
From: Shauna Holman Harries
To: Luong, Hoan - OFCCP
CC: Neil Bourque; Charles Nyakundi; Lida Daniel; Kela Moon; Sean Smith
BCC: Siniscalco, Gary R.; Damrell, Lauri A.
Sent: 10/29/2015 9:21:53 PM
Subject: HQCA 18 of 29
Attachments: HQCA - Personnel File 17 - [REDACTED].zip

Best Regards,
Shauna Holman-Harries

ORACLE

Shauna Holman-Harries - Director Diversity Compliance
Phone: +1 602 333 9112 | Fax: +1 602 333 9112 | Mobile: +1 480 689 1858

"Working to create an inclusive, diverse culture that drives innovation and business success."

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Oracle Applications - GSIAP

File Edit View Folder Tools Window Help

People

Name

Last

First

Title (Mr)

Prefix

Suffix

Middle

Gender Male Action

Person Types for Action

Person Types

Employee Ex-applicant

Identification

Employee

Social Security

Personal Employment Office Details Applicant Further Name Other Benefits

Birth Date Age

Town of Birth Status Married

Region of Birth Nationality

Country of Birth Registered Disabled No

Effective Dates

From To Latest Start Date [Yes]

Address Assignment Special Info Others...



Oracle Applications - GSIAP

File Edit View Folder Tools Window Help

People

Name

Last

First

Title Mr

Prefix

Suffix

Middle

Gender Male

Action

Person Type for Action

Person Types

Employee Ex-applicant

Identification

Employee

Social Security

Personal Employment Office Details Applicant Further Name Other Benefits

Ethnic Origin Hispanic or Latino

Ethnicity Disclosed

VETS100 Not a Veteran

Child Support Obligation

Opted for Medicare

I-9 Status Yes

I-9 Expiration

New Hire Already Reported

Exception Reason

Vets 100A Not a Veteran

Effective Dates

From To

Latest Start Date [Yes]

Address Assignment Special Info Others



Oracle Applications - GSIAP

File Edit View Folder Tools Window Help

Previous Employment Information

Previous Employer

Employer		Start Date	
Address		End Date	
Country		Years	
Type	Unknown	Months	
Sub Type		Days	
Description		Further Information	

All Assignments

Previous Job

Start Date	End Date	Job	Employee Category	Years	Months

Extra Information

Assignment - Previous Job Mappings

Assignment	Job	Start Date	End Date	Years	Months



Oracle Applications - GSIAP

File Edit View Folder Tools Window Help

Schools and Colleges Attended

School or College	Start Date	End Date	Full Time
			<input type="checkbox"/>
			<input type="checkbox"/>
			<input type="checkbox"/>
			<input type="checkbox"/>
			<input type="checkbox"/>
			<input type="checkbox"/>
			<input type="checkbox"/>
			<input type="checkbox"/>
			<input type="checkbox"/>
			<input type="checkbox"/>



Oracle Applications - GSIAP

File Edit View Folder Tools Window Help

People

Name

Last

First

Title Mr

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Suffix

Middle

Gender Male

Action

Person Type for Action

Person Types

Employee Ex-applicant

Identification

Employee

Social Security

Personal Employment Office Details Applicant Further Name Other Benefits

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I-9 Status Yes

I-9 Expiration

New Hire Already Reported

Exception Reason

Vets 100A Not a Veteran

Effective Dates

From To

Latest Start Date [Yes]

Address Assignment Special Info Others



Oracle Applications - GSIAP

File Edit View Folder Tools Window Help

Assignment

Organization	0EF1 - ADF for FA - Cloud - ORCL USA	Group	Oracle.No.Standard.No
Job	10030 Software Development Snr Manager.F	Position	
Grade		Payroll	Semi-Monthly
Location	20P12	Status	Active Assignment
		Vacancy	

Assignment Number		Collective Agreement	
Assignment Category	Full Time - Regular	Employee Category	

Salary Information | Supervisor | Probation & Notice Period | Standard Conditions | Statutory Information

Salary Basis: Annual

Review Salary	Every	Review Performance	Every
---------------	-------	--------------------	-------

Effective Dates

From		To		[Sc]
------	--	----	--	------

Salary | Entries | Others...



Oracle Applications - GSAP

File Edit View Folder Tools Window Help

Assignment

Organization	0EF1 - ADF for FA - Cloud - ORCL USA	Group	Oracle No Standard No
Job	10030 Software Development Ssr Manager F	Position	
Grade		Payroll	Semi-Monthly
Location	2OP12	Status	Active Assignment
		Vacancy	
Assignment Number		Collective Agreement	
Assignment Category	Full Time - Regular	Employee Category	

Salary Information: Supervisor Probation & Notice Period Standard Conditions Statutory Information

Name	
Worker Number	
Assignment Number	

Effective Dates

From		To	
------	--	----	--

Salary Entries Others

Oracle Applications - GSIAP

File Edit View Folder Tools Window Help

Salary Administration

Previous Proposal

Date [REDACTED] Salary Basis Annual

Currency USD Last Value [REDACTED]

Bases/Year 1 Annual Salary [REDACTED]

Conversion Rate 1.00 Converted Salary [REDACTED]

Salary Proposal

Change Date [REDACTED] Currency USD

Change Value [REDACTED] New Value [REDACTED]

Change % 5.65 Annual Salary [REDACTED] Approved

Reason Annual Salary Review

Ranking [REDACTED] Next Review [REDACTED]

Performance Review [REDACTED]

Grade Salary Limits

Grade [REDACTED]

Currency USD

Min Salary [REDACTED]

Max Salary [REDACTED]

Comparatio 108.437

Salary Information

Salary Basis Annual

Pay Basis Annual Salary

Bases/Year 1

Proposal Components

Reason	Change Value	Change %	Approved
[REDACTED]			<input type="checkbox"/>
			<input type="checkbox"/>
			<input type="checkbox"/>

Performance

Employment History

Oracle Applications | OAF

File Edit View Folders Tools Window Help

Oracle Work History of Assignments

From Date	To Date	Assignment	Contact	Employment Category	Grade	Internal Job	Last Updated By	Last Update Date	Location	Manager	Normal	Norm Normal	Organization	Payroll	People Group	Position	Prism
25-SEP-2014	27-MAY-2016	Full Time - Regular		1620	SWENG	Software Development Manager	ANCRWAGUG	25-SEP-2014 12:49	POF12	ANCRWAGUG	No	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes
24-OCT-2013	24-OCT-2013	Full Time - Regular		1620	SWENG	Software Development Manager	ANCRWAGUG	24-OCT-2013 20:49	POF12	ANCRWAGUG	No	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes
16-MAR-2013	21-OCT-2013	Full Time - Regular		1620	SWENG	Software Development Manager	ANCRWAGUG	16-MAR-2013 11:04	POF12	ANCRWAGUG	No	17.48	46	25-80	ADP - ADP	Oracle No Standard	Yes

Oracle Applications | OAF

File Edit View Folders Tools Window Help

Oracle Work History of Assignments

Date	Location	Manager	Normal	Norm Normal	Organization	Payroll	People Group	Position	Primary	Probation	Probation Reason	Recruiter	Recruitment	Salary B1	Special	Status	Statutory Information	Supervisor	Tab	Vacancy	Working	Effective	
11-10-2012	POF12	ANCRWAGUG	No	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes			ANCRWAGUG	Annual	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes		Work		11-10-2012
29-09-2012	POF12	ANCRWAGUG	No	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes			ANCRWAGUG	Annual	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes		Work		29-09-2012
19-03-2012	POF12	ANCRWAGUG	No	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes			ANCRWAGUG	Annual	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes		Work		19-03-2012
31-10-2012	POF12	ANCRWAGUG	No	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes			ANCRWAGUG	Annual	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes		Work		31-10-2012

Oracle Applications | OAF

File Edit View Folders Tools Window Help

Oracle Work History of Assignments

From Date	To Date	Assignment	Contact	Employment Category	Grade	Internal Job	Last Updated By	Last Update Date	Location	Manager	Normal	Norm Normal	Organization	Payroll	People Group	Position	Prism
24-SEP-2012	10-FEB-2015	Full Time - Regular		1618	SWENG	Software Developer 5	ANCRWAGUG	24-SEP-2012 11:04	POF12	ANCRWAGUG	No	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes
24-SEP-2012	27-NOV-2012	Full Time - Regular		1618	SWENG	Software Developer 5	ANCRWAGUG	24-SEP-2012 11:04	POF12	ANCRWAGUG	No	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes
20-SEP-2012	24-NOV-2012	Full Time - Regular		1618	SWENG	Software Developer 5	ANCRWAGUG	20-SEP-2012 14:46	POF12	ANCRWAGUG	No	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes
20-SEP-2012	16-NOV-2012	Full Time - Regular		1618	SWENG	Software Developer 5	ANCRWAGUG	20-SEP-2012 11:04	POF12	ANCRWAGUG	No	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes
07-MAR-2012	07-JUN-2012	Full Time - Regular		1618	SWENG	Software Developer 5	ANCRWAGUG	20-SEP-2012 11:04	POF12	ANCRWAGUG	No	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes

Oracle Applications | OAF

File Edit View Folders Tools Window Help

Oracle Work History of Assignments

Date	Location	Manager	Normal	Norm Normal	Organization	Payroll	People Group	Position	Primary	Probation	Probation Reason	Recruiter	Recruitment	Salary B1	Special	Status	Statutory Information	Supervisor	Tab	Vacancy	Working	Effective	
14-04-2012	POF12	ANCRWAGUG	No	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes			ANCRWAGUG	Annual	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes		Work		14-04-2012
13-03-2012	POF12	ANCRWAGUG	No	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes			ANCRWAGUG	Annual	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes		Work		13-03-2012
14-04-2012	POF12	ANCRWAGUG	No	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes			ANCRWAGUG	Annual	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes		Work		14-04-2012
14-04-2012	POF12	ANCRWAGUG	No	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes			ANCRWAGUG	Annual	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes		Work		14-04-2012
02-11-2012	POF12	ANCRWAGUG	No	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes			ANCRWAGUG	Annual	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes		Work		02-11-2012

Oracle Applications | OAF

File Edit View Folders Tools Window Help

Oracle Work History of Assignments

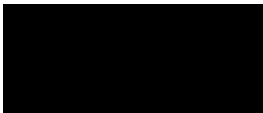
From Date	To Date	Assignment	Contact	Employment Category	Grade	Internal Job	Last Updated By	Last Update Date	Location	Manager	Normal	Norm Normal	Organization	Payroll	People Group	Position	Prism
24-OCT-2010	01-JUN-2012	Full Time - Regular		1618	SWENG	Software Developer 5	ANCRWAGUG	24-OCT-2010 22:11	POF12	ANCRWAGUG	No	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes
24-JUN-2010	24-FEB-2010	Full Time - Regular		1618	SWENG	Software Developer 5	ANCRWAGUG	24-OCT-2010 11:11	POF12	ANCRWAGUG	No	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes
27-OCT-2010	21-OCT-2010	Full Time - Regular		1618	SWENG	Software Developer 5	ANCRWAGUG	24-OCT-2010 11:11	POF12	ANCRWAGUG	No	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes
16-NOV-2010	17-FEB-2011	Full Time - Regular		1618	SWENG	Software Developer 5	ANCRWAGUG	24-OCT-2010 22:11	POF12	ANCRWAGUG	No	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes
08-MAR-2010	01-JUN-2010	Full Time - Regular		1618	SWENG	Software Developer 5	ANCRWAGUG	24-OCT-2010 22:11	POF12	ANCRWAGUG	No	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes

Oracle Applications | OAF

File Edit View Folders Tools Window Help

Oracle Work History of Assignments

Date	Location	Manager	Normal	Norm Normal	Organization	Payroll	People Group	Position	Primary	Probation	Probation Reason	Recruiter	Recruitment	Salary B1	Special	Status	Statutory Information	Supervisor	Tab	Vacancy	Working	Effective	
12-11-2012	POF12	ANCRWAGUG	No	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes			ANCRWAGUG	Annual	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes		Work		12-11-2012
13-10-2012	POF12	ANCRWAGUG	No	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes			ANCRWAGUG	Annual	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes		Work		13-10-2012
11-10-2012	POF12	ANCRWAGUG	No	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes			ANCRWAGUG	Annual	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes		Work		11-10-2012
11-10-2012	POF12	ANCRWAGUG	No	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes			ANCRWAGUG	Annual	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes		Work		11-10-2012
12-11-2012	POF12	ANCRWAGUG	No	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes			ANCRWAGUG	Annual	17.58	46	25-90	ADP - ADP	Oracle No Standard	Yes		Work		12-11-2012



Oracle Applications: ODA7

File Edit View Folders Tools Window Help

Oracle

Database History of Assignments

From Date	To Date	Assignment	Contract	Employment Category	Grade	Internal Job	Last Updated By	Last Update Date	Location	Manager	Normal	Norm Normal	Organization	Payroll	People Group	Position	Prm
05/20/1998	01 DEC 1998			Full Time	Registe	19556 Software Developer 4 PRODEV SWENG 4.5	ANONYMOUS	22 DEC 2012 23 11	DCP10	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes
01 SEP 1998	29 OCT 1998			Full Time	Registe	19556 Software Developer 4 PRODEV SWENG 4.5	ANONYMOUS	22 DEC 2012 23 11	DCP10	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes
12 AUG 1998	31 AUG 1998			Full Time	Registe	19556 Software Developer 4 PRODEV SWENG 4.5	ANONYMOUS	22 DEC 2012 23 11	DCP10	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes
01 OCT 1997	11 AUG 1998			Full Time	Registe	19556 Software Developer 4 PRODEV SWENG 4.5	ANONYMOUS	22 DEC 2012 23 11	DCP10	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes
20 JUN 1997	30 SEP 1997			Full Time	Registe	19556 Software Developer 4 PRODEV SWENG 4.5	ANONYMOUS	22 DEC 2012 23 11	DCP10	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes

Oracle Applications: ODA7

File Edit View Folders Tools Window Help

Oracle

Database History of Assignments

Date	Location	Manager	Normal	Norm Normal	Organization	Payroll	People Group	Position	Primary	Probator	Probator Reason	Recruiter	Recruitee	Salary Bx	Special	Status	Statutory Informal	Supervisor	File	Vacancy	Working	Effective	
12/24/2012	DCP10	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes					Annual		Active Assignment	Oracle America, In					Work	
12/21/2012	DCP10	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes					Annual		Active Assignment	Oracle America, In					Work	
12/14/2012	DCP10	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes					Annual		Active Assignment	Oracle America, In					Work	
12/13/2012	DCP10	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes					Annual		Active Assignment	Oracle America, In					Work	
12/12/2012	DCP10	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes					Annual		Active Assignment	Oracle America, In					Work	

Oracle Applications: ODA7

File Edit View Folders Tools Window Help

Oracle

Database History of Assignments

From Date	To Date	Assignment	Contract	Employment Category	Grade	Internal Job	Last Updated By	Last Update Date	Location	Manager	Normal	Norm Normal	Organization	Payroll	People Group	Position	Prm
05/20/1998	05 JUN 1998			Full Time	Registe	19556 Software Developer 4 PRODEV SWENG 4.5	ANONYMOUS	22 DEC 2012 23 11	DCP11	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes
02 MAY 1998	04 FEB 1998			Full Time	Registe	19556 Software Developer 3 PRODEV SWENG 4.0	ANONYMOUS	22 DEC 2012 23 11	DCP11	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes
16 MAY 1998	28 MAY 1998			Full Time	Registe	19556 Software Developer 3 PRODEV SWENG 4.0	HR_PROCESS_10	23 JAN 2011 22 13	DCP11	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes
17 APR 1998	14 MAY 1998			Full Time	Registe	19556 Software Developer 3 PRODEV SWENG 4.0	HR_PROCESS_10	23 JAN 2011 22 13	DCP11	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes
12 APR 1998	16 APR 1998			Full Time	Registe	19556 Software Developer 3 PRODEV SWENG 4.0	HR_PROCESS_10	23 JAN 2011 22 13	DCP11	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes

Oracle Applications: ODA7

File Edit View Folders Tools Window Help

Oracle

Database History of Assignments

Date	Location	Manager	Normal	Norm Normal	Organization	Payroll	People Group	Position	Primary	Probator	Probator Reason	Recruiter	Recruitee	Salary Bx	Special	Status	Statutory Informal	Supervisor	File	Vacancy	Working	Effective	
12/14/2012	DCP11	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes					Annual		Active Assignment	Oracle America, In					Work	
12/13/2012	DCP11	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes					Annual		Active Assignment	Oracle America, In					Work	
12/12/2012	DCP11	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes					Annual		Active Assignment	Oracle America, In					Work	
12/11/2012	DCP11	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes					Annual		Active Assignment	Oracle America, In					Work	
12/11/2012	DCP11	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes					Annual		Active Assignment	Oracle America, In					Work	

Oracle Applications: ODA7

File Edit View Folders Tools Window Help

Oracle

Database History of Assignments

From Date	To Date	Assignment	Contract	Employment Category	Grade	Internal Job	Last Updated By	Last Update Date	Location	Manager	Normal	Norm Normal	Organization	Payroll	People Group	Position	Prm
03 MAR 1998	03 FEB 1998			Full Time	Registe	19556 Software Developer 3 PRODEV SWENG 4.0	ANONYMOUS	22 DEC 2012 23 11	DCP11	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes
12 APR 1998	12 MAY 1998			Full Time	Registe	19556 Software Developer 3 PRODEV SWENG 4.0	HR_PROCESS_10	23 JAN 2011 22 13	DCP11	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes
12 APR 1998	12 APR 1998			Full Time	Registe	19556 Software Developer 3 PRODEV SWENG 4.0	HR_PROCESS_10	23 JAN 2011 22 13	DCP11	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes
12 APR 1998	12 APR 1998			Full Time	Registe	19556 Software Developer 3 PRODEV SWENG 4.0	HR_PROCESS_10	23 JAN 2011 22 13	DCP11	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes

Oracle Applications: ODA7

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Database History of Assignments

Date	Location	Manager	Normal	Norm Normal	Organization	Payroll	People Group	Position	Primary	Probator	Probator Reason	Recruiter	Recruitee	Salary Bx	Special	Status	Statutory Informal	Supervisor	File	Vacancy	Working	Effective	
12/11/2012	DCP11	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes					Annual		Active Assignment	Oracle America, In					Work	
12/11/2012	DCP11	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes					Annual		Active Assignment	Oracle America, In					Work	
12/11/2012	DCP11	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes					Annual		Active Assignment	Oracle America, In					Work	
12/11/2012	DCP11	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes					Annual		Active Assignment	Oracle America, In					Work	
12/11/2012	DCP11	Yes	17.00	40	08 EG	0511 Java Busine	Swk-Mobility	Oracle No Standart	Yes					Annual		Active Assignment	Oracle America, In					Work	

EE # [REDACTED]

EE Name [REDACTED]

NQ STOCK SALE BALANCE ADJUSTMENTS

Element Name	Amount	Jurisdiction (Geo-Code)	Notes
[REDACTED]			

- Effective Date - 2 Days out from processing Date
- Print balance summary screen ee and er (set to your effective date) before and after adjustments and attach to the Stock Sale form.
- ALL Balance Adjustments MUST be in the "Balance Adjustment" Consolidation Set
- Verify that the SS Tax withheld does NOT put the ee over the limit. If the client has withheld too much in SS tax, do NOT enter the adjustments. If the ee is at the SS tax limit, there should be no SS taxes withheld.
- Costing Button MUST be checked on ALL balance adjustments
- Do NOT do balance adj for SIT if it is not a Taxable State!!! Do not adj SDI if not an SDI state!
- Nonqual Stock Sales feeds SS Taxable AND Futa Taxable. SS Taxable Wage feeds FUTA. If you make an adj to the SS Taxable - you need to take this into consideration when making an adjustment to FUTA Taxable. **EXAMPLE:** ee is at 70,000 for the SS taxable and already at the 7,000 limit for FUTA. The nonqual stock sale is for 30,000. WITHOUT making any adjustments to SS taxable or FUTA you would have a SS Taxable amount of 100,000 and the FUTA would be at 37,000. You would need to do an adjustment to SS Taxable Wage (27,400) to put the ee at the limit of 72,600 {100,000-72,600=27,400}. Then you would need to make an adjustment to the FUTA Taxable for (2,600). The -27,400 that you did in the SS Taxable fed to the FUTA. The only adjustment needed in futa was the 2,600 to bring them back to the 7,000 limit. {37,000-27,400[from ss taxable]=9,600-7,000=2,600}

Completed By Ginny DeNisi

Date

Confirmation of Exercise

Oracle Corporation
ID: 94-2871189
500 Oracle Parkway
Redwood Shores, CA 94065



018212

Same-Day Sale
SS#: [REDACTED]

Option Number	[REDACTED]	Date of Exercise	[REDACTED]
Option Date	[REDACTED]	Shares Exercised	[REDACTED]
Option Type	[REDACTED]	Market Value per Share	[REDACTED]
Plan	[REDACTED]	Option Price per Share	[REDACTED]
		Sale Price per Share	[REDACTED]

Calculation of Gain		Calculation of Taxes	
		Rate %	Amount
Sale Price	[REDACTED]		
Option Price	[REDACTED]		
<hr/>			
Total Gain	[REDACTED]		
W-2 Income	[REDACTED]		
		Federal	[REDACTED]
		Social Security	[REDACTED]
		Medicare	[REDACTED]
		CA-State	[REDACTED]
		Other Tax	[REDACTED]
		Other Tax	[REDACTED]
		<hr/>	
		Total Tax	[REDACTED]

Cash Distribution		Funds Required	
Total Sale Price	[REDACTED]	Total Option Price	[REDACTED]
Fee	[REDACTED]	Total Tax	[REDACTED]
<hr/>		<hr/>	
Total Due Company	[REDACTED]	Total Due Company	[REDACTED]
Total Due Optionee	[REDACTED]		

TRANSFER AGENT INSTRUCTIONS

Registration:
E*Trade Securities, Inc.
Operations Department

DTC # 0385
10951 White Rock Road
Rancho Cordova, CA 95670
Acct. # [REDACTED]
SSN # [REDACTED]
Cert: [REDACTED]
Deliver: [REDACTED]
Control No: [REDACTED]
Confirm Date: [REDACTED]
Rule 144 Status: [REDACTED]

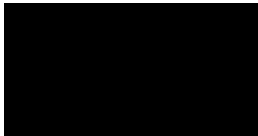
APPROVED BY: _____

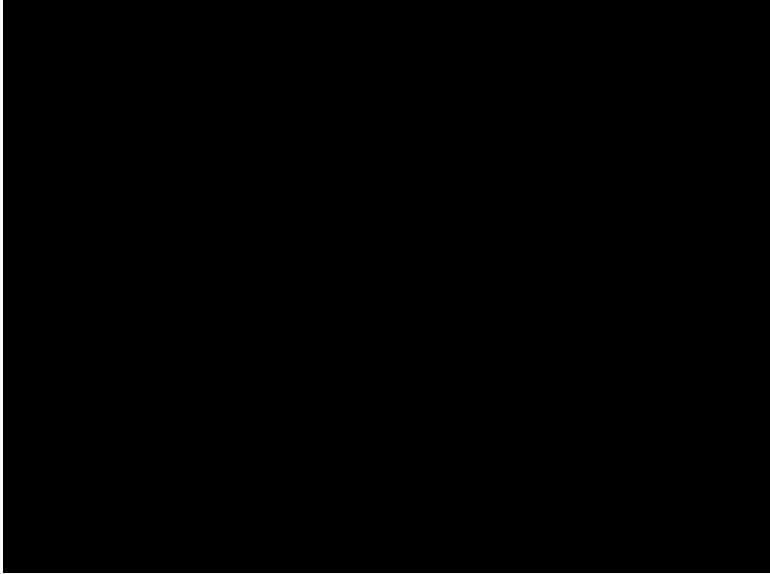
ACCOUNTING USE ONLY

Option Check Attached _____
Tax Check Attached _____
Check Issued/Received _____
Forwarded To Cashier _____ / /
Shares Issued _____
Shares Cancelled _____
Adjustment to _____
Capital Stock _____

PAYROLL USE ONLY

Voucher Processed _____ / /





Confirmation of Exercise

Oracle Corporation
ID: 94-2871189
500 Oracle Parkway
Redwood Shores, CA 94065

Same-Day Sale

SS#: [REDACTED]

Option Number	[REDACTED]	Date of Exercise	[REDACTED]
Option Date	[REDACTED]	Shares Exercised	[REDACTED]
Option Type	[REDACTED]	Market Value per Share	[REDACTED]
Plan	[REDACTED]	Option Price per Share	[REDACTED]
		Sale Price per Share	[REDACTED]

Calculation of Gain		Calculation of Taxes	
		Rate %	Amount
Sale Price	[REDACTED]		
Option Price	[REDACTED]		
Total Gain			
W-2 Income			
		Federal	[REDACTED]
		Social Security	[REDACTED]
		Medicare	[REDACTED]
		CA-State	[REDACTED]
		Other Tax	[REDACTED]
		Other Tax	[REDACTED]
		Other Tax	[REDACTED]
Total Tax			[REDACTED]

Cash Distribution		Funds Required	
Total Sale Price	[REDACTED]	Total Option Price	[REDACTED]
Total Due Company	[REDACTED]	Total Tax	[REDACTED]
Total Due Optionee	[REDACTED]	Total Due Company	[REDACTED]

TRANSFER AGENT INSTRUCTIONS

Registration:
**SMITH BARNEY
ANDY CHASE**

Acct. #
SSN #
Cert:
Deliver:
Control No:
Confirm Date:
Rule 144 Status:

APPROVED BY: _____

ACCOUNTING USE ONLY

Option Check Attached _____
 Tax Check Attached _____
 Check Issued/Received _____
 Forwarded To Cashier _____ / / _____
 Shares Issued _____
 Shares Cancelled _____
 Adjustment to _____
 Capital Stock _____

PAYROLL USE ONLY

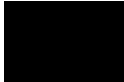
Voucher Processed _____ / / _____

Date: [REDACTED]
Time: [REDACTED]

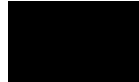
RECEIVED ON: [REDACTED]
PAYROLL DEPARTMENT
SUNSHINE ALPINE

P

Date:



Employee Status Change Processing Form



Batch ID 1945

Transfer No Promotion No Change No

Approvals:

Doulsen

Audit Data Verify
Prep Entry

Employee ID:



Social Security #



Employee Last Name
Employee First Name



Effective Date
ASSIGNMENT: Current New

Cost Center /_/_ /_/_ /_/_

___ Change effective date to /_/_ /_/_ /_/_

Job Code /_/_ /_/_ /_/_

Location /_/_ /_/_ /_/_

___ Location of HOME not in HRMS
(Complete HOME Location Form)

___ State Change:
___ Go to HRMS Tax Info to activate

Employment Category _____ /_/_ /_/_ /_/_

Discretionary Title

Current Title SR. MEMBER TECHNICAL STAFF

New Title Consulting Member of Technical Staff

/_/_ /_/_ /_/_ ✓

Hours: (not > 40) /_/_ /_/_ /_/_

___ Vacation Accrual Change /_/_ /_/_ /_/_

___ Full to Part
___ Part to Full



NO GRADUATE
MEMBERSHIP TO MAINTAIN
MEMBERSHIP RIGHTS

Employee Status Change Processing Form
Current

New [REDACTED]

Work Schedule - - - - - / / /

__ Add new work schedule to HRMS / / /

__ Total Hours + Work Schedule
Match

Annual Salary / / /

Salary Basis / / /

__ Change Timecard Req In HRMS / / /

Base Salary: / / /

(current req) / / /

Percentage Change: / / /

Difference between / / /

Current and New = Pct. Ch

Car Allowance: / / /

Bonus: Type Amount / / /

Cost Center / / /

Manager Change: / / /

Last Name First Name Employee ID

Current Manager: / / /

New Manager: / / /

Direct Reports: / / /

- 1. / / /
- 2. / / /
- 3. / / /
- 4. / / /
- 5. / / /
- 6. / / /
- 7. / / /
- 8. / / /
- 9. / / /
- 10. / / /

ASR _____ PSR _____ VERIFICATION PL

Current Business Unit: Development - Larry Ellison
New Business Unit: Development - Larry Ellison
Approval's Approval Order



0

Date:



Employee Status Change

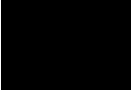


Batch ID 1945

Is this a transfer? No
Is this a promotion? No
Is this an individual
employee change in cost
center, manager, or
location? No
Is Regular to Temp? No
Will you be filling this
employee's previous role? No

B. Employment Data

Last Name:



First Name:

Employee Number:



Current Cost Cent

New Cost Center

Current Hours:

New Hours:

Mon Tue Wed Thu Fri Sat Sun

Date: [REDACTED] Employee Status Change [REDACTED]
Current Title: SR. MEMBER TECHNICAL STAFF
New Title: Consulting Member of Technical Staff
Current Jobcode:
New Jobcode:
Current Location:
New Location:
Current Mgr L Name:
Current Mgr F Name:
Current Mgr Emp No.:
New Mgr Last Name:
New Mgr First Name:
New Mgr Emp No.:

Does this employee have direct reports? No
Direct Reports

	Last Name	First Name	Employee ID
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

C. Compensation
Salary Basis: Annual Salary
Current Base Salary:
New Base Salary:
Current Base Salary Chg %:

Date: [REDACTED] Employee Status Change [REDACTED]

Current Car Allowance

New Car Allowance:
Car Allowance Chg %:

Current Variable*:
New Variable*:

Variable* % Change:
Current Total Target

New Total Target:
Target* % Change:

Current Quota \$*:
New Quota \$*:

Quota \$* % Change:

Bonus Type 1:
Bonus Amount 1:

Cost Center to Charge 1:
Bonus Type 2:

Bonus Amount 2:
Cost Center to Charge

Compensation Justification:

Relocation not to exceed:

D. Transfer Initiation:

What brought about this transfer request (pick one)?

Employee initiated response to job posting

Date: [REDACTED] Employee Status Change [REDACTED]

Provide three reasons why this candidate is the most qualified for this position:

- 1.
- 2.
- 3.

F. Releasing Managers Comments

The current releasing manager must provide brief written comments regarding the employee's job performance:

G. Position Information

Job Post #:
Date Posted:

Job Description - provide a brief description of the position:

Comments:

Effective Date: [REDACTED]

Current Business Unit: Development - Larry Ellison

New Business Unit: Development - Larry Ellison
Approval's Approval Order

[REDACTED]

0



182253

Date: [Redacted]

Employee Status Change Processing Form

[Redacted]

Batch ID 15761

Transfer No Promotion No Change Yes

Approvals:

OKAY

Audit Data Verify
Prep Entry

Employee ID:

[Redacted]

Social Security #

Employee Last Name
Employee First Name

[Redacted]

Effective Date

ASSIGNMENT: Current _____ New

Cost Center

/_/_/_/_/_/

__ Change effective date to

/_/_/_/_/_/

Job Code

/_/_/_/_/_/

Location

/_/_/_/_/_/

__ Location of HOME not in HRMS
(Complete HOME Location Form)

__ State Change:

__ Go to HRMS Tax Info to activate

Employment Category _____

/_/_/_/_/_/

Discretionary Title

Current Title
New Title

Hours: (not > 40)

/_/_/_/_/_/

__ Vacation Accrual Change

/_/_/_/_/_/

__ Full to Part
__ Part to Full

/_/_/_/_/_/

[Redacted]



Employee Status Change Processing Form
Current

N [REDACTED]

Work Schedule - - - - - / / /

__ Add new work schedule to HRMS / / /

__ Total Hours + Work Schedule Match

Salary Basis Annual Salary / / /

___ Change Timecard Req In HRMS

Base Salary: (current req) / / /

Percentage Change: / / /

___ Difference between Current and New = Pct. Ch

Car Allowance: / / /

Bonus: Type Amount

Cost Center

/ / /

/ / /

/ / /

Manager Change:

Last Name First Name

Employee ID

Current Manager:

[REDACTED]

[REDACTED]

/ / /

New Manager:

[REDACTED]

[REDACTED]

/ / / ✓

Direct Reports:

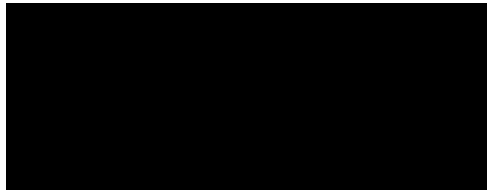
- 1. / / /
- 2. / / /
- 3. / / /
- 4. / / /
- 5. / / /
- 6. / / /
- 7. / / /
- 8. / / /
- 9. / / /
- 10. / / /

ASR cac

PSR cac

VERIFICATION [Signature]

Current Business Unit: Development - Larry Ellison
New Business Unit: Development - Larry Ellison
Approval's Approval Order



0
1
4
5

Date:



Employee Status Change

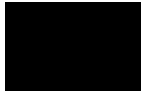


Batch ID 15761

Is this a transfer? No
Is this a promotion? No
Is this an individual employee change in cost center, manager, or location? Yes
Is Regular to Temp? No
Will you be filling this employee's previous role? No

B. Employment Data

Last Name:



First Name:

Employee Number:



Current Cost Cent

New Cost Center

Current Hours:

New Hours:

Mon Tue Wed Thu Fri Sat Sun

Date: [REDACTED] Employee Status Change [REDACTED]

Current Title:

New Title:

Current Jobcode:

New Jobcode:

Current Location:

Current Product Association:

New Product Association:

New Location:

Current Mgr L Name: [REDACTED]

Current Mgr F Name:

Current Mgr Emp No. : [REDACTED]

New Mgr Last Name: [REDACTED]

New Mgr First Name: [REDACTED]

New Mgr Emp No. :

LOB Supervisor L Name:

LOB Supervisor F Name:

LOB Supervisor ID:

Geo Supervisor L Name:

Geo Supervisor F Name:

Geo Supervisor ID:

Does this employee have direct reports? No

	Last Name	Direct Reports	First Name	Employee ID
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				

C. Compensation

Annual Salary

Salary Basis:

Current Base Salary:

Date [REDACTED] Employee Status Change [REDACTED]

New Base Salary:

Current Base Salary Chg %:

Emp Comp Plan Eligibility: No

Current Car Allowance

New Car Allowance:

Car Allowance Chg %:

Bonus Type 1:

Bonus Amount 1:

Cost Center to Charge 1:

Bonus Type 2:

Bonus Amount 2:

Cost Center to Charge

Compensation Justification:

Relocation not to exceed:

D. Transfer Initiation:

What brought about this transfer request (pick one)?

Employee initiated response to job posting

Date [REDACTED] Employee Status Change [REDACTED]

Provide three reasons why this candidate is the most qualified for this position:

- 1.
- 2.
- 3.

F. Releasing Managers Comments

The current releasing manager must provide brief written comments regarding the employee's job performance:

G. Position Information

Job Post #:
Date Posted:

Job Description - provide a brief description of the position:

Comments:

This is only a reporting manager change.
5/2/00 According to the approval matrix, we need approval from Sohaib Abbasi before we can process this. Thank You, CAC

Effective Date: [REDACTED]

Current Business Unit: Development - Larry Ellison

New Business Unit: Development - Larry Ellison
Approval's Approval Order

[REDACTED]

0
1
4





Management Promotion Template (Product Development)

Employee Name:	██████████	Location:	HQ
Current Position:	M2	Proposed Position:	M3
Current # of Directs:	5	Proposed # of Directs:	5
Current # of EEs in Org:	5	Proposed # of EEs in Org:	5
Previous 3 Performance Ratings:	4,4,5	Manager / Group VP:	██████████
# of Years in Current Position:	2	# of Years in Industry:	26

SUMMARY OF EXPERIENCE

Two years ago █████ changed from IC5 to M2. Due to his strong technical leadership experience and general interest in being ultra-successful at whatever he does, █████ quickly demonstrated very effective management skills. He has improved the █████ process through focus on quality and strong communication with the internal stakeholders (██████████ etc.). He motivates his team by paying attention to their concerns, providing interesting team meetings and giving positive feedback as objectives become achieved. His excellent effort and success deserves recognition with this promotion.

█████ started working at Oracle in █████ as IC3. He was promoted to IC4 and then IC5. As a Consulting Member of Technical Staff (IC5 developer) for 13 years █████ has worked on many aspects of █████ Most notably, he designed and implemented the █████ Two years ago he took the opportunity to change from IC5 to M2 with tons of technical leadership experience under his belt. Promotion to M3 is appropriate given his experience, expertise, and leadership track record.

Before working at Oracle, █████ worked in development at █████ and █████.

MANAGEMENT SKILLS

█████ manages proactively and very effectively. He has received compliments about his hands on leadership skills, coordination techniques, technical knowledge, problem-solving ability, and personal drive. Works closely with internal consumers of his deliverables to optimize success and carefully manages expectations. He leads weekly team meetings to provide short term structure and long term vision. He automates and invents new processes that optimize the activities of his developers and makes sure they can be productive. Knowing what it really takes to deliver good software, █████ presses his team and related █████ organizations to devote more time to thorough planning, reviewing, and automated testing of the product. The █████ team (█████ directs and matrixed resources) is cohesive and high functioning. After so many years working on product himself █████ understands how to do nearly every himself and is able to manage developers with varied backgrounds and levels of experience from new hires like █████ to self reliant

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consulting level developers like [REDACTED]. He always broadens his sphere of influence to include architects that work on the same product but don't report directly to him such as [REDACTED] and keeps managers, QA, and doc included well.

[REDACTED] direct reports:

[REDACTED]	Principal Member of Technical Staff	CA
[REDACTED]	Member of Technical Staff	CA
[REDACTED]	Consulting Member of Technical Staff	CA
[REDACTED]	Principal Member of Technical Staff	CA
[REDACTED]	Principal Member Technical Staff	CA

[REDACTED] In the short time that [REDACTED] has been managing three developers reporting to him have left the company for various reasons. [REDACTED] has taken that in stride and hired new people into his team. He is contentious regarding helping new team members get up to speed and keeping new members engaged within the team.

SCOPE OF POSITION

[REDACTED] manages the [REDACTED] team and coordinates with other architects and developers on the [REDACTED] teams. [REDACTED] allow admins to change the running application. Not only does [REDACTED] understand building applications, he understands tools (applications that build applications), and he is aware of the concerns involved in building tools that build applications while the application is running. There are obviously technical challenges. There are also managerial challenges related to coordinating and integrating enhancements across many teams in different divisions. Nevertheless, [REDACTED] has consistently shown he has real influence among other hands-on technical managers who want to make progress by providing useful components that they can integrate and understand with his patient guidance.

SIGNIFICANCE OF POSITION AND IMPACT ON THE COMPANY

[REDACTED] is a crucial figure in Oracle's effort to compete with [REDACTED] using [REDACTED]. His team deliver the core functionality for CRM's application composer and [REDACTED] leads the development and testing of the core technology in that space. [REDACTED] team currently delivers subsystems in ([REDACTED] releases) to allow customization of applications such as [REDACTED] by allowing live customization of application metadata. The business composer's ambitions forward looking objective is nothing short of providing tooling framework technology to allow customers to develop applications directly in the cloud environment itself.

EXTERNAL VISIBILITY

[REDACTED] has attended conferences and provided demos to customers in the past. In recent years product managers have taken over this responsibility. [REDACTED] provides technical answers on forums and with support. If the question falls into his area, [REDACTED] provides helpful, relevant explanations that are easy to understand.

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TEAMWORK AND INFLUENCE WITHIN ORACLE

Over the years [REDACTED] has had substantial technical leadership success consulting with internal teams to accomplish “taskforce” efforts or uptake new technology. Here are some highlights of areas where [REDACTED] consulting and leadership skills have paid off over the years.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

[REDACTED]

ACHIEVEMENT

As an individual contributor [REDACTED] have been his biggest achievement. These are [REDACTED] and [REDACTED]. As a manager he has trained all the new members of his team, developed excellent procedures, and continued to develop and improve the [REDACTED] technology.

RECOMMENDATIONS

[REDACTED]
Director, [REDACTED]

I am working with [REDACTED] for the [REDACTED] and [REDACTED]. To make the integration successful, [REDACTED] and I work together closely. [REDACTED] is very responsive to all our queries. He is managing the [REDACTED] project very well. In fact, he is our POC for all [REDACTED]. [REDACTED] proactively provides us with all the impact analysis for a particular [REDACTED] project. He sets our expectation correctly by providing us the priority list his team is working on and seeks our input on the priority. [REDACTED] is knowledgeable about the [REDACTED] project and [REDACTED] in general. I am very happy to work with [REDACTED]. I would strongly recommend [REDACTED] promotion to Senior Manager.

[REDACTED]
Senior Architect, [REDACTED]

Over the past year, [REDACTED] has stepped up to the plate as development manager of the [REDACTED] team and continuously improved the processes and tools we use to get our jobs done. He introduced [REDACTED] which was a simple, yet really effective idea. He developed a [REDACTED] to save all [REDACTED] team members countless hours of time over the past year by automating the normal manual steps we would all have to do each time we did a pullsan to refresh our views to a later label. This included automatically enforcing the team coding style, configuring the humongous [REDACTED] workspace to filter it down to only show the projects we work on most frequently, setting up the MDS repository and test users on our developer database boxes, and numerous other little steps that were constantly robbing each team member of precious minutes of the

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day over and over again. He has made great use of [REDACTED] deep knowledge of Linux and Java tools to automate reporting on code coverage and on issues to address to improve our code via static analysis. He has encouraged [REDACTED] to spend time on important code improvement projects that have left the product stronger and revamped/simplified the laborious way we were using to write [REDACTED] tests. He has unloaded all of the management tasks from my plate over the past year, allowing me to be twice as productive for designing and coding features and bug fixes. He has effectively mentored [REDACTED] and kept [REDACTED] productive by shielding him from having to work directly with the [REDACTED] team on many "ping-pong" situations. While [REDACTED] ended up taking a leave of absence for personal reasons and [REDACTED] chose to join a startup to try out that "thing", the remaining [REDACTED] team is stronger than ever under [REDACTED] watchful eye and we have been staying ahead of our deliverable dates and dramatically improving the testing coverage and quality of our code. [REDACTED] been the key local HQ resource for teams uptaking [REDACTED] and has volunteered to help me author the uptake manual now that [REDACTED] is no longer helping on that. Now that [REDACTED] has merged the [REDACTED] support, the infrastructure [REDACTED] put in place last winter to [REDACTED] testing will now start paying dividends to help make this new mechanism more robust for customers. [REDACTED] is an active manager who is shepherding the team to allow everyone to give his/her best, and doing a great job of it. It is without hesitation that I offer my recommendation of [REDACTED] as a senior manager on the [REDACTED] team.

[REDACTED]
Senior Product Manager

I worked with [REDACTED] during the last several years on various projects - [REDACTED] projects - and interacted closely with [REDACTED], the architect/IC5 and with [REDACTED] the engineering manager. I am thoroughly impressed by [REDACTED] leadership skills, coordination skills, technical knowledge, problem-solving skills, and his personal drive. I am particularly impressed with how he understands the problem/feature quickly, identifies the "right way" to solve the problem, and then quickly goes on to break it into phases to get the work going incrementally. In the weekly [REDACTED] team meetings, he focused not only on coordination of ongoing features with dev/pm/qa/doc functions, but also on getting his team to understand the areas around [REDACTED] that it needs to integrate with both in the short term and long-term, which clearly motivated the team well. He is a great team player (working with customers like [REDACTED]). His personal attributes of treating people professionally and enthusiasm for building the finest solutions keeps people wanting to work with him. He is always looking for ways to improve his products with the latest technology and to solve customer priorities. I recommend his well deserved promotion to Senior Manager (M3) and it will help him contribute effectively to the continued success of various products he is involved in.

thanks,
[REDACTED]
[REDACTED]

Development Director

I worked with [REDACTED] during transition of the [REDACTED] to my team.

[REDACTED] guided the developers on these two topics with regular code walk-through and Q&A sessions. He spent time in reviewing the code for

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features and bug fixes. He made sure that every check-in has corresponding unit-test without which he would not approve the review request. During the transition period, [REDACTED] answered various questions and provided various suggestions. He validated the suggestions provided by my developers and advised changes where it was necessary.

[REDACTED]

We decided to keep this page to track all questions about this topic.

Based on all my interaction with [REDACTED] I am happy to recommend him for promotion to Senior Manager.

[REDACTED]
[REDACTED]
User Experience Director

[REDACTED] absolutely deserves to be promoted to Senior Manager. I couldn't agree more with this proposal. He has done an amazing job since taking the helm of the [REDACTED] team:

- He is organized and methodical. He is doing a fantastic job managing priorities and workflow.
- He is quick to jump on any opportunity to improve the development process for the team, and in fact, goes out of his way to seek out inefficiencies to resolve.
- He has exceptional communication skills, and he ensures that everyone is informed and included as needed. He is invariably cheerful and very approachable. He has established a great rapport with his directs and matrixed resources; the [REDACTED] team is cohesive and high functioning.

As a design manager supporting many different organizations, I appreciate how easy [REDACTED] leadership makes it to support his product. He really has been functioning at a Senior level from the outset.

[REDACTED]
Senior Product Manager

As one of the manager of [REDACTED] and [REDACTED], we've been working with [REDACTED] and his team around [REDACTED] projects. We've worked together around [REDACTED] and other projects. In my experience, [REDACTED] has demonstrated strong management and technical expertise and is an effective leader on the team.

He has vast technical expertise in the area, which allows him to assist his team and others, including PMs, to drive to better solutions. However, he is quick to partner and bring in architects in the area to help solidify a solution. His responsiveness helps keep the execution speed at a very high level. Furthermore,

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he is quite effective in planning and managing execution of technical projects.

Finally, I've enjoyed working with with as he he also provides both positive and constructive feedback to improve the larger team around him. He's a very positive person, but he's also not afraid to provide constructive feedback, which he has done recently in regards to a member of my team. I appreciated the feedback and attitude of continual improvement across the team.

I'm very supportive of this promotion.



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 respect of peers for management skills and getting tasks accomplished. Excels in current	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	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

Revised November 17, 2011

	position.	in current position.	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 Oracle. Under broad direction, defines requirements for new projects and specifies designs and	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	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

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	develops software to those requirements.	within Oracle	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.

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Management Promotion Template (Product Development)

Employee Name:	██████████	Location:	Redwood Shores, CA
Current Position:	IC5	Proposed Position:	M2
Current # of Directs:	██████████	Proposed # of Directs:	██████████
Current # of EEs in Org:	██████████	Proposed # of EEs in Org:	██████████
Previous 3 Performance Ratings:	4,4,4	Manager / Group VP:	████████████████████
# of Years in Current Position:	13	# of Years in Industry:	23

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

SUMMARY OF EXPERIENCE

As a Consulting Member of Technical Staff (IC5 developer) for 13 years ██████████ has worked on many aspects of ██████████. Most notably, he designed and implemented ██████████ support for bindings. Before working at Oracle, he worked at ██████████ and ██████████.

MANAGEMENT SKILLS

██████████ has an innate knack for facilitating positive morale among the virtual team members that he works with on any project that he takes up. He may have learned this at ██████████ where ██████████ was a manager in the early 90s. In his collaboration with other teams and among less experienced team members ██████████ has taught skills and provided advice openly and dutifully. He understands the professional discipline required to take a product through all the stages of the development lifecycle, and leads by example. One recent example of this was when the ██████████ team came to ██████████ asking how they should build their ██████████ application and ██████████ provided prototypes and explanations that allowed them to fulfill their very advanced adaptation and customization requirements in short order. Previous examples include delivering ██████████ and ██████████. ██████████ proven team leadership skills will serve him exceptionally well as a manager.

SCOPE OF POSITION

██████████ has been working as an individual contributor for the ██████████ business composer and page composer features that allow ██████████ by allowing live editing ██████████ metadata. With this change he will manage the colleagues whom he currently works with on this project. ██████████ attention will provide better focus and accountability within the team as well as invite his team members to devote more time to thorough planning, reviewing, and testing of the product.

SIGNIFICANCE OF POSITION AND IMPACT ON THE COMPANY

In his current technical leadership role, as an IC5, he triages and reassigns bugs, performs code reviews for colleagues, and consults with consumers of this technology regarding requirements and implementation. He currently provides “informal management.” The consumers include ██████████ and in the future other ██████████. With this promotion ██████████ will provide formal managerial attention that will provide better focus and accountability within the team as well and consumers will have a more reliable robust platform than they would otherwise.

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EXTERNAL VISIBILITY

█████ has attended conferences and provided demos to customers in the past. In recent years product managers have taken over this responsibility. █████ provides technical answers on forums and with support. If the question falls into his area, █████ provides helpful, relevant explanations that are easy to understand.

TEAMWORK AND INFLUENCE WITHIN ORACLE

While most developers focus inwardly on code, over the years █████ has had substantial technical leadership success consulting with internal teams to accomplish “taskforce” efforts or uptake new technology. Here are some highlights of areas where █████ consulting and leadership skills have paid off over the years.

- 1.
- 2.
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- 4.
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- 6.
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- 8.



ACHIEVEMENT

As an individual contributor, █████ have been his biggest achievement. These are key elements of █████
█████ Also, I mentioned above, as an IC5 leading various areas over the years he has taken advantage of the opportunity to provide inter-team leadership. And, lastly, as an IC5 and one of the senior members of the team █████ has provided mentoring to new junior members (one of whom will be reporting to him after this promotion).

RECOMMENDATIONS

█████ Manager and Consulting Member of Technical Staff in █████

█████ has been instrumental in providing the support and guidance for █████. This is an integral piece in █████, and without █████ will not be possible. █████ has been extremely responsive with respect to questions and issues, and he is very active in working with █████ in a range of design activities, ranging from design discussion to debugging/diagnostic. █████ is also very detail oriented and is consistently follow through with issues/questions.

█████ Software Development Senior Manager █████

I would heartily recommend █████ for promotion to a Senior Development Manager.

█████ has the right combination of skills needed to excel as a manager. He has a broad, deep technical base to ensure sound technical decisions are made, but more importantly, █████ is an excellent communicator. █████ has the right perspective to design features that satisfy the higher level corporate, business goals yet are practical and

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elegant and just work. That mindset is perfect for a manager as he can expand his influence.

I have witnessed [REDACTED] successfully selling one of his designs to folks outside his team on several occasions. A specific example of [REDACTED] working outside of his immediate team is the strong collaborative relationship he has with [REDACTED] on the [REDACTED] team. The task flow bindings integration into the page definition is probably the best example of working to make the model and controller features work together elegantly and successfully.

[REDACTED]
ADFC Senior Manager

[REDACTED] Consulting Member of Technical Staff

[REDACTED] is a very detail oriented person. His approach to problems is to not just focus on the basic issues, but to examine the big picture and work out how the various pieces should work together. He is always willing to go above and beyond when working with other teams to make sure their architecture and approach is correct. I think he would be an ideal candidate to take up a managerial position. His expertise in [REDACTED] coupled with his engagement with clients of the framework make him well suited.

[REDACTED]
[REDACTED] Principal Member of Technical Staff

I have worked with [REDACTED] over the past year on the [REDACTED] [REDACTED] knowledge in uptaking [REDACTED] [REDACTED] has been a key part of our being able to move to [REDACTED] in the [REDACTED] release. [REDACTED] has always been available for questions and has created a number of useful code examples. He has also been available to review our implementation and help us in resolving issues with our [REDACTED] usage. He has been a helpful advocate for [REDACTED] usage in a few cases where other members of the [REDACTED] team wanted to take an alternative approach. In cases where we have questions about other areas in [REDACTED] [REDACTED] has helped connect us with the [REDACTED] team members who can answer those questions. I appreciate all of his help and recommend him for the manager role.

Thanks,
[REDACTED]

[REDACTED] Architect

I've worked with [REDACTED] for 15 years, dating back to my joining the [REDACTED] team. He has always been a generous, committed team-player who leaves anything he touches better than how he found it and who always goes out of his way and takes the time to "teach a man to fish". Even as an individual contributor, he has always looked out for the productivity and know-how of the broader team. He frequently educates himself on new areas of the product, or new areas of technology, and then seeks to spread that knowledge across the team. Wherever possible, he tries to change team processes in order to save everyone time and/or effort in the future, and often is responsible for implementing such changes. Most recently in the context of the [REDACTED] project, four examples of this strong ethic that come to mind are:

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- putting in place our [REDACTED] and periodically implementing improvements that save everyone time for building and testing the product,
- fleshing out our unit tests and teaching others how to write more tests,
- fleshing out our selenium tests and teaching others how to write more tests, and
- figuring out a way to use mock-objects to automate multi-user MDS testing.

Closer to home, he resolved some productivity issues I was having with my [REDACTED] hosted box by configuring a [REDACTED] box for me at HQ which lets me work now at twice the speed. He actively reviews most [REDACTED] transactions that get done and nearly always provides valuable feedback on how to improve the overall quality of the code base, usually teaching developers a thing or two in the process.

[REDACTED] dedicates a goodly amount of his time proactively mentoring others on the [REDACTED] team, and has most recently been working with [REDACTED] and [REDACTED] to bring them up to speed on our code base. He trained consuming teams like the [REDACTED] team and has served as the point person with the [REDACTED] team working on [REDACTED] issues. When the first [REDACTED] team showed interest in uptaking [REDACTED] technology in Oracle Identity Manager, [REDACTED] identified a sharp technical resource on their team and mentored him to make his [REDACTED] prototype successful, then assisted that person more to ensure a successful more broad uptake of [REDACTED] technology across their project. Due to his broad knowledge and natural talent at guiding others to improve their craft, it is without hesitation that I offer my recommendation of [REDACTED] as a senior manager on the [REDACTED] team.

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consulting level developers like [REDACTED]. He always broadens his sphere of influence to include architects that work on the same product but don't report directly to him such as [REDACTED] and keeps managers, QA, and doc included well.

Juan's direct reports:

[REDACTED]	Principal Member of Technical Staff	CA
[REDACTED]	Member of Technical Staff	CA
[REDACTED]	Consulting Member of Technical Staff	CA
[REDACTED]	Principal Member of Technical Staff	CA
[REDACTED]	Principal Member Technical Staff	CA

In the short time that [REDACTED] has been managing three developers reporting to him have left the company for various reasons. [REDACTED] has taken that in stride and hired new people into his team. He is contentious regarding helping new team members get up to speed and keeping new members engaged within the team.

SCOPE OF POSITION

[REDACTED] manages the [REDACTED] team and coordinates with other architects and developers on the [REDACTED] teams. [REDACTED] allow admins to change the running application. Not only does [REDACTED] understand building applications, he understands tools (applications that build applications), and he is aware of the concerns involved in building tools that build applications while the application is running. There are obviously technical challenges. There are also managerial challenges related to coordinating and integrating enhancements across many teams in different divisions. Nevertheless, [REDACTED] has consistently shown he has real influence among other hands-on technical managers who want to make progress by providing useful components that they can integrate and understand with his patient guidance.

SIGNIFICANCE OF POSITION AND IMPACT ON THE COMPANY

[REDACTED] is a crucial figure in Oracle's effort to compete with [REDACTED] using [REDACTED]. His team deliver the core functionality for CRM's application composer and [REDACTED] leads the development and testing of the core technology in that space. [REDACTED] team currently delivers subsystems in ([REDACTED] releases) to allow customization of applications such as [REDACTED] and [REDACTED] by allowing live customization of application metadata. The business composer's ambitions forward looking objective is nothing short of providing tooling framework technology to allow customers to develop applications directly in the cloud environment itself.

EXTERNAL VISIBILITY

[REDACTED] has attended conferences and provided demos to customers in the past. In recent years product managers have taken over this responsibility. [REDACTED] provides technical answers on forums and with support. If the question falls into his area, [REDACTED] provides helpful, relevant explanations that are easy to understand.

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TEAMWORK AND INFLUENCE WITHIN ORACLE

Over the years [REDACTED] has had substantial technical leadership success consulting with internal teams to accomplish “taskforce” efforts or uptake new technology. Here are some highlights of areas where [REDACTED] consulting and leadership skills have paid off over the years.

1. [REDACTED]
2. [REDACTED]
3. [REDACTED]
4. [REDACTED]
5. [REDACTED]
6. [REDACTED]
7. [REDACTED]

ACHIEVEMENT

As an individual contributor, [REDACTED] have been his biggest achievement. These are [REDACTED] and [REDACTED]. As a manager he has trained all the new members of his team, developed excellent procedures, and continued to develop and improve the [REDACTED] technology.

RECOMMENDATIONS

[REDACTED]
Director, [REDACTED]

I am working with [REDACTED] for the [REDACTED] and [REDACTED]. To make the integration successful, [REDACTED] and I work together closely. [REDACTED] is very responsive to all our queries. He is managing the [REDACTED] project very well. In fact, he is our POC for all [REDACTED]. [REDACTED] proactively provides us with all the impact analysis for a particular [REDACTED] project. He sets our expectation correctly by providing us the priority list his team is working on and seeks our input on the priority. [REDACTED] is knowledgeable about the [REDACTED] project and [REDACTED] in general. I am very happy to work with [REDACTED]. I would strongly recommend [REDACTED] promotion to Senior Manager.

[REDACTED]
Senior Architect [REDACTED]

Over the past year, [REDACTED] has stepped up to the plate as development manager of the [REDACTED] team and continuously improved the processes and tools we use to get our jobs done. He introduced [REDACTED] which was a simple, yet really effective idea. He developed a [REDACTED] to save all [REDACTED] team members countless hours of time over the past year by automating the normal manual steps we would all have to do each time we did a pullsan to refresh our views to a later label. This included automatically enforcing the team coding style, configuring the humongous [REDACTED] workspace to filter it down to only show the projects we work on most frequently, setting up the MDS repository and test users on our developer database boxes, and numerous other little steps that were constantly robbing each team member of precious minutes of the

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day over and over again. He has made great use of [REDACTED] deep knowledge of Linux and Java tools to automate reporting on code coverage and on issues to address to improve our code via static analysis. He has encouraged [REDACTED] to spend time on important code improvement projects that have left the product stronger and revamped/simplified the laborious way we were using to write [REDACTED] tests. He has unloaded all of the management tasks from my plate over the past year, allowing me to be twice as productive for designing and coding features and bug fixes. He has effectively mentored [REDACTED] and kept [REDACTED] productive by shielding him from having to work directly with the [REDACTED] team on many "ping-pong" situations. While [REDACTED] ended up taking a leave of absence for personal reasons and [REDACTED] chose to join a startup to try out that "thing", the remaining [REDACTED] team is stronger than ever under [REDACTED] watchful eye and we have been staying ahead of our deliverable dates and dramatically improving the testing coverage and quality of our code. [REDACTED] been the key local HQ resource for teams uptaking [REDACTED] and has volunteered to help me author the uptake manual now that [REDACTED] is no longer helping on that. Now that [REDACTED] has merged the [REDACTED] support, the infrastructure [REDACTED] put in place last winter to [REDACTED] testing will now start paying dividends to help make this new mechanism more robust for customers. [REDACTED] is an active manager who is shepherding the team to allow everyone to give his/her best, and doing a great job of it. It is without hesitation that I offer my recommendation of [REDACTED] as a senior manager on the [REDACTED].

[REDACTED]
Senior Product Manager

I worked with [REDACTED] during the last several years on various projects - [REDACTED] projects - and interacted closely with [REDACTED] the architect/IC5 and with [REDACTED] the engineering manager. I am thoroughly impressed by [REDACTED] leadership skills, coordination skills, technical knowledge, problem-solving skills, and his personal drive. I am particularly impressed with how he understands the problem/feature quickly, identifies the "right way" to solve the problem, and then quickly goes on to break it into phases to get the work going incrementally. In the weekly [REDACTED] team meetings, he focused not only on coordination of ongoing features with dev/pm/qa/doc functions, but also on getting his team to understand the areas around [REDACTED] that it needs to integrate with both in the short term and long-term, which clearly motivated the team well. He is a great team player (working with customers like [REDACTED]). His personal attributes of treating people professionally and enthusiasm for building the finest solutions keeps people wanting to work with him. He is always looking for ways to improve his products with the latest technology and to solve customer priorities. I recommend his well deserved promotion to Senior Manager (M3) and it will help him contribute effectively to the continued success of various products he is involved in.

thanks,

[REDACTED]
Development Director

I worked with [REDACTED] during transition of the [REDACTED] to my team.

[REDACTED] guided the developers on these two topics with regular code walk-through and Q&A sessions. He spent time in reviewing the code for

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features and bug fixes. He made sure that every check-in has corresponding unit-test without which he would not approve the review request. During the transition period, [REDACTED] answered various questions and provided various suggestions. He validated the suggestions provided by my developers and advised changes where it was necessary.

[REDACTED]

We decided to keep this page to track all questions about this topic.

Based on all my interaction with [REDACTED] I am happy to recommend him for promotion to Senior Manager.

[REDACTED]

[REDACTED]

User Experience Director

[REDACTED] absolutely deserves to be promoted to Senior Manager. I couldn't agree more with this proposal. He has done an amazing job since taking the helm of the [REDACTED] team:

- He is organized and methodical. He is doing a fantastic job managing priorities and workflow.
- He is quick to jump on any opportunity to improve the development process for the team, and in fact, goes out of his way to seek out inefficiencies to resolve.
- He has exceptional communication skills, and he ensures that everyone is informed and included as needed. He is invariably cheerful and very approachable. He has established a great rapport with his directs and matrixed resources; the [REDACTED] team is cohesive and high functioning.

As a design manager supporting many different organizations, I appreciate how easy [REDACTED] leadership makes it to support his product. He really has been functioning at a Senior level from the outset.

[REDACTED]

Senior Product Manager

As one of the manager of [REDACTED] and [REDACTED] we've been working with [REDACTED] and his team around [REDACTED] projects. We've worked together around [REDACTED] and other projects. In my experience, [REDACTED] has demonstrated strong management and technical expertise and is an effective leader on the team.

He has vast technical expertise in the area, which allows him to assist his team and others, including PMs, to drive to better solutions. However, he is quick to partner and bring in architects in the area to help solidify a solution. His responsiveness helps keep the execution speed at a very high level. Furthermore,

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he is quite effective in planning and managing execution of technical projects.

Finally, I've enjoyed working with with as he he also provides both positive and constructive feedback to improve the larger team around him. He's a very positive person, but he's also not afraid to provide constructive feedback, which he has done recently in regards to a member of my team. I appreciated the feedback and attitude of continual improvement across the team.

I'm very supportive of this promotion.



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 respect of peers for management skills and getting tasks accomplished. Excels in current	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	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

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	position.	in current position.	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.
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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.

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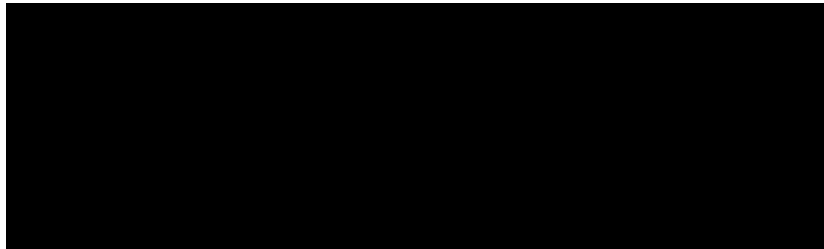
EXTERNAL VISIBILITY

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ACHIEVEMENT

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RECOMMENDATIONS

██████, Manager and Consulting Member of Technical Staff ██████

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██████

██████ Software Development Senior Manager ██████

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██████ has the right combination of skills needed to excel as a manager. He has a broad, deep technical base to ensure sound technical decisions are made, but more importantly, ██████ is an excellent communicator. ██████ has the right perspective to design features that satisfy the higher level corporate, business goals yet are practical and

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ADFC Senior Manager

[REDACTED] Consulting Member of Technical Staff

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[REDACTED]
[REDACTED], Principal Member of Technical Staff

I have worked with [REDACTED] over the past year on the [REDACTED]. [REDACTED] knowledge in uptaking [REDACTED] has been a key part of our being able to move to [REDACTED] in the [REDACTED] release. [REDACTED] has always been available for questions and has created a number of useful code examples. He has also been available to review our implementation and help us in resolving issues with our [REDACTED] usage. He has been a helpful advocate for [REDACTED] usage in a few cases where other members of the [REDACTED] team wanted to take an alternative approach. In cases where we have questions about other areas in [REDACTED] [REDACTED] has helped connect us with the [REDACTED] team members who can answer those questions. I appreciate all of his help and recommend him for the manager role.

Thanks,
[REDACTED]

[REDACTED] Architect

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- putting in place our [REDACTED] and periodically implementing improvements that save everyone time for building and testing the product,
- fleshing out our unit tests and teaching others how to write more tests,
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- figuring out a way to use mock-objects to automate multi-user MDS testing.

Closer to home, he resolved some productivity issues I was having with my [REDACTED] hosted box by configuring a [REDACTED] box for me at HQ which lets me work now at twice the speed. He actively reviews most [REDACTED] transactions that get done and nearly always provides valuable feedback on how to improve the overall quality of the code base, usually teaching developers a thing or two in the process.

[REDACTED] dedicates a goodly amount of his time proactively mentoring others on the [REDACTED] team, and has most recently been working with [REDACTED] and [REDACTED] to bring them up to speed on our code base. He trained consuming teams like the [REDACTED] team and has served as the point person with the [REDACTED] team working on [REDACTED] issues. When the first [REDACTED] team showed interest in uptaking [REDACTED] technology in Oracle Identity Manager, [REDACTED] identified a sharp technical resource on their team and mentored him to make his [REDACTED] prototype successful, then assisted that person more to ensure a successful more broad uptake of [REDACTED] technology across their project. Due to his broad knowledge and natural talent at guiding others to improve their craft, it is without hesitation that I offer my recommendation of [REDACTED] as a senior manager on the [REDACTED] team.

Revised November 17, 2011