Tobi Johnson
& Associates
A new vision for volunteerism

Strategic Planning Tool:
Volunteer Helpforce Needs Analysis

Use this process to analyze your program needs and design volunteer roles and teams that can work together to reach your program goals.

Instructions

1) Assemble your specific program goals for the year.

2) Brainstorm all of the tasks that need to be completed to reach your goals. Write one task per post-it, and try to be as exhaustive as possible. Don't yet decide whether staff or volunteers will be responsible for a particular task.

3) Identify which tasks can done only by paid staff. Be open-minded. In general, few tasks must be completed by paid staff alone.

4) Remove the tasks that paid staff are responsible for from the larger group, and cluster them together.

5) Then, cluster the remaining tasks into groups of duties that make sense together. There are three major reasons why tasks might be grouped:

    a. They must be performed at or around the same time each day
    b. They have an equal level of difficulty (or simplicity)
    c. The supervision of the group of tasks belongs to one person
    d. The tasks require knowledge or skills in a specialized area

6) Each group is a team. Name each team with a post-it.

7) Identify which paid staff will support which team. Consider how you will use paid staff to fill in when there are volunteer vacancies or absences, or when there are a higher than normal service volumes.

8) After the meeting, type up Team Descriptions with a bulleted list of tasks transcribed from the post-its. Develop one-page volunteer position descriptions for the jobs that are needed to perform each team's tasks. In them, describe the "must have" and "need to have" skill sets needed for each.

9) Prioritize which teams or positions need to be filled first, and recruit for those positions using the team and individual position descriptions to develop your recruitment appeals.