

# Senior Management Promotion Template

**Employee Name:** [REDACTED]  
**Current Position:** Architect  
**# of Years in Current Position:** 7  
**# of Years in Industry:** 20

**Manager:** [REDACTED]  
**Proposed Position:** Vice President  
**Location:** HQ-400  
**Group VP:** Juan Loaiza

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

## SUMMARY OF EXPERIENCE

[REDACTED] is widely regarded as the one of the top industry experts in the area of [REDACTED]. [REDACTED] worked previously on the [REDACTED] where he was the architect for their [REDACTED]. He has a strong background in Computer architecture, compiler optimization, code generation and vector processing and has done an amazing job applying his combination of skills to the [REDACTED] effort. The success of the [REDACTED] feature is a testament both to [REDACTED] technical ability as well as to his management skills, since he has been playing a dual role of Architect and Area Manager for the past 5 years.

## Oracle Experience:

- [REDACTED] Architect and Manager in [REDACTED] at Oracle [REDACTED]
- Manages a team of approx. [REDACTED] engineers between [REDACTED], as well as virtual manager for projects not directly in his area such as [REDACTED]
  - Delivered high quality [REDACTED] features such as [REDACTED]
  - Currently working on finalizing the [REDACTED] release including a number of enhancements such as [REDACTED] – such as [REDACTED]

- [REDACTED] CMTS and Manager in [REDACTED] at Oracle [REDACTED]
- Developed [REDACTED] – a generic [REDACTED] on all platforms with platform specific implementations by vendors such as [REDACTED]. This is the heart of the performance of [REDACTED]
  - Developed [REDACTED] – a generic [REDACTED] into the [REDACTED] column scan
  - Worked with [REDACTED] team to jointly develop [REDACTED] for superfast [REDACTED] reporting.
  - Worked with [REDACTED] teams to support [REDACTED] cost functions and in-memory parallel execution, and support for larger work units for [REDACTED]
  - Managed a small group that developed numerous performance features such as [REDACTED]
  - Delivered high quality [REDACTED] initial release of [REDACTED] and many downstream enhancements in a number of bundle patches

## Experience Prior to Oracle:

- [REDACTED] [REDACTED]
- Member of [REDACTED] team implementing features to [REDACTED] on WebOS platform.
  - Projects included implementing generational garbage collection, adding [REDACTED] support in [REDACTED] framework, adding debug support of optimized code, and implementing a [REDACTED] for code coverage support.

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- Owner of entire [REDACTED] in [REDACTED] on both [REDACTED] and [REDACTED] platforms.
- Designed and implemented a [REDACTED] [REDACTED], and numerous algorithm modifications across performance-critical components to leverage compiler optimizations and hardware capabilities.

- Owner of the [REDACTED] on [REDACTED] systems. Managed a team of [REDACTED] engineers, as well as a virtual team of [REDACTED] [REDACTED] engineers at [REDACTED]. Served as a technical liaison between [REDACTED].
- Ported [REDACTED] from scratch, developed more than [REDACTED] significant backend optimization phases (including mid-level [REDACTED] [REDACTED]), implemented industry-first [REDACTED] [REDACTED]

- Developed a Java-based client-server, [REDACTED] [REDACTED]

- Developed a [REDACTED] component in a [REDACTED] product designed to reveal patterns of visitor behavior across websites.

- Member of low-level [REDACTED] team working on [REDACTED]. Developed state-of-the-art optimization techniques such as [REDACTED] [REDACTED]

- Designed and implemented a simulator modeling [REDACTED] [REDACTED] with goal being to develop a [REDACTED] from our observations that could be used in future computing environments.

- Developed PC interface to [REDACTED], and was responsible for testing [REDACTED] boards.

### Teaching Jobs

- Served as faculty member at [REDACTED] teaching programming courses.

- Graduate Teaching Assistant
  - A for computer science, mathematics, and physics.

- Tutored students throughout 4-years in undergrad in computer science, physics, and mathematics.

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**Education**

[REDACTED] University

- MS candidate in Management Sciences and Engineering (dropped out and completed certificate only).

[REDACTED]

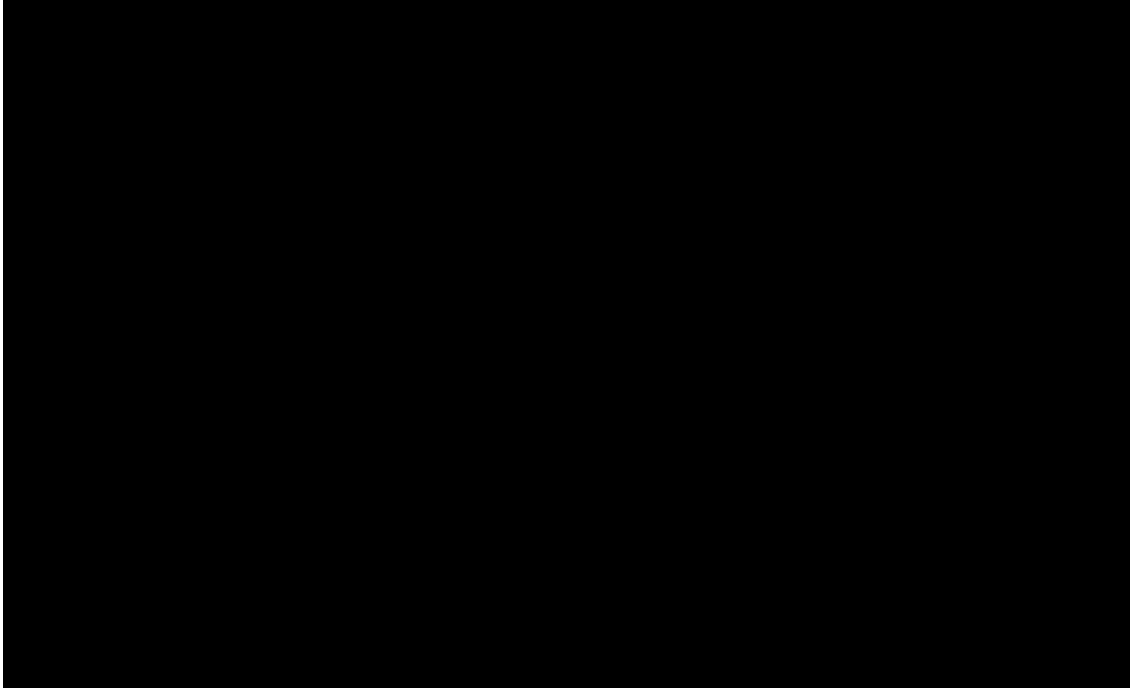
- MS in Computer Science (finished in 1 year)

[REDACTED]

- BS in Computer Science (Magna Cum Laude)
- Minor in Mathematics and Philosophy

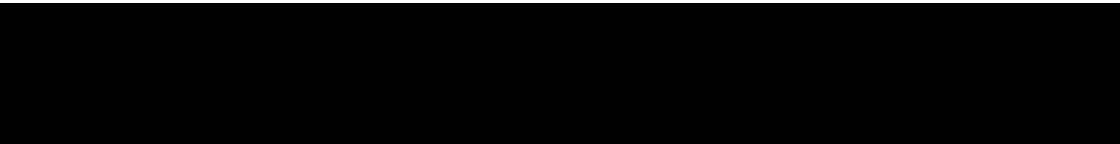
**Patents at Oracle**

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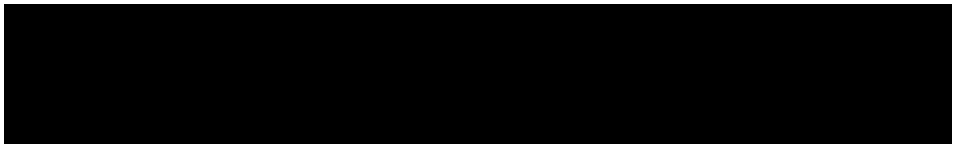
**Patents before Oracle**

- 1.
- 2.
- 3.
- 4.



**Publications:**

- 1.
- 2.
- 3.
- 4.



**MANAGEMENT SKILLS**

[REDACTED] is one the best managers I have worked with. He has a pleasant personality, leads very much by example by tackling problems head on with his team, and is well liked and respected by his peers and his team members.

- Project Management: [REDACTED] effectively manages a diverse set of projects spanning team members both within and outside his org. He has delivered around [REDACTED] projects in [REDACTED] and [REDACTED] including some very important performance improvements such as [REDACTED]

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- Hiring: He has done a great job with hiring talented team members and frequently travels to Universities like [REDACTED] for example, where he is well connected with the faculty, to recruit for the [REDACTED] group.
- Evangelism: [REDACTED] is an excellent presenter. He's delivered in-depth technical sessions at Academic conferences like [REDACTED] where his presentations do a lot to promote mindshare among the academic community. He has also presented at a number of Oracle user group events such as [REDACTED] and the [REDACTED] summit where he is well regarded as an authority figure for the [REDACTED] technology.
- People Management: [REDACTED] is also a great manager. He pays individual attention to his people and functions as a trusted counsellor and guide for many of them who value his judgment. He is also a good manager of managers; the managers reporting to him are happy with the mandate and the guidance that they receive from him. For instance, with the [REDACTED] effort, although [REDACTED] (who reports to him) is the defacto technical lead for the project, [REDACTED] does a great job of staying in the loop and offering suggestions and guidance along the way
- External collaboration/Internal Collaboration:.

### SCOPE OF POSITION

The Vice President for [REDACTED] is a key enabler for [REDACTED] performance, robustness, manageability. This position will require managing a team of at least [REDACTED] people either directly or indirectly. The collaboration that is needed spans multiple areas including the [REDACTED]. Given the competitive threat from [REDACTED], [REDACTED] and [REDACTED] we need to remain vigilant regarding our [REDACTED] performance and continue to enhance it in each generation as well as to make it more and more automated. This requires a really strong leader with excellent technical and leadership skills.

### SIGNIFICANCE OF POSITION AND IMPACT ON THE COMPANY

Almost half of the business for Oracle [REDACTED] is from [REDACTED] and [REDACTED] based processing is definitely the future paradigm for [REDACTED] processing. [REDACTED] is a multi-billion dollar market based on the revenues claimed by [REDACTED] and analysts like [REDACTED]. The revenue that [REDACTED] generates comes directly out of our core customer base and it is essential we protect this business (the high end enterprise market) and displace [REDACTED] in the long run as well, as [REDACTED] and [REDACTED].

There is also a growing competitive threat from new generation [REDACTED] such as [REDACTED], both of which claim orders of magnitude performance over [REDACTED]. It is essential that we investigate the use of [REDACTED] technology for Oracle [REDACTED] and [REDACTED] is a leader in this investigation involving [REDACTED].

### EXTERNAL VISIBILITY

[REDACTED] is the main contact person for the [REDACTED] - building our [REDACTED] and [REDACTED]. He is well respected by the [REDACTED] engineers and managers. He is also the contact with [REDACTED] for the [REDACTED] and has worked with them in their facility in [REDACTED]. In the past he was the contact person for the [REDACTED] team and he successfully drove development for the [REDACTED] across three generations of the technology. He has presented this work at [REDACTED].

[REDACTED] represents Oracle at academic conferences like [REDACTED]. Academic events like the [REDACTED], and at numerous user group meetings such as [REDACTED] etc. He is well respected as the domain-czar for [REDACTED]. The [REDACTED] team frequently reaches out to him to assist with customer engagements.

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## TEAMWORK AND INFLUENCE WITHIN ORACLE

also works well across groups in the Org such as:

- team: He worked extensively with team to jointly develop the functionality for Oracle
- team: He and his team collaborate extensively with the team including with whom his team jointly developed the functionality – a key performance feature with
- team: collaborates extensively with the execution team for enhancing performance via a variety optimizations – including supporting optimizations from the team (such as ) and providing optimizations (such as ) for speeding up both
- team: collaboration with the team has led to the development of , which is an resident on storage.
- : has assisted the teams with a number of customer opportunities such as Most recently his work was responsible for a win over at

## ACHIEVEMENT

1. Delivered the initial release of , featuring the industry-first with a with sophisticated algorithms
2. Delivered release of with key advances such as
3. Nearly completed the release of featuring

## RECOMMENDATIONS

### Senior Vice President

is THE key driver of our and area. He is the high level architect, the manager and team leader, and has written a lot of the code himself. is very organized and extremely driven to constantly improve the algorithms and the product. He personally jumps into any customer escalation or benchmark and makes sure that it is resolved quickly. He works extremely well with all the rest of the database teams. I have worked closely with and definitely recommend him for VP promotion.

### Vice President

It is my pleasure to recommend for promotion to Vice President, based on his accomplishments and leadership of the development team. His calm competence was instrumental in the product's ascension to a category leader in less than 3 years. As the head of during that time, my group enjoyed his energy, spirit of team play and willingness to pitch in to help recruit the best and compete aggressively. embodies the kind of manager who inspires dedication and brings out the best in others. This promotion is well deserved.

### Architect

is the most productive manager, architect and programmer within the group. His team is awed by his work ethic and his wealth of technical knowledge, making him one of the most prized managers to work for. He does a good job of recruiting and motivating his people. He is the owner of the product, one of the most successful and lucrative options. I compare him favorably with , who recently received a VP promotion.

In addition to his management duties, is also a key technical resource responsible for making work. If he were to leave, it would be a great loss to the product.

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**██████████ Vice President**

The term “renaissance man” come to mind when I think of ██████████. He is a recognized technical leader with deep specialization in the areas of ██████████. ██████████ is a prolific developer and an outstanding trouble shooter. Amazing as these qualities are, what makes ██████████ extraordinary is his ability to motivate and lead. We see tangible results of ██████████ leadership in the way ██████████ feature has been developed and productized.

We in the ██████████ team have worked with ██████████ for the past several years. Our collective experience has always been positive. I have seen ██████████ work with ██████████ engineers. It is deeply satisfying to see ██████████ form deep technical connections with the ██████████ engineers that motivated them to walk the extra mile to attain the objectives that ██████████ had in mind. This is real leadership.

I have witnessed first hand how tirelessly ██████████ works. I enjoy working with ██████████. He is a dynamic, full of energy and highly motivated to evolve the ██████████ to new heights. I fully support ██████████ promotion to Vice President in the ██████████ group.

**██████████ Vice President**

I, and my group (██████████), have worked ██████████ in his two capacities: engineer and manager.

Engineering skills. I, and ██████████ group, have worked with ██████████ on several critical to Oracle projects: ██████████

██████████. In all projects ██████████ has shown a very deep knowledge of modern hardware (██████████) and operating systems (██████████) etc). He has shown a very deep knowledge of ██████████ and how they could be used for typical database operations like ██████████. Technical cooperation with ██████████ allowed us to create ██████████ entities like ██████████ and use them very effectively for ██████████ execution. He has been technically inspiring and consulting guru for ██████████ for ██████████ group. ██████████ engineering skills are at high bounds of Oracle Architect Level.

Managerial skills. ██████████ has excellent managerial skills. He is willing to take a high challenge, inspire his team, supervise a high quality execution, and deliver product on a competitive schedule. This was demonstrated in our common project to improve performance of ██████████ were we competed with ██████████. Cooperation of his team with ██████████ team has improved within a year our performance numbers by ██████████ times (which is difficult to do on a mature software like Oracle ██████████) participates and leads meetings. He always had well defined agendas and follows up on the design and implementation issues. His advises were productive. He was very cooperative and open to suggestions. He encouraged developers to do creative work and was good at delegating tasks. His group produced very visible results to Oracle. He also has good cooperative attitude. Engineers enjoy working with him

To summarize: work with ██████████ was a pleasure. It was productive and open. His managerial skills are characterized by politeness, professionalism, and concentration on quality and innovation.

I strongly support ██████████ promotion to a Vice President.

**██████████, Senior Vice President**

██████████ is one of the strongest engineers and managers I have had the opportunity to work with. I hired him with a unique combination of hardware/compiler and database query processing background. This is experience that he got in ██████████ team and the ██████████ team really set him up to take on the new area of ██████████.  
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started that effort by taking on that area and personally authoring core parts of the in . Over the years he has progressed further as he has grown as an engineering manager.

I am happy to see his grown and support his promotion to an Architect and VP.

**Joint Recommendation from**

**Fellow and CPU architect**  
**Sr. Principal Engineer, Technical Computing Performance Architect**  
**Principal Engineer, Oracle**

Thank you for giving us the opportunity to support the promotion of to Vice President. Several teams have worked with since he joined Oracle and in our opinion this promotion is very well deserved.

1) Strategic Contributions: collaborated with teams and software teams on enabling and optimization. This collaboration produced significant strategic value for Oracle by ensuring that key functions are faster on current and future generations of Hardware. For , insights allowed to not only find ways to optimize this class of workloads on existing hardware. It also led to the invention of a number of new instructions and influenced added new instructions to the which will be available to customers in . These were added due to work with his feedback and detailed knowledge of software and hardware. We continue to work with on future features of database and seek his input for further CPU improvements to run Oracle best on hardware. has strategic impact on several generations of hardware and probably on how the industry as a whole tunes compression going forward.

2) Technical Expertise: We have worked with for many years, he demonstrated in-depth domain knowledge of algorithms and software architecture. Our teams rely on his expertise to improve hardware for Oracle requirements. His technical expertise in these areas and in performance engineering allowed us to quickly pin-point key functions that need to be optimized as well as to identify and refine solutions that can both deliver great value to Oracle and are implementable by architects seek and value his input with regards to future directions of so can more quickly adapt to new trends in software.

3) Technical Leadership: owns the . This document provided a clear picture of feature requirements and Oracle directions with regards to . explained in detail the requirements to teams and responded to any questions to clarify Oracle needs. It ensured that we successfully design and develop with Oracle requirements in mind.

has been a great partner to work with on helping us evolve the to align with Oracle's workload needs. is always approachable and makes himself available for questions and requests. We have worked with him for several years now and have the highest respect for him. We are looking forward to a lot more work with him in the future! Talking to the other team members, everyone has the highest praise for knowledge and support, as well as his responsiveness and creativity.

Fellow and CPU architect: "Due to close collaboration with hardware and software teams, he has directly influenced the feature set of upcoming and overall . The collaboration with has been extremely fruitful for both and Oracle allowing the two companies to both benefit from the innovations that have been achieved via the joint work"

**Position Criteria**

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

<b>FACTOR</b>	<b>DIRECTOR</b>	<b>SR. DIRECTOR</b>	<b>VICE PRESIDENT</b>
<b>Summary Of Experience</b>	<p>Requires 8+ years of related 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.</p> <p><b>Those with teams under 15 must have at least 10 years of related managerial/technical experience, 5 years in senior manager position, and 5 reports.</b></p>	<p>Requires 10+ years of related 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.</p> <p><b>Those with teams under 20 must have at least 15 years of related managerial/technical experience, 5 years in director position, and 15 reports.</b></p>	<p>Requires 12+ years of related 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.</p>
<b>Management Skills</b>	<p>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.</p>	<p>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.</p>	<p>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.</p>

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<p><b>Scope Of Position</b></p>	<p>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.</p> <p><b>Those with teams under 15 must have at least 10 years of related managerial/technical experience, 5 years in senior manager position, and 5 reports.</b></p>	<p>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.</p> <p><b>Those with teams under 20 must have at least 15 years of related managerial/technical experience, 5 years in director position, and 15 reports.</b></p>	<p>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.</p>
<p><b>Significance of Position and Impact On Oracle</b></p>	<p>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.</p>	<p>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 approval</p>	<p>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.</p>
<p><b>External Visibility</b></p>	<p>Visible</p>	<p>Highly visible</p>	<p>Highly visible, may meet with or represent Oracle with external contacts such as industry forums, key customers, partners, press or analysts.</p>
<p><b>Teamwork and Internal Influence</b></p>	<p>Some interaction with other groups, influences decisions. Should exhibit effective teamwork with directors and above within Development and across Oracle.</p>	<p>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.</p>	<p>Significant interaction within and across divisions and highly successful in driving strategic level decisions and action plans with these groups. Regularly interacts with Oracle</p>

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			senior management and major customers on critical matters
<b>Achievements</b>	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.
<b>Recommendations</b>	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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