

██████████ Promotion Proposal

Employee Name: ██████████
Current Position: SMTS (IC3)
of Years in Current Position: 5 years
of Years in Industry: 9 years 2 months

Manager: ██████████
Proposed Position: PMTS (IC4)
Location: Redwood Shores, USA
Group VP: Hasan Rizvi

Please address the following factors, including examples when recommending promotions to senior development positions in Product Development.

SUMMARY OF EXPERIENCE

- ██████████ has over 9 years of experience in the software industry. She started her career working on ██████████ technology and ██████████ languages. She has strong debugging skills in ██████████ and performance monitoring tool ██████████.
- ██████████ has single-handedly led the ██████████ products for Oracle. When it comes to automation, and testing the core features assignments, ██████████ does an excellent job of ensuring that her automated tests can run on all databases. So, she believes, in the concept of ‘develop once and execute on multiple databases’. This strategy is extremely important for ██████████ as core features need to be certified on ██████████.
- ██████████ has also been acting as a team lead for ██████████ and ██████████ projects for the past 4+ years. In this capacity, ██████████ has interacted with cross-functional teams such as ██████████. Also, ██████████ has been technically managing ██████████, an ██████████ resource for this project.
- Besides ██████████, ██████████ is experienced on ██████████ technologies. In ██████████ releases, ██████████ has successfully tested and delivered core features on these databases.
- ██████████ is well-respected by the ██████████ team members for ██████████ products. In addition to test development and automation, ██████████ is responsible for review of marketing requirements, functional specifications and technical documentation. ██████████ consistently gives valuable feedback on products performance and usability of the product. She is an intelligent individual and gives suggestions and solutions for the team and testing process.

SCOPE OF POSITION

(Describe the scope and complexity of the technical work being performed. Describe how the position or deliverable is important to Oracle’s strategic plan or revenue.)

- The scope of work includes knowledge of ██████████ tolerant technology and ██████████. Besides test automation using a special programming language ██████████, knowledge of ██████████ tool is necessary.
- ██████████ has been single-handedly owning and driving the ██████████ activities for ██████████ and ██████████ releases for ██████████ for the past 4+ years. Such tasks span giving feedback on marketing/functional requirements to the Product Management and Development team, identifying test strategy, developing test and release plans, scoping testing & automation duration and negotiating with the Development team members. On several occasions, ██████████ has escalated red-flags to the management team which were caused by the non-arrival or late arrival of bug fixes. In the absence of generic test framework for ██████████, ██████████ has developed automated test scripts which can be easily plugged into ██████████ as and when the blocker bugs get fixed by ██████████.
- ██████████ demonstrates exceptional execution skills for any assigned project. She initiates the initial discussion with senior members to identify/share the strategy and approach. She is exceptional in ensuring that the test validation and certification gets done in-time to take the project to completion. She escalates at the right

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time, and asks for the right kind of help from the team to ensure the on-time delivery. In all, the test projects and automation projects she has owned, she has established the pattern of on-time delivery of high quality. Low customer bug in-flow is a testament to this fact.

TECHNICAL ABILITY

Describe the individual's technical skills: skill in solving technical problems, time needed to solve difficult problems with minimal direction, creativity in problem solving, ability to present new ideas/concepts, judgment in evaluation of alternative courses of action, reliability of design and project decisions.)

- Besides domain knowledge of [REDACTED] and [REDACTED] understands [REDACTED] technology very well. Her breadth of knowledge along with the coding skills in UNIX scripts and TAL gives her the added advantage on working on complex features. Over the past multiple years, [REDACTED] has performed such tasks extremely well. Product release is of high quality and the number of customer bugs inflowing to the [REDACTED] is below the average for other databases of [REDACTED].
- Besides functional testing, [REDACTED] uses [REDACTED] for product debugging and [REDACTED] for performance benchmarking. She has a great hold of the project and is able to scope the QA timeline well. [REDACTED] has delivered such projects on-time and escalates as appropriate.
- [REDACTED]'s bug reports are complete and are well appreciated by the development team as they assist them in isolating product issues and problems. [REDACTED]'s domain knowledge assists her in performing such tasks well.
- Besides her responsible areas ([REDACTED]), [REDACTED] has also owned and tested [REDACTED] core features such as [REDACTED] and [REDACTED] [REDACTED] releases. She was responsible for identifying test strategy, test case development and automation using [REDACTED].
- [REDACTED] needs minimal direction and can find her way to solve complex problems. She is an experienced and reliable professional. Given her past track record, [REDACTED]'s comments and suggestions are taken seriously by cross-functional teams.

TEAMWORK AND INFLUENCE WITHIN ORACLE

(Describe the individual's ability to be effective in a team; ability and willingness to help others when needed; ability and willingness to direct the efforts of others formally or informally; working relationships with other group members. 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?)

[REDACTED] has developed a great working relationship with the rest of the team. That includes peer [REDACTED] team. She is continuously and consistently appreciated for her collaborative and influential skills across the organization

Development - [REDACTED] is recognized by development members for her deep understanding of features and thorough approach to testing them. Her involvement with development goes beyond just testing features; she is always willing to help out with problems where she has expertise. [REDACTED] proactively seeks out developers for clarifications on functional specifications and help with issues that appear in the daily builds, thereby improving the overall quality of the product.

Product Management - [REDACTED] works closely with Product Management towards identifying certification matrix and early adopter customer details/scenarios. Product Management reaches out to [REDACTED] for release timelines for POCs and details of known issues.

Documentation - [REDACTED] has worked closely with [REDACTED] documentation team both to review chapters and also to help them get information that may not be readily available in development documentation or elsewhere. This has led to more complete and higher quality documentation.

Technical Support - [REDACTED] has worked closely with the technical support individuals on understanding customer issues and issues arriving from early customer adopters. At time, technical support member reaches out to [REDACTED] for advice on a specific [REDACTED] functionality with respect to customer bug.

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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.)

██████████ interacts constantly with the ██████████ developers, product managers, customer support, documentation, and development managers on various occasions and subjects like ██████████

Her current responsibilities do not provide any opportunity for her to represent Oracle outside the company

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/ST both within and outside Oracle.)

██████████ is recognized as a strong technical player, who can be broad (at project definition phase) and detail oriented (during execution phase). She has also been recognized time after time for her ability to pick up new technical skills needed for the project execution. Her most significant achievements are the followings -

- ██████████ led the QA efforts for ██████████. This included reviewing and providing feedback on product marketing and functional specifications; writing test plans, cases and automating them; executing tests, debugging failures, filing bugs and verifying fixes.
- ██████████ also led the QA efforts for ██████████. This included reviewing and providing feedback on product marketing and functional specifications; writing test plans, cases and automating them; executing tests, debugging failures, filing bugs and verifying fixes.
- ██████████ certified and released ██████████ features such as ██████████ releases respectively. Her automated tests were complex as they were developed once but had the ability to execute on multiple databases such as ██████████
- ██████████ created automation framework for ██████████ and has created 200+ test cases under this framework. This has helped us streamline product release for ██████████
- ██████████ had taken training in 2010 in ██████████ implementations. Thereafter, ██████████ developed tests for these features and executed on ██████████. This has allowed ██████████ to maintain ██████████ as a single-resource for the complete ██████████ product line. Hence, ██████████ is a crucial and critical ██████████ resource for ██████████

As can be seen from the recommendations, ██████████'s contribution is valued just as highly for the strength she brings by mentoring and guiding her team and others, as well as her own individual contributions. I strongly recommend ██████████ for promotion to IC4, Principal Member of Technical Staff.

Recommendations

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

██████████ Senior Director, ██████████

I have worked with ██████████ since she joined ██████████ in 2006. Since then, ██████████ has been the lead QA programmer for the ██████████. She now oversees the work of another QA engineer as well. The ██████████ platform is used by large companies in financial services, healthcare, and other sectors where downtime is very costly. These customers expect an extremely robust product, and ██████████ has done a great job to ensure that we meet those high expectations.

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██████████'s domain expertise on the ██████████ is very important. However, she also does a significant amount of cross-platform testing, so she must also understand the open systems platforms and databases. She is very thorough and we have relatively few customer defects reported for the ██████████. There were less than 30 customer bugs logged for the ██████████ in the past 6 months across a large customer base.

██████████ is great to work with, and works very closely with product development and product management. I am happy to recommend ██████████ for promotion to Principal QA Engineer.

██████████
██████████ **Director,** ██████████

██████████ has been instrumental in the successful release of all the versions of ██████████ for at least the last 5 years. In particular, we have received feedback from support indicating how high the quality was for the last two major ██████████ in terms of the small number of problems customers encountered when moving to these releases. I feel that this high quality is mainly attributable to ██████████'s strong influence and leadership of the QA process for the ██████████.

I have been consistently impressed with her thoroughness and completeness with all aspects of her testing. Her QA test plans and specs are well written and are always valuable references to the development team. She works closely with developers from the inception of all our projects and is an integral part of the ██████████. Her collaborative approach to working with development has helped us identify functional (and requirement) deficiencies very early in the development lifecycle, thus saving us a lot of effort later in the testing phase.

She has the confidence and technical understanding to challenge developers and managers if she feels there is some product design, implementation or usability problem that needs to be addressed, or if she feels the explanations for problems are not adequate or are incorrect. She keeps us honest.

██████████ is realistic and accurate on her time management and planning. Her track record for delivering on time to her committed deadlines is very good which help a great deal with our product release planning. She is also flexible and willing to go the extra mile to get things done on very tight timescales and has repeatedly worked evenings and weekends to meet hard deadlines that have been imposed by customer needs.

I very much support the recommendation for ██████████ to be promoted to IC4, I think it is well deserved and I fully expect ██████████ to continue to grow in her role in the team.

██████████ - Director, ██████████

██████████
██████████ **Senior Principal Product Manager**

██████████ is a key player on the ██████████ team for ██████████. ██████████ is great to work with. She always gives realistic timeframes on when builds can be tested, offers caution when we need it and advice when it is needed. ██████████ has a great sense of humor and makes working with her easy and fun. This past fall we had an aggressive timeline to support a new platform and ██████████ was responsible for making sure that all the testing got done, she did it on time (early in fact) without cutting any corners.

We are lucky to have her in QA for ██████████

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Senior Principal Technical Support Engineer

As you know, [REDACTED] and I worked closely when I was in [REDACTED] and the longer we worked together, the more highly I thought of her.

As Support Lead, I handled customer issues for both the years leading up to [REDACTED]'s arrival, and then for a number of years during her tenure, and I can state unequivocally - her QA efforts made the product better. Her thoroughness and attention to detail resulted in far fewer customer issues post-release. This not only made for happier customers, but benefited the company since we did not have to spend the time and money to fix problems after the fact. [REDACTED] was a pleasure to work with, and has a great "can-do" attitude. Whenever there was a customer EBF requiring a quick turnaround from QA, she willingly worked extra hours to make it happen. She demonstrated over and over her ability to pick up new skill sets, and was always happy to share her knowledge - a true team player. [REDACTED] always showed a high level of organization, and was a driver when moving through the [REDACTED]

I cannot recommend [REDACTED] highly enough for this promotion. In my eyes, she has earned it many times over.

Let me know if you have any questions, or need any further clarification.

Senior Technical Writer, [REDACTED]

I am very pleased to recommend [REDACTED]. I have worked with [REDACTED] for several years, first at [REDACTED] and now at Oracle and she is a pleasure to work with. Her contributions at meetings are thoughtful and on track. She is always willing to answer questions, and pleasant about doing it. [REDACTED] is knowledgeable and well organized. She has a history of doing a comprehensive job of verifying the software and getting the job done on time. She is both a leader and a team player; and is good at both. [REDACTED] cares about the end product and has the talent and skills to make it better.

[REDACTED] Senior Technical Writer, [REDACTED]

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Position Criteria

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

FACTOR	SMTS – IC3	PMTS – IC4	CMTS – IC5	ARCHITECT – IC6
Summary Of Experience	<p>BS or MS degree in CS or equivalent experience relevant to functional area.</p> <p>Typically has 2.5 or more years of related experience.</p>	<p>BS or MS degree in CS or equivalent experience relevant to functional area.</p> <p>Typically has five or more years of related experience. Candidates with less than four years experience must be star caliber and require review by DAS staff.</p>	<p>BS or MS degree in CS or equivalent experience relevant to functional area.</p> <p>Typically has ten or more years of related experience. Candidates with eight or more years will be considered only if they are star caliber.</p>	<p>Typically has fifteen or more years of related experience.</p>
Scope Of Position	<p>Can code with minimal direction. Normally receives no instructions on routine tasks, with limited supervision on new tasks.</p>	<p>Has full responsibility for the architecture of a significant, self-contained portion of a product or a small product.</p> <p>Has demonstrated technical leadership for his/her area. This is usually done by being a project lead for a small project team of two to three developers.</p>	<p>Has full responsibility for the architecture of a medium-sized product or a substantial layer or subsystem within a large product</p>	
Technical Ability	<p>Works on projects of moderate conceptual complexity.</p> <p>Starting to demonstrate ability to write spec's and designs. Specifies, designs and develops software according to provided requirements, with sole responsibility for the design.</p>	<p>Works on projects of moderate to high conceptual complexity.</p> <p>Demonstrated ability to write high quality functional spec AND design documents for a major area. Provide url's for these documents.</p>	<p>Recognized expert in area within division and/or Oracle.</p> <p>Works on extremely complex problems. Has deep understanding of how his/her area interacts with all related areas.</p> <p>Models best engineering practices. This includes clarity and completeness of spec's and designs, code cleanliness and quality, thoroughness of testing, attention to documentation, and response to bugs and regressions.</p> <p>Is highly encouraged to maintain an architecture and detailed design</p>	

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		document for his/her area. Provide url for this document.	
External Visibility	Must have good visibility so can be effectively ranked; giving a seminar is good way to do this and is advised.	Represents group within Oracle.	
Teamwork and Internal Influence		Exhibits effective teamwork with senior developers and senior management within ST and across Oracle.	
		Is the technical “go-to person” (consultant) for his/her area within the group and across Product Development.	
		Strongly influences the technical decisions of ten or more developers.	
Achievements	Demonstrated ability to take feature/design through software lifecycle to release of robust, high-quality, production code.	Under broad direction, defines requirements for new projects and specifies, designs and develops software to those requirements.	Recognized expert in field inside and outside Oracle
		Has delivered several high-quality, PMTS-scale projects to market that have been successfully used by production customers for several years.	
		Has delivered innovative and creative solutions to complex problems.	
		Works effectively with others in managing extremely complex projects	
Recommendations	Comments supporting above criteria for promotion from outside immediate group from PMTS-level developers or managers	Comments supporting above criteria for promotion from outside of immediate group from ST senior management and three CMTS or architect-level developers.	Approval from the architects club

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