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Exhibit P-415

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Manager Essentials

Product Development

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Welcome to Manager Bootcamp!

- Managing within the Law
- Manager Essentials
- Lead to Achieve

Who is in the room?

- Name
- Organization and Line of Business
- How long at Oracle
- How long managing people
- How many direct reports
- What would make today a good use of your time?

Expectations for today

- Be present (phones and email on silent/hold)
- Be open to other points of view
- Confidentiality
- Share best practices
- Ask questions and challenge each other
- Start/Stop on time
- Other?

Why Manager Essentials?

- Manager Essentials is designed to assist you in fulfilling your role as an Oracle Manager, including requirements to:
 - Manage a team of people
 - Represent Oracle's best interests
 - Handle self-service tasks regarding your employees
 - Be knowledgeable on Oracle policies
 - Get results through a team by giving feedback and coaching

Program Agenda

- 1 Managing at Oracle
- 2 Oracle Employee Lifecycle
- 3 Oracle Resources, Policies & Procedures
- 4 Online Manager Resources & Tools
- 5 And Finally...



Roles of a manager at Oracle

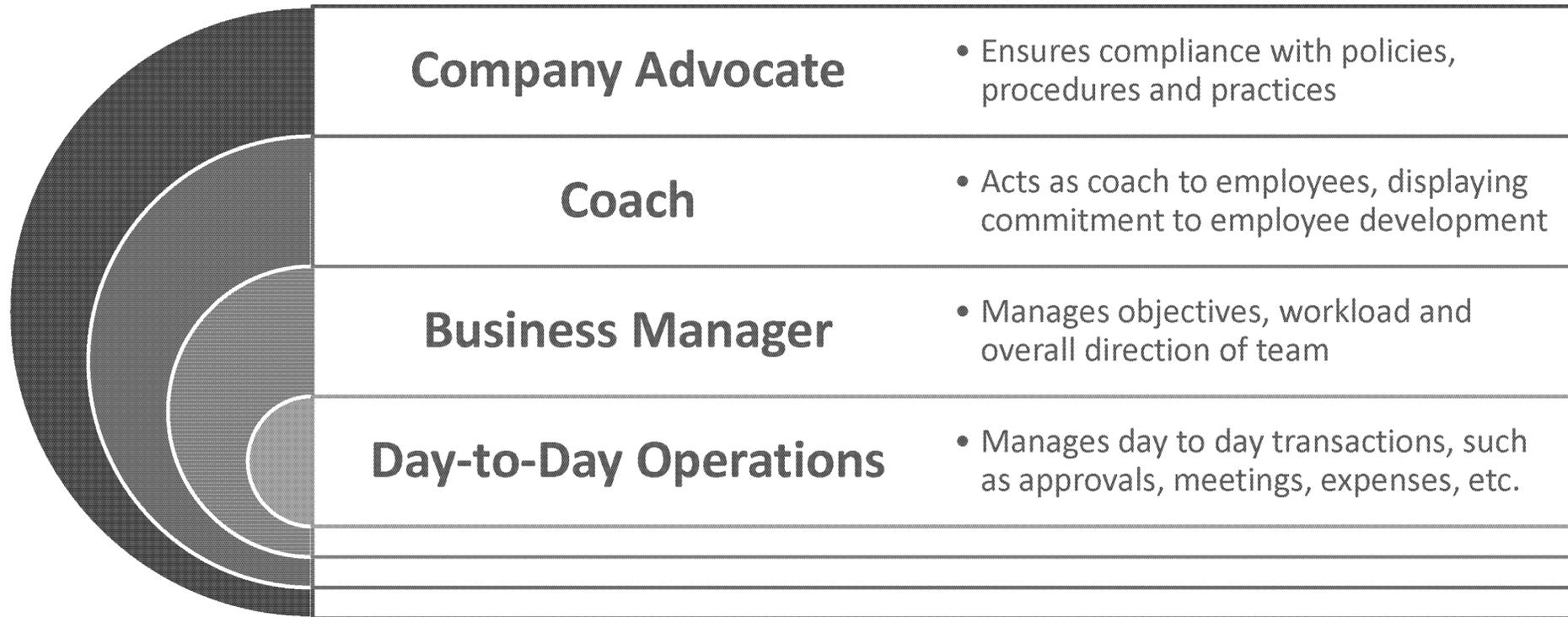
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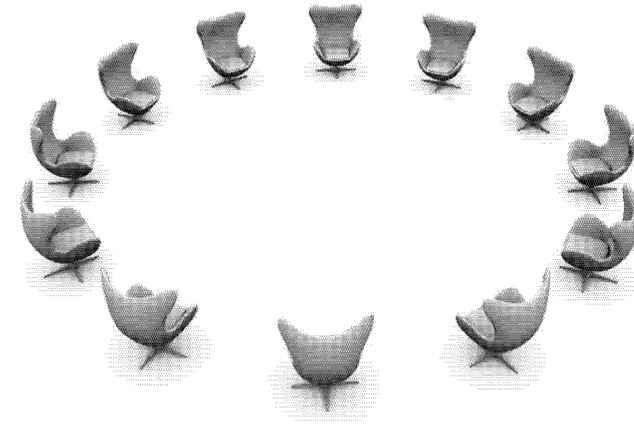
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Roles of an Oracle Manager



Group Exercise: Roles of a Manager

- **Purpose:**
 - Discuss assigned manager roles from previous slide
- **Identify:**
 - Challenges faced in that role
 - Tips for success in that role
- **Report Out:**
 - Your list of challenges and tips for the assigned manager role



Core Managerial Competencies at Oracle

As defined in the Job Competency Toolkit

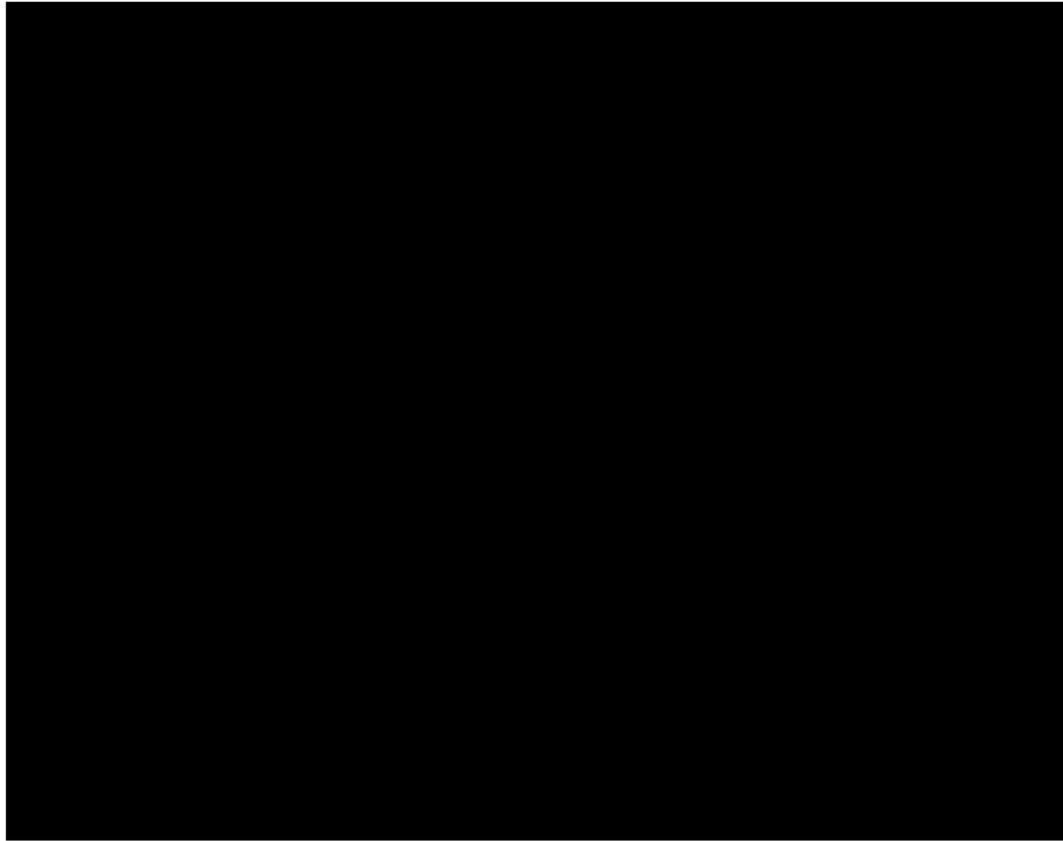
Competency	Definition
Leadership	Communicates vision and motivates others to achieve a common goal.
Leading Change	Anticipates change opportunities, drives initiatives by involving key individuals and resources, and secures commitment for change.
Strategic Thinking	Interprets business trends, establishes credibility, develops business expertise, and creates strategies that produce significant impact.
Managing Performance	Recruits individuals, manages performance, addresses performance problems, and supports the development and retention of talent.
Promoting Business Ethics	Exhibits, promotes, and supports ethical behavior and business practices. Acts as a leadership model for the Code of Ethics and Business Conduct.

Think About It

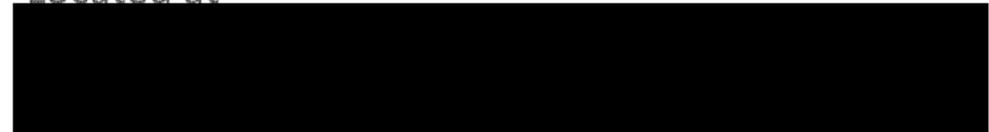
- Which is your strongest managerial competency?
- Which managerial competency do you need to improve?



Manager Essentials Portal



- Located at



- Serves as the basis for this class
- Should be used as a follow-up to this class
- Provides content based upon employee lifecycle
- Provides resources relevant to Oracle managers



Oracle Employee Lifecycle

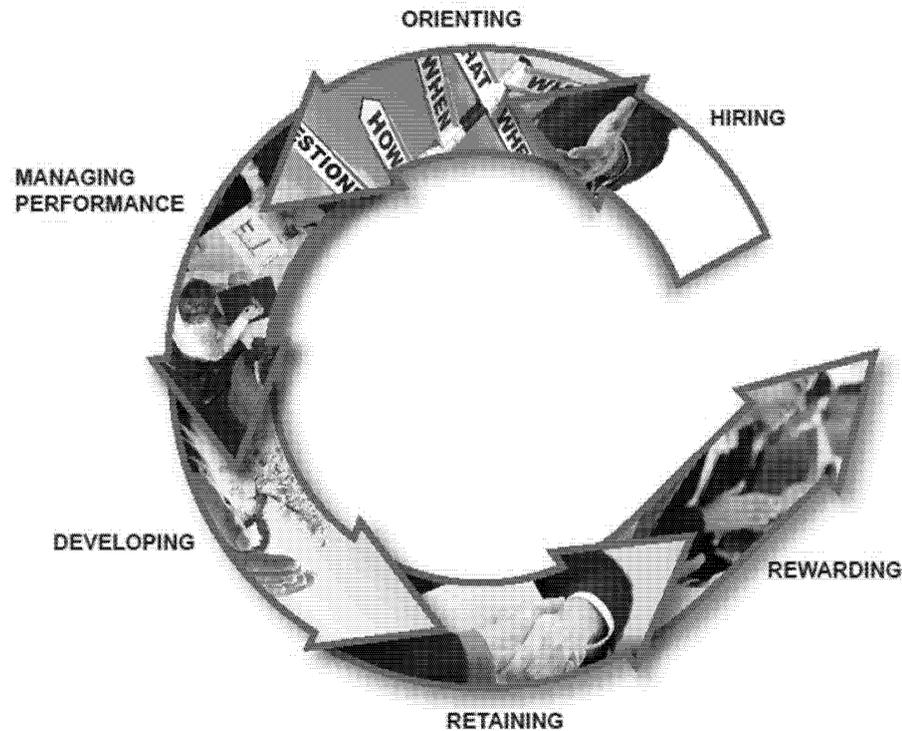
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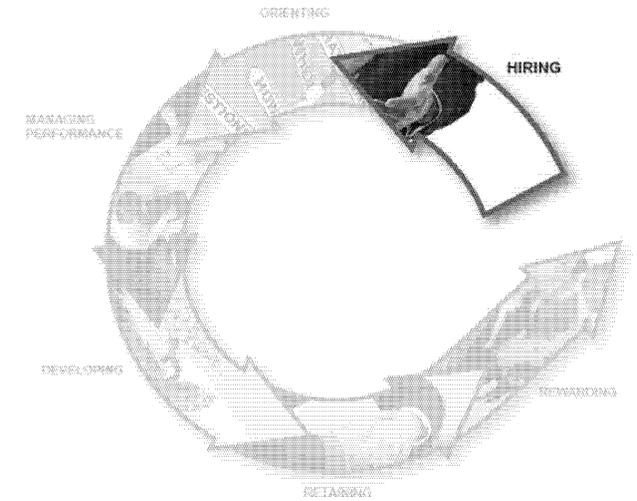
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Oracle Employee Lifecycle



- A manager has responsibilities in all phases of the employee lifecycle:
 - Hiring/Recruiting
 - Orienting/Onboarding
 - Managing Performance
 - Developing Employees
 - Retaining Employees
 - Rewarding Employees



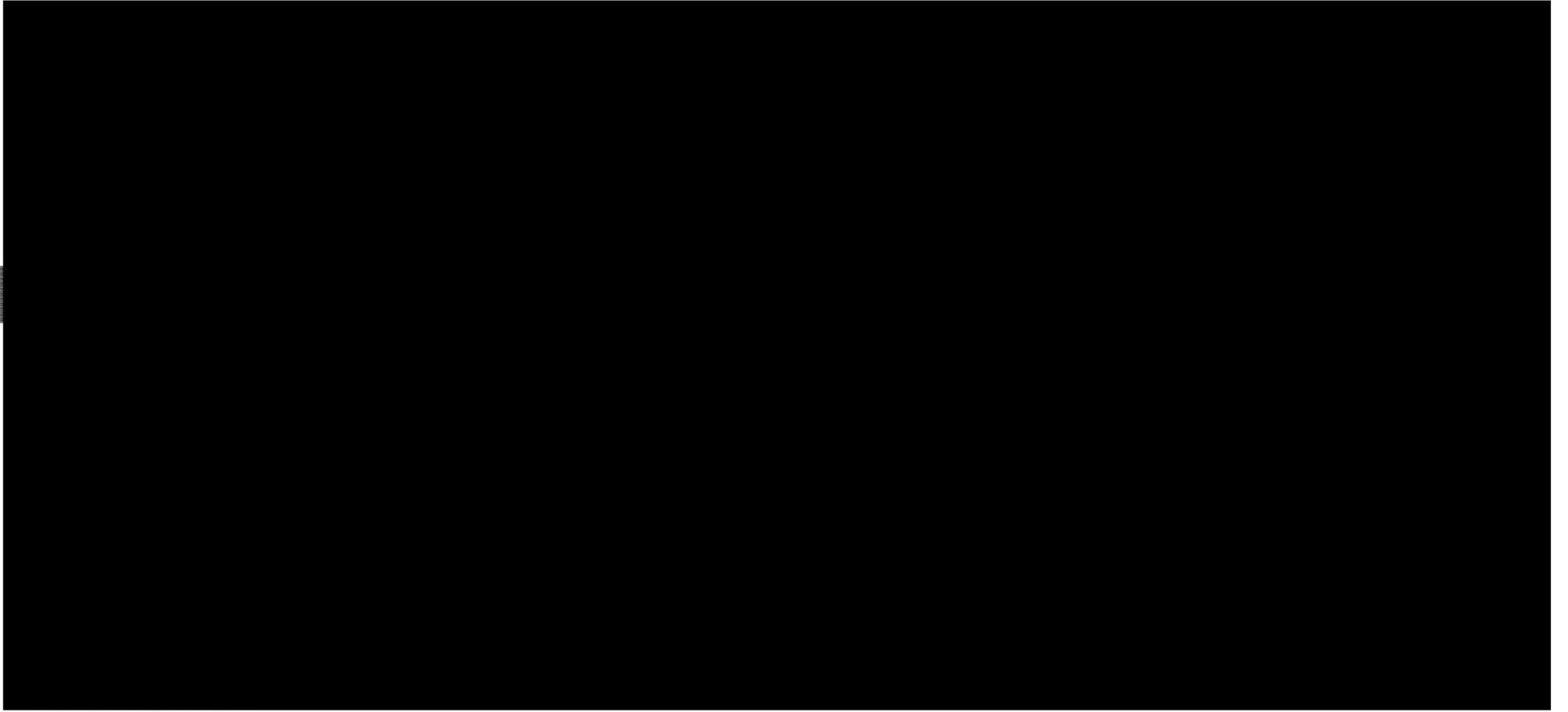
Hiring/Recruiting Your People

Recruitment Process



- Check with your recruiter to determine if a vacancy needs to be posted internally
- Explore your region's Employee Referral Program
- Graduate & Interns (students) process may vary. Review with your local recruitment contact.

Recruiting Process & Tools for Hiring Managers



Hiring Within Oracle: Internal Recruitment

- Confirm any possible constraints with local HR (e.g. period of acquisition, re-organization, etc.)
- Use iRecruitment responsibility to manage the transfer workflow and follow the approval process
- For International transfers: request corporate approval and work with the Global Mobility Team and Local HR
- Conditions: Domestic transfer at equal career level and salary

Hiring Key Principles

Mandatory Approval Processes

Check Regional Recruitment Policies

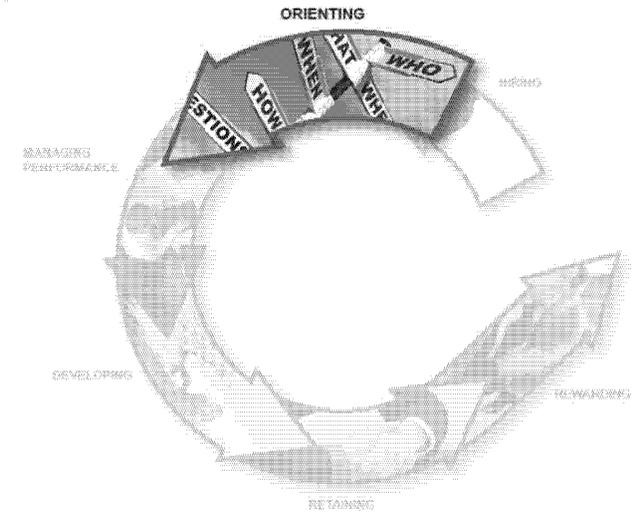
Must use Oracle Recruitment Teams (no external agencies)

Oracle Corporation is an Equal Opportunity Employer

Think About It

- How do you interact with the candidates throughout the hiring process?
- What has been your experience working with HR Business Partners and Recruiters throughout the process?

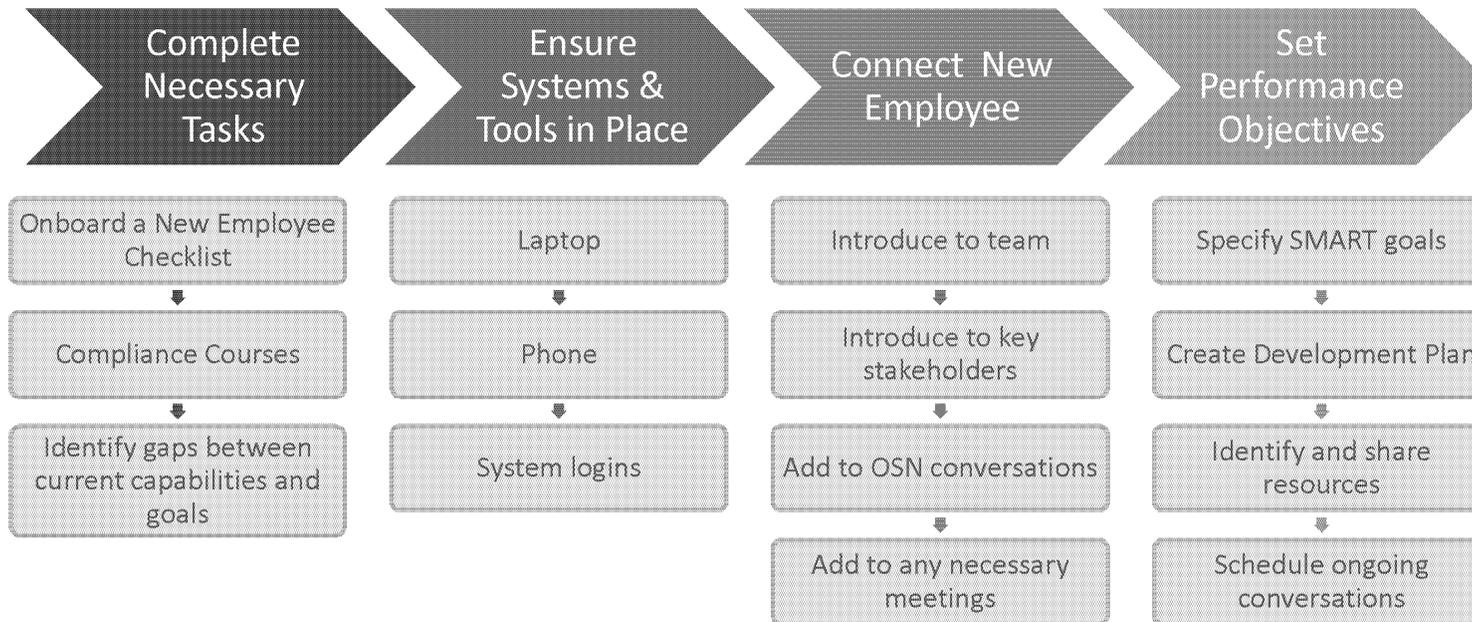




Orienting/Onboarding Your People

Onboarding New Employees
Onboarding Yourself as a New Manager

Onboarding Process



Key Resources for New Employees

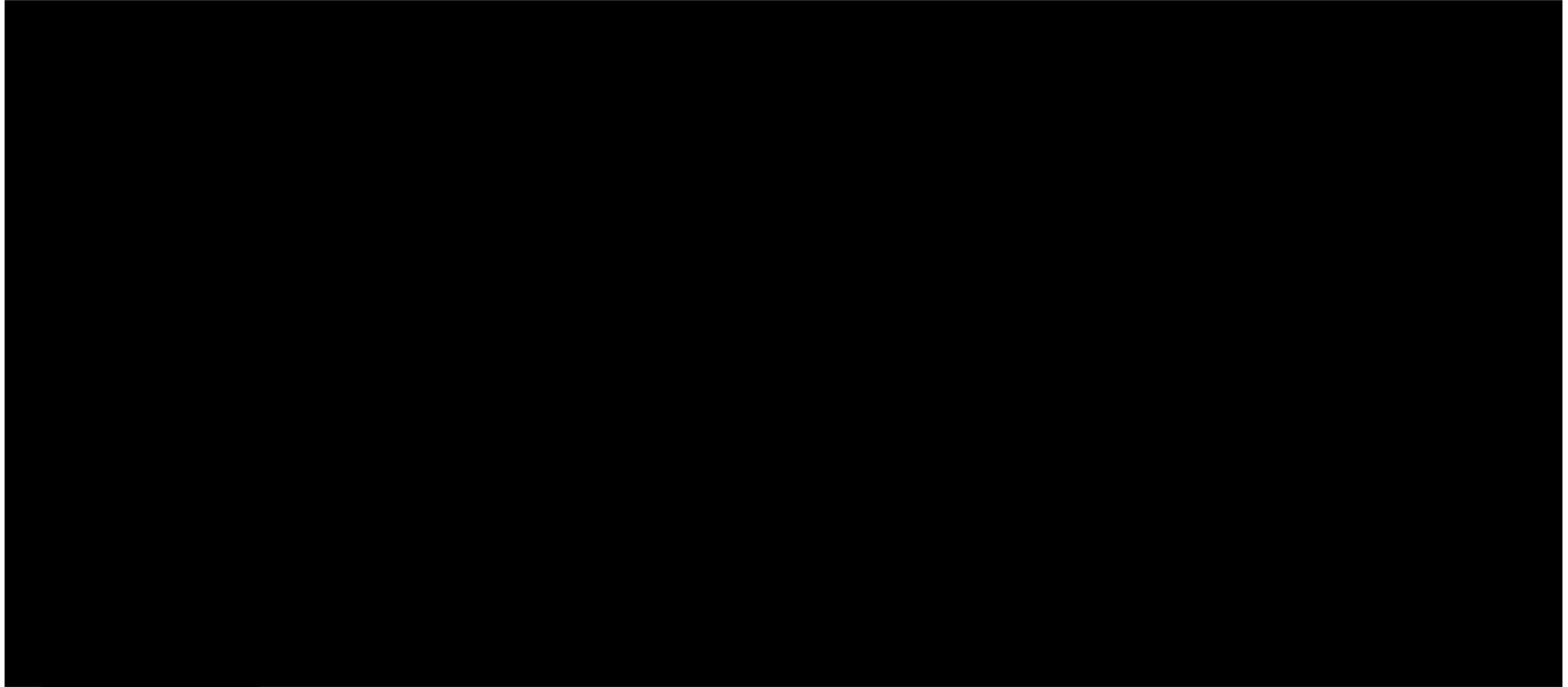
- Resources for New Employees
 - New Hire Website
 - New Employee Orientation (specific per region/country)

- Resources to Assist New Oracle Managers
 - Manager Orientation (this class)
 - Manager Resource Guides
 - ‘Orienting Your People’ section
 - Manager Onboarding Portal
 - Checklist for onboarding a new employee
 - Checklist for onboarding as a new manager
 - Manager Essentials Portal

Resources For New Employees



Onboarding Resources for Managers



Onboarding Key Principles

Use the tools on the Global HR and Global Onboarding sites

Confirm orientation programs available in your region/country

Set objectives with new employee by end of first quarter

Think About It

- What was your onboarding experience like? Best thing? Worst thing?
- What might you do to make onboarding easier for your new employees?



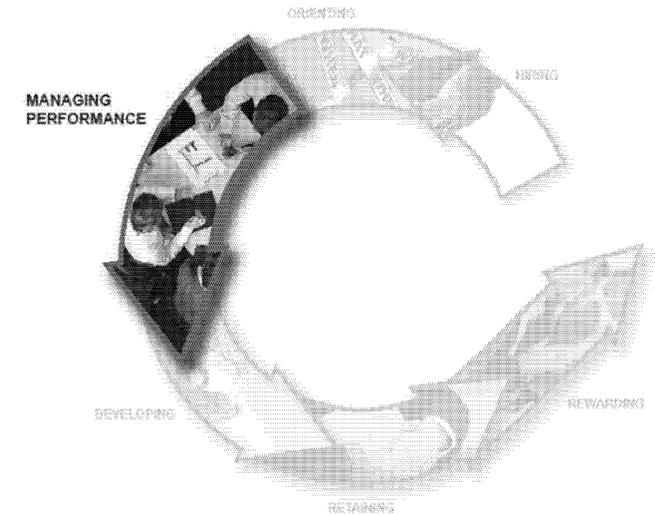
Assignment

Group A - Recruiting :

- What are you finding to be most valuable?
- What helpful things would you like your colleagues to know about?
- How do you interact with the candidates throughout the hiring process?
- What has been your experience working with HR Business Partners and Recruiters throughout the process?

Group B - On-boarding :

- What are you finding to be most valuable?
- What helpful things would you like your colleagues to know about?
- What was your on-boarding experience like? Best thing? Worst thing?
- What might you do to make on-boarding easier for your new employees?



Managing Talent & Performance

The Talent Cycle
Performance Management
Understanding Competencies

Talent Management at Oracle

- Talent Management refers to Oracle's process for aligning people to our organizational objectives and is a key driver of financial performance and business success.
 - It is the systematic attraction, identification, development, engagement, retention and deployment of individuals within Oracle.
 - The Oracle talent management process provides a framework to help match individual aspirations with organizational needs.
- Key components of the Talent Management process include:
 - **Organizational Plans:** the business context in which we operate
 - **Employee Career Goals:** the long-term objectives of the employee
 - **Employee Performance:** what an employee does and how he is measured
 - **Employee Development:** employee actions to improve skills and attain career goals
- Successful Talent Management is an ongoing process and conversation between employees, managers and HR Professionals.

Talent Management as a Business Driver

TM as a Management Tool

- To help map and identify individual requirements within your team
- Strategies and activities to help meet differentiated needs
- Optimize team performance and fulfillment of team member potential
- Managers can use the approach/model at any time
- Focused programs/curriculums support development needs

TM as an Organizational Tool

- Collect talent data to analyze Oracle's bench strength and capability to support our business strategy, looking at:
 - Trends, strengths, gaps
 - Management pipeline health
 - Emerging Talent to be developed
- Can be LOB, Grade, or country driven
- Allows Organization-wide Talent development initiatives and investment

The Talent Management Cycle: Manager's Role



Talent Management Portal: Manager Section



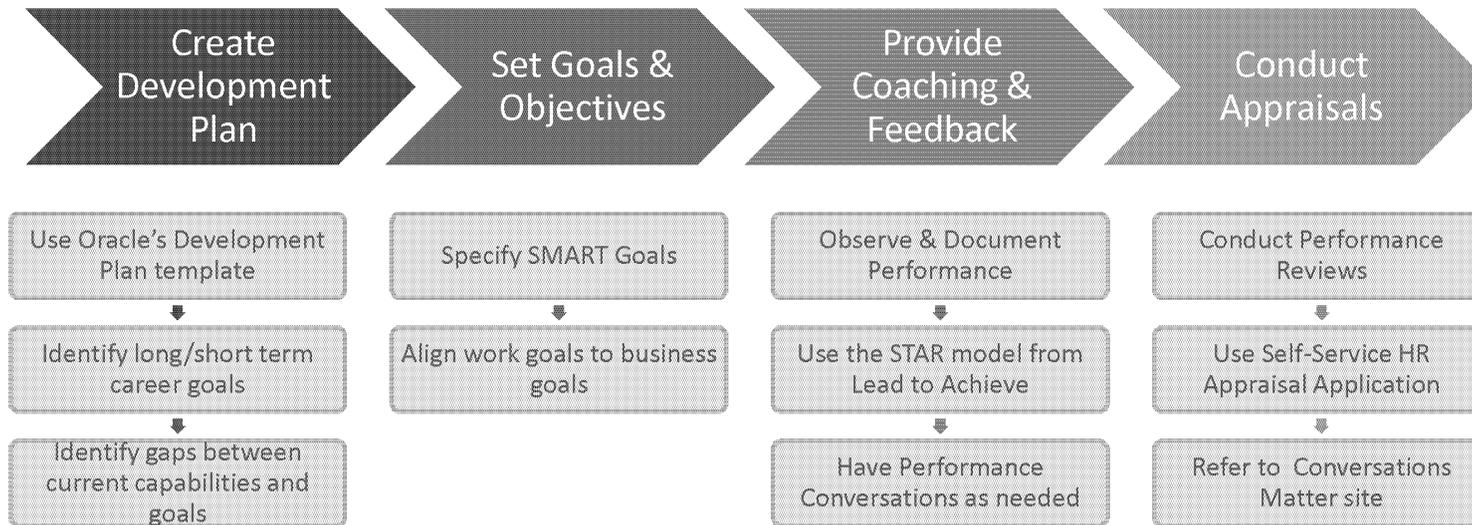
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Performance Management Process



Note: The actual dates and details may differ by region and/or line of business. If you have any questions, always confirm with your Manager or your HR Manager. Your HR Manager can be found in your Aria profile.

The Individual Development Plan



Use the Individual Development Plan template to document development activities and as a basis for ongoing development conversations with your people. The Development Plan template is on the Career Development portal.

Performance Management Resources



Understanding Competencies

Competency

- Global descriptions of knowledge, skills, attitude and behaviors needed to be successful in a role

Oracle has Core and Functional competencies

Job Competency Profile

- A set of competencies assigned to an individual role

Some competencies are common across roles; some are specific to a unique role

Development Options

- Specific ways to grow or improve a single competency

The Job Competency Toolkit defines proficiency levels for a competency

Core vs. Functions Competencies

Core Competency

- Represents behaviors common to jobs and multiple job codes across Oracle
- Example: Core Professional – Communication
 - Transmits a clear understanding of a subject and comprehends information received from others

Functional Competency

- Represents behaviors that are specific to a particular job code
- Example: Sales – Competitive Awareness
 - Regularly consults Oracle internal competitive resources, industry news, and analysis to keep informed of key competitor business

How Might I Use Competencies?

Development Planning

- Review competencies for a job role to determine areas for growth

Hiring

- Determine level of proficiency you need to level a job appropriately

Career Advancement

- Compare your current job role competencies to a desired role to determine gaps

Performance Reviews & Discussions

- Use the proficiency levels to set expectations for performance

Job Competency Profile Tool



- Provides proficiency levels for each competency
- Allows you to compare competencies between job levels (useful for career planning)

As a reminder

The Core Managerial Competencies as defined in the Job Competency Toolkit

Competency	Definition
Leadership	Communicates vision and motivates others to achieve a common goal.
Leading Change	Anticipates change opportunities, drives initiatives by involving key individuals and resources, and secures commitment for change.
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Promoting Business Ethics	Exhibits, promotes, and supports ethical behavior and business practices. Acts as a leadership model for the Code of Ethics and Business Conduct.

Performance Management Key Principles

Use the Job Competency Profile Tool to determine role requirements

Set SMART Objectives

Provide regular Feedback and Coaching

Intervene early, if needed

Use the Self-Service HR Appraisal Tool to record performance ratings

Think About It

- What part of managing performance and talent are you most familiar with?
- What part of managing performance and talent are you most uncertain about? What do you need to know to increase your comfort level?



Explore the websites for talent management and performance management

- We will send you an email with links.
 - What's new to you?
 - What's most valuable?

Inbox #1: Performance Appraisal Question

I just reviewed my Performance Appraisal and noticed that my overall rating was a 3. I had always received a rating of 4 or 5 in my past performance appraisals. I was promoted from an IC2 to IC3 eight months ago. I would like to understand why I received only a rating of 3.

In your groups, determine what you might say in this situation. Be prepared to discuss with the entire group.

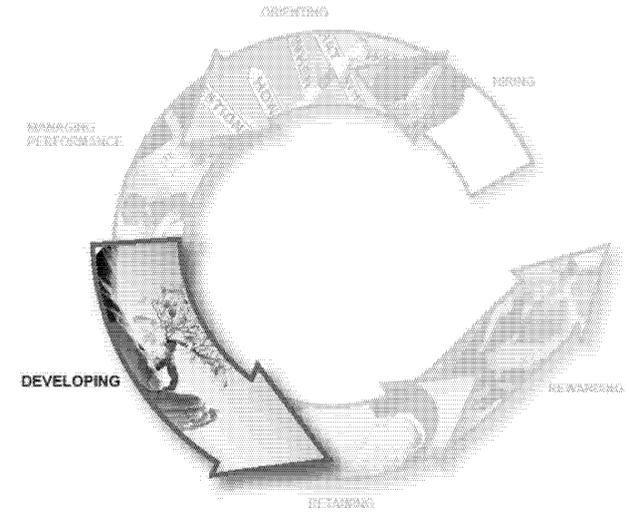


Inbox #2: Performance Appraisal Question

As you know, I was not very happy with my recent performance review with you. So, I took it upon myself to ask my colleagues and internal customers to provide me some feedback on my performance. I have attached their feedback for your review since I think it indicates that I am clearly a stronger performer than my review reflects. Please let me know when you are free to discuss.

In your groups, determine what you might say in this situation. Be prepared to discuss with the entire group.





Developing Your People & Yourself

Why Care About Development?

- **Engagement & Retention**

- Companies with engaged employees outperform those without by up to 202%
- 29% of the workforce is engaged
- \$11 Billion lost annually due to employee turnover

- **Motivation**

- One of the top three non-financial motivators, 76% want opportunities for career growth
- 25% of employees would be more satisfied at work if they were given the opportunity to do what they do best

Development Process



The Development Process is outlined on the Career Development Portal at

Where to Find Development Opportunities

Development Organization	What You Will Find	Examples
Organization & Talent Development (OTD)	Leadership Development Professional Development Career Development Top Talent Development Organization Development Consulting Talent Management Virtual Library OWL	<ul style="list-style-type: none"> • Lead to Achieve & Lead Beyond programs • Professional Development Programs • Career Development portal • Talent Management portal • Global Performance Appraisal training center • 360 Survey Tools • Conversations Matter • eJournals and eBooks • Virtual Library Webcasts
Oracle University (OU)	Product Training Online courses – free; for all employees Enrollment management for all internal courses	<ul style="list-style-type: none"> • Oracle Learning Streams • Training on Demand (TOD) • Online Self-Study
Line of Business (LOB)-Specific Training	Sales HCM Global IT SNBC	<ul style="list-style-type: none"> • Fusion Learning Center • Global IT Learning Library • Oracle Learning Library • Oracle Sales Academy • Social Business Enablement webcasts

Career Development Portal



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Leadership Development Portal



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Professional Development Portal



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Virtual Library



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Learning Centers



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Oracle University: Employee Training (OU)



The Individual Development Plan



Use the Individual Development Plan template to document development activities and as a basis for ongoing development conversations with your people. The Development Plan template is on the Career Development portal.

Developing Your People Key Principles

Employees own their development; managers help guide development

All employees should have a Development Plan

Development does not always equal training

Look at options offered by OTD, OU and LOBs

Development leads to personal effectiveness and engagement

Assignment

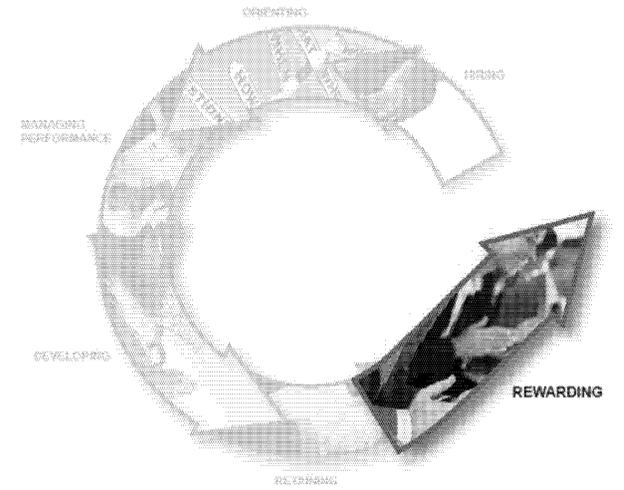
- Group A – start at the top of the list
 - Group B – start at the bottom of the list
 - Groups C&D – start where ever you like.
-
- Be prepared to report out on:
 - What are you finding to be most valuable?
 - What really helpful things would you like your colleagues to know about?

Inbox #3: What's Next?

Now that I've been here for 6 months and have a good handle on everything, I want to explore other positions. Can you give me an idea of where the opportunities are in the organization?

Large Group discussion!





Rewarding Your People

**Compensation & Benefits
Challenges for Managers**

Compensation & Benefits

- Compensation is based upon employee contribution to the Oracle and Oracle's financial performance
- Compensation is a tool to attract, retain and motivate the most qualified employees
- Oracle's compensation philosophy is based upon:
 - Recognition and reward
 - Open communication
 - Market competitiveness

Compensation Considerations

- Different functions have different pay models:
 - Sales
 - Consulting
 - Development, Support, F&A
- Salary Ranges per role guide managers in recruitment and salary adjustments
- Differences based upon local laws & practices
 - Example: Benefit offerings vary by location

Challenges for Managers

- Managing the differences in remuneration levels of new hires and current employees
- Autonomy given to different LOBs and the need to manage these differences
- Managing employees expectations
- Limitations on ability to exert influence on budget allocation
- Striking a balance in rewarding performers and non-performers

Rewarding Your People

Compensation based upon employee contributions & Oracle financial performance

Differences according to functions

Differences according to local laws and practice

Manager Tips On...

- **Promotions**

- Movement from assigned job to higher career level
- Generally occur during annual focal process
- Responsibilities and performance expectations for each level outlined in the Global Career Level document
 - Career levels are based on Management or Individual Contributor
- Work with your HR Representative on any promotions

- **Retaining Key Talent**

- Identify your key players
- “Re-recruit” key players
 - Conduct “Stay Conversations” – know why they stay at Oracle
 - Conduct engagement conversations – know what motivates them
- Show them off to Oracle Management – let others know about them
- Explore Talent Management options available
- Create a Development Plan

- **Organizational Needs**

- Conversations Matter – information on conversation skills and quick guides to make conversations more effective
- Leading Teams to High Performance – toolkit to help you quickly build team performance
- Ask your OTD contact about any specific team/organization needs

Inbox #4: What Should I Be Making?

I belong to a software engineering networking group and I heard from several of my colleagues that even though I perform the same job as they do, they make a lot more money than I do.

Can you provide to me my salary range since I think that I am being underpaid?

In your groups, determine what you might say in this situation. Be prepared to discuss with the entire group.



Oracle Employee Lifecycle Review

- In this section, you have discovered principle and the main processes and tools for:
 - Hiring
 - Orienting
 - Managing Performance
 - Developing
 - Retaining
 - Rewarding
- Please complete your knowledge with reference to Regional and Local websites



Oracle Resources, Policies & Procedures

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Manager Resources on Oracle Policies & Procedures



Manager Resources on Oracle Policies & Procedures



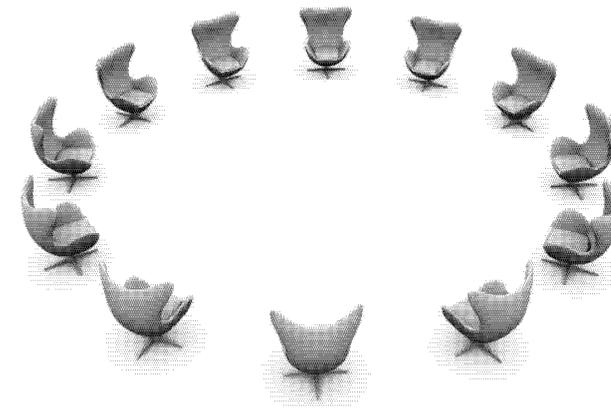
Common Information Found In Oracle Policies & Procedures

- Contact information for HR Representative vs HR Manager
- Benefits Representative
- International HR/Global Mobility information and regulations
- Immigration & Tax Compliance
- Travel Policies & Tips
- Visas and Work Permits
- Compliance Courses* (for you and your team)
- Ethics Hotline and Website
- Policies regarding communication with Press & Analysts
- Quiet Period Policy
- Leaves of Absence
- Terminations
- Job Transfers

** Note: Compliance courses must be completed within 30 days of starting employment with Oracle.*

Group Activity: HR Policy Quiz

- **Purpose:**
 - Use the Policies & Procedures sites identified to answer the quiz questions on the next slide
- **Format**
 - Break into groups
 - Try to come to consensus on the answers
 - Be prepared to report out

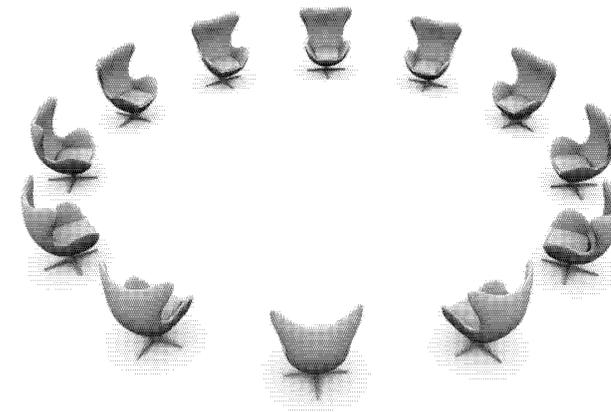


HR Policies Quiz

	Question	True	False
1	An employee can travel to an international country for vacation, then, you, as the manager, can allow the employee to work in that country after his/her vacation has completed.		
2	Oracle incurs payroll taxes and liabilities in the US <u>and</u> the global country if an employee is traveling to a global country and the employee decides to work.		
3	If a US-based employee relocates to another part of the US and will be telecommuting from another state, the manager needs to initiate a work location change for the employee.		
4	If an employee continues to show a physical work address that is headquarters but the employee is actually working out of another state, that is appropriate since someone collects his/her physical mail at HQ and forwards the mail to the employee on a periodic basis.		
5	An international transfer requires both a Taleo Posting and an i-Recruitment Posting before the manager initiates movement of the employee.		
6	For a US-based, internal transfer, a manager can transfer an acquired employee prior to 12 months of him/her being in a position.		
7	A manager can allow an employee to work part-time because the employee requests a part-time schedule due to needing to care for his/her ill spouse.		
8	A manager can decide to “fire” an employee on-the-spot and ensure that they do not return to the workplace on that very same day.		
9	Executive management reviews a monthly report that shows all managers who have not completed the Preventing Workplace Harassment training.		
10	Employees need to forward requests for press releases and market analysis to the Public Relations Organization.		

Group Activity: HR Policy Quiz

- **Let's go through the answers**
 - What was your group's biggest surprise?



HR Policies Quiz Answers

	Question	True	False
1	An employee can travel to an international country for vacation, then, you, as the manager, can allow the employee to work in that country after his/her vacation has completed. No – Without the appropriate Global Mobility approvals, Oracle can incur significant penalties given tax and payroll requirements for global workers. Always check with Global Mobility.		X
2	Oracle incurs payroll taxes and liabilities in the US <u>and</u> the global country if an employee is traveling to a global country and the employee decides to work. YES and NO – Global Mobility can assist the LOB to obtain the appropriate approvals for international assignments—both long and short term. Always check with Global Mobility.	X	X
3	If a US-based employee relocates to another part of the US and will be telecommuting from another state, the manager needs to initiate a work location change for the employee. YES. Check with your HR Representative for information regarding the process.	X	
4	If an employee continues to show a physical work address that is headquarters but the employee is actually working out of another state, that is appropriate since someone collects his/her physical mail at HQ and forwards the mail to the employee on a periodic basis. NO – Payroll, tax, and employee directory records need to show the correct location for the employee. Check with your HR Representative for information regarding the process.		X
5	An international transfer requires both a Taleo Posting and an i-Recruitment Posting before the manager initiates movement of the employee. YES. Check with your HR Representative and internal Recruiter for information regarding the process.	X	
6	For a US-based, internal transfer, a manager can transfer an acquired employee prior to 12 months of him/her being in a position. Officially NO – but there might be some circumstances where it would be possible if there is mutual agreement between the releasing and receiving LOBs. Always discuss further with your HR Business Partner.		X
7	A manager can allow an employee to work part-time because the employee requests a part-time schedule due to needing to care for his/her ill spouse. YES – However, always discuss further with your HR Business Partner, who will encourage a coordinated discussion with the Benefits Team. The employee who works part-time counts as a full headcount for operational cost purposes.	X	
8	A manager can decide to “fire” an employee on-the-spot and ensure that they do not return to the workplace on that very same day. YES for certain specific, egregious offenses. However, in practice, immediately reach out to your assigned HR Business Partner for further discussion before taking any action.	X	
9	Executive management reviews a monthly report that shows all managers who have not completed the Preventing Workplace Harassment training. YES	X	
10	Employees need to forward requests for press releases and market analysis to the Public Relations Organization. YES. It is important for employees/managers not to respond directly to such requests.	X	



Online Manager Resources & Tools

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Manager Onboarding Checklist



Manager Essentials Portal



Manager Self-Service



Manager Resource Guides



Global Human Resources Site



Leadership Development Site



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Collaboration Tools



More Resources to Help You



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Inbox #5

I just got back from my trip to Chicago – loved all the steakhouses and good red wine. I couldn't believe the prices – wait until you get this expense report. Luckily, Oracle doesn't have a limit on dinner!

In your groups, determine what you might say in this situation. Be prepared to discuss with the entire group.





And Finally...

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You Are Finished...Almost!

- What are the most important things you got from today?
- Please build a histogram for our final evaluation.
On a scale of 1-10, how useful was this day for you?
 - 10 = incredibly useful!
 - 1 = not useful at all





Hardware and Software Engineered to Work Together

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Inbox #1: Performance Appraisal Question

I just reviewed my Performance Appraisal and noticed that my overall rating was a 3. I had always received a rating of 4 or 5 in my past performance appraisals. I was promoted from and IC2 to IC3 eight months ago. I would like to understand why I received only a rating of 3.

In your groups, determine what you might say in this situation. Be prepared to discuss with the entire group.



Inbox #2: Performance Appraisal Question

As you know, I was not very happy with my recent performance review with you. So, I took it upon myself to ask my colleagues and internal customers to provide me some feedback on my performance. I have attached their feedback for your review since I think it indicates that I am clearly a stronger performer than my review reflects. Please let me know when you are free to discuss.

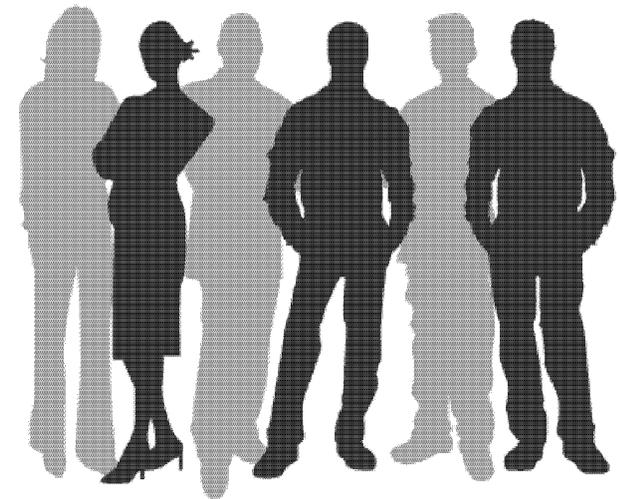
In your groups, determine what you might say in this situation. Be prepared to discuss with the entire group.



Inbox #3: What's Next?

Now that I've been here for 6 months and have a good handle on everything, I want to explore other positions. Can you give me an idea of where the opportunities are in the organization?

Large Group discussion!



Inbox #4: What Should I Be Making?

I belong to a software engineering networking group and I heard from several of my colleagues that even though I perform the same job as they do, they make a lot more money than I do.

Can you provide to me my salary range since I think that I am being underpaid?

In your groups, determine what you might say in this situation. Be prepared to discuss with the entire group.



Inbox #5 – Love to travel for work!

I just got back from my trip to Chicago – loved all the steakhouses and good red wine. I couldn't believe the prices – wait until you get this expense report. Luckily, Oracle doesn't have a limit on dinner!

In your groups, determine what you might say in this situation. Be prepared to discuss with the entire group.



Inbox #6

Bob is at it again – telling jokes that belong in a locker room. I know he thinks he is amusing but he needs to give it a rest.

In your groups, determine what you might say in this situation. Be prepared to discuss with the entire group.



Inbox #7

I just sent you my expense report. I hope you don't mind my including the purchase of several plants for my office since it is so drab and a few holiday decorations.

In your groups, determine what you might say in this situation. Be prepared to discuss with the entire group.



Inbox #8

Hi, I forgot to mention this yesterday but I'm taking today off. I'm near my vacation limit quota anyway and Siva can cover for me. See you tomorrow.

In your groups, determine what you might say in this situation. Be prepared to discuss with the entire group.

