Management Promotion Template
(Product Development)
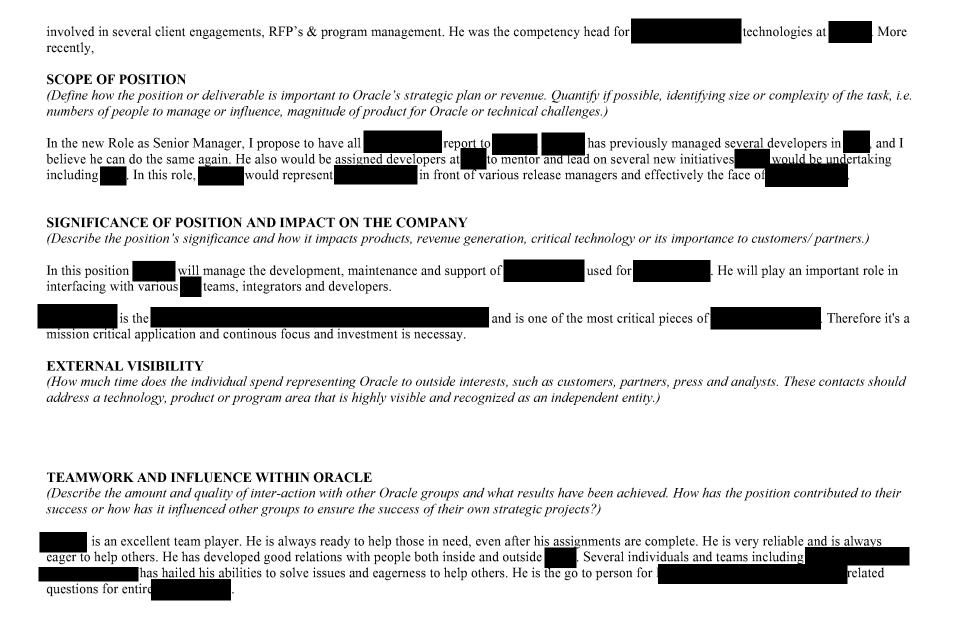
Employee Name:	███████	Location:	HQ
Current Position Level & Title:	IC5-Senior Principal Engineer	Proposed Position Level & Title:	M3-Senior Manager
Current # of Directs:	0	Proposed # of Directs:	3
Current # of EEs in Org:	0	Proposed # of EEs in Org:	3
Previous 3 Performance Ratings:	4	Manager / Group VP:	████████
# of Years in Current Position:	1.6	# of Years in Industry:	14
Date of Hire:	████████	Level & Title of Last Promotion:	IC4-Principal Engineer
Current Base Salary:		Date / Amount of Last Increase:	███
Comp-Ratio:	83.0	Date / Amount of last Bonus	
		Date / Amount of last Stock Grant:	████

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

EXECUTIVE SUMMARY:

███████ is one of the exceptional Oraclites I have come across in my career at Oracle. He is my go-to guy for any ████████████████ ████████ projects at Oracle. ██████ has over 13 years of Industry experience, a quite significant part of which he has spent at Oracle. ████ joined Oracle America Inc. in 2014. Before that, he was Senior Manager at █████████. There led several important engagements for clients like █████████████████████. Before that, ████ was at ████████ where he was one of the top performers in █████████ Steve Miranda, ████████████ ████████████████████

More recently along with me, █████ was one of the architects of ███████████████. He contributed significantly to the design of ████ and single-handedly managed more than ██████ engineers and managers during the POC period. He showed remarkable patience, leadership, and ability to lead during ████ effort. As everyone is aware, ████ has contributed a lot in dollar terms to Oracle revenue and growth.

Most recently, ██████ is the lead for ████████ project and has led several developers in ███████████████████████████. He has single-handedly coded most of the flows and monitoring application for █████████. As a lead for ████████ ██ has effectively managed developers various ███████████ and leadership during development and delivery of this ████ █ ███ and his team have indeed worked as a "Start-Up" company to deliver a high-quality ██████ in such a short period. Using this new ██████, various FA release managers would be able to ████ █████████ using the same tools and technologies, used by ███████ uses in production. This would significantly help to catch bugs and issues earlier in the lifecycle and reduce ops workload. Before this █████ had also delivered a ██████ internally used in ██████████ which decreased our time to delivery of internal environments in ████████. He has shown consistent delivery skills, grit, determination and leadership skills. I am sure ██████ would contribute a lot to Oracle's success as a Senior Manager.

Revised November 17, 2011

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

█████ is the lead for ████████ and delivered

- ████████
- ████████
- ████████

Recently by delivering ████████████, he has successfully achieved the tirade of ████████████████████. These core jobs are used both internally in ████████████) and externally by various ████████████████.

█████ has also delivered ████████████ engineering to provide guest image used in VM's and is currently leading the effort to provide the ████ for █████████. Over a short period, he has established an excellent rapport with various Release Managers, architects, and developers. He is the go-to guy for ████ and represented my team in multiple forums, meetings, and presentations. Before ████████████ has also contributed significantly to █ on ████████████████ projects, with ████ being a key strategical initiative.

Before joining ████ team with me, ██████ designed and delivered ████████████████, where he automated the ████████████ ████████ and backup. Prior to ████████, █████ was a member of ████████████████████████ ████████████████████████. He understands details of ████ applications and has a solid understanding of how everything works at Oracle.

Apart from Oracle experience █████ has worked as Senior Manager at ████████████ managing multiple customers.

█████ holds a Bachelor's degree in Computer science from ████ one of ████████████. He also is ████████████████████ certified professional.

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

████████ demonstrated considerable leadership skills in the delivery of ████████████. He led developers from several organizations to design, develop and deliver ████████ on time. In his current role as lead for ████████, he represented ████ team in several meetings, forums, and discussions. He represented ████ in most of the meetings and plays a vital role in several designs and optimization projects that I am leading.

█████ also helped me in the hiring process and growing my team in both ████████, the ████ team dotted reported to him. In addition to Oracle Experience, he has management experience at ████████████ where he led several developers, testers and program management individuals. He was

Revised November 17, 2011

involved in several client engagements, RFP's & program management. He was the competency head for ████████ technologies at ████. More recently,

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.)

In the new Role as Senior Manager, I propose to have all ████████ report to ████ ████ has previously managed several developers in ███, and I believe he can do the same again. He also would be assigned developers at ███ to mentor and lead on several new initiatives ████ would be undertaking including ███. In this role, █████ would represent ██████████ in front of various release managers and effectively the face of ██████████.

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.)

In this position █████ will manage the development, maintenance and support of ██████████ used for ██████████. He will play an important role in interfacing with various ██ teams, integrators and developers.

██████████ is the ██████████████████████████████████ and is one of the most critical pieces of ██████████ Therefore it's a mission critical application and continous focus and investment is necessay.

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.)

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?)

██████ is an excellent team player. He is always ready to help those in need, even after his assignments are complete. He is very reliable and is always eager to help others. He has developed good relations with people both inside and outside ███. Several individuals and teams including ██████████ ██████████ has hailed his abilities to solve issues and eagerness to help others. He is the go to person for ██████████████ related questions for entire ██████████.

Revised November 17, 2011

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.)

██████ was a key contributor to ███████████████████████. In addition, he has been twice award ████████████████ for ██.

██████ holds several awards and certifications. In addition to technical certifications highlighted above, ██████ is also ██████ certified professional.

██████ was one of ████████████ and contributed significantly to other ████ initiatives like ██████████████████████. ██████ was deeply appreciated for his contribution to ████ by various stakeholders. He is known across Oracle for his deep knowledge on ████████████. Within a short time ██████ has now mastered various ████ tools and technologies. Being owner for ██████████, ██████ is the face of ██████████████ for ████ applications at Oracle which his very significant.

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

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 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	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	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

Revised November 17, 2011

	respect of peers for management skills and getting tasks accomplished. Excels in current position.	due date and shows teamwork. Has respect of peers for management skills and getting tasks accomplished. Excels in current position.	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 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	Technical or managerial stature recognized within group, widely within and outside Oracle. Defines	Technical or managerial stature recognized within group, widely across and outside Oracle. Defines

Revised November 17, 2011

	Oracle. Under broad direction, defines requirements for new projects and specifies designs and develops software to those requirements.	requirements for new projects and specifies designs and develops software to those requirements. Represents group within Oracle	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.

Revised November 17, 2011

RECOMMENDATION:

████████████ : Senior Director for ████████████████████

I recommend ████████ to be promoted to Sr Dev Manager. In past year or so, with ██████ involvement, ████████████ widely used in ███ ██████████ has been eradicated from usage working through several teams outside of █████ . He worked with my teams as well to utilize the already created modules and scaled that to suit various teams' needs and nuances. This also has removed load on my team in maintaining the ██████████ release after release for various teams and troubleshooting their problems. He represents the ██████ team very well in meetings attended by several other teams. His team is now helping in getting our ████████████ efforts automated via ███████

████████████ : Consulting Member of ████████████

I have worked with █████ over the last couple of years and have seen him quickly get up-to speed in ████ areas and in particular with ██████████ ████████████████ - initially as part of a ██████████ project and subsequently while ████ such that various development teams ████████████ are able to ████████████████████████ quickly and exactly the same way as they are ██████████ . Furthermore, █████ also contributes to the development and running of the ██████ for ███ that is critical for testing and delivery of ████████████████ for deploying ██████████████████ . I've found █████ to be diligent and thorough in his follow up to resolution of any issues/questions that he encounters. I strongly support his promotion to Sr. Manager.

████████████ Vice President – ████████████████████████████████

My team worked with ████████████ for the last 1.5 years in ██████████ project. I observe █████ to be very detail oriented and has excellent technical skills. He led the effort to migrate the ██████████████████████████ to the new ████████████████ . This project helped ██ division to save significant time in the ██████████████████ . On top of the above effort, our team worked with █████ in integrating the ██████████ with ██ ████████████████████████ . This effort helped optimize further and resulted in productivity gains for ██ division.

██████ is very customer centric and acts on ERs and bug fixes in a timely manner. He's very pleasant to work with. I fully support his promotion to Senior Manager

Revised November 17, 2011

█████████ : Senior Director, ███████████████

My team and I have worked with ███████ on various different projects such as █████ and █████████████████

███████ role on both these projects was to single handedly most of the time maintain and provide the required support to get the implementation complete. Work with the user community to understand the requirement with minimal guidance. On both these he demonstrated the ability and maturity to successfully handle the task, work with the core team and family POCs to identify various options and ensure completion of the task on time and sometimes ahead of schedule.

███████ has a keen sense to focus on the core issues and always keep the project goals at the highest priority. He was always very diligent in ensuring clear communication and a positive user experience. His participation and role on these projects was very commendable and portrayed his ability to work with any group of people and new processes without any objections. Through this █████ earned a great deal of respect from not only his peers but management as well.

I'd be happy to recommend █████ for his promotion.

███████████ : Program Management, ███████████████

I support the promotion of █████████ to Senior Manager. ██████ has been instrumental to the support of the ███████████ for all preflight testing towards the success of ████████. Other than resources (owned by each family group), we have seen very few issues with the ██████. When the couple of minor issues have come up, ██████ is quick to fix and detail back to the various contributing groups what the issue was and what was done to resolve it. ██████ attends most of the 8:30am daily meetings as well as the Tue/Thurs 2pm meetings where he is a strong contributor. He has improved the overall support for the ██████ adding to the confidence of all the people who now depend on it to run their ██████████

Revised November 17, 2011