

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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