



COUNTY OF NORTHERN LIGHTS

POLICY

COACHING & ENFORCEMENT

CREATED: 2/9/2025

REVISED: 10/10/2025,
08/28/2026

TOTAL PAGES: 3

INTRODUCTION

At County of Northern Lights, we have established a coaching and enforcement process to effectively address and rectify undesirable behaviors and performance issues among employees. This process is intended to be corrective rather than punitive, aiming to foster improvement and prevent the recurrence of such issues. Management has the discretion to adapt this process, including the ability to combine or skip steps, based on the specifics of each case and the severity of the offense following the AUPE Collective Agreement and this Policy's Procedure.

Determining the severity of the violation will help determine the best course of action for each violation. For the purpose of this policy, refer to the definitions below:

Minor violation means a violation that may not in and of itself cause injury that could result in first aid or minor damage (\$1000+).

Moderate violation means that Medical Aid, lost time, and/or moderate damage (\$5,000+) could or did occur, or that a minor violation has repeated 3 times though verbal warnings have been issued.

Serious violation means that a fatality, major injury/disability, catastrophic loss, serious damage (\$10,000+), or serious business impact could or did occur. A serious and major severity issue the same outcome within this policy.

Severity/Consequences Rating

The potential outcome or impact of an incident is assessed using the following scale:

SEVERITY / CONSEQUENCE					
Score	Injury	Health Loss	Damage	Business Impact	Environmental Impact
1	None	None	None	None	None
2	First Aid	Minor	\$100+	\$5000+	Minor Damage Internal \$1000+
3	Medical Aid	Regular Interruptions	\$5000+	10,000+	Moderate Damage Internal \$5000+
4	Lost Time	Regular Interruptions	\$10,000+	Moderate	Serious Damage \$10,000+
5	Disability	Serious Impact	\$20,000+	Serious	External or Internal \$25,000+
6	Fatality	Catastrophic	\$30,000+	Major	External or Internal \$50,000+

PROCEDURE

It is the duty of supervisory personnel to ensure that employees are both aware of and adhere to the company's safety regulations and procedures. Any breach of these safety guidelines or substandard work performance is a signal of a breakdown in our operational system. Supervisors are obligated to immediately address these issues to prevent them from becoming normalized and affecting the workplace adversely.

Employees are encouraged to communicate any concerns, observations, or suggestions to their direct supervisor or appropriate member of management.



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It is recommended that all coaching be documented, it is required that all enforcement be documented. All complaints/incidents will be investigated prior to disciplinary action. *“Unsatisfactory conduct and/ or performance by an Employee may be grounds for discipline, up to and including immediate dismissal for just cause. No employee shall be disciplined or dismissed, without just cause”,* as per the AUPE Collective Agreement (Article 30, 30.01).

The Employer must notify the Employee of any interview or meeting that is of disciplinary nature or may lead to disciplinary action and indicate that the Employee has the right to be accompanied by a Union Representative or a Union Steward. The Employer shall disclose the nature of the allegation(s) to the Employee 24 hours in advance of the interview or meeting.

Employees will receive copies of all coaching and enforcement documentation. They will be required to sign these documents to acknowledge their understanding of the corrective actions being implemented. These documents will also be filed in the employee's official personnel file.

The following stages outline the non-compliance actions to be taken in case of safety violations or poor performance:

Coaching and Enforcement – This initial stage is particularly for new employees or those undertaking a task for the first time. Coaching, as a part of the standard learning curve, should be documented for future reference.

Verbal Warning– A verbal warning, recorded in writing, may be issued when an employee fails to adhere to established workplace policies, procedures, standards, or expectations, including but not limited to safety measures. These instances of non-compliance are generally minor to moderate in severity.

Written Warning –Unsatisfactory conduct and/or performance by an Employee that is not considered by the Employer to be serious enough to warrant suspension or dismissal may result in a written warning to the Employee, in accordance with the AUPE Collective Agreement.

A written warning may be issued where there is significant non-compliance with established workplace policies, procedures, standards, or expectations, including but not limited to safety measures; where conduct or performance has caused, or could reasonably cause, immediate harm, including injury or damage; or where there have been repeated instances of failing to meet established workplace requirements. Such circumstances must not be considered serious enough to warrant suspension or termination

An investigation must be conducted prior to the issuance of a written warning. Supervisors may recommend that a written warning be issued to an Employee by Management and/or the Chief Administrative Officer (CAO). Management and the CAO have the authority to issue a written warning to an Employee within their respective departments, subject to the conditions set out in this policy and the applicable AUPE Collective Agreement.

The written warning will be signed by both the Employee and the Employer and will be retained by the CAO, provided to the Employee, and placed in the Employee's personnel file. A copy of the written warning shall be forwarded to the Union Representative within five (5) days of issuance, in accordance with the applicable AUPE Collective Agreement.

Suspension– Suspensions will be considered for serious violations, severe non-compliance that could have or did result in a major/serious injury, loss or damage, endangering a life, threats, psychological abuse, physical abuse, violence, harassment or repeated non-compliance with safety protocols. An employee may be suspended immediately, with pay, pending an investigation, or dismissal for just cause. Suspensions may be recommended by Supervisors, to Management or to the CAO. Management has the authority to suspend an Employee within their department as per the conditions set out in this policy. The CAO has the authority to suspend a Department Head, or any other Employee as per the conditions set out in this policy, the AUPE Collective Agreement, and the Alberta Employment Standards Code. The County Council has the authority to suspend only the CAO as per section 206 of the Municipal Government Act.

In the event of an incident that could potentially be considered criminal in nature, the Department Heads/Supervisors shall notify the Chief Administrative Officer immediately of such violations along with the proof of the offence if any. The CAO shall immediately suspend, with pay, the employee until the matter has been investigated. Further action will be conducted upon receiving legal advice.



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In the event of proven alcohol or substance abuse in which the Employee failed to disclose to the Supervisor or Management prior to reporting for work, the Department Head/Supervisor shall notify the CAO immediately. The CAO shall immediately suspend, without pay, the Employee. Further action will be taken upon receiving legal advice.

Termination—Employment may be terminated in cases of persistent non-compliance with established workplace policies, procedures, standards, or expectations including but not limited to safety measures. In instances where an employee's actions pose an immediate or serious threat to the health and safety of others, the environment, equipment, or the public, management reserves the right to enact immediate termination. The severity of the offense will dictate whether a major infraction leads directly to job dismissal. Each incident will be assessed on an individual basis by supervisors and Management. Serious violations are likely to be just cause for termination; however, it is recommended that legal advice be sought prior to dismissal. Supervisors and Department Heads have the authority to recommend dismissal; The authority to dismiss shall be delegated to the CAO who has the authority to dismiss Department Heads and all Employees as per the conditions set out in this policy, the AUPE Collective Agreement, and the Alberta Employment Standards Code.

Additional Courses of Action

In addition to the initial training, verbal warning, written warning, suspension and termination, the Chief Administrative Officer and Manager may issue the following actions to be taken:

- An apology
- Counselling
- Conflict Resolution including Mediation;
- Education and training
- Transfer

Appeal Procedure

Appeals related to discipline shall be dealt with as per Article 33 of the AUPE Collective Agreement- "*Grievance and Arbitration*".

Appeals by Management shall be dealt with according to the terms of Employment Contracts, if any.

Chief Elected Official

Chief Administrative Officer