FULL-TIME FACULTY HIRING

JANUARY 12, 2024

PRESENTED BY:

- DR. JENNIFER PETTIT, DEAN OF ARTS
- DR. LEE EASTON, MRFA PRESIDENT

TODAY…

- We will go through the steps for hiring full-time tenure track and tenured faculty (different processes for senior lecturers, lab instructors, contract, etc.)
- We will discuss the new Guidelines document, new processes, and new hiring forms
- The presentation slides follow the Guidelines
- Don't assume the way things have been done in the past is the correct way

UPDATED GUIDELINES

- Previous hiring how-to document was outdated and lacked clarity–work was underway to redo it but as part of a grievance settlement, this was sped up and completed. The new Guidelines go step-by-step through the process.
- The Guidelines work in conjunction with various Articles in the Faculty Collective Agreement, primarily Article 4, as well as relevant MRU policies, legal requirements, etc.
- Want to promote best practices and equity for hiring
- Need to ensure hiring is compliant with provincial and federal legislation, MRU policies and procedures, and the Collective Agreement
- Want to avoid grievances or other legal issues
- Very long commitment when hiring faculty, so we need to set ourselves and the hires up for success
- Other documents forthcoming later--EDI guidance, etc.

STEP ONE–CHAIR PREPARATION

- The Chair needs to read Article 4 (Appointments) in the Collective Agreement. Chairs should also read through the other resources in the HR Toolkit (available in the Employee section of MyMRU) to familiarize themselves with the various forms, the Guidelines document, etc.

STEP TWO–HIRING REQUEST APPROVAL

- After consulting with the tenured and tenurable members of their department, the Chair will make a request to their Dean for a full-time hire for their unit/department. The process for evaluating these requests may vary from year to year and by Faculty. Not all requests will be approved due to budget, university priorities, etc.
- If in support, the Dean will agree that a request should be made to the Provost who will provide the approval to proceed with hiring for the specified position.
- If any changes are sought for the requested position throughout the hiring process (specialization, rank, etc.) these need to go back to the Dean and the Provost must reapprove before proceeding.

STEP THREE–POSITION NUMBER

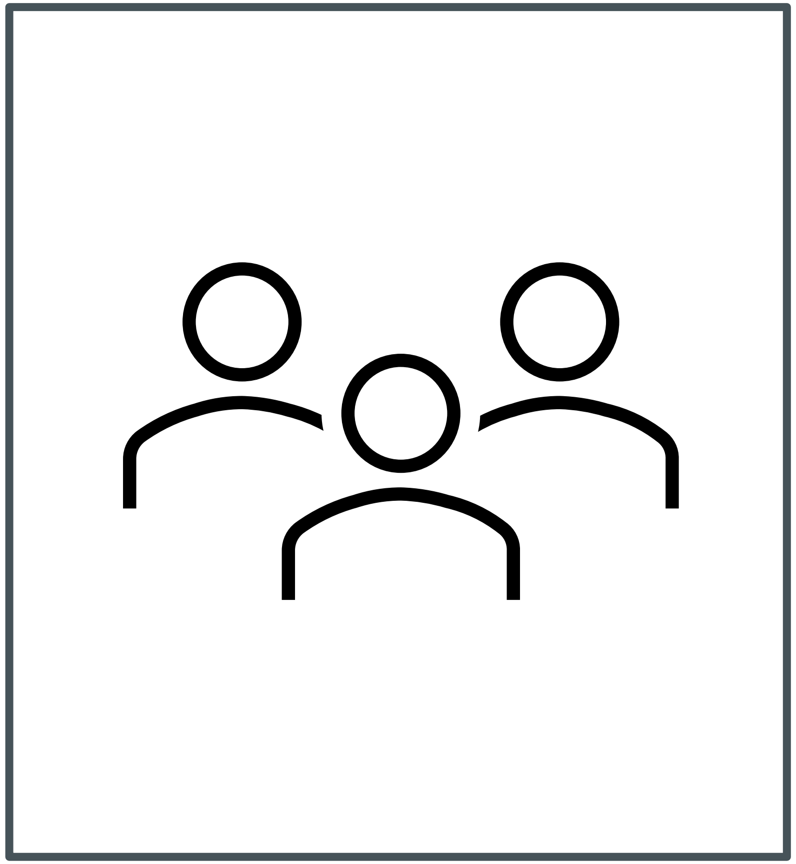
The POSITION NUMBER for the hire needs to be confirmed by the Dean's office

Sometimes position numbers are reused from a vacancy, and for other positions, a NEW number will need to be requested. The Dean will let you know what is needed. If a new position number is required, a POSITION CONTROL AND ADVERTISING FORM will need to be completed by the Chair and Dean and sent to the Provost for approval. Human Resources will then assign a number which they will share with the Chair and Dean.

You may not advertise a position until you know the correct position number. This is very important.

STEP FOUR–CREATING THE COMMITTEE

- PRIOR to posting, and after consultation with the Dean and the Provost, the Chair will strike a Selection Committee–see ARTICLE 4.3.3 in the Collective Agreement.
- The Selection Committee will consist of the following people:
  - The Chair of the unit who shall be chair of the Selection Committee (if unable, the Dean picks a designate)
  - Two tenured or tenurable faculty members (at least one must be tenured) from the unit, ELECTED by the tenured and tenurable members of the unit. In small units, employees from a cognate department in the same Faculty or School may be elected. You should send out a call and hold a proper election.
  - The Dean or their designate
  - An employee from outside the unit, normally tenured, appointed by the Dean
  - Non-voting resources may also be added such as a representative from HR



STEP FIVE–MANDATORY TRAINING

- Members of the Selection Committee must take MANDATORY EDI training per Article 24.4.2 of the CA. This is in addition to the general EDI training required for faculty. Must take this training ANNUALLY and before participating in the work of the Selection Committee.
- Currently, this training consists of Unconscious Bias Training offered through the Canada Research Chairs website.

STEP SIX–UNIT MEETING

- PRIOR to posting, the Chair must schedule a meeting with the Selection Committee and the tenured and tenurable members of the unit to discuss the following about the hire (see Article 4.3.4):
  - Qualifications
  - Areas of expertise
  - Teaching responsibilities
  - Work pattern
  - Anticipated rank and tenure
  - Required academic credential

PLEASE NOTE that this is in ADDITION to the meeting the department may have had to put in their hiring request. Should this meeting result in substantial changes to the position that was requested by the Chair to the Dean and Provost, reapproval will be required.

If this meeting is held as part of another meeting, the agenda will indicate that this is a special meeting and notice will be provided and minutes taken.

STEP SEVEN–SCHEDULE MEETINGS

- Schedule meetings as soon as possible. These include:
  - Selection Committee meeting with the unit
  - Initial meeting of the Selection Committee to discuss conflicts of interest and the criteria, draft the posting, determine the # of candidates to longlist, etc. At this first meeting discuss file management, confidentiality, conflicts, etc.
  - Longlist and/or shortlist meeting (should be booked at least a week after the closing date to provide time to review)
  - Virtual longlist interviews, if applicable
  - On-site candidate interviews–book blocks of time–roughly 3-5 hours each day for each candidate. Book extra days/times if possible, in case the chosen days/times do not work for the candidates.
  - Final decision meeting. Should be held a reasonable time after the last interview to provide time for unit feedback

STEP EIGHT—DEVELOP THE JOB POSTING

- There is a posting template in the HR Toolkit in MyMRU—many standard parts. Follow the template and ensure the required info is included.
- The Selection Committee will use the unit/department meeting to inform the posting
- The Selection Committee will determine what materials candidates must submit. These typically include items such as the following:
  - Cover letter (specify length) and curriculum vitae
  - Teaching dossier (statement of teaching philosophy, evidence of effectiveness such as peer and student evaluations, course outlines, etc.)
  - EDI statement, describing how the candidate has approached or addressed EDI considerations in their teaching and, where applicable, their research
  - Research statement—interests, future plans, sample publications (usually at least 2)
  - Names and contact information for references (most do not ask for letters at the application stage, but you can if you wish)

STEP NINE–POSTING

- All positions MUST be posted
- The Chair is responsible for posting the position
- MRU currently uses a system called eRecruiter to post positions
- eRecruiter can be accessed in MyMRU in the Employee section
- There is a link about how to use eRecruiter in the Guidelines document–see Step 9
- The posting should be up for at least 4 weeks–remember, it can also take some sites a few weeks to get your ad up after you send it to them. Adjust your closing date accordingly. Can also say you will begin reviewing applications on a certain date, but the position will remain open until a suitable candidate is hired.

STEP TEN--ADVERTISING

- The Chair should contact Talent Acquisition in HR to advertise the position beyond the MRU website
- There is a cost cap for advertising–consult your Dean if you want to exceed the limit
- Sample job boards include:
  - University Affairs, H-Net, CAUT, Higher Ed Jobs, Academica Careers
  - also post on discipline-specific sites and on social media, where applicable

  - POST AS WIDELY AS POSSIBLE
  - You want a diverse applicant pool–Talent Acquisition can help with this
  - Seek out applications from underrepresented groups
  - Check to ensure ALL your ads have been posted–this has been an issue in the past

STEP ELEVEN– PATIENCE…

- It can take a few working days for the Dean, the Provost, and Talent Acquisition to get forms approved and the job posted. They are often dealing with many postings across MRU in a short amount of time.
- As previously stated, HR also does not control how long external sites take to post

STEP TWELVE–CONTACT/CORRESPONDENCE

- Stress to the Selection Committee that all correspondence/calls/emails related to the position should be directed to Talent Acquisition or the Chair–put your contact info in the job ad and state this in the ad
- Candidates MUST apply through eRecruiter–do not accept applications via email or applications sent to Selection Committee members

STEP THIRTEEN--DOCUMENTS

- After the competition closes, the Chair needs to make all applications available to the Selection Committee within 7 working days
  - You can share as they arrive or all at once when the competition closes
  - Selection Committee member can either view applications in eRecruiter or you can download and create a password-protected restricted access Google Drive with pdfs (generally, this is easier for the Selection Committee)
- Only full-time employees have access to eRecruiter, so you will need to contact Talent Acquisition to provide others with access
- Remind the Selection Committee about confidentiality and best practices for document handling (electronic, paper, notes)

STEP FOURTEEN– CONFLICT OF INTEREST

- The Chair should already have asked the Selection Committee about potential conflicts of interest, but they should do so again now that the applications have been submitted as new conflicts may have arisen
- Selection Committee members must declare any actual or perceived conflict–see MRU Code of Conduct and Article 9.4.3 of the Collective Agreement (refers to T&P but also applies to hiring)
- The Chair and Selection Committee (including the Dean) will decide whether the person can remain a member of the Selection Committee. If not, they will need to be replaced.
- Those in conflict must recuse themselves before the shortlist meeting

STEP FIFTEEN–LONGLISTING AND SHORTLISTING

- Ask Selection Committee members to review applications using the agreed-upon position criteria. People should not be creating new criteria.
- Selection Committee members should come to the shortlist meeting with a longlist of candidates (how many will depend on the size and quality of the pool--six or so names are typical). Ask Selection Committee members to rank the longlist applicants if possible.
- The Selection Committee will meet and decide on a shortlist. It is helpful to have a whiteboard to list everyone's longlist so you can see commonalities. It may be helpful to do this before opening the discussion. Ensure everyone gets a chance to explain the reasons behind their long list–go person by person if need be. Sometimes this is a quick process, others it is not–"you can't always get what you want."
- Some areas do brief interviews to determine the final shortlist (do so virtually if this is the case). Be clear about what you are seeking in this brief interview and treat all candidates the same (length, questions, etc.)
- The shortlisted candidates are those who will be invited for an in-person interview
- The unit needs to trust the Selection Committee to do their work and should not interfere in the shortlisting process

STEP SIXTEEN–INTERNATIONAL CANDIDATES

- International candidates require a work permit to work in Canada. If you are considering hiring an international candidate, you need to contact Talent Acquisition at the START of the process (have to do labour market analysis, etc.)
- Getting a work permit can take several months–no guarantee it will be approved and foreign workers must meet government eligibility requirements
- Can be costly for MRU–we do not have people in HR to deal with international hires. Legal will be involved.
- Currently, preference is given to those currently eligible to work in Canada (i.e. someone with a current open work permit would be in the same position as a citizen or permanent resident). The MRU job template currently contains this statement: "All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority."
- HR and Legal are still working through the issues with international hiring, recognizing it is a way to diversify our faculty
- eRecruiter is difficult as it asks "are you eligible to work in Canada"–most applicants say yes but they do not necessarily have a work permit. BUT, we have to be careful not to violate Human Rights when asking about eligibility to work in Canada. You can't ask where someone is born but <u>Canadian employers are within their rights to give preference to Canadian citizens or permanent residents.</u>
- So, you can't ask if a candidate is a Canadian citizen, but it is legal to ask, "Are you authorized to work in Canada?" and explain that to be "legally entitled to work in Canada" you must be a citizen, permanent resident, or hold a valid work permit or *visa. Don't ask which of these apply, just ask if any one of them do.*

STEP SEVENTEEN----SHORTLIST FINALIZED

- Shortlist is finalized---by a majority vote if necessary
- Shortlisted candidates must meet the position requirements
- Wait to contact those on the shortlist until the hiring process and expectations are finalized by the Selection Committee
- Best practice to have the next person(s) on the list identified by the Selection Committee in case one (or more) of the shortlisted people decides not to come for an interview

STEP EIGHTEEN– INTERVIEW QUESTIONS

- The Selection Committee needs to create a list of interview questions
- The same questions should be asked of each candidate
- There are sample interview questions in the HR Toolkit under faculty hiring
- While there are some typical questions for a faculty interview, some questions should be tailored to the position
- Questions should be based on the criteria/posting
- Avoid yes/no questions

STEP NINETEEN–DETERMINE INTERVIEW PROCESS

- If there is an initial virtual interview, determine questions
- The in-person interview typically is around 1.5 hours with the predetermined questions. Some units ask candidates to bring course outlines or other materials to the interview. All candidates must be given the same directions.
- Many units have candidates do a teaching demo/presentation--usually 15 to 30 minutes followed by questions. The Selection Committee will need to determine whether this is open to the Selection Committee only, or members of the unit as well.
- Need permission and not the norm to share CV, etc.
- Many units have candidates do a research talk/presentation–usually 30 minutes followed by questions. This is typically open to both the Selection Committee and members of the department though sometimes others are invited as well. The candidate needs to know who is invited. Applicants must NOT attend the presentations of other candidates. If the person is likely going to be TS, this can be adjusted as necessary, but be sure to stick to the hiring criteria.

STEP TWENTY--TEACHING/RESEARCH TALKS

- There should be criteria for assessing the presentations that align with and support the principal criteria for the position
- Candidates have to be given adequate time to prepare for the presentations
- Every candidate must be given the same amount of time for their presentations--cut them off if necessary
- If inappropriate questions are addressed to the candidate during or after the presentations, the Selection Committee Chair (and the Dean, if necessary) should shut down the question and proceed

STEP TWENTY-ONE--CONTACT THE CANDIDATES

- Contact the candidate to see if they are still interested--can be done by email and is usually followed by a phone call. Be sure to ask them if it is a good time to speak. Best to have a script to describe the position, timelines, activities expected of them, etc. Follow up the conversation with an email/document that reiterates what was discussed and provides general MRU information (Jennifer has samples if you would like to see them).
- Ask them what days/times work for them (these should have been booked early in the process)--best to ask this of all candidates before committing them to a specific date as some candidates may only be able to come on one date, while others will have flexibility. Remind them that they will need to fly the day prior and most fly out the day after, so it is a 3-day commitment in total.

STEP TWENTY-TWO--INTERVIEW SCHEDULING

- Try to give candidates at least two weeks to prepare for the interview--we are asking them to create presentations, etc. which takes time, and they may need to deal with things like child/pet care, existing position duties, etc.
- Schedule the interviews as close together as possible
- When setting up the schedule, give them breaks and leave sufficient time for lunch, etc.
- See next two slides as well

STEP TWENTY-THREE--CANDIDATE CAMPUS VISIT ARRANGEMENTS

- Check to see if the candidate has any accessibility needs or preferences---could be things like mobility, diet, or even things like a room and time to breastfeed. Keep in mind accommodations for ALL aspects of their time at MRU including things like tours etc.--tell them what to expect so they know what accommodations they may need. There may be other needs as well such as a place to smudge.
- Confirm what technology will be available for their presentations--explain that we use Dell computers in our classrooms
- Explain our rules about interview expenses--there is an Interview Expense Guide in the HR Toolkit in MyMRU under faculty hiring. Expenses must be reasonable. Any expenses out of the ordinary require the pre-approval of the Dean.
  - The candidate typically books their flight and gets reimbursed--must fly economy. We can book their flight if necessary--your admin can do this on their P-Card
  - We usually book and pay for the hotel--can stay in MRU residences, Grey Eagle, Inn on Officers Garden, etc. Residence is preferred by HR.
  - Tell them to keep all receipts for taxis, food, etc. Candidates can be picked up or take a taxi to and from the airport--taxi preferred.
  - We do not cover the costs of child/pet care, etc.

STEP TWENTY-FOUR--INTERVIEW PREPARATION

- The morning of the campus visit, assign people to meet the candidate at their hotel and bring them to MRU. People should also accompany the candidate to the interview, job talks, etc.--create a detailed itinerary of who is doing what so there is no confusion.
- Candidates can have breakfast on their own, but it is nice to have the Committee Chair have breakfast with them.
- Ensure an appropriate room is booked for the interview--quiet, not too large, etc.
- Book a location for the teaching demo and the research talk--often done back-to-back in the same room with a short break in between
- Again, ensure the candidate has breaks and that you provide lunch. Remind people that lunch is not an interview and that they should not ask illegal questions (have a discussion about what is illegal). Usually, lunch is on campus--give them options due to dietary needs and preferences. If possible, it is nice to give them an office space to rest so on their own during breaks without needing to speak to someone.
- Many units also give a campus tour. Sometimes candidates will ask for a Calgary tour as well. Keep in mind mobility issues and how candidates are dressed.
- At the end of the day, schedule a short wrap-up meeting with the candidate to see if they have any questions or anything to add.
- Arrange dinner with the candidate and 3 or so members of the Selection Committee/unit. Again, dinner is not an interview! Arrange transportation back to the hotel. Make sure you give them restaurant options and be sure to accommodate dietary requirements and preferences. Best to make a dinner reservation.

STEP TWENTY-FIVE--INTERVIEW FORMAT

- Interviews MUST be consistent--format, questions, room, allocated time
- The Selection Committee Chair leads the interview
- Consider starting with a land acknowledgement
- Ensure all members of the hiring committee are introduced
- Walk the candidate through how the interview will work--format, timing, time for their questions
- The Selection Chair must keep the Committee on

track--stick to the questions, stop illegal questions, etc.

- Close with a discussion of the next steps

STEP TWENTY-SIX-- FEEDBACK

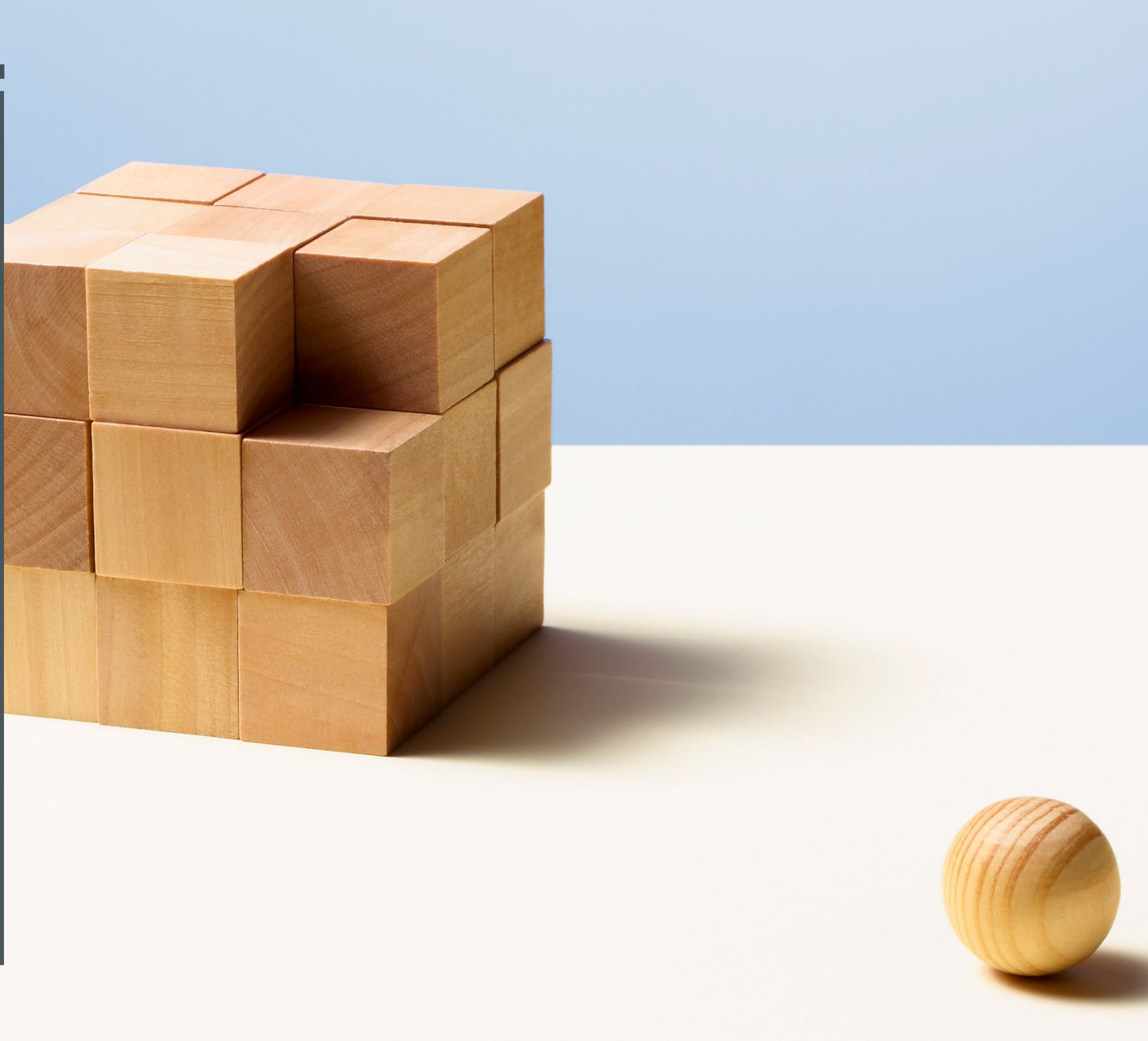
- After the presentation(s), the Selection Committee Chair should email members of the unit and ask them to provide feedback (can be open-ended or a form)
- Should give people reasonable time to provide feedback (ideally, 5 working days though this is not always possible)
- Feedback is NOT anonymous
- The Selection Chair should review feedback for anything illegal, etc. Contact HR for advice if necessary.
- Keep in mind department members have seen only part of the entire hiring process and thus are commenting only on what they have seen.
- Those in a conflict of interest situation should not provide feedback

STEP TWENTY-SEVEN--RECOMMENDATION MEETING

- The Selection Committee will meet to discuss the candidates using the criteria as a guideline for their discussion
- STICK TO THE CRITERIA
- Any submitted feedback should be discussed
- The candidates should be ranked. You may say a candidate is not suitable.
- Ideally, the ranking should be by consensus or, if not possible, by a simple majority vote
- Remember, the Selection Committee is recommending, not deciding

STEP TWENTY-EIGHT--NO SUITABLE CANDIDATE

- If the Selection Committee is unable to agree on a candidate, they may interview additional candidates from the applicant pool
- Remember, your preferred candidate may refuse the job offer--don't assume they will say yes
- The Selection Committee may declare a failed search and repost right away or later (with Dean and Provost approval)



STEP TWENTY-NINE--CONTACTING THE PREFERRED CANDIDATE

- The Selection Committee Chair should contact the preferred candidate to confirm they have their consent for references to be contacted--best to do this by email so there is a record kept of the consent. If you want to contact other references that they have not provided, please speak to your HR Talent Acquisition representative about how to approach this.
- If they have not already provided the contact information for three references, ask the preferred candidate for this information
- References may include people such as someone the candidate reported to; and/or an individual knowledgeable about the candidate's research, service, or teaching; and/or an individual who reported to or was supervised by the candidate. Candidates may not have all these types of references.
- Do NOT contact the other candidates yet

STEP THIRTY-- REFERENCE CHECK

- The Selection Committee Chair contacts the references--it is best to email and ask for a time to set up a phone call
- Some references may not respond--it happens…
- Reference checks are usually done via a phone call
- There is a Reference Check Presentation in the HR Toolkit in MyMRU--read this before contacting the references
- Maintain a record of the reference check
- The Selection Committee should review the references and decide if they still want to recommend the preferred candidate

STEP THIRTY-ONE--HIRING RECOMMENDATION DETAILS

- The Selection Committee makes a **recommendation** on the following:
  - Preferred candidate(s)
  - Category of appointment
  - Rank
  - Tenure
  - Work pattern
  - Attainment of the required academic credential or equivalent
  - Years credited towards the tenure probationary period--see Article 4.3.9
  - Placement on the salary grid

You may need another Selection Committee meeting to determine these items if they were not discussed at the prior decision/recommendation meeting.

STEP THIRTY-TWO--HIRING PACKAGE

- You will want to let the preferred candidate know that they are being RECOMMENDED (stress that the Dean and Provost also need to approve and that the offer comes from the Provost). Do this via a phone call.
- Next, a hiring package is prepared by the Selection Committee Chair as outlined in Article 4.3.10, who submits the package to the Dean.
- If necessary, the Selection Committee Chair can request additional information from the preferred candidate to determine things like recommended grid placement, years credited, etc. Be sure to explain the strengths and weaknesses of having years credited.
- The hiring package must contain a written report from the Chair that describes the hiring process procedures and criteria--there is a template for this report in the HR Toolkit
- The package should also contain the following:
  - Recommendation Form to the Provost (this now includes the grid step)--need to ensure rationale sections are completed. Need to include detailed information for how the recommended grid placement was determined. This form is in the HR Toolkit.
  - Application and CV of the preferred candidate
  - CVs of other candidates who were interviewed
  - Copy of the job posting
  - Interview questions

- PLEASE NOTE--THESE ARE NEW FORMS AND PROCESSES!! ENSURE IT IS COMPLETE BEFORE SUBMITTING THE PACKAGE TO THE DEAN.

GRID STEP FORM

- New form created--it is a combination of several previous hiring forms
- Will be posted in the HR Toolkit in MyMRU
- **More comprehensive and detailed**
- To help prevent salary anomalies and foster transparency, the form now shows how grid steps are calculated, provides formulas for things like how contract work counts as grid steps, and, most importantly, asks for a **rationale**.

STEP THIRTY-THREE--CONTACT CANDIDATE AGAIN

- The Dean or the Selection Committee Chair should contact the preferred candidate again (via email is fine since you have already talked to them) to let them know that the hiring recommendation has been submitted and that they will receive a formal offer via email from HR. The Chair should NOT engage in discussions/negotiations about the offer with the candidates.
- Explain that it may take some time for the offer to arrive--many people have to approve, and they are involved in dealing with many offers at once.

STEP THIRTY-FOUR-- SUBMISSION OF THE HIRING PACKAGE

- The Dean reviews the hiring package
- The Dean submits the hiring package to the Provost
- The hiring package is retained in HR
- If a Selection Committee is recommending that a person be hired with tenure, the hiring committee recommendation must be sent by the Provost to the President for approval.

STEP THIRTY-FIVE--OFFER CREATION AND CANDIDATE RESPONDS TO THE OFFER

- HR sends the offer to the candidate
- The preferred candidate is given 10 calendar days to respond to the offer and return a signed copy to HR. You can require an answer after 10 days as other candidates are waiting to hear from you, and you may lose them. HR will contact the Chair and Dean once a signed offer is received.
- There are times when the candidate will want to discuss the offer before signing--direct them to the Dean. The Chair should not be negotiating with or promising things to the candidate.
- The candidate will be asked to provide formal proof of their degrees/credentials--formal transcripts must be sent directly to HR.

STEP THIRTY-SIX--GRID PLACEMENT AND SALARY

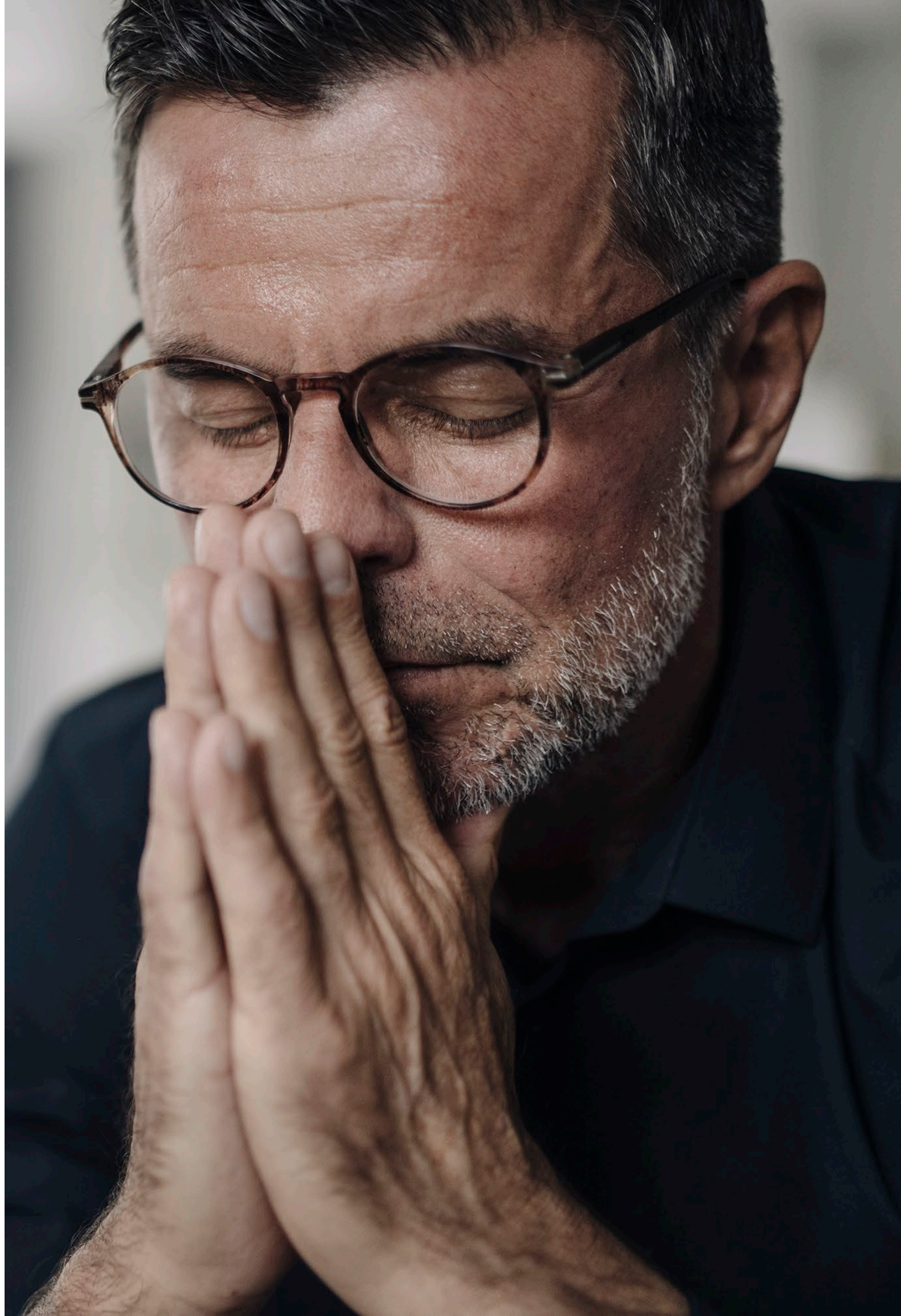
- The salary schedule is listed in the Collective Agreement
- The candidate should understand that we have a set grid and how their placement was determined--we do not have wide-open negotiations in the same way some universities do
- Questions about grid placement should be directed to the Dean

STEP THIRTY-SEVEN--MOVING EXPENSES

- Chosen candidates are eligible to have some of their moving expenses reimbursed
- Amounts, what is eligible, and procedures are listed in the Relocation Expense Policy and Procedures in the HR Toolkit
- In exceptional circumstances, the amounts may be increased with the Provost's approval

STEP THIRTY-EIGHT--NOTIFYING UNSUCCESSFUL CANDIDATES

- Once you have a signed offer, you should notify the unsuccessful candidates
- This should be done *before* announcing the results of the hiring competition
- Ideally, do this via a phone call
- Do NOT get into reasons why they were not chosen--say the chosen candidate best met the department's needs and the hiring criteria. This is not a case in which you are their mentor. Providing info can breach confidentiality and open the door to issues.
- Prepare yourself--this can be an emotional call



STEP THIRTY-NINE--ANNOUNCEMENT

- The Dean or Selection Committee Chair may wish to announce the successful candidate
- Be sure they are ready to have this announced--the successful candidate may need to inform their current employer or others first
- Best to share the wording of the announcement with the successful candidate
- Distribute the announcement as appropriate
- Be sure to thank members of the hiring committee

STEP FORTY--FILE MANAGEMENT

- Once the hire is complete, the Selection Committee members should be told by the Chair to destroy all transitory materials related to hiring such as notes taken, files downloaded, etc.
- Delete any Google Drives that were created for the hiring process.

STEP FORTY-ONE-- ASSIST NEW HIRE

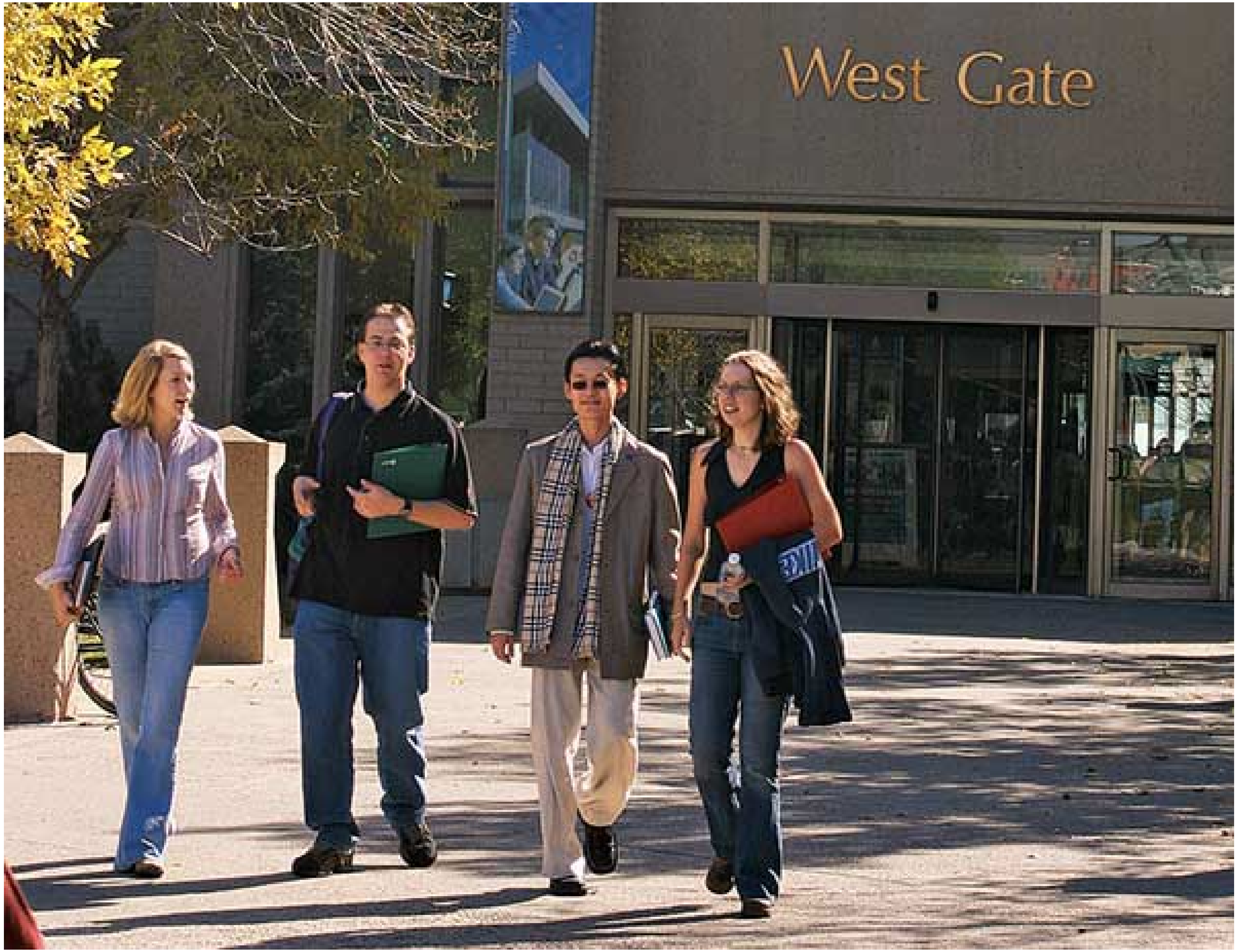
- Support the candidate in their move to Calgary and MRU
- Discuss workload assignments, course outline policies, grading scheme, etc.
- Discuss MRU resources such as the library, ADC, etc.
- They may need advice about neighbourhoods, daycares, etc.
- Ensure someone is available over the summer to answer their questions

STEP FORTY-TWO--SETTING UP THE RESOURCES FOR THE NEW HIRE

- The Selection Chair will receive an email from HR providing them with the hire's ID number
- Once the ID number is received, the Chair/department admin assistant can make arrangements for office keys, a computer, email setup, IT access, etc. Ensure this is done BEFORE the hire's arrival and as soon as possible after the person is hired.

STEP FORTY-THREE--NEW FACULTY ORIENTATION

- New faculty will be invited to the New Faculty Orientation, typically held in August each year
- Be mindful that those who start at times other than July 1 may require extra guidance



STEP FORTY-FOUR--FIRST DAY

- Arrange to have someone meet the hire on their first day
- Make them feel welcome
- Introduce them to members of the department, etc.

FINALLY…RELAX

YOU MADE IT TO THE END OF THE HIRE!!

QUESTIONS?