

Oracle Database 12c SQL

SOLVING BUSINESS PROBLEMS

Ina Olsanskaja

Business Questions

1. LAY OFF THE PART OF THE EMPLOYEES for savings to survive this hard COVID-19 time

2. RELOCATE THE PART OF THE EMPLOYEES from departments with the highest number of employees



Source: https://www.cdc.gov/coronavirus/2019-ncov/downloads/community/shelters-protect-common-areas.pdf

Implementation Steps

- 1 Tables and relations between them
 - 2 Employees in each department
 Departments locations
 - 3 Missing values
 - 4 Finding out missing data
 - 5 Departments with high total salary amount
 - 6 Salary distribution in those departments
 - 7 Employees to be laid off
 - 8 Savings per month and year
 - 9 List of emails to inform employees
 - 10 Employees relocation











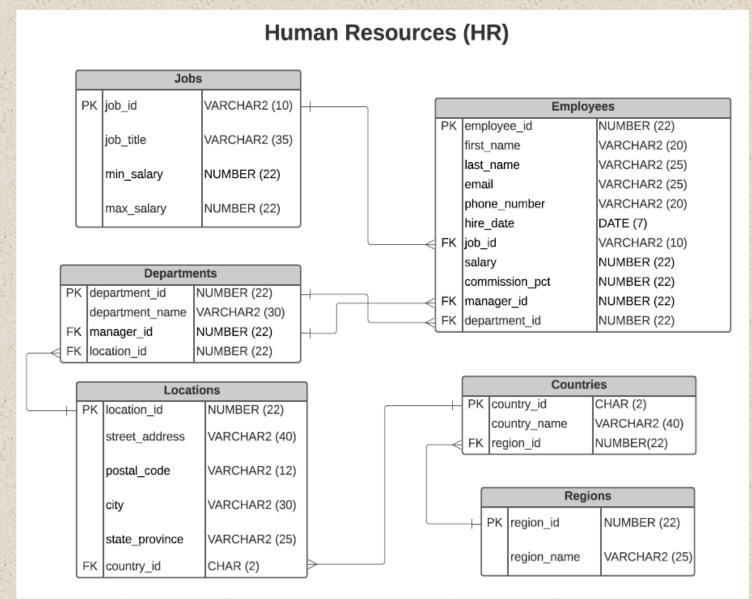






1. Schema

- This schema helps to understand:
 - relations between tables
 - information gathered in the tables
 - data types



2

2. Employees, Departments, Distributing by Departments

We have 107 employees and 27 departments

One employee does not have department_id

16 departments do not have any employees

All 107 employees work in 11 departments

Departments are
 in 7 different
 locations, but
 each
 department is
 only in one
 location

```
1 |-- 1. HOW MANY EMPLOYEES DO WE HAVE?
2 select count(*) as EMPLOYEES_TOTAL
3 from hr.employees
4 ;
5
6
7 -- 2. DEPARTMENTS LIST
8 select department_id
9    , department_name
10    , location_id
11 from hr.departments
12 order by location_id
13 ;
14
15
16 -- 3. EMPLOYEES NUMBER IN DEPARTMENT
17 select count(distinct employee_id) as EMPLOYEES_TOTAL
```

-- 4. JOINING DEPARTMENTS TO EMPLOYEES AND LOOKING FOR EMPTY DEPARTMENTS

on hr.departments.department_id=hr.employees.department_id

, department id

group by department_id
order by department_id

, department_name

where employee_id is null

, employee_id

from hr.departments left join hr.employees

select hr.departments.department_id

from hr.employees

22 23 24

27

31

33

34

1 -Download CSV

Download CSV 12 rows selected.

EMPLOYEES_TOTAL

4.

| DEPARTMENT_ID | DEPARTMENT_NAME | EMPLOYEE_ID |
|---------------|----------------------|-------------|
| 120 | Treasury | - |
| 130 | Corporate Tax | - |
| 140 | Control And Credit | - |
| 150 | Shareholder Services | - |
| 160 | Benefits | - |
| 170 | Manufacturing | - |
| 180 | Construction | - |
| 190 | Contracting | - |
| 200 | Operations | - |
| 210 | IT Support | - |
| 220 | NOC | - |
| 230 | IT Helpdesk | - |
| 240 | Government Sales | - |
| 250 | Retail Sales | - |
| 260 | Recruiting | - |
| 270 | Payroll | - |
| Download CSV | | |

Download CSV 16 rows selected.

| DEPARTMENT_ID | DEPARTMENT_NAME | LOCATION_ID |
|---------------|----------------------|-------------|
| 60 | IT | 1400 |
| 50 | Shipping | 1500 |
| 30 | Purchasing | 1700 |
| 10 | Administration | 1700 |
| 140 | Control And Credit | 1700 |
| 260 | Recruiting | 1700 |
| 250 | Retail Sales | 1700 |
| 240 | Government Sales | 1700 |
| 90 | Executive | 1700 |
| 100 | Finance | 1700 |
| 110 | Accounting | 1700 |
| 120 | Treasury | 1700 |
| 130 | Corporate Tax | 1700 |
| 270 | Payroll | 1700 |
| 150 | Shareholder Services | 1700 |
| 160 | Benefits | 1700 |
| 170 | Manufacturing | 1700 |
| 180 | Construction | 1700 |
| 190 | Contracting | 1700 |
| 200 | Operations | 1700 |
| 210 | IT Support | 1700 |
| 220 | NOC | 1700 |
| 230 | IT Helpdesk | 1700 |
| 20 | Marketing | 1800 |
| 40 | Human Resources | 2400 |
| 80 | Sales | 2500 |
| 70 | Public Relations | 2700 |

Download CSV 27 rows selected.

3. Dealing With Missing Values

- We have missing values in Steven King's and Kimberly Grant's records
- Manager_id we do not use in our computations
- S.King does not have any manager_id. He is the president of the company
- K.Grant has a lot of missing data, but we know that he is a Sales Representative, and his salary is 7000
- Salary is important for us
- Let's see if we can find out all needed information about K.Grant

```
-- 5. MISSING VALUES IN OUR TABLES
    -- We will see all employees and all departments and
    -- all missing ID values in one place
    select distinct employee_id
            , last name
            , first_name
            , hr.employees.department_id
            , department name
            , hr.employees.job_id
            , job title
            , hr.employees.manager id
            , hr.locations.location_id
            , hr.countries.country_id
51
              country name
            , hr.regions.region id
52
53
            , region_name
             , hire date
    from hr.employees
    left join hr.departments
        on hr.employees.department_id=hr.departments.department_id
    left join hr.jobs on hr.employees.job_id=hr.jobs.job_id
    left join hr.locations
        on hr.departments.location_id=hr.locations.location_id
    left join hr.countries on hr.locations.country id=hr.countries.country id
    left join hr.regions on hr.countries.region_id=hr.regions.region_id
65
    where hr.departments.department id is null
            or hr.employees.employee id is null
            or hr.employees.manager_id is null
            or hr.locations.location id is null
69
            or hr.countries.country_id is null
70
            or hr.regions.region id is null
71
72
```

```
71
72 -- 6. LET'S SEE IF KIMBERLY GRANT HAS A SALARY:
73 select salary
74 from hr.employees
75 where employee_id = 178;
76
```



| EMPLOYEE_ID | LAST_NAME | FIRST_NAME | DEPARTMENT_ID | DEPARTMENT_NAME | JOB_ID | JOB_TITLE | MANAGER_ID | LOCATION_ID | COUNTRY_ID | COUNTRY_NAME | REGION_ID | REGION_NAME | HIRE_DATE |
|-------------|-----------|------------|---------------|-----------------|---------|----------------------|------------|-------------|------------|--------------------------|-----------|-------------|-----------|
| 178 | Grant | Kimberely | - | - | SA_REP | Sales Representative | 149 | - | - | - | - | - | 24-MAY-07 |
| 100 | King | Steven | 90 | Executive | AD_PRES | President | - | 1700 | US | United States of America | 2 | Americas | 17-JUN-03 |

4. Dealing With Missing Data

- All Sales Representatives are from the same department, location and region and have the same manager_id
- ❖ We can fill in all the information about K.Grant when it will be needed

```
-- 7. LOOKING FOR SALES REPRESENTATIVES WITH MANAGER_ID = 149
     -- TO FIND OUT ALL MISSING INFORMATION FOR KIMBERLY GRANT
     select distinct employee_id
 85
             , last_name
             , first_name
 87
             , hr.employees.department_id
             , department_name
 89
             , hr.employees.job id
 90
             , job_title
 91
             , hr.employees.manager_id
 92
             , hr.locations.location_id
 93
             , hr.countries.country_id
             , country_name
 95
             , hr.regions.region_id
             , region_name
     from hr.employees
     left join hr.departments
         on hr.employees.department_id=hr.departments.department_id
101 left join hr.jobs on hr.employees.job_id=hr.jobs.job_id
102 left join hr.locations
         on hr.departments.location_id=hr.locations.location_id
     left join hr.countries on hr.locations.country_id=hr.countries.country_id
     left join hr.regions on hr.countries.region_id=hr.regions.region_id
     where job_title = 'Sales Representative' and hr.employees.manager_id = 149
107
108
109
     order by employee_id
110
111
```

| EMPLOYEE_ID | LAST_NAME | FIRST_NAME | DEPARTMENT_ID | DEPARTMENT_NAME | JOB_ID | JOB_TITLE | MANAGER_ID | LOCATION_ID | COUNTRY_ID | COUNTRY_NAME | REGION_ID | REGION_NAME |
|-------------|------------|------------|---------------|-----------------|--------|----------------------|------------|-------------|------------|----------------|-----------|-------------|
| 174 | Abel | Ellen | 80 | Sales | SA_REP | Sales Representative | 149 | 2500 | UK | United Kingdom | 1 | Europe |
| 175 | Hutton | Alyssa | 80 | Sales | SA_REP | Sales Representative | 149 | 2500 | UK | United Kingdom | 1 | Europe |
| 176 | Taylor | Jonathon | 80 | Sales | SA_REP | Sales Representative | 149 | 2500 | UK | United Kingdom | 1 | Europe |
| 177 | Livingston | Jack | 80 | Sales | SA_REP | Sales Representative | 149 | 2500 | UK | United Kingdom | 1 | Europe |
| 178 | Grant | Kimberely | - | - | SA_REP | Sales Representative | 149 | - | - | - | - | - |
| 179 | Johnson | Charles | 80 | Sales | SA_REP | Sales Representative | 149 | 2500 | UK | United Kingdom | 1 | Europe |

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5. Correcting Our Data and Making Computations

After correction K.Grant
 has the department_id =
 80 and the department has
 right number of employees

```
110
     -- 8. CORRECTED EMPLOYEES NUMBER IN DEPARTMENTS
     select count(distinct employee id) as EMPLOYEES TOTAL
         , coalesce(department_id, 80) as Department_ID
     from hr.employees
     group by coalesce(department id, 80)
     order by department_id
117
118
119
     -- 9. SALARY DISTRIBUTION IN DEPARTMENTS
     select count(distinct employee_id) as EMPLOYEE_TOTAL
         , sum(salary) as TOTAL_SALARY
123
         , max(salary) as MAX_SALARY
124
     -- rounding average salary
         , round(avg(salary)) as AVG_SALARY
         , UPPER(coalesce(department_name, 'Sales')) as DEPARTMENT_NAME
     from hr.employees
    inner join hr.departments
129
         on coalesce(hr.employees.department_id, 80) =
         coalesce(hr.departments.department_id, 80)
     group by department_name
     order by total_salary desc
133
134
```

| * | We have 4 departments |
|---|-------------------------|
| | with much higher salary |
| | amount than other 7 |
| | departments |

Let's take a closer look at Executive, Finance, Sales and Shipping departments

| EMPLOYEE_TOTAL | TOTAL_SA | LARY | MAX_SALARY | AVG_SALARY | DEPARTMENT_ | NAME |
|----------------|----------|------|------------|------------|-------------|-------|
| 35 | 311500 | | 14000 | 8900 | SALES | |
| 45 | 156400 | | 8200 | 3476 | SHIPPING | |
| 3 | 58000 | | 24000 | 19333 | EXECUTIVE | |
| 6 | 51608 | | 12008 | 8601 | FINANCE | |
| 5 | 28800 | | 9000 | 5760 | IT | |
| 6 | 24900 | | 11000 | 4150 | PURCHASING | |
| 2 | 20308 | | 12008 | 10154 | ACCOUNTING | |
| 2 | 19000 | | 13000 | 9500 | MARKETING | |
| 1 | 10000 | | 10000 | 10000 | PUBLIC RELA | TIONS |
| 1 | 6500 | | 6500 | 6500 | HUMAN RESOU | RCES |
| 1 | 4400 | | 4400 | 4400 | ADMINISTRAT | ION |

AFTER CORRECTION

| EMPLOYEES_TOTAL | DEPARTMENT_ID |
|-----------------|---------------|
| 1 | 10 |
| 2 | 20 |
| 6 | 30 |
| 1 | 40 |
| 45 | 50 |
| 5 | 60 |
| 1 | 70 |
| 35 | 80 |
| 3 | 90 |
| 6 | 100 |
| 2 | 110 |

Download CSV 11 rows selected.

BEFORE CORRECTION

| EMPLOYEES_TOTAL | DEPARTMENT_ID |
|-----------------|---------------|
| 1 | 10 |
| 2 | 20 |
| 6 | 30 |
| 1 | 40 |
| 45 | 50 |
| 5 | 60 |
| 1 | 70 |
| 34 | 80 |
| 3 | 90 |
| 6 | 100 |
| 2 | 110 |
| 1 | _ |

6. Executive, Finance, Sales, Shipping Departments

- Salary in Executive, Finance, and Sales departments?
- Salary in Shipping department higher than 5000?
- 49 employees in total

```
135
     -- 10. LET'S TAKE A CLOSER LOOK ON EXECUTIVE, SALES,
            SHIPPING AND FINANCE DEPARTMENTS
     select employee_id
      -- the last and first names were joined to one column named Full_Name
         , UPPER(last name)||' '||first name as FULL NAME
         , department_name
         , job_title
      -- changing the date format to YYYY
         , to_char(hire_date,'YYYY') as HIRE_DATE
      -- counting rows in each department separately
         , (row_number() over (partition by department_name order by employee_id))
149
     from hr.employees
     inner join hr.departments
         on coalesce(hr.employees.department_id, 80) =
         coalesce(hr.departments.department_id, 80)
     inner join hr.jobs on hr.employees.job_id = hr.jobs.job_id
     where department_name = 'Executive'
         or coalesce(department name, 'Sales') = 'Sales'
157
         or department_name = 'Shipping' and salary >= 5000
158
         or department_name = 'Finance'
159 ;
```

| | | | - | |
|----------------|--------------|------------|------------|------------------|
| EMPLOYEE_TOTAL | TOTAL_SALARY | MAX_SALARY | AVG_SALARY | DEPARTMENT_NAME |
| 35 | 311500 | 14000 | 8900 | SALES |
| 45 | 156400 | 8200 | 3476 | SHIPPING |
| 3 | 58000 | 24000 | 19333 | EXECUTIVE |
| 6 | 51608 | 12008 | 8601 | FINANCE |
| 5 | 28800 | 9000 | 5760 | IT |
| 6 | 24900 | 11000 | 4150 | PURCHASING |
| 2 | 20308 | 12008 | 10154 | ACCOUNTING |
| 2 | 19000 | 13000 | 9500 | MARKETING |
| 1 | 10000 | 10000 | 10000 | PUBLIC RELATIONS |
| 1 | 6500 | | 6500 | HUMAN RESOURCES |
| 1 | 1 4400 | | 4400 | ADMINISTRATION |
| Download CSV | | | | |

11 rows selected.

❖ We see K.Grant in our results

The Part of the Table

| EMPLOYEE_ID | FULL_NAME | DEPARTMENT_NAME | JOB_TITLE | SALARY | HIRE_DATE | ROW_NUMBER |
|-------------|-------------------|-----------------|-------------------------------|--------|-----------|------------|
| 100 | KING Steven | Executive | President | 24000 | 2003 | 1 |
| 101 | KOCHHAR Neena | Executive | Administration Vice President | 17000 | 2005 | 2 |
| 102 | DE HAAN Lex | Executive | Administration Vice President | 17000 | 2001 | 3 |
| 108 | GREENBERG Nancy | Finance | Finance Manager | 12008 | 2002 | 1 |
| 109 | FAVIET Daniel | Finance | Accountant | 9000 | 2002 | 2 |
| 110 | CHEN John | Finance | Accountant | 8200 | 2005 | 3 |
| 111 | SCIARRA Ismael | Finance | Accountant | 7700 | 2005 | 4 |
| 112 | URMAN Jose Manuel | Finance | Accountant | 7800 | 2006 | 5 |
| 113 | POPP Luis | Finance | Accountant | 6900 | 2007 | 6 |
| 145 | RUSSELL John | Sales | Sales Manager | 14000 | 2004 | 1 |
| 146 | PARTNERS Karen | Sales | Sales Manager | 13500 | 2005 | 2 |
| 147 | ERRAZURIZ Alberto | Sales | Sales Manager | 12000 | 2005 | 3 |
| 148 | CAMBRAULT Gerald | Sales | Sales Manager | 11000 | 2007 | 4 |
| 149 | ZLOTKEY Eleni | Sales | Sales Manager | 10500 | 2008 | 5 |
| 150 | TUCKER Peter | Sales | Sales Representative | 10000 | 2005 | 6 |
| 151 | BERNSTEIN David | Sales | Sales Representative | 9500 | 2005 | 7 |
| 152 | HALL Peter | Sales | Sales Representative | 9000 | 2005 | 8 |

| 166 | ANDE Sundar | Sales | Sales Representative | 6400 | 2008 | 22 |
|-----|-----------------|----------|----------------------|-------|------|----|
| 167 | BANDA Amit | Sales | Sales Representative | 6200 | 2008 | 23 |
| 168 | OZER Lisa | Sales | Sales Representative | 11500 | 2005 | 24 |
| 169 | BLOOM Harrison | Sales | Sales Representative | 10000 | 2006 | 25 |
| 170 | FOX Tayler | Sales | Sales Representative | 9600 | 2006 | 26 |
| 171 | SMITH William | Sales | Sales Representative | 7400 | 2007 | 27 |
| 172 | BATES Elizabeth | Sales | Sales Representative | 7300 | 2007 | 28 |
| 173 | KUMAR Sundita | Sales | Sales Representative | 6100 | 2008 | 29 |
| 174 | ABEL Ellen | Sales | Sales Representative | 11000 | 2004 | 30 |
| 175 | HUTTON Alyssa | Sales | Sales Representative | 8800 | 2005 | 31 |
| 176 | TAYLOR Jonathon | Sales | Sales Representative | 8600 | 2006 | 32 |
| 177 | LIVINGSTON Jack | Sales | Sales Representative | 8400 | 2006 | 33 |
| 178 | GRANT Kimberely | Sales | Sales Representative | 7000 | 2007 | 34 |
| 179 | JOHNSON Charles | Sales | Sales Representative | 6200 | 2008 | 35 |
| 120 | WEISS Matthew | Shipping | Stock Manager | 8000 | 2004 | 1 |
| 121 | FRIPP Adam | Shipping | Stock Manager | 8200 | 2005 | 2 |
| 122 | KAUFLING Payam | Shipping | Stock Manager | 7900 | 2003 | 3 |
| 123 | VOLLMAN Shanta | Shipping | Stock Manager | 6500 | 2005 | 4 |
| 124 | MOURGOS Kevin | Shipping | Stock Manager | 5800 | 2007 | 5 |

7-8-9. Employees To Be Laid Off

- ❖ 11 employees to be laid off
- ❖ It is 10.3% of total employees number

- **❖** Savings per month will be 83.5 thousands
- Savings per year will be a little bit more than 1 million

```
-- 11. EMPLOYEES TO BE LAID OFF
     -- Creating view to use it later, when needed
     create view empl_laid_off as
     select distinct employee_id
         , UPPER(last_name)||' '||first_name as FULL_NAME
         , hr.departments.department_id
         , to_char(hire_date,'YYYY') as HIRE_DATE
        Writing full email addresses
          , LOWER(email) | coalesce (null, '@jb.com ') as EMAIL_ADDRESS
     inner join hr.departments
         on coalesce(hr.employees.department_id, 80) =
         coalesce(hr.departments.department_id, 80)
     inner join hr.jobs on hr.employees.job_id = hr.jobs.job_id
     where department_name = 'Executive' and to_char(hire_date,'YYYY') = '2001'
         or department_name = 'Finance' and salary <7800
         or department_name = 'Shipping' and salary > 5000 and salary < 8000
         or job_title = 'Sales Representative' and salary <= 7000
             and to_char(hire_date,'YYYY') = '2008
184
185
     -- Looking at the created view
     select *
     from empl_laid_off
     order by employee_id, department_id
```

```
-- 12. SAVINGS PER MONTH AND YEAR
     -- Using the view from 11th statement
    select count(distinct employee_id) as LAID_OFF_TOTAL
         , sum(salary) AS SAVINGS_PER_MONTH
         , sum(salary)*12 as SAVINGS_PER_YEAR
         , round(((count(employee_id)/107)*100),1) as PERCENT_OF_TOTAL_EMPLOYEES
     from empl_laid_off
198
199
```

```
200
      -- 13. EMAILS TO EMPLOYEES WHO WILL BE LAID OFF
     -- Using the view from 11th statement
     select full_name
         , email_address
     from empl_laid_off
206
207
208
     -- 14. SENT EMAILS
     -- Using the view from 11th statement
    select full name
     -- Adding an empty column to use later (when an email is sent)
         , coalesce (null, ' ') as EMAIL_SENT
    from empl_laid_off
```

| EMPLOYEE_ID | FULL_NAME | DEPARTMENT_ID | JOB_TITLE | SALARY | HIRE_DATE | EMAIL_ADDRESS |
|-------------|-----------------|---------------|-------------------------------|--------|-----------|-----------------|
| 102 | DE HAAN Lex | 90 | Administration Vice President | 17000 | 2001 | ldehaan@jb.com |
| 111 | SCIARRA Ismael | 100 | Accountant | 7700 | 2005 | isciarra@jb.com |
| 113 | POPP Luis | 100 | Accountant | 6900 | 2007 | lpopp@jb.com |
| 122 | KAUFLING Payam | 50 | Stock Manager | 7900 | 2003 | pkauflin@jb.com |
| 123 | VOLLMAN Shanta | 50 | Stock Manager | 6500 | 2005 | svollman@jb.com |
| 124 | MOURGOS Kevin | 50 | Stock Manager | 5800 | 2007 | kmourgos@jb.com |
| 165 | LEE David | 80 | Sales Representative | 6800 | 2008 | dlee@jb.com |
| 166 | ANDE Sundar | 80 | Sales Representative | 6400 | 2008 | sande@jb.com |
| 167 | BANDA Amit | 80 | Sales Representative | 6200 | 2008 | abanda@jb.com |
| 173 | KUMAR Sundita | 80 | Sales Representative | 6100 | 2008 | skumar@jb.com |
| 179 | JOHNSON Charles | 80 | Sales Representative | 6200 | 2008 | cjohnson@jb.com |

Download CSV

| | LAID_OFF_TOTAL | SAVINGS_PER_MONTH | SAVINGS_PER_YEAR | PERCENT_OF_TOTAL_EMPLOYEES | | |
|--------------|----------------|-------------------|------------------|----------------------------|--|--|
| | 11 | 83500 | 1002000 | 10.3 | | |
| Download CSV | | | | | | |

| FULL_NAME | EMAIL_ADDRESS |
|-----------------|-----------------|
| DE HAAN Lex | ldehaan@jb.com |
| ANDE Sundar | sande@jb.com |
| MOURGOS Kevin | kmourgos@jb.com |
| POPP Luis | lpopp@jb.com |
| LEE David | dlee@jb.com |
| BANDA Amit | abanda@jb.com |
| KAUFLING Payam | pkauflin@jb.com |
| JOHNSON Charles | cjohnson@jb.com |
| SCIARRA Ismael | isciarra@jb.com |
| KUMAR Sundita | skumar@jb.com |
| VOLLMAN Shanta | svollman@jb.com |

| Ow | nload | CSV |
|----|-------|-----------|
| 11 | rows | selected. |

| FULL_NAME | EMAIL_SENT |
|-----------------------------------|------------|
| DE HAAN Lex | |
| ANDE Sundar | |
| MOURGOS Kevin | |
| POPP Luis | |
| LEE David | |
| BANDA Amit | |
| KAUFLING Payam | |
| JOHNSON Charles | |
| SCIARRA Ismael | |
| KUMAR Sundita | |
| VOLLMAN Shanta | |
| Download CSV
11 rows selected. | |

- * Emails list with full email addresses to inform employees
- Empty column to mark 🗸 when email is sent

10. Employees Relocation / Additional Office

- Sales and Shipping Departments have the highest number of employees (80 in total)
- Sales Department located in Oxford, UK
- Shipping Department located in South San Francisco, USA
- ❖ 17 employees from Sales and 13 employees from Shipping Departments (28% of total in both departments) with the salary higher than an average must be relocated into other cities in the UK and USA with lower leasing costs

```
, hr.departments.department_id
          department name
         , hr.departments.location_id
        , country_name, city
         , hr.countries.country id
        , salary
    from hr.employees
    full outer join hr.departments
        on coalesce(hr.departments.department_id, 80) =
            coalesce(hr.employees.department_id,80)
    full outer join hr.locations
        on hr.departments.location_id = hr.locations.location_id
    full outer join hr.countries
        on hr.locations.country_id = hr.countries.country_id
     where department_name = 'Shipping'
        or coalesce(department_name, 'Sales') = 'Sales'
        and employee_id is NOT NULL and salary is NOT NULL
    order by department name
     -- 2. EMPLOYEES WITH SALARY HIGHER THAN THE AVERAGE
          IN SALES AND SHIPPING DEPARTMENTS
    select distinct employee_id
        , hr.departments.department id
         , department_name
         , hr.departments.location id
        , country_name, city
        , hr.countries.country_id
        , salary
        on hr.departments.department id = hr.employees.department id
        on hr.departments.location_id = hr.locations.location_id
     full outer join hr.countries
        on hr.locations.country_id = hr.countries.country_id
    where coalesce(department_name, 'Sales') = 'Sales' and salary >= (
             select round(avg(salary)) as AVG_SALARY
             from hr.employees
              where coalesce(hr.employees.department_id, 80) = 80
         department_name = 'Shipping' and salary > (
             select round(avg(salary)) as AVG_SALARY
             from hr.employees
             where hr.employees.department id = 50
52 order by department_name, salary desc
```

| 277 | - | | 275 | | 27 | | 333 | NEW P |
|-------------|---------------|-----------------|-------------|--------------------------|---------------------|------------|-----------|--------|
| EMPLOYEE_ID | DEPARTMENT_ID | DEPARTMENT_NAME | LOCATION_ID | COUNTRY_NAME | CITY | COUNTRY_ID | REGION_ID | SALARY |
| 145 | 80 | Sales | 2500 | United Kingdom | Oxford | UK | 1 | 14000 |
| 146 | 80 | Sales | 2500 | United Kingdom | Oxford | UK | 1 | 13500 |
| 147 | 80 | Sales | 2500 | United Kingdom | Oxford | UK | 1 | 12000 |
| 168 | 80 | Sales | 2500 | United Kingdom | Oxford | UK | 1 | 11500 |
| 148 | 80 | Sales | 2500 | United Kingdom | Oxford | UK | 1 | 11000 |
| 174 | 80 | Sales | 2500 | United Kingdom | Oxford | UK | 1 | 11000 |
| 149 | 80 | Sales | 2500 | United Kingdom | Oxford | UK | 1 | 10500 |
| 162 | 80 | Sales | 2500 | United Kingdom | Oxford | UK | 1 | 10500 |
| 150 | 80 | Sales | 2500 | United Kingdom | Oxford | UK | 1 | 10000 |
| 156 | 80 | Sales | 2500 | United Kingdom | Oxford | UK | 1 | 10000 |
| 169 | 80 | Sales | 2500 | United Kingdom | Oxford | UK | 1 | 10000 |
| 170 | 80 | Sales | 2500 | United Kingdom | Oxford | UK | 1 | 9600 |
| 151 | 80 | Sales | 2500 | United Kingdom | Oxford | UK | 1 | 9500 |
| 157 | 80 | Sales | 2500 | United Kingdom | Oxford | UK | 1 | 9500 |
| 163 | 80 | Sales | 2500 | United Kingdom | Oxford | UK | 1 | 9500 |
| 152 | 80 | Sales | 2500 | United Kingdom | Oxford | UK | 1 | 9000 |
| 158 | 80 | Sales | 2500 | United Kingdom | Oxford | UK | 1 | 9000 |
| 121 | 50 | Shipping | 1500 | United States of America | South San Francisco | US | 2 | 8200 |
| 120 | 50 | Shipping | 1500 | United States of America | South San Francisco | US | 2 | 8000 |
| 122 | 50 | Shipping | 1500 | United States of America | South San Francisco | US | 2 | 7900 |
| 123 | 50 | Shipping | 1500 | United States of America | South San Francisco | US | 2 | 6500 |
| 124 | 50 | Shipping | 1500 | United States of America | South San Francisco | US | 2 | 5800 |
| 184 | 50 | Shipping | 1500 | United States of America | South San Francisco | US | 2 | 4200 |
| 185 | 50 | Shipping | 1500 | United States of America | South San Francisco | US | 2 | 4100 |
| 192 | 50 | Shipping | 1500 | United States of America | South San Francisco | US | 2 | 4000 |
| 193 | 50 | Shipping | 1500 | United States of America | South San Francisco | US | 2 | 3900 |
| 188 | 50 | Shipping | 1500 | United States of America | South San Francisco | US | 2 | 3800 |
| 137 | 50 | Shipping | 1500 | United States of America | South San Francisco | US | 2 | 3600 |
| 189 | 50 | Shipping | 1500 | United States of America | South San Francisco | US | 2 | 3600 |
| 141 | 50 | Shipping | 1500 | United States of America | South San Francisco | US | 2 | 3500 |

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Conclusions

1. LAY OFF THE PART OF THE EMPLOYEES

for savings to survive this hard COVID-19 time

- **❖ 11 employees** from **4 departments** to be laid off
- ❖ 10.3% of total employees number
- ❖ Savings per month 83.5 thousands
- ❖ Savings per year a little bit more than 1 million

2. RELOCATE THE PART OF THE EMPLOYEES

from departments with the highest number of employees

- ❖ 17 employees from Sales and 13 employees from Shipping Departments (28% in both departments) must be relocated into other cities in the UK and USA with lower office leasing costs
- !! For additional questions on how I arrived on this conclusions, please see my GitHub account: https://github.com/OlshIna/Oracle-SQL-project

