

Pre-arrival Checklist

For the new faculty hire

Congratulations, by now you have signed your Letter of Offer and are on your way to being a part of the UM Bison Herd!

At the University of Manitoba, we uphold the values of a Bison herd- nurturing and protecting in an environment where all can thrive. Just as a Bison herd moves together, supporting and safeguarding each member, we are committed to nurturing your career development and part of that process is facilitating a smooth transition as you prepare to take on a new appointment as a faculty member.

Traditional Territories Acknowledgement

The University of Manitoba campuses are located on original lands of Anishinaabeg, Ininiwak, Anisininewuk, Dakota Oyate and Dene, and on the National Homeland of the Red River Métis.

We respect the Treaties that were made on these territories, we acknowledge the harms and mistakes of the past, and we dedicate ourselves to move forward in partnership with Indigenous communities in a spirit of Reconciliation and collaboration.



Our plan to lead change together

Grounded in UM's [mission, vision and core values](#), and [in the spirit of Reconciliation and collaboration](#), we will respectfully lead change and shape a brighter future for all.

This Pre-Arrival Checklist resource will take you through a detailed step-by-step list of items to complete before you arrive to start your new role on campus. To ensure a smooth transition, it is recommended that you request assistance from your unit point person or administrator if you have any questions regarding what is mentioned on this checklist.

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- ☐ Complete the [Personal Information Form](#) and submit to your hiring unit (not Human Resources), if one of the following applies:
 - You have been hired by the University for the first time.
 - You have been re-hired by the University and your personal information has changed since you were last employed at the University.

 - ☐ Human Resources will begin the process of collecting all required documents and approvals. You will be notified by your unit that your employee number has been created and upon receipt of that message, you can start the process of [claiming your UMNNet ID](#). You will be prompted to set a password and update your security questions. If you have an existing staff or student account, our system will inform you that you have already claimed your account and you will be asked to contact the IST Service Desk for assistance. In either case, you will gain access to the following:
 - [Multi-factor Authentication security](#) – MFA is mandatory at the UM for all faculty, staff, and students. It adds an extra layer of security to our university accounts to protect you, your data, and university systems from unauthorized access and phishing attacks. Verifying your identity using a second factor such as your phone or mobile device prevents others from accessing your accounts, even if they know your password.
 - [M365 email](#) and the [Office Productivity Suite Application](#) – By activating your UMNNetID, you will gain access to your Outlook email and the M365 Office Suite.
 - [UM Learn](#) – Is the University of Manitoba's learning management system (LMS) and is used to support the effective delivery of face-to-face, online and blended courses.
 - [Libraries](#) – UM Libraries offers a wide range of support for research and learning for students and faculty, including web-based resources, supplemental instruction from subject librarians, workshops, and reference services. UM Libraries provides several services for the UM research community to support the creation of good data throughout the research data lifecycle.
 - [UM Intranet](#) - Serves as your portal to conveniently and quickly access faculty and staff resources and materials needed for your career, life and work at UM. Accessible only to those with a @umanitoba.ca email address (faculty, staff, nil appointments and affiliated partner employees), UM Intranet is hosted on SharePoint Online (SPO), a Microsoft 365 application commonly used for intranet sites.
 - [Employee Self-Service \(ESS\)/VIP Portal](#) – The Employee Self-Service (ESS) system can be accessed through the VIP portal. In the ESS system, you can update your preferred name, address, phone number or emergency contact.
 - [VPN Remote](#) - A virtual private network (VPN) is used to allow offsite users to access secured/restricted resources. The VPN utilizes public resources such as the internet to provide remote users with secure access to the University of Manitoba's network. It allows the authentication and encryption of data between the remote user's computer and the campus network.
 - [UofM Secure](#) - Is UM's wireless network that's fast, encrypted, and available everywhere on all campuses to anyone with a UM email address. All you have to do is enter your UM email address and password the first time you connect. Your device will remember your connection the next time you are on campus. Students, staff and faculty should connect to **uofm-secure** while on campus.

 - ☐ Complete the [Workplace Diversity Self-Declaration](#) form – There are six questions in total and for optimal data, all employees should complete the form and provide this information. Information collected from the survey is not limited to particular groups or individuals. Your response is voluntary, and your personal information remains confidential. Individual information will not be shared, and data will be aggregated. More information can be found on the [Equity, Diversity and Inclusion](#) section of UM Intranet.

 - ☐ Report any [Accessibility](#) requirements to your unit, if applicable.

- ☐ Sign up for the [IST Alert Mailing list](#) to stay informed of current and planned outages and problems.
- ☐ Draft a short, professional bio for the Dean's announcement of your appointment and send it to your department head or unit lead. Include a professional headshot photo, if possible.
- ☐ Create or update your [ORCID](#) (Open Researcher and Contributor ID) to ensure that you are linked to the University of Manitoba.
- ☐ If possible, begin the process of acquiring your [Staff ID](#) card by visiting the Registrar's Office (400 UMSU University Centre) in-person at the Fort Garry campus. Employees of the Bannatyne, William Norrie, and northern sites can request their ID cards online. Online requests may take up to two weeks to process.
- ☐ Visit the [campus](#) before your first day (if possible):
 - Determine the location of your building in relation to your parking spot, transit bus stop, bike storage locker, tunnels, or accessible or gender inclusive washrooms, etc. through [interactive campus maps](#) for both Fort Garry and Bannatyne. Printable maps are also available for the [Fort Garry campus](#) and the [Bannatyne Campus](#).
 - Explore our [campus services](#) and amenities.
- ☐ Submit the following documents:
 - Complete the [Direct Deposit Authorization Form](#) and [TD1 Tax Form](#) submitting to Payroll Services at payroll@umanitoba.ca. Find out more information [about your pay](#).
 - Learn about the [UM Pension plan](#), and then complete the [Pension Plan Application for Membership form](#) or [Participation Waiver Form](#) by submitting to pension.office@umanitoba.ca.
 - If you are eligible for benefits, watch for an email from [UM Benefits](#) within your first 1-2 days of employment that will include all enrolment forms and information.
- ☐ Visit the [New faculty onboarding](#) intranet page to access the **Arrival Checklist** and other resources.
- ☐ You will be provided a computer upon arrival. If your hiring unit has yet to ask, please provide a list of other specific computer equipment you require to meet your teaching, research, and service responsibilities.
- ☐ Other resources:
 - The UM [Recreation Services](#) provides membership and recreational programming opportunities for our university community and the general public at both our Fort Garry and Bannatyne campuses. You can [book a tour](#) or sign up to [become a member](#).
 - The [Office of Parking & Transportation](#) provides environmentally sustainable, innovative and professionally managed parking & transportation options (including [biking to campus](#), [busing to campus](#), and [accessibility parking](#)). The [Staff parking](#) page offers information about parking rates and how to sign-up for a parking spot.
 - [Spiritual Care and Multi-faith Centre](#) – primarily support students but all are welcome to engage in individual and communal spiritual practices
 - The [National Centre for Truth and Reconciliation](#) is located on UM's Fort Garry campus and is a valuable resource for those interested in learning further about the lasting legacy of Indian Residential Schools. As the permanent home for all statements, documents and other materials gathered by the TRC, the NCTR has played an important role in guiding the UM in its commitment to reconciliation.
 - The [UM Black Alliance](#) consists of Black students, alumni, staff and faculty. UMBA was formed to acknowledge and honour the specific history of dispossession, enslavement, segregation, settler colonialism, and related conditions that resulted in a Black presence in Canada.
 - UM is committed to being an inclusive and welcoming space for all 2SLGBTQIA+ students, staff and faculty. We work to action gender inclusivity, counter homophobia and transphobia, and build

community by, with, and for UM community members with minoritized gender identities, gender expressions, and sexualities. [Access information](#) about opportunities to connect, resources, services, and learning opportunities for 2SLGBTQIA+ and allies.

- The [Office of Equity Transformation](#) provides leadership and coordination at the University of Manitoba to dismantle all forms of oppression, reduce barriers to meaningful participation and narrow inequities to build an institution and community rooted in equity and our commitment to accessibility, diversity and inclusion. Work is organized around the guiding principles of equity, anti-oppression, diversity and inclusion and transformation.

Additional items for foreign nationals, individuals from outside the Winnipeg area:

- ☐ Official [translation of required documents](#), if applicable. (This includes your current driver's license, if you wish to obtain one in Manitoba.)
- ☐ Secure housing accommodations
 - Rental search
 - There are many online rental sites to assist you to find accommodations (e.g. www.rentals.ca/winnipeg or www.apartments.com/winnipeg-mb/).
 - For a more tailored support regarding short-term (furnished) or long-term accommodations, please contact familyresource@umanitoba.ca for assistance.
 - Information about renting in Manitoba
 - Review the [Tenant Rights and Responsibilities](#)
 - Reference to the [Landlord Rights and Responsibilities](#), if needed.
 - Canadian Mortgage and Housing Corporation (CMHC): [Renting a home](#)
 - Calculate how much rent you can afford using the: [CMHC Affordability Calculator](#)
 - Information about buying a home in Manitoba
 - [Winnipeg Real Estate MLS Listings | Realtor.ca](#)
 - [Reliable advice when buying | Consumer Protection Manitoba](#)
 - The [Winnipeg Real Estate Board](#) offers tools and calculators that help make the decision of buying a bit easier.
 - Most of the major banks in Canada also provide home buying resources on their websites.
- ☐ Manitoba schools (moving with children)
 - Visit [Going to school in Manitoba](#) to learn about registering your child in school
 - The City of Winnipeg has a [School Division map](#) to find your catchment area
 - Required documentation to register (may vary slightly by school division)
 - Passports of each family member
 - All work, study, and/or visitor permits
 - Letter of Offer from employer
 - Rental agreement or a utility bill (e.g. MB Hydro, City of Winnipeg water, or tv cable/internet) for proof of address
 - Child's birth certificate
 - Medical history (if medication or medical treatment is required, the school may request an authorization form completed by a medical doctor)
 - Arrange for school bus transportation, if applicable
 - School bus transportation is available for kindergarten to grade 6 students within the Pembina Trails School Division. The grades may vary by division.
 - Your place of residence must be 1.6 kms **away** from the school to be eligible.

- Contact the school division's transportation department to inquire.
 - Complete the registration process with your child's school, upon your arrival to Winnipeg.
 - Inquire with UM Family Resources regarding guidance on the school registration process by emailing familyresource@umanitoba.ca, if needed.
- ☐ Manitoba childcare (moving with children 12 years and under)
- Plan to have temporary childcare in place as there is usually a waiting period to secure a daycare space (children under 12 years of age cannot be left home alone).
 - You can visit the [Manitoba Child Care Search](#) online tool which indicates availability of spaces throughout the city of Winnipeg and its surrounding areas (this information is not reported in real time)
 - Contact the Family Resource Coordinator if you need assistance with childcare search. The search process can begin as soon as the area of residence has been determined.
 - [Campus Children's Centre](#) operates an infant and preschool program at the Fort Garry campus with a second location opening up at the Rady Faculty of Health Sciences on Bannatyne. Campus CC is a non-profit organization, with their own governing board that is separate from the University of Manitoba.
 - Inquire with UM Family Resources regarding the daycare search process and other childcare options by emailing familyresource@umanitoba.ca, if needed.
- ☐ Other resources
- The Canada Border Services Agency has information on [Moving or returning to Canada](#)
 - The Government of Canada has information about [Bringing animals \(pets\) to Canada: Importing and travelling with pets](#)
- ☐ [Prepare for arrival](#) at the Canadian border by visiting the Government of Canada page

Upon your arrival in Winnipeg:

- ☐ Typically, you will receive your [work permit](#) at the port of entry to Canada on the day of your arrival. Additionally, and where applicable, you must submit a copy of your work permit to the University prior to beginning your employment. A photo or scanned version is permitted.
- ☐ Apply for a [S.I.N. \(social insurance number\)](#) card, if applicable. A Social Insurance Number (SIN) is necessary to legally work in Canada and to access government programs and benefits such as Employment Insurance and the Canada Pension Plan. In accordance with the Employment Insurance Act Regulations, as a new employee, you must provide their Social Insurance Number (SIN) within your first 3 days of employment. If you do not have a SIN, you **must apply for one within the first 3 days of employment and inform the University within 3 days after you have received it. Where the University is unable to ascertain the Social Insurance Number of a new employee within 6 days after the day on which the employment begins, the University is required to report the matter to the local office of the Canada Employment Insurance Commission.**
- ☐ Visit the Government of Manitoba – [Moving to \(or around\) Manitoba](#) to:
- Report your new address/address change
 - Forward your mail (if moving within Canada)
 - Learn more about the MB healthcare system and [health coverage](#)
 - How to obtain a [MB health card](#), if applicable
 - How to find a [family doctor](#)
 - [Hospital and health centre roles](#) factsheet
 - Community support programs

Note: Foreign nationals with a work permit of **12 months or longer** are eligible for coverage under Manitoba Health. If this applies to you, you may register online for a [Manitoba Health card](#) once your work permit has been issued, even before arriving to Canada. **Once approved, coverage is retroactive to the date the work permit was issued.** If your work permit is less than 12 months, private health insurance is required. For assistance, please contact immigration@umanitoba.ca

☐ Setting up your household

- Largest financial institutions in Canada
 - Scotiabank
 - Canadian Imperial Bank of Commerce (CIBC)
 - Royal Bank of Canada (RBC)
 - Toronto-Dominion Bank (TD)
 - Bank of Montreal (BMO)
 - Credit unions are non-profit, member-owned cooperative financial institutions
- Largest telecommunication companies in Canada
 - Rogers Wireless
 - Bell Mobility
 - Telus Mobility
- Winnipeg Yellow Pages (local telephone [directory](#))
- Government of Manitoba frequently [called numbers](#)
- Emergency [services](#) in Manitoba
- Manitoba Hydro is a provincial Crown Corporation and is responsible for electricity and natural gas utility distribution. You will need to [set up an account](#) as a new customer if you will be responsible for paying the electricity bills in your home. Rental payments may already include heat, water, and electricity. Inquire with your property owner/agent to determine what is included in your rental agreement.
- If your rental agreement does not include the landlord paying for water usage, then you are responsible for making the quarterly utility bill payments. Visit the City of Winnipeg [MyUtility](#) for more information.
- If you are renting, you can ask your landlord to show you the location of your mailbox. You can also visit [Canada Post](#) page to learn about community mailboxes, parcel lockers, or how to rent a post office box.

☐ Determine your transportation options

- [UM Getting here](#)
- [UM Campus maps](#)
- City of Winnipeg popular [maps](#)
- City of Winnipeg [transit system](#)
- There are various transportation options, including [rideshare companies](#), that are licensed to operate at the Winnipeg Richardson International Airport (YWG)
- Manitoba Public Insurance
 - Switching your [vehicle registration](#) (plates and insurance) from another Canadian province
 - New drivers will need to complete the [Manitoba Graduated Driver License \(GDL\) program](#)
- UM's Climate Action Plan embraces the community's willingness and desire to work together to see change. To achieve the action goals, everyone has a role to play. The [Transportation page](#) provides ways you can help us meet our climate action goals for transportation.

Note: If you are coming from another province in Canada, you have **three months** to switch your vehicle registration (plates and insurance). There is an annual fee to maintain your Manitoba driver's license. Some countries have either a license exchange agreement or a simplified license exchange process with the province of Manitoba. Visit MPI's [New or Returning to Manitoba](#) page or any [Autopac agent or an MPI Service Centre](#) for more information.

- ❑ University of Manitoba child and youth programs
 - [UM Babysitter Directory](#) lists current students who are willing to provide babysitting services for members of the UM community.
 - [MiniU program](#) offers summer day camp experiences for children between the ages of 4 to 12 years and up.
 - [WISE Kid-netic Energy STEM day camps](#) are for children between the ages of 9 to 12 years and provide summer week-long experiences of discovery and innovation.
 - [Desautels Faculty of Music Prep Studies program](#) provides on-campus private music lessons for all ages and experience levels across a wide range of instruments, as well as group instruction in early childhood music, musical theatre, music theory, and more. Students also have multiple opportunities for performance throughout the year, all within a supportive, inspiring academic environment. Contact prepmusic@umanitoba.ca for details.
 - [Biomedical Youth Program Summer Camp](#) is held at the Bannatyne Campus and Niji Mahkwa Inner City Science Centre. It provides hands-on activities in Medicine, Dentistry, Pharmacy, Medical Rehabilitation, Nursing and Basic Sciences and is free of charge to students in grades 6-12 who are interested in science. For inquiries, please contact biomedicalyouth@gmail.com with "BYP Summer Camp" in the subject line.
 - [Bruce D. Campbell Farm and Food Discovery Centre](#) provides educational programming, hosts family-friendly events, and space rental options for your next family gathering or meetings.

❑ Community-based family programs and services

Newcomer

- [Folklorama](#) provides a comprehensive list of ethnocultural communities in Winnipeg.
- [Manitoba Start](#) provides central registration services for all newcomers.
- The [Immigrant Centre](#) provides newcomers with free programs and services.
- UM [Living and learning in Winnipeg](#) is a student-focused page, but contains some useful resources and information for newcomers.
- [MOSAIC – Newcomer Family Resource Network Inc.](#) provides free family programs for newcomer families, including English classes with free childminding while parents are in class.

Seasonal information and emergency preparedness

- [Environment Canada – Winnipeg Weather Forecast](#) - provides weather forecasts and monitors environmental conditions for Winnipeg and the surrounding area.
- [MB 511 – Road and Traveller Information](#) - is a digital traveller information service provided by Manitoba Transportation and Infrastructure to help you plan your routes safely and efficiently across the province of Manitoba. The [website](#) contains information on maps, traffic, road conditions, traffic cameras, weather, and more.
- [Live&Learn.ca - Getting winter clothes for the first time](#) – tips for choosing the right winter clothing and gear to stay warm during the winter season.
- [City of Winnipeg - Hot & cold weather safety](#) - Winnipeg summers often include extreme heat conditions and summer storms. In the winter, temperatures drop to extreme cold levels each year. Preparing for these hazards can help keep you and your family safe.
- [Manitoba Public Insurance - Winter driving](#) – Winter requires a change in driving habits to suit the conditions of the season. Traction is reduced, affecting your ability to get out of snow, make a turn or stop. MPI has some tips on winter driving, vehicle maintenance, and handling severe weather conditions so that you and your family can arrive to your destination safely.
- [MB Government Guide Through Emergencies and Disasters](#) – provides information on emergency management for natural, human-caused, and technological disasters and emergencies, reducing the negative impacts you may experience.

- [Government of Canada Emergency Preparedness Guide](#) – offers detailed steps to take to become better prepared for emergencies, the page includes a Family Emergency Plan template and list of emergency kit items.

Pregnancy and parenting

- [Healthy Parenting Winnipeg](#), hosted by the Winnipeg Regional Health Authority (WRHA), is a resource page dedicated to supporting families from pregnancy up to preschool.
- The MB Government provides a list of [Healthy Baby Community Support Programs](#) for individuals who are pregnant or have a baby under the age of 1.
- [Keeping your baby warm in winter](#) – learn about ways to keep your baby warm in the house, in their crib or bassinet, or when out and about.
- [New Directions](#) is a non-profit organization that supports children, youth, adults, and families with a variety of needs.
- [Family Dynamics](#) is a non-profit organization that provides programs and services to children, parents, and families such as counselling, in-home family support, and neighborhood family resource centres.
- [Communities 4 Families](#) is a parent-child centred coalition providing resources to families living in the downtown area of Winnipeg.
- [South Winnipeg Family Information Centre](#) delivers programs and services for families living in the south area of Winnipeg.

Children and youth

- [City of Winnipeg Recreation Programs](#) is the primary resource for finding recreation and leisure programs offered by the city. Their Leisure Guide provides a comprehensive list of various activities, including swimming, skating, sports, arts and crafts, and summer camps, for all ages and skill levels.
- [City of Winnipeg Public Library](#) is a city-funded library system with 20 branches serving the community. It offers a wide range of services and resources for all ages, including a diverse collection of materials, programs, and digital resources.
- [ChatterBlock Winnipeg](#) is a website and online platform that lists family-friendly activities, classes, camps, and businesses in Winnipeg.
- [Rainbow Resource Centre](#) offers 2SLGBTQ+ youth a fun, positive space to learn new skills, create projects, and celebrate our identities. Programming focuses on fostering resilience, increasing self-esteem and self-confidence while building social networks, contacts, and peer support.
- [Youth Employment Services \(YES\) Manitoba](#) is a program that provides free employment services to young people aged 16-29 in Manitoba. The program aims to help youth prepare for the world of work, find job opportunities, and realize their potential. YES Manitoba offers a variety of services, including assistance with resumes and cover letters, job searching, interview preparation, career exploration, and skill development workshops.

Children with disability

- [Children's disABILITY Services](#) is a program run by the Manitoba Department of Families that provides support to families raising children with developmental or physical disabilities. CDS offers a range of services and supports, including counseling, information and referral, respite care, child development services, autism services, therapy services, supplies and equipment, home modifications, transportation, and training.
- [Manitoba Possible](#) is a non-profit organization dedicated to breaking down barriers to full and equal participation through a diverse range of programs and services for individuals with disability.
- [SSCY \(Specialized Services for Children and Youth\) Centre](#) in Winnipeg is a facility focused on integrating and coordinating services for children and youth with disabilities and special needs. It brings together various stakeholders, including government departments, health authorities, and service provider agencies, to offer a family-centered approach to care. The center provides a range

of programs and services, including therapy, diagnostic imaging, and family support, all within a welcoming and accessible environment.

- [KIDTHINK](#) is a Winnipeg-based non-profit mental health treatment center and outreach program that focuses on supporting children aged 12 and under in Manitoba. They offer clinical services and community outreach programs to address a range of mental health challenges, including anxiety, depression, ADHD, and behavioral issues. KIDTHINK emphasizes early intervention and prevention of mental health and addiction challenges.

Older adult and caregiver

- UM's [Adult Companionship Services \(ACS\) Directory](#) lists current students who are willing to provide companionship services for older members of the UM community.
- [MB Senior's Guide](#) lists a range of resources and supports throughout the province.
- [WRHA Seniors Resource Finders](#) refers adults 55 years old and older with community-based programs and services
- [A & O Support Services for Older Adults](#) provides specialized programs and services
- The [National Initiative for the Care of the Elderly \(NICE\)](#) has compiled an online library of resources focused on caregiving for Seniors in Canada. The resources include NICE Information Tools and links to a curated list of external web pages and videos.
- MB Government supports organizations like senior centres throughout the province. The centres help to connect older adults with essential services and resources in their community. In addition to assisting older adults, the government also provides benefits for [caregivers and families](#).

English as an Additional Language

- [Part-time Academic English Courses \(PTAEC\)](#) are available through the English Language Centre (ELC) at UM.
- [Winnipeg English Language Assessment and Referral Centre \(WELARC\)](#) assists newcomers with accessing language classes. An appointment is required. To register, use the [Appointment and Information Tool](#).
- [Enhanced English Skills for Employment](#) is a free program for those who have education and experience in professions and skilled occupations in business, management, or trades. Work permit holders are eligible to register. The program is funded by the Government of Canada. A valid referral from WELARC is required.
- There are several free English conversations groups that occur within the city. Please search the internet or contact familyresource@umanitoba.ca for a current listing.

Spouse or partner employment

- Visit the [Government of Canada](#) page for information on open work permits for family members of foreign workers.
- [Employment opportunities](#) at UM.
- [Volunteer Manitoba](#) connects individuals with volunteer opportunities.

☐ Other resources

- City of Winnipeg – Read about Winnipeg's [history](#)
- Watch a YouTube [video](#) about Winnipeg's history
- Learn about the city through [Tourism Winnipeg](#)
- Learn about the province through [Travel Manitoba](#)
- [Winnipeg For Free](#) lists free or low-cost events happening in and around the city of Winnipeg.
- Winnipeg Free Press offers [unlimited digital subscriptions](#) for all faculty, staff, and students.

If there are resources that you are looking for that you do not see listed here, please contact the Family Resource Coordinator at FamilyResource@umanitoba.ca for assistance.

For assistance, please contact:

1. Hiring unit or department – point person or administrator
2. Your onboarding mentor, if applicable
3. [HR Consultant](#) assigned to your unit/faculty
4. **Family Resources**

Room 319 Administration Building
66 Chancellor's Circle
University of Manitoba (Fort Garry campus)
Winnipeg, MB R3T 2N2 Canada
P: (204) 474-7676
E: familyresource@umanitoba.ca
W: www.umanitoba.ca/family-resources

5. **Office of the Vice-Provost (Academic Affairs)**

Room 208 Administration Building
66 Chancellor's Circle
University of Manitoba (Fort Garry campus)
Winnipeg, MB R3T 2N2 Canada
P: (204) 474-8283
E: facultyrelations@umanitoba.ca
W: www.umanitoba.ca/about-um/provost-vice-president-academic/vice-provost-academic-affairs