



Volunteer Supervisor's Guide

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

February 2026



Content

Policy and Forms

- CFMWS Volunteer Management Policy
- Volunteer Intake
- Volunteer Handbook
- Harassment Guidance
- Volunteer Code of Conduct
- Volunteer Dismissal Guidance

Tools and Information

- Volunteer Role Descriptions
- Recruitment
- Orientation and Training
- Support and Feedback
- Recognition

ONE Team
ONE Goal



CFMWS Volunteer Management Policy

**2026 - THE POLICY IS REVISED BUT UNDER FINAL APPROVAL, PLEASE EMAIL THE
VOLUNTEER TEAM FOR INFORMATION**



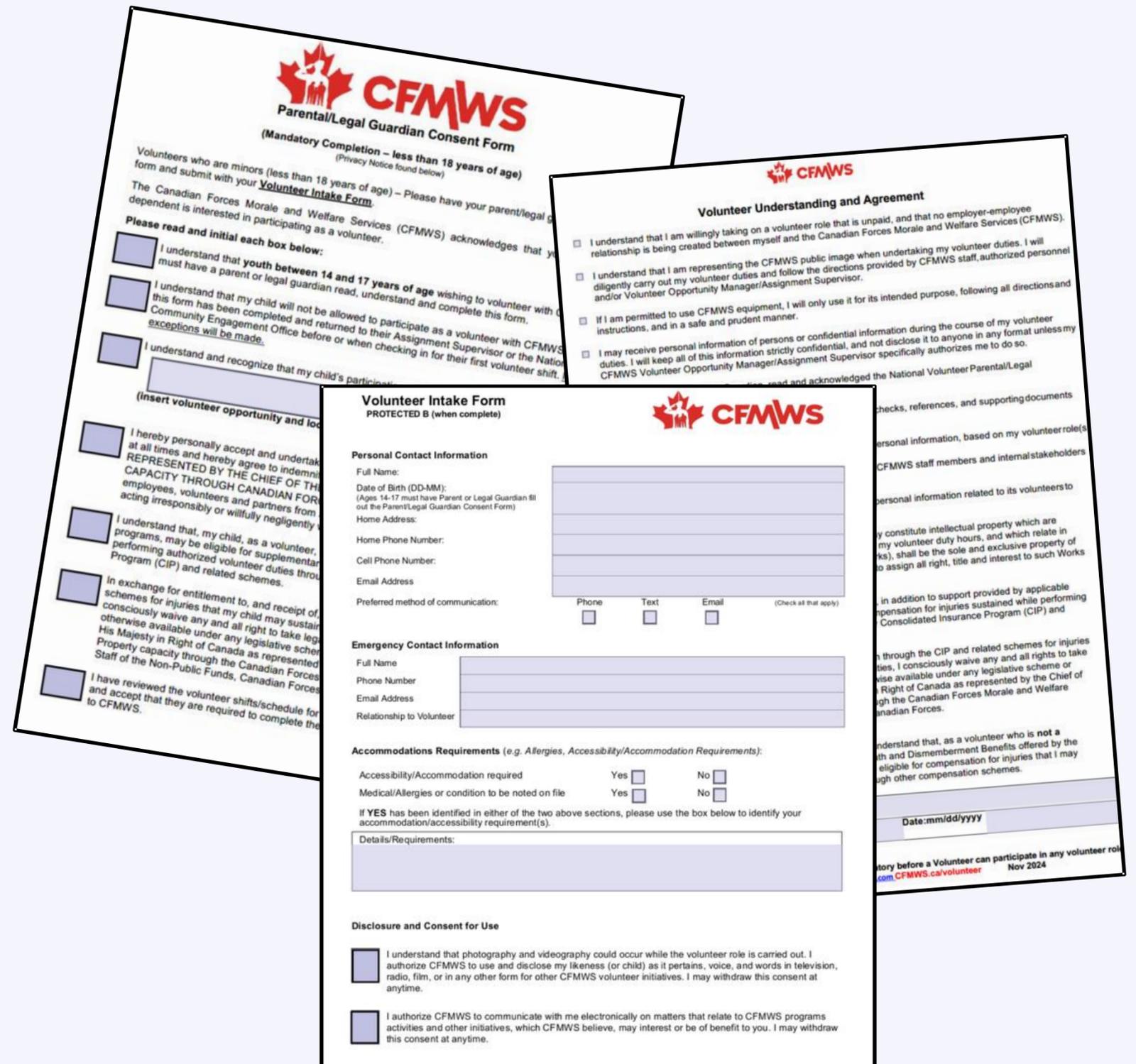
Volunteer Intake

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

Mandatory Forms

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

- [Volunteer Intake form](#)
- [Volunteer Parent/Legal Guardian Consent Form](#)
- [Volunteer Understanding and Agreement Form](#)
- Occupational Health & Safety ([OHS](#)) Incident Report Form



Volunteer Handbook

- About CFMWS
- Commitment to Volunteers
- Roles and Responsibilities
- Volunteer Code of Conduct
- Harassment and Substance Use Policy
- Volunteer Insurance
- Volunteer Departure
- Privacy Notice
- Training and Orientation
- Operations
- Volunteer Benefits
- Appreciation Message

This document is to be given to all volunteers, and they are required to sign the code of conduct.



Harassment Guidance

Volunteers are encouraged to report any disrespectful or harassing behavior observed from clients, staff members, or other volunteers through the confidential incident-report process detailed below.

- Document the Incident
- Talk to a Trusted Colleague or Peer
- Seek Support from your Volunteer Supervisor or Manager
- Use Internal Support Resources
- Speak directly to the Person (if safe)



Volunteer Code of Conduct

The following guidelines are designed to maintain a secure and welcoming space for everyone.

- Compliance with CFMWS Policies and the Law
- Safety
- Use of Resources
- Information Accuracy and Security
- Brand and Intellectual Property
- Conflicts of Interest
- Gifts and Hospitality
- Impartiality and Political Neutrality
- Personal Conduct & Representation
- Fairness and Integrity
- Ethical Behaviour
- Use of Mobile Devices
- Media Inquiries



Volunteer Departure

The **Volunteer Supervisor** may use their discretion to dismiss a volunteer who becomes inactive. **CFMWS does not decide to release volunteers lightly.** Decisions are only made after considering all relevant facts and information.

A volunteer may be released for several reasons, including but not limited to:

- **Unsatisfactory performance:** If a volunteer is unwilling to improve their performance to the required standards of the volunteer opportunity.
- **Immediate dismissal for just cause:** This includes any act or omission that endangers CFMWS, its visitors, employees, volunteers, or damages the assets of the organization.

If a volunteer is released for reasons such as **fraud, theft, vandalism, violence, or other willful disregard for the Volunteer Code of Conduct, the release will be immediate and without notice.** These cases may also be subject to further investigation and formal intervention. If a volunteer's actions are suspected to be criminal, CFMWS will promptly involve the appropriate police service; any resulting police investigation will proceed alongside—and may supersede—an internal review.

It is the responsibility of every **Volunteer Supervisor** to ensure that volunteers are aware of the expectations and responsibilities, as well as all possible consequences for failing to meet these expectations, breaching a boundary, or engaging in inappropriate behaviour.



Request for Review of Involuntary Departure

Volunteers who believe their dismissal is unwarranted may submit a **written request for review** within ten business days by following these steps:

Step 1: Send the request for review to the department manager for an initial review and written response within ten business days.

Step 2: If the issue remains unresolved, the volunteer may escalate it to the senior or regional manager (or equivalent), who will convene an impartial panel and respond within fifteen business days.

Step 3: If the matter remains contested, a final appeal may be lodged with the Volunteer Office. The decision, issued within twenty business days, will be final and binding on all parties.



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.



Resource

Volunteer Role Description

Completing the Volunteer Role Description thoroughly and accurately supports several important outcomes:

- Clarity of Responsibilities
- Risk Mitigation and Safety
- Consistency Across Roles
- Accountability



Guidance for Volunteer Facing Document - Volunteer Role Description

Completing the Volunteer Role Description thoroughly and accurately supports several important outcomes: it clarifies responsibilities for both volunteers and staff, helps identify and mitigate risks through proper assessment, promotes consistency across roles and locations, and demonstrates accountability in how volunteer roles are structured and managed.

Clarity of Responsibilities. Clearly defining each volunteer role helps both employees and volunteers understand the scope of responsibilities and what's expected.

Risk Management and Safety. A risk assessment identifies potential hazards to volunteers, outlines mitigation strategies, and helps prevent unsafe tasks or environments.

Consistency Across Roles. Using a consistent, well-structured template for volunteer roles helps build a reliable bank of role descriptions and ensures best practices are applied consistently across all locations.

Accountability. Reviewing each volunteer role from a risk perspective — and documenting mitigation strategies — helps demonstrate a thoughtful approach to volunteer safety and accountability.

The sections below outline the main components of the Volunteer Role Description. The guidance provided will help ensure all necessary details are captured effectively.

1. **Purpose of the Role.** A short summary of how the volunteer role supports the team or program's overall goal.
2. **Duties and Activities.** Outline all tasks required for the volunteer role to support a clear understanding of responsibilities and expectations.
3. **Clients or People Served.** List the demographics or key characteristics: age groups, backgrounds, or special considerations (e.g., seniors, youth, newcomers).
4. **Location or Setting.** Provide information on the physical location(s) or environment(s) where the volunteer will be assigned.
5. **Time Commitment.** State the duration and frequency: how many hours per day/week/month, or whether the role is event-based.
6. **Supervision, Training, and Orientation.** List the following:
 - Main point of contact/Volunteer Supervisor name, email, and contact phone number
 - Any specific training or certification requirements.
 - Onboarding Process: How and when orientation is delivered before engaging in the volunteer role.
7. **Other Relevant Details.** List any unique or additional information not previously covered.

For questions, please contact the CFMWS Volunteer Office at volunteer@cfmws.com.



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.

The volunteer role description is also a good way to sell the role.



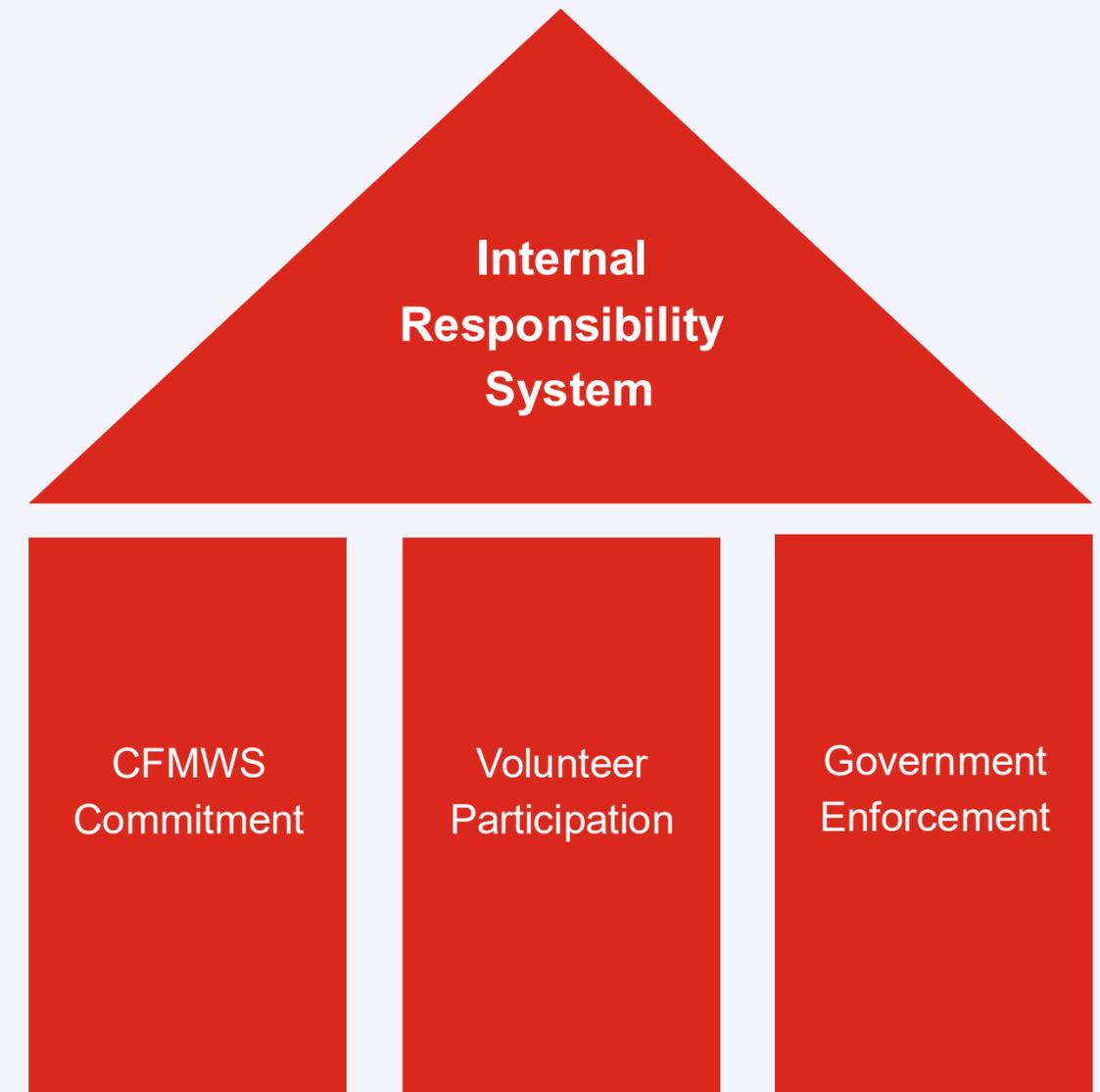
Orientation and Training

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 Volunteer Program Team will be providing a **free general Occupational Health and Safety Awareness training** course to all volunteers (coming soon).

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 ensures volunteers feel welcomed, understand their role, and know the organization's mission and expectations. It builds confidence, promotes safety, and creates a sense of belonging—key to effective and meaningful engagement.

Warm Welcome.

- Introduce them to the team, mission, and culture.
- Make them feel like part of the team.

Organizational Overview.

- Provide an overview of your organization's history, values, and goals.
- Explain how volunteers fit into the bigger picture.

Policies and Procedures.

- Cover essential policies and procedures.
- Discuss the expectations around attendance, confidentiality, safety, and communication.

Rights and Responsibilities.

- Inform them on their rights as volunteers and their responsibilities toward the organization and its beneficiaries.

Tour and Familiarization.

- Show them around the physical space (emergency exits, office supplies, etc.)



Training

Pro Tip: Orientation and Training is your chance to spark excitement. Show volunteers the real-world impact of their efforts—share powerful stories, highlight achievements, and connect their work to meaningful outcomes. When people see the difference they make, they stay engaged and inspired.

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.

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.





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.





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**.

