

**Oracle Onsite Interview with John McGinnis on 3/25/15 by Hea Jung Atkins and Anna Liu. In attendance was Oracle's representative Neil Bourque**

**Name:** John McGinnis

**Date of Hire:** August 22, 1994

**Job Hired Into:** Technical Support Analyst

**Current Job Title:** Development Manager

**Date in Current Position:** I don't remember the exact date. I transitioned from an individual contributor to a manager 4 or 5 years ago.

**Report to:** Kris Rice, Sr. Director of Development, since around 2005

**Email:** [John.mcginnis@oracle.com](mailto:John.mcginnis@oracle.com)

**Race/Gender:** White male

I'm aware of what OFCCP is. I received an email explaining that I've been selected for an interview by OFCCP. I spoke with Elizabeth Snyder, about the process and what OFCCP does. I also spoke with Oracle's outside counsel, Laurie Damrell, with Orrick, for about ten minutes about OFCCP and that I would be interviewed and what to expect.

I don't have any other job titles. Development Manager is a discretionary title, which is a title you can call yourself on your business card. We have a certain amount of discretion for what we put on the business card. If you're claiming a role you don't have, it's a problem. As long as people don't do something that causes issues/confusion, they can have a discretionary title. Managers don't approve titles. I don't know what my direct reports put on their business cards.

I started at Oracle as an Associate Technical Support, then I was promoted to Technical Support Analyst, I then transitioned from Technical Support to Technical Development, at which point I became a Software Engineer. Then I was promoted to Sr. Software Engineer, then Principal Software Engineer. I transitioned within my existing team to a management role. Our team had grown so we needed to add managers to the team. Transitioned to management means I was an individual contributor. Then I was I guess promoted to manager and had reports assigned to me. As a career change I could see if management was a role I was interested in. The transition was then an official change in job code and approvals of management change.

I applied for Associate Tech Support Analyst. I was hired a year after college. I didn't come in through the college hire program. I was hired into the role I applied for. Two of my coworkers were people I knew from college. They had joined Oracle out of college and worked in Technical Support for 1 and 2 years. When there was a position opening, they forwarded my resume to my hiring manager. Victor Grigorieff (male Causcasian, left Oracle 15 years ago), Technical Support Analyst or Sr. technical Support Analyst was one. He received a \$500 bonus for recruiting me.

Three people report to me. I have a Sr. Software Engineer (Gary Graham). The other two are Principal Software Engineers (Elizabeth Saunders and Shounak Roychowdhury). I didn't hire them. Gary is a white male, Shounak is indian I believe, male. Liz is a woman. Not sure what her race is. I had my direct reports for 4 -5 years. Previously they reported to Kris. Kris was overwhelmed with the number of people he had under him so they transitioned me.

I have two roles. One as a manager so I'm responsible for overseeing the projects my directs do. I assign some of their work and keep an eye on what they're doing. I do a lot of development work too so a lot of my job is as a developer. I'm a Sr. Engineer on products, coordinate technical aspects on projects and fix defects. I'm part of the Sequel Developer Team. It consists of 15 people. Half are in the US and the other half are in Europe. There are a couple of different managers on the team. Kris is the lead on the project and he oversees that project.

In the group I'm in, Kris is Sr. Director. He has a few engineers that report to him as well as a few managers. I have 3 engineers who report to me. There are a few more engineers who report to others. Assignment of work happens through management meetings, where we come to agreement on how work is distributed. Above Kris is Michael Hitchwah, VP. Above Mike is Andy Mendelson, Executive VP of Product Development. Above Andy, is Thomas Kurian, who oversees all of Product Development.

I don't play a role in determining starting wages for employees. One person was hired from outside of Oracle a few years ago and reports to Kris. Others transferred into our team. There is no policy on how people transfer. We had one product that was downsizing and they assigned headcount to our product. The assignment happens at a high level. We acquired about 11 or 12 people all together (my 3 reports, another 3 in the US and 5 or 6 in the UK). Transfers occurred about 6 years ago, maybe 7. I was just an individual contributor when we had this transfer. I haven't had the opportunity to set wages for new hires.

I have not had any training on how to set wages. If we were to get headcount, I would research and get the training on hiring and compensation. (Neil nodded and said there was no training because there was no need for it since there was no hiring involved). I took some training on the compensation process, not on how to determine starting wages. The training on compensation was on logistics: how the workbench works; how to use web applications that we use. The compensation workbench is an application online where you can see what someone's compensation is and make recommendations for compensation changes. It's an app where Managers can make recommendation on wage increases and see wages.

I haven't heard anything specific about the hiring process, just some casual conversations. Lots complain because offer letters are sitting on Larry's desk and not getting signed. We need his signature just to say we're going to hire this person. We hired 1 person for Sr. Software Product. I was given an opportunity to interview him. He doesn't report to me so I didn't have any input for his compensation.

My direct reports have not hired anyone.

I do play a role in determining wage increases. Most decisions are made by Kris but I provide input. He handles compensation. I guess there are pools given at different levels. VPs are given a certain amount of the pool. Rather than assigning a pool to me for 3 people, he looks at his entire team and allocates the amount. He asks for my feedback for how people are doing. Feedback is whether I thought a person was performing in excess of expectations. Our raises were given out for "exceeding expectations" once. We don't have enough of a raise pool to give everyone a raise. And then within a salary band, there are

a variety of formulas. I don't give feedback on the actual amount, just on performance. If you have a very high rating, it will influence whether you get a raise but where you are in the band also has an impact on the actual amount.

The primary directives I have received are essentially to rank people on their performance. As far as I know, performance is the primary factor. If someone is underpaid and performing well, they will get larger raises because we have salary bands. Average performer is expected to be paid an average wage.

When we submit raises, there is documentation that is done. Rankings are done. My manager asks me for details but doesn't require me to fill out forms. Kris fills out forms to document the raise (email or word templates). The directions we get generally come from all of Product Development, Thomas Kurian's organization. There are slightly different procedures depending on which part of that organization you're in. It comes from top down: from Thomas Kurian. I don't know where the document goes. I think up the chain and then to HR and obviously to payroll. I think all the numbers are entered into an application and you can see the final results. Kris is balancing the numbers.

I have not seen the results and disagreed with it. I would love to give higher wages to my direct reports but ultimately the general size of the pool of money is determined by higher levels and Kris has to balance. Generally Kris and I are in agreement with my performance rankings of my three reports. Gary is an average worker. We can rely on him to do basic tasks. He reads customer form, tracks issues and fixes bugs. Defect resolutions. Shounak we can give small projects to and we recently promoted him to his recent rank and so he's getting used to it. He can design feature with some oversight. Liz, we assign large projects. She designs, builds and writes specs and coordinates with limited oversight. We would like to promote her to reward her for her performance. There's just some bureaucracy in terms of promoting her to the next level. We're working to give her exposure so other teams recognize her.

Generally, Kris would tell me about the raise, bonus and stock options over instant messaging or email. I will try to call or instant message my direct reports. I try to get them out as quickly as possible so they can see it in their next paycheck. Kris notifies me this way as well.

Generally raises aren't given every year. It depends on what Sr. management decides. There are strict criteria for when bonuses are rewarded. Generally it happens once a year. There's a process of getting out of band salary but it's rarely done. It's possible to give a raise other than at the end of the fiscal year but that generally requires approval by Sr. management. This occurs for example when Oracle matches an offer from a competitor company. Even if there's a promotion out of band, raises aren't given right away but at the next cycle. By Sr. management, I mean the executive committee. I've never had the need to submit a request for this. We've just been told it's possible.

Stock options (or restricted stock units) occur at the beginning of July, after the fiscal year ends. The determination happens in May and June. Bonuses and raises occur in the fall, during the 2<sup>nd</sup> quarter. Bonuses aren't given out every year. Determination is based on revenue and earnings growth. It occurs during the 2<sup>nd</sup> quarter for fiscal reasons. My input on stocks and bonuses is about providing input regarding performance. Kris has the allocation for his team. We got a bonus last fall. Kris made a decision to give everyone who didn't get stock options a bonus. The bonus was a flat amount, just a couple of percent (few thousand dollars). There's usually not enough to go around. I don't have visibility on the full pool size that Kris is working with since I'm part of that pool.

I don't know the full criteria used to determine wage increases, bonuses and stock options. I know the input I'm asked for, which is performance. I know based on performance, I agree with the results given the limited allocations. Stocks and bonuses are communicated to employees in the same way that wage increases are communicated. Kris will call me. He communicates the actual numbers.

I believe my direct reports generally take the news well. We generally don't tell them if they're not getting something. Nobody may get a raise for over 10 to 15 years. My reports haven't communicated an expectation of it every year so they appear grateful when they do get an increase. I haven't heard complaints about the size. Oracle employees know we don't get automatic cost of living increases. We're instructed to communicate to employees that we don't have automatic raises. When we promote people, we're asked to remind them that it doesn't correlate to raises and it's subject to company performance. The executive committee determines it. We have so many people and acquisitions they're juggling a lot. The policy is we don't have automatic raises. Raises are still subjected to policy and overall company performance.

A lot of how performance is measured is the speed in which they can get a task done. We need to build a new feature. Speed is involved to design, implement, and get it tested. Also how they communicate the feature to groups and the team. The degree to which management needs to oversee the process is also a factor. We expect this from Sr. Engineers. We look to see how the product comes together and how each individual does the work assigned to them and how confident we are assigning them work. Most things are done individually. All 3 of my direct reports are working on different aspects of a project. They still have to communicate with document writers and quality audit but generally the design is their own.

My team does not have a formal process for documenting performance. Some teams have formal annual evaluations. I don't get a performance evaluation from my manager. Feedback is informal. It's more likely that there's a mention that they're doing great and keep it up; these are the things we'd like to see. It's pushing someone towards improving what they're doing. We don't have real documentation for how this works for our team. Feedback occurs at least on an annual basis. There's feedback about what needs to be worked on. I try to do it more regularly. I'd like to do it every 6 months but it's less frequent than that in practice.

I don't know if anyone else reviews my performance input other than Kris. I don't know to what degree performance is shared and how formal that is. I went through some management training on how to give out performance feedback and how to mentor. It occurred once, 6 months after I became a manager. It was an in class training which included rules governing discrimination and specific Oracle policies.

I assign work to my direct reports in conjunction with Kris. I will make recommendations on what the people will be working on. We discuss and evaluate who has the expertise to do the work.

I received some training in managing within the law. We have online courses we take regarding rules governing discrimination. I take a course for managers every 2 years about harassment in the workplace. I took it several times. Some of what to do if an employee makes a complaint is covered within the sexual harassment training for managers. It explains my role and that covers procedures and making sure those complaints are brought to HR's attention. As a manager, if an employee has a sexual harassment complaint for example, I would encourage them to report it to HR or I would report it to HR

myself. I have an HR representative, a specific point of contact within HR who I work with. We have ethics issues calls.

The culture at Oracle is weird because it depends on the group. Some teams are located in different geographic locations. Our culture is international and everything is communicated over instant messaging. I rarely see the members of my team. The majority of people on my floor are not even under Mike. I share an office with 2 people not even on my team. I haven't raised complaints to Oracle. I think employees are treated fairly at Oracle. It would be nice if there was more money to distribute to employees. I feel everyone is treated equally. I don't like to share an office but I don't think I was singled out. Office assignments depend on the job level. Because I'm M2 and my reports are remote, the policy is that I wouldn't get a single office.

The culture doesn't seem to care about anything else other than performance. My team cares about what people do and we have a number of women working on the team and people of a wide variety of races and national origins. We don't factor any of that into how we handle compensation and promotions. There has been a lot on the lack of diversity. I don't think Oracle fits that model. I think we have a lot of female engineers and a broad racial mix because we hire for specific competencies. US universities aren't good for turning out non-Asian minorities. Recruiting is about taking samples to make sure we have a broad selection of candidates. We're just given the resumes and given instructions to hire the best candidates. I see lots of diversity within the workforce when I walk around.

I don't have any questions. I got an email and was confused. I didn't think it was for me and so I asked them if it was and they said they wanted me to participate.

**I understand that the U.S. Department of Labor will keep my identity confidential to the maximum extent permitted under existing law. I certify that the above statements are true and correct to the best of my knowledge.**

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Signature

Date

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Compliance Officer

Date

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