

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 Services Today: Sources of complexity

## *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

PSYCHOLOGICAL  
REALM

ECONOMIC  
SECTORS

- Public
- Private
- Nonprofit

SOCIETAL  
REALM

TECHNOLOGICAL  
REALM

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



# 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

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