

**M3-M4 Promotion for [REDACTED]  
(Product Development)**

|  |                    |   |                    |
|--|--------------------|---|--------------------|
| <b>Employee Name:</b>                      | [REDACTED]         | <b>Location:</b>                            | Redwood City       |
| <b>Current Position Level &amp; Title:</b> | M3, Senior Manager | <b>Proposed Position Level &amp; Title:</b> | M4, Director       |
| <b>Current # of Directs:</b>               | 20                 | <b>Proposed # of Directs:</b>               | 20                 |
| <b>Current # of EEs in Org:</b>            |                    | <b>Proposed # of EEs in Org:</b>            |                    |
| <b>Previous 3 Performance Ratings:</b>     | 5, 5, 5            | <b>Manager / Group VP:</b>                  | [REDACTED]         |
| <b># of Years in Current Position:</b>     | 4                  | <b># of Years in Industry:</b>              | 18                 |
| <b>Date of Last Promotion:</b>             | [REDACTED]         | <b>Level &amp; Title of Last Promotion:</b> | M3, Senior Manager |
| <b>Date of Hire:</b>                       | [REDACTED]         | <b>Date / Amount of Last Increase:</b>      | [REDACTED]         |
| <b>Current Base Salary:</b>                | [REDACTED]         | <b>Date / Amount of last Bonus</b>          | [REDACTED]         |
| <b>Compa-Ratio:</b>                        | 84.944             | <b>Date / Amount of last Stock Grant:</b>   | [REDACTED]         |

**Executive Summary:**

[REDACTED] is a seasoned engineer and leader with over 18 years of software industry experience. [REDACTED] joined Oracle in 2006 and became a manager in 2008 and was promoted to senior manager in 2012. [REDACTED] was initially managing the Webservices area which is a key infrastructure component in Fusion Middleware. In the last few years he has taken increasing responsibilities including

- [REDACTED]
- Most of the [REDACTED]
- [REDACTED] and [REDACTED]
- [REDACTED]

[REDACTED] has mentored new engineers and groomed existing team members to senior positions. [REDACTED] has been part of the [REDACTED] brain trust and was involved in many efficiency and productivity enhancing initiatives including

- Worked closely with [REDACTED] team in design and implementation of the initial prototype for the new promotion pipeline
- Streamlined the [REDACTED] Patch testing process for [REDACTED] and [REDACTED] patches. This dramatically improved the turnaround time for patch delivery to [REDACTED]
- Contributed to the [REDACTED] portability tool that is widely used by all [REDACTED] component QA teams. This ensured uniformity and improved test development time considerably.
- Came up with the initial proposal for [REDACTED] mapping project and has been working with [REDACTED] on implementation and uptake the tools to improve execution time in [REDACTED] component testing

[REDACTED] has been rated 5 for last three years in a row that he has been a senior manager. He is a critical resource in the organization for multiple reasons including

- In depth understanding of the various parts of [REDACTED] and [REDACTED] product components
- Thorough understanding of various parts of test execution [REDACTED] etc) and product promotion infrastructure [REDACTED] etc)
- Well respected for his technical expertise and creative problem solving skills across both Dev and QA teams

[REDACTED] is a multi-faceted talent and there are many reasons to have someone like him in the organization. The most important reasons I consider are:

- His ability to identify efficiency gaps in any project/task and clearly articulate the way to solve it.
- His ability to absorb pressure both time wise and productivity wise. He will ensure the right solution is implemented and delivered in time.
- His team members and counterparts like working with him and trust his judgment fully

The value [REDACTED] brings to the immediate organization and the company is well captured by [REDACTED] quote below –

**"[REDACTED], you are the future of this company, it was my treat to have a chance to work with you."**

I believe [REDACTED] is the future star who has been growing by leaps and bounds and adding more responsibility will only yield good results to him personally and to the company as well.

**SUMMARY OF EXPERIENCE**

17+ years of overall experience in software industry primarily in Java/J2EE design, development, testing on multiple operating systems and hardware platforms. [REDACTED] has been with Oracle for 9+ years from 2006. Initially joined has a [REDACTED] in the [REDACTED] functional test team under [REDACTED] and worked in [REDACTED] and other related areas. He has been managing the [REDACTED] team from 2008 and was promoted to Senior manager in 2012 with additional responsibility of managing [REDACTED]

Recently starting 2015, Most [REDACTED] teams [REDACTED] have been consolidated under me. He has a Masters in Software engineering from San Jose State University with 3.9 GPA. [REDACTED]

### MANAGEMENT SKILLS

[REDACTED] plays many roles within and beyond his immediate team. In the recent years his responsibilities and team size have grown. He is a true leader and likes to lead from the front. There are many leadership qualities that will help him shine in future:

**Identifying gaps** – His abilities in identifying gaps in the process and efficiency of the organization has made him a key part of the brain trust. He is also very good at communicating the gaps and the resulting loss to the org that brings immediate attention to the problem

**Solving those gaps** – He is proactive in coming up with solutions. Because of the depth of his technical expertise and his knowledge of the infrastructure and tools used in Oracle like [REDACTED] etc, he can come with the right solutions to the gaps in the process as he has done during [REDACTED] project, [REDACTED] improvement in [REDACTED] Patching and many other projects

**Delivering solutions in time** – He is also acutely aware of importance of timely delivery. Being hands on, he has put himself to work on the task at hand or helping his team members finish tasks on time.

**Ability to multi-task** – Even with his regular demanding responsibilities of managing various areas in [REDACTED] he has always found spare time to proactively solve problems that have huge impact on org wide efficiencies like [REDACTED] execution hooks etc. He is judicious about dividing his time between these projects and his regular responsibilities.

**Mentoring abilities** – He is very much liked by his dev/RM/PM counterparts and most importantly by his team as well. His enthusiasm is contagious and people on his are always motivated to deliver by his work ethics. In at least two instances in the past, he has been able to take people who were considered difficult to manage and transform them into highly motivated and productive team players.

### SCOPE OF POSITION

[REDACTED] will be managing the [REDACTED] infrastructure components including [REDACTED] These are all vital cogs in the Fusion Middleware product stack as well as critical for the Fusion Apps and Cloud Services.

[REDACTED] will be managing a team of 30+ people spanning across multiple geographical locations.

In this new role, he will be focusing on bringing efficiencies in Test development, Test execution and Bug detection process within these products. This will help to better align with faster and more flexible delivery schedules required by Cloud and FA offerings.

As part of the efficiencies, he will have major influence in the adoption of agile methodologies and building effective tools that will be leveraged by FMW teams and beyond.

### SIGNIFICANCE OF POSITION AND IMPACT ON THE COMPANY

[REDACTED] will be Director for [REDACTED] This position plays a significant role in enhancing efficiency and the quality of the infrastructure components that are critical pieces of the Fusion Apps suite and Cloud Services. Specifically, the focus will be on:

- Consolidating the various [REDACTED] teams and generating efficiencies of scale by optimizing resource management
- Streamlining the process of test development and execution and tune it to the cloud delivery model
- Becoming thought leader influencing the process improvement and tools development for better quality and faster turnaround of bits required by FA and Cloud

### EXTERNAL VISIBILITY TEAMWORK AND INFLUENCE WITHIN ORACLE

[REDACTED] is the intersection of three things that make him a significant asset to the company

- His in depth understanding of all the tools [REDACTED] etc) and processes (code promotion, FA/Cloud patching etc) used across Oracle
- His technical expertise in JEE/Java technologies and awareness of latest trends
- His passion and enthusiasm for improving things and problem solving skills

With this trifecta, [REDACTED] has been called into many projects that were well beyond his regular responsibilities and in each of this he has had significant impact

- Streamlining FA patching process as mentioned in [REDACTED] recommendation below
- Prototyping of the [REDACTED] promotion process with release management team
- Worked with [REDACTED] and [REDACTED] team to build [REDACTED] hooks that are accessible from testing harness

## ACHIEVEMENT

- 1) Was involved in core [REDACTED] team to move all our QA functional tests and [REDACTED] to run in the new model using artifactory etc. Worked closely on the design and implementation of the initial prototype and also involved in training other teams in FMW. We were under tremendous time pressure to deliver this.
- 2) Handled some major product consolidation changes in WebServices to move from [REDACTED]. All our tests had to be migrated from [REDACTED]. We had to change our nightly execution to use [REDACTED] via manifest publish trigger, and test scripts to use gradle. We are helping other teams who are looking to move to [REDACTED]. Was closely involved in the design and implementation.
- 3) Single handedly managed [REDACTED] functional testing on a short notice. Ported 70,000 existing [REDACTED] Tests to [REDACTED]. And made changes in the tests so that they can be submitted to server farm and run on a nightly basis. Previously these tests were written to only run on machines hosted in Ottawa. Also configured the tests to be triggered via hudson for every [REDACTED] manifest publish. The Stage execution was also automated. The tests were not run for more than a year so several test fixes to reflect the recent product and [REDACTED] changes. Also the original [REDACTED] QA had moved over to Cloud and since it was more than a year they did not have much context. We continue to make improvements to the [REDACTED] test process. Streamlined the check-in process for [REDACTED] Dev to make sure they run enough gating tests before check-in and monitor results.
- 4) Streamlined the FA Patch testing process for [REDACTED] and [REDACTED] patches. Initially we were having issues with [REDACTED] and [REDACTED] patches delivered to FA. After the new process we have not had a bad [REDACTED] patch delivered to FA for 2+ years now. Fully automated the patch process by modifying our existing FMW infra [REDACTED] topologies to add relevant Opatch and Smart update blocks. We continue to improve the FA patch testing process. With new teams moving into my org, Trying to use the same model across the team.
- 5) Have been closely involved in various improvement projects in FMW. Helped with the initial design for [REDACTED] project under [REDACTED] which is being consumed by [REDACTED] service. Worked with [REDACTED] infra [REDACTED] team to have the ability to run upperstack [REDACTED] using P4 changes which has helped catching and triaging upperstack issues earlier in the cycle. Worked on certain [REDACTED] limitations i.e. cannot submit runs from an open txn by suggesting and adding enhancements in [REDACTED]. I have just named a few on top of my head but have been involved with many such FMW wide initiatives.
- 6) After [REDACTED] left helped maintaining the [REDACTED] Portability Tool which is widely used by all [REDACTED] components. Fixed bugs, Added Expanded Profile support and also helped with Multi Tenancy support. As part of [REDACTED] made sure the tool was available from artifactory for consumption.
- 7) In addition to all my management duties I have contributed also on test development and various test activities in [REDACTED]. I have filed 47 bugs in the last 1 year and 100+ commits to [REDACTED] for various test dev activities.

## RECOMMENDATIONS

### **[REDACTED] Director Software Development**

I've worked with [REDACTED] since I joined Oracle in 2006 and since I took over management of web services in 2009 worked very closely with [REDACTED] in his role as QA manager responsible for that area. I'm happy to recommend [REDACTED] for promotion to Engineering Director - IMO he's been working at that level for quite some time. I've found [REDACTED] to be a pleasure to work with. He brings a very good technical background on both the product code, the testing tool sets in use. What I've found particularly valuable in [REDACTED] is that he's not just content to be an expert in what he's comfortable with, he's been proactive in embracing new technologies and has acted as a great change agent in the QA org. [REDACTED] was the prime QA lead in the early phases of project [REDACTED] where we introduced new technologies such as [REDACTED] and [REDACTED] embraced the new technologies. Most importantly rather than simply figure out how to reproduce the exact workflows of the old toolsets in the new - [REDACTED] actively sought to see what we could do better given the newer tools and selectively. I've found [REDACTED] to be one of the more effective managers I've dealt with. We're always asked to deliver more with less resources and this is especially true on the QA side. This can lead to some challenging choices and tradeoffs to be made and I've always found that [REDACTED] does a great job of pragmatically dedicating his teams' resources to maximize the benefits given our investments. When my team took ownership of the [REDACTED] the old QA team was completely moved to other tasks. [REDACTED] found a way to pick up this new area and to allocate enough resources to [REDACTED] to make a difference without materially impacting the other areas which he covers. [REDACTED]'s ability and willingness to make good judgement calls on how to allocate resources under constraints is incredibly valuable. [REDACTED] is a great value to Oracle and I wish him the best in his new well-deserved role.

### **[REDACTED] Director of Software Development, WebLogic**

I have worked with [REDACTED] in many capacities over the years from engineer to manager. In an environment where QA is often pitched against Development in an adversarial manor, [REDACTED] always maintains a cooperative attitude. I've been able to count on [REDACTED] as an extension of the Development team willing to work together to accomplish our combined goals. [REDACTED] is very well respected by myself and other Development managers and engineers. [REDACTED] is not only a good manager, he is also a solid technical contributor. He understands the implementation details of many Oracle products and their components, along with the complex topologies, configuration, and intertwined dependencies. I consider this promotion to be both well deserved and overdue.

**██████████ Director of Software Development**

I've had the pleasure to work with ██████████ for the past 3 years. I've found ██████████ to be approachable, engaging, and very knowledgeable of the QA landscape at Oracle. I've turn to ██████████ for information regarding the ██████████ QA and other general QA info. I've especially turned to ██████████ when debugging ██████████ test and product issues related to the askernel pipeline. ██████████'s in-depth knowledge of QA overall and infrastructure has made him a valuable resource not only to QA but also to Development and RM. We also discussed the issues that currently plague Oracle getting to a true continuous cloud delivery model. The issues are numerous and span different groups. For Oracle to be successful in turning what we have currently into a continuous cloud delivery system will require the knowledge of engineers like ██████████. I support ██████████'s promotion to Director.

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**██████████, Director Software Development**

I have worked with ██████████ and his team on FA preflight testing for the last four years. In the beginning, ██████████ served as the primary engineer as well as manager. He has both an in depth understanding of ██████████ and ██████████ as well as knowledge of test execution infrastructure and test environments. He is very good dealing with ambiguity and in investigating issues. I still rely on him to intercede in any truly thorny problems. ██████████ has mentored his team and led them to improve the testing processes for FA. We now reliably deliver ██████████ every two weeks. ██████████ has always set an example for his team with his dedication. I support his promotion.

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