

The Staff Capacity Matrix

How to tell if you're understaffed, misaligned, or just under-structured

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Staff burnout in nonprofits is rarely a people problem. It's almost always a structure problem. Too many critical functions with no clear owner. One person doing three jobs. This matrix helps you see your actual capacity — and where the real gaps are.

PART 1 — FUNCTION OWNERSHIP MAP (P = Primary · S = Support · G = Gap · T = Needs Training)

Function	Staff 1	Staff 2	Staff 3	Staff 4	Gap?
Program Design & Launch	—	—	—	—	■ Yes ■ No
Multi-Site Coordination	—	—	—	—	■ Yes ■ No
SOP Development	—	—	—	—	■ Yes ■ No
Client Intake & Eligibility	—	—	—	—	■ Yes ■ No
Volunteer Management	—	—	—	—	■ Yes ■ No
Data Entry & Reporting	—	—	—	—	■ Yes ■ No
Regulatory Compliance	—	—	—	—	■ Yes ■ No
Partner Network Management	—	—	—	—	■ Yes ■ No
Staff Hiring & Onboarding	—	—	—	—	■ Yes ■ No
Budget & Financial Oversight	—	—	—	—	■ Yes ■ No
Board Reporting	—	—	—	—	■ Yes ■ No
Disaster Response Planning	—	—	—	—	■ Yes ■ No

PART 2 — BURNOUT SIGNAL CHECKLIST

Signal	Why It Matters	Present?
One person is primary owner of 5+ functions	Concentration risk — one departure breaks critical operations	■ Yes ■ No
Any function has no primary owner (G)	This function is running on luck, not structure	■ Yes ■ No
A staff member is primary on functions outside their job description	Scope creep — they're covering a gap, not doing their job	■ Yes ■ No
Training gaps (T) exist in compliance-related functions	Highest-risk training gaps — compliance errors are rarely minor	■ Yes ■ No
No backup owner exists for any single function	No redundancy — vacation, illness, or departure = service disruption	■ Yes ■ No
The ED is primary on more than 3 operational functions	The ED is doing COO work — which means strategic work isn't getting done	■ Yes ■ No

If you found 2+ burnout signals, you don't have a staffing problem — you have a structure problem. The fix is redesigning roles and ownership, not just hiring more people into a broken system.

Ready to close the gaps?

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