

Management Promotion Template

([REDACTED])

Employee Name:	[REDACTED]	Location:	Redwood Shores, CA
Current Position Level & Title:	[REDACTED]	Proposed Position Level & Title:	[REDACTED]
Current # of Directs:	3 + 1 dotted line	Proposed # of Directs:	3 + 1 dotted line
Current # of EEs in Org:		Proposed # of EEs in Org:	
Previous 3 Performance Ratings:	5, 5, 5	Manager / Group VP:	[REDACTED]
# of Years in Current Position:	3.5	# of Years in Industry:	9.5
Date of Last Promotion:	November 2013	Level & Title of Last Promotion:	M2 / Software Development Manager
Date of Hire:	8/1/2007	Date / Amount of Last Increase:	12/15/2016 / 11000
Current Base Salary:	[REDACTED]	Date / Amount of last Bonus	9/15/2014 / [REDACTED]
Compa-Ratio:	[REDACTED]	Date / Amount of last Stock Grant:	6/30/2016 / [REDACTED]

Please address the following factors, including examples when recommending promotions to management positions.

Executive Summary:

[REDACTED] is a seasoned Manager with over 9 years of industry experience. [REDACTED] joined Oracle in 2007 and in the last 9 years [REDACTED] has successfully taken on increasingly more responsibility to include [REDACTED]. [REDACTED] is an industry expert in query performance and cache storage. [REDACTED]'s most recent key accomplishment is the [REDACTED] project which he owns and leads. This project is critical to our product since it enables extremely fast query execution. He has demonstrated successful leadership in the BIServer team by completing the [REDACTED] and [REDACTED] projects. His other most recent contribution is [REDACTED]. Of note is his leadership in [REDACTED] by overseeing an especially complicated implementation of a [REDACTED]. [REDACTED] is consistently rated 5 and his performance in each year has demonstrated his growth in this position. In this promotion, he has received accolades from [REDACTED]; all highly respected engineers. [REDACTED] has taken significant initiative in the [REDACTED] area. Without his expertise we would not be able to compete effectively with the likes of [REDACTED] and [REDACTED]. I am confident he will continue to contribute at an exceptional level to the [REDACTED].

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SUMMARY OF EXPERIENCE

(Provide a brief description of current and previous experience, education, and areas of responsibilities.)

Recent Work:

- Designed and implemented [REDACTED]
- Worked with [REDACTED] team to roll out [REDACTED]
- Proposed, designed and implemented [REDACTED] in [REDACTED]
- Designed and implemented [REDACTED]
- Designed and implemented [REDACTED] which improved [REDACTED] performance [REDACTED]
- Drove performance improvement efforts in [REDACTED]
- Proposed and designed the [REDACTED]
- Proposed and designed the [REDACTED] which improves [REDACTED]
- Identified problems and solutions to various performance issues in [REDACTED] e.g. improvements to [REDACTED], improvements to [REDACTED] [REDACTED] used by [REDACTED]
- Provided technical assistance and guidance to various [REDACTED], notably [REDACTED]
- Filed 4 patents in the area of [REDACTED]
- Provided initial design inputs to the now widely-used [REDACTED]
- Improved the performance of the [REDACTED] significantly [REDACTED], which enabled the roll-out of [REDACTED] for all developers in [REDACTED] teams
- Rolled out and stabilized the [REDACTED]
- Provided directs with technical and functional guidance on features that they are working on, notably [REDACTED]
- Actively ensured [REDACTED] by reviewing [REDACTED] regularly
- Handled customer issues for [REDACTED]
- Worked with [REDACTED] team to get Oracle [REDACTED] in their [REDACTED] presentation
- Interviewed and recruited 3 new hires from top universities (including [REDACTED] processes)

Previous Experience:

Worked on various parts of [REDACTED] as an individual contributor (IC2/IC3/IC4):

- [REDACTED]
- Metadata import of [REDACTED]
- [REDACTED]
- [REDACTED] metadata
- [REDACTED]
- [REDACTED]

Education

B.S. and M.S. in Electrical and Computer Engineering - [REDACTED]

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MANAGEMENT SKILLS

(Briefly describe the individual's management skills which reflect their ability to get tasks done while attracting and retaining good employees)

██████████ is an excellent manager. He helps his directs stay focussed by reducing noise and zeroing on priorities. He leverages his technical aptitude to unblock his team's progress on projects and bugs and keeps his directs engaged with biweekly 1-1 meetings to discuss issues/concerns beyond statuses. Besides providing adequate coaching, he ensures that his directs are clear on the business value which they are delivering for each of their tasks. Above all, his attention to detail percolates down to his team and results in very high quality output from his group.

SCOPE OF POSITION

(Define how the position or deliverable is important to Oracle's strategic plan or revenue. Quantify if possible, identifying size or complexity of the task, i.e. numbers of people to manage or influence, magnitude of product for Oracle or technical challenges.)

The ██████████ and ██████████ is a significant asset to our product. It allows the ██████████ to work on ██████████ (thus saving ██████████) as well as boosts query performance for ██████████ queries (by virtue of columnar storage). This ██████████ in a proprietary binary format is a game changer for the performance of the ██████████. Since this performance is ██████████ it is highly technical and complex, requiring great expertise in the areas of ██████████. The vast scope for growth in this area necessitates a sizeable team that can rapidly deliver features to market. ██████████ is well prepared, both technically and as a manager, to oversee this growth.

SIGNIFICANCE OF POSITION AND IMPACT ON THE COMPANY

(Describe the position's significance and how it impacts products, revenue generation, critical technology or its importance to customers/partners.)

As noted in the previous sections, this is a key position in the ██████████. The advanced capabilities of the ██████████ put us in a strong position to compete head on with our competitors ██████████. ██████████ recently acquired a startup in this space and this technology is an absolute must have. No doubt, once we have ██████████, it will drive quicker adoption in our current and future customer bases. One of the most critical differentiators in the ██████████ is ██████████, and this project that ██████████ is leading will help us rise above and beyond the rest.

EXTERNAL VISIBILITY

(How much time does the individual spend representing Oracle to outside interests, such as customers, partners, press and analysts. These contacts should address a technology, product or program area that is highly visible and recognized as an independent entity.)

██████████ has represented us admirably during several high profile customer ██████████ projects. It is not easy to ██████████, and ██████████ has shown not just a keen analytical sense, but also a lot of perserverance in the face of daunting problems. He has been able to, often single handely, ██████████. His rapid response and attention to detail has benefitted not just our customers but our team in general. ██████████ has also worked with external teams like the Oracle ██████████ team to demo ██████████ in their ██████████ presentation.

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TEAMWORK AND INFLUENCE WITHIN ORACLE

(Describe the amount and quality of inter-action with other Oracle groups and what results have been achieved. How has the position contributed to their success or how has it influenced other groups to ensure the success of their own strategic projects?)

██████████ has been the go to person for several areas in our product. He worked closely with ██████████ during the rollout of the ██████████, finding solutions to several vexing problems that were particular to our customers' environments. He has continued to maintain a tight collaboration with the ██████████ team to ██████████. During the concurrent development of the ██████████ projects, he met regularly with the ██████████ team to iron out ██████████ issues. He worked again with the ██████████ team during the development of the data flow feature for transforming datasets. Besides working with ██████████ on ██████████, he has also worked with them during the ██████████ explaining how his ██████████ and developing ██████████. Thanks to his drive for quality, the ██████████ now enjoys a robust ██████████. This has made to ██████████ much easier.

ACHIEVEMENTS

(Describe specific, significant deliverables or accomplishments attributed to this individual as the major contributor. Who within or outside of Oracle would know of these achievements? Also explain how the individual exhibits the qualities of leadership, technical credentials and overall ability to represent their group/Development both within and outside Oracle.)

██████████ has single handely designed and implemented ██████████ and ██████████ to improve ██████████. This was a non-trivial task that required a deep understanding of our ██████████ and available public literature. He worked with the ██████████ team to roll out ██████████ on the ██████████ taking care of not just ██████████ and ██████████, but also ██████████ and ██████████. He proposed, designed and implemented ██████████. Not content with stopping there, he further refined his design with ██████████. When we were ██████████, he designed and implemented ██████████ which improved ██████████. In general, he has been a driving force for ██████████ in ██████████. Earlier he proposed and designed the ██████████ to ease ██████████ of ██████████. A key feature in our ██████████ was the ██████████ which ██████████. ██████████ has not only identified problems and solutions to various ██████████, e.g. ██████████, but also provided technical assistance and guidance to various ██████████, notably ██████████. Consequently, he filed ██████████ patents in the area of ██████████. He has provided ██████████ to the now widely-used ██████████ and additionally improved the ██████████ significantly ██████████, which enabled the ██████████ for all developers in ██████████ teams; this was a significant boon to our developer team. One vital task he has received widespread acclaim for is ensuring ██████████ by ██████████. ██████████ was also a lead contributor to several high profile projects in the ██████████ related to ██████████ in ██████████, and ██████████. In summary, ██████████ is a talented engineer with a wide reach. His projects and work have drawn critical acclaim from both engineers and customers alike.

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RECOMMENDATIONS

(Comments from other senior management staff, both within and outside of group.)

██████████
██████████ has performed as an excellent manager in the ██████████ organization. He has a lengthy history of outstanding performance as a ██████████ engineer, but more importantly also possesses the analytical, people, and communication skills needed to ensure that the ██████████ meet the requirements ██████████. He is also able to manage projects independently and can build and maintain positive personal relationships with key stakeholders in ██████████. He has been instrumental in driving some of the ██████████ improvements including the ██████████. I think ██████████ would make an excellent manager and promoting ██████████ to a ██████████ role would be a very natural career progression for him, and I'm sure that he would succeed in the position.

██████████
I have worked with ██████████ for couple of years now on number of projects - ██████████. He has been an outstanding engineering leader with complete understanding of the ██████████ and great design skills. For me the most standout quality that ██████████ posses is his ability to conduct ██████████. His advice on number of features that I have done has always been invaluable. Quality of the code delivered under ██████████ leadership including the most recent work done for creating ██████████ has been commendable. He has worked with the ██████████ teams equally well and has been available at all times for providing valuable guidance. We really need more engineering leaders like ██████████. I would strongly recommend his promotion to ██████████.

██████████
I have known ██████████ for many years. I have also worked with ██████████ on several projects including ██████████ and ██████████. I believe that ██████████ is very competent technically. He knows the product very well. ██████████ has very good grasp of ██████████. What I have observed is that his ability to ██████████ and ██████████ is uncanny. He works hard and is a very important contributor to the team. I have deep respect for his product knowledge, his ability to ██████████ and his ever positive attitude and willingness to help. His promotion to ██████████ is richly deserved.

██████████
I have worked with ██████████ very closely on the ██████████ front for last more than 3 years. I found him technically very sound. He delivered many important ██████████, notably, ██████████ besides many other ██████████ that dramatically improved ██████████. Given his very good understanding of ██████████ his detailed ██████████ address any ██████████ as well as ██████████. His attention to details, follow up on the issues, and mentorship is worth mentioning here. He has been running ██████████ for ██████████ with very good success. He commands quite a respect amongst his direct reports as well as people in ██████████ (including me) who look for his opinion and suggestions when facing ambiguity and lack of clarity. I would recommend promotion of him to the next level.

Position Criteria

(Management positions may include unique requirements; therefore template metrics are general guidelines, not hard rules.)

FACTOR	DIRECTOR	SR. DIRECTOR	VICE PRESIDENT
Summary Of Experience	Requires 8+ years of related	Requires 10+ years of related	Requires 12+ years of related

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	managerial/technical experience, including at least 2+ years as Sr. Manager. Works on projects of high conceptual complexity. Provide tenure in current position and overview of prior jobs held.	managerial/technical experience. Should have broad functional experience, enabling management of product mgt., QA, tools, Doc, etc. Directs and controls activities through managers. Works on projects of high conceptual complexity. Provide tenure in current position and overview of prior jobs held.	experience. Directs and controls activities through directors. High conceptual complexity, with significant intangible or external factors, performing significant management or leadership roles. Provide tenure in current position and overview of prior jobs held.
Management Skills	Mgt. skills more task focused within their group. Demonstrated history of attracting and retaining high caliber employees and facilitating positive morale. Group managed has low turnover rate, meets/beats project due date and shows teamwork. Has respect of peers for management skills and getting tasks accomplished. Excels in current position.	Mgt. skills divided between group task focus and problem solving between groups in division. Demonstrated history of attracting and retaining high caliber employees and facilitating positive morale. Group managed has low turnover rate, meets/beats project due date and shows teamwork. Has respect of peers for management skills and getting tasks accomplished. Excels in current position.	Executive level mgt. skills as shown in communication, leadership or strategic initiatives. Leads problem resolution and agenda setting within and between divisions. Demonstrated history of attracting and retaining high caliber employees and facilitating positive morale. Group managed has low turnover rate, meets/beats project due date and shows teamwork. Has respect of peers for management skills and getting tasks accomplished. Excels in current position.
Scope Of Position	Manages teams or virtual teams of 15-30 developers. Responsible for a project or software area. Full responsibility for architecture of 1 or more layer or subsystem within a product or medium sized product.	Manages teams or virtual teams of 20-40 developers with responsibility for a product or product set, or a substantial portion of a very large product. Full responsibility for architecture of 1 or more layer or subsystem within a product or medium sized product.	Manages large staff of 30+ structured into teams or sections. Full responsibility for a product group, large product or function. Completes projects that span product or organizational boundaries.
Significance of Position and Impact On Oracle	Technology or product area is critical to the success of Oracle's strategic goals. Decisions impact schedule and group operations of Development and may impact revenue. Decisions may be visible to Development SVP and senior management. Actively defines product goals/directions within their area and indirectly with multiple other areas.	Technology or product area is critical to the success of Oracle's strategic goals. Decisions impact schedule and group operations of Development and possibly other divisions. Decisions are visible to Development SVP and generally other senior management. Actively defines product goals/directions and is fully responsible for their establishment within their area and indirectly impacts multiple other areas. Suggests and justifies product direction with VP/SVP	Decisions have serious impact on success of division and company operations. Plays major role in developing corporate and/or division strategies and policies. Sets standards and procedures in a significant product area or product family. Suggests and justifies product direction with SVP/EVP approval.

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		approval	
External Visibility	Visible	Highly visible	Highly visible, may meet with or represent Oracle with external contacts such as industry forums, key customers, partners, press or analysts.
Teamwork and Internal Influence	Some interaction with other groups, influences decisions. Should exhibit effective teamwork with directors and above within Development and across Oracle.	Interacts with other groups, driving action plans and decisions. Broad influence with: senior management. Should exhibit effective teamwork with directors and above within Development and across Oracle on critical matters.	Significant interaction within and across divisions and highly successful in driving strategic level decisions and action plans with these groups. Regularly interacts with Oracle senior management and major customers on critical matters
Achievements	Technical or managerial stature recognized within group and/or Oracle. Represents group within Oracle. Under broad direction, defines requirements for new projects and specifies designs and develops software to those requirements.	Technical or managerial stature recognized within group, widely within and outside Oracle. Defines requirements for new projects and specifies designs and develops software to those requirements. Represents group within Oracle	Technical or managerial stature recognized within group, widely across and outside Oracle. Defines requirements for new projects and specifies designs and develops product components accordingly. Represents group and Oracle both within and outside the company.
Recommendations	From Development senior management outside of VP's group	From senior managers, both within and outside Development.	From senior managers, both within and outside Development.

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