



Akala Outdoor Education Society

Policies and Procedures

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TABLE OF CONTENTS

Declaration of Sovereignty and Rights and Title	4
Introduction	5
Mission	5
Values	5
Process for Writing and Updating this Document	6
About these Policies and Procedures	7
Evaluation and Revision of Policies	8
Community Engagement	8
Governance	10
Board of Directors	10
Process for Nominations and Voting	10
Board Attendance	10
Board Members Not in Good Standing	11
Executive Board Positions	11
Assigning and Electing Executive Director Roles	12
Board Meeting Procedures	12
Society Members	12
Annual General Meeting (AGM)	13
Personnel	14
Organizational Chart	14
Board of Directors	14
Advisors	15
Staff and Contractors	15
Manager	15
Program Coordinator	15
Community Relations Ambassador	15
Grant Writer	16
Respectful Workplace	16
Respect in the Workplace	16
Anti-Discrimination and Harassment	16
Gender Identity	17
Conflict Resolution	17
Working Together	18
Decision-making Governance and Process	18
Human Resources	19
Orientation	19
Performance Evaluation	19
Training	19
Conduct Standards	20
Confidentiality Agreement	20
Conflict of Interest	20



Employee Code of Conduct	21
Working with Children and Youth	21
Nepotism	22
Definition of Immediate Family	22
Communications & Technology	23
Social Media	23
Photo, Media & Marketing Release Form	23
Leave	23
Sick Leave	23
Vacation	24
Personal Days	24
Bereavement/Compassionate Leave	24
Pregnancy/Parental Leave	24
Holidays	25
Cultural Days	25
Team Health	26
Financial Management	26
Introduction to Akala Finances	26
Funding Principles	26
Guidelines	26
Signing Authority	27
Appendix A - Acknowledgment of Receipt and Understanding (by Employee) of Akala Society Policies and Procedures	28
Appendix B - Board of Directors Code of Conduct	29
Appendix C - Employee Code of Conduct	31
Appendix D - Confidentiality Agreement	32
Appendix E - Record of Decisions Template	33
Appendix F - Community Engagement Plan Template	34
Appendix G - AGM Agenda Template	36

Definitions

Akala Outdoor Education Society will be referred to as Akala in this document.

Loved one: defined as immediate family. Please review section on immediate family in this document.



Declaration of Sovereignty and Rights and Title

Ak̄ala operates within Musgamakw Dzawada'enuxw territory and serve the Musgamakw Dzawada'enuxw. We acknowledge and uphold Musgamakw Dzawada'enuxw sovereignty and traditional laws.

Introduction

Ak̄ala Outdoor Education Society is an outdoor education non-profit operated by a Board of Directors. Our programs serve the Musgamakw Dzawada'enuxw. The Musgamakw Dzawada'enuxw are a longstanding traditional alliance between the four tribes: Gwawa'enuxw, Kw̄ikwasutinux, Hax'wamis, and Dzawada'enuxw.

Mission

Our purpose is to create outdoor education opportunities for Musgamakw Dzawada'enuxw people, with a focus on youth and young adults.

We:

- Provide and develop programming based on best practices to support and develop mental, emotional, spiritual, cultural and physical wellness
- Create opportunities for cultural knowledge learning and application
- Deliver training necessary to access land and water-based jobs

The programs are delivered with a Musgamakw Dzawada'enuxw worldview that is rooted in the concept of Maya'xala.

Values

Akala Society is guided by the Musgamakw Dzawada'enuxw law of maya'xala, a word that does not have an English language counterpart, but is akin to respect and reciprocity. Within maya'xala are values of gratitude and spirituality. We continue to learn how to weave maya'xala into our lives and programs, and understand that this will be a lifelong journey. No matter where you are in your understanding and practice of maya'xala, you are welcome to join the Akala 'namyut.



Process for Writing and Updating this Document

This document is our best attempt to capture Akala's values, structure, and processes, so that we can tap into the collective strengths of our team, create a safer and more inclusive work environment for each staff and board member and best fulfill our mission.

Our hope is that this document will provide clarity on Akala's expectations of each Director and staff member in their work, as well as on what they can expect as a valued member of the Akala team. Akala is committed to building collective practices of care, in the world and within our own work, and we have tried to reflect that in our organizational policy.

Akala policies and procedures first and foremost conform to Musgamakw Dzawada'enuxw laws and worldview, in addition to meeting the requirements of the laws and regulations of British Columbia, including the *Human Rights Code*, *Labour Standards Act*, *Societies Act*, and their corresponding regulations.



About these Policies and Procedures

Our operations are made possible through the generosity and goodwill of the Musgamakw Dzawada'enuxw people, foundations, associations, government agencies, and individuals. Community members, clients and donors place trust in the Board of Directors (the "Board") and staff to disburse their dollars with prudence to achieve Akala goals and objectives. To accomplish this, the Board and staff must work together in mutual trust. This Policies and Procedures document is intended to support this mutual trust and the effective governance of the Society.

These policies are made available to the entire staff and Board of Akala, and contain general information about Akala employment and governance policies and practices, and the benefits for those involved with the organization. Each person is asked to read and sign off on the Acknowledgment of Receipt and Understanding (by Employee) of Akala Policies and Procedures (Appendix A) after accepting employment with the Akala. The Board, as a collective, is charged with the responsibility for the administration of these policies. The expectation and understanding are that they will be administered in a manner consistent with sound and efficient management practices, respecting the rights and dignity of each employee or Board member, and creating an environment that enhances the contribution of each. Questions may be discussed with any member of the Board, who each have a responsibility to bring forward for discussion any issues requiring collective decision making and/or action from the Board.

The general policies here are not intended to create, nor are they to be construed to create, a contract between Akala and any staff member.

No set of policies can anticipate every condition that may arise. Should a situation arise which reveals a gap or inconsistency, the Board will make a determination, considering the intent of the policies as a whole. Major, recurring, or emerging issues will be tracked and the Board will make a policy recommendation as needed.

The policies stated in this document may be modified, terminated, or suspended in whole or in part at the discretion of the Board. As policies and practices change, employees will be given policy updates. This document supersedes and replaces any and all personnel policies and documents previously distributed to staff. The staff may suggest changes to this document by writing a memo to the Board. We welcome their comments.

Evaluation and Revision of Policies

The Board is responsible for formulating and adopting policies, including personnel policies affecting the staff of Akala. The Board shall review all matters pertaining to personnel policies and procedures, at least every three (3) years and more often should the growth or direction of Akala require an earlier evaluation. The Board will collectively review these results and determine the best path forward to revisions or additions to personnel policies.



Community Engagement

As a Society, we are first and foremost responsible to the Musgamakw Dzawada'enuxw as a collective. We will fulfill this responsibility through ongoing engagement with self-identified members of the Musgamakw Dzawada'enuxw communities, both on- and off-reserve.

Community engagement is about relationships, reaching out and building authentic and mutually beneficial connections. Our engagement with communities will include a combination of the following, with specific activities determined by the Board of Directors:

- **Informing**
Providing balanced information about programs or services.
- **Consulting**
Inviting feedback on alternatives, and decisions related to new and ongoing programs or services.
- **Involving**
Working with voting members to ensure that their aspirations and concerns are considered at every stage of planning and decision-making and that they are engaged in the implementation of any process.
- **Collaborating**
Supporting voting members to participate in every aspect of planning and decision making, with community members actively contributing to the work.
- **Empowering**
Giving voting members sole decision-making authority over new programs or services, and leading work to implement them.

The Society will prepare an annual community engagement plan to present at the Annual General Meeting (see Appendix F).

In addition to the AGM, Akala will try to hold at least one additional community engagement session per year, either in-person or virtually. Information will be shared via Akala's social media accounts @AkalaSociety on Facebook and Instagram and the website (www.akalasociety.com).

Musgamakw Dzawada'enuxw are welcome to connect with Akala Board members throughout the year to request information, share suggestions, or otherwise stay connected with the Society.



Whenever possible, funding and capacity allowing, Akala will attempt to engage with voting members any time the following takes place:

- Significant new funding is received;
- There is a significant shift in Akala's governance, administration and/or operations;
- There is a significant shift in Musgamakw Dzawadaᑭ'enuᑭw needs or context that directly impacts Akala, and/or;
- Major concerns about Akala's governance, administration and/or operations are expressed by Musgamakw Dzawadaᑭ'enuᑭw community members; or
- As otherwise determined by the Board or requested by the Nation.

All Musgamakw Dzawadaᑭ'enuᑭw, whether voting member or not, are welcome to engage in Akala events and meetings; however, voting members have a greater say on decisions that guide program development. Voting members will be expected to take into consideration the community decisions.



Governance

Board of Directors

The Board of Directors governs and manages the affairs of the Society. The Board has the powers of the Society, except as stated in the Societies Act. The Board of Directors is the legislative and executive body of the Society and may exercise all powers of the Society that are granted under Provincial statute, subject to these bylaws.

The Society must have no fewer than 3 and no more than 11 Directors.

The Board may add additional Directors throughout the year. When appointing a new Director to the Board, the Board will first seek consent from all Board members. If this consent cannot be reached, the Board will move to a simple majority vote.

At each Annual General Meeting, the voting members must vote to elect (if there are more than 11 nominees) or appoint (if there are fewer than 11 nominees) voting members to the Board.

Process for Nominations and Voting

Voting members can self-nominate or nominate others (if folks accept their nomination). That happens verbally, on the floor at the AGM. After the call for nominations, if there are fewer than eleven (11) nominees, all eleven (11) are appointed. If there are more than eleven (11), the membership is to go to a vote by a process acceptable to a majority of the voting members at the AGM.

Board Attendance

If Board members must miss meetings, they should let the President know before the meeting and assign a proxy vote to another Board member. If they miss more than three meetings in a row without providing a reason to the President, the Board may consider their removal with consent from the Board members.

Board Members Not in Good Standing

If a Board member ceases to be in good standing with the Society (by causing harm to another Society member) the Board may consider their removal from the Society with consent of the Board members.



Executive Board Positions

Directors who are elected or appointed to executive positions on the Board include:

The **president** is responsible for supervising the other Directors in the execution of their duties, chairs Board meetings, AGMs, and other community engagement events or may assign this role to an appropriate person.

The **vice-president** is responsible for carrying out the duties of the president if the president is unable to act. The vice-president is vice-chair of Board meetings, AGMs and other community engagement events unless otherwise assigned by the President.

The **secretary** is responsible for doing, or making the necessary arrangements for, the following:

- a) issuing notices of general meetings and Directors' meetings;
- b) taking minutes of general meetings and Directors' meetings;
- c) keeping the records of the Society in accordance with the Act;
- d) conducting the correspondence of the Board; and
- e) filing the annual report of the Society and making any other filings with the registrar under the Act

In the absence of the secretary from a meeting, the Board must appoint another individual to act as secretary at the meeting.

The **treasurer** is responsible for doing, or making the necessary arrangements for, the following:

- a) receiving and banking monies collected from the members or other sources;
- b) keeping accounting records in respect of the Society's financial transactions;
- c) preparing the Society's financial statements; and
- d) making the Society's filings respecting taxes

Assigning and Electing Executive Director Roles

At the first Board meeting following an AGM, the Program Manager will chair the meeting. They will call for nominations for each position in turn. Directors may be self-nominated or nominated by another Board member. If one (1) person is nominated for a position, they are appointed. If there is more than one (1) nomination for a position, it will go to a majority vote. After this process, the newly appointed/elected president takes over chairing the meeting.

If Board members do not wish to remain in an executive position but want to stay on the Board they must notify the Board, at the following meeting. The position then goes to nomination and then appointment/election.



If there are not enough Board members to fill all of Board positions, Board members may be nominated and elected/appointed to more than one executive position.

Board Meeting Procedures

We strive for an effective meeting culture by doing the following:

- calling meetings only as frequently as when clearly needed;
- following best practices for participatory decision making and consensus building, and;
- empowering people to respectfully exit for portions of meetings where they don't feel good and/or are neither learning nor contributing.

Meetings of the Board shall be called by resolution of the Board of Directors or by written request from three (3) Directors. At least twenty-four (24) hours notice must be given to all Directors in advance of any meeting of the Board of Directors.

Society Members

A voting member of the Society is deemed to be someone who:

- Self-identifies as Musgamakw Dzawada'enuxw; and
- Has had their application form to become a voting member of the Society approved by the Board of Directors.

Please review Section 3 of Akala By-laws for more information on membership.

Annual General Meeting (AGM)

Every year our AGM gives us the opportunity to gather people together to share back with the Musgamakw Dzawada'enuxw communities, talk about the year's successes and challenges, to get new people involved in the structure of the organization and plan priorities for the coming year. The Board will strive to create a process that feels accessible and inclusive to Musgamakw Dzawada'enuxw, giving time for discussion and participatory decision making where possible.

Notice

Notice of upcoming AGMs will be distributed to voting members via email, as well as public notice via Akala Facebook and Instagram posts and Musgamakw Dzawada'enuxw community newsletter notice at least 30 days prior to the scheduled meeting date. This notice will include the date, time, and proposed location (for in-person meetings) or method



of participation (for virtual or hybrid virtual and in-person meetings) as well as contact information for Akala.

Attendees

AGMs will be open to all self-identified Musgamakw Dzawada'enuxw community members, who are welcome to observe proceedings or ask to join as voting members at the start of the AGM by filling out an application form and submitting it to the Board.

Quorum

The quorum for making decisions regarding the Society at a general meeting is three voting members or ten percent (10%) of the voting members, whichever is greater.

If, within thirty (30) minutes from the time set for holding a general meeting, a quorum of voting members is not present, the Board will determine a time and place for a follow-up AGM within a timeframe of one (1) month from the date of the initially intended general meeting.

At the follow-up AGM, if quorum is not satisfied, the meeting will be considered valid for the purposes of receiving the financial statements for the preceding year and for receiving the annual report of the Society for the preceding year, but for no other matter or business.

Personnel

Organizational Chart



Ak̓ala's structure has been designed to embody our values and principles – reflecting that we are a small, collaborative team, remote and based in various locations. Ak̓ala strives for an organizational culture that reduces hierarchy and works towards consensus while maximizing efficiency and impact to allow us to get the work done. We want to be collaborative and transparent, all while providing an environment that empowers our people to take leadership, have autonomy, and own their areas of responsibility.

Board of Directors

The Board has the powers of Ak̓ala, except as stated in the Societies Act. The Board of Directors is the legislative and executive body of the organization and may exercise all powers of the organization that are granted under Provincial statute, subject to the Ak̓ala bylaws.

Advisors

Advisors are members who have years of experience working in community and outdoor education. Advisors support the leadership at Ak̓ala, to not only support strategies, leadership and direction but to respond in a quick manner to tasks, issues or important matters that may need an urgent turnaround time.

Advisors are guided by the Musgamakw Dzawada'enuxw values of spirituality, respect, relationships, and self. The intent of advisors will be for the promotion and protection of



Indigenous peoples rights to self-determination through supporting the work of Akala in building awareness and knowledge on outdoor education. The aim of advisors is to support the mission of Akala and to guide and ensure the successful development and delivery of Akala programs and services.

Advisors will be sought on an as-needed basis. Compensation and Terms for Advisors will be determined by the Board of Directors.

Staff and Contractors

Manager

Handles virtually every aspect of society business from ordering supplies, supporting other employees, creating invoices, and interviewing employees. Budgeting, inventory, HR, and managerial functions, as well as administrative and clerical duties. Serves as main contact for all inquiries about and to Akala. Processes payroll for employees.

Program Coordinator

Organizes and supports all of Akala's program logistics and details. Works with the Administrator on budgets and hiring contractors needed for each program. Acts as the main contact for any inquiries about program specific questions. Works with Board of Directors and Community Relations Ambassador on developing and delivering programs that meet Akala's mission statement and adhere to our protocols and value systems.

Community Relations Ambassador

Acts as the primary contact between Akala and the communities we serve. Organizes community engagement processes and meetings to ensure that Akala maintains a strong awareness of community needs and barriers. Works closely with the Program Coordinator to promote programs and recruit participants.

Grant Writer

Finds, writes and applies for grants and other funding sources. Works closely with Program Coordinator to develop grants that fit within Akala's mission statement.

Akala may hire contractors throughout the year for a variety of purposes and collaborations. We strive to maintain the same values within our work whether contractor-led or staff-led.

Akala's primary purpose is to provide programs to serve the Musgamakw Dzawada'enuxw people and to provide employment opportunities for the Musgamakw Dzawada'enuxw. With that in mind, we prioritize the hiring of Musgamakw Dzawada'enuxw who are qualified for the position that is open. If no qualified Musgamakw Dzawada'enuxw is able to fill the position,



we will seek to hire a qualified Indigenous person. Only after these options are exhausted will we open the position up to non-Indigenous people.

Respectful Workplace

Respect in the Workplace

Akala fully supports the intent of the legislation that promotes and protects the rights of individuals and employees against discriminatory practices. In doing so, we expect a climate of mutual respect and courtesy amongst all staff, board, and membership so that each person feels part of and is able to contribute fully to the development and well-being of the organization.

Anti-Discrimination and Harassment

Akala supports and follows the principles and practices outlined in the *B.C. Human Rights Code* and affirms that it is public policy to recognize the inherent dignity and worth of every person and provides for equal rights and opportunities without discrimination.

The *B.C. Human Rights Code* prohibits discrimination in employment on the grounds of race, colour, ancestry, place of origin, ethnic origin, citizenship, creed, gender, sex, sexual orientation, age, record of offences, marital status, same-sex partnership status, family status or disability.

Akala will not tolerate sexual, racial or other harassment that may occur in the immediate workplace, including face-to-face interactions, in writing or by e-mail or through the internet. Akala's immediate workplace includes meetings and events and any location usually regarded as an extension of the workplace (i.e. on the land, an off-site meeting place, social event, travel, etc.).

Incidents that occur outside of the workplace but affect the work environment or employee relationships may also be considered workplace harassment.

Gender Identity

Akala does not discriminate in any way on the basis of sex, sexual orientation, gender identity, or gender expression. Two-Spirit and Transgender employees have the right to discuss their gender identity or expression openly or to keep that information private. Our organization will change an employee's official record to reflect a change in name or gender upon request from the employee to the extent allowed by law. Every employee has



the right to be addressed by the name and pronoun corresponding to the employee's gender identity. Employees who transition on the job can expect the support of the organization and any questions can be directed to the President. It is unlawful and violates Akala's policies to discriminate in any way against an employee because of the employee's actual or perceived gender identity.

Conflict Resolution

Conflict is inevitable but can be resolved in safe and positive ways. Akala acknowledges that conflict is a normal part of human interactions and supports conflict resolution processes that honor and respect each individual. It is the responsibility of all staff, members, and volunteers to create a safe and trauma-informed organization. As such, it is the responsibility of everyone to resolve conflict in positive and healthy ways.

Staff, members and volunteers who are experiencing a conflict or have a complaint are encouraged to resolve it through discussions with the Board of Directors whenever possible. All requests for conflict resolution, complaints and appeals shall be fully investigated and addressed as quickly as possible.

If the issue cannot be resolved internally, the Board will consider external support through advisors, facilitators, mediators, and/or other people qualified to provide trauma-informed conflict engagement that aligns with our values and policies.



Working Together

Decision-making Governance and Process

Akala seeks consensus in all decision-making processes, however, in order to support the operation of the organization, there is a decision-making hierarchy in place. We also want to be transparent about who makes which type of a decision, and what processes different kinds of decisions go through.

Decision-making at Akala occurs as follows:

- Decisions regarding finances and funding, including the decisions to apply for grants will be made by the Board of Directors
- Decisions regarding program development will be made by the Board of Directors in consultation with Staff/Contractors and voting members
- Decisions regarding communications, community engagement and network development will be made by the Board of Directors in consultation with Staff/Contractors and voting members
- Decisions regarding the development of policies and organizational development will be made by the Board of Directors in consultation with Staff/Contractors and voting members

When decisions cannot be made by the Board of Directors the concerns will be presented, along with possible scenarios and options, to Advisors and/or voting members for advice and recommendations.



Human Resources

Orientation

An orientation will be given to all new employees, which includes information about Akala's history, values, program directions and future goals. Orientation will also cover all employee benefits and payroll information, as well as company expectations.

New employees will receive a copy of this policy and procedures document and be given the opportunity to ask questions about Akala policies and procedures. In addition, the new employee's supervisor will review their job description and responsibilities, and ensure their familiarity with the equipment and resources necessary to perform the job. Employees will be provided safety and security protocols for the worksite.

If any questions arise, or if there is a need for additional support, employees should contact their direct supervisor.

Performance Evaluation

Akala provides appropriate supervision and performance evaluation for all employees. A performance evaluation process is a management tool for use in achieving Akala's long and short-term objectives as well as the development of its employees. It is an ongoing process.

Regular and ongoing feedback regarding performance will be provided to the employee by their supervisor in a flexible manner. Performance evaluations are not required to take place at a certain time or in a formal way, however, staff may request a performance evaluation from their supervisor once every six months.

Training

Akala is committed to the development and growth of its staff. Training opportunities are available to staff interested in developing skills in a particular area or furthering existing skills. Staff members should work with their immediate supervisors to identify areas where training may be useful. Akala encourages employees to share, suggest and engage in professional development programs, courses and events that enhance the performance of both the individual and the organization.

However, it should be noted that at this time, Akala, does not have a designated budget for professional development, and it may not always be possible to financially support opportunities that arise.



Professional development opportunities:

- ensure that employees maintain their acquired skills and job qualifications;
- provide opportunities for employees to add to and improve their skills; and
- promote shared accountability between the employee and Akala.

Conduct Standards

Confidentiality Agreement

Our members and other parties with whom we do business entrust Akala with important information both personal and relating to their work. All information considered confidential will not be disclosed to external parties or to other staff members except on a “need to know” basis. If a staff or Board member is unsure of whether certain information is considered confidential, they should act as though it is until their direct supervisor confirms otherwise.

This policy is intended to alert the staff to the need for discretion at all times and is not intended to inhibit normal organization communications. All employees and board members, prospective and existing, are expected to sign the Confidentiality Agreement (see Appendix D) as it is a condition of involvement with Akala.

Conflict of Interest

Employees and Board members shall avoid any relationship or activity that might impair, or even appear to impair, their ability to make objective and fair decisions when working with Akala. If a staff member believes that there may be a conflict of interest, the staff member has a duty to report the conflict to their immediate supervisor and the matter will be addressed by the Board of Directors.

Employee Code of Conduct

The Akala Code of Conduct (the “Code”) is designed to allow Akala to preserve its integrity and credibility with the public and within the Akala network. This Code applies to all, members, direct program volunteers (those in the face-to-face contact with Akala partner communities), the Board of Directors, the advisory committee; and all employees (permanent full-time, hourly, fixed-term contract, permanent part-time); and any third party service provider in face-to-face contact with partners who will certify that they have read and will abide by this Code by signing and returning a copy of the Akala Code of Conduct Agreement Form (see Appendix C).



Working with Children and Youth

Akala is committed to maintaining a culture in which children and youth are supported in an environment that protects their safety and wellbeing. Recognizing the sacredness of our original teachings and the role of future generations, as well as the complex history of genocide, intergenerational trauma and multiple impacts of colonization, Akala works to ensure the safety of our children, youth and young adults.

As such, Akala has a Policy and Guidance on working with children and young people who participate in our programs. The Guidance also covers situations in which Akala members may offer Akala support to young people in schools or youth clubs.

The Policy covers:

- providing a safe environment for children and young people to attend Akala events;
- appointing and supporting members who work with young people; and
- what to do if a situation of concern arises involving children or young people.

If a member, volunteer, staff member, or Board member's work involves working with children and youth we ask that they make themselves familiar with the following required procedures:

1. Akala staff and members who provide Akala workshops and/or training to children and young people should comply with any request by partner organizations to obtain a vulnerable sector screening from their local provider (Criminal Record Check); and
2. Akala requires a vulnerable sector screening from their local provider (Criminal Record Check) for any members, volunteers, board of Directors, or staff working with children and young people. The vulnerable sector screening from their local provider (Criminal Record Check) must be no more than 6 months old. Akala will obtain and/or renew such record checks when required.

If anyone at Akala has a concern about a member, staff, volunteer, or contractor's ability to ensure the safety of children or youth, they must bring this concern immediately to the Board of Directors. These concerns will be taken seriously and will be investigated immediately.

Nepotism

We recognize that Akala's work takes place within the context of a small community with close and interwoven relations. In acknowledging the likelihood that we may hire relatives due to the small population, Akala is committed to fair and transparent hiring processes.



Staff members are prohibited from directly participating in the hiring process of individuals in their immediate family (see definition of immediate family below) to paid positions as employees or contractors of Akala unless approved by the Board.

Staff members shall not be employed, promoted or transferred to a position in which, as a result, the staff member would be supervising or receiving supervision from a member of their immediate family unless approved by the Board.

Family members of staff are not barred from utilizing the services of Akala, provided they follow the same rules and procedures as any other client.

Definition of Immediate Family

According to the Employment Standards Act of British Columbia, immediate family members are: an employee's spouse, a child, parent, guardian, sibling, grandchild or grandparent of the employee, a step-child, and any person who lives with an employee as a member of their family.

With respect to Musgamakw Dzawada'enuxw custom and the relationality within our communities, Akala may recognize other relations as immediate family for any purpose under this document.

Communications & Technology

Social Media

Staff may not post financial, confidential, sensitive or proprietary information about Akala, its clients or staff on social media. Likewise, staff may not post obscenities, slurs, personal attacks or disparaging language that would reflect negatively on Akala.

If a staff member is posting on an Akala account, it is imperative for the staff member to post material that is a direct representation of the organization and its work.

Photo, Media & Marketing Release Form

As a part of orientation, all volunteers, employees, and board of Directors, will be given the opportunity to provide their consent for Akala to record, videotape, and/or photograph their image, and publish/print written or spoken words for public viewing.

Individuals are not required to provide consent and will face no adverse employment or volunteer consequences if the consent form is not signed. Employees may revoke consent by submitting a written statement to the Board of Directors.



Leave

Sick Leave

When someone is ill, it is important to take the time needed to get better. Sick days may also be used to care for a loved one (e.g. a person in your web of relations) who is ill. The allowance for sick days with pay accumulates at a rate of 1 working day per month to a maximum of 10 working days per year.

Vacation

Employees are entitled to vacation time and pay in accordance with the Employment Standards Act (ESA). After a probation period, if specified in the contract, all permanent employees receive three (3) weeks of vacation in each calendar year. Vacation time is pro-rated for people that start midway through the year, and permanent part-time employees accrue vacation time on a prorated basis.

Staff are asked to give as much notice as possible (preferably one (1) month or more) when requesting vacation leave. The President must approve the scheduling of vacation leave and requests can be emailed to the President.

Ak̄ala expects staff to take their vacation within the year it is earned to enjoy necessary rest and revitalization. Staff must have permission from the President to carry vacation time over to another calendar year.

Personal Days

All employees can take up to 5 personal days per year, with pay. Personal days are normally granted to deal with family obligations, ceremony, legal matters, or additional religious holidays, although no explanation needs to be given for the request. We ask for at least one week's notice if possible. Personal days may not be carried over to the next year.

Bereavement/Compassionate Leave

Ak̄ala understands that the passing of a loved one can be a traumatic experience and often requires time to plan and organize with others. Therefore, in the event of the death of a loved one, the employee can take up to ten (10) days of paid time off. In the event of a death of an Elder or community member, Ak̄ala staff will follow the protocol of the communities.



Pregnancy/Parental Leave

Akala is committed to assisting employees during the exciting time of welcoming a new child into their family. Maternity leave is available to pregnant persons. Parental leave is available to any parent upon the birth or adoption or being awarded custody of a child. Maternity and parental leave shall be as per the provincial Employment Standards Act. Employees are entitled to a job-protected leave of absence for up to one (1) year in the event of maternity and parental leave.

Holidays

There are eleven public holidays during which the office will be closed. The public holidays are:

New Year's Day, Family Day, Good Friday, Victoria Day, Canada Day, British Columbia Day, Labour Day, the National Day for Truth and Reconciliation, Thanksgiving Day, Christmas Day and Boxing Day, JUNE SPORTS

The Akala office will be open on Indigenous Peoples Day - June 21st - staff (part- and full-time) are welcomed to use this day as a time for webinars, teachings, and being in community with Indigenous folks.

If staff would prefer, they are entitled to an amount of hours equivalent to the public holidays to take off.

Cultural Days

Staff are invited to take time off for cultural events such as fish harvesting, potlatches, feasts, ceremonies, etc. There is a limit of 5 paid cultural days. Afterwards, employees are still encouraged to take cultural days off, but they will be unpaid. Staff are asked to provide 1-week notice before taking a cultural day.

Team Health

Akala strives to create a culture of caring for each other and making sure everyone feels supported and validated in their work. There are many ways to incorporate wellbeing into Akala's work, including the following practices:

- Starting team meetings by checking in on how everyone is feeling, and ending by checking out;
- Ending retrospective meetings with a closing round of appreciations;
- Choosing words carefully and avoiding ableist or otherwise harmful language; and



- Being intentional and explicit about the process of giving/receiving feedback. The person asking for feedback should be specific about whether they want input on an idea/draft or a vote/sign-off on a proposal. They should also specify who needs to weigh in for things to move forward. Include a deadline for feedback.

Financial Management

Introduction to Akala Finances

Akala's funding comes from a variety of sources including grants, donations, and partnerships. The organization employs several safeguards to ensure that financial transactions are properly authorized, accounted for, executed and recorded.

Funding Principles

Akala takes a principled approach to development and partnerships and we strive to uphold our Musgamakw Dzawada'enuxw values. We stay true to Akala's spirit and purpose, and we are making a strong effort to build and model a decolonial framework.

Guidelines

Akala does not partner with organizations with an invested interest in extractive industries or climate-destroying initiatives, such as fossil fuel projects. We will consider government and corporate funding on a case-by-case basis, and when required, we look to our Advisors and voting members to guide our decision-making and partnerships.

Signing Authority

The Board President, Vice President, Treasurer and staff member or contractor designated by the Board of Directors at a duly convened meeting are authorized to sign cheques or issue electronic money transfers. All cheques require the signatures of two authorized signers. The Board must provide pre-approval via resolution at a duly convened Board meeting for off-budget expenses in excess of \$1,000.00.

Appendix A - Acknowledgment of Receipt and Understanding (by Employee) of Akala Society Policies and Procedures

I acknowledge that I have received a copy, either in writing or electronically of Akala's Policies and Procedures. I, _____, understand that I am responsible for reading the information contained therein. I understand that the policies contained herein reflect the



current practices of Aḳala and are intended to provide the basis for reasonable and consistent treatment of members and employees.

I understand that the policies as set forth have been adopted by Aḳala's Board of Directors and are not intended to give rise to contractual rights or obligations. My status as an employee is that of an employee at will. If I choose to leave Aḳala I have the right to do so for any reason with or without cause. By the same token, Aḳala has the right to terminate my employment at any time for any reason, with or without cause. Nothing in this document or in any oral or written statement alters the at-will relationship.

I understand that these Policies are subject to change at the discretion of the Aḳala Board of Directors at any time without notice.

Employee Name _____

Employee Signature _____

Date _____



Appendix B - Board of Directors Code of Conduct

Akala Board members are expected to operate in accordance with the Akala Traditional Laws and Values when fulfilling their duties. As well as providing financial oversight and fostering a constructive work environment, the Board has a number of responsibilities to which they are expected to adhere.

Responsibilities:

Skill: In carrying out their obligations, Board members are expected to use an appropriate degree of skill. This means using the skills each Board member has to make competent decisions on behalf of the organization.

Diligence: Board members are expected to attend meetings and to become as fully informed as possible regarding all aspects of Akala operations, including any issues that affect Akala.

Loyalty: Board members must act with honesty and in good faith in what they reasonably believe to be the best interests of Akala. Board members must act with loyalty at all times.

Honesty: disclosing benefits and threats to the organization.

No Conflict of Interest: Board members cannot place themselves in a situation where their duty as a Board member conflicts with their interest or with their duty to others.

No Self-Dealing: Board members may not profit in any way from their relationship with the organization and should not enter into contracts with it.

Confidentiality: Board discussions and internal workings of the organization must be kept confidential.

Further, Akala Board members are expected to communicate respectfully with each other, staff members, volunteers, members of the electorate and the greater community. They are expected to represent Akala in a fair and accurate manner at all times, and clearly distinguish their own opinions from those of Akala. Board members are not to express opinions on behalf of the organization unless specifically given leave to do so.

Signed this _____ day of _____, 20_____.

(name)

(signature)



Appendix C - Employee Code of Conduct

Akala members are expected to operate in accordance with the Akala Traditional Laws and Values when fulfilling their duties.

Responsibilities:

Skill: In carrying out their obligations, members are expected to use an appropriate degree of skill. This means using the skills each member has to make competent decisions on behalf of the organization.

Diligence: Members are expected to attend meetings and to become as fully informed as possible regarding all aspects of Akala operations, including any issues that affect Akala.

Loyalty: Members must act with honesty and in good faith in what they reasonably believe to be the best interests of Akala. Members must act with loyalty at all times.

Honesty: disclosing benefits and threats to the organization.

No Conflict of Interest: Members cannot place themselves in a situation where their duties conflict with their interest or with their duty to others.

No Self-Dealing: Members may not profit in any way from their relationship with the organization and should not enter into contracts with it.

Confidentiality: Akala discussions and internal workings of the organization must be kept confidential.

Further, Akala members are expected to communicate respectfully with each other, staff members, volunteers, members of the electorate and the greater community. They are expected to represent Akala in a fair and accurate manner at all times, and clearly distinguish their own opinions from those of Akala. Members are not to express opinions on behalf of the organization unless specifically given leave to do so.

Signed this _____ day of _____, 20_____.

(name)

(signature)



Appendix D - Confidentiality Agreement

"I" refers to the volunteer who signs this Agreement

1. I acknowledge and confirm that as a member I may acquire information on the organization, its clients, staff and volunteers, and about certain matters and things which are of a confidential nature and that such information is the exclusive property of the organization and will remain in the strictest confidence.
2. I affirm that the information referred to above could be used to the detriment of the organization and the volunteer activities and thereby undertake to treat as confidential all information, contracts or resources. I agree not to disclose the same to any third party either during the term I am a part of the organization or at any time thereafter unless I have obtained the express written permission to do so from a member of the Akala staff or Board.
3. I agree that any knowledge gained as a result of my position will remain in strictest confidence.
4. I agree to exercise due care to ensure that any information I may give to others in the course of my duties as a member or otherwise is information that is required to be given and is given to a party entitled to receive such information.
5. I agree I will not discuss the details of my work with any representatives of the media or publicize any of the confidential aspects of my work orally or by written work or any other medium of communication.

Certification

I have read Akala's Statement of Confidentiality presented above. I agree to abide by the requirements and inform my supervisor immediately if I believe any violation (unintentional or otherwise) of the policy has occurred. I understand that violation of this policy could lead to disciplinary action, up to and including termination of my service with Akala.

Signature _____ Name _____ Date _____



Appendix E - Record of Decisions Template

Decision Log					
ID	Category	Decision	Responsible Party	Decision Date	Comments
<i>EXAMPLE: D001</i>	<i>Decision</i>	<i>To approve the appointment of new Director X.</i>	<i>Entire Board</i>	<i>July 27, 2021</i>	<i>Additional support on the board of Directors will help Akala grow</i>



Appendix F - Community Engagement Plan Template

[Date] | [Organization/Dept.]

Project Background

[What is this project about? What led to this point? Has there been previous relevant community engagement? What are the project objectives, constraints, and timelines? Who is involved, and in what capacity? This section can be several paragraphs long. You can also include a table of team members and roles/responsibilities re: communications and engagement]

Engagement Objectives

[What are you hoping to achieve by engaging the community?]

Guiding Values

[Are there overarching values or principles you want to incorporate into all engagement activities?]

Audiences

[Who needs to be engaged? Are there different levels of importance, e.g. groups that are of primary importance, secondary, and then tertiary? Are there specific considerations that will help you engage each specific group? You can consider adding a table or section where, for each different audience, you describe how you wish to engage them, and why/what questions you would pose to that specific group.]

Communication Channels

[What channels of communication are available to you- is there a community and/or project website, newsletter, or social media accounts? Consider breaking this section into print, online, and in-person options. Do you have access to contact information for everyone you wish to reach?]

Work Plan

[What is your proposed approach to engagement?]

Date/ Timing	Proposed Activity	Purpose	Target Audience	Desired Outcomes	Team Roles	Notes
<i>E.g. Late September</i>	<i>E.g. Project Kick-Off, Open House and</i>	<i>E.g. Provide project information to</i>	<i>E.g. All community members on</i>	<i>E.g. 1) At least 20 people attend</i>	<i>E.g. Arranging caterings and transportation</i>	<i>E.g. Create brochures to hand out, booth</i>



	<i>Dinner at the hall</i>	<i>community, answer questions, build excitement</i>	<i>reserve, staff, local allies.</i>	<i>2) Community members have background information about the project 3) Staff are able to answer all questions Members sign up for Advisory Committee</i>	<i>[name] Clean up and Set up [name] Welcome Booth [name]</i>	<i>passports, and advisory committee sign up sheets, ask the Chief to give comments at dinner time.</i>



Appendix G - AGM Agenda Template

[Note: One month prior to the AGM, distribute a poster and notice including date, time, location, and any other specific details (i.e. meals, child-minding, etc.) that participants should be made aware of]

Event Title:

Date:

Time:

Location :

Meeting Start time:

1. Welcome and introduction to Akala. Presented by [staff or Board member].
A short presentation on Akala. Include information about AGM processes for members vs. observers and answer any general questions.
2. Approval of Consensus Decision-making, Meeting Chair and Agenda
PROPOSAL: To use Consensus as decision-making method for 2019 Akala AGM
DECISION:

PROPOSAL: To appoint [Board member] for 20__ Akala AGM chair.
DECISION:

PROPOSAL: To approve the agenda for the 20__ Akala AGM as presented.
DECISION:
3. Check for Quorum (at least 3, or 10% of total voting members, whichever is greater)
If there isn't a quorum, as per bylaws, quorum at the meeting will be considered satisfied for the purposes of receiving the audited financial statements for the preceding year and for receiving the annual report of the Society for the preceding year, but for no other matter or business.

Quorum [was/was not] reached by [time].

PROPOSAL: To consider the meeting quorate for the purposes of approval of the Audited Financial Statements, Annual Report and Bylaw Rewrite.
DECISION:
4. Presentation and Approval of Minutes from the [previous years] Akala Annual General Meeting. Presented by Chair.



PROPOSAL: To approve the [previous years] Akala AGM Minutes.

DECISION:

5. Presentation and Approval of Audited Financial Statements for the [year] fiscal year, approve auditor (if necessary), and [year] Akala budget. Presented by Treasurer.

PROPOSAL: To approve [year] Audited Financial Statements.

DECISION:

PROPOSAL: To approve [auditor company] as the auditors for Akala for [year] fiscal year.

DECISION:

PROPOSAL: To approve [year] Akala budget.

DECISION:

6. Presentation and approval of Community Engagement Plan for the [year] year. Presented by [Board member]

PROPOSAL: To approve the [year] Akala Community Engagement Plan.

DECISION:

7. Present any other reports of Directors' activities and decisions since the previous Annual General Meeting. Presented by [Board member].

PROPOSAL: To approve

DECISION:

8. Announcements

Meeting End Time: