

REFERENCE 1 – [REDACTED], CTO, [REDACTED]

Hi [REDACTED]

*I hope everything is well with you. I didn't know that you are back to Oracle. Is Hung there too?*

*Here are my thoughts about [REDACTED]*

*I think [REDACTED] would be a huge asset to any engineering team fortunate enough to have him.*

How would you describe the candidate's responsibilities?

*He was the only person I could count on to pick up all the pieces when almost half of the engineering team in the US left several years ago. Not only that, he was also responsible for fixing the major problems in the product. He had several opportunities over the last year to leave [REDACTED] but he decided to stick with [REDACTED] for the [REDACTED] team until the end. I don't think anyone can expect anything more.*

Describe your job and how you interacted with this person. Did you work on a project with him, how long did you work with this person?

*I was the founder and CTO of both [REDACTED] [REDACTED] was recruited by me personally and worked with me on several projects from 2000 to 2009.*

How would you rate the candidate's technical skills? What is the person's rank in the group? What is the person's rank among your fellow engineers or students.

*[REDACTED] is the absolute best engineer I had ever hired or worked with in over 25 years, bar none.*

How would you rate the candidate's creativity/innovation. Does the candidate think of new ways of attacking things (has big picture/architectural view)?

*[REDACTED] may be young, but he is very talented and always thinks outside the box. He has been responsible for a system for several years with large and complex architecture.*

How would you rate the candidate's initiative?

*Outstanding.*

Describe the candidate's ability to interact with

- 1) managers: *excellent*
- 2) peers: *excellent*
- 3) junior team members: - *excellent*

*[REDACTED] treats everyone with respect. He is extremely humble, and good at coaching junior engineers. He often does work without ever claiming credit.*

How would you rate the candidate's ability to meet schedules?

*Excellent*

What motivates this person?

*Interesting projects. Challenging tasks.*

How does the candidate react to making a mistake or receiving criticism?

*[REDACTED] is a rare engineering lead who is not afraid to take responsibilities when something goes wrong, so long as the criticisms are constructive and well founded. He is never defensive.*

Is there an area in which you think the candidate could improve?

*He has to stop selling himself short!*

*Please call me today if you have more questions. I'm leaving to Asia tomorrow.*

*Happy Holidays!*

REFERENCE 2: [REDACTED] VP Engineering, [REDACTED]

*Please see my reference info inline. Overall, I strongly recommend [REDACTED] as a great hire for Oracle!  
Thank you.*

How would you describe the candidate's responsibilities?

*[REDACTED] was serving 2 critical but different roles during my management in [REDACTED]  
- I appointed him as the Director of Engineer and Site Director for [REDACTED] team in [REDACTED]. So he is in charge of the overall Engineering and operation over there for about 15-people team  
- Later I transfer him to US to serve a System Architect to be responsible for the [REDACTED].*

Describe your job and how you interacted with this person. Did you work on a project with him, how long did you work with this person?

*- I'm the VP Engineer and [REDACTED] is my direct report for both positions mentioned above, so we're having very close interactions. We've worked together for 1.5 years.*

How would you rate the candidate's technical skills? What is the person's rank in the group? What is the person's rank among your fellow engineers or students.

*[REDACTED] is a very talented Engineer with great insight into very complicated systems, esp. for storage, File Systems, and OS in the Linux arena. I'll rank him the top 10% in my team.*

How would you rate the candidate's creativity/innovation. Does the candidate think of new ways of attacking things (has big picture/architectural view)?

*- [REDACTED] started with hands-on on the Open system, so he is very keen to many building blocks inside out. With his growing responsibilities, he also needs to oversee design and system architecture, and he is very competent in those areas as well. He even co-authored some patents in [REDACTED].*

How would you rate the candidate's initiative?

*- He is a self-motivated person. With high energy and solid engineering discipline. As long as the management can motivate him, he can be in auto-pilot mode with little management effort.*

Describe the candidate's ability to interact with

1) managers:

*- will commit and follow the direction*

2) peers:

*- good team player*

3) junior team members:

*- willing to train and mentor new members*

How would you rate the candidate's ability to meet schedules?

*- If you have a reliable software development process to follow, with good top-down and bottom-up scheduling, he is reliable to deliver the product meeting the expectation.*

What motivates this person?

*- Strong peer and team members, challenging projects*

How does the candidate react to making a mistake or receiving criticism?

*- Very good as long as you got the facts right*

Is there an area in which you think the candidate could improve?

*- He is relatively quiet and takes a little longer to express his true feeling. Manager needs to be open and encourage he spills out his thoughts. Since he's proved that he's got great view points in most of the occasions, though he may disagree with you. A good manager will find out his true value with time.*

REFERENCE 3 – ██████████, Product Manager ██████████

██████████  
I'm happy to provide my highest recommendation to ██████████ for a development role at Oracle. Please find my responses inline and I will be happy to discuss further on phone as well.

██████████  
██████████  
How would you describe the candidate's responsibilities?

██████████ was Software Developer / Architect at ██████████ where I worked with him. He was an early employee at ██████████ and implemented many key features on the backend server and then moved to the United States to assume greater architecture responsibilities.

Describe your job and how you interacted with this person. Did you work on a project with him, how long did you work with this person?

I worked with ██████████ at ██████████ where I was the Product Manager and ██████████ was the Software Architect for the ██████████. In addition to working with ██████████ during the Product Requirements and development / QA phases of the development process, ██████████ and I worked on a number of customer escalations. I interacted with ██████████ on almost a daily basis for 2.5 years until I left ██████████ in April 2009.

How would you rate the candidate's technical skills? What is the person's rank in the group? What is the person's rank among your fellow engineers or students.

██████████ has to be among the best developers I have had the pleasure of working. While I am not able to comment on detailed aspects of software development, he got things done and had the ability to understand requirements and communicate issues in clear concise manner.

How would you rate the candidate's creativity/innovation. Does the candidate think of new ways of attacking things (has big picture/architectural view)?

Very highly. ██████████ was able to take inputs from various, often conflicting sources and meet them with innovative solutions. As an example, ██████████ and I worked together with our ██████████ to come up with a novel ██████████ for multi-site replication that addressed various security concerns as well as provided an elegant intuitive user experience.

At the same time, he was able to meet often last minute changes from marketing and OEM partners without losing track of the larger view of ensuring consistency and sound architecture in the product. It was not uncommon to see ██████████ pushing back on a certain change for design considerations yet implement the desired effect in a sound manner.

How would you rate the candidate's initiative?

██████████ worked as a remote employee in ██████████ when he started at ██████████ and showed great initiative to grow the team and assume ownership for large sections of the code base. It was his initiative that saw the redesign of several components of the system and also incorporate new features in the system.

Describe the candidate's ability to interact with

- 1) managers:
- 2) peers:
- 3) junior team members:

██████████ was always approachable as a peer, and always eager to help employees in other teams : be it QA, support or even systems engineers. ██████████ was always regarded as a key dependable employee and worked for multiple managers. He enjoyed the trust of management as well as fellow team members.

How would you rate the candidate's ability to meet schedules?

██████████ is an incredibly hardworking individual and goes above and beyond the normal working hours to meet schedules with quality output.

What motivates this person?

██████████ takes great pride in his work and truly believes in meeting customer's needs. I also believe he is motivated by being able to develop high quality software and deliver it to as large an installed base at large.

How does the candidate react to making a mistake or receiving criticism?

██████████ is open to receiving criticism; he has very firm convictions and will challenge views but accept reasoned responses.

Is there an area in which you think the candidate could improve?

██████████ may at times be too focused on solving a particular problem often support cases, which may not make sense from a business perspective; however I haven't found that this in any way affects the quality of his main deliverables.