Promotion proposal: ██████████ **to CMTS**

Employee Name: ██████████   **Manager:** ██████████████
Current Position: PMTS   **Proposed Position:** CMTS
# of Years in Current Position: 5Y   **Location: HQ**
# of Years in Industry: 10Y 6M   **Group VP: Cetin Ozbutun**

This is a proposal to promote ██████████ to Consulting Member of Technical Staff. ██████████ joined ██████████████ over 10 years ago and during this time has become a technical leader in many areas of execution and delivered on several key projects. He is the primary code owner of many areas in execution including ████████ and ██████████████████████ .

Summary of Experience:

██████████ is currently an Principal Member of Technical Staff (PMTS) with over 10 years of industry experience all of which in Oracle. He has been a PMTS for 5 years.

- ████████: Promoted to Principal Member of Technical Staff
- ████████: Promoted to Senior Member of Technical Staff
- ████████: Joined Oracle
- ████████████: Master of Engineering in EECS, Massachusetts Institute of Technology, Massachusetts, USA

Scope of Position:

██████████ is another excellent hire within ████████████████. *He is one of the smartest candidates I have ever hired at Oracle which is hard thing to say in an organization filled with exceptional people.* He is attentive in meetings even if subject area is unrelated to his, comprehends things quickly and expresses his opinions openly. He works hard and has completed several projects on time with very few bugs.

██████████ has complete responsibility for several ████████████ areas including:

- ████████ (with and without ████████████████) █ and ██████████
- ██████████████████████████████████████ is post █ plan generation optimization which ████ he ███ execution ███ analyzing all expressions and data flow. █████████ management also includes ██████████ ██████ common ████████████████ and █████ plan external ████████ detection.
- All compile ████████████ related to ████████████████████████ clause including ██ ████████ and plan ██████████

- ███████████████ services: Increasingly many ████████ operate in a ███████████ manner. That is, they ████ a ██████████ from the underlying ███████████ them, produce an output ███ goes to ██████ another ████████ of ███ and so on. This protocol is called ███████████ and this was not well established in the ████████████ with respect to management of ██████████ that were already evaluated by the ██████████ and the ████████████ sources. This lead to many bugs. ████████ created a new ██████ that ████████████████ can use so that the state of ████████████████ that are ██████████████ is properly preserved between the ███████████████████████ and its ████████ addressing many bugs in this area.
- ███████ services for ████████████████████████ is a new facility from ████████████ to allow a set of cooperating ████████ to ███████████████████████ created an ████████ service for clients to create, use and remove the █████ This service is currently used by the ████████████████████████ and ██████████████████ ███████████

Here is the list of features completed by ████████ :

███ is a new █████████ namespace provided by the ███████████████████████ layer that allows any process to ████████ and have others attach and share it. ██████ allocated from ███████ counts towards ███████████ and ██████████ limits. Unlike ███████ ████████████ can be allocated in large chunks. ██████████ namespace comes from a ██████████ and allocations from ████████ requires taking a ████ The ██████████ simplifies usage of █████ t provides service to create a single █████ name space that allows both the producer and consumer ██████████ process of a █████████████ to share the █████ he service allocates a ████████ with a large ████████ for each server process ████████████████████. The ██████ service is used by the new hash join (see below) and ███████████████████ features.

████████████████████████████████████ The earlier version of ████████ done in ████████ usually involve distribution of ████ through ████████ With the ██████ both the ██████ and the ██████ are distributed by ███████████████ The ████████ plans ████████ and ███ all the ███████ to all the ████████████████ performing the ██████████ ██████████████████ based ███████ project eliminates ███████████████ distribution cost by using ████████████████ that can be shared between ██████████████ processes on an instance) to share the ████████ s and the ██████ e for ████████████

For the █████████████████ the shared memory ████ based join will not need any ██████ ██████ The ████████████ processes will each scan a part of the ████████ and they will work together to ████████████ Finally, the ████████████ processes will each scan a part of the ████████ nd ████ e the shared ████████ to complete the ████████

There ██████ version of ████████████████ based ████████ does not handle multiple ████████████ but the design is as follows: For the ████████████ cases, each ████████ will need a ████████ f the ████████ and the ████████ A new ████████████ will be introduced that sends each ████ o one of the ████████████████ in each ████████ Alternatively, there will also be a ████████ of the ████████████████████ but instead of having every ████████ the entire ████████ n each ██████ will work together to ████ he ████████████

In addition to reducing bugs from the old ██████████ code, the rewritten common ████████████████████████ improved query performance as measured by ████████. The ██████ performance improved ██ (w/ rowsets) and ██ (w/o rowsets).
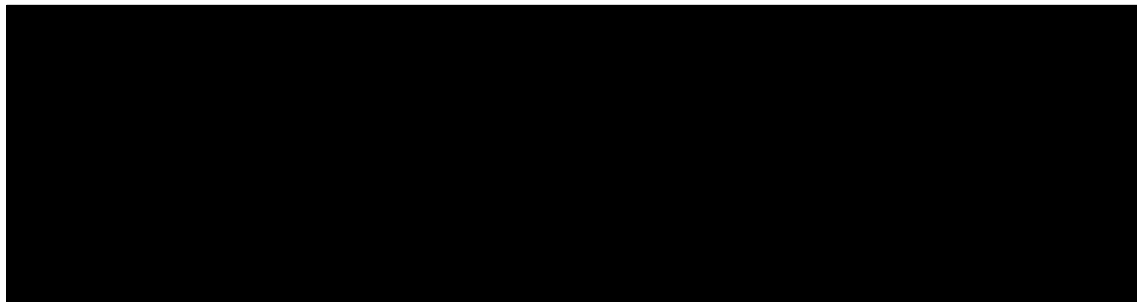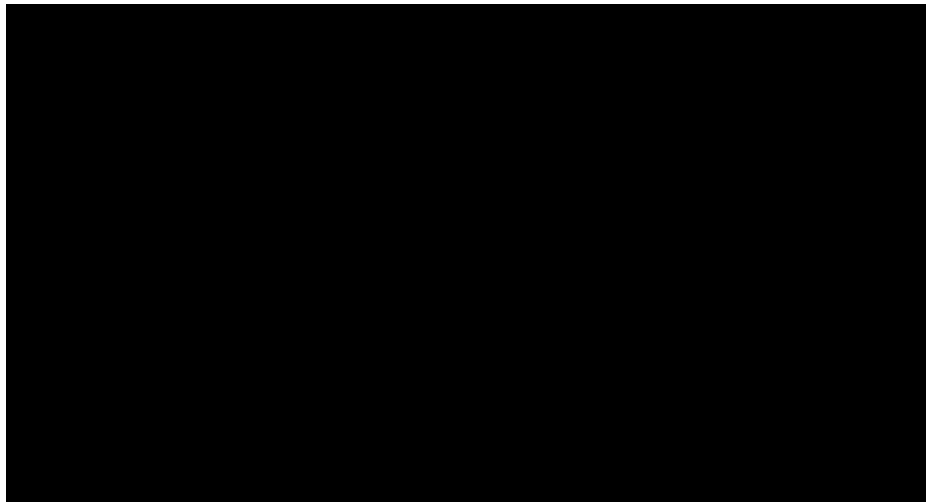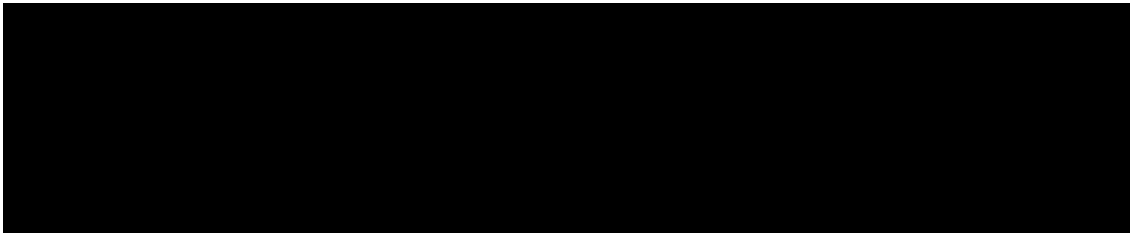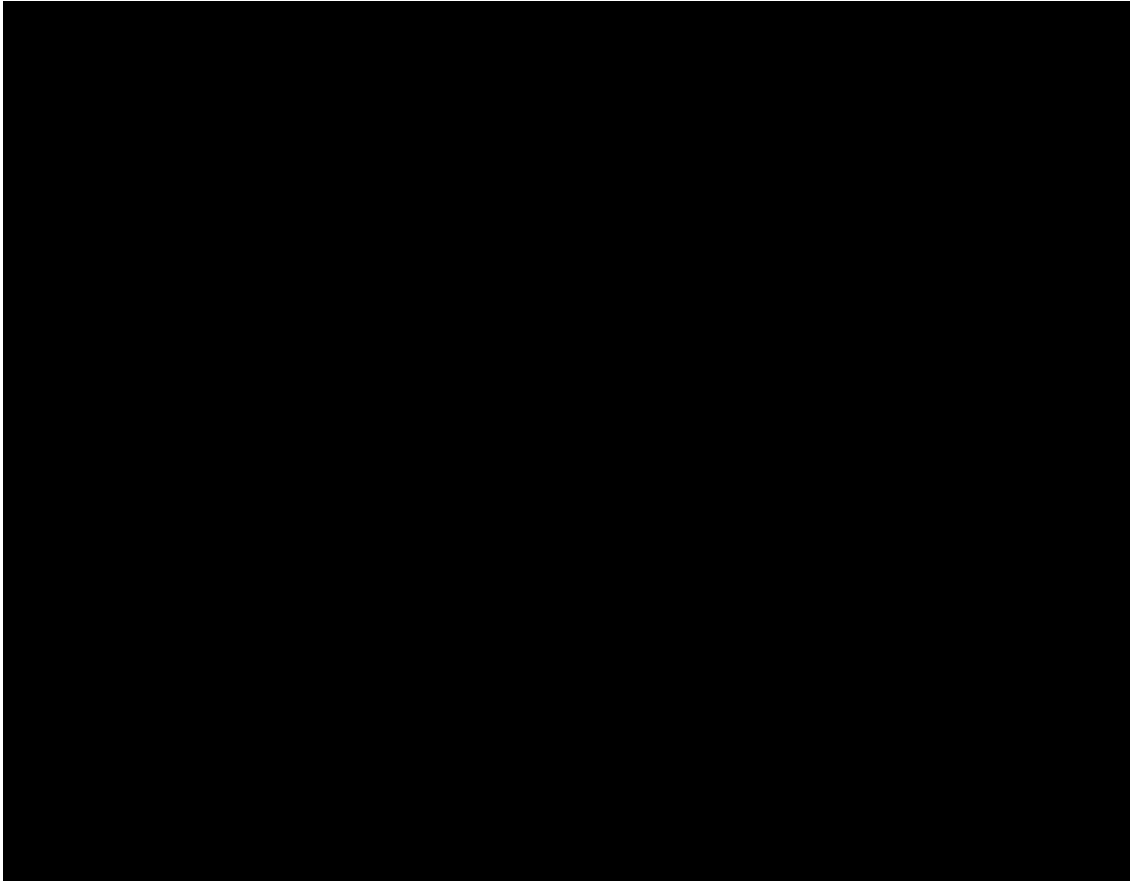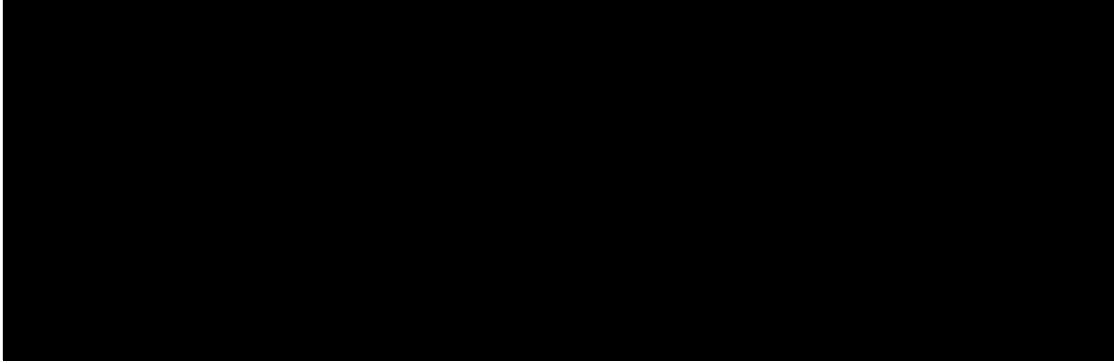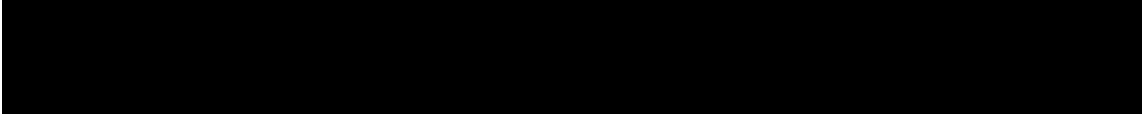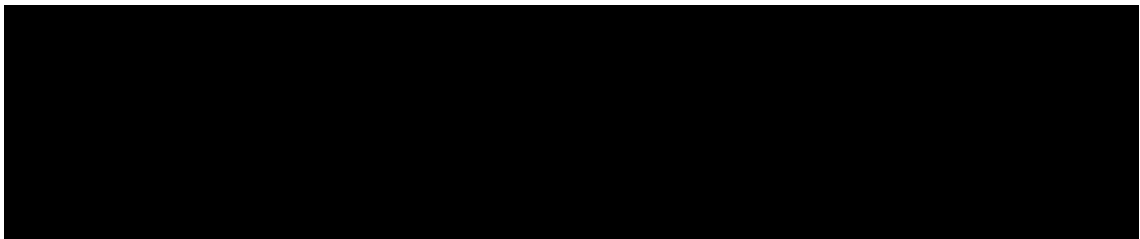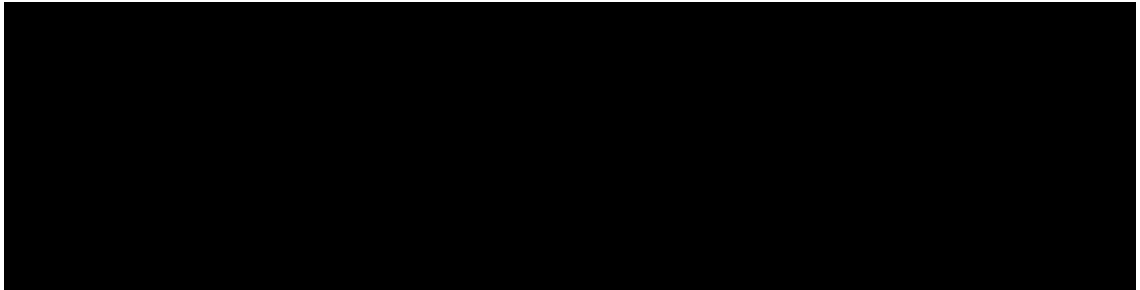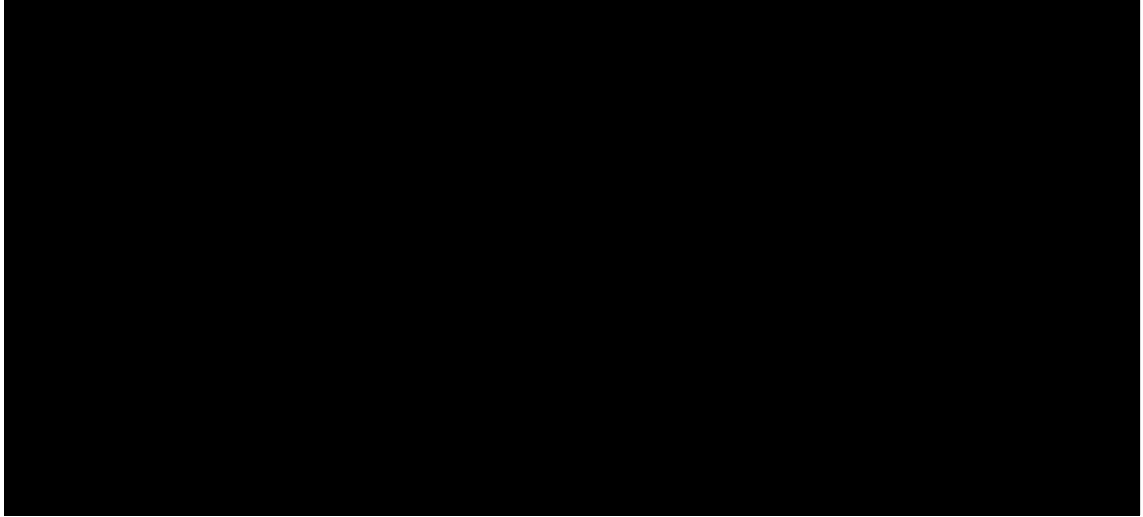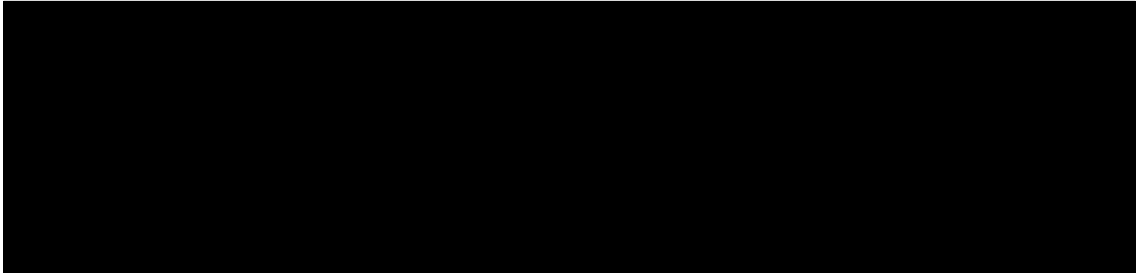
Technical Ability

The above accomplishments adequately describe ███████ technical ability. Notice ███████ versatility. He has worked on a large project as well as several small projects. The projects cover both ████████████████████.

Functional and Design Specs Authored

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Publication

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Presentations (Group Presentation/DDR/new hire training)

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Achievement

████████ achievement in the last ten years is clearly demonstrated in the projects he has done. He has become fully independent and is capable of leading large size project and completing it end to end. He has closed over ███ bugs and backports. He is well respected by members of █████. His promotion to CMTS is well deserved.

Recommendations

████████████, **Architect & Director,** ████████████████

I have worked closely with █████████ on several joint upper/lower halve projects, including ███ and recently with the █████████ project (███████████████████). But in addition to these projects, he (along with ██████ ██████████████) have been my go-to ████ folks to contact whenever I have questions about anything ██. I'm always impressed by how thoughtful and thorough █████████ is when we interact to exchange ideas while working to solve a problem. I find him to be always readily available to help when needed, and gracious when offering support to help. He definitely has the █████████team's confidence when it comes to working on joint projects. It's always a pleasure to work with █████████ and given how wonderful some of the projects we've worked on together, across the org, have come out, I have no problems recommending █████████ for advancement to CMTS

████████████, **Director,** ████████████████

I have worked with █████████ over the last 3-4 years for performance in areas such as ████████████████████████████████. These projects were key to ████ performance improvements compared to prior releases. I have also interacted with him before with respect to ██ ████████████████████████████ This was useful in helping improve some ██ queries.

In my interactions with ███████████ I have found him to be knowledgeable in the ████ ██████████████████████████████████. He gets to the pros and cons of any design decision quickly and effectively. This helps in shortening the implementation and testing cycles and results in a solid product. He doesn't shy away from discussing limitations in his design/implementation and clearly explains the reasons. He has taken the lead in implementing the ████████████████████████. This required significant interaction with the ████████ and he followed up across teams effectively. We have seen significant performance improvements from his work.

I have found him to be easy to work with and he is our go-to person for any ████████ related questions. He responds quickly to any of our requests and followup is not required.

████████ is an invaluable asset to our company and I have no reservations in recommending him for a promotion to CMTS.

████████ **Director,** ████████████████

I highly recommend the promotion of ████████ to CMTS. ████████ has been a key partner for the ██ team in resolving a number of complex customer bugs in the ████ ████████ area. ████████ is very approachable and detail oriented. With ████ help ██ team was able to resolve issues spanning features such as ████████ ████████████████████. ████████ participates in the weekly SE/Dev meeting and provides valuable pointers for diagnosis of critical bugs. ████ ████ rewrite of the ████████████ code has resolved multiple open customer bugs and also greatly stabilized this code area.

████████████████, **Consulting Member of Technical Staff,** ████████████

It is my pleasure in recommending ████████ to be promoted as Consulting Member of Technical Staff.

My interaction with ████████ started with our efforts in implementing ████████ ████████████████ release. With the target of holding record TPC-H numbers, Oracle ████ release had multiple projects and ████████ is one of the key projects. ████ ████ lead this work from the design to implementation. With this ████████████ ████████ shared the result set through the ████████████████ ████████ supported by the ████████████████. It is quite a challenging one from the system perspective as the ████ execution from top pushed all the limits in the ████████ and it required elegant enhancements in the ████ layers. It includes the support for ████████ ██ ██

██████ ████████████ from the top beautifully absorbed all these ████ features and created the most efficient ████████ for the ████████. With which, the performance increased by impressive ███ % in all the ████ queries using ████████

████████ has a comprehensive expertise in ████ execution areas and has very good understanding in ██████████ especially in the ████████████ part. Usage of shared ████████████████ sizing them properly based on the parallelism and amount of memory available, releasing the same efficiently - all these elements are covered beautifully in the ████████████ All our interactions were precise as ████████ had the details well prepared. His requirements kept us challenging and pushed our innovations in ████ areas.

Looking forward to working with ████████ for future endeavors in ████████ and other ████████ projects. Wishing him all the very best for his career in Oracle.

████████ **Director,** ████████████

My team and I have had the opportunity to work with ████████ on testing for various features of ████████ over the last 3 years. He is very efficient and thorough in handling the projects he worked on, open to questions and pleasant to work with.

The project features developed by ████████ were fairly involved in terms of ████ ████████ changes, some of the projects resulting in test/log updates spanning different ████ areas. I found ████████ has been always very diligent and efficient in handling such large transactions, fixing all the test related changes, following up with test owners in getting those logs reviewed and merged, so that when his transaction lands we don't see many new RTIs. One such transaction for project ████████████ ████████████ involved more than ██ test/log file changes and I have observed him having numerous e-mail communication with test owners addressing their questions before smoothly landing it for ██ release cycle.

Some of the features tested by ████████ were merged in with comprehensive unit testing. When the code for ████████████ project was merged, it included more than 200 queries as part of unit testing from development. He helped the tester from ████████ team who tested the project to come up with a schema consisting data with embedded patterns.

████████ has worked closely with test development to get the testing done in a efficient way for the features he developed. He has provided presentations to the testing team to explain the feature in detail and to convey testing expectations. Wherever the feature required Special Runs, ████████ has provided code hooks which could be turned on by events or parameters, so that testers could leverage existing tests to unearth issues. He also made sure that the code coverage for the files he owns is high either by adding tests or by advising testers with relevant tests to be added.

He is approachable, ready to offer help and always responsive to mails. On the whole, the interaction with ████████ was very pleasant and we will value his technical expertise in testing ████ projects. I am more than happy to recommend him for CMTS.

████████████, **Consulting Member of Technical Staff,** ████████████

Recommendation for promotion for ████████ to CMTS.

Perfomance group has been working closely with ████████ for the past few years on varios projects in ████████████████████. ████████ is easy to work with. He has a knack for getting to the root of an issue / problem and propose / implement   solution very fast. Sometimes it feels that he is working around the clock to produce a bug fix / architectural code change.

In the past few months ████████ has been instrumental in producing the code which benefits ████. Two major projects were
1) ████████████████████████
2) ████████████████████████

████████ does not hesitate to dig into the issues that are not directly in his area and helps with debugging / solving those.

I strogly recommend promoting ████████ to the CMTS position.

████████ **Architect,** ████████

I have worked with ████████████ a number of times over the last few years, mostly regarding the interaction of ████████ functions and common subexpression elimination. ████ was a long-standing need for ████████████████████ as these functions had been architected to share a common, expensive computation across a number of ████████ functions. With ████████ changes, queries dominated by data mining scoring often see a ██ boost in performance.

Most recently, ████████ helped identify an issue uncovered in data mining window functions when run in ████ mode. This issue was not easy to track down, and ████████ was both thorough and highly collaborative throughout the process.
I view ████████ as a go-to developer for providing consultation on questions related to ████████████, and as such I am in support of his promotion to CMTS.

████████, **Architect,** ████████

I regularly work with ████████ on ████████████████████████ ████████████ issues, we also regularly interact during code reviews as we own/backup own some of the same kernel modules. ████████████ is operating on a very senior level in the ████████████ group typical of a CMTS. ████████████ is working on complex, important and visible projects in ████████████ most recently he worked on ████ ████████████████████████. These projects show measurable performance improvements in ████████████████ in industry standard benchmarks. ████████ is working with other groups as necessary in particular with the ████████████ teams in a professional, effective and friendly manner. ████████ is following through on all aspects of the ████████████ process and setting a good example for more junior developers.

I support ████████████ promotion to CMTS and look forward to working with him in the future.

████████████, Consulting Member of Technical Staff, ████████████
████████

I would like to whole-heartedly recommend ████████████ for the promotion to the position of Consulting Member of Technical Staff. I have worked with ████████ many times over the past decade, including ████████████████████████████ ████████████████████████████████████. In all cases, ████ ████ has shown a technical mastery over existing database facilities and how to best integrate new features with those facilities. He exhibits a tremendous readiness to collaborate with other developers across different organizations, as well as the type of leadership that is necessary to bring a large project to fruition.

When there was a clear need for an interface for using the ████████████ ████ ████ thoughtfully designed a new service that can be used by many clients throughout the ████. This new service was a great fit for many aspects of the ████████ ████████████. When it became clear that ████████████ had some additional requirements to be able to use the ████ service, ████████████ immediately widened his design and created new interfaces for these requirements. His responsiveness to inquiries and to implementing enhancements was extraordinary. This type of willingness to take feedback and adapt his system to widen the applicability for others serves Oracle well. Having started to use this new ████ service, the in-memory aggregation feature has seen a significant boost in stability as well as in performance. These gains would not have been possible without ████████████ inventions, his knowledge and his help.

████████████ work on the rowsets project also had a large impact on both ████████ ████████ and on the database at large. ████████████████████████ ████████ was a foundational type of technology that has enabled many more optimizations throughout the database. Features that range from the ████████ ████████████████████████████ all rely on this work to exhibit the best query times seen from an Oracle database. As he does with all of his features, ████████ saw a necessary feature that is lacking, takes a leadership position, works through any

problems that may arise and creates a solid piece of technology. For all of these reasons and more, ████████ deserves the promotion to Consulting Member of Technical Staff.

████████ **Consulting Member of Technical Staff,** ████████

I would like to take this opportunity to offer a strong recommendation for ████████ ██ to a CMTS position. I have known him since he joined Oracle and during last several years, I have been working closely with him on improving ██████████████ mainly in the area of join and aggregation. Along these years of interaction with him, I can see he himself definitely demonstrated that he has gained strong technical depth and breadth in ██████████████ as well as in other areas within ███████ He is also very smart and very good at solving difficult and challenging technical problems. He is the person I would go for in-depth technical discussions whenever I need to and he is always be able to share valuable suggestions and great ideas. In summary, I believe ████████ has demonstrated that he has met all the requirements for a CMTS position and I would highly recommend him for such a position without any reservations.