

Management Promotion Template
Miranda Organization

Employee Name: Avinash Pandey_____

Manager: Donald Nelson_____

Current Career Level and Job Code: QA Snr Manager-ProdDev, 10843

Proposed Position and Job Code: QA Director-ProdDev, 10844

of Years in Current Position: 3.7 years_____

of Years in Industry: 16 years_____

Current Salary: 117,600.00_____

Min Salary for New Position_____

Performance Rating: _____ 4 _____

VP/SVP: _____ Tom Predovic _____

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.)

Given the increase in product line ownership within the CRM On Demand Quality Assurance organization, the PSR team needs a dedicated director to:

- Set overall goals and directions
- Set overall SaaS PSR standards
- Organize efficiencies across products that require PSR coverage work
- Mentor team members
- Disseminate PSR knowledge / guidance to agile project teams

SUMMARY OF EXPERIENCE

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

Avinash has over 16 years of industry experience in Quality Assurance. For the past 3.7 years at Oracle, he has managed the Social CRM QA team along with the Social PSR team which were contractors. He has a Masters Degree in Engineering.

MANAGEMENT SKILLS

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

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Avinash created the Social CRM QA and PSR team organization of over 35 team members in consultation with management within the CRM On Demand QA org. While creating the teams, he organized them with leads for respective responsibilities within the teams. He also hired key contributors (Vandana and Swapna) at HQ and Symphony (Naren Bagade) via personal network.

Avinash successfully grew the Symphony contractor part of the team. He continues to mentor employees within the team to grow in their roles. His organizational skills help to create:

- *Quality metrics in eBiz*
- *Test cases tracking in Quality Center (initiated QC implementation)*
- *Build deployments, hardware and environments under a central team*
- *Storage of all process and relevant information onto a wiki pages for all to access*

SCOPE OF POSITION

(Describe expanded scope and responsibility. Define how the position or deliverable is important to Oracle's strategic plan or revenue. Quantify 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: # Employees under this position 13; # Direct Reports 13; # Mgmt Level of reports 0

Proposed Position HC: # Employees under this position 18; # Direct Reports 7; # Mgmt Level of reports 1

Aligning the PSR team as proposed above will give better control of the overall priorities and objectives within the group. The team will now have clearer reporting structure.

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.)

This role has importance to internal stakeholder within the CRM On Demand organization. There will be a single point of contact for this group.

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.)

This role has no external visibility, all visibility is within the CRM On Demand organization. Avinash's group will be responsible for providing PSR coverage test results to all product teams within CRM On Demand. Results will be shared at executive review meetings at the VP level.

TEAMWORK AND INFLUENCE WITHIN ORACLE

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(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?)

Avinash successfully directed the organization of entire Quality and defect reporting structure in eBiz for the Social CRM group. He was instrumental in working with the product teams to create automated reports that are widely used now for release status and planning purposes. He successfully negotiated with several ownership areas, especially with the Engineering team; chief among them being build creation, deployments, environment ownership and PSR activity ownership.

He also successfully led a diverse team spread 5 locations without travelling or in-person meetings with team members.

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/Development both within and outside Oracle.)

Avinash successfully led the QA and PSR effort for three Social CRM releases, from rto1 to rto3. He provided leadership to the Social CRM org in general and for the QA/PSR team as its senior manager. He was a key participant at a strategic level for release planning and execution. He also provided regular inputs at Senior Management meetings of Social CRM and provided strategic guidance for rto2 release recovery plan after it slipped from Nov 2008 target.

He led the creation of the customer issues escalation process and its education in the Social CRM group. Other achievements were the set up and maintenance of test environments, deployment process and release strategy for Social CRM products. This included QA and PSR.

RECOMMENDATIONS

From [REDACTED]

I support Avinash's promotion to Director, QA. Avinash had overall QA responsibility for the entire Social CRM product suite & built out a solid, high performing QA team. He ensured that the team adopted Scrum & was engaged throughout the entire product dev life cycle. He also very effectively managed the India team & put in a strong India manager to minimize the risk of any attrition. His past experience in Siebel QA helped us to create more mature processes (impacting PM, Engr, QA, & Ops), & he provided guidelines when teams were being overly optimistic in delivery. Avinash did a great job in ensuring we were delivering high quality software, on time.

From [REDACTED]

I worked with Avinash for about 2 years on Siebel 8.1 release. At that time Avinash was managing Order Management (C/OM) product family. Avinash worked hard and diligently to manage a complicated product area. He had a global team that he managed and worked closely with Dev and PMs to deliver a quality product. At the end of the release he was promoted from Senior Manager to Group Manager. Furthermore, I'd like to add that Avinash showed a lot of potential and deserving of further promotion in due time and with proper guidance.

From [REDACTED]

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His skill and knowledge of QA was invaluable for set up the Social CRM QA team. It was very rare that I needed to step and help direct his team. He was very organized and provided weekly executive status that clearly tracked the Social CRM releases from a quality perspective. Given his experience, I recommend promoting Avinash to Director, CRM On Demand Quality Assurance.

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 8-12+ 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 10-14+ 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 12-16+ 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

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			tasks accomplished. Excels in current position.
Scope Of Position	Manages teams with responsibility 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 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 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 Product Development and may impact revenue. Decisions may be visible to Product 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 Product Development and possibly other divisions. Decisions are visible to Product 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 Product 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 Product 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	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	Technical or managerial stature recognized within group, widely across and outside Oracle. Defines requirements for new projects and specifies designs and develops product components

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	projects and specifies designs and develops software to those requirements.	requirements. Represents group within Oracle	accordingly. Represents group and Oracle both within and outside the company.
Recommendations	From Product Development senior management outside of VP's group	From senior managers, both within and outside Product Development.	From senior managers, both within and outside Product Development.

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