HUMAN RESOURCE MANAGEMENT
IN
ISRAEL’S
NONPROFIT HUMAN SERVICE ORGANIZATIONS

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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
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
Organizational design implications

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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