

Management Promotion Template
Miranda Organization

Employee Name: _____

Manager: _____

Current Career Level and Job Code: M4 / 75040 IT Director

Proposed Position and Job Code: M5 / 75050 IT Senior Director

of Years in Current Position: 4

of Years in Industry: 21

Current Salary: \$ _____

Min Salary for New Position \$ _____

Performance Rating: 4

VP/GVP/EVP: Krithika Bhat/Paolo Juvara/Steve Miranda

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

BUSINESS NEED

(Describe Organization Structural need for a position at this level; attach proposed org. chart.)

SUMMARY OF EXPERIENCE

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

21 years of IT industry experience, including 14 + years of management experience.

Over 4+ years in IT Director role.

Strong experience managing _____ projects.

Strong knowledge across the Oracle _____ and _____ expertise across Oracle _____.

_____ worked on key projects of high conceptual complexity.

_____ was the main _____ across _____ teams to ensure successful _____ releases for the last 3-years.

He has done an outstanding job in coordinating each _____ teams for a successful outcome.

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Designed, developed, and implemented several custom Oracle Applications.

Extensive experience working with business users in gathering requirements, and in delivering IT solutions.

Strong track record of technical leadership with demonstrated ability to motivate teams.

MANAGEMENT SKILLS

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

██████████ manages the ██████████ team and we have recently added the ██████████ team under his responsibility.

He is a strong leader and allocates resources appropriately in the face of competing demands.

He is well respected by the business users and has earned their trust and respect.

██████████ is very committed and does whatever is necessary to satisfy customer needs.

He has managed the global team very well and delivered successfully very complex projects.

He also successfully managed the tactical steps needed to push a project forward.

Focus on process and quality: ██████████ ensures that suitable steps are taken to ensure the quality of his work is high and levels of rework are kept to a minimum.

Ensure clear targets and stretch goals are in place. He ensured that all individuals knew what their roles and performance expectations were and set clear targets and deadlines for delivery of tasks and projects.

Planning and focus on delivery. ██████████ ensured clear plans are in place and ensured that the team focuses on delivering to those plans.

Adaptability and Training. ██████████ put in place processes to ensure that there was strong cross-training and opportunities for members of his team to take on additional areas for the purpose of motivating the team and ensuring we always had adequate cover and support in each area.

SCOPE OF POSITION

(Describe expanded scope and responsibility. Define how the position or deliverable is important to Oracle's strategic plan or revenue. Quantify size or complexity of the task, i.e. numbers of people to manage or influence, magnitude of product for Oracle or technical challenges.)

██████████ manages the ██████████ and we have recently added the ██████████ team under his responsibility.

As part of the promotion to Senior IT Director, ██████████ will be managing globally the ██████████ areas.

Essentially his scope of responsibility has already increased within the last 2-months starting from Sep-2018 to also cover the ██████████ areas including ██████████ Manager ██████████ additional team members.

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Metrics: Headcount and Span of Control

Current Position HC: # Employees under this position: 18; # Direct Reports: 13; # Mgmt Level of reports: 1
Proposed Position HC: # Employees under this position: 18; # Direct Reports: 13; # Mgmt Level of reports: 1

SIGNIFICANCE OF POSITION AND IMPACT ON THE COMPANY

(Describe the position's significance and how it impacts products, revenue generation, critical technology or its importance to customers/ partners.)

██████████ is the main ██████████ across ██████████ team to ensure a successful ██████████ release for the last 3-years. ██████████ also is the ██████████ contact for ██████████ globally and coordinates across our business partners, development and with our ██████████ and ██████████ Development center. ██████████ is the most important corporate initiative at Oracle Corporation and ██████████ is contributing greatly thru his coordination of the ██████████ systems to enable ██████████ and ██████████ program is another critical corporate initiative driven by the CEO's office and ██████████ is contributing greatly as part of the ██████████ leadership team across ██████████ areas.

EXTERNAL VISIBILITY

(How much time does the individual spend representing Oracle to outside interests, such as customers, partners, press and analysts. These contacts should address a technology, product or program area that is highly visible and recognized as an independent entity.)

- No external visibility in this position.

TEAMWORK AND INFLUENCE WITHIN ORACLE

(Describe the amount and quality of inter-action with other Oracle groups and what results have been achieved. How has the position contributed to their success or how has it influenced other groups to ensure the success of their own strategic projects?)

- ██████████ is very well respected within ██████████ teams he worked in and across other LOB's within Oracle. He leads the ██████████ ██████████ team and works most closely with were the ██████████ team and ██████████ ██████████ ensured that he and his team provided a high level of service to Finance (as our main customer) and ensured key issues were addressed timely and that expectations were set when turnaround time was required.

ACHIEVEMENT

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

Most recent key achievements:

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Most recent key achievements:

1. [REDACTED] was the main [REDACTED] across [REDACTED] team to ensure a successful [REDACTED] release for the last 3-years. He has done an outstanding job in coordination each release across [REDACTED] team for a successful outcome.
2. Successful [REDACTED] implementation as part of the [REDACTED] implementation [REDACTED] was the [REDACTED] lead for over the last 18 months or so as part of Oracle's implementation of the [REDACTED]. The [REDACTED] teams have developed a high regard for [REDACTED] - for his knowledge, his positive attitude and above all for his willingness to help in any way he can. With everything, he is handling across the large [REDACTED] areas that is an exceptional quality to have in a senior management resource.

RECOMMENDATIONS

(Comments from other senior management staff, both within and outside of group—minimum of three)

1) [REDACTED] VP, [REDACTED]
Strongly agree with the recommendations to promote [REDACTED] to Senior Director level. My assessment is based on the recent [REDACTED] and business teams interactions with [REDACTED] during that period. [REDACTED] gave me an opportunity to work closely with [REDACTED] and also see the way he interacts with business stakeholders. During that time I saw [REDACTED] exhibit deep technical and business understanding, show ownership for his area at the same time willing to reach out others in [REDACTED] and take leadership position to guide his team and others in [REDACTED]. [REDACTED] continued to add value through the project. His interaction with business in identifying and resolving issues was seen as model behavior by several in my team and by other business leads. None of us had any hesitation in talking to him or asking for his help. His sense of humor made it easier. One of his outstanding contribution was his managing [REDACTED] testing of business test cases. First such activity by [REDACTED] and he set the standard. Wish him further success in future.

2) [REDACTED], VP, [REDACTED]
I am supportive of [REDACTED] promotion to IT Senior Director. Here is my recommendation:
I am happy to recommend a promotion for [REDACTED] aka [REDACTED] to IT Senior Director. My team members have worked closely with [REDACTED] over the last 18 months or so as part of Oracle's implementation of the [REDACTED]. They have developed a high regard for [REDACTED] - for his knowledge, his positive attitude and above all for his willingness to help in any way he can. I have also been closely involved with this implementation project. I have been impressed with [REDACTED] in depth knowledge of business processes and his ability to map those to product functionality. [REDACTED] has a pleasing demeanor and a cool head. With everything he is handling that is an exceptional quality to have in a senior management resource. I support [REDACTED] promotion to IT Senior Director - it is very well deserved.

3) [REDACTED], Vice President, [REDACTED]
Thanks for asking for feedback. I'm supportive of a promotion for [REDACTED] to Senior Director due to both his outstanding contribution and commitment to the implementation of [REDACTED] and his continued partnership in accelerating the booking processes [REDACTED] has both an impressively deep and broad expertise in the applications he manages, creative in finding solutions for our key business change programs and highly skilled at trouble shooting and solving complex issues. He is also a pleasure to work with.

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4) [REDACTED], VP, [REDACTED]
 I'm 100% supportive of this promotion for [REDACTED] to Senior Director. [REDACTED] is a rock star. He is very knowledgeable on all areas of [REDACTED], incredibly responsive and always willing to help. I can't say enough good things about [REDACTED]

Position Criteria

(Senior 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 8-12+ 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 10-14+ 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 12-16+ 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 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 accomplished. Excels in current position.	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 of peers for management skills and getting tasks accomplished. Excels in current position.
Scope Of Position	Manages teams with responsibility 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 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 structured into teams or sections. Full responsibility for a product group, large product or function. Completes projects that span product or organizational boundaries.

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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 Product Development and may impact revenue. Decisions may be visible to Product 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 Product Development and possibly other divisions. Decisions are visible to Product 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 Product 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 Product 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 develops software to those requirements.	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	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.
Recommendations	From Product Development senior management outside of VP's group	From senior managers, both within and outside Product Development.	From senior managers, both within and outside Product Development.

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