



# Volunteer Supervisor's Guide

*This resource provides a self-guided  
introduction to volunteer management.*



**ONE Team**  
**ONE Goal**

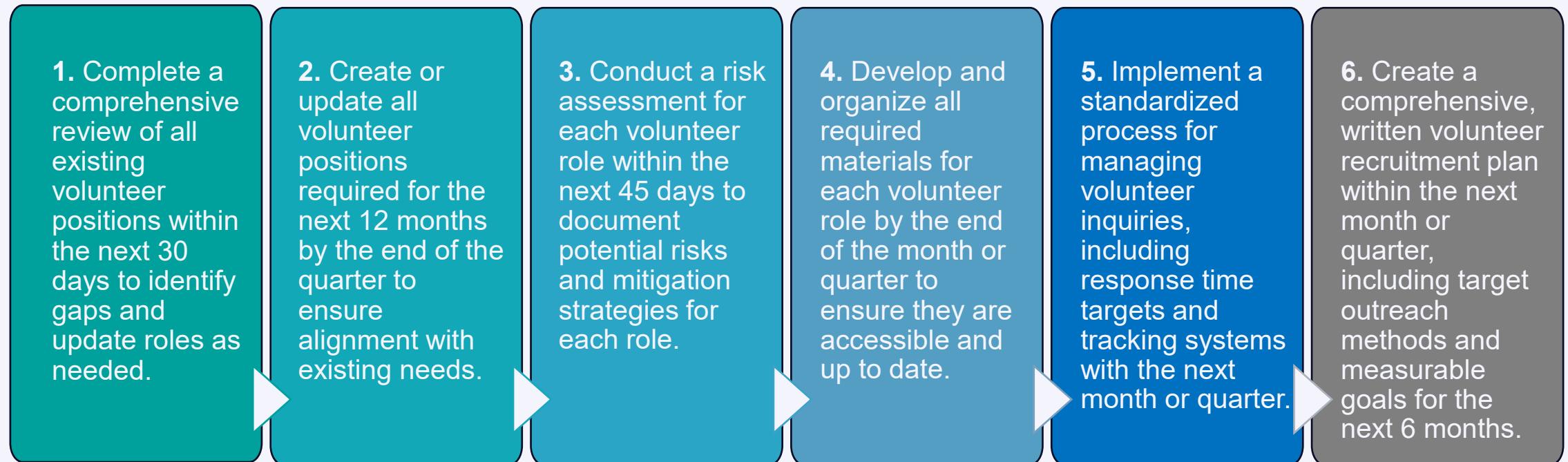
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# Planning and Preparation

Planning is an essential part of delivering a successful program.





# Resource

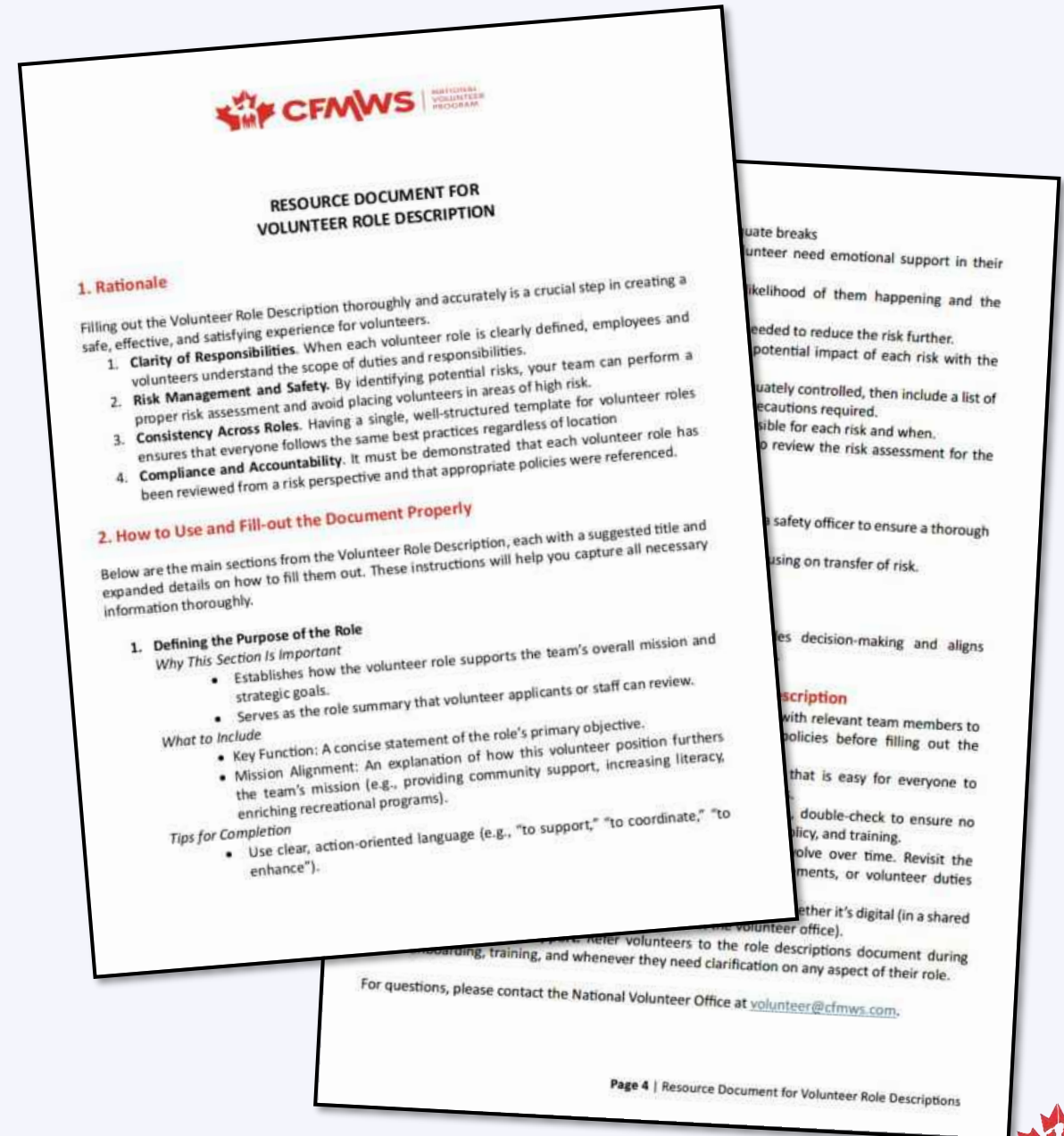
## Volunteer Role Description

**Access to the Resource Document:** Employee Essentials > My Resources > National Volunteer Hub > Volunteer Role Description-Resource.

For those who do not have access to CORE:  
[Volunteer Hub |CFMWS](#)

### Resource Document for Volunteer Role Description

- ☐ Rationale
- ☐ How to Use and Fill-out the Document Properly
- ☐ Best Practices for Completing the Volunteer Role Description



# Visual

## Volunteer Role Description

**Access to the Template:** Employee Essentials > My Resources > National Volunteer Hub > Volunteer Role Description-Visual.

For those who do not have access to CORE:  
[Volunteer Hub |CFMWS](#)

### Template for Volunteer Role Description

- ☐ Role Details
- ☐ Risk Assessment
- ☐ Policy Considerations

VOLUNTEER ROLE TITLE:		
ROLE DETAILS	RISK ASSESSMENT	POLICY CONSIDERATIONS
PURPOSE OF ROLE 1	8	9
DUTIES / ACTIVITIES 2		
CLIENT / PEOPLE SERVED 3		
LOCATION / SETTING 4		
TIME COMMITMENT 5		
SUPERVISION / TRAINING / ORIENTATION 6		
OTHER DETAILS 7		



# Volunteer Intake

CFMWS has developed a library of volunteer intake forms to facilitate a comprehensive and seamless volunteer intake process

☐ [National Volunteer Policy | CFMWS](#)

## FORMS

These are fillable PDF forms. They may also be printed and completed by hand.

☐ [National Volunteer Intake form](#)

☐ [National Volunteer Parent/Legal Guardian Consent Form](#)

☐ [National Volunteer Understanding and Agreement Form](#)

☐ [OHS Incident Report Form](#)

The image displays three overlapping PDF forms from CFMWS (Canadian Forces Morale and Welfare Services). The top-left form is the 'Parental/Legal Guardian Consent Form' for minors under 18. The top-right form is the 'Volunteer Understanding and Agreement' form. The bottom form is the 'Volunteer Intake Form' (PROTECTED B), which includes sections for Personal Contact Information, Emergency Contact Information, Accommodations Requirements, and Disclosure and Consent for Use. The forms are branded with the CFMWS logo and the SBMFC (Service Battalion Morale and Welfare Services) logo.



# Volunteer Handbook

Access: Employee Essentials > My Resources > National Volunteer Hub > Volunteer Handbook. For those who do not have access to CORE: [Volunteer Hub](#) | [CFMWS](#)

- ☐ Roles and Responsibilities
- ☐ Volunteer Code of Conduct
- ☐ Volunteer Insurance
- ☐ Resignation and Dismissal
- ☐ Training and Orientation
- ☐ General Operations
- ☐ Volunteer Benefits





# Recruitment

Recruitment is a dynamic process and can be achieved by harnessing the resources you have at hand

- ☐ Share well-written role descriptions.
- ☐ Leverage online channels to promote volunteer opportunities.
- ☐ Take a peer-to-peer recruitment approach.
- ☐ Consider exploring corporate volunteerism.
- ☐ Define volunteer requirements.
- ☐ Create a marketing plan.
- ☐ Promote flexibility in your opportunities.





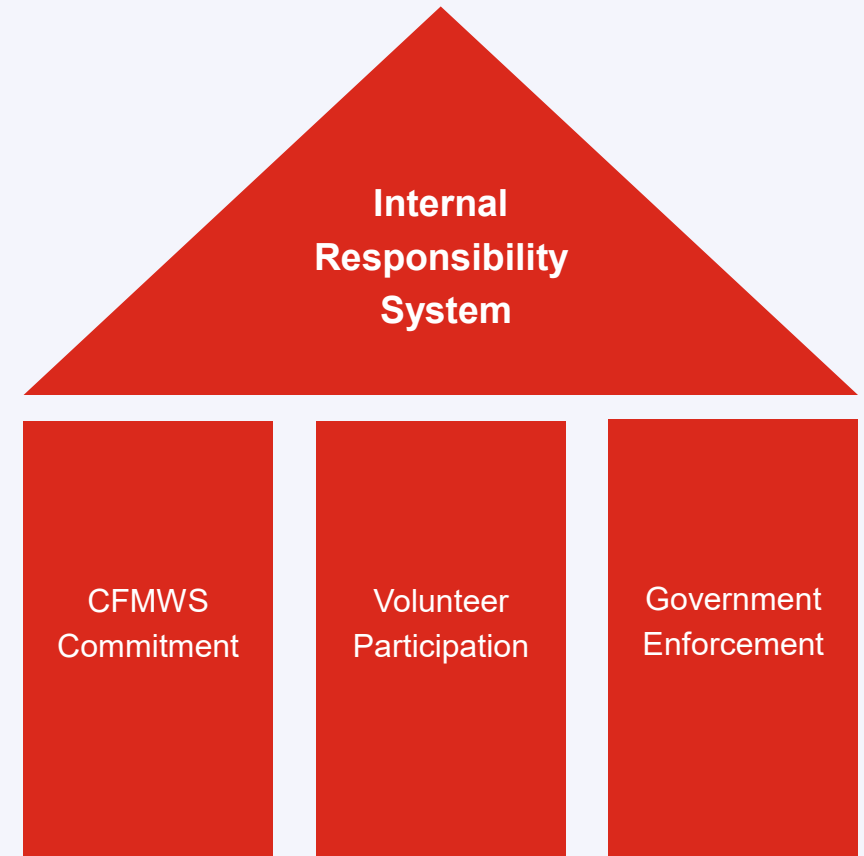
# Orientation and Training

Volunteers are required to participate in a session to orient them to the organization, as well as training relevant to the needs of the volunteer role. This should also include localized safety procedures (*e.g., evacuation, fire safety, location of first aid kit etc.*).

The CFMWS National Volunteer Team will be providing a **free general Occupational Health and Safety Awareness training** course to all volunteers beginning this summer 2025.

We use the **internal responsibility system** to show how we all have a role to play in safety and awareness.

- 25–30-minute course
- Validation quiz
- Certificate



# Orientation

**Volunteer Orientation and Training** play a crucial role in ensuring that volunteers can hit the ground running and contribute effectively to their roles, whether they are taking on existing positions or taking on new responsibilities.

Warm Welcome	Organizational Overview	Policies and Procedures	Rights and Responsibilities	Tour and Familiarization
<ul style="list-style-type: none"><li>❑ Introduce them to the team, the mission, and the culture.</li><li>❑ Make them feel like part of the team.</li></ul>	<ul style="list-style-type: none"><li>❑ Provide an overview of your organization's history, values, and goals.</li><li>❑ Explain how volunteers fit into the bigger picture.</li></ul>	<ul style="list-style-type: none"><li>❑ Cover essential policies and procedures.</li><li>❑ Discuss the expectations around attendance, confidentiality, safety, and communication.</li></ul>	<ul style="list-style-type: none"><li>❑ Inform them on their rights as volunteers and their responsibilities toward the organization and its beneficiaries.</li></ul>	<ul style="list-style-type: none"><li>❑ Show them around the physical space (emergency exits, office supplies, etc.)</li></ul>



# Training

**Bonus Tip:** Remember, volunteers are often motivated by their passion for your cause. Tap into that enthusiasm during orientation and training. Share success stories and let them know how their efforts directly impact lives!

## Role-Specific Training

- ☐ Base training on **Role Details**, **Risk Assessment**, and **Policy Considerations** sections of the volunteer role description template.
- ☐ Focus on the **Purpose of Role** and **Duties/Activities** to ensure volunteers understand their responsibilities.
- ☐ If applicable, include a **Risk Assessment**, and **Policy Considerations** to provide context and help prepare volunteers for potential challenges.

## Ongoing Learning

- ☐ Identify essential skills required based on the **Role Details** section.
- ☐ Provide **regular, practical learning sessions** to build core competencies.
- ☐ Use **role-specific scenarios** for ongoing learning and development.

*(If applicable to volunteer role.)*

## Feedback Loop

- ☐ Create **structured feedback opportunities** tied to the role details.
- ☐ Encourage open communication about **challenges and successes**.
- ☐ Use **volunteer input** to refine training over time.





# Resignation and Dismissal

- ❑ **All departing volunteers are treated with professionalism, confidentiality, fairness and consistency regardless of their circumstances for leaving.**
- ❑ Volunteers may be dismissed/released for various reasons, including but not limited to:
  - Unsatisfactory performance: If a volunteer is unwilling to improve their performance to the required standards of the volunteer role.
  - Immediate dismissal for just cause: This includes any act or omission that endangers DND/CFMWS/Museum, its visitors, employees, volunteers, or damages the assets of the organization.



# Resignation and Dismissal

Volunteers must be made aware of the suggested dismissal process

1

Failure to meet requirements, behave within Code of Conduct, and misrepresent DND/CFMWS/Museum results in **Incident Report** in volunteer's file, followed by creating an improvement plan.

2

Repeat occurrences lead to **verbal and written warning** recorded in file.

3

Severity determines **termination warnings**, usually 2 given before dismissal for failure to improve.

4

Duration from **last warning** to volunteer dismissal should not exceed 2 weeks based on volunteer's engagement level (daily, weekly, monthly, occasional), allowing time for improvement.

5

Meeting with volunteer should be scheduled to convey **dismissal decision** in person by coordinator and senior staff member, without further discussion or reconsideration.

6

Volunteer to receive **termination confirmation** via Dismissal letter signed by Volunteer Supervisor.





## Volunteer Supervisor's Guide

# Recognition

Volunteers play a vital role in our organization, and their efforts do not go unnoticed. We have put in place several measures to show our appreciation. An annual volunteer appreciation event takes place at every Base/Wing to celebrate the dedication and commitment of our volunteers.

Nominate volunteers for **Volunteer of the Month** - nominate your volunteers anytime. Names are drawn randomly every month; names stay in the draw for one year.





# Recognition

## Prioritize volunteer recognition.

- ❑ Assign a dedicated person to oversee **continuous volunteer recognition** and send **regular appreciation** messages.

## Express gratitude regularly.

- ❑ Establish a **consistent schedule** for recognizing volunteers throughout the year.
- ❑ Take the opportunity to express gratitude after **events** or on **special occasions**.

## Use variety of recognition efforts.

- ❑ Diversify your **recognition methods** to maximize volunteer engagement.

## Highlight volunteers' contribution.

- ❑ Highlight **the critical role** volunteers play in your team's success.
- ❑ **Personalize recognition** by mentioning their names, interests, and specific contributions.
- ❑ **Ask the volunteers** how they would like to be recognized to ensure the gesture is meaningful and respectful.

## Recognize efforts quickly.

- ❑ **Acknowledge** volunteer contributions **promptly** to ensure your appreciation feels **meaningful and impactful**.





## Volunteer Supervisor's Guide

# Support and Feedback

**Support** volunteers by providing the proper tools and resources to help them complete a specific task. Never leave a them feeling alone, vulnerable, uneasy or unsure about an assigned task. Communication plays a big role in making volunteers feel supported.

It is important that **feedback** is based on observation and performance to ensure that volunteers feel connected to the community they support.



# NVP Tools and Resources



National Volunteer  
Management Policy



Volunteer Role  
Descriptions



Police Verification Letter



CFMWS National Volunteer  
Recognition Program



Mandatory Volunteer Forms



Volunteer Reference Letters



NVP Business Process  
Flowchart



Volunteer Handbook



Volunteer Resource  
Management Orientation



CANEX Volunteer of the Month





Access to **National Volunteer Hub**  
Employee Essentials > My Resources >  
National Volunteer Hub

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# Thank you

**Reach out to us at [volunteer@cfmws.com](mailto:volunteer@cfmws.com) for:**  
Volunteer Management Training | Volunteer Document Overview  
Volunteer Tools & Resources

