

## Individual Contributor Promotion Template

<b>Employee Name</b>	[REDACTED]	<b>Manager</b>	[REDACTED]
<b>Current Career Level and Job Title/Code:</b>	IC4	<b>Proposed Career Level and Job Title/Code:</b>	IC5
<b>Total time in Current Position</b>	8 years	<b>Office Location</b>	Santa Clara, US
<b>Current Salary</b>	[REDACTED]		
<b>Performance Rating</b>	4	<b>Name of Fowler Direct</b>	Markus Flierl

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

### SUMMARY OF EXPERIENCE

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

[REDACTED] has been working in the industry since 1994. He received his Bachelor of Engineering degree in [REDACTED] from the [REDACTED] University where his major was Electronics and Communication Engineering. He worked for [REDACTED] in [REDACTED] for 4 years after graduation where he was responsible for [REDACTED] development. In late 1998 he joined [REDACTED] and now Oracle as an engineer. When he joined [REDACTED] he worked initially in the [REDACTED] area developing drivers and kernel frameworks for 2 years. Due to his excellent performance, he became a project leader after joining the [REDACTED] team in late 2000 working on and leading part of the initial framework development.

[REDACTED] has led many projects to success, including [REDACTED]. He has also worked on many cross division projects, for example leading [REDACTED] team to work with [REDACTED] to enable [REDACTED] product, also as the primary technical representative for [REDACTED] to the [REDACTED] Team.

Besides his own job assignments, with his broad and in-depth knowledge of [REDACTED] and [REDACTED] he is an excellent resource to everyone.

### SCOPE OF POSITION

*(Describe the expanded scope, responsibility and complexity of the technical work being performed. Describe how the position or deliverable is important to Oracle's strategic plan or revenue.)*

As a project lead in various technical projects in the [REDACTED], [REDACTED] has completed [REDACTED] projects. Under his leadership, every one of his project has been delivered on time and with great quality. Take [REDACTED] as an example, he led a team of [REDACTED] engineers, and he was required to work across all aspects of the [REDACTED] from the drivers and all Upper Level Protocols, and user-level code as well. This was successfully delivered, and was a key factor in productization of [REDACTED].

March 2012

especially on [REDACTED] where [REDACTED] is especially important. In 2009, he took the responsibilities of improving the performance, scalability, configuration, reliability of IP over [REDACTED] to meet the [REDACTED] requirements. His team included [REDACTED] engineers working together from [REDACTED]. Despite the [REDACTED] time difference between the locations, he was able to coordinate the development by excellent job assignments and some late night phone calls. His team complete the project successfully with great quality. Now, [REDACTED] is part of the [REDACTED], this is one of the most important contribution from [REDACTED] group.

Due to his excellent performance, [REDACTED] has been asked to work on cross-division projects, which requires very strong technical skill and organizational skill. The most significant has been as a primary technical representative for [REDACTED] to the [REDACTED] Team. In that position, he monitors requirements and issues, coordinates with [REDACTED] team leads, and provides a communication conduit between the development teams and the [REDACTED]. This has helped to result in [REDACTED] being able to deliver across the board for [REDACTED] requirement, and has provided feedback to other [REDACTED] developments on the needs and issues seen by the [REDACTED] groups.

Today, [REDACTED] is still responsible for leading the [REDACTED] team and the [REDACTED] project, which requires all the [REDACTED] project teams and engineers from other business group to accomplish it together. He is also heavily involved in [REDACTED] and working as a [REDACTED] member over seeing all the design activities happening in [REDACTED].

#### TECHNICAL ABILITY

*Describe the individual's technical skills: skill in solving technical problems, time needed to solve difficult problems with minimal direction, creativity in problem solving, ability to present new ideas/concepts, judgment in evaluation of alternative courses of action, reliability of design and project decisions.)*

[REDACTED] brings exceptionally good engineering discipline to his work. In planning new developments, he is thorough in his approach to the requirements and looks for solutions that are technically elegant and workable, complete, and practical to implement given schedule and resource constraints. He recognizes tradeoffs and makes them with the eye toward the project and product requirements. He works with team members to get input on the designs and plans, and makes sure that the approach is well understood and achievable.

In problem solving/debugging he brings the same engineering skills to bear. He is thorough in his analysis and looks at the evidence from the testing and/or bug reports as well as his analysis of the code. Because of the experience he has had with a broad range of [REDACTED] projects and technologies he can draw on that knowledge, as well a strong ability to read and analyze code that is new to him. Because many of the problems he deals with are complex and are impacted by other areas of [REDACTED] he has to work with [REDACTED] areas to solve the problems without impact to other parts of the OS.

#### ACHIEVEMENT

*(Describe specific, significant deliverable or accomplishments attributed to this individual as the major contributor. Who within or outside of Oracle would know of these achievements? Also explain how the individual exhibits the qualities of leadership, technical credentials and overall ability to represent their group both within and outside Oracle.)*

[REDACTED] achievements over the last few years have been focused on delivering to [REDACTED] critical pieces of technologies as described above. As lead and designer of the [REDACTED] solutions previously he worked with architects [REDACTED] and [REDACTED] to deliver a complete solution on time. He also oversaw the development and delivery of support for software support of [REDACTED] support in [REDACTED] (though the hardware does not support it), and for [REDACTED] support. Both were critical capabilities to assure support adoption of [REDACTED] particularly in [REDACTED] systems, and required his working with the [REDACTED] team and the [REDACTED] team to deliver these capabilities.

He was also project lead for the work required to support [REDACTED] in the [REDACTED] products. Working with the [REDACTED] Architect, he defined and oversaw implementation of changes in the [REDACTED] needed to support [REDACTED] over [REDACTED] with reliability and performance. He also was the interface to the teams implementing [REDACTED] to help assure its eventual integration in the product. As the product rolled out, he was the focal point for [REDACTED] support, working with [REDACTED] and the [REDACTED] team to triage, solve, and integrate [REDACTED] solutions to achieve a successful delivery to the marketplace.

Most recently, as the technical representative to the [REDACTED] Team, he has worked closely with all the major [REDACTED] and [REDACTED] members including [REDACTED], [REDACTED], [REDACTED], and other from [REDACTED] and [REDACTED], and others on the [REDACTED] team. As the evolution of the [REDACTED] product progresses, he has been working with the [REDACTED] team, particularly with [REDACTED] team.

[REDACTED] is not only responsible for his own project, [REDACTED] he is also working on cross project teams assignments, like [REDACTED]

#### TEAMWORK AND INFLUENCE WITHIN ORACLE

*(Describe the individual's ability to be effective in a team; ability and willingness to help others when needed; working relationships with other group members. Describe the amount and quality of inter-action with other Oracle groups and what results have been achieved.)*

As described above [REDACTED] has been lead for a number of [REDACTED] of varying sizes. He is careful to communicate needs and expectations to the team members, and he is always available to them for assistance and guidance. He is attentive to the progress of the team members, without micro-managing or interfering with individuals' ability to work independently. In his relationships with teams outside the [REDACTED] group, he has been proactive about establishing communications, and holds effective meetings that are structured and productive.

[REDACTED] has established himself as an [REDACTED] expert through his broad and in-depth [REDACTED] and [REDACTED] knowledge, he is frequently invited to works with senior engineers from other groups to resolve difficult architectural and implementation issues, and his input are always very well respected. Most importantly, he likes to work with people and contribute his knowledge to whoever needed.

#### LEADERSHIP & COMMUNICATION

*(How much time does the individual spend representing key Oracle initiatives to Oracle executives, key stakeholders, customers, and partners? Describe the individual's presentation/verbal and writing skills.)*

[REDACTED] is one of the best project leaders in the group. By working closely with team members and set the plan with in-depth understanding of the project requirements, his team always delivered on time or ahead of the schedule. For the upward communication, he reports the status accurately, early and with recommended actions, which gives the management sufficient amount of time and options to resolve the issues in the early stage.

[REDACTED] is not frequently called upon to make presentations or represent Oracle to outside companies. He has needed to prepare and present material to various levels of the Oracle organization – this includes planning overviews, Executive summaries of his projects for VP and SVP levels, and TOIs of the projects to peer organizations within Oracle. His material is always well organized, and he is able to explain the material at a depth appropriate to the audience.

March 2012