

# New Employee's Onboarding Toolkit



Regular Full-Time Employees including  
Performance Managers  
Non-Union, CUPE Inside and CUPE Outside

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## Welcome to the City of Markham

Congratulations on your new position! Here are some things you will need to know before and after you start at the City. You can also find information and resources in the 'My Employment' section of our intranet (Checkmark) under 'Onboarding' upon your start date. In addition, your manager or supervisor will provide you with the tools, resources and support you need to be successful in your job.

## Getting to know Markham

### The City of Markham

The City of Markham is one of nine municipalities in York Region. Markham is a leading and growing municipality with more than 350,000 residents, located centrally in the Greater Toronto area with strategic access to the 400 series of highways. The City is home to more than 400 corporate head offices and 1,100 high-tech and life science companies. Founded in the 1790s, Markham enjoys a rich heritage, outstanding community planning and services, and a vibrant local economy. Markham is the recipient of numerous awards in areas such as heritage, environmental, waste management, financial reporting, inclusion, technology, buildings and many others. In 2015, Markham was proud to be an official Host City for the 2015 Pan American and Parapan American Games. In 2018, Markham was named one of Canada's Greenest Employers.

Municipal government is responsible for handling the affairs of the local area, making laws and providing services for its own municipality. Markham provides a wide range of services including fire and emergency services, garbage collection and recycling, local roads and sidewalks, snow plowing, operation of community centres and libraries, maintenance of parks and recreation facilities, planning of new neighbourhoods, building regulations and much more.

### The City's Employer Value Proposition

**We work together as a supportive team to develop innovative solutions. Meaningful careers and excellence in service are a reality here. Our commitment to each other and our community inspires us as we create a better future for us all.**

#### BUILDING OUR FUTURE

Working together, we're inspired to excel and go the distance for the people we serve. We gain a sense of pride from developing creative and cost-effective solutions within our entrepreneurial culture. We play a responsible role in the continued growth of our diverse, inclusive community.

#### SUCCEEDING TOGETHER

We connect from a variety of backgrounds to learn, collaborate and advance. Our team is respectful and caring, and we like to have fun. The exceptional results we get come from our dedication to achieving more while doing work that really matters.

#### PROGRESSING WITH PURPOSE

The meaningful contribution we make in our evolving city sets an example that has a positive influence well beyond our boundaries. As we look to the future, we improve lives and help sustain our natural environment. It feels great to see the real-world results of our work.

#### GROWING WITH CONFIDENCE

In our high-performance workplace, we gain new perspectives through exposure to many disciplines. We support each other as we grow personally and professionally, while creating lasting impact. Our sense of security comes from being part of a stable organization which provides solid benefits - and some we'll enjoy for our lifetime.

## The City's Governance and Structure

The governing body of the City of Markham is municipal council. It is Council's job to make decisions about financial matters and municipal services in the interest of its residents, businesses and stakeholders. The Council of the City of Markham is made up of: the Mayor; four Regional Councillors; and eight Councillors representing eight electoral wards. The Mayor and four Regional Councillors represent the City of Markham on York Region Council. Elections are held every four years to elect the City of Markham's members to Council.

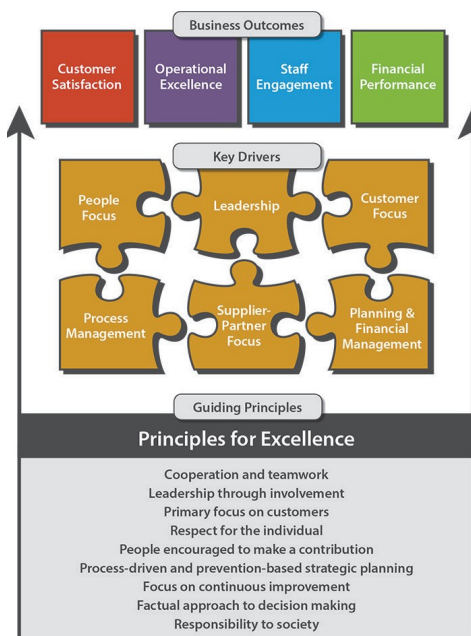
The City of Markham has four Commissions (consisting of the Office of the Chief Administrative Officer, Community and Fire Services, Development Services and Corporate Services). The employee population consists of approximately 1,000 regular full-time employees and approximately 2,000 seasonal, contract and part-time employees.

## Corporate Quality Framework (Excellence Markham Framework)

The City uses Excellence Canada's Excellence Framework for Municipalities to guide how the organization is managed, resulting in satisfied customers, efficient systems and processes and engaged staff – all at a reasonable cost. In 2015, the City of Markham became the first local municipality in Canada to receive Gold for *Organizational Quality & Healthy Workplace*® from Excellence Canada. The gold level represents sustained and demonstrated results over time using and implementing the Excellence Framework.

The Excellence Markham Framework drives our business outcomes and is vital to Markham's organizational excellence.

The chart below shows the City's Excellence Framework which includes nine principles for excellence to guide all staff, six key drivers or areas of focus, and four balanced outcomes to measure overall organizational performance. You will see this chart in meeting rooms throughout the City's buildings.



**Building Markham's Future Together: 2020-2023 Strategic Plan**

Markham's strategic plan, more commonly known to City staff as BMFT (Building Markham's Future Together (BMFT): 2020-2023 Strategic Plan), is the blueprint for how Council and senior staff will make decisions about the City's future to ensure its success. This plan will help to guide our actions through to 2023. In the plan, there are four strategic goals that directly relate to all projects undertaken by staff.

The strategic plan focuses on four goals: 1) exceptional service by exceptional people, 2) engaged, diverse, thriving and vibrant city, 3) safe, sustainable and complete community and 4) stewardship of money and resources.

GOAL	GOAL STATEMENT
<b>Exceptional Services by Exceptional People</b>	We embrace a bold and innovative culture that empowers and inspires excellent services within a collaborative and healthy work environment.
<b>Engaged, Diverse, Thriving and Vibrant City</b>	We are an inclusive city, engaging everyone in building a livable, caring and culturally vibrant community while respecting our past. We enable a strong economy; we proactively work to attract investment in our community; and we effectively manage change to meet future needs.
<b>Safe, Sustainable and Complete Community</b>	We strive to achieve complete communities with an excellent quality of life. We ensure community safety and enhance the natural environment and built form through sustainable integrated planning, infrastructure management, and services.
<b>Stewardship of Money and Resources</b>	We demonstrate exceptional leadership using sound, transparent and responsible fiscal & resource management and policy development to mitigate risks while enabling efficient and effective service delivery.

**Department Business Plans**

Each year, City staff work together to develop business plans for their department that align with, and move forward the 2020-2023 strategic plan. A department's business plan is communicated to all staff within the department and the department then aligns its resources towards implementing it. Regular updates are provided by each department to the City's Executive Leadership Team. Towards the end of the annual business planning process, the City then develops its proposed capital and operating budgets for review and approval by Council.

Your department's business plans are created and guided by the four desired business outcomes found in the Excellence Markham Framework.

<p><b>Customer Satisfaction</b></p> <ul style="list-style-type: none"> <li>• Customers satisfied with services they receive</li> <li>• Residents see Markham as preferred place to live, work and play</li> </ul>	<p><b>Operational Excellence</b></p> <p>Meet or exceed expected level of customer service while:</p> <ul style="list-style-type: none"> <li>• Utilizing minimum amount of resources/effort</li> <li>• Producing the minimum waste</li> </ul>	<p><b>Staff Engagement</b></p> <ul style="list-style-type: none"> <li>• Staff understand and are committed to achieving our business objectives</li> <li>• Staff are skilled and knowledgeable, working in a healthy and supportive environment to make a difference</li> </ul>	<p><b>Financial Performance</b></p> <ul style="list-style-type: none"> <li>• Proactive management of fiscal resources</li> <li>• Planned and controlled capital and operative expenses to achieve a balanced budget</li> <li>• Financial results are communicated clearly and simply</li> </ul>
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**How It All Fits Together**

The following infographic shows how the City's Excellence Markham Framework, the Department Business Plans and the City's strategic plan, known as "Building Markham's Future Together" fits together to allow the City to deliver exceptional services in its day-to-day operations.



## Core Competencies

- Core competencies identify the skills, behaviors and knowledge needed by staff for effective performance and success at different levels of the organization.
- There are seven core competencies- six for all levels/roles, and an additional one (“strategic thinking and planning”) for Managers and above. Staff of all levels are encouraged to learn, practice and demonstrate behaviours supporting the strategic thinking and planning core competency.
- It is generally expected that staff will have demonstrated and mastered the competencies at one level before progressing to the next level.
- The competencies align with, and support, the City’s key frameworks including Excellence Markham, Building Markham’s Future Together: 2020-2023 Strategic Plan, and the City’s business and budget planning processes.



## CORE COMPETENCY DEFINITIONS

### Core Competency 1: Service Excellence

Meets or exceeds the department and organization’s service standards for customers effectively, efficiently and responsively. Recognizes and responds to the diverse and evolving needs of customers in the community and the organization.

### Core Competency 2: Change & Innovation

Demonstrates flexibility and a willingness to embrace change and to support others during change. Challenges existing practices and looks for innovative and new solutions to achieve the goals of the organization.

### Core Competency 3: Teamwork & Relationship Building

Works effectively with, and is inclusive of, others. Builds and maintains professional relationships, networks and partnerships across the organization and externally to remove barriers, build trust and to achieve the goals of the organization.

### Core Competency 4: Communication

Communicates ideas and thoughts in an effective way and ensures that messages are clear, understood, and appropriate. Customizes communication to the needs of the audience. Listens effectively.

### Core Competency 5: Accountable & Results Oriented

Aligns efforts and behaviours towards achieving defined goals and the delivery of high quality work in an efficient, effective and fiscally responsible way. Complies with City policies and relevant legislation and behaves ethically and with integrity. Aligns with City values, direction, department business plan and the Excellence Markham framework. Takes responsibility for problem solving.

### Core Competency 6: Management & Leadership

Leads by example, keeps skills up to date and contributes to a positive, healthy and safe work environment. Manages and develops staff for today and the future using clear direction, learning strategies, coaching and mentoring, feedback and succession planning.

### Manager & Above Competency: Strategic Thinking & Planning

Takes a long-term perspective, thinks strategically and participates in the development and the planning of the City’s strategic direction. Ensures appropriate governance frameworks, risk management measures and policy frameworks are in place.

## Before You Start

### Getting Here

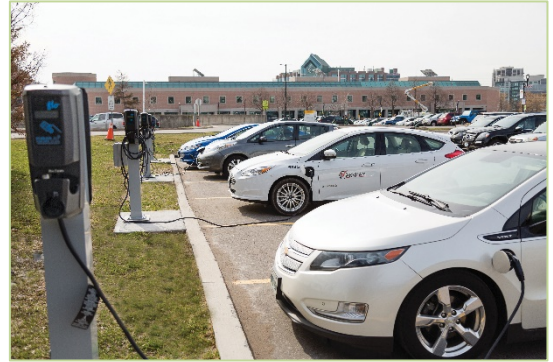
Your first day starts with getting to work. If you haven't already, confirm your work location, available parking and the expected time of your arrival with your manager or supervisor.

### Driving

If your primary work location is at the Markham Civic Centre (located at 101 Town Centre Blvd), then you will need a parking sticker on your first day. The Human Resources Department (3rd Floor of the Markham Civic Centre) issues parking stickers for regular full-time employees only.

### Public Transit

If you plan to take York Region Transit/VIVA, you may be eligible for a discounted transit pass. To obtain a transit pass application form, go to Checkmark, click on 'My Employment', 'Compensation and Benefits' then 'Discounted Transit Pass.'



### Working Here – Hours and Schedule

Working hours vary throughout the City, depending on the needs of our internal and external customers. At the Civic Centre, many departments are open to the public from 8 a.m. to 5 p.m. For Union Employees, please refer to the Collective Agreement. Your manager will discuss your work schedule with you before your first day. Once you have started in your role, you will be asked to submit any absences (planned/vacation or unplanned) through EPIC, the City's Human Resources Information System.

### Dressing for Work

The City of Markham encourages its employees to be comfortable at work while maintaining a professional image and healthy workplace. Employees shall dress in a manner commensurate with the designated responsibilities of their job role or day's schedule. City of Markham reserves the right to prohibit any mode of attire or image that may be deemed improper or inappropriate for conducting business, or is disruptive to the working environment. The City of Markham supports a scent reduced workplace. Employees should avoid wearing scented products such as perfumes, cologne, scented soaps, etc. and take steps to reduce other scents.

### Arriving at Work

To gain entrance to our work locations, you will need a photo identification card. Since you will not have one on your first day, your manager will typically meet you at the main floor lobby. Staff photo IDs are taken every Monday between 10:30 to 11:30 AM in the Human Resources Department, 3rd floor, Markham Civic Centre.

### Getting Paid

All regular full-time employees (Non-Union, CUPE Inside and Outside) are paid bi-weekly on Fridays. To obtain the pay schedule for the year, go to Checkmark, click 'My Employment,' then 'Compensation & Benefits' (Payroll Schedules) or you can access the payroll schedule in EPIC. Pay statements are available online through EPIC.

### **Understanding Your Health & Other Benefits**

As part of your compensation package, the City has partnered with Sun Life Financial to provide you with health and dental coverage, as well as long term disability, life insurance and accidental death and dismemberment. For more information, please refer to the Benefits Presentation and the Benefits Booklet sent to you via email with the new hire package.

### **Understanding Your OMERS Pension**

Regular full-time employees join OMERS immediately upon being hired. You and the City contribute equally to the OMERS plan – based on your earnings. OMERS uses your regular “contributory” earnings – excluding additional amounts such as overtime pay and most one-time, lump-sum payments – to calculate your contributions. OMERS will mail you an information package within a few weeks of your start date. For more information, you can visit [www.omers.ca](http://www.omers.ca) or call OMERS at 416.369.2444.

### **Fitness Membership Information**

Regular full-time employees are eligible for a discounted fitness membership at any of the City's staff or public gym facilities.

These gym facilities include the Markham Civic Centre, 8100 Warden, Cornell Community Centre & Library, Centennial Community Centre, Thornhill Community Centre & Library, Markham Pan Am Centre and the Aaniin Community Centre.

If you are interested, complete the 'Fitness Membership Application' form on Checkmark, under 'My Employment,' 'Compensation and Benefits' then 'Fitness Membership'.

### **Wellness Program**

The City has had a long-standing commitment to providing wellness programming, services and education to employees for the purpose of enhancing employee overall health and well-being. Some of the programs include Lunch & Learns, health assessments, yoga, massage, fitness classes, health fairs, individual and team challenges, sports and an Employee and Family Assistance Program (EFAP).

### **Employee & Family Assistance Program (EFAP)**

All regular full-time employees are eligible to use the services of the City's Employee and Family Assistance Program currently provided by Homewood Health, a company specializing in employee and family assistance and workplace solutions for the past 30 years.

In addition to providing counselling services from professionals to all our employees, the program offers 'Plan Smart Lifestyle and Specialty Counselling' which includes counselling on care-giving, life planning, health management and many other everyday life challenges we all may face. Information can be obtained via phone or on-line (via correspondence with a counsellor, comprehensive online resource materials or through interactive e-learning courses).

Employees can confidentially contact the Homewood Health Employee and Family Assistance Program by calling toll free 1.800.663.1142. Their website is [www.homewoodhumansolutions.com](http://www.homewoodhumansolutions.com) where employees and eligible dependents can access the Employee and Family Assistance Program portal for more information and resources.

### United Way

The City of Markham is a proud supporter of United Way Greater Toronto.

We cultivate a culture of giving and philanthropy within our organization and look for opportunities to give back to our local community. As an organization we recognize the complex issues related to poverty and the diverse needs of our rapidly growing region. Please remember, no matter the amount, every dollar you donate significantly helps fight local poverty, in all its forms.

Whether it is your talent, time or treasure, we thank you in advance for your gracious participation in this important corporate initiative.

United Way pledge form is available on Checkmark under 'Corporate Corner' then 'United Way'.

### Corporate Policies

A policy is a formal statement of a principle or rule that City of Markham employees must adhere to. The City of Markham has staff policies to communicate the City's values and expectations and to comply with official legislation. The policies address issues such as being safe at work, respecting people from all backgrounds, to providing exceptional customer service and to purchasing ethically.

During your first week working at the City, you can read the City's policies and procedures, which are available on Checkmark.

Here is a list of sample policies: Respect in the Workplace, Accessible Customer Service, Code of Ethics & Conduct, Health & Safety, Corporate Social Media, Major and Minor Appliance Acquisition, Zero Waste.

### TIP

**Go to Checkmark and click 'Corporate Corner' to read the Corporate policies.**

**You can also find the Human Resources policies on the same page.**

## Commitment to Zero Waste & Sustainability

### Zero Waste Policy

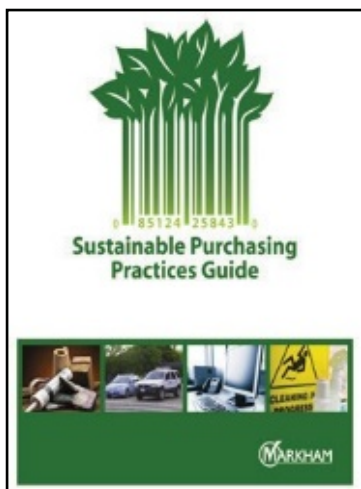
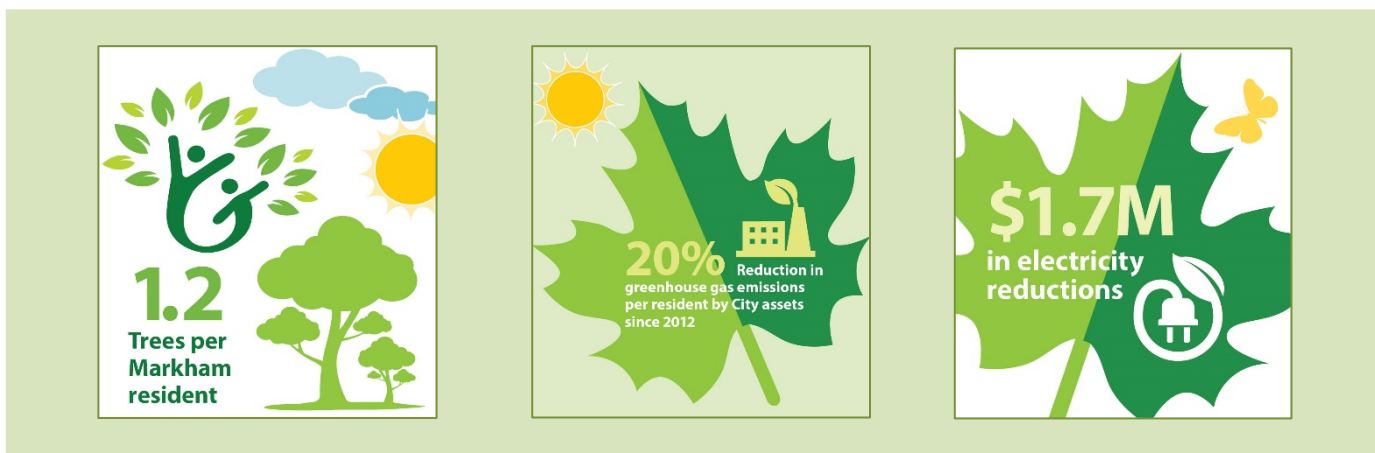
The City of Markham is committed to promoting and modeling Zero Waste. The City is responsible for the collection, disposal, recycling costs of managing food waste. The policy's goal is to ensure that all employees and vendors to the City meet the standard.

### The Greenprint (Markham's Community Sustainability Plan)

The Greenprint is a long-term plan to address Markham's environmental health, economic vitality and social and cultural well-being. The Greenprint is a comprehensive strategy that will support and guide future decisions to make Markham one of the most livable and sustainable communities in North America.

### Sustainable Purchasing

Staff are encouraged to follow the Sustainable Purchasing Practices Guide to purchase goods and services that can reduce the impact on the environment over the life cycle with competing goods or services that serve the same purpose. By following the guide, all buyers can request product and services that meet the City's environmental goals.



#### FACTS

Did you know that Markham diverted 81% of its waste from landfills? The City surpassed this goal in 2013 and is committed to being Zero Waste every day.  
 Did you know that 70% of our waste is recyclable?  
 Think before you throw!

#### LEARN MORE

Visit Checkmark to read the Sustainable Purchasing Practices Guide.

### HOW DO I PARTICIPATE?

- Each employee workstation is equipped with one under-the-desk blue box.
- The cleaning staff will not empty these bins.
- Empty your blue box into the proper recycling bin at a recycling station located throughout the facility.
- **Do not collect waste under your desk.** Individual waste bins are not allowed and will not be collected by cleaning staff. Deposit residue waste in the small black bins located at a recycling station.
- Follow the Zero Waste Policy (see Checkmark) for guidelines to eliminate excess packaging and residual waste.

### CENTRAL RECYCLING STATIONS

- Recycling stations are located throughout the facility:
  - “Organics Only”
  - “Mixed Recyclables Only”
  - “Residue”
- Kitchen areas used by staff and fitness/locker rooms will have residential-style green bins and blue boxes.
- Meeting rooms will be equipped with a small blue box and green bins will be available upon request.
- These areas will be collected nightly by cleaning staff.

### BATTERIES AND INK CARTRIDGES

- Place all household batteries in the container provided at the central recycling station.
- Ink cartridges, please contact the ITS Service Desk (ext. 6150) for recycling instructions.

### RECYCLING IN THE WASHROOMS

- All paper towels, Kleenex and bathroom tissue is compostable.
- Place these items in the washroom receptacle labelled

### RECYCLING IN THE CAFETERIA

- Bring reusable cutlery and serviceware to use.
- Properly sort all recyclables and organic material. Note: soiled paper plates and paper napkins go in the green bins for composting.



### Your First Day

On your first day, your manager or their designate will be there to welcome and meet with you. You will also attend the weekly HR Enrolment (held every Monday from 10 to 11 AM) and Photo ID Session (held every Monday from 10:30 to 11:30 AM) in the Human Resources Department located on the third floor of the Markham Civic Centre. If the Monday falls on a holiday, the sessions will occur the next business day.

**TIP: Remember to bring all the required completed forms with you to the HR Enrolment Session.**

The HR enrolment package is available for download from the link that was emailed to you after you accepted the job offer with the City.

### Meeting Your Manager

Your manager will share important information and discuss the following with you:

- Your key accountabilities
- Markham's strategic priorities and your department's business unit plans
- The key projects you will be working on

As with all ongoing meetings with your manager, it helps to be prepared with any questions that you may have. In order to help you prepare for your first meeting with your manager, we have put together a list of suggested questions that will help get you started in your conversation:

- What will the next few weeks look like?
- What are the objectives for the department?
- How do I and how does the department support Markham's strategic objectives?
- Who are my key business partners?
- Who are our customers and what are the service expectations?
- What key projects will I be working on?
- What is your preferred method of communication?
- How will my performance be measured during my transition and beyond?

### Meeting Your Team & Business Partners

One of the first tasks that your manager will assign to you is to meet with new team members and your business partners. The purpose of these meetings is to:

- Build relationships
  - Understand how your team members' roles impact your role and the roles of others in the organization.
- In order to help you prepare for your first meeting with your team and business partners, we have put together a list of suggested questions that will help get you started in your conversation:
- What project(s) will we be working on together?
  - How does the work that your business partners do contribute to your objectives in this project?
  - What is your preferred communication method?
  - How often should we meet to discuss the project/collaborate on the project?

### Touring the Work Location

Your manager or team member will take you on a tour of the work location, showing you the locations of key areas you will need to access. This may include a kitchen or eating area, meeting rooms, printer, washroom, supplies, fire exits, cafeteria, fitness center, gender neutral washroom, prayer room and other department areas. You will also be provided with a tour of the Markham Civic Centre when you attend the New Employee Orientation Session.



### Setting Up Your Work Space

You will get some time on your first day as well as during your first week to set up your work space. You will need to become acquainted with your computer programs, set up your voicemail and log in to your email.

To obtain a copy of the 'Telephone and Voice Mail Guidelines,' go to Checkmark, click '**Corporate Corner,**' then '**Policies and Procedures.**'

The City has established voicemail standards to ensure we are providing excellent customer service to residents, our colleagues and other callers. As an employee, you are expected to:

- Record a new voicemail greeting each working day and include the date in your message
- Give callers the option of dialing "0" for immediate assistance
- Forward your phone to voicemail at the end of the day or when you leave your desk for an extended period of time
- Update voicemail greeting, Outlook calendar and Outlook email to reflect your status (i.e. vacation or out of office)

Remember to register in EPIC (Employee Personal Information Centre) and add your direct deposit information.

### COMPUTER HELP

Contact the ITS Help Desk at x6150 or [ITSServiceDesk@markham.ca](mailto:ITSServiceDesk@markham.ca) if you have any questions or require assistance as it relates to your computer.

### Your First Week

#### Communicating at the City of Markham

The City of Markham has an online resource/intranet that provides almost everything you need to know and it is known as Checkmark. Simply type in <http://checkmark.markham.ca> on a City computer.

#### Having One-on-Ones with Your Manager

As an ongoing development tool, you will have regular meetings with your manager to discuss your performance and progress against your objectives. You will also be given support to build your skills and your confidence in your role. Your manager will provide feedback on the areas where you are performing well and will discuss areas of improvement. Use these sessions to work towards your objectives and development goals and to gain insights and experiences from your manager.

In these one-on-one sessions, areas of discussion may include:

- What you are doing well
- What you should do differently in the future
- How you are progressing with onboarding? *Note: there are very important timelines associated with onboarding requirements.*
- How you are progressing against your objectives

Be prepared to discuss:

- Areas of the role you enjoy the most
- Your greatest concerns in the role
- Your challenges/areas of opportunity
- Any support you require

#### Exploring Meeting Spaces

Markham has many meetings rooms and places where people can gather for special events, meetings and activities. Speak with your manager or your department's administrative assistant for more information on booking meeting rooms in your work location. Reminder: if you have booked a meeting room and the meeting is cancelled, be sure to release the room for someone else to book.

#### TIP

**Go to Checkmark and click 'Workplace Services' and then 'Meeting Rooms' to learn more.**

### Your First Month and Beyond

#### Completing Your Onboarding Requirements and Ongoing Learning & Development

You will be required to complete a combination of instructor-led classes and some mandatory Health & Safety and Compliance Training (eLearning) during your first month at the City. Through these courses, you will learn about the policies and regulations to which the City of Markham adheres. You may be asked to retake some of these courses on an annual basis in order to comply with an annual sign-off requirement. Details of the eLearning will be provided to you via email shortly after your start date.

The City of Markham believes in developing the skills of our employees. You can develop these and other skills through relevant programs that are engaging, impactful and support you in your role at the City.

The Markham “Learning Experience” encompasses all phases of an employee’s career at the City of Markham, from onboarding and core programs that get employees off to a successful start. All new employees are invited to attend the City’s New Employee Orientation (NEO), which occurs on a monthly basis. Invitations to the NEO sessions will be sent via email within 1 week of your start date.

#### LEARN MORE

Explore the learning and development opportunities and resources on Checkmark by clicking ‘My Employment,’ then ‘Learning & Development.’

### Onboarding Support

If you have any questions, feel free to contact your manager or the Human Resources Department.

Human Resources Department, 3rd Floor Markham Civic Centre,  
101 Town Centre Boulevard, Markham, Ontario, L3R 9W3  
Phone: 905.475.4700  
Email: [hrinfo@markham.ca](mailto:hrinfo@markham.ca)

### Welcome to the team!