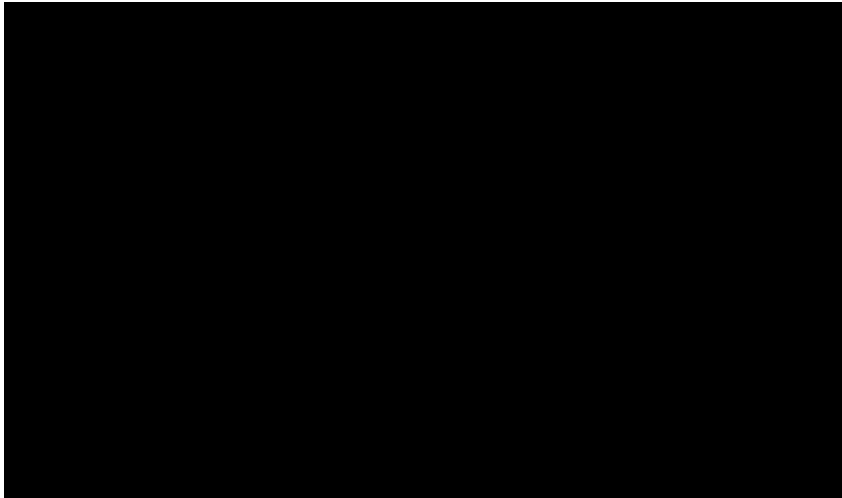
- 4 Results page shows count of ALL applicants



- 5 Click on Total Applicants to see list
- 6 Open Microsoft Excel and open the file that was filtered for candidates that self-id'ed their Race and Gender
- 7 Make sure applicants match to applicants on excel list.
- 8 Click on first candidate to open their profile
- 9 Click on Candidate Profile tab



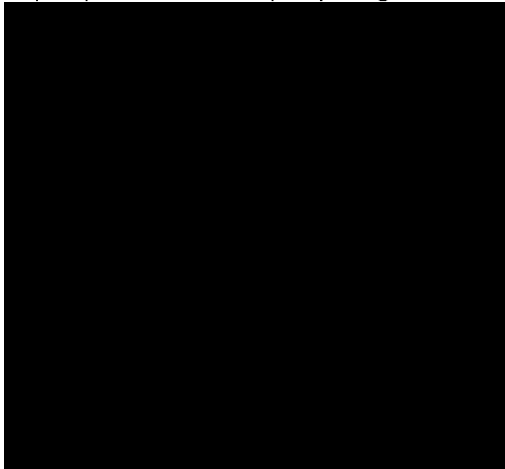
- 10 Highlight their name and copy to clipboard
- 11 Right click and open a new browser tab
- 12 Click on the Qualifications tab



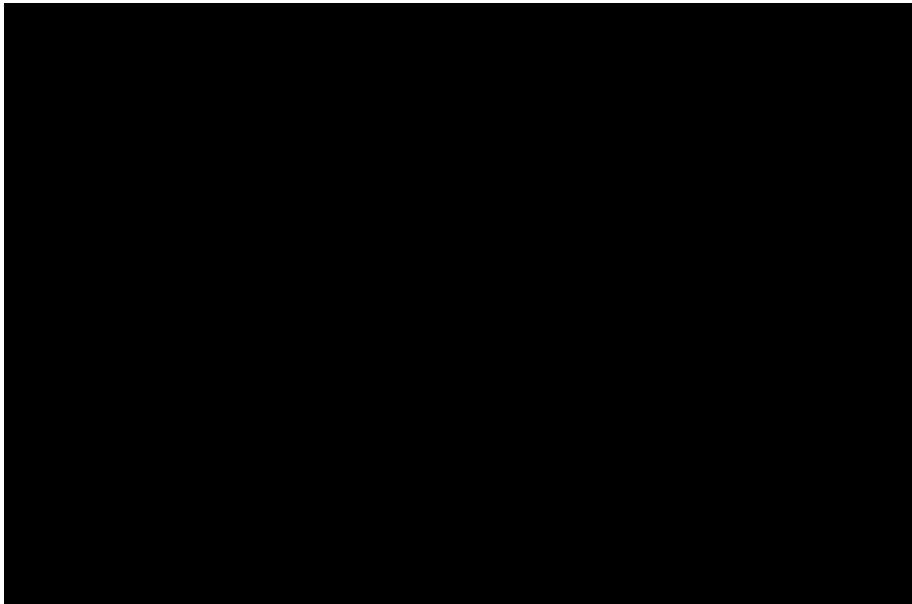
- 13 Right click and open a new browser tab
- 14 Click on the Resumes and Documents tab



- 15 **Repeat** steps 11 and 12 if there are multiple documents such as resume, cover letter, etc.
- 16 Preview the documents in the browser window by clicking on the Preview icon
- 17 Check through all browser tabs for accuracy
- 18 Open pre-installed 3rd party widget that will compile a PDF document of all open tabs



- 19 Paste the applicant's name into the file name field and select the destination folder
- 20 Click Start and wait for widget to create multi-page PDF document
- 21 Check resulting PDF document
- 22 Click on Next to go to next applicant
- 23 Close all but 1 browser tab.
- 24 Start at step 7 to repeat process for all desired applicants
- 25 Once all PDF's are created, click on Vacancy Name to show job description



- 26 Create PDF of job description and use Vacancy number as file name
- 27 Repeat entire process until all applicants for all vacancies, job titles and time periods have had PDF's created from their online application.

Since results will be too large to practically email, another method of transportation must be selected

Process Storage: Step D

- 1 Choose method of storage, ie: CD/DVD/Flash Drive
- 2 Select folders containing PDF documents to be sent
- 3 Choose compression and encryption technique
- 4 Copy folders to storage device
- 5 Send storage device to requestor via FedEx
- 6 Supply password to requestor

The requestor now has the storage device with the PDF documents for each applicant

Part 2 – Time required to complete activity:

Many factors are involved in assessing the time requirement to complete a number of application copy requests. Over time, Oracle employees working in the Compliance department have determined that a large copy request (greater than 100 applicants) takes an average of 8-10 minutes per applicant. This includes all of the preparation work, copy work and storage work needed to complete the request. A time study done on one vacancy with 13 applicants showed that it took nearly two hours from start to finish to complete the task. This also assumes that there are no interruptions, emails, phone calls or other distractions or required job duties that an employee must attend to. This does not happen in the

real world. An employee may realistically spend about 50% of the time dedicated to one project. The following table highlights the time required to complete a particular request:

<u>Number of Applicants</u>	<u>Time per applicant (min)</u>	<u>Total time (hours)</u>
100	8	13.33
500	9	75.00
1000	10	166.67
2000	10	333.33
3000	10	500.00

A request for 3000 applicants would take 500 dedicated work hours, and at 50% utilization, that equates to about 6 months of work for 1 individual.