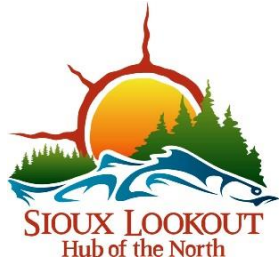


Progressive Discipline



The Municipality of Sioux Lookout Human Resources Policy

Section:	Personnel	Date:	May 1, 2026
Policy No:	2026-HR-06	Repeal:	
Approved by:	CAO		

Purpose

This policy provides a clear, fair, and consistent framework for addressing performance or conduct issues, supporting employees in improving their performance while ensuring accountability.

Policy Statement

The Municipality is committed to maintaining a professional, safe, and productive work environment. Employees are expected to meet performance and conduct standards. When issues arise, they will be addressed through coaching or formal disciplinary measures in accordance with this policy, the collective agreement, and applicable Ontario legislation, including the Employment Standards Act and the Ontario Human Rights Code.

Scope

This policy applies to all employees of the Municipality, including unionized staff, and covers coaching, disciplinary action, administrative leave, last chance agreements, and dismissal.

Definitions

Term	Meaning
Coaching Letter	Non-disciplinary guidance provided by the department manager; documented for reference. Retention is permanent for non-union staff; union staff retention follows the collective agreement. See progression steps.
Verbal Warning	Formal disciplinary documentation requiring HR involvement, detailing the issue and potential consequences if it persists. See progression steps.

For any questions or further clarification regarding this policy, employees are encouraged to contact the Human Resources Department.

Written Warning	Formal disciplinary documentation requiring HR involvement, detailing the issue and potential consequences if it persists. See progression steps.
Suspension	Temporary removal from duties, with or without pay; requires HR involvement and CAO approval. Progressive suspensions follow: 1 day, 3 days, then 7 days. The 7-day suspension is typically paired with a Last Chance Agreement. See progression steps.
Administrative Leave	Temporary paid or unpaid removal from duties during investigations of alleged misconduct or performance issues. Employees are expected to cooperate fully; failure to do so may result in further disciplinary action.
Last Chance Agreement	A formal agreement specifying conditions the employee must meet to retain employment, used when serious misconduct or repeated performance issues occur. Agreements require HR involvement and CAO approval.
Dismissal	Termination of employment for just cause. Termination requires HR involvement and CAO approval.

General Provisions

- Disciplinary action is progressive and cumulative; all prior warnings and disciplinary measures are considered when assessing new infractions.
- Steps in the progressive discipline process may be advanced for more severe violations, including serious misconduct that may warrant by-passing coaching or verbal warnings.
- Coaching is provided by the department manager and is non-disciplinary.
- Verbal warnings may or may not involve HR. All discipline beyond verbal warnings requires HR involvement and CAO oversight.
- Employees may have a representative or person of their choice present at any disciplinary meeting. Supervisors will have an additional supervisor present.
- Administrative leave may be applied during investigations to ensure a fair, unbiased review.
- Last Chance Agreements may be offered in exceptional circumstances, providing the employee a final opportunity to meet specified conditions. Failure to comply may result in immediate dismissal.

- All investigations will be conducted promptly, objectively, and confidentially. Employees are expected to fully cooperate.
- Discipline builds over time and will be applied consistently for enforcement of any infractions.

Suspension

- **First suspension:** 1 day
- **Second suspension:** 3 days
- **Third suspension:** 7 days, typically paired with a Last Chance Agreement
- Suspensions may be immediate or scheduled, with or without pay. All suspensions require HR involvement and CAO approval.

Process and Progression

The progressive discipline process corrects behavior or performance issues while giving employees reasonable opportunities to improve. It generally follows these steps:

1. **Coaching (Non-Disciplinary)** – The department manager addresses initial concerns through guidance and clarification of expectations. Coaching letters are retained in the personnel file.
2. **Verbal Warning (First Formal Step)** – If issues persist or are more serious, a verbal warning is issued, documented by memo to file, with a copy to the employee, and applicable parties.
3. **Written Warning (Second Step)** – A formal written warning is issued with HR involvement, outlining the concern, expectations, and consequences of continued issues.
4. **Suspension (Third Step)** – For ongoing or serious concerns, suspensions of 1 day, 3 days, and/or 7 days may be applied, with HR involvement and CAO approval. The 7-day suspension generally includes a Last Chance Agreement.
5. **Last Chance Agreement (Final Opportunity)** – Sets conditions for continued employment. Failure to comply results in immediate dismissal.
6. **Dismissal (Final Step)** – If problems persist or in cases of extremely serious misconduct, employment may be terminated with CAO approval.

Privacy & Disclaimer

All disciplinary documentation is maintained in the employee's personnel file. The Municipality reserves the right to access, review, and use these records in accordance with applicable privacy laws and collective agreements. This policy does not create contractual rights beyond those in the collective agreement or Ontario legislation.

Records

- Coaching letters, verbal and written warnings, suspensions, administrative leave records, Last Chance Agreements, and dismissals will be placed in the employee's personnel file.
- Retention: Permanent for non-union staff; for unionized staff, retention is per the collective agreement.
- Verbal warnings are documented via a memo to file with a copy provided to the employee. All other disciplinary actions are formally documented and retained in the personnel file.

Violations

- Disciplinary measures will be applied when performance or conduct issues are identified.
- Actions may include coaching, verbal warnings, written warnings, progressive suspensions, administrative leave, Last Chance Agreements, or dismissal.
- Immediate dismissal may occur only for extremely serious misconduct, with CAO approval required.
- Unionized employees may file grievances in accordance with the collective agreement; non-union employees may appeal disciplinary actions through established internal procedures.
- Council will be informed as soon as reasonably possible following any dismissal.

Review and Updates

This policy will be reviewed at least every five years or sooner if legislative or collective agreement changes occur. The Human Resources Department, in consultation with the CAO, will ensure ongoing compliance with legislation, collective agreements, and best practices. Updates will be communicated to all employees as necessary.

**MUNICIPALITY OF SIOUX LOOKOUT
LAST CHANCE AGREEMENT [TEMPLATE]**

Employee Name: _____

Job Title: _____

Department: _____

Date: _____

1. Purpose of this Agreement

This Last Chance Agreement (LCA) is being issued to provide a final opportunity for the employee to correct performance or conduct issues. Failure to comply with the terms of this agreement may result in immediate dismissal. This LCA is being implemented in accordance with the Municipality's Progressive Discipline Policy and applicable collective agreements and legislation.

2. Summary of Concerns

[List the specific performance or conduct issues leading to this LCA, including dates, prior disciplinary actions, and any relevant details.]

Example:

- On [date], a verbal warning was issued regarding [issue].
- On [date], a written warning was issued regarding [issue].
- The employee has continued to [describe issue], which is not acceptable.

3. Required Actions and Expectations

The employee is expected to:

- [Clearly describe specific actions, behaviors, or performance improvements required.]
- [Include measurable criteria or timelines for improvement if applicable.]
- Fully comply with all municipal policies, procedures, and relevant legislation.
- Cooperate with any follow-up meetings, training, or support measures provided by the Municipality.

4. Duration of the Agreement

This agreement remains in effect until [date or condition], at which time compliance will be

reviewed. Failure to meet the conditions of this agreement at any point may result in immediate termination of employment.

5. Consequences of Non-Compliance

- Any further violation of municipal policies, procedures, or unacceptable conduct may result in immediate dismissal without further notice or progressive steps.
- This LCA will be retained in the employee’s personnel file.

6. Acknowledgement

By signing below, the employee acknowledges:

- Receipt and understanding of this Last Chance Agreement.
- Awareness that failure to comply will result in termination.
- Opportunity to ask questions or seek clarification.

Employee Signature: _____ **Date:** _____

Supervisor/Manager Signature: _____ **Date:** _____

Human Resources Manager Signature: _____ **Date:** _____

Chief Administrative Officer (CAO) Signature: _____ **Date:** _____