

Product Development Management Promotion Template

Employee Name: _____
Current Position: 75030 IT Senior Manager
of Years in Current Position: 4 years, 7 months
of Years in Industry: 12 years

Manager: _____
Proposed Position: 75040 IT Director
Location: Redwood Shores, CA
LOB VP/SVP: Dan Conroy / Campbell Webb

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

SUMMARY OF EXPERIENCE

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

_____ presently manages the _____ group, where he has two managers reporting to him, and seven individual contributors.

The responsibilities for this area include managing the completion of _____, and then also making sure that all upgrades, and new hire deliveries are completed on time. The regions which _____ has responsibility for are the _____. Additionally, _____ assists with _____ as issues arise.

In addition to the general day-to-day activities he performs, _____ assists me with the _____ which are consumed by our _____ team _____. _____ has become a key area which _____ has excelled in doing. At present, our group is looked at as a key player in the decision making process around hardware standards for the client side, and _____ and our team have a great influence in this area. Specifically, which hardware products the division will use, and how we can achieve the most for our money in the purchasing arena. Relationships have successfully been built with key executives (he personally handled an issue for Thomas Kurian, and has built relationships with all of Thomas' directs). Additionally, bonds have been formed with the _____ team, our peers in _____, individual key contacts in several lines of businesses, the POC's for the _____ project, and most all Product Development administrative staff.

_____ participates in the creation and execution of the _____ team annual budget, and provides feedback to the coordinator for our team _____, and also to the Business Operations organization who tracks our spending. Spending is always in line, and _____ with his _____, makes sure that we are always getting the most for our money. Often times, prices are renegotiated with the vendors, and _____ and the entire company benefit by _____ ongoing negotiations.

Some of the key projects he has worked on over the years include: _____ and _____

Having past experience in the areas of _____, has contributed greatly to his communication with me, and to his continued growth. All of the above have prepared him well for this next level of management.

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MANAGEMENT SKILLS

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

I have worked with [REDACTED] for 10 years and both of us have similar management skill styles. [REDACTED] goes out of his way to make the employees working for his teams realize that the tone of his management style is open and collaborative. He really does, as all of my management staff does, have an open door policy. This is evident in the open communication channel which has been created in staff meetings, one-on-ones, and all hands meetings. I have personally seen him outline growth plans for employees, and assist them in reaching their goals. Additionally, [REDACTED] and I both support flex hours and office rotations to assist the employees and the company by getting fresh faces at new locations, and cross training for the staff. By performing the above, [REDACTED] and I have been able to retain very talented people who have stayed with the team for long periods of times. The shortest period of time someone has stayed on the [REDACTED] team is [REDACTED] years.

SCOPE OF POSITION

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

The main goal of the corporation is to sell software, and to be profitable to our shareholders; the [REDACTED] team has a direct effect on the success of the business – If people are down software code will not be written. [REDACTED] role is that of [REDACTED] and he directly influences the uptime of the clients within the division.

METRICS: HEADCOUNT AND SPAN OF CONTROL

Current Position HC: # Employees under this position 24; # Direct Reports 9; # Mgmt Level of reports 2

Proposed Position HC: # Employees under this position 24; # Direct Reports 9; # Mgmt Level of reports 2

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.)

The position of [REDACTED] is a crucial role within the [REDACTED] team; all day-to-day activities and urgent requests are filtered through the [REDACTED] team, and are expedited appropriately to keep our 25K plus clients up and running smoothly. Without client connectivity, the business would not be able to function, and would cease creating product.

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.)

The [REDACTED] team is an internally focused business. However, [REDACTED] has spent time working with our partners to generate interest in [REDACTED] and to also point them in the right direction to make contacts with [REDACTED] and other influencing departments where they can collaborate and partner on different levels. An example of this would be the [REDACTED] area which we are constantly reviewing and investigating; [REDACTED] took this area on as a strategic move, not only to show vendor based interest, but to keep myself and the executive staff aware that technological changes are, and have been coming down the road. Since very solid relationships have been established with these vendors, whenever a high level executive needs "that favor called in" – [REDACTED] is always prepared by already anticipating the need.

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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?)

primary focus has been to make things go as smoothly as possible within the team to make sure that our internal customers always have their needs met, and that they are always up and running. In saying this, has spent a great deal of time forecasting the needs of the division, and by also establishing trusted relationships with our vendors, and internal peer groups. Most specifically, has an excellent relationship with the ; a relationship has been established that we will trade resources as needed to get the job done when our departments don't have physical staff in a specific location. Additionally, we partner with and the to run the – which has been quite a success.

– has an excellent relationship with and the rest of his team as well. They are in constant communication about pricing, supply issues, and anything which might delay us receiving product. The entire Team under knows who is, and they have always been quite happy to assist and work with him to have our needs met as a division.

– A great relationship has been established over the years with ; is the , and has done his best to make this relationship a trusted one.

Hardware Vendors () – In addition to working to always keep prices low for the team, has also negotiated with each of the aforementioned vendors to provide the same pricing corporate wide, so that everyone within Oracle benefits from his negotiations. also assists our global locations such as in establishing better relations with the vendor counterparts of our US contacts.

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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.)

- Oversaw the distribution of approximately [REDACTED] this past fiscal year
- Oversaw the completion of approximately [REDACTED] this past fiscal year
- Oversaw the upgrade of approximately [REDACTED]
- Creation, management, and [REDACTED]
- Oversees the [REDACTED] globally, and has direct contact with the key contacts to make sure that we have workstation inventory globally, and that all of their needs are met from a support and process perspective
- Project managed the distribution of approximately [REDACTED] within 3 business days
- Coordinated the setup, takedown, and support (systems, networks, phone, etc.) of the approximately [REDACTED] subject matter experts in the Conference Center for training of Oracle employees prior to the rollout of the [REDACTED]
- Setup and maintained approximately [REDACTED] for multiple weeks of customer testing (Windows & Linux)
- Coordinated the setup, support and break down of [REDACTED] and negotiations were made that the [REDACTED] team would cover the costs due to the value they placed on our service level
- Coordinated with the server team to create [REDACTED]
- Ongoing support of the [REDACTED] for 4 years running
- Since being a manager, [REDACTED] has promoted three direct reports from IC1 to either the IC2 or IC3 level
- Mentored one of our most talented support staff, [REDACTED] through a ten month unpaid internship which eventually led to his hiring. [REDACTED] is in charge of our [REDACTED]

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

██████████ (Director, IT Field Services, North America, Global IT): “I value ██████████ partnership and work with all groups, not just Product Development. He is an enabler and spends the right amount of time and effort solving issues, both tactical and strategic. His opinion and work in end user support is respected and called upon by not only the developers of the company but other areas where he contributes to such as ██████████
██████████ provides excellent leadership to his team and it's reflected in their support of their customers. I support ██████████ promotion recommendation to Director.”

██████████ (Vice President, Content Management Services, Product Development IT): “I have been working with ██████████ for many years and it continues to amaze me how ██████████ can do attitude translates to everything he does and the similar culture he infuses within his organization. All you need to do is ask ██████████ for help and he delivers - in many cases beyond what is asked of him or his team. He has earned the respect and admiration of his peers and from the wider organization he supports. A development organization relies on effective tools to perform their jobs and deliver on the product commitments for the corporation. ██████████ and his team play a large role in that success and it is time that it be recognized with his promotion to Director.”

██████████ (Software Development Vice President, Product Development IT): “I know ██████████ for many years and he always impressed me with his friendliness and readiness to help. Any time I come to him asking for help, he always does his best and tries to do extra effort making sure that all my issues are resolved properly. I have worked with ██████████ on multiple Fusion Apps projects and every time he was extremely useful and responsive. As an example, I would mention ██████████ project where he was responsible for ██████████ partners coming to learn about the new Fusion Apps. Every time it was a success and people were happy with the level of the support they were receiving from ██████████ team. ██████████ has excellent communication skills and can effectively describe problems and likely resolutions to the same. With his knowledge and dedication, he is well-prepared for the next management level. I support his promotion to the position of IT Director.”

██████████ (Vice President, Business & Support Application Services, Product Development IT): “I have been working with ██████████ for 12 years now. He is always extremely helpful. He makes a point of finding the reason behind any requests, often offering a better solution, rather than blindly filling requests. He has high expectations of his team and drives them to provide the same level of service we experience from him. His team supports an unbelievable number of systems with incredible efficiency. I have also seen him in action with vendors, establishing trusting relationships that likely make it much easier to do business. He is one of the most dependable persons I have had the opportunity to work with. I support this promotion.”

██████████ (Sr. IT Director, Sun Hardware Development): “I would highly recommend ██████████ for the position to IT Director. Not only does he manage his scope of responsibilities extremely well he also successfully influences areas outside of his direct control. He acts as consultant to every LOB in Thomas Kurian's org for any project they might have that requires a ██████████ ██████████ relies on his technical feedback on not just ██████████ ██████████ but also ██████████. He also has very good working relationship with external vendors which allow him to negotiate Oracle some tremendous deals which also implies that they trust & respect his direction and input. Again, I truly endorse ██████████ promotion to IT Director.”

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██████████ (Executive Assistant to ██████████):

- *Letter to ██████████* – “Hi guys – I just wanted to bring your attention to a way above and beyond moment last week with ██████████. I brought all the Executive Assistants in ██████████ org to HQ for a ██████████ last week – we had sessions with different contacts from ██████████ and I asked ██████████ to come do a ██████████ with us to walk through ██████████. A lot of folks would be a bit intimidated to walk into a room full of EA’s to do a ██████████. Not ██████████. Not only did he spend the time with us, every person in that room told me that the IT session was the most valuable session we had. ██████████ clearly has a command of who does what, and everyone felt that they left the room with better, more clear knowledge of procedures and policies. He also made us laugh – bonus points for that :-) Most impressive moment to me...we went around the room and introduced ourselves, our LOB, location and who our VP’s are. ██████████ knew every group, who the local IT person was, and what that EA was currently working on if there was an in process IT item. That really set the tone for everyone as they immediately recognized ██████████ as someone who cares, knows what is going on and is in touch with his organization.”
- *Recommendation:* “It is my pleasure to recommend ██████████ for promotion to Director. I have worked with ██████████ for many years now, and have watched him progress through the IT career path in this time. ██████████ has a command of his team, his customers and both groups’ needs that he balances on a daily basis. His team has the utmost respect for him, as he does for them and their work. My partnering with ██████████ and his team has spanned everything from ██████████ and everything in between and in any and every situation, ██████████ knows his audience, has the trust in his team to delegate and know that they will execute. He is always willing to listen, learn and consider alternative approaches to the current standards as well – a fluid and ahead of the curve mindset. Again, my absolute confidence that ██████████ can take on the Director level and be a success who continues to add great value to the ██████████ team.”

██████████ (Director, Client Computing Services, Product Development IT): “I have worked with ██████████ directly for approximately 11 years. I hired him as he stood out amongst all of the other candidates that I interviewed, and showed that he had the correct attitude, aptitude, and demeanor to work in the field of customer service and technical support. ██████████ background was that of a ██████████ who was educated in ██████████ so it was very apparent that he had the understanding (along with his technical support skills while on the job as a ██████████), to be more than that of an IC level employee. My intuitions were correct, and ██████████ has demonstrated that he is the most dedicated of employees, who receives not only good words of praise, but also whom accepts the constructive criticism which is required to grow as we all move up the management chain. I fully support ██████████ move to the next level.”

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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+ 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 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 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	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	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

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	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.	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	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 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 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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