

# Managing Human Service Organizations

Christian Jacobsson

## Introduction

The core issue in all organizations is to coordinate individual behavior on all levels in order to reach one or more common goals. This can be done indirectly through strategy and structure for the organization or directly by, for instance, leadership and incentives that affect individuals' ways of working. Organizational goals, strategies, structures and individuals' behavior contributing to organizational performance are the parts that, appropriately linked, together have a major influence on organizational effectiveness. This thesis addresses the topic of management in human service organizations (HSO) (Hasenfeld, 1983), including managing strategy, structure and individual behavior. The organizations in focus are hospitals, schools and social service agencies. A basic assumption is that human services are organizations that mostly share the features of modern organizations in general, but also confront special demands and prerequisites that make them partly different from other types of organizations. According to Hasenfeld (1983), human services are distinguished from other types of organizations by two key characteristics: they work directly with and on people whose attributes they attempt to shape and they are mandated to protect and promote the welfare of the people they serve. Both organizational management, in general, and the managing of human services, specifically, will be considered throughout this introduction.

Traditionally, there is a "top-down" relationship between the parts in the ideal chain of relationships from organizational goals to performance. Organizational strategies are, by definition, different ways of attaining organizational goals and in that sense "goal demand strategy". Further, Chandler (1962) noted in a historical analysis of the survival of organizations that the organizational structure must fit with the organizational strategy for the organization to be effective. In other words, "strategy gives structure" (i.e., structure follows strategy, in Chandler's words). The purpose of creating and maintaining an organizational structure is to influence and regulate the behavior of individual employees (Jacobsen & Thorsvik, 1998); in other words, "structure guides behavior". Lastly, organizational performance is mainly the result of the workers' behavior, thus the final step becomes "behavior creates performance". Thus, from the top to the bottom the chain becomes: "goal demands strategy, strategy gives structure, structure guides behavior and behavior creates performance". This chain serves as a model of thought, mainly to structure

# Managing The Human Service Organization

**Yeheskel Hasenfeld**



## **Managing The Human Service Organization:**

**Managing the Challenges in Human Service Organizations** Michael J. Austin, Ralph Brody, Thomas Packard, 2008-07-08 Managing the Challenges in Human Service Organizations A Casebook offers current and aspiring human service managers a view into the kinds of experiences they will likely encounter to better prepare them for the world they are about to enter The cases are inspired by real situations and are designed to encourage students to determine how they would act and work towards a resolution of the dilemmas presented Key Features Simulates administrative dilemmas through cases that offer different aspects of agency administration and replicate aspects of actual practice Levels the learning field for students entering graduate human service management programs with different managerial experiences Orients students to the challenges of management by helping them develop mental models linked to the values of client centered administration Helps students develop a beginning sense of competence and understanding of managerial work while refining their analytic skills Offers the opportunity for repeated learning opportunities using different analytical frameworks Supplements fieldwork by providing more time to reflect and consider a broader array of alternatives than is found in most field experiences Intended Audience This book is ideally suited as a supplemental text for advanced undergraduate and graduate courses in social work and counseling as well as a much needed reference for human services supervisors and practitioners

**Effectively Managing Human Service Organizations** Ralph Brody, 2005 Now in its Third Edition Effectively Managing Human Service Organizations continues to provide invaluable advice for achieving managerial success Ralph Brody dissects and diagnoses common workplace dilemmas arming practicing managers with the skills to implement positive changes in their organizations While retaining much of the valuable information from the previous editions the Third Edition adds up to date information and ideas to chapters on developing leadership planning strategically solving organizational problems addressing challenging employee situations monitoring financial statements improving internal and external communications and obtaining funding from private foundations Easy to read the book contains hundreds of real life examples and specific guidance in developing skills necessary to manage large and small organizations

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**Human Services as Complex Organizations** Yeheskel Hasenfeld, 2010 This new edition looks at the many recent changes in the arena of Human Services Organizations

**Managing the Challenges in Human Service Organizations** Michael J.

Austin, Ralph Brody, Thomas Packard, 2009 The novel approach of this casebook encourages the student to determine how they would act and work towards a resolution of real world dilemmas      **Management of Human Service Programs** Judith A. Lewis, Michael D. Lewis, 1983 Master management and leadership with MANAGEMENT OF HUMAN SERVICE PROGRAMS Practical and easy to use this human services text provides important guidelines for working within agencies that every manager of administrator needs to know Every chapter includes a case example with reflection questions to help you view the issues in action and to help you reflect on how you would handle the scenario Topics include challenges of management environments of human service agencies program design organizational theory organizational design human resources supervisory relationships finances information systems program evaluation organizational change leadership and achieving and maintaining organizational excellence      **Human Service Organizations** Yeheskel Hasenfeld, 1983 Includes coverage of a wide range of human service organizations Uses a systematic coherent model of organizational analysis

Excellence in Human Service Organization Management Peter M. Kettner, 2013-06-14 An integrated model for management and administrative practice Excellence in Human Service Organization Management 2 e provides guidelines to insure internal consistency within Human Service Organizations Integrated in management theory the model presented in the text is adapted to human service organizations generally and social work issues specifically The text first identifies problems in organizational functioning as well as proposes what managers need to do to put their organizations back on track toward excellence Then it guides managers through a plan to bring employees on board and continuously nurture them so they identify their success with that of the organization Standards for Excellence Series Designed to help students advance their knowledge values and skills the Standards for Excellence Series assists students in associated CSHSE s National Standards to all levels of human service practice This text is available in a variety of formats digital and print Pearson offers its titles on the devices students love through Pearson s MyLab products CourseSmart Amazon and more Learning Goals Upon completing this book readers will be able to Identify problems in organizational functioning Recognize what managers need to do to get organizations on the track for excellence Understand what employees need to do to help the overall well being of an organization 0205961118 9780205961115 Excellence in Human Service Organization Management Plus MySearchLab with eText Access Card Package Package consists of 0205239927 9780205239924 MySearchLab with Pearson eText Valuepack Access Card 0205088155 9780205088157 Excellence in Human Service Organization Management

Human Services Management David Austin, 2002-11-18 Human services management occurs in nonprofit governmental and for profit sectors and involves a wide variety of organizational structures These diverse conditions shape the effort to produce and project services that directly affect the quality of life of individuals families and communities through social welfare health and mental health criminal justice and educational services David Austin begins with an examination of the historical development and distinctive characteristics of human service organizations the variety of organizational and

program structures at play and the connection of individual service organizations with service delivery networks He then examines the roles and responsibilities of key stakeholder constituencies including service users service personnel especially service professionals funders executives and policy boards The final two chapters discuss two organizational processes accountability for effectiveness and dealing with organizational changes

**Management in the Human Service Organization** United States. Office of Family Assistance,1980

**The Handbook of Human Services Management** Rino J. Patti,2009 Focusing on an effectiveness driven approach to management in the human services Rino J Patti s *The Handbook of Human Services Management* Second Edition explores the latest information on practice innovations theoretical perspectives and empirical research to provide an essential perspective on what managers do to create and sustain organizations that deliver high quality effective services to consumers Offering the most comprehensive coverage of human services management available today this second edition includes 24 chapters authored by distinguished practitioners and scholars in human services management 10 that are entirely new and 14 that have been extensively revised The Handbook is accompanied by an Instructor s Manual

**Total Quality Management in Human Service Organizations** Lawrence L. Martin,1993-09-10 Now that business government and other fields are embracing Total Quality Management TQM as their management philosophy TQM may also hold the solution for problems that exist in human services organizations today After a brief history of TQM the author discusses the philosophy of management quality as an organizational goal the challenges of determining an organization s customers and collecting and using customer quality data He also describes how to achieve quality improvement through teamwork and shows how to use brainstorming cause and effect diagrams check sheets and pareto analysis Among the other topics examined are contractor involvement training top management personnel training middle managers and staff and selecting an implementation strategy All the examples used in this volume are drawn from the fields of public administration gerontology public health and management of nonprofit organizations Total Quality Management in Human Service Organizations is a good backgrounder for human service administrators and organizations prior to undergoing a more detailed agency discussion of or training in TQM It is also of great value to students and faculty in social work administration programs who are interested in the basics of TQM

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*Financial Management for Nonprofit Human Service Organizations* Raymond Sanchez Mayers,2004 Like its well known predecessor *Financial Management for Nonprofit Human Service Agencies* this

new and expanded edition with a slight title change continues to reflect the author's efforts to provide the critical knowledge needed to communicate with the experts. The central organizing theme of this book is the acquisition, distribution, and reporting of agency resources within a systems framework. Divided into four sections, Section I is an overview that covers historical and sociopolitical context of nonprofit organizations and financing as well as the systems concept and unique characteristics of nonprofits. Section II covers the planning and acquisition of resources by human service organizations. Budgeting, marketing, and grantwriting skills are examined. Section III details the distribution of the acquired resources through internal control, budgeting, and investments. Section IV presents basic accounting techniques, fund accounting, financial reporting guidelines, and financial statement analysis, including the recording and reporting of organizational financial activities. New topics include fees for services, purchase of service contracting, breakeven analysis for costing services, and activities, third-party payments, internet resources, and a glossary.

**The Handbook of Human Services Management** Rino J. Patti, 2008-10-01 Focusing on an effectiveness-driven approach to management in the human services, Rino J. Patti's *The Handbook of Human Services Management*, Second Edition, explores the latest information on practice, innovations, theoretical perspectives, and empirical research to provide an essential perspective on what managers do to create and sustain organizations that deliver high-quality, effective services to consumers. Offering the most comprehensive coverage of human services management available today, this second edition includes 24 chapters authored by distinguished practitioners and scholars in human services management, 10 that are entirely new and 14 that have been extensively revised. The Handbook is accompanied by an Instructor's Manual.

**The Future of Human Service Organizational & Management Research** Bowen McBeath, Karen Hopkins, 2020-09-10 This book provides panoramic overviews of critical human service organizational and management practice challenges as well as new and needed research frontiers. *The Future of Human Service Organizational and the Rise and Uncertain Effects of New Developments in Social Work, Public Policy, and Public Management and Other Helping Professions*. The contributors identify how future generations of macro practitioners and scholar researchers can improve service delivery and program effectiveness, implement evidence-based practices, and evidence-informed practices, promote leadership and social innovation, build linkages across micro, meso, and macro levels of practice, train organizational leaders and educate practitioners, and advocate for more socially just visions of social welfare and society. This edited collection argues that human service organizational and management practice and research are needed to support new discoveries in social welfare, social work, and related professions. This book was originally published as a special issue of the journal *Human Service Organizations: Management, Leadership, Governance*.

**Human Service Organizations and the Question of Impact** Jennifer E. Mosley, Steven Rathgeb Smith, 2020-06-29 This volume offers empirically based insights and findings on the question of how human service organizations are reacting to the increasing need for greater impact, effectiveness, and performance. As demand for increased impact outstrips our knowledge of how best

to achieve these goals the book's contributors discuss the innovative strategies being used to ensure that multiplex goals are being met and the degree to which client and staff concerns are being sacrificed for the organizational bottom line. Taken together, these discussions demonstrate that specific management strategies and collaboration based on trust and consideration of mission may help improve the quality of some services; however, many of the pressures which organizations and managers experience are resulting in lower staff morale, compromised missions, and inefficiencies. This book will be of interest to those researching human service agencies as well as those with a broader concern for how organizations react to doing more with less. This book was originally published as a special issue of the Human Service Organizations journal.

**Managing the Human Service Organization** Richard Steiner, 1977-08      **Developing Nonprofit and Human Service Leaders** Larry D. Watson, Richard A. Hoefer, 2013-10-21

**Developing Nonprofit and Human Service Leaders** comprehensively prepares students with the skills to successfully manage human service organizations. Authors Larry D. Watson and Richard Hoefer explore core managerial competencies tailored to the unique environment of these organizations, including administrative responsibilities, values and ethics, organizational theories, leadership, boards of directors, fundraising, supervision, research, cultural consideration, and more. This essential text offers hands-on practice for the skills that future administrators will need to make a substantial impact in their organizations and communities.

**Human Service Organizations in Times of the COVID-19** Hillel Schmid, Itay Greenspan, 2025-05-09

This book explores the ramifications of the COVID-19 pandemic crisis on human service organizations from an international perspective. The pandemic is described as a disruptive extreme event that has resulted in extensive and intolerable physical, psychological, and material consequences for members and clients within human service organizations. The chapters in this volume highlight the need for organizations to strengthen their resilience, adapt to changing external circumstances, and continue to serve their missions effectively. They address the implications of a health and social pandemic on economic resilience, changes in work technologies, therapeutic intervention programs, human resources, organizational structure, and social media tools used by human service organizations. The eleven chapters of this volume cover seven countries representing diverse socio-political, cultural, and economic systems, ranging from the USA and the UK to Austria, Bangladesh, China, and Israel. The perspectives presented in these chapters offer a significant contribution to theory, research, and practice in the management of human service organizations during times of disruptive extreme events. The chapters in this book were originally published in *Human Service Organizations: Management, Leadership, Governance*.

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