

Upper Level
Mgt

- Has excellent non-prof KSA's
- Has strong EAAT KSA's
- Has strong Org KSA's (history/current/future- strategic plan)
- Has Strategic/systemic perspective
- #1 job: Risk Management; develop policies and procedures to meet laws & standards
- Develop new opportunities for funding and programs (sustainability)

Middle
Mgt

- Has strong non-profit KSA's
- Has Excellent EAAT KSA's
- Has Org Knowledge- HOW things happen (funding/programs/horses/staffing)
- #1 job: Day-to Day implementation of Operations (scheduling/volunteer assignment/recruiting/training/horse management) in accordance with standards, & policies
- Resource for all in hierarchy

Service Provider
(Instructor/therapists)

- Has sufficient ORG knowledge to know basic Non-profit info
- Has Strong EAAT KSA's
- Understands how things happen
- Follows policies and procedures for service provision to meet program goals while maintaining standards

Horse Care/Facilities

- Has sufficient ORG knowledge to know basic Non-profit info
- Has sufficient ORG knowledge to know who to refer questions to
- Understands importance of role in Org
- Completes position description tasks within parameters
- #1 Job: maintain standards, respond to emergencies