

Management Promotion Template

Employee Name:	[REDACTED]	Manager:	[REDACTED]
Current Career Level and Job Code:	Sr. Principal Product Mgr 17150.Product Manager/Strategy 5-ProdDev	Proposed Position and Job Code:	Director, Cloud Operations M4 17150.Product Mgmt/Strategy Director-ProdDev
Total Time in Current Position:	1 + year (10+ years at Oracle)		
Current Salary:	[REDACTED]	Min Salary for New Position:	
Performance Rating:	4	VP	[REDACTED]

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

BUSINESS NEED

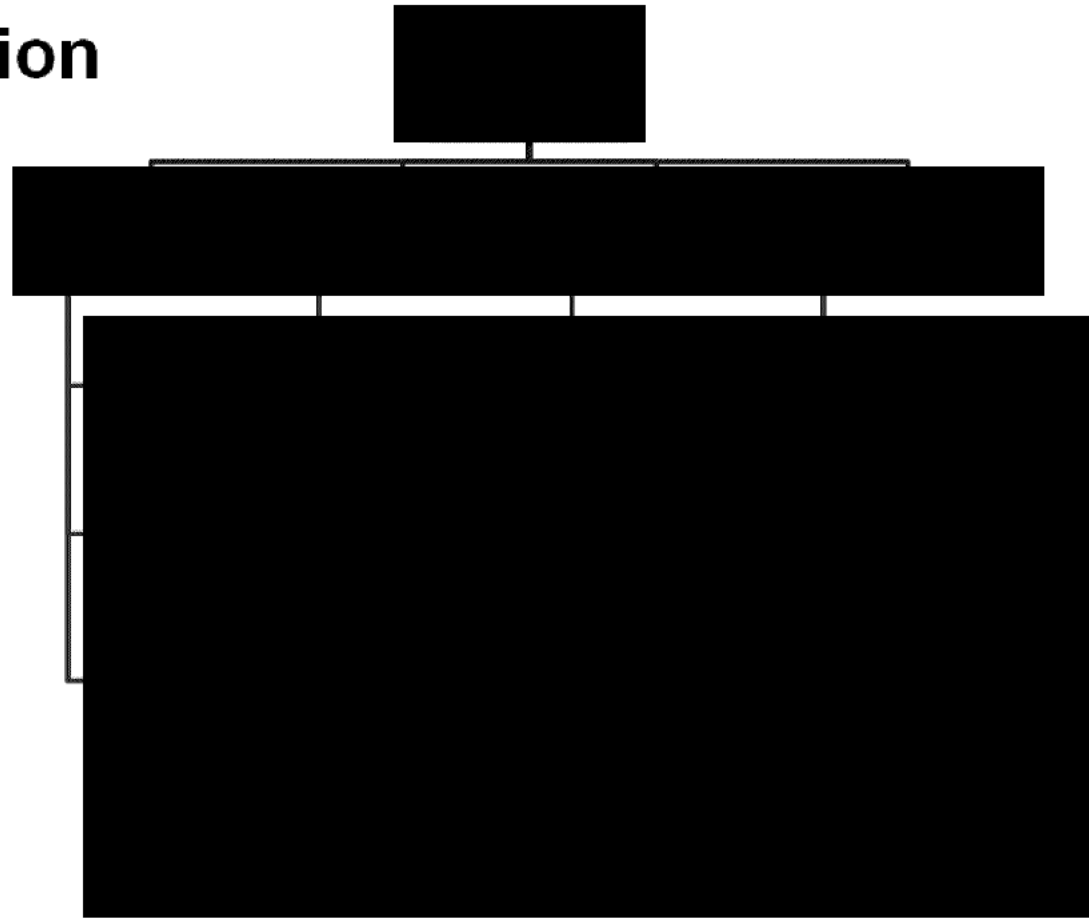
(Describe Organization Structural need for a position at this level; attach proposed org. chart.)

The Cloud [REDACTED] team has experienced an increased scope of responsibilities, leading to more strategic level interactions, since its inception in [REDACTED]. The [REDACTED] group is a critical component of this team. The [REDACTED] group has also grown in size, requiring a manager for the team, who can provide leadership and day-to-day guidance for the staff. [REDACTED] currently leads the [REDACTED] team, as shown in the organization chart below. She has demonstrated excellent leadership skills; with on boarding and training new staff, defining the team's charter, taking on significant responsibilities and forging strategic relationships across Cloud [REDACTED] and across Oracle. This promotion – from an [REDACTED] to [REDACTED], will recognize the high level that she is already performing at.

- 1) [REDACTED] Management
 - a. Working with [REDACTED] on all updates to [REDACTED]
 - b. [REDACTED] frequently requested [REDACTED]
 - c. Clarify terms which raise frequent questions in the [REDACTED] process and [REDACTED]
 - d. Track [REDACTED] Requests from [REDACTED]
- 2) Onboarding [REDACTED]
 - a. Aligning [REDACTED]
 - b. Manage approvals for all new Cloud [REDACTED] and [REDACTED] issued. [REDACTED] provided only when [REDACTED] is aligned with Cloud [REDACTED]
- 3) [REDACTED]
 - a. Identify and address gaps in [REDACTED] Practices
 - b. Identify [REDACTED]
 - c. Updates to [REDACTED] and/or Cloud [REDACTED]
 - d. Manage [REDACTED] expectations

- 4) Existing [REDACTED]
 - a. Identify gaps between [REDACTED] practices & defined policies
 - b. Remediation to address gaps
- 5) Public Sector [REDACTED] Product [REDACTED]
 - a. Identifying and driving requirements for US and [REDACTED] and [REDACTED] Cloud

Organization



SUMMARY OF EXPERIENCE

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

[REDACTED] has over 17 years (10+ years at Oracle) of strong strategic planning, product management, and software development experience.

[REDACTED] has been in her current role as [REDACTED] in the Oracle Cloud [REDACTED] team for just over a year now. During this time, [REDACTED] has demonstrated that she is a valuable resource through her dedication & commitment to her work and excellent work ethics.

- [REDACTED] initiated her role as an individual contributor with her primary focus being the [REDACTED] of Cloud [REDACTED] and the Cloud [REDACTED] and [REDACTED] portals.
- [REDACTED] did an excellent job of managing the [REDACTED], working closely with Cloud [REDACTED] teams to ensure timely and high-quality [REDACTED]. An immense amount of *thought* and work went into the Cloud [REDACTED] which soon grew into reliable and extremely widely used sources of information for teams within and outside of Cloud [REDACTED].
- Very quickly, [REDACTED] proved that she was capable of taking on additional responsibilities with as much enthusiasm and attention to detail as her initial tasks. [REDACTED], along with other team members she mentored, has [REDACTED] over a short time span.
- [REDACTED] worked closely with the [REDACTED] teams in the creation of a new [REDACTED].
- In addition, she has also successfully managed the [REDACTED] into the Oracle Cloud [REDACTED] including alignment with [REDACTED], alignment with Oracle [REDACTED] and sub-[REDACTED] review.
- [REDACTED] took on some very complex initiatives involving several cross functional teams. The key projects she led were: [REDACTED].
- [REDACTED] has also presented to Cloud teams across the Cloud organization – [REDACTED]. She has a clear and effective communication style and gets her message across very well. [REDACTED] comes across as a subject matter expert, very fluent in Cloud [REDACTED].
- Very recently, [REDACTED] stepped into a challenging, new territory for her – [REDACTED] Cloud. She has come up to speed very quickly and is doing an excellent job with keeping this project on track. She is leading charge in this area and managing a [REDACTED] focused on strategy for [REDACTED].
- [REDACTED] has built an excellent rapport with the Cloud [REDACTED] team as well as with key members of Cloud [REDACTED] Cloud [REDACTED]. She has a reputation for being the go-to [REDACTED] for questions on a large variety of topics.

Prior to Oracle [REDACTED] Cloud, [REDACTED] was a key member of the Oracle [REDACTED] Cloud [REDACTED] team where, in her role as [REDACTED] she was instrumental in designing and [REDACTED] several key cloud services. Prior to that, [REDACTED] held various positions in [REDACTED]

Before joining Oracle, [REDACTED] worked as a [REDACTED] engineer at [REDACTED]

[REDACTED] has a *Masters degree in Computer Science.*

MANAGEMENT SKILLS

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

[REDACTED] has excellent ideas and demonstrates natural leadership skills. She has successfully mentored several team members and would transition naturally into a bigger leadership role.

[REDACTED] is doing a great job managing the *three employees that now report to her.* She meets with them regularly to establish clear expectations and ensure the team's success.

[REDACTED] displays a gentle, yet firm demeanor to ensure that deadlines are met. She is a good listener and has a great rapport with her employees and her peers. Her empathetic personality will help her attract and retain good employees.

SCOPE OF POSITION

(Describe expanded scope and responsibility. Define how the position or deliverable is important to Oracle's strategic plan or revenue. Quantify increased size or complexity of the task, i.e. numbers of people to manage or influence, magnitude of product for Oracle or technical challenges.)

Metrics: Headcount and Span of Control

Current Position HC:	3	# Employees under this position:	3	# Direct Reports:	3	# Mgmt Level of reports:	
Proposed Position HC:	4 (in Q2)	# Employees under this position:	4	# Direct Reports:	4	# Mgmt Level of reports:	

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.)

The [REDACTED] will continue to work directly with the field and customers on key aspect of [REDACTED] particularly working with customers to provide [REDACTED] [REDACTED] is already involved with [REDACTED] on Cloud [REDACTED]. The key to [REDACTED] at Oracle is predicated by the [REDACTED] – and [REDACTED] is currently playing a key role promoting cross team understanding.

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.)

As the [REDACTED] team staff up to support more Cloud services, the [REDACTED] will also have an increased focus on working directly with [REDACTED]. This is a requirement of this role and [REDACTED] has the right skills to excel at it.

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?)

- [REDACTED] played a key role in bringing together the [REDACTED] Cloud [REDACTED] and [REDACTED] teams in an effort to establish a rigorous process around enhancement requests logged from Cloud [REDACTED]. Before [REDACTED] stepped in, several [REDACTED] raised by Cloud [REDACTED] several years ago had not progressed to completion. Through collaboration with the Cloud [REDACTED] and [REDACTED] teams, [REDACTED] created a process whereby [REDACTED] are regularly reviewed by both teams to ensure that the appropriate priorities are assigned and issues are tracked to completion.
- The successful integration of organic Cloud services and new Cloud acquisitions has ensured consistency in the launch of new Cloud services and the growth of the Oracle Cloud business.
- [REDACTED] gives her audiences the impression of a long-time Cloud expert and she is very approachable and knowledgeable in the key areas she leads.
- Through her pleasant personality and strong perseverance, [REDACTED] is able to influence key stakeholders across Oracle. She is well-liked by peers within and outside the immediate team, and is known for her teamwork.

ACHIEVEMENT

(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 both within and outside Oracle.)

- [REDACTED]'s involvement was key to the success of the Cloud [REDACTED] and [REDACTED] portals. Her thoroughness and attention to detail has contributed the growth of these sites into extremely valuable resources for the Oracle internal and external Cloud communities. The [REDACTED] have received rave reviews from teams spanning the Oracle Cloud ecosystem.
- Through some key projects such as [REDACTED], [REDACTED] has helped align disparate [REDACTED] and methodologies, thereby ensuring that Oracle Cloud remains true to our contractual commitments, while reducing the risk to the business.

JUSTIFICATION FOR NON-FOCAL PROMOTION

(Explain why it is critical to consider this promotion now.)

[REDACTED] has been performing at the level of a [REDACTED] for the last couple of years at Oracle. She is smart, diligent, resourceful and ambitious. We are compelled to recognize her contributions and acknowledge her leadership skills and the important role that she plays within the team. This promotion will be very well received by her and will also help us with retaining a talented resource who not only understands Oracle Cloud [REDACTED] practices but is adept at articulating our practices to customers via Oracle's [REDACTED] framework.

RECOMMENDATIONS

(Comments from other senior management staff, both within and outside of group - minimum of three)

1) [REDACTED] Vice President, [REDACTED]
[REDACTED]

Here are my comments:

[REDACTED] worked as a [REDACTED] for our [REDACTED] Services offerings in [REDACTED] Cloud [REDACTED] from the very beginning. She was instrumental in developing the first collateral to position these services as a value-add to our customers. This was in spite of [REDACTED] being something new for her to grasp. She was a quick learner and was insistent about quality of materials. She was able to take her knowledge of [REDACTED] and marry it with our knowledge of [REDACTED] to package multiple offerings, which have since grown into a [REDACTED] annual revenue business.

[REDACTED] has always strived to perform at the highest level and looks for ways to continually develop. In September of 2012, she asked for my guidance and coaching as a mentor. Since that time, we have met on several occasions to work on different approaches to situations. [REDACTED] has been very open to other perspectives, taking to heart our discussions and reviewing material I have suggested. I have seen her progress over this period and gain the confidence that she needs to lead.

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[REDACTED] Vice President, [REDACTED]

Phone: +1 3033348800 | Fax: +1 3033348308 | [REDACTED]

Oracle Managed Cloud Services

7700 Technology Way | Denver, CO 80237

[REDACTED]

Hi [REDACTED]

It is with great pleasure that I write this recommendation for [REDACTED] for a promotion.

I've worked with [REDACTED] for several years, both in her roles in Oracle [REDACTED] and Oracle Cloud, and over that time I've seen her progress steadily in terms of her abilities and responsibilities.

One of [REDACTED] strengths are her diligence and proactive approach to resolving issues, all while focusing on the details of the issue without losing sight of the "big picture" of where the issue fits in with the overall strategy. In my experience, [REDACTED] actively follows up on any information or other element needed to move projects forward, and consistently meets or exceeds the timing and delivery of any work product that is within her responsibility.

But perhaps more importantly, [REDACTED] displays a willingness and ability to take on new responsibilities and serving in greater roles within the Oracle. [REDACTED] is a team player who appears comfortable with interacting with different stakeholders of different levels within Oracle, including Product Management, Global Business Practices and Legal. In my opinion, these are key attributes of an employee who is being considered to take on increased [REDACTED] responsibility.

I fully recommend [REDACTED] for promotion. Please let me know if you'd like any additional feedback.

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[REDACTED]
400 Crossing Blvd. | Bridgewater, New Jersey 08807

3) [REDACTED]

Senior Director [REDACTED]

Please consider my recommendation.

[REDACTED] talent, dedication and hard work as product manager helped us to define, launch and continue expanding what is now known as Oracle [REDACTED] (Oracle [REDACTED]). Oracle [REDACTED] in revenue YoY for the past 4 years and grew to [REDACTED] business in the past year. I recommend [REDACTED] for a management promotion because of her sense of responsibility and excellent soft skills.

Thank you, Leonid

4) [REDACTED] Senior Director
[REDACTED]

My recommendation for [REDACTED] follows.

I worked with [REDACTED] for several years in her capacity as a Product Manager in the Managed Cloud Services line of business and strongly recommend that she be promoted to the role of Senior Director.

I was responsible for business operations (e.g., preparing contracts, managing Statements of Work, business and pricing practices, parts, processes) for [REDACTED] services. In that role, I worked with [REDACTED] on an almost daily basis on various projects including rollout of new services and addressing operational and entitlement issues.

[REDACTED] was outstanding to work with. She is one of the most reliable people I have ever worked with; if she said she was going to do something, she did it. She was tremendously committed to her job and worked extremely hard, in quality and quantity.

[REDACTED] has the ability to address and communicate issues at both a detailed level and at a high level. She interacted with developers as well as Vice Presidents.

She was a very good presenter. She regularly presented to sales on new and existing services and she clearly and effectively communicated the relevant information.

[REDACTED] is also a dedicated team member. She worked well with everyone and was effective at accomplishing team goals. Her dedication and follow-through made you want her on your team. She was very personable and showed interest in others.

She also would discover issues and independently work to address them. She would never turn her head the other way and say that it wasn't her responsibility. It appeared that she worked independently and required little direction from management.

In summary, I believe [REDACTED] demonstrates all of the skills and attributes that are expected of a [REDACTED] and would roundly applaud her promotion.

Thanks,
[REDACTED]

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[REDACTED] Senior Director

Position Criteria

(Senior 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 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.	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.	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.
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	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.

		product or medium sized product.	
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 approval	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.
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.