

**UNITED STATES DEPARTMENT OF LABOR
OFFICE OF ADMINISTRATIVE LAW JUDGES**

OFFICE OF FEDERAL CONTRACT
COMPLIANCE PROGRAMS, UNITED
STATES DEPARTMENT OF LABOR,

Plaintiff,

v.

ORACLE AMERICA, INC.,

Defendant.

OALJ Case No. 2017-OFC-00006

OFCCP No. R00192699

**DECLARATION OF ERIN CONNELL
IN SUPPORT OF DEFENDANT
ORACLE AMERICA, INC.'S MOTION
FOR SUMMARY JUDGMENT OR, IN
THE ALTERNATIVE, FOR PARTIAL
SUMMARY JUDGMENT**

EXHIBITS VOLUME 1 OF 3

EXHIBITS VOLUME 1 OF 3
DECLARATION OF ERIN CONNELL ISO ORACLE'S MOTION FOR SUMMARY JUDGMENT OR, IN
THE ALTERNATIVE, FOR PARTIAL SUMMARY JUDGMENT
CASE NO. 2017-OFC-00006

Exhibit P-252

Exhibit J

Global Job Classification

In order to provide accurate, consistent, employee information for global reporting and analysis, Oracle must classify all employees according to four standard categories: **Function, Specialty Area, Career Level, and Product Association**. This page defines Function and Specialty Area, as well as identifies which Function / Specialty Area combinations require a Product Association. The Product List and Career Level definitions can be found on the other worksheets within this excel file.

To facilitate this job classification process, Oracle US uses a jobcode structure. Each employee is assigned a jobcode which has one function, one specialty area, and one career level combination associated with it. If required, a product is assigned directly to an employee's record in the HRDB.

FUNCTION			SPECIALTY AREA			PRODUCT
What does the employee do? This field describes the type of work the person performs; it is not necessarily specific to the organization in which they work.			What specialist work does the employee perform within the professional function? If an employee's role covers more than one specialist area, then chose the specialist area which is most representative.			Is the position associated with a particular product?
Function	Code	Function Description	Specialty Area	Code	Specialty Area Description	Product Required?
Information Technology	INFTECH	Management of the internal IT infrastructure and systems.	Business Implementation & Planning	BUSIMP	Coordinates all aspects of internal information system-specific projects from initiation to delivery.	No
			Data Center Services	DCS	Management and delivery of production IT systems.	No
			End User Services/Support	EUSUPP	Management and delivery of on-going services/support to the end user.	No
			Functional	FUNC	Implementation and planning of IT-related business solutions.	
			Network Services	NETSERV	Management and delivery of network infrastructure.	No
			Risk Management	RISK	Develops, implements, manages and educates in the area of programs in Information Protection and Business continuity.	No
			Technical	TECH	Develops, implements, and supports Oracle's global infrastructure	No
Product Development	PRODEV	Develop Oracle software products for external customers.	Software Engineering	SWENG	Designs, develops and debugs software programs for: databases, applications, tools, etc. Also includes Porting (designing software for use on other operating systems).	No

Deposition Exhibit 26
 Deponent: K. Waggoner
 Date: July 26, 2018
 Reporter: Jane Grossman, CSR No. 5225

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FUNCTION			SPECIALTY AREA		PRODUCT	
<i>What does the employee do? This field describes the type of work the person performs; it is not necessarily specific to the organization in which they work.</i>			<i>What specialist work does the employee perform within the professional function? If an employee's role covers more than one specialist area, then, chose the specialist area which is most representative.</i>		<i>Is the position associated with a particular product?</i>	
Function	Code	Function Description	Specialty Area	Code	Specialty Area Description	Product Required?
			Product Management	PRODMG	Responsible for a specific product or group of products from product definition and planning through production and release to the marketplace. Serves as the central resource and driving force with design, process, manufacturing, test, quality, and marketing as the product(s) move to completion and distribution.	No
			Technical/ Process QA	TECHQA	Application of continuous monitoring and improvement within the production/development process to ensure the highest possible standard for the products incorporating adherence to both internal and external standards as appropriate.	No
			Technical Writing	TECHWR	Writes operational, maintenance, or user manuals.	No
			Localization	LOCALIS	Localizes software to comply with local markets and regulatory requirements.	No
			Translation	TRANS	Adapts and translates technical documentation/ screens etc. to suit local user market within a given country/ group of countries	No
Support	SUPP	Provision of contracted technical support services to customers.	Account Management	SUPPACC	Provides services under programs such as critical accounts/customer care, customer advocate program, client relations.	Yes
			Premium Services	PREMSERV	Delivers expert remote and expert on-site services	Yes
			Product Support	PRODSUPP	Principally delivers telephone / electronic support to external customers, although occasionally may be required to provide premium/on-site services.	Yes

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Exhibit K

Oracle Compensation Guidelines

Total Compensation

Total compensation is a summation of base salary, performance-related bonuses, commissions, and other applicable incentives and benefits.

When determining the employee's total compensation package, the following factors may be taken into account:

- the job's salary range which is based on the external market value for the job,
- the employee's global career level,
- the salaries of other Oracle employees in the same job and location,
- and the individual employee's performance.

In addition to cash compensation and other benefits, there are other 'intangible' benefits of working at Oracle such as your working environment and career opportunities.

Your eligibility to receive each component of total compensation will vary depending on the country in which you are employed and your function here at Oracle.

When is compensation paid out?

MONTHLY	QUARTERLY	ANNUAL
Sales Commission	Consulting Bonus Sales Consulting Bonus Instructor Bonus	Corporate Bonus Stock Option Focal (Base) Salary

These are simple guidelines for when salary increases, bonuses, and/or options may be reviewed, paid or granted. This is not a guarantee that an employee will be reviewed for or receive a raise, bonus, or option grant. Such compensation or allocations are offered at the discretion of management.

Base Salary

Base salary is designed to compensate employees for performing their job duties and responsibilities, and to reward for individual performance. It provides employees with a rate of pay that is competitive with other companies in Oracle's industry for similar jobs.

Salary Increases

Oracle management reviews all eligible employees' salaries and assignment changes at one point in time. This process is called the salary review process or the focal review process. Employees are not guaranteed a salary increase. Salary increases are offered at the discretion of your manager.

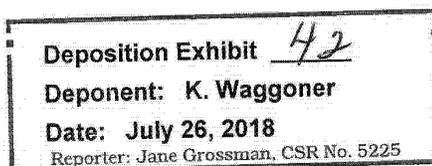
How are Salary Increases Allocated?

Each Line of Business' (LOB) focal salary increase budget is distributed to the LOB Head via the Compensation Workbench web tool. The LOB Heads and Executive Management have complete discretion when further allocating budgets and awarding salary increases to individuals within their organization.

Who is Eligible for a Salary Increase?

To be eligible for consideration for a focal salary increase and/or assignment change, an employee must meet all of the requirements listed below:

- Be a regular Oracle employee (excludes contractors and temporary employees in most countries)



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- Have been hired and start at least 61 days before the performance period ends. Note: Eligibility may be pro-rated on a daily basis depending on the new hire start date.

To comply with local legislation, some countries require adjustments to these eligibility rules. Eligibility for employees from recent mergers and acquisitions will be evaluated on a case-by-case basis, depending on the agreement between the two companies. For a complete list of eligibility rules by country please consult your manager.

Global Corporate Bonus

The Global Performance Bonus Plan is an annual plan for the performance period: June 1st through May 31st.

Bonuses are discretionary; designed to reward employees for assisting the company in meeting key strategic company goals and objectives; including profitability. Bonuses are not entitlements. This bonus plan is funded according to performance criteria determined by the Company with individual employee bonuses being ultimately awarded at the discretion of management. The Company regularly reviews the plan and, at its sole discretion, the Company may cease the plan or change the plan to ensure that the strategic direction of the Company is supported.

How is the Bonus Allocated?

Each LOB's pool is distributed to the Line of Business (LOB) Head via the Compensation Workbench web tool. The LOB Heads and Executive Management have complete discretion when further allocating budgets and awarding bonuses to individuals within their organization.

Who is Eligible?

To be eligible for consideration for a discretionary Global Performance Bonus, an employee must meet all of the requirements listed below:

- Be a regular Oracle employee (excludes contractors, temporary employees in most countries)
- Work in a position that is eligible for the Global Performance Bonus Plan and not eligible for any other variable plan. *Examples of other variable plans which are not eligible for the Global Performance Bonus Plan include: Executive, Sales (including Channel Reps and Managers and Business Development Reps and Managers on revenue plans), Sales Consulting, Consulting, Instructor, and Recruiting plans, as well as employees who are US Overtime eligible.*
- Have been hired and start on or before March 31st (i.e. 61 days before the performance period ends)
- Be eligible for at least 31 days during the performance period
- Be active or on an approved leave of absence the day the bonus is paid

Eligibility may be pro-rated on a daily basis due to the following:

- New hire
- Transfer into or out of a different variable plan
- Paid and unpaid leave of absence during the bonus period (does not include vacation or holiday time)
- Part-time (percentage based on time worked compared to country's full time hours)

To comply with local legislation, some countries require adjustments to these eligibility rules. For example, the corporate global bonus is not paid in every country, such as in Germany and Brazil. Consult your manager for more information.

Eligibility for employees from recent mergers and acquisitions will be evaluated on a case-by-case basis, depending on the agreement between the two companies.

Other Bonuses and Compensation

Consulting Bonus

Oracle Consultants who are "billable" may be eligible to participate in the Consulting Discretionary Bonus Plan. Consulting bonuses are administered through Global Incentive Planning. Further plan information can be found on the [Global Incentive Planning & Strategy](#) website.

Instructor Bonus

Oracle Instructors, outside the U.S., who are "billable" are eligible to receive a quarterly bonus. Instructor bonuses are administered through Global Incentive Planning. Further plan information can be found on the [Global Incentive Planning & Strategy](#) website.

Sales Bonus

Some sales positions such as Sales Consultants and Business Development Representatives are eligible to receive a quarterly bonus. Sales bonuses are administered through Global Incentive Planning. Further plan information can be found on the [Global Incentive Planning & Strategy](#) website.

Sales Commissions

Sales commissions are designed to direct, motivate, and reward sales employees for achieving desired business objectives. Sales commissions are paid monthly and administered through Global Incentive Planning. Further plan information can be found on the [Global Incentive Planning & Strategy](#) website.

Spot Bonus

A Spot bonus is a non-cash special recognition bonus valued up to \$250 (for example, a dinner or gift-of-choice). The award must be submitted on an expense report and categorized as a non-cash bonus. A non-cash bonus greater than \$250 and all cash bonuses require approval by the CEO office and Human Resources. A Spot bonus is taxable in accordance with country regulations. The intent of this program is to provide managers with a means to recognize truly exemplary employee contributions. It is important that managers do not use this program as a way of providing regular "bonuses" to employees. Managers are accountable to utilize the program in a financially responsible manner, and ensure that a bonus is granted with consideration to budgetary constraints. Misuse of the program may result in a manager being made ineligible for its future use, and/or disciplinary action as deemed appropriate by management and HR.

Patent Awards

In appreciation of our employee-inventors Oracle maintains an active patent award program. Contact your manager or [HR Manager](#) for more patent information.

Allowances

Allowances, such as car allowances, may be provided to employees in order for them to perform the duties/responsibilities of their job. In some countries, other allowances, such as transportation or housing, may be applicable. In support of Oracle's commitment in developing practices that protect the environment, employees are encouraged to use the most fuel efficient and cost effective methods of conducting business on behalf of Oracle. Refer to your HR Web site for information specific to your country.

Overtime

Some countries require that employees who work overtime hours be compensated for those overtime hours. For further details contact your manager or HR Web site.

Benefits

Total compensation at Oracle means more than just base salary and bonus/commission incentive programs. It also includes the valuable benefits and perquisite programs available to our employees, such as health and welfare benefits including medical, dental, vision, retirement savings plan with a company match, vacation policy, etc. valued, on average, at approximately 20-25% of an employee's total compensation.

Employee Stock Purchase Plan

The ESPP program provides employees the opportunity to put aside money to purchase stock at a discounted price. For more information regarding the ESPP program contact Employee Stock Services (775) 689-3456 stock_us@oracle.com. ESPP is not available in all regions/countries. Consult your regional HR Web site.

Stock Option Program

The Annual Stock Option Process operates at the sole discretion of the Company. Whether Oracle continues to operate this arrangement, as well as what factors to consider when exercising its discretion will be reviewed regularly to ensure the strategic direction of the Company is supported.

The Stock process is an annual event with awards being granted in June/July. Individual grants are ultimately awarded at the discretion of management.

Who is eligible?

To be eligible:

- you must be a regular Oracle employee (excludes contractors and temporary employees in most countries.)
- working in a country with at least 100 employees,
- and assigned to a jobcode with career level IC1 or greater.
-

Eligibility for employees from recent mergers and acquisitions will be evaluated on a case-by-case basis, depending on the agreement between the two companies.

To comply with local legislation, some countries require adjustments to these eligibility rules. Stock Options are not always granted to employees in some countries. Consult your Human Resources Representative for more information.

Exhibit L



Q4FY15 HR Webinar

Oracle Compensation

Shawn DeValle
Lisa Gordon
Corporate Compensation
March 2015

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Deposition Exhibit 51
Deponent: K. Waggoner
Date: July 27, 2018
Reporter: Jane Grossman, CSR No. 5225

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HR Webinar Presenters



Lisa Gordon
Director, Compensation



- **Shawn DeValle**
- Compensation Consultant



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Program Agenda

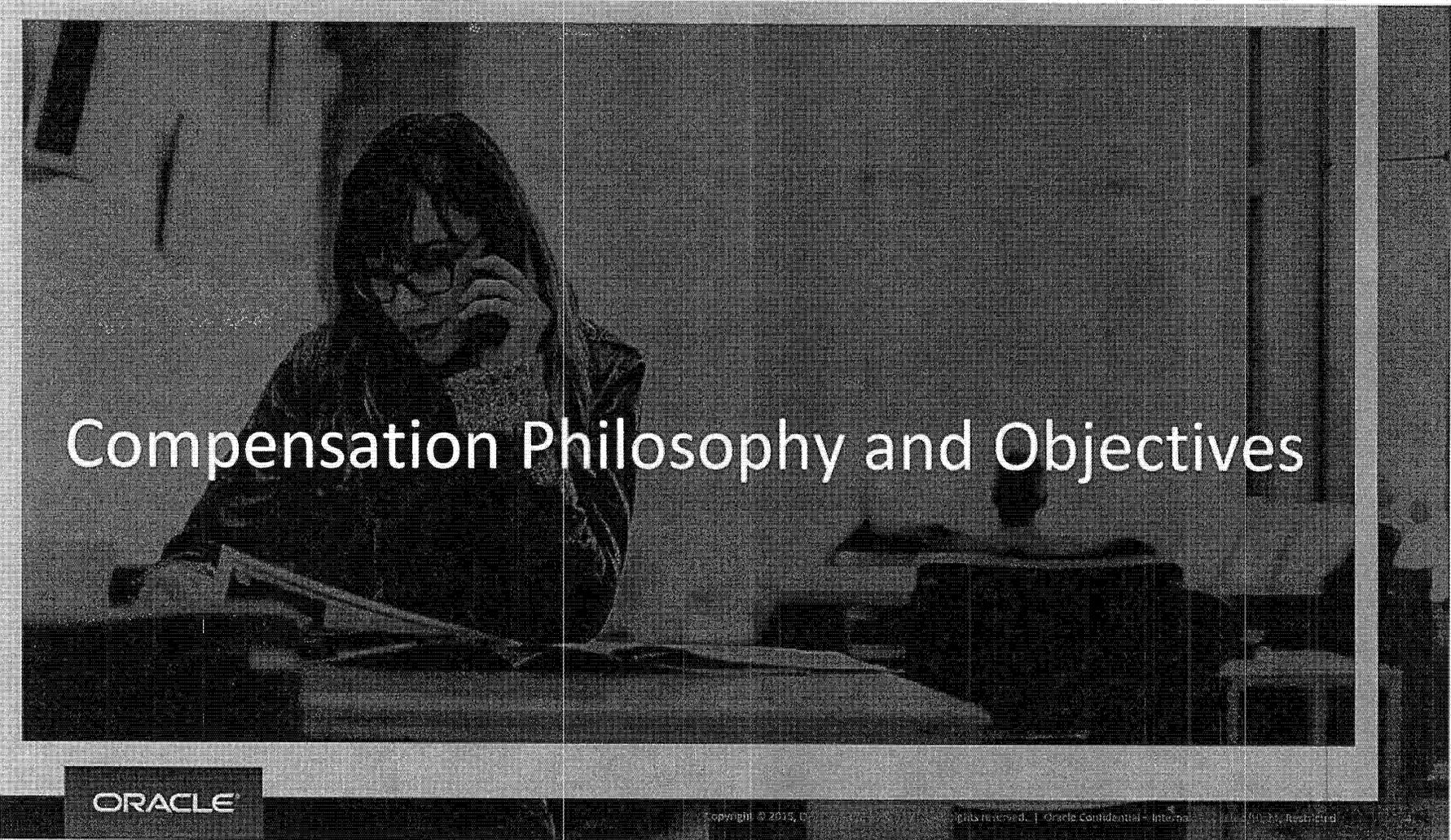
- 1 Compensation Philosophy and Objectives
- 2 Total Compensation Components
- 3 Compensation System Fundamentals
- 4 Managing Pay Decisions
- 5 Compensation Programs
- 6 Tools and Resources

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Compensation Philosophy and Objectives

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Oracle's Compensation Philosophy and Objectives

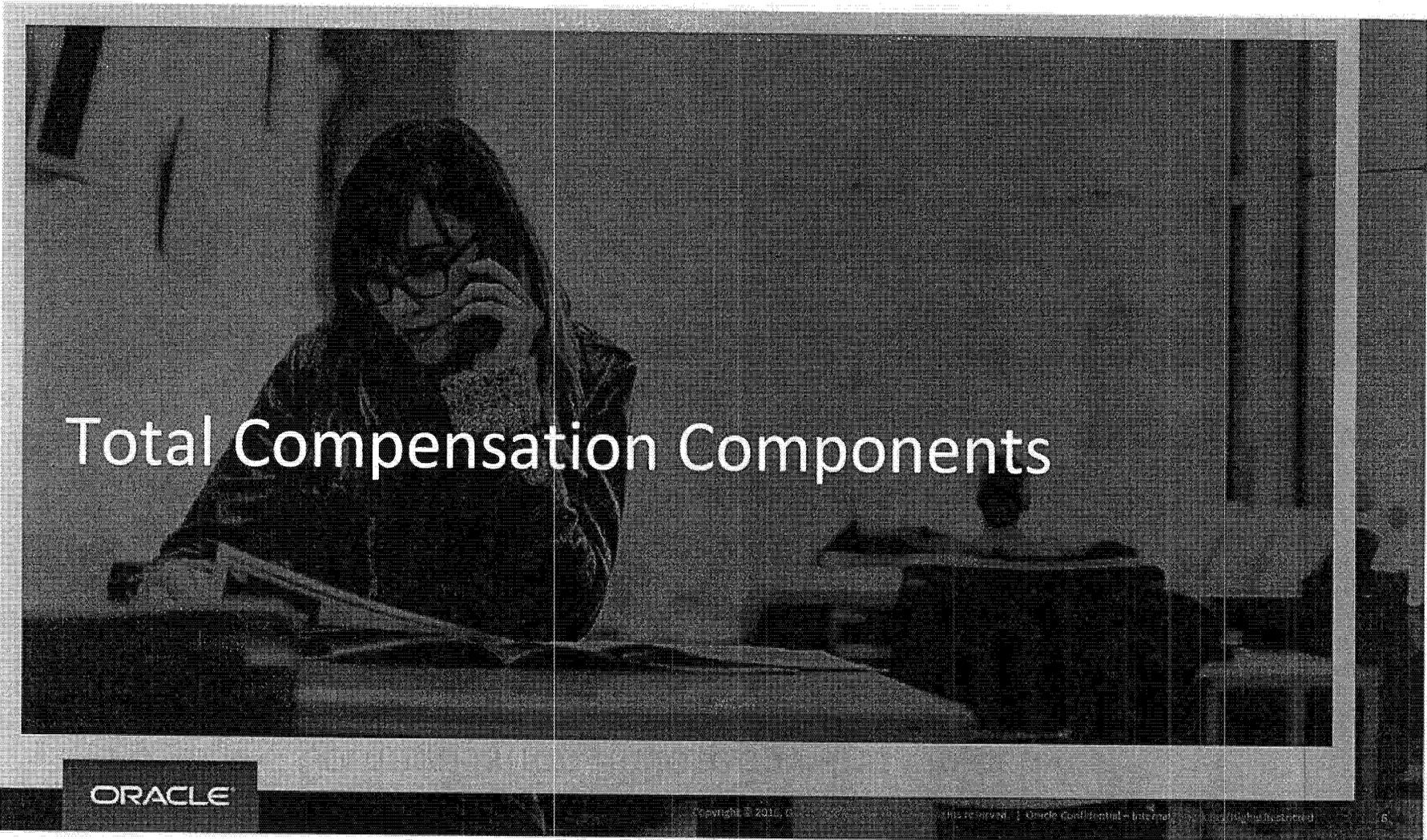
Oracle must attract, retain and motivate highly skilled, high performing employees to be successful.

- Provide compensation programs that:
 - **Attract** and **Retain** by being Market Competitive
 - **Motivate** employees to maximize their productivity, but also consider shareholder interests
 - Are legally compliant
 - Are designed to support corporate objectives
- Pay for Performance
 - Company Performance
 - Individual Performance

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Total Compensation Components

- Cash
 - Base Salary
 - Short term incentives (commission/bonus)
- Stock
 - Long term incentive – Stock Options and Restricted Stock Units (RSUs)
 - Employee Stock Purchase Plan
- Benefits

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Total Compensation Components (cont.)

- Base Salary
 - Linked to employee's skills and competencies in current role, as well as the sustained performance and the local market
- Short term incentives (commission/bonus)
 - Provides a mechanism to reward short-term performance
 - Payments vary according to performance and allows companies to lower cost when results are not achieved
 - Commission – tied to individual/team performance against quota
 - Bonus – tied to company or LOB results

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Total Compensation Components (cont.)

- Stock
 - Long term incentives – Stock Options and Restrict Stock Units (RSUs)
 - Employee Stock Purchase Plan
- Benefits

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It Isn't Always About the Money

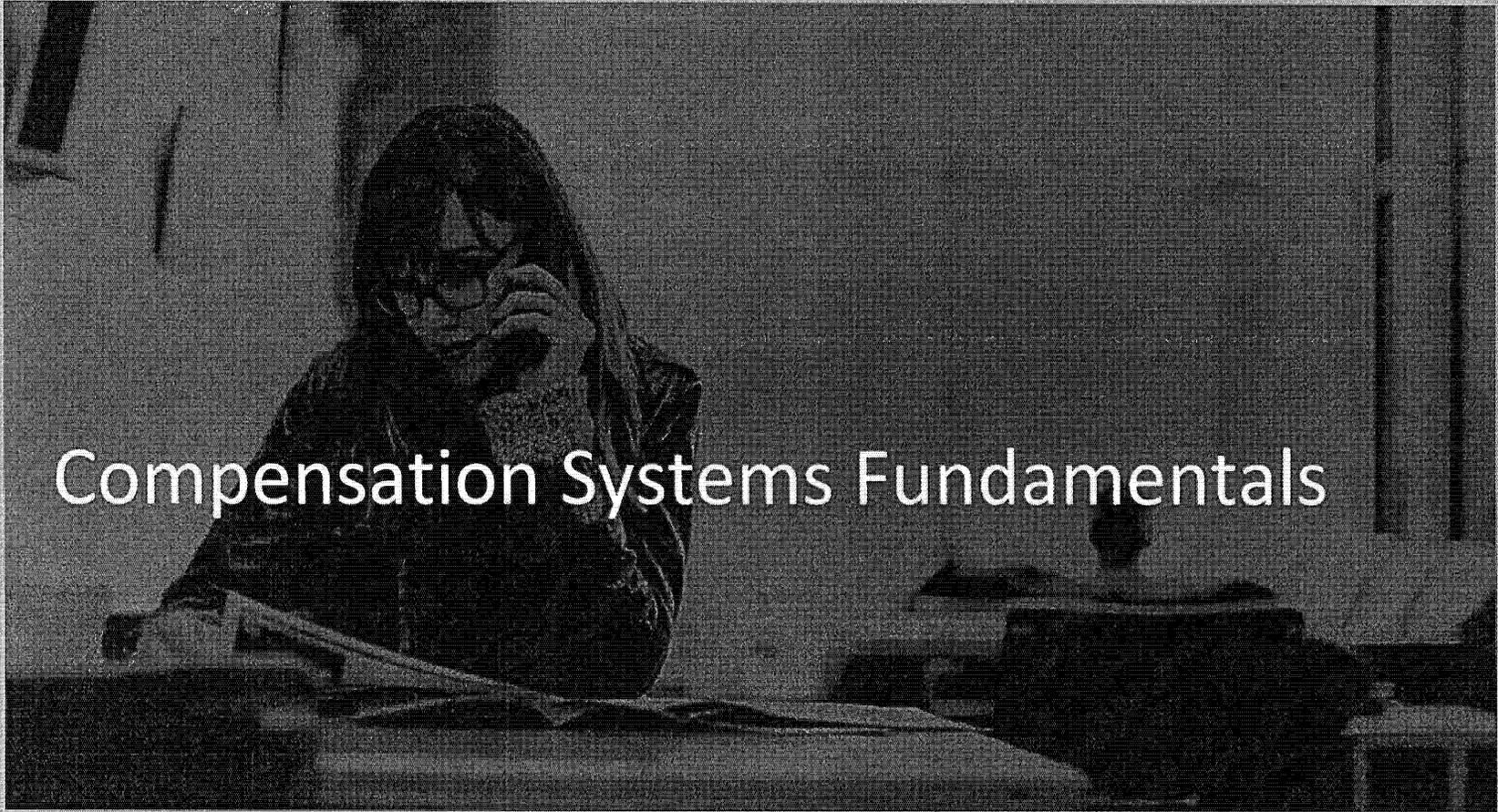
	Employee Ranking	Manager Ranking	2010 Emp Rank - Dr. David Spicer updated research
Appreciation for work done	1	8	3
Feeling "in" on things	2	10	7
Sympathetic help on personal problems	3	9	10
Job Security	4	2	2
Good Wages	5	1	4
Interesting Work	6	5	1
Promotion/grown opportunities	7	3	5
Personal loyalty to workers	8	6	6
Good working conditions	9	4	9
Tactful disciplining	10	7	8

The 1001 Rewards & Recognition FieldBook - Bob Nelson and Dean Spitzer

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Compensation Systems Fundamentals



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Job Classification & the Global Job Table

- Job Classification is a consistent global framework for job related information that supports a number of key HR and non-HR processes as well as management reporting
- The Global Job Table is a key component of the Job Classification system
- Managers are responsible for ensuring that employees on their teams are in the correct job code
- Assigning an incorrect job code to an employee can cause problems for various processes downstream

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Global Job Table

- To facilitate the global job classification process, Oracle uses a Global Job Table
 - Each job is assigned a unique combination of globally defined attributes
 - Job code: Unique identifier/reference number
 - Job Title: Commonly known as the “system job title”
 - Function: Describes the type of work the person performs. It is not specific to the employee’s LOB
 - Speciality: The specialist work within the Function
 - Career Level: Broad category that recognizes increases in responsibilities and performance expectations

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Global Career Level

- Global career levels are a set of broad, hierarchical categories related to the level a job is performed
- Responsibilities, individual contributions and job complexity increase from one job level to the next in the hierarchy
- The global career level structure has two paths: Management and Individual Contributor. There is no correlation between M and IC level
- An employee is considered to be a manager if their primary responsibility is management (with hire/fire authority) of two or more regular full time equivalent Oracle employees. All other employees should be considered individual contributors, including team leaders

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Choosing the Correct Job Code

- The Job code selected should be the job that most closely reflects the role in the organization
- If the job code is incorrect, there could be an impact to the employee's compensation including:
 - Salary range, bonus eligibility, overtime eligibility, and compensation program eligibility
- In some cases an incorrect job code could impact an offer letter or employment terms for M&A employees or access to manager self service and compensation program tools.

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Scenario - Career Level

I came to Oracle through an acquisition and feel that my career level is not appropriate compared to others in my work group who are existing Oracle employees. Is it possible to change my career level?

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Salary Ranges

- Salary ranges are a tool to assist managers in making decisions about pay
 - Broad ranges allow managers to account for differences in experience, skills, competencies and performance of candidates and incumbents
 - Ranges help managers with employees in multiple countries to pay according to the local market

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How are Salary Ranges Developed?

- Local compensation teams participate in, and use data from, salary surveys conducted regularly by external consulting companies
- Compensation surveys should only be purchased and participated in by the Global/Regional Compensation Team

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Creating Salary Ranges

Preferred Competitor Companies

- Apple
- Cisco
- EMC
- Google
- HP
- IBM
- Intel
- Microsoft
- Netapp
- Qualcomm
- Salesforce
- SAP
- VMWare

Software Industry
Local Companies
Sales Separate List
Geographical Differences

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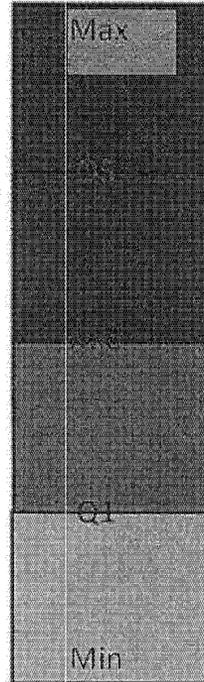
Understanding Salary Ranges

Quartile 4 = Max

Quartile 3 = $(Q2+Q4)/2$

Quartile 2 = Mid

Quartile 1 = $(Min+Q2)/2$



Managing Base Pay

3rd & 4th Quartiles are for employees whose contribution is high or ready for a promotion

Midpoint typically reflects external market rate for fully experienced, fully competent employee

1st Quartile is for employees still learning their role, or below standard contributions

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Base Salary – Compa-Ratio

- Compa-Ratio is the ratio of the employee's salary to the midpoint of their salary range.

- Example:

Annual salary - \$30,000

Local salary range midpoint - \$28,000

Compa-ratio = Employee salary ÷ Range Midpoint x 100

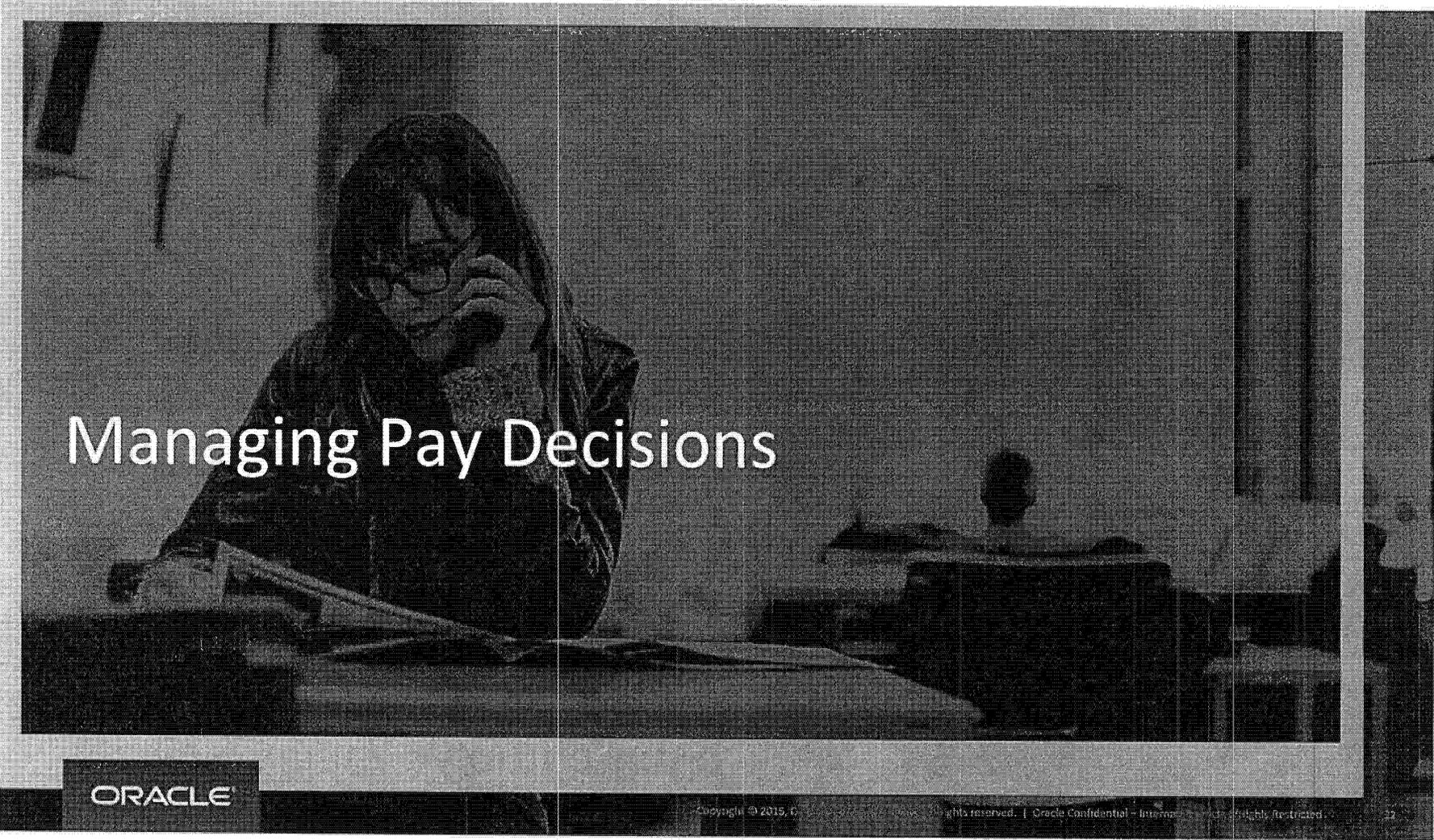
= \$30,000 ÷ \$28,000 x 100

= 107.1

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Managing Pay Decisions

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General Principles of Managing Pay

- Compensation and benefits must be in line with the standard for the job
- Balance external and internal equity
- Consider the relevant knowledge, skills, abilities and experience of the employee
- A promotion does not necessarily require a simultaneous salary increase
- Employees must not take a new role until the compensation has been fully approved and the appropriate terms and conditions have been accepted

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General Principles of Managing Pay (cont.)

- Differentiate rewards by performance but manage within your budget
- Be honest and open with communications on rewards and performance
- These principles apply globally, but pay rates differ by country

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External Hiring

- When recruiting you should consider the value of the “total reward” rather than salary alone, both tangible and intangible:
 - Value of base salary and any bonus opportunity
 - Oracle experience, training, career development, long term opportunities, location, etc.

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External Hiring (cont.)

- Example Scenario:

- Range (from CWB or IWB) min \$49,000 – mid \$68,000 – max \$86,000
- Average salary on team: \$65,000
- Candidates doing the job are earning \$63,000 – \$75,000

- Recruitment dilemma:

- Qualified candidates are earning as much or more than existing team members
- A premium will be required to attract these candidates:
 - say 68,000 (midpoint) x ([REDACTED] = [REDACTED] , higher than midpoint and Oracle average)
- Would increase costs and pay pressures within the group
- But could still recruit as pay requirement is still within range

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Promotions

- A promotion is typically a move from a job in one career level to a job in a higher career level with greater responsibility and impact on the Company's business
- Promotions are not always accompanied by a salary increase

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Is a Promotion Appropriate?

A promotion could be considered if:

- Business need for higher level role
- Employee is assuming significantly more responsibilities in current role and is ready for promotion

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Polling Question

- Under which situation would you feel a promotion is appropriate?
 - A. An employee has been in the same grade for a while and is due a promotion
 - B. I'm concerned the employee may leave the organization
 - C. The salary of my employee is too low and by promoting him I get a chance to increase it
 - D. "My colleague next to me is doing the same job as I do but has a higher career level, so I should be promoted"
 - E. None of the above

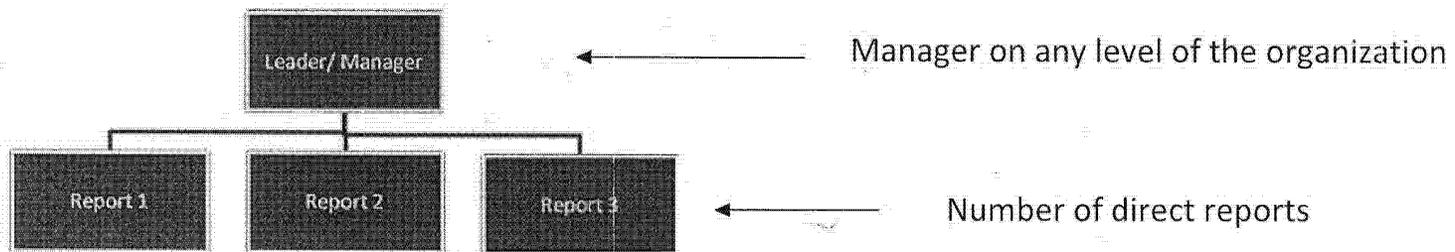
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Management Promotions

Span of Control (SOC)



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Guiding Principles for Span of Control (SOC)

- Normally, increased complexity, more work variety, and a remote working environment call for smaller spans of control in order to maximize the manager's level of productivity
- The number of direct people managed often increases with each layer deeper into the organization, as job complexity decreases and management oversight is not as critical
- Technology or other organizational systems can often help managers who would normally need a smaller span of control by providing better efficiency in managing information and employees
- Smaller spans of control often results in more organizational layers

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International Transfers

- A cross border transfer is a permanent move from one country to another. It is NOT an assignment
- You should pay appropriately in the new country. Do NOT simply transfer at the same salary converted to the new currency
- Pay levels for the same job differ markedly from country to country even where currency is the same, e.g. in Europe several countries use the Euro but have different salary ranges

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International Transfers (cont.)

- To determine appropriate salaries for international transfers transferring to the same position in a new country use the employee's current compa-ratio and keep it constant in the salary range of the new country.
 - This methodology places the salary at the same position in range in the new country as in the old country
 - If employee's current compa-ratio is extremely high or extremely low it may be appropriate to use the new peer group to place the salary appropriately
 - Do not simply convert the current salary to the new currency
 - Generally this type of transfer is a lateral move with no change in job level
 - If transfer is into a completely different job family, then determine salary as if a new hire
- $\text{Compa-ratio} = \text{current salary} / \text{midpoint of salary range}$

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Salary Increase Timing

- Use the annual salary increase review for:
 - Promotions
 - Promotions that were not accompanied by a salary increase
 - Rewarding performance
 - Addressing equity issues where differentials are not justified on the grounds of
 - Knowledge
 - Skills
 - Experience
 - Some other measurable factor

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Scenario – Internal Transfer

I have an internal candidate I would like to hire. He will only transfer if I promote him. He has the exact skill set I need for my group and we desperately need the help. I'm going to tell him that I'll promote him and give him a salary bump to ensure he accepts my offer.

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Recap

- Each situation should be reviewed on a case-by-case basis but the principles should be applied as consistently as possible
- There are no absolute right or wrong or “one size fits all” answers
- Look at the whole picture, not just the position in the salary grade
 - Internal equity
 - Average salaries
 - Skills, Knowledge, Competencies, etc.
- Reasons for the decision should be documented
- The salary and benefits should be set correctly for the new position
- The increase/change in status should not be backdated

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Compensation Programs



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Global Compensation Programs

- Annual Stock Program
- Global Corporate Bonus
- Sales and Non-Sales Salary Increases
- Workforce Compensation Replaces Compensation Workbench

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What is Workforce Compensation?

- Workforce Compensation (WC) is an Oracle Self Service Application for managing compensation processes, allowing you to –
 - Model and allocate budgets
 - Publish (pass down) budgets to subordinate managers
 - Rate, Rank and Award individual employees
 - Review historical compensation information
 - View and download employee information for off-line work for further analysis
 - View submission status of subordinate managers

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Basics for All Programs

- Budgets
 - Communicated to LOB Heads and HR
 - Each LOB may determine their own strategy/method for allocation
- Timelines
 - Corporate Deadlines
 - LOB timelines to meet Corporate Deadlines
- Eligibility
 - Review eligibility document – can change
 - M & A eligibility is dependent on agreement

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Basics for All Programs

- WC Worksheet
 - Populated with eligible employees
 - Check for accuracy promptly
- Communication
 - Do not communicate anything until final BOD approval is obtained
 - Always check WC before you communicate to ensure that amounts haven't changed
 - Communicate bonus and salary increase amounts in local currency

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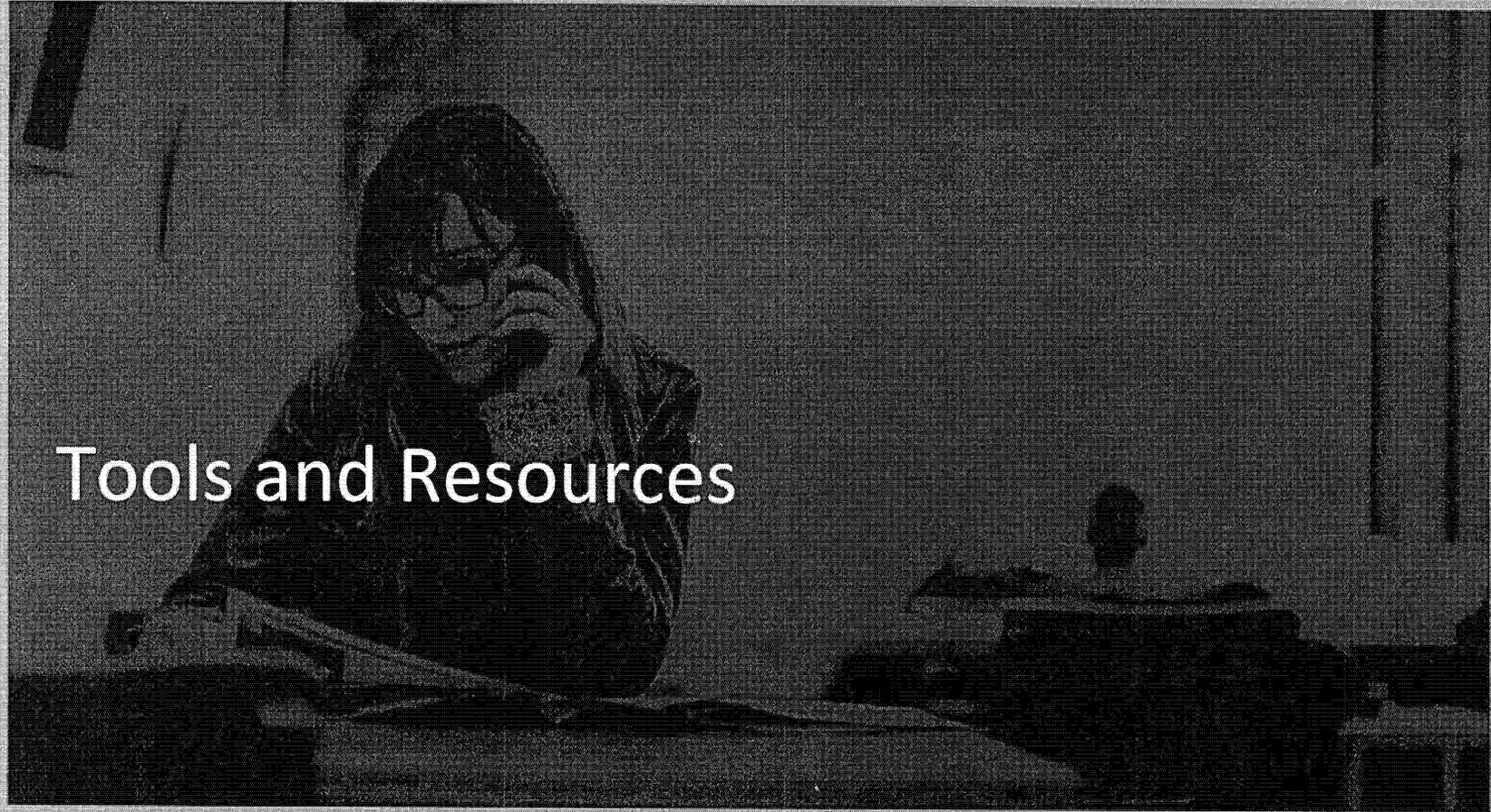
Differences Between Programs

- Budgets
 - Stock budget is a fixed amount – will not vary if employees are added or deleted
 - Bonus and salary increase budgets are based on eligible salaries – changes if employees are added or deleted
 - Stock budget is expressed in # of options
- Eligibility
 - Different for all programs
 - Stock eligibility is based on # of employees in country and tax regulations

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Tools and Resources

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Tools and Resources

- Your manager
- Your HR manager
 - You will find your HR Manager by checking your ARIA page
- Internal Websites
 - Manager Self Service
 - Comp Training Modules, including Region-Specific content
 - Workforce Compensation – used for bonus, stock & salary increase processes
 - IWB – shows salary information and history for all employees within your organization
 - HR Global Website, global HR policies

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Information Workbench (IWB)

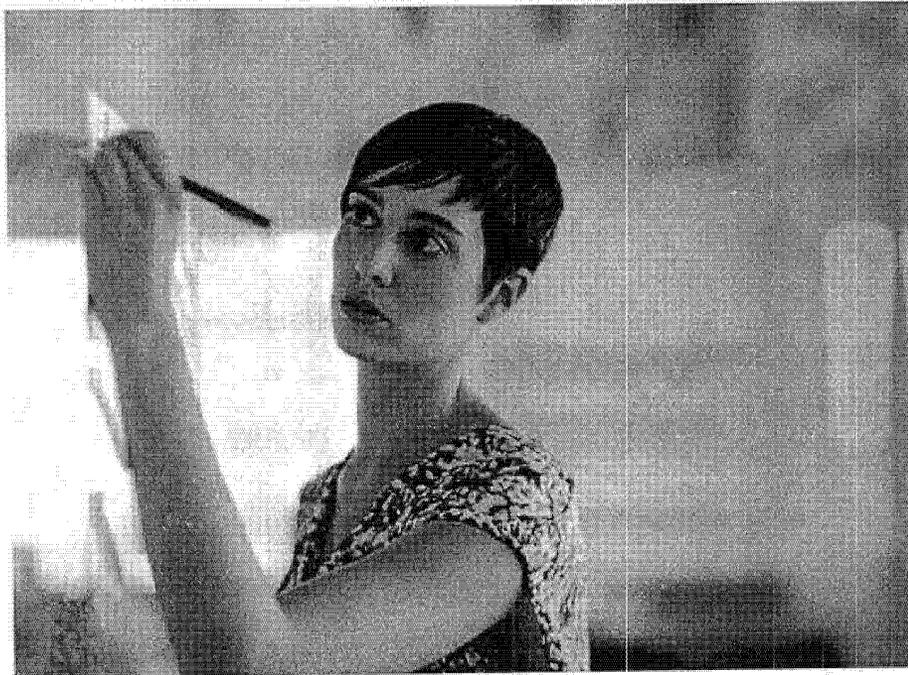
- Main View options:
 - Salary
 - Job Information
 - Sales Salary
 - Total Compensation (summarized - Rolling 12 months)
 - US hours worked - great tool to track overtime hours
- Filters:
 - All employees
 - Direct employees
 - By team
 - Per country

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Your Human Resources Organization



How do I know who to contact?

- HR Rep and HR Manager is identified in ARIA
- Enter your employee's name
- Look under Additional Information
 - HR Representative
 - HR Manager

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Your Human Resources Organization (continued)

HR Representative:

- Work with employees to resolve HR processing issues
- Respond to employee questions on routine policy and resource matters
- Work with employees and managers to ensure accurate HR data
- Complete Workers' Compensation claim forms
- Conduct exit interviews
- Facilitate effective approval process for hiring, transfers (benchmark analysis), status changes, unpaid leaves, voluntary terminations and temporary employee transactions

HR Manager:

- Partner with division management to enhance organizational and individual development
- Facilitate resolution of employee relations issues
- Train and assure that managers/employees are current on HR policies, practices and procedures
- Support compensation programs and provide counsel on appropriate use of job codes, titles and promotional practices
- Facilitate an effective performance management process
- Available as resource for employees to discuss issues related to their employment

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Chat Question



Based on what you learned today, what is one thing that you will do differently?

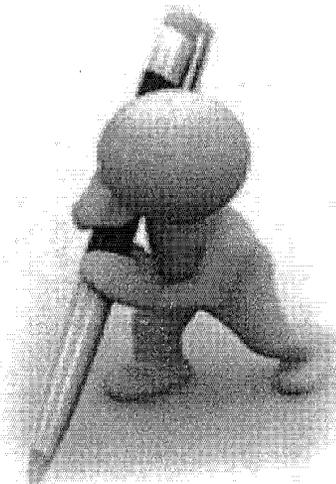
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SURVEY

- What worked?
- Suggestions for improving the training
- Suggested topics for future sessions

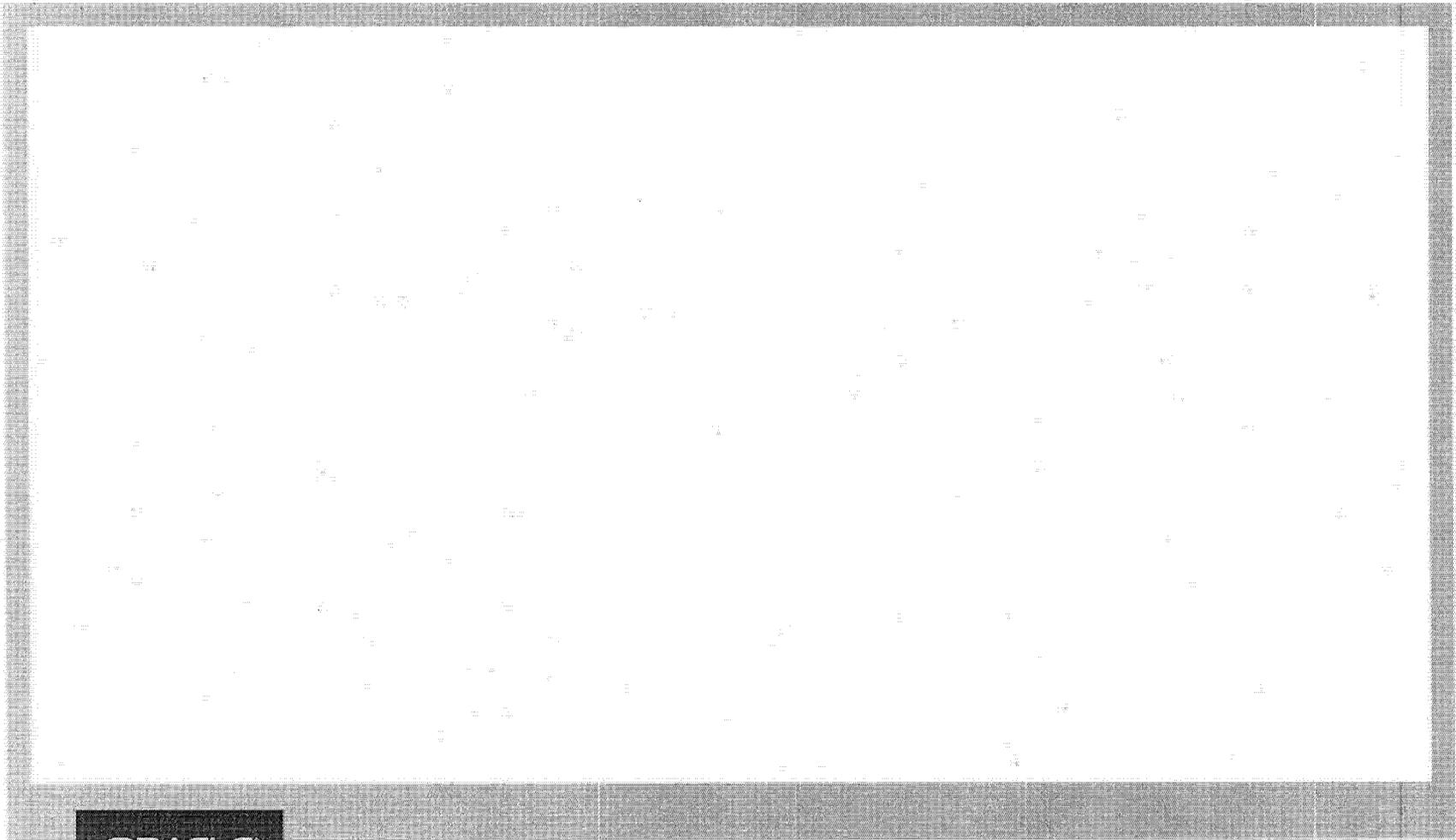


We need your feedback!

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