

Management Promotion Template

FOR USE IN THE PRODUCT DEVELOPMENT ORGANIZATION ONLY



POSITION CRITERIA

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

FACTOR	MANAGER (M2)	SR MANAGER (M3)	DIRECTOR (M4)	SR. DIRECTOR (M5)	VICE PRESIDENT (M6)
Summary Of Experience	Detailed knowledge of several applications within a business area needed.	Requires 3+ years of related managerial/technical experience, including at least 2+ years as a Manager. Successful track record in applications implementation and as a manager. Expert knowledge of all applications within a business area; plus some knowledge of other applications.	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 focused on task completion within direct team. Provides direct supervision to individual contributors.	Mgt. skills more task focused within their group. Makes decisions that impact achieving tasks, business targets, schedules or operations. Demonstrated history of attracting and retaining high caliber employees and facilitating positive morale. Group managed has low turnover rate, meets/beats project due	Mgt. skills more task focused within their group. Demonstrated history of attracting and retaining high caliber employees and facilitating positive morale. Group managed has low turnover rate, meets/beats project due date and shows teamwork. Has respect of peers for management skills and getting tasks accomplished. Excels in current position.	Mgt. skills divided between group task focus and problem solving between groups in division. Demonstrated history of attracting and retaining high caliber employees and facilitating positive morale. Group managed has low turnover rate, meets/beats project due date and shows teamwork. Has respect of peers for management skills and getting tasks	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

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Scope Of Position	Ensures that operational policies are followed. Leads a specialized area which may have diverse functional elements.	Manages a team maintaining and/or implementing software project(s) and/or internal systems. Defines, documents and manages scope, expectations, implementation approach, deliverables and acceptance testing criteria.	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	Responsible for business results, costs and people management.	Manages and controls activities in multi-functional areas or sections.	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	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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					establishment within their area and indirectly impacts multiple other areas. Suggests and justifies product direction with VP/SVP approval
External Visibility	Visible	Visible	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	Frequently interacts with supervisors and/or functional peer group managers. May interact with senior management. Demonstrated leadership skills.	Frequently interacts with supervisors and/or functional peer group managers. May interact with senior management. Demonstrated leadership skills.	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

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Achievements	<p>Manages subordinates to meet business targets and 'best practice' solutions as set by higher management.</p> <p>Responsible for delivery of a service to agreed standards and service levels.</p>	<p>Manages a number of projects varying in complexity requiring technical/business expertise.</p> <p>Focus on best practices and process improvements ensuring effective execution of operational plan while meeting Corporate requirements.</p>	<p>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 develops software to those requirements.</p>	<p>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 within Oracle</p>	<p>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 group and Oracle both within and outside the company.</p>
Recommendations			<p>From Development senior management outside of VP's group</p>	<p>From senior managers, both within and outside Development.</p>	<p>From senior managers, both within and outside Development.</p>