HUMAN RESOURCE MANAGEMENT IN ISRAEL’S NONPROFIT HUMAN SERVICE ORGANIZATIONS

Rita Mano
Department of Human Services
University of Haifa
ritamano@research.haifa.ac.il
OUTLINE

- A classic definition of Human Services
- Nonprofit Human Services: sources of complexity
- A broad definition of Human Services
- Human Service providers: an occupation or a profession
- Human Resource management implications
- Organizational level implications
- Possible outcomes for nonprofit human services
Human Services: The classic definition (Hazenfeld, 1973, 1990)

Types
- People processing
- People sustaining
- People changing

Organizational features
- Female composition
- Lack of objective measures of performance
- Irreversible process

Occupational characteristic
- Social Work professionals
Nonprofit Human Services today: Sources of complexity

Organizational level

- Multiple goals (service, advocacy, combined)
- Multiple stakeholders (state, local government, funding groups)
- Organizational inputs (multiple sources of revenues – budgets, donations, investments, commercial activities-)
- Labor force composition (volunteers and salaried – low tech and management- positions)
- Organizational design (flat/organic systems lacking clear functional and administrative specifications - job content analysis-).
Human Resource Management

GENERAL
- Not clear or slow career advancement
- Low salaries
- Multi tasking
- Low availability of human capital resources (e.g. time or personnel allocated to professional activities -marketing, web research, collaborations-).

MANAGERS/BOARDS RELATIONSHIPS
- Lack of clear cut definitions of authority in board/managers connections
- Competition between salaried and volunteer participants
- Gaps in the definition of goals and performance criteria between stakeholders
- Potential education and professional gaps

SALARIED/VOLUNTEERS RELATIONSHIPS
- Lower willingness to address volunteer needs before during and after enrollment
- Changing profile of volunteers
- Lower volunteer satisfaction caused by lack of appropriate care
- Higher turnover rate or turnover potential among board members
Broad conceptions of Human Services

- Societal Realm
- Psychological Realm
- Technological Realm
- Economic Sectors
  - Public
  - Private
  - Nonprofit
- Organizational Setting
- Occupational Realm
Human service providers: An occupation or profession?

- Definition of fringe and non-fringe rewards
- Development of educational and employment titles
- Development of areas of expertise (marketing, fundraising etc.)
- Development of tasks and job definition using job analysis
- Focus on job scope rather than job enrichment
- Establishing “gate-keeping” criteria (educational credentials) for the incorporation of new participants in management positions
- Definition of the span of control and authority (personal vs. position based responsibility)
- Developing an association
- Formalizing its scopes, titles and locus of control
HR planning implications

- Job designs that fit HS broad definition
- Development of career trajectories within a “flat” system that fit participatory management
- Development of career trajectories that fit
  (a) low-tech providers of services
  (b) “social” managers and “servant” leadership
  © volunteers
- Recruitment, selection and promotion according to performance and Human Service objectives based on predefined career trajectories based on social management credentials and skills
Aspects to consider:
- Define “core” goals / official and operative goals
- Employ a stakeholders approach in the definition of goals
- Define primary vs. secondary stakeholders
- Align HR positions to staff considering project based designs
- Goals according to a “specialist” or “generalist” strategy
- Measure performance according to both economic-efficiency or social-effectiveness criteria to avoid loss of legitimacy

Focus on:
- Talent management
- Organizational prestige
- Professional orientation
- Developing internal labor markets
Possible outcomes for nonprofit Human Service organizations

Micro level -individual components
- Career path clear and predefined (enrollment, career advancement)
- Increase in fringe and non-fringe benefits

Mezzo level -organizational components
- HR development
- Higher retention of human capital
- Higher male participation
- Higher levels of commitment among participants
- Higher prestige of the providers – occupational / professional status
- Higher quality of services

Macro level -societal components
- Regulation of the state-nonprofit sector relations
- Participatory management in decision making in policy making through equal partnership at the initiation stages
- Acceptable relationships between boards and salaried positions reducing risks of malpractice and conflict
Human Service Providers: An Occupation or Profession

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