# Management Promotion Template (Product Development)

<b>Employee Name:</b>		Location:	HQ Building 100
<b>Current Position:</b>	Consulting	Proposed	Senior Manager,
	Member of	Position:	Product Development
	Technical Staff		
Current # of		Proposed # of	
Directs:		Directs:	
Current # of EEs in		Proposed # of	
Org:		EEs in Org:	
Previous 3	4 – Exceeds	Manager /	
Performance	Expectations	Group VP:	
Ratings:			
# of Years in	4 years	# of Years in	15 years
<b>Current Position:</b>		Industry:	-

# SUMMARY OF EXPERIENCE

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

He has worked on various projects during this period and has managed and shipped several products during his tenure, many of which are being used in production by multiple customers. He has closely coordinated and communicated with PMs of many services for functional, design and operational aspects while working on many projects for has closely worked with project leads, developers and architects of many Oracle products. He has worked extensively with support teams of multiple products to resolve customers' production issues.
has a strong ability to understand complex systems and design layered architectures and over the years. He has developed a deep understanding of varied technology domains from development. He has excellent technical and mathematical skills. He strives to understand full requirement/problem and comes up with thorough solutions that reflect his depth of understanding and exploration of the domain. actively tries to learn technologies of other domains/products, and endeavors to put in use the gained knowledge in his projects, which is a very important attribute. He is an intelligent, passionate, and dedicated engineer with very sharp focus and attention towards performance and quality of the product.
has also demonstrated excellent management skills and has managed complex products and has guided his team very well in ensuring timely completion of his projects. has been very well regarded by his peers and by management during the entire course of his career.

has been with Oracle for over 13 years with a total industry experience of 15 years.

•	is a major feature and crucial milestone in offering.
	It introduces a new account model which has wide ranging impact on and other components of The
	model enables and based
	services. The feature supports many important use-cases in such as feature
	development lead to a major project which involves many sub projects of significant
•	has led a team of members on this challenging and crucial project.
•	has developed multiple specification and design documents which include
•	As the coordinated well with multiple teams including
	for it successful rollout.
•	has given many presentations on the model to multiple teams which
•	has worked closely with multiple teams such as
	and other service teams for integration of feature in
	their product.  has coordinated closely with teams for
•	well integrated solution.
•	has worked extensively with release and successful release of feature for service orders.
•	successful release of feature for service orders.  has immensely helped in handling production issues involving service
	orders which internally use feature. He has also trained them in handling
	various issues with such orders.  has worked closely with release and rollout team in that
	have support for service and enabled services.
٠	The project enables offering of services with
	with subsequent option of converting the services to subscription or terminating the subscriptions. The promotion offer includes all the
	the subscriptions. The promotion offer includes an the
•	specified and designed the
•	for such orders.  led a team of members for the project. He coordinated with multiple teams
	such as for the feature.
•	worked with PMs on notifications and other details of project.
•	feature allows a new customer to get services under a promotion offer. The feature is meant for new customers which have no footprint in or The
	accepts information from a prospective long term customer and seed the
	design and developed the underlying
•	design and developed the underlying

•	closely worked with PM and team on design of interface for
	. This was new flow where was accepting
	and it led to many refinements in existing modeling of customer object in
	developed interface between and for
•	developed interface between
•	designed for communication from for accepting update on
	orders submitted to GSI.
•	led a team of members for the project and contributed significantly in code
	base, test plans and integration testing with
•	coordinated with multiple teams for the project including
•	closely worked with QA teams on developing test cases and delivering good quality
	product.
•	has worked on various phases of ranging from industry
	competitive solution research, present product in Oracle, design of the new product,
	evaluation of technologies for implementation of various components of the new product,
	development of functional and design specifications, product development, install and
	deployment schema and code development, integration with an existing service and test plan development for the product.
	Industry solution research included and
•	. Component technologies included and
	for and
	alternative design included for integration of solution with it.
•	allows a service to via invoking
	exposes based interface to services to register their requirement for a
	operations. permitted
	uses ,
	extensible design permitted modular addition of new
. 1	developed Constigued and design appoint for
•	developed functional and design specification for processing engine.
	designed processor engine which supported with
•	It has advanced capability of
	update capabilities with extensive . He designed used
	internally for such dynamic extensions.
•	led a team of members for development and implementation of
	He contributed significantly to design, code base
	and code base.
•	along with other team member designed initial and later designed it
	to its next version with enhanced capability.
•	worked on for initial proof of concept and exploratory work; later he
	assisted team responsible for integration with in their
	work.
•	led the integration effort across multiple teams involved in the development of
	multiple parts of . These teams were developing modules related to
	and using and various
•	led the installation and deployment effort of

was instrumental in driving the whole development, installation, integration and documentation effort. extensively coordinated with team for onboarding of service with He helped team in understanding these technologies and adapting accordingly. also developed tools for simplifying the onboarding of a service which was used by team during their development and testing process. provides capabilities to . Internally it introduces completely different processing engine implemented than what was in which achieved important objectives of designed better extensibility, maintainability and traceability. It was a major enhancement. contributed significantly in design of led a team of members in implementation of led many enhancements in and on a continuous basis based on feedback and behavior of components like Such enhancements includes led the next level of enhancement in processing with . It is now extensively used in and other internal request processing. made a series of presentations on to multiple teams including Operations, QA, external team members. It presented a light weight yet powerful UI to team to monitor the health of exposes details on health of various jobs, requests and data of these components. In addition to features, the specified and designed the components. coordinated on combining existing . For were converted to for the purpose. team members for the development of the

give great amount of internal information on processing of any request which was so far

lead the team

including Operations and QA teams.

development, integration and implementation of made a series of presentations on

The product was widely appreciated and used by

to multiple teams

not easily available, and that made quicker and easier for them debug and take appropriate control actions whenever a customer issue was reported.

•	The project provides a common authorization layer for	
	and client applications to use to protect. It uses	
	as the underlying authorization and policy evaluation engine.	
•	extensively researched industry standards, products and trends in	
	. He authored a	
•	worked on integration of with as	
•	was point person for	
•	worked on refinements of for	
	creation as per the	
•	Worked with teams on integration of module and assisted	
	team in design of their	
•	closely coordinated with	
		•
_	Canability of was extended to replicate	ı
•	Capability of was extended to replicate  Earlier replicated . The need fo	ŀ
	arose because of service directly pushing metrics to	L
	arose occause of service affectly pashing metrics to	_
•	led the effort of developing the which included	1
	. The design supported to contro	
	the .	
•	He led a team of members, worked closely with QA team on the testing of the feature	3
	and worked with Ops with production issues.	
	* *	
•	provides capabilities to services to directly	
	. The allows	ľ
	. The are extensively used by many services such as l	
	designed and developed the . It included complete design and	1
•	implementation of and .	1
	The was deployed as a separate independent component which just shares	
•	for its database. implemented the installation and deployment	,
	implemented the instanation and deployment	ı
•	He coordinated with and services team for	
	and but thou tour tot	

• Such da	ata includes
The functionality is achieve by multiple  led the design and development of added support for critical enhancement as is getting  which made the solution kept growing and today extensis getting	
• allows services integrated with  To supports both  For :	
<ul> <li>worked extensively with and team on the project.</li> <li>coordinated extensively with significantly to test plans and documents.</li> </ul>	and contributed
led a team of members on the following projects.	
<ul> <li>added support for used for</li> <li>Worked with team to</li> <li>Developed module which technology.</li> </ul>	. It was
<ul> <li>Designed</li> <li>Coordinated with</li> <li>team on</li> <li>for the functionality.</li> <li>interface design.</li> </ul>	
· ·	uated persistence system. It is used
Developed and led team on implementation of the      The component provides	to
<ul> <li>Understand and gather the requirements of and its subsystems.</li> <li>Setup a with to better understandetails of</li> </ul>	nd the underlying

Interacted with other team managers to share information about various aspects of system. led a team of members and contributed to various aspects of the project. Designed to support both Evaluated and significantly assisted QA team on testing of the Evaluated and documented , and investigation of various : resolved some critical issues and supported QA team extensively in testing these. Worked on initial stages of specification and implementation techniques for and and various were evaluated. was responsible for design and development of for various types of information generated in project. His team developed such as The project also provided support for customizations of were supported for many types of information: Support for customizations of Multiple support Tested and provided necessary adaptation for various Authored same. Did initial work on test cases and performance testing. Later assisted QA team in this aspect significantly. led a small team of members and contributed to various UI design discussions and implementations of

He also managed the integration of

extensive testing on

with the client and its

managed a team that developed the initial version of . This became the foundation for a rich client that was subsequently developed and is being widely used by customers.
education of the team into some new domains including  team that led the research and leducation of the team into some new domains including  also
contributed significantly to the research, design and development of following prototypes.
<ul> <li>A which constructs a and and allows</li> <li>Adobe Flash based user interface.</li> </ul>
<ul> <li>Provides</li> <li>: Adapted and implemented latest algorithms for</li> </ul>
As an individual contributor, analyzed current products and developed the following alternative solution.
<ul> <li>Developed a system with prototype where a</li> </ul>
Analyzed techniques of existing technology used in the product and detected limitations in that protocol, which were causing and suggested few solutions. One of those
leads to development of  Performed Tech-Lead role for l  project.
Education ■ Masters of Technology in Computer Science and Engineering from
Academic Honors  Certificate of Merit for the most outstanding performance in Master of Technology program in Computer Science Engineering – Rank in M.Tech. programme.

National Certificate of Merit from CBSE.

#### MANAGEMENT SKILLS

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

has worked in teams of different sizes in different capacities. He worked as an individual contributor in his earlier projects in Oracle and was well regarded by everyone in his team as a willing contributor, extremely productive, and easy to work with. As a team lead and manager in the subsequent projects in Oracle, has demonstrated good leadership and mentoring skills as well as an attitude that motivates his team members.

As a senior development manager for several critical components of and has continually proven his ability to architect, design and manage the implementation of large-scale complex systems.

With over six and half years in managerial role in has extensively participated in team building and recruitment effort. He has frequently participated in on-campus recruitment drive in various has regularly given various presentations on team's work in to motivate campus recruits to join the group and has conducted many day-long interactions and

building and recruitment effort. He has frequently participated in on-campus recruitment drive in various. He has regularly given various presentations on team's work in to motivate campus recruits to join the group and has conducted many day-long interactions and discussions with the recruits, and successfully recruited many of them. He has interviewed many candidates for internship mostly from the hired them for internships and many later joined the group as a regular employee. In US, he has regularly conducted many interviews and given his valuable inputs in candidate selection process. He has worked with many interns and helped them getting accustom to development and testing practices.

### **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.)

work spans the followings:

Achieving strategic goals and Managing product development

Manage and deliver
 Work closely with team for successful

deployment of and promptly resolve any issue production issue.
 Work closely with and other

service teams to onboard them with

Define for and make sure all services

are compatible with latest changes.

• Work with various teams such as ensure the features are well integrated.

- Organize, plan and distribute tasks among team members for various projects.
- Conduct code reviews, design discussions and technical presentations.

•	Organize regular meetings with external teams to coordinate their deliverables
	schedules with overall feature release.
•	Work with and team for interface design for orders with promotion offer.
•	Work with team for accepting orders for customer, and
	order creation.
•	Work with and developers for integration for promotion order submission and customer creation order from to for
•	Interface design between and for accepting data from Requirement analysis for Communicate with
•	Ops team to gather requirement
	Develop short-term and long-term goals for the team as well as for the multiple
•	projects of itself, keeping in mind the overall strategic business plan
	and strategic objectives.
	Produce detailed functional and design specifications for complex product areas
	taking into account several factors including impact on existing flows, customer
	requirements, strategic objectives and business plan, overall design and product
	architecture, release schedule, and available resources.
	Work with external service teams such as
	metrics integration directly with
	Work with and team for various views exposed at
•	Work with teams for
	integration with
•	Work with teams for various production
	issues.
•	Work with multiple PMs of services such as
	for their metric definition and customized computations.
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•	Design and implement
	Design interface between and for collecting
•	Design and implement based on to
	Design and implement
	Design based
•	Design and implement scalable and extensible for accepting
	Design
	Design for retrieving
•	Design and implement  Design that stores information about
	Devise design of objects in and evaluate various persistence
	solution which can be used in .
•	Design .
•	Setup and explore and its use in providing a solution.
• A	Industry solution research, current process, solutions paradigms, technologies for individual pillars, our solution, project plans, integration, deployment, communicate and coordinate, deliverables and release, support.  Understand the requirements by researching present offerings and solutions provided by other solution providers in the industry and by analyzing present process of
	Analyze industry prevalent solutions for various aspects of such as and for Understand current details such as
:	Understand other competitive technologies such as  It includes understanding  Manage and deliver the processing engine of and its interface.  Work closely with other teams involved in development.  Coordinate the efforts on integration of all sub-components of team for secured and protected
	Introduce concepts, interfaces and underlying designs of to external teams such as
	Communicate and coordinate of onboarding of product with Develop short-term goals as per long term plans for project, keeping in mind the overall strategic business plan and strategic objectives.
•	Produce detailed functional and design specifications for complex product areas taking into account several factors including customer requirements, strategic

objectives and the overall business plan, overall design and product architecture, release schedule, and available resources. Technical work involved Research into other tools with focus on technology. Understand Research into tools such as for quick start. Specification and Design development of operations. Design based interface for service registration. based Design queue based which is scalable, extensible and support parallelism. Understand technology and develop solutions based on it. Assist in development of Such Assist in design and development of and as well as other little and big Design of and its integration with Achieving strategic goals and Managing product development Manage and deliver the between and the Demonstrate a Proof of Concept for and sample services. Work closely with consumers of such as to ensure that meets the needs of their services in an efficient manner. Develop short-term and long-term goals for the project, keeping in mind the overall strategic business plan and strategic objectives. Research industry trends, technologies and products for and produce a detailed comparative study.

Produce detailed functional specification for solution. Technical work involved Research into solutions prevalent in Industry such as Understand for Contribute in research for developing requirement specification of and Research into design and specification Research into various technologies used in . These includes Design of enhancement to that conforms to the and that meets the requirement of based solution for and clients

Achieving strategic goals and Managing product development

Manage and lead team on various projects of

Implement

• Work with recruitment team for hiring and building team.

	Participate in various recruitment and on-campus hiring events.  Regularly involve in team members performance appraisal activities.  Produce functional and design specifications for various projects. Work with QA teams on testing and code coverage evaluation.  Lead the team for research into various techniques for suggested search.  Produce specifications for profile management and configuration.  Manage design and development of development for various objects.  Manage design and development of project.  Understand requirements and evaluate and Conduct design discussions on various technologies for solution development.  Produce design and functional specifications for the Coordinate with QA team for test case development and code-coverage evaluation.  Communicate and coordinate effort on UI development for
•	
:	modules of client.  Manage integration effort of with client.  Work with other teams in to coordinate effort on development.
	Communicate with other teams to understand requirements for
•	Coordinate testing effort of with client.
•	Product detailed functional and design specifications for the taking into account
	several factors including web-based client, overall product architecture,
Та	release schedule and available resources. chnical work involved
10	Research into various techniques for suggested search based on thesauri and spell
	corrections.
	Develop for
	Design
•	Work on modules.
•	Work on integration of module with
•	Understand and its integration with Work with QA
	teams for testing of the integration.  Understand on and products; evaluate and document their
•	integration with
	Understand and evaluate and its various web-
	services.
	Design and implement
•	Analyze and optimize with
•	Understand requirements and evaluate and based technologies.
•	Evaluate various mechanisms for the Work and test with desktop and web based
•	work and test with desktop and web based

Develop security checklists for

Understand and contribute to modules.

Develop design for Design and develop

Develop test cases and introduce code-coverage tools.

and be SPOC for the same.

to be used in

design for

- Achieving research goals and Managing prototypes development
  - Lead team on various research proof-of-concept prototypes.
  - Organize technical discussions for research papers.
  - Work with recruitment team for hiring and building the team.
  - Maintain research lab infrastructure and work with IT team.
  - Develop short-term goals for various projects for prototype development, keeping in mind the overall research objectives.
- Technical work <u>involved</u>
  - Understand
  - Develop for emails
  - Implement which can support multiple participants.
  - Work with for the conferencing.
  - Understand and technology. Develop a which can analyze
  - Devise and implement a searching techniques such as etc.
  - Devise and implement an
  - Understand such as and accept
  - Develop meeting scheduling system prototype which
  - Understand
     and incorporate in the prototype.
  - Analyze current understanding its limitations.
     technology of products. It includes and analyze its
  - Devise alternative better solutions to present
  - Develop technology.
  - Tech lead for project. It includes working on

#### 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.)

has led many significant projects including is a critical component of	in
	and plays an
important role in managing	. It
orchestrates and controls provisioning of the services of	offered on and manages
many critical customer such as	
being the central	plays a crucial role in meeting the
expectations of Oracle customers and partners, which h	has direct impact on revenue generation by
offerings.	
contributed significantly to	
provide business and billing usage inform	
services and permit many financial operations on subse	criptions contracted by Oracle customers

for the services. As billing and usage data have direct bearing on financial aspects, these have significant impact on customer experience and on revenue of
<b>TEAMWORK AND INFLUENCE WITHIN ORACLE</b> (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?)
has worked in a variety of teams of different sizes and in different capacities. He has been a senior manager of small-to-mid sized teams in . He has always maintained a positive, cooperative attitude and has been willing to take a leadership role where appropriate. He has conducted training sessions and made presentations for coworkers a number of times.  • Interaction with other groups
work on spans a variety of interactions with other teams. In all cases, is considered an authority on the technical implementation of and someone who is both knowledgeable and easy to work with when designing workflows and interactions between the various components.  has extensive meetings with teams for feature development. He has helped many services in developing
their blueprints for the  has represented and worked with project.
has coordinated effort of various services such as team in testing their readiness for based flows.
• has given presentations on wide ranging aspects including
to many internal teams including development teams, QA teams and trained them.  • has worked extensively with QA teams in coming up detailed test plans and test cases. He helped in building close to real life environment by
has interacted with many teams including for promotion offer orders and flows. He has been considered the point of contact for implementation and integration testing. He has done extensive work in coordinating effort, interface designing and
release planning with these teams for the flows.  • That had extensive meetings and interaction with architects and teams located in for integration. He has spent more than four years meeting regularly, dedicated to working out all of the details of the interaction between these systems, from the high level concepts to the obscure details. It is regularly consulted for help in understanding the nuances of these interactions.

has worked extensively with the

team on many production issues to troubleshoot problems.

as part of

Given the nature of the complex interactions between many systems,

teams to determine

which includes

He has worked

	much of the integration testing has been performed manually or partially automated environments. has interacted
	with a number of development and QA teams as part of numerous such test processes, acting as a and verifying data, troubleshooting problems, and offering workarounds and solutions where necessary to move essential
	processes forward.  closely worked with PMs of teams for monthly availability feature
	design and architecture. The architecture takes into account the current <a href="limitations">limitations</a> and drawbacks of daily uptime <a href="value computation">value computation</a> and display.
•	has worked extensively with PMs of for design and computation of metrics for these services in
	For has worked extensively with service teams
	which directly . Such teams includes . Such teams includes . He worked with them in developing their service blueprints,
	integration testing, and resolving issues in test labs and in production environments.
	has worked with many service teams in developing their service
	blueprints, at times their blueprint for too, for
	work with many teams in onboarding their services, making sure are collected and
	has immensely helped teams in making sure
	and configuration is working and running smoothly. Many a times he
ı	worked with teams responsible for He has worked with
	developers for fixing bugs in underlying framework layer and
	coordinated for urgent patch delivery and application on deployed in
•	has closely worked with Ops for issues which arose in production environments.
	has worked with Ops teams on resolving production issues in processing
	many paid orders processed by orders provisioned with Such orders includes . He worked extensively with Ops
	team for any issues with such orders.  has worked with Ops team for issues with
•	has worked with Ops team for issues with debugged many issues.
	rk in and spans all the aspects of them. He is
COI	has trained and made many presentations to Ops, QA and Dev teams on
	has worked with Ops team on debugging and resolving sessions for
	many via the During the course the product development and production issue resolution,
	extensively interacted with Service PMs, Customer Supports and their Ops team.

	work in covers many aspects of it and he
	was considered the point person for and
	<ul> <li>worked with geographically distributed teams involving in the development of the development of</li></ul>
•	As the point of contact for proof of concept of with and and interacted with multiple parties to ensure the success of this effort.
	interacted with architects and team, and contributed in the development of . The interface was used in module as well as other modules. He coordinated
	with teams.  • had to interact with experts to work out a number of installation/configuration issues with the product, as well as discuss conceptual
	<ul> <li>object model mappings between the products.</li> <li>had to interact with consumers of the service, such as the service, in order to determine whether the consumer's needs were</li> </ul>
•	being met and ready for proof of concept integration effort.  As a manager and one of the leading contributors to various aspects of has had to interact with several groups within the organization. These include interactions with the teams.
	with external teams.  As one of the leading contributors to various exploratory and research prototypes for product, interacted with development groups within and made demo presentations to other teams of
	demonstrated excellent team work in all his interactions with external teams.

## **ACHEIVEMENT**

(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.)

has accomplished many complex and critical projects including

Prior to that he has led and completed many projects for and products. During product development, he has also led teams to develop various types of research prototypes and demonstrated proofs of many new concepts. has published several research papers and filed multiple patents. He has excellent leadership and managerial skills as shown by successful completions of these multiple projects. Some of these aspects are highlighted below.

- Ability to understand complex systems and design layered architectures spanning repository, business logic, and presentation layers.
- Strong desire to learn new ideas and technology as well as a deep understanding of varied technology domains from theoretical database aspects to application development.
- Strong communication skills with the ability to articulate complex technical ideas and concepts clearly.
- Proven leadership skills with the required skills to mentor a team of developers and sound judgment in making design and product decisions.
- Excellent engineering and mathematical skills contributing to his ability to solve technical problems in a timely and innovative way. Can be counted on to address any new technical challenge in a thorough fashion and deliver well-thought-out solutions with minimal guidance.
- Good grasp of the business side of the product and the ability to understand and put into perspective the overall business plan, strategic goals, customer requirements, and the release schedule.
   has continually proven that he can manage the available resources to deliver successful products on time taking into account the overall product direction.

## Pending Patents

has filed various patents during his tenure at Oracle:

•			
•			
•			
•			
•			

## Published Papers

has published several papers in leading journals:





## **Documents Authored**

has authored several key documents over the many years. These documents demonstrate technical expertise as well his ability to articulate complex ideas in a succinct and lucid manner.





# **Additional External Work Experience**



# RECOMMENDATIONS

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

has been the technical authority on a few key are of including integrations and new and integrations and new integrations. He is the go-to person for several areas

and has been a mentor for many of our new hires. owned the design, implementation and communication of the enhancements with the various teams involved in each project. also is a very active participant in other design and implementation efforts in communicating the requirements, updates and any follow-up.
is prompt in responding to the detailed questions posed to him. In cases that him does not know the answer right away, investigates to provide feedback quickly. Due to his approachability, technical skills and effective communication, has earned respect and cooperation with all member with org. In all my interactions with he has demonstrated a strong work ethic and confidence. In summary, I support the promotion request for
Senior Director, Product Development
As a key member of the development team whose framework is used by all of has a challenging job. Supporting multiple teams in their and implementing new features with minimal regressions requires constant attention to detail and ability to digest and communicate new information. In my interactions with the salways calm and has context on the key issues for the feature or bug and a plan to resolve. The salways calm and has context approachable to developers in the team as well and answers any queries promptly. I support the promotion to Sr Manager.
Director, Product Development
I have known at Oracle for almost 5 years. We have worked together for product that is being successfully used in production. It has been a pleasure to work with him and the group of developers he leads.
Over these years, was the primary developer and the lead for few major features, including and My team interacted closely with on these features to understand the design and development details of these features. He helped us to come up with the right set of test cases for these areas.
He played an important role in many aspects of both of these critical projects in including gathering requirements, design, guiding a group of developers, and worked with my OA team to come up with test scenarios and testing prioritization.

is technically competent and highly knowledgeable about the product. He worked well with everybody. The worked has been able to continually prioritize and manage the work of his virtual team to deliver multiple projects in parallel with competing priorities.

I strongly recommend his promotion to the Senior Manager position.

Director, Product QA