

This presentation is meant to serve as a guideline and educational aid. There may be more data points that require additional review. If you have any questions regarding the key concepts, please contact your US Compensation Consultant for further clarification.

This presentation is for HR only and should not be distributed to client groups.

ORACLE

Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal



Accelerated Hiring Experience Compensation Checklist and Considerations

Last Updated 11-JUL-2017

ORACLE


Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal

Agenda

- Properly Compensating New Hires
- Getting it Right: Justifications & Approval Notes
- Q & A

ORACLE

Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal



Properly Compensating New Hires

Business Challenge:

- Ensure selection of the right job family and career level based on relevant and related experience
- Pay for the job, may not align with the candidate's expectations
- Balance pay parity within the organization and market competitiveness
- Ensure consistency and good governance of Oracle's resources

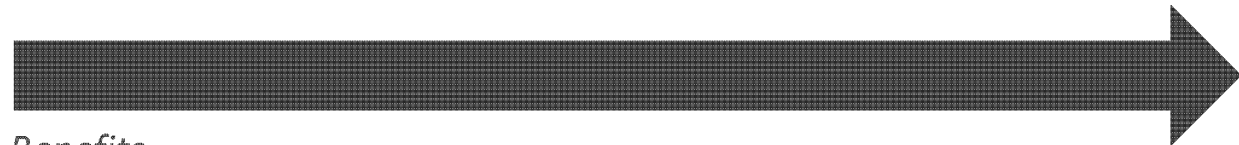
ORACLE

Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal

Solution: Compensation Checklist and Compensation Education



Provide a comprehensive compensation review checklist and educate Line HR on its elements



Key Benefits

- **Empower:** Strengthen Line HR's compensation understanding to help influence manager's pay recommendations for workflow review
- **Balance:** Internal pay equity and external market competitiveness
- **Faster:** Streamline approvals and reducing time to hire

Key Roles

Manager (*compensate for role being performed*)

- Provide concise justifications that provides insight into the offer proposal
- Compensate employees appropriately based on role performed

HR (*challenge to ensure best solutions*)

- Be the initial point of contact, and trusted advisor, to the manager regarding their workforce
- Influence LOB strategic workforce initiatives by leveraging business knowledge, compensation principles, and the competitive landscape.
- Support the LOB's necessity to be fiscally responsible (i.e. misalignment, market pay, etc.)

Office of CEO (*protect the interest of the organization*)

- Protect the fiduciary responsibility of the business
- Ensure consistency throughout the organization

US Compensation (*advise HR*)

- Provide guidance and advice on complex and unique offers
 - Executive offers (VP and above)
 - Equity and/or sign on is being offered
 - Offers outside of the range
 - When escalation is required, provide support on selection of appropriate level and job family
- Educate groups regarding compensation and job structure principles
- Support strategic hiring initiatives within the LOB by utilizing market data to help create unique solutions

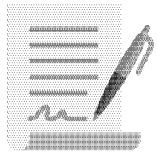


HR & US Comp Partnership

ORACLE

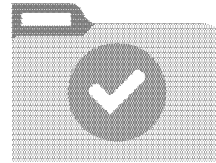
Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal

Compensation Considerations



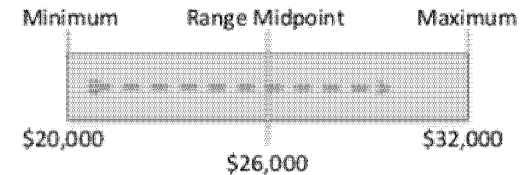
Career Level

Relevant experience



Job Code/Family

Primary job duties, primary job responsibilities, or major purpose for existence of job



Position in Range

Compensate for job



Pay Equity

LOB, work location and hiring manager



Discretionary Pay Elements

Variable, Targets, Sign-On, RSUs



Compliance Review

Job classification, overtime eligibility

ORACLE

Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Oracle Confidential – Highly Restricted

7

Global Career Level (GCL)

Checklist Questions:

- How many years of relevant and related, professional, full-time work experience does the candidate have?
- What is the breadth of that experience as compared to job requirements?

Key Concepts:

- Responsibilities, contribution and job complexity increase from one job level to the next in the hierarchy.
- Career level placement, whether moving from or within the IC or MGR levels, should be determined based on candidate experience and functional responsibility of the role that will be performed.
- Consequences for incorrect career level includes, but is not limited to: limiting career progression, legal compliance issues, over levelling leads to a skewed perception of market value, benefit eligibility (i.e. vacation)
- A reference guide has been created for HR to assist in conversations with client groups and to help identify correct level placement.



Guidelines

**Compensation
Review**

ORACLE

Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal

Job Code and Family

Checklist Questions:

- Was the right job code/family selected based on the information provided in the justification?
- Is this job family used on the team? If not, what makes this role different?

Key Concepts:

- The Job code selection should be the “best fit” based on the primary duties and responsibilities performed; at least 70% of the job duties should match.
- If the job code is incorrect, there could be an impact to the employee’s compensation including pay basis – hourly or annual, short-term incentive eligibility, equity eligibility, etc.



Guidelines

**Compensation
Review**

ORACLE

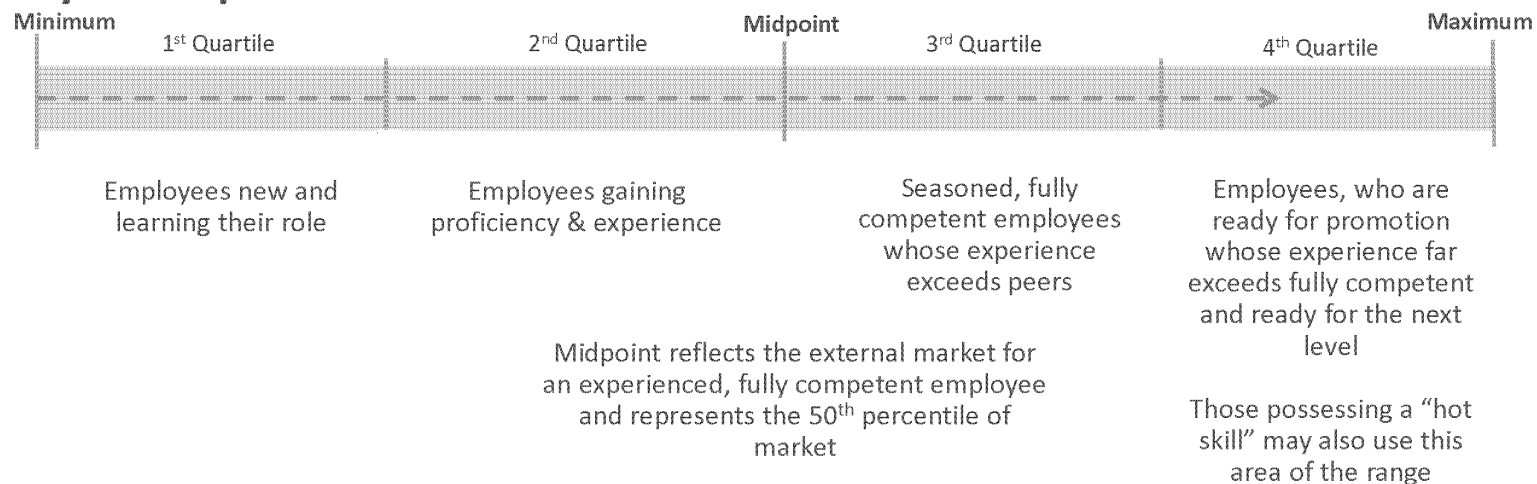
Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal

Position in Range

Checklist Questions:

- Where does the proposed base salary fall within the salary range? What is the position in range?
- How does the employee's background, skills, knowledge, work experience and education compare to the job requirements for the job to determine the appropriate level?
- How does the base compare to peers in the organization in the same work location/management hierarchy who have similar skill sets and have been doing the job?

Key Concepts:



Guidelines

Compensation Review

ORACLE

Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal

Pay Fairness and Internal Analysis

Checklist Questions:

- What is the LOB and/or geographic average/Location/Hiring Manager and how does the proposed compensation compare? Is the offer reasonable? In roles that are recruited locally you will want to compare to the location or department averages.
- Review the qualifications of the team and analyze how offer compares to the team. Based on the analysis does candidate's experience justify the proposed compensation?
- Does this offer create compression issues within role or the next level up, or down?

Key Concepts:

- Balance external competitiveness (candidate's expectations) and internal equity (peer averages).
- Avoid pay compression which leads to pay dissatisfaction, employee morale issues, negative perceptions of pay fairness and increased turnover.



Guidelines

**Compensation
Review**

ORACLE

Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal

Discretionary Pay Elements

Checklist Questions:

- What is the standard short-term incentive (pay mix or bonus) for the role? Is the standard being proposed?
- If offered, how was the sign-on bonus amount determined?
 - Is there a competitive offer with a sign on bonus offered to the candidate?
- If offered, are the proposed RSU's reasonable?
 - Are RSU's critical to the total direct compensation package?

Key Concepts:

- Variable Comp reviews workflows, when appropriate. Review On Target Earning (OTE) guidelines for more information about the standard variable incentive and Annual Target Variable (ATV) for role.
- Sign-on Bonuses are used [REDACTED]
- RSUs are used [REDACTED] and should be reasonable and justifiable.
- Additional pay elements should be vetted and approved before extending the offer.




Guidelines

**Compensation
Review**

ORACLE

Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal



Getting it Right: Justifications & Approval Notes

The scenarios contained in this section are not actual scenarios.
They are fictitious offer examples used for training purposes only.

ORACLE

Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal

HR Approval Note Recommendations

- Approval notes should be concise and not repeat information already provided in workflow (i.e. salary ranges)
- Comments that should be included in HR approval notes:
 - Internal equity information within LOB or Manager such as LOB average, Low and High, or specific location
 - Relevant information not covered in the manager's justification that help justify the proposed career level or compensation
 - Changes to the compensation package that should be evaluated outside of base salary (i.e. ATV, corporate bonus, equity, etc.)
 - % increase in base and OTE, if applicable
 - Sales performance for the last two years, if applicable (% quota attainment, for overlay staff % of variable achieved)
- If the recommendation is not supported, please consider language such as:
 - "Have discussed with management and forwarding for business review"
 - "Discussed with management and recommended xxx"
 - "Management feels strongly...."

ORACLE

Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal

HR Workflow Comments Examples

- Non-replacement, regular new hire into 99020. User Experience Developer 2-ProdDev.PRODEV.SWENG.IC2. Proposed salary of [REDACTED] is in the 3rd Q of: [REDACTED] LOB Avg: N/A, 0 incumbents. SVP Avg: [REDACTED], 9 incumbents. <NAME> HRBP
- HRBP <NAME> reviewed and discussed with manager. Non-Replacement new hire into the 10730. Applications Developer 3 role. Proposed base salary of [REDACTED] is below the 1st Q of the range of [REDACTED] for this role. LOB average salary for this role is [REDACTED]. There are 26 incumbents in the US in the GBU in this role. The SVP average salary is [REDACTED]. There are 141 incumbents in the US in SVP's org in this job code. Justification comments below.
- Rehire for a 30150 – Telesales/Internet Sales Manager (M2). Not a replacement. Proposed salary: [REDACTED] Proposed ATV: [REDACTED] Standard 50/50 mix. Salary range: Min - [REDACTED] Average salary in LOB: [REDACTED] This rehire vol term'd on 29-MAY-2015 as a 6930 - Internet Sales Representative III (IC3). Candidate is eligible for rehire. HRBP has reviewed and supports. I discussed this with the manager and CorpComp and the proposed offer is in line with our recommendation. The proposed compensation is reasonable in relation to peers and the candidate left Oracle a little over 2 years ago. She has been a manager for 2 years so the M2 level is appropriate given experience
- Replacement new hire into 17140 Product Mgr/Strategy 4 role (IC4). Seattle, WA; Proposed base salary: [REDACTED] (4th quartile; [REDACTED]). Peer avg [REDACTED] – 13 incumbents). Proposed sign-on [REDACTED] to cover bonus in competing offer. Proposed equity [REDACTED] to compete with market Total Comp & align with internal peers. Year 1 Total comp: [REDACTED] Reviewed by HRBP (NAME) & HR REP (NAME).

ORACLE

Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal

Getting it Right- Manager Justification

Student/Intern to Full-Time Review Example

Offer Details:

- **Student/Intern to Full-Time**
- GCL: IC2
- Position: 30920.Marketing Comm / PR Specialist 2
- Base: [REDACTED]
- Sign on: [REDACTED] (Exception Request)
- Equity: [REDACTED]
- Salary Range: [REDACTED]

Candidate Profile:

- Graduated 2017
- Completed an internship at Oracle Spring 2017
- No prior full-time, relevant work experience

Manager Comments:

Student/Intern to Full-Time: Jeanette is a Marketing intern who will be transitioning to a full time entry level Oracle employee. She is a self-starter, great at managing projects and seeing them through, and has developed some solid PR skills including speaking well, writing, and event planning.

Additional Details

- Peer Avg: [REDACTED]
- Location Avg: [REDACTED]

Questions to Ask/Consider

- Job Code & Family
 - Is this the right job family for the role described in workflow?
- Career Level
 - Does the candidate meet the level of experience for the GCL?
- Position in Range
 - How was the compensation determined?
- Peer Compare
 - What is the LOB average?
- Exception elements
 - Why is the manager offering a sign on bonus?
 - How is sign on used in this organization, if at all?

ORACLE

Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal

Getting it Right- Manager Justification

Student/Intern to Full-Time Review Example

Improved Justification

- Jeanette is a Marketing intern who will be transitioning to a full time entry level Oracle employee. In her role, she will provide support for ongoing PR activities including media relations, events, news tracking and storytelling opportunities with customers. Jeanette brings knowledge of Oracle products and services from her previous role as an intern with the company and a strong passion for media that makes her a fit for this position. She is a self-starter, great at managing projects and seeing them through, and has developed some solid PR skills including writing and event planning.

Compensation's Recommendation

- Decrease GCL to an IC1 to more appropriately align with GCL guidelines
- Decrease compensation to be in line with new range and review peer group average to help determine base
- Remove sign on bonus

ORACLE

Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal

Getting it Right- Manager Justification

Prod Dev New Hire Review Example

Offer Details:

- Prod Dev New Hire
- GCL: IC5
- Position: Software Developer IC5
- Base: [REDACTED]
- Sign on: [REDACTED]
- Equity: [REDACTED]
- Salary Range: [REDACTED]

Candidate Profile:

- Senior software developer at Google since 2008
- Software developer Salesforce from 2005-2008
- Graduated from Cal Poly in 2005; computer science

Manager Comments:

{blank}

Additional Detail:

- Peer Avg: [REDACTED]

Questions to Ask/Consider

- Job Code & Family
 - Is this the right job family for the role described in workflow?
- Career Level
 - Does the candidate meet the level of experience for the GCL?
- Position in Range
 - How was the compensation determined?
- Peer Compare
 - What is the LOB average?
- Exception elements
 - Why is the manager offering a sign on bonus?
 - How is sign on used in this organization, if at all?

ORACLE

Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal

Getting it Right- Manager Justification

ProdDev Hire Review Example

Improved Justification

- The Oracle Cloud Infrastructure group will deliver critical systems for Oracle Cloud, operating at the highest level of scale, availability, reliability, and operational excellence. Delivering these systems at scale is a challenging task requiring deep expertise and experience in distributed systems, highly available services, and scalable cloud infrastructure. Given the large charter for this team, and how quickly this product is ramping up, we need a nimble software developer with strong leadership skills who can handle both the speed and the volume at which we work. I request your approval to hire {name} as a senior software developer for the Oracle Cloud Infrastructure group. She offers an impressive track record of results in her role as Software developer for Google. She has strong understanding of KVM, QEMU virtual machine technologies as well as strong Linux distros (RHEL, Ubuntu) support experience. Given the strength of the background and experience, we're offering a base of [REDACTED] (near the top of the salary range, but given the depth of technical experience – it's in line with peers at an average of [REDACTED]). The new hire equity grant is, again consistent with what we are finding in the market for this skill level and will align with equity that internal peers have.

Compensation's Recommendation

- Once all details were made available, offer makes sense.
- Breakout sign on bonus into two payouts 1) at time of hire and 2) at 12 month anniversary

ORACLE

Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal

Getting it Right- Manager Justification

Manager New Hire Review Example

Offer Details:

- **Manager New Hire**
- GCL: M2
- Position: 104120.Real Estate Manager
- Base: [REDACTED]
- Sign on: [REDACTED]
- Equity: [REDACTED]
- Salary Range: [REDACTED]

Candidate Profile:

- Based out of California
- Graduated from OSU 2016
- Has 2yrs of full-time work experience as a hotel front desk receptionist while in school

Manager Comments:

Antonia will be based in HQ but responsible for overseeing the Midwest region. While she will not have direct reports, she will have to manage many facilities and interact with thousands of employees. She comes highly recommended from someone in her peer group. Antonia is a mature and poised individual who works well under pressure. She also has a PMP which will help her in this role.

Additional Detail:

- Peer Avg: [REDACTED]

Questions to Ask/Consider

- Job Code & Family
 - Is this the right job family for the role described in workflow?
- Career Level
 - Does the candidate meet the level of experience for the GCL?
- Position in Range
 - How was the compensation determined?
- Peer Compare
 - What is the LOB average?
- Exception elements
 - Why is the manager offering a sign on bonus?
 - How is sign on used in this organization, if at all?

ORACLE

Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal

Getting it Right- Manager Justification

Manager New Hire Review Example

Improved Justification

- Antonia graduated from OSU with a B.S. in Hospitality Management. Antonia will be based in HQ but responsible for overseeing the Midwest region. While she will not have direct reports, she will have to manage many facilities and interact with thousands of employees. In her role she will aid in the closing down and consolidation of many facilities. Additionally there will be many renovation projects she will need to oversee during the consolidation process. While in school she worked in a boutique hotel and helped project manage the renovation of conference space. She comes highly recommended from someone in her peer group who was able to see Antonia in action. Antonia is a mature and poised individual who works well under pressure. She also has a PMP which will help her in this role. We are offering a sign on bonus because it is our intention that during the consolidation process in Q3 that Antonia will move to Minneapolis which will be the largest hub in the Midwest.

Compensation's Recommendation

- Review candidate's experience to determine proper GCL. The role described is not a manager role.
- Revisit compensation once the GCL is determined.
- Does not recommend a sign on bonus, the business should consider relocation at the time the relocation will take place.

ORACLE

Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal

Getting it Right- Manager Justification

Sales New Hire Review Example

Offer Details:

- Sales New Hire
- GCL: IC3
- Position: 3303.Technology Sales Rep 3
- Base: [REDACTED]
- Variable: [REDACTED]
- Sign on: [REDACTED]
- Equity: [REDACTED]
- Salary Range: [REDACTED]

Candidate Profile:

- 15yrs of professional sales experience
- 4yrs previous global management experience
- Has relationships with key accounts
- High performing sales professional

Manager Comments:

- This position is included in the FY 18 budget; revenue generating sales rep for the Central region. We are recommending a base of [REDACTED] because of his business relationships and to meet his compensation expectations.

Additional Detail:

- Peer Avg: [REDACTED]

Questions to Ask/Consider

- Job Code & Family
 - Is this the right job family for the role described in workflow?
- Career Level
 - Does the candidate meet the level of experience for the GCL?
- Position in Range
 - How was the compensation determined?
- Peer Compare
 - What is the LOB average?
- Exception elements
 - Why is the manager offering a sign on bonus?
 - How is sign on used in this organization, if at all?

ORACLE

Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal

Getting it Right- Manager Justification

Sales New Hire Review Example

Improved Justification

- This position is included in the FY 18 budget; revenue generating sales rep for the Central region. This is an additional resource for our PSA group to increase our coverage due to the growth we are seeing in the region. Responsibilities will include: Prospecting, building pipeline, closing new customers, creating a territory plan, presentation skills, customer on sites. He is an excellent candidate for this position as he has been working in a business development role for around 5 years at a top competitor, ChangePoint and will add much needed skills, experience and credibility to the sales process. He has a successful track record achieving numerous customer wins. Prior to ChangePoint, he had over 10 years of previous related sales experience. Achieved 160% Goal attainment in FY16, closing \$1.76 Million on a Goal of \$1.1 Million. Achieved 109% Goal attainment in FY15, closing \$872,000 on a goal of \$800,000. Achieved double-digit revenue growth each year in seat per his resume. He already has relationships with key contacts in accounts we are trying to win over from SAP. He will be responsible for selling PSA products expanding the footprint and will carry an annual quota of approximately \$1M. He has an extensive background in professional services and his combination of business knowledge with solution and sales skills puts him on the very top of the pyramid of ideal candidates we are looking for in this role. He will be based in Columbus, OH. We are recommending a base of \$ [REDACTED] due to his business relationships and compensation expectations. We have his commitment that he will take this offer because he really wants to join Oracle and help be a part of our success story.

Compensation's Recommendation

- Review GCL. Based on candidate experience, is this the appropriate level?
 - What is the business need? Do they need or can they afford an IC4?

ORACLE

Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal

Appendix

ORACLE

Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Oracle Confidential – Highly Restricted

24

Additional Resources

- Compensation Wiki: Salary Ranges, Job Descriptions, Career Level Guide, Compensation Checklist, Compensation Glossary
<http://myst.oraclecorp.com/hrwiki/index.php?n=GlobalComp.Policy>
- FLSA Exemptions: https://www.dol.gov/whd/overtime/fs17a_overview.pdf
- US Compensation Team Contacts (as of July 1, 2017):
 - Ellison: Kris Edwards, Monica Kanack (New Team Member!), Amanda Crane
 - Catz: Lynne Carrelli
 - Sim, Birk, Donatelli: Katie Beckner (New Team Member!)
 - Geraffo, Olsen, Donato: Nora Medina
 - Weiler, Ipsen: Jana Lathrop
 - Rozwat and McGeever: TBD; Temporarily Amanda Crane (Rozwat) /Jana Lathrop (McGeever)

ORACLE

Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal

Getting it Right- Manager Justification

Business Analyst Hire Review Example

Offer Details:

- **Business Analyst (Full-time)**
- GCL: IC4
- Position: 46040 Business Analyst 4
- Base [REDACTED]
- Sign on: [REDACTED]
- Equity: [REDACTED]
- Salary Range: [REDACTED]

Candidate Profile:

- Graduated 2015
- Was a Business for 2yrs post graduation at SAP

Manager Comments:

Rolando will be based in our Orlando office. He graduated from FGCU with a B.S. in Business Administration. After graduating he started working at SAP and has been a Business Analyst for 2yrs. He comes highly recommended and is very professional.

Additional Details

- Peer Avg: [REDACTED]
- Location Avg: [REDACTED]

Questions to Ask/Consider

- Job Code & Family
 - Is this the right job family for the role described in workflow?
- Career Level
 - Does the candidate meet the level of experience for the GCL?
- Position in Range
 - How was the compensation determined?
- Peer Compare
 - What is the LOB average?
- Exception elements
 - Why is the manager offering a sign on bonus?
 - How is sign on used in this organization, if at all?

ORACLE

Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal

Getting it Right- Manager Justification

Business Analyst Hire Review Example

Improved Justification

- Rolando will be based in our Orlando office. He graduated from FGCU with a B.S. in Business Administration. After graduating he started working at SAP and has been a Business Analyst for 2yrs. He created an analysis tool that enabled the sales force to target customers who were soon to be out of compliance. This tool helped the sales force generate over \$4M in additional revenue for the company. Rolando will be starting graduate school at UCF pursuing a MBA with a concentration in Data Analytics. He comes highly recommended and is very professional.

Compensation's Recommendation

- The candidate's background and experience better fits the IC2 level, which is overtime eligible unlike the current proposed job code.
- The compensation needs to be revisited based upon the appropriate career level and peer comparison.
- Return for correction to the appropriate IC2 career level. If the manager is unable to do that due to system limitations, US Comp would reject so that the proper career level can be selected and the hourly rate entered in workflow.

ORACLE

Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal

HR Career Level Reference - IC Levels

This chart is meant to be a general guide for leveling purposes.

PROFESSIONAL LEVEL Guidelines		
Career Level	Typical Yrs Relevant Exp	Breadth of Experience
IC1	0-2	<ul style="list-style-type: none"> - Follows standard practices and procedures in analyzing situations or data from which answers can be readily obtained. - Builds stable working relationships internally. - Contributes through FOLLOWING DIRECTIONS: Activity with guidance and problem solving with assistance.
IC2	2+	<ul style="list-style-type: none"> - Exercises judgment within defined procedures and practices to determine appropriate action. - Builds productive working relationships internally and externally. - Contributes INDEPENDENTLY: Completes own role largely independently with some assistance and guidance.
IC3	5+	<ul style="list-style-type: none"> - Demonstrates good judgment in selecting methods and techniques for obtaining solutions. - Networks with senior internal and external personnel in own area of expertise. - Contributes through EXPERTISE: Duties and tasks are varied and are complex requiring independent judgment.
IC4	8+	<ul style="list-style-type: none"> - Exercises judgment in selecting methods, techniques and evaluation criteria for obtaining results. - Networks with key contacts outside own area of expertise. - Contributes through OTHERS: Leading contributor providing direction and mentoring to others.
IC5	12+	<ul style="list-style-type: none"> - Exercises independent judgment in methods, techniques and evaluation criteria for obtaining results. - Creates formal networks involving coordination among groups. - Contributes through LEADERSHIP: Manages and plans implementation of company policy for achieving business goals.
IC6	15+	<ul style="list-style-type: none"> - Works on issues that impact design/selling success or address future concepts, products or technologies. - Creates formal networks with key decision makers and serves as external spokesperson for the organization. - Contributes through STRATEGY: Develops and advises on company policy, contributing through strategy definition and implementation.



Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal

HR Career Level Reference- MGR Levels

This chart is meant to be a general guide for leveling purposes.

MANAGER LEVEL Guidelines			
Career Level	Typical Yrs Relevant Exp	Typical Yrs Managing EEs	Breadth of Experience
M1	2+	0+	<ul style="list-style-type: none"> - First line supervisor within a single function or work group. - Provides direction to employees according to established policies and management guidance. - Administers company policies that directly affect subordinate employees. - Contributes INDEPENDENTLY
M2	4+	0+	<ul style="list-style-type: none"> - First line manager with operational focus within a single function or work group. Must have a minimum of 2 full-time direct reports on an ongoing basis. - Provides tactical direction to staff and executes against stated objectives. - Ensures that operational policies are followed. Responsible for delivery of agreed service standards/levels. - Contributes through OTHERS
M3	6+	2+	<ul style="list-style-type: none"> - First line manager within a single department or work group; or second line manager of two to three multi-functional areas, departments or work groups. - Responsible for tactical direction of staff including IC's, high-level contributors. - Modifies and executes company policies that affect immediate operation(s) and may also have company-wide effect. - Contributes through OTHERS
M4	8+	4+	<ul style="list-style-type: none"> - Senior-level manager with designated revenue targets below line VP level. - Responsible for maintaining strategic direction and goal attainment of staff. Responsible for a team of managers/high level contributors who manage teams/departments. - Negotiates resources and quality control standards across departments. - Contributes through LEADERSHIP
M5	12+	6+	<ul style="list-style-type: none"> - Senior level manager with designated revenue targets greater than Director, but below VP level. Manages first line managers, senior managers and directors. - Responsible for a team of managers/senior managers/directors and/or high level contributors who manage teams/departments - Negotiates resources and quality control standards across departments. - Contributes through LEADERSHIP
M6	15+	10+	<ul style="list-style-type: none"> - Executive (VP) responsible for multiple functions, departments, and/or diverse geographic marketplaces. Reports to an SVP. - Manages a team of directors and/or high-level individual contributors. - Develops and ensures the implementation of strategic plans and objectives. - Contributes through STRATEGY



Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal

California- HQ and Non-HQ locations

- HQ

- Sales and Pre-Sales roles only have, and use, HQ ranges

- **SF Bay Area:**

- San Francisco/North Bay Area 941, 949

- East Bay 945-948

- San Jose/Silicon Valley 940, 943-944, 950-951

- NorCal, Non-Bay Area 954-955

- Monterey/South, Non-Bay Area 939

- Sacramento, Non-Bay Area 942, 952-953, 956-961

- Non-HQ:

- All other California locations whose zip starts with other numbers

- Some examples include: Rocklin, Santa Monica, San Diego

ORACLE

Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal

Compliance Review

Checklist Questions:

- If the role has an annual salary pay basis, do the duties for the role meet the exemption criteria based on the FLSA test?
- Is the employee in the right job code/position?
- IC Non-Sales (Proposed Base below \$100,000)- The manager should include relevant work experience in line with the level requested. Also, will the candidate be required to exercise discretion and independent judgement? The exercise of discretion and independent judgment involves the regular comparison and evaluation of possible courses of conduct, and acting or making a decision after the various possibilities have been considered. The exercise of discretion and independent judgment must be more than the use of skill in applying well-established techniques, procedures or specific standards described in manuals or other sources. If the answer is no, please review as this job may not meet the Administrative Employee exemption.
- IC Sales – The manager needs to indicate if the employee’s anticipated primary duty to engage in sales activities is more than half of the time away from the Oracle Workplace. If the answer is no, please review as this may not meet the Outside Sales exemption.
- Manager - If the employee will have a primary duty of managing two or more full-time employees [with the authority to hire and fire or make recommendations regarding decisions affecting the employment status of others] include number of direct and indirect reports. If the answer is no, please review as this may not meet the Executive exemption.

Key Concepts:

- When reviewing those transactions with a change in job status ensure that the individual meets the proposed global career level.
- If there is a question on compliance reach out to Legal for review.



Guidelines

**Compensation
Review**

ORACLE

Copyright © 2017, Oracle and/or its affiliates. All rights reserved. | Confidential – Oracle Internal