

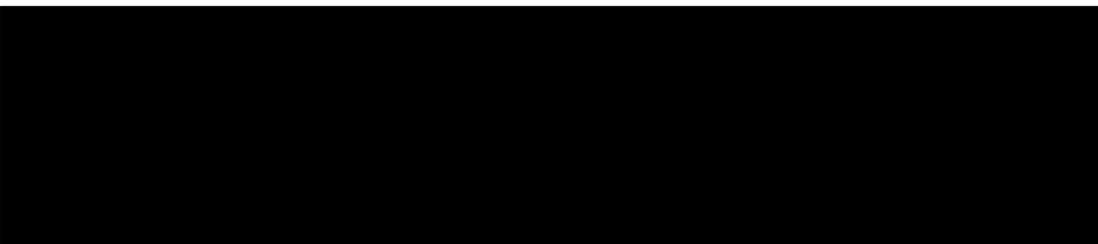
# IC Product Development Promotion Template

Employee Name: [REDACTED] Manager: [REDACTED]  
Current Position: PMTS Proposed Position: CMTS  
# of Years in Current Position: 9.5 years Location: HQ (Redwood Shores)  
# of Years in Industry: 9.5 years (Plus Phd from [REDACTED]) Group VP: Tirthankar Lahiri

Please address the following factors, including examples when recommending promotions to senior development positions in Product Development.

## SUMMARY OF EXPERIENCE

[REDACTED] graduated with a BS in Electrical and Computer Engineering from the University of Texas, Austin, and then completed her PHD in Computer Science at the University of [REDACTED], with specialties in both Computer Architecture and Database Systems. She conducted research with [REDACTED] while at [REDACTED] on database storage techniques. She started her engineering career at Oracle in the [REDACTED] org designing and implementing [REDACTED]. She then became a founding members of the [REDACTED], working on a multitude of components, including formats, scans, [REDACTED] optimizations and overall performance-critical components for [REDACTED]. [REDACTED] is currently responsible for [REDACTED]. [REDACTED] also contributes significantly to the academic community – she recently earned a [REDACTED] Award for [REDACTED] ([http://www.\[REDACTED\]](http://www.[REDACTED])) and she has frequently worked on the [REDACTED]. Below is a quick breakdown of her experience with timeline:



## SCOPE OF POSITION

[REDACTED] has worked on many projects since joining the [REDACTED] group. She's worked on [REDACTED] format and [REDACTED] when she first joined Oracle. These two features greatly contribute in making [REDACTED] the billion dollar business that it is today. She then took ownership of all [REDACTED] code starting with the [REDACTED] project, developing new innovative [REDACTED], fast techniques for [REDACTED], working closely with PQ team to [REDACTED] efficiently, and greatly contributing towards nearly every relevant [REDACTED] project to date. [REDACTED] is the quintessential "swiss army knife", capable of working on any project and utilizing her extensive breadth of knowledge in that capacity. For example, here is a brief list of critical [REDACTED] projects she has had a role in designing and implementing: [REDACTED]

[REDACTED]. She has been instrumental in each of these projects, and her contributions have helped Oracle take a dominant position in the [REDACTED] space. [REDACTED] is now actively involved in various [REDACTED] components in the storage layer, including [REDACTED]. [REDACTED] and [REDACTED] are critical projects for Oracle, and [REDACTED] is actively involved on both ends.

## TECHNICAL ABILITY

[REDACTED] greatest strength is her tremendous breadth of knowledge across the entire [REDACTED]. Her familiarity with [REDACTED] layer components such as [REDACTED] and [REDACTED] makes her a real asset in the [REDACTED] group, as it allows us to innovate truly unifying features with larger/global impact.

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She's incredibly smart and quick witted, capable of developing innovative solutions to hard problems, and finding holes in solutions previously designed to be sound. [REDACTED] also is a phenomenal multi-tasker, easily juggling 5+ bugs at any given time, all the while actively working on 2-3 projects targeting subsequent releases, and balancing that further while attending and contributing in many design meetings targeting projects on our future roadmap

Another aspect of [REDACTED] that makes her a superb team member is her strict requirement that designs and solutions be "dumbed down" so that hard concepts can be easily explained and understood. She knows that if everyone can't understand a particular design, then the group as a whole will suffer. Whenever she implements a solution, for example, she buries the code with an inordinate number of comments, diagrams, pictures, etc, so that the meaning behind her code is as evident and obvious as 1+1=2. Every teammate that has ever worked with [REDACTED] thoroughly appreciates the time she spends "dumbing" it down – it helps new hires and architects alike.

She stays current by constantly evaluating technical papers from academic journals, and shares her findings with the larger org to help us innovate and develop state-of-the-art technology. [REDACTED] thinks and writes exceptionally clearly (which is a rarity these days), has the respect of her peers across the organization, and is always willing to take on a challenge. She has recently taken on a larger mentorship/manager'ish role, meeting weekly with our [REDACTED] team in [REDACTED] (folks previously from [REDACTED]), helping them come on board faster, and providing guidance and leadership to help them actively contribute towards our projects.

### TEAMWORK AND INFLUENCE WITHIN ORACLE

[REDACTED] has worked exclusively in teams for all projects she's been involved in. She's absolutely the best individual to manage in a team because a) she's motivated and driven, b) she's competent, and c) she's extremely productive. Teammates respect her because of her technical skills, but also because she's always willing to lend a helpful hand, whether it be with triaging a bug or taking on additional work. She has also worked with teams across the org – for the [REDACTED] project she worked closely with [REDACTED] and the [REDACTED] folks, for the [REDACTED] project she's worked with [REDACTED], and for [REDACTED] she's worked closely with the [REDACTED] folks ([REDACTED]). Her efforts make others step up their game, because she sets the bar in terms of effort and excellence.

### EXTERNAL VISIBILITY

[REDACTED] has achieved significant notoriety outside of Oracle, including an honorable mention as an [REDACTED] [REDACTED], where she is mentioned as the [REDACTED]: [http://www.\[REDACTED\]](http://www.[REDACTED]). She also was featured online in an [REDACTED] series for a blog that [REDACTED]. She also contributes significantly to the academic community, earning a [REDACTED] Award for outstanding [REDACTED] in [REDACTED]. She actively represents Oracle at highly visible conferences such as [REDACTED], and recently co-authored the [REDACTED] [REDACTED] also presented recently to the entire database org during the [REDACTED] [REDACTED] where she discussed how [REDACTED].

### ACHIEVEMENT

[REDACTED] has worked on a multitude of features as a major contributor (written design and functional specs, implemented large chunks of feature, led design meetings, etc):

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

### Recommendations

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[REDACTED], CMTS]

I have been working with [REDACTED] ever since she joined Oracle back in 2009. Over that time I have found her to be one of the strongest and most capable contributors inside the [REDACTED] and I think she is well deserving of promotion to CMTS.

Over the course of her career at Oracle [REDACTED] has worked on many areas related to [REDACTED]. Among her most notable accomplishments has been as the lead for [REDACTED]. [REDACTED] is one of the most important features in [REDACTED], and [REDACTED] work has been instrumental in achieving that high level of success for the feature. She has been primarily responsible from the very beginning for [REDACTED]. This work ranges from how we [REDACTED] to how we we [REDACTED].

In general, [REDACTED] has shown great leadership and ownership in all areas of [REDACTED], not just [REDACTED]. She is basically responsible for the whole area. Over the years I have noticed her giving assistance to others and delegating and monitoring work in this area. Any time a project has a [REDACTED] component, she is there to help out and assist. Everyone in the team and even many outside our group knows to go to her for any [REDACTED] issue.

In particular in recent years she has worked on many enhancements to our basic [REDACTED] functionality. For example, she has been primarily responsible for the [REDACTED], which help make [REDACTED] run much faster with [REDACTED]. Another project she has been instrumental to is [REDACTED]. Thanks in large part to her contributions we are now able to [REDACTED].

In all of these projects she has had a great eye for design and following proper software engineering practices. She doesn't just hack stuff together, but always tries to do things the right way, which pays off greatly in the long run.

Another thing I appreciate about [REDACTED] is her academic background. She is very knowledgeable about prior and current research in the areas of interest to our group, and is willing to share that knowledge when needed. She keeps up with current research well, including being a [REDACTED].

More recently, [REDACTED] has been the lead for designing and implementing [REDACTED]. [REDACTED] is the largest rewrite of [REDACTED] in 30 years, and making table scans work well is a key component. Although we are still in the early stages, so far [REDACTED] with a clean design for how we can make [REDACTED] run well with [REDACTED]. One of the challenges is that the data in [REDACTED] is spread across many instances, and her design allows us to [REDACTED] to be able to spread the load across those instances, as well as handle failures should they happen. She has presented this design at the [REDACTED] earlier this year, and based on the feedback I received it was one of the more well-received talks at that event. This speaks to [REDACTED] abilities in communicating ideas well.

[REDACTED], ARCHITECT]

I would like to [REDACTED] for promotion from PMTS to CMTS. I was her mentor when she first arrived at Oracle over 8 years ago and during that time she has accomplished a remarkable amount of work.

Five years ago (soon after the start of the [REDACTED]) she took over code ownership of all the [REDACTED] code (over 200,000 lines of code) including [REDACTED]. Code ownership of [REDACTED] brings a lot of responsibility since a large number of LRGs and special run bugs get auto-assigned to this owner: these are frequently problems in what other people/groups have done but the scan owner ends up having to triage them and therefore understand a lot of code across the entire Oracle stack including in the query engine, CDB, space, and transaction layers.

Having taken ownership, [REDACTED] was entirely responsible for both the design and implementation of all the [REDACTED] in the [REDACTED]. The success and performance of this task have been critical to [REDACTED]. Loading and managing data [REDACTED] provides no benefit to the customer beyond what the [REDACTED] can deliver using it so the importance of her contribution is often under-estimated.

Building on top of [REDACTED] work, she did all the [REDACTED] and has made significant contributions to [REDACTED].

More recently she has been the lead on designing [REDACTED] so that they work seamlessly across constantly mutating splits, constantly changing hash tables, and node migrations. This is an incredibly complex task to get right but the [REDACTED] was regarded as one of the first to be completed and needing no further review.

Based on my experience of managing a [REDACTED] group for 8 years at a competing company, I would say she is already performing above the level required for CMTS in her abilities to design and implement new projects and understand multiple layers of the Oracle code.

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[REDACTED], CMTS]

I have worked with [REDACTED] on several bugs and projects related to [REDACTED] and [REDACTED]. [REDACTED] is very knowledgeable about the [REDACTED] and willing to investigate any issues that come up. Her help and expertise were instrumental in resolving several problems that we encountered while implementing the second phase of the [REDACTED] project. Her replies have always been prompt, clear and helpful. If I had any questions involving the [REDACTED] code, [REDACTED] would be the first person I would contact. I strongly endorse [REDACTED] Promotion to CMTS.

[REDACTED], MASTER PRODUCT MANAGER]

I'm more than happy to recommend [REDACTED] for this promotion to IC5. [REDACTED] and I first worked together 4 years ago, when I joined the [REDACTED] team. [REDACTED] depth of knowledge on [REDACTED] is second to none. Her work on [REDACTED] was an integral part in the success of the [REDACTED]

[REDACTED] has also helped me with a number of customer escalations from some of our largest customers. She is always willing to get involved in these escalations and to help debug any problems. Her ability to provide an acceptable work around or fix to the customers in a timely manner, has been invaluable.

Her presentation skills are also excellent. When she presented on [REDACTED] during the [REDACTED], her clear, logical explanation on how we would manage scan in the new architecture was so compelling it suddenly became clear to me why we need to do the [REDACTED] project.

I've always enjoyed working with [REDACTED]. She has excellent interpersonal skills along with her strong technical ability, which makes her a great addition to any team.

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## Position Criteria

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

<b>FACTOR</b>	<b>SMTS – IC3</b>	<b>PMTS – IC4</b>	<b>CMTS – IC5</b>	<b>ARCHITECT – IC6</b>
<b>Summary Of Experience</b>	-BS or MS degree in CS or equivalent experience relevant to functional area. -Typically has 2.5 or more years of related experience.	-BS or MS degree in CS or equivalent experience relevant to functional area. -Typically has five or more years of related experience. Candidates with less than four years experience must be star caliber and require review by DAS staff.	-BS or MS degree in CS or equivalent experience relevant to functional area. -Typically has ten or more years of related experience. Candidates with eight or more years will be considered only if they are star caliber.	Typically has fifteen or more years of related experience.
<b>Scope Of Position</b>	Can code with minimal direction. Normally receives no instructions on routine tasks, with limited supervision on new tasks.	-Has full responsibility for the architecture of a significant, self-contained portion of a product or a small product. -Has demonstrated technical leadership for his/her area. This is usually done by being a project lead for a small project team of two to three developers.	Has full responsibility for the architecture of a medium-sized product or a substantial layer or subsystem within a large product	
<b>Technical Ability</b>	-Works on projects of moderate conceptual complexity. -Starting to demonstrate ability to write spec's and designs. Specifies, designs and develops software according to provided requirements, with sole responsibility for the design.	-Works on projects of moderate to high conceptual complexity. -Demonstrated ability to write high quality functional spec AND design documents for a major area. Provide url's for these documents.	- Recognized expert in area within division and/or Oracle. - Works on extremely complex problems. Has deep understanding of how his/her area interacts with all related areas. - Models best engineering practices. This includes clarity and completeness of spec's and designs, code cleanliness and quality, thoroughness of testing, attention to documentation, and response to bugs and regressions. -Is highly encouraged to maintain an architecture	

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		and detailed design document for his/her area. Provide url for this document.	
<b>External Visibility</b>	Must have good visibility so can be effectively ranked; giving a seminar is good way to do this and is advised.	Represents group within Oracle.	
<b>Teamwork and Internal Influence</b>		-Exhibits effective teamwork with senior developers and senior management within ST and across Oracle. -Is the technical “go-to person” (consultant) for his/her area within the group and across Product Development. -Strongly influences the technical decisions of ten or more developers.	
<b>Achievements</b>	Demonstrated ability to take feature/design through software lifecycle to release of robust, high-quality, production code.	- Under broad direction, defines requirements for new projects and specifies, designs and develops software to those requirements. - Has delivered several high-quality, PMTS-scale projects to market that have been successfully used by production customers for several years. - Has delivered innovative and creative solutions to complex problems. - Works effectively with others in managing extremely complex projects	Recognized expert in field inside and outside Oracle
<b>Recommendations</b>	Comments supporting above criteria for promotion from outside immediate group from PMTS-level developers or managers	Comments supporting above criteria for promotion from outside of immediate group from ST senior management and three CMTS or architect-level developers.	Approval from the architects club

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