

NEVADA STATE BOARD OF MASSAGE THERAPY
PERFORMANCE EVALUATION FORM
Board Review

NSBMT - Board Meeting
April 1, 2021
Agenda Item 8

Unclassified Personnel

Date: March 31, 2021

Employee: Sandra Anderson

Official Job Title: Executive Director

Review Period: May 21, 2020 through March 14, 2021

Employment Date: March 14, 2016

The purposes of this performance review are to identify specific indicators of achievement, to pin-point areas of greatest/least effectiveness, to stimulate improved performance, to develop mutually understood goals, and to provide career development guidance.

Definitions of term:

- Superior – Far exceeded the normal expectations for the position. (This rating must be justified)
- Above Standard – Accomplishments were above expected level or essential requirements.
- Meets Standard – Performance was consistently acceptable but did not exceed job requirements.
- Below Standard – Performance met most essential requirements of job; however, work required guidance and checking. Improvement should be expected.
- Unsatisfactory – Performance obviously substandard; needed a high degree of supervision and direction. Deficiencies were clearly evident. (This rating must be documented)

Instructions:

Listed in the form are a number of traits, abilities, and characteristics that are important in the successful completion of most assignments. Place an "X" mark in the rating box, under the single rating description which most nearly describes the performance of the person being evaluated. Comments should address job content and be used as needed.

- ☒ Annual
☐ Six Month
☐ Three Month Review

ELEMENTS OF PERFORMANCE

ADAPTABILITY: Ability to learn quickly; ability to adjust to changes in job assignments, methods, personnel or surroundings.

☒ (5) Superior ☒ (3) Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

DH - This past year we have been hit with an unprecedented time in our history. Director Anderson and our staff have all stepped up, adapted and modified the way they work. The relationships she has cultivated over the past several years enabled her to reach out and work with stakeholders, the public, and our licensees in an ever-changing environment that there was no handbook for. Which showed just how much she can adapt and did adapt to all the issues that this board has faced from working on a budget with so many unknowns to working with the governor's office to come up with plans on how this board moves forward in the best possible way. Her leadership during this time has been an asset of which I am thankful for.

DS - Sandy adapts well to all learning and digs in to figure out if she doesn't know.

EB - Sandy did an outstanding job of adjusting the day to day operations of the board and board meetings to meet with changes/restrictions that came about due to the pandemic.

RF - Sandy is extremely quick to respond to the changes happening in our community, industry and does so in a positive manner.

RO – Sandy adapts and adjust quickly to change. She has a strength in her ability to take instructions or recommendations from a State or federal agency and bring it to the Board with potentially workable solutions.
LB – All of the above.

ATTENDANCE: Absenteeism; punctuality; remaining on the job.

☒ (4) Superior ☒ (4) Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

DH - Absenteeism and punctuality are non-issues as far as I know as the board has not been informed otherwise. I know there have been many early mornings and late nights. Weekends and holidays worked. The work must get done and Director Anderson has always known this is not a 9-5 job.

RF – Sandy is always punctual with all Zoom meetings, phone calls and correspondence.

COOPERATION: Willingness to take supervision, ability to get along with coworkers and others.

☒ (3) Superior ☒ (5) Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

DH - As the Chair, I work very closely with Director Anderson and can say our exchange has been very communicative, productive and overall great. We come together and are both able to discuss and talk through ideas and what our thought process is in any particular area.

DS – Sandy has worked really hard on this and continues to find new ways to work well with others and developing her team.

EB – Sandy seem unwavering in her ability to work with any and all to meet to the mission of the board.

LB – Sandra is a natural leader and has the overview which sometimes isn't clearly explained to the different personalities she communicates with.

AW – Sandy is always available to listen & work with others.

RF - Sandy is a true team builder working with all board members towards a common goal.

CREATIVITY: Talent for having new ideas, for finding new and better ways of doing things.

☒ (2) Superior ☒ (5) Above Standard ☒ (1) Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

DH - Director Anderson's creativity in part comes from the incredible working relationships she has cultivated with so many organizations in that she has a big network of people to bounce ideas off of and come to us with new ways of approaching any given situation.

DS – Sandy has lots of great ideas.

AW – Sandy is very creative!!

LB – She interacts with other agencies, local to Nationals groups so brings to the meetings fresh approaches or other ways of seeing the larger picture.

RF – I have found Sandy to be very creative whether assisting licensees, board members or working as a team. Sandy is always looking for creative ways to enhance the board experience, Zoom meetings and the overall experience for licensees.

DEPENDABILITY: The degree the employee can be relied upon to get the job done.

☒ (3) Superior ☒ (5) Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

DH - Since day one many of us have said "when does she sleep". The job never stops, and the work never goes away. She's a workhorse. Almost too dependable, in that I see her shoulder too much of the workload and that can take a toll if one is not careful.

LB – Very task orientated and focused to finish the job.

RF – From my perspective Sandy is "rock solid" and dependable in every aspect of her job.

JOB KNOWLEDGE: Degree of familiarity with job procedures and equipment essential to satisfactory job performance.

☒ (5) Superior ☒ (3) Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

DH - In an ever-changing environment, Director Anderson continues to learn, educate herself and think outside-the-box. She is very knowledgeable in her role and how the state process works and how best to navigate this complex system.

DS - Sandy goes out of her way to find out if she doesn't know.

RO - Sandy's ability to reach out to others with expertise and her strength in research are highly beneficial to her job performance.

AW - Sandy knows her job well.

RF - Sandy is the "go to" person for anything board related. I have benefitted from listening to her and she is extremely generous in sharing her knowledge.

LB - Familiar with procedures and wise enough to seek other opinions on issues she is not clear about.

QUALITY OF WORK: Consider accuracy; attention to detail and neatness of work, need to re-do work; orderliness of workplace.

☒ (4) Superior ☒ (4) Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

DH - Superior. Why would I do this? Is she out of her mind? It is 2021 and we are still in a pandemic. Here's the thing about this particular element and all the other areas in which we are evaluating our executive director.

There has to be clear directive from the board to Director Anderson that tells her where she is excelling and where she needs improvement and why and what she can do to improve "clear directives". If we as a board do not give Director Anderson good feedback in this area or any other area for that matter how can it be anything less than superior? We are only as strong as our weakest link.

DS - Very detailed oriented.

RF - From my perspective Sandy's work is meticulous and spot on. Anything I have asked for is delivered flawlessly and timely.

QUANTITY OF WORK: Amount of acceptable work accomplished; makes good use of work time.

☒ (2) Superior ☒ (5) Above Standard ☒ (1) Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

DH - I am still in awe of how the never-ending pile of work gets accomplished. Refer to my remarks in dependability. When we get the "straw that broke the camel's back" happening I've witnessed the tunnel vision of the next crisis happening and then Sandy is on that. So, take a breath, take a step back and reevaluate the list of things to do. Because when this happens you veer from making good use of your time. And things take longer than they should and sometimes things get lost in the shuffle.

DS - Sandy is a very hard worker.

RF - Because I do not supervise or interact with Sandy on a daily basis, I cannot give specific detail to this question. However, everything I have asked for is delivered in a timely manner.

REASONING: Ability to use good judgment to arrive at sound conclusions, and the ability to take timely action.

☒ (2) Superior ☒ (4) Above Standard ☒ (2) Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

DH - Refer to quantity of work comments. Sometimes reasoning is replaced with reacting without taking the time to reason out a situation and coming up with a good plan of execution. I know there are times when we feel that we have to react because something is that important but often times if we just take a moment we can and talk it through we can find better solutions and reason out a problem in the best way possible.

RF - Sandy has excellent reasoning skills and is quick to execute on any task needed.

WORK HABITS: Observes work and safety rules; follows instructions.

☒ (3) Superior ☒ (3) Above Standard ☒ (2) Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

DH - Yes, she does.

RF - Sandy is the "go to" person for anything Massage Board related. When it comes to policy, procedures and licensing she is relentless in making it work for our Zoom meetings and licensees.

INITIATIVE: Self-starter; finds work to do; self motivated.

☒ (3) Superior ☒ (4) Above Standard ☒ (1) Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

DH - Yes. Yes, and Yes. There is never a shortage of work to be done.

DS - Sandy is very self-motivated and driven!

RF - Although I cannot address these specially, I could not give her anything less based on the other observations and interactions I have with her.

LB - There is never a "lull" she continues to find things to continue to completion. Multi-tasking.

COMMUNICATIONS: Oral and written, effective expression.

☒ (3) Superior ☒ (4) Above Standard ☒ (1) Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

DH - This will continue to be a work in progress not just for Director Anderson but for our board and staff. We have created a team of people that have worked hard over the past several years to learn each other's communication styles and work together to create a cohesive environment in which we can discuss what we need and talk through a situation to come to the best possible conclusion which takes courage to be able to communicate in such a manner. Sandy is the team lead/liaison between staff, the board members and the stakeholders she works with on a daily basis and in such a role she has come up with things like the weekly report we receive in regards to what is happening in the office, what staff is working on and things coming on the horizon to look forward to.

DS - Great Communicator.

AWG - I really appreciate as a licensee getting emails from Sandy updating us on what's going on with the Board, profession and COVID-119 vaccinations!!

RF - Sandy is a superior communicator. Whether through written or oral communications Sandy is concise, candid and clear. Sandy considers the audience when crafting communication, so the messaging is always delivered in a professional manner.

SUPERVISORY ABILITY: Leadership; getting work done through others; training subordinates.

☒ (1) Superior ☒ (6) Above Standard ☒ (1) Meets Standard ☐ Below Standard ☐ Unsatisfactory **Comments:**

DH - The following is what I wrote in 2020: We have a strategic plan and are executing the jurisprudence exam. I think some work still needs to be done on her workflow assessment.

Over the past year Sandy has done a considerable amount of work working on job descriptions and work performance standards for each staff member and working with them to best understand their responsibilities and making sure each member is performing their best. I have reviewed these work performance standards and am very impressed with the detail in which she has done these.

My direction for Sandy to look at over the next year is to sit down at her own workstation and really look at all she does and really learn the meaning of delegating where appropriate and have a more well-rounded work

distribut on. I know this is a challenge because we have a small working staff but I think this is a good goal.

The next two big projects that I see on the horizon are: Strategic Plan and Jurisprudence exam. Both of which are a team effort to execute. These are two good projects to involve the entire team to come up with a good plan of execution. Work with staff, assign them tasks - You can put in your weekly update to us what each member is working on and their progress.

We have a small but mighty team/staff, and this means that while we need each member to have a defined list of what is expected of them and what their job descriptions entail. We also say in these descriptions: and other things... Because are staff is small in numbers job duties and tasks are every changing, we need a team that is adaptable to that not just our ED.

DS - Sandy has built a great team.

LB - From my vantage point she tries hard to delegate and find people who are good subordinates.

RF - I have observed Sandy work with her subordinates and believe she is a servant leader putting her team's needs ahead of hers. Sandy calls out the achievements of her team and role models the behaviors of a true leader.

OVERALL PERFORMANCE EVALUATION (Check single appropriate box)

<input checked="" type="checkbox"/> (2) SUPERIOR (Attach Justification)	<input checked="" type="checkbox"/> (6) ABOVE STANDARD Above normal expectations Satisfactory	<input type="checkbox"/> MEETS STANDARD Satisfactory meets expectations but making improvements	<input type="checkbox"/> BELOW STANDARD Attempts at improvement unsuccessful Clearly below reasonable expectations	<input type="checkbox"/> UNSATISFACTORY (Attach Documentation)
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Additional Comments:

DH - Board, please remember if we want change, if we see something that needs improvement, if we want to continue to grow, if we see something that has to be done we have to communicate that to our director and staff. They are not mind readers and we will not grow if we don't know what we don't know until we do and only then can change happen and growth continue.

Much of what I've said in this review is a direct copy from 2020. With a few changes because I think it's still applicable. So, I saw no reason to reinvent the wheel.

I became a board member in 2013 and have seen so many positive growth milestones for our board. One of which is a strategic plan. It took this board almost 15 years. Thank you to an executive director who listens and does the work when the board comes together and says we want this. We see this. We need to change this. Congratulations to us.

It is a pleasure to work with you. You are an asset to this team and to see your drive and commitment to this board and all we represent is a joy to witness. Thank you for all your hard work.

The information you gather and continue to present to this board is a testament to the involvement you have with other organizations, stakeholders, public and the outreach you do on a daily basis.

DS – Thank you for continuing to make this board better and better.

EB - Sandy continues to do an outstanding job of ensuring the continued operations of the board and protecting the public. It's possible I've become accustomed to expecting a high level of performance from her and the overall "above standard" rating does not truly reflect the superior job she performs day in and day out. This past year has been a challenge in so many ways due to COVID-19 and the ability Sandy showed to adapt and adjust to changing methods of operation was truly impressive. As we move on to the next phases of our world after adjusting to COVID-19 I expect she will continue to excel.

RO – In the midst of a yearlong global pandemic and the rapidly changing local, state and federal mandates, Sandy has done an admirable job guiding her staff and the massage community. She has worked with the Board to ensure our continued dedication to the massage therapists and the State of Nevada.

AW – Sandy has done a great job leading the massage board through these trying times during the COVID-19 pandemic.

SP - It has been an incredible advantage for me (both professionally and personally) to have the opportunity to observe Sandy and learn from her. Sandy continuously displays impeccable knowledge exudes grace with her delivery of knowledge. Sandy also possesses a deep understanding and genuine concern for the profession and all persons involved, from the general public to board members.

I am honored to have the opportunity to continue to learn from Sandy and it is a privilege to discover findings about massage therapy regulation through her. Sandy seems to go out of her way to help me learn and understand laws and regulations.

To conclude, I feel greatly supported by Sandy when bringing issues and topics that are important for me to address with the NVBMT, as well as gaining a deeper understanding of laws and processes, as a new board member.

RF - I have found Sandy to be a true "servant leader". Sandy puts the well-being and needs of her team and board ahead of herself. In all communications with Sandy, she is quick to respond, extremely thorough and always professional. Sandy is my "go to" person. Sandy has educated me on the industry and the impact we are making in our community.

As a former SVP of the hospitality industry, I would rarely rate an employee as high as I did Sandy. However, Sandy is an exceptional Executive Director and I have yet to find an area where she has not excelled to the highest degree.

If you would like me to further elaborate on Sandy's performance, please feel free to contact me.

BS – I believe that I am not able to provide a non-biased review for this annual review and decline to comment.

**Diane Huleva
Deirdre Strunk
Elizabeth Barnard
Robert (Bob) Oliver
Lorna Benedict
Richard (Rick) Fields
Sommer Plotnick
April Whiting
Bianca Smith**

Completed By

Date

**NEVADA STATE BOARD OF MASSAGE THERAPY
PERFORMANCE EVALUATION FORM**

Unclassified Personnel

Date: March 31, 2021

Employee: Sandra Anderson

Official Job Title: Executive Director

Review Period: May 21, 2020 through March 14, 2021

Employment Date: March 14, 2016

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- ☒ Annual
☐ Six Month
☐ Three Month Review

ELEMENTS OF PERFORMANCE

ADAPTABILITY: Ability to learn quickly; ability to adjust to changes in job assignments, methods, personnel or surroundings.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

This past year we have been hit with an unprecedented time in our history. Director Anderson and our staff have all stepped up, adapted and modified the way they work. The relationships she has cultivated over the past several years enabled her to reach out and work with stakeholders, the public, and our licensees in an ever changing environment that there was no handbook for. Which showed just how much she can adapt and did adapt to all the issues that this board has faced from working on a budget with so many unknowns to working with the governor's office to come up with plans on how this board moves forward in the best possible way. Her leadership during this time has been an asset of which I am thankful for.

ATTENDANCE: Absenteeism; punctuality; remaining on the job.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

Absenteeism and punctuality are non-issues as far as I know as the board has not been informed otherwise. I know there have been many early mornings and late nights. Weekends and holidays worked. The work must get done and Director Anderson has always known this is not a 9-5 job.

COOPERATION: Willingness to take supervision, ability to get along with coworkers and others.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

As the Chair, I work very closely with Director Anderson and can say our exchange has been very communicative, productive and overall great. We come together and are both able to discuss and talk through ideas and what our thought process is in any particular area.

CREATIVITY: Talent for having new ideas, for finding new and better ways of doing things.

☐ Superior ☐ Above Standard ☒ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

Director Anderson's creativity in part comes from the incredible working relationships she has cultivated with so many organizations in that she has a big network of people to bounce ideas off of and come to us with new ways of approaching any given situation.

DEPENDABILITY: The degree the employee can be relied upon to get the job done.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

Since day one many of us have said "when does she sleep". The job never stops and the work never goes away. She's a workhorse. Almost too dependable, in that I see her shoulder too much of the workload and that can take a toll if one is not careful.

JOB KNOWLEDGE: Degree of familiarity with job procedures and equipment essential to satisfactory job performance.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

In an ever changing environment, Director Anderson continues to learn, educate herself and think outside-the-box. She is very knowledgeable in her role and how the state process works and how best to navigate this complex system.

QUALITY OF WORK: Consider accuracy; attention to detail and neatness of work, need to re-do work; orderliness of work place.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

Superior. Why would I do this? Is she out of her mind? It is 2021 and we are still in a pandemic. Here's the thing about this particular element and all the other areas in which we are evaluating our executive director. There has to be clear directive from the board to Director Anderson that tells her where she is excelling and where she needs improvement and why and what she can do to improve "clear directives". If we as a board do not give Director Anderson good feedback in this area or any other area for that matter how can it be anything less than superior? We are only as strong as our weakest link.

QUANTITY OF WORK: Amount of acceptable work accomplished; makes good use of work time.

☐ Superior ☐ Above Standard ☒ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

I am still in awe of how the never ending pile of work gets accomplished. Refer to my remarks in dependability. When we get the "straw that broke the camel's back" happening I've witnessed the tunnel vision of the next crisis happening and then Sandy is on that. So, take a breath, take a step back and reevaluate the list of things to do. Because when this happens you veer from making good use of your time. And things take longer than they should and sometimes things get lost in the shuffle.

REASONING: Ability to use good judgment to arrive at sound conclusions, and the ability to take timely action.

☐ Superior ☐ Above Standard ☒ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

Refer to quantity of work comments. Sometimes reasoning is replaced with reacting without taking the time to reason out a situation and coming up with a good plan of execution. I know there are times when we feel that we have to react because something is that important but often times if we just take a moment we can and talk it through we can find better solutions and reason out a problem in the best way possible.

WORK HABITS: Observes work and safety rules; follows instructions.

☐ Superior ☐ Above Standard ☒ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments: Yes she does.

INITIATIVE: Self-starter; finds work to do; self motivated.

☐ Superior ☐ Above Standard ☒ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments: Yes. Yes and Yes. There is never a shortage of work to be done.

COMMUNICATIONS: Oral and written, effective expression.

☐ Superior ☐ Above Standard ☒ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

This will continue to be a work in progress not just for Director Anderson but for our board and staff. We have created a team of people that have worked hard over the past several years to learn each other's communication styles and work together to create a cohesive environment in which we can discuss what we need and talk through a situation to come to the best possible conclusion which takes courage to be able to communicate in such a manner. Sandy is the team lead/liaison between staff, the board members and the stakeholders she works with on a daily basis and in such a role she has come up with things like the weekly report we receive in regards to what is happening in the office, what staff is working on and things coming on the horizon to look forward to.

SUPERVISORY ABILITY: Leadership; getting work done through others; training subordinates.

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Comments:

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My direction for Sandy to look at over the next year is to sit down at her own work station and really look at all she does and really learn the meaning of delegating where appropriate and have a more well-rounded work

distribution. I know this is a challenge because we have a small working staff but I think this is a good goal. The next two big projects that I see on the horizon are: Strategic Plan and Jurisprudence exam. Both of which are a team effort to execute. These are two good projects to involve the entire team to come up with a good plan of

execution. Work with staff, assign them tasks – You can put in your weekly update to us what each member is working on and their progress.

We have a small but mighty team/staff and this means that while we need each member to have a defined list of what is expected of them and what their job descriptions entail. We also say in these descriptions: and other things... Because our staff is small in numbers job duties and tasks are every changing, we need a team that is adaptable to that not just our ED.

OVERALL PERFORMANCE EVALUATION (Check single appropriate box)

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Additional Comments:

Board, please remember if we want change, if we see something that needs improvement, if we want to continue to grow, if we see something that has to be done we have to communicate that to our director and staff. They are not mind readers and we will not grow if we don't know what we don't know until we do and only then can change happen and growth continue.

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I became a board member in 2013 and have seen so many positive growth milestones for our board. One of which is a strategic plan. It took this board almost 15 years. Thank you to an executive director who listens and does the work when the board comes together and says we want this. We see this. We need to change this. Congratulations to us.

It is a pleasure to work with you. You are an asset to this team and to see your drive and commitment to this board and all we represent is a joy to witness. Thank you for all your hard work.

The information you gather and continue to present to this board is a testament to the involvement you have with other organizations, stakeholders, public and the outreach you do on a daily basis.

Diane Huleva
Completed By

3/10/2021
Date

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☐ Six Month
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ELEMENTS OF PERFORMANCE

ADAPTABILITY: Ability to learn quickly; ability to adjust to changes in job assignments, methods, personnel or surroundings.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

*Sandy Adapts well to all learning and digs
in to figure it out if she doesn't know.*

ATTENDANCE: Absenteeism; punctuality; remaining on the job.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

COOPERATION: Willingness to take supervision, ability to get along with coworkers and others.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

Sandy has worked really hard on this and continues

to give a new way to work with others.

CREATIVITY: Talent for having new ideas, for finding new and better ways of doing things.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

and developing her team

Sandy has lots of great ideas

DEPENDABILITY: The degree the employee can be relied upon to get the job done.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

JOB KNOWLEDGE: Degree of familiarity with job procedures and equipment essential to satisfactory job performance.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

Sandy goes out of her way to find out if she doesn't know.

QUALITY OF WORK: Consider accuracy; attention to detail and neatness of work, need to re-do work, orderliness of work place.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

Very detailed Oriented

QUANTITY OF WORK: Amount of acceptable work accomplished; makes good use of work time.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

Sandy is a Very hard Worker

REASONING: Ability to use good judgment to arrive at sound conclusions, and the ability to take timely action.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

WORK HABITS: Observes work and safety rules; follows instructions.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

INITIATIVE: Self-starter; finds work to do; self motivated.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

comments:

Sandy is very self motivated and driven

COMMUNICATIONS: Oral and written, effective expression.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

Great Communicator

SUPERVISORY ABILITY: Leadership; getting work done through others; training subordinates.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

Sandy built
has a great team

OVERALL PERFORMANCE EVALUATION (Check single appropriate box)

<input type="checkbox"/> SUPERIOR (Attach Justification)	<input checked="" type="checkbox"/> ABOVE STANDARD Above normal expectations Satisfactory	<input type="checkbox"/> MEETS STANDARD Satisfactory meets expectations but making improvements	<input type="checkbox"/> BELOW STANDARD Attempts at improvement unsuccessful Clearly below reasonable expectations	<input type="checkbox"/> UNSATISFACTORY (Attach Documentation)
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Additional Comments:

Thank for Continuing to Make this
board better and Better

David Strick
Completed By

3-19-21
Date

**NEVADA STATE BOARD OF MASSAGE THERAPY
PERFORMANCE EVALUATION FORM**

Unclassified Personnel

Date: March 31, 2021

Employee: Sandra Anderson

Official Job Title: Executive Director

Review Period: May 21, 2020 through March 14, 2021

Employment Date: March 14, 2016

The purposes of this performance review are to identify specific indicators of achievement, to pin-point areas of greatest/least effectiveness, to stimulate improved performance, to develop mutually understood goals, and to provide career development guidance.

Definitions of term:

- Superior – Far exceeded the normal expectations for the position. (This rating must be justified)
- Above Standard – Accomplishments were above expected level or essential requirements.
- Meets Standard – Performance was consistently acceptable but did not exceed job requirements.
- Below Standard – Performance met most essential requirements of job; however, work required guidance and checking. Improvement should be expected.
- Unsatisfactory – Performance obviously substandard; needed a high degree of supervision and direction. Deficiencies were clearly evident. (This rating must be documented)

Instructions:

Listed in the form are a number of traits, abilities, and characteristics that are important in the successful completion of most assignments. Place an "X" mark in the rating box, under the single rating description which most nearly describes the performance of the person being evaluated. Comments should address job content and be used as needed.

☒ Annual

☐ Six Month

☐ Three Month Review

ELEMENTS OF PERFORMANCE

ADAPTABILITY: Ability to learn quickly; ability to adjust to changes in job assignments, methods, personnel or surroundings.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

Sandy did an outstanding job of adjusting the day to day operations of the board and board meetings to meet with changes/restrictions that came about due to the pandemic.

ATTENDANCE: Absenteeism; punctuality; remaining on the job.

☐ Superior ☒ Above Standard ☐ Meets ☐ Below Standard ☐ Unsatisfactory

Standard Comments:

COOPERATION: Willingness to take supervision, ability to get along with coworkers and others.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

Sandy seems unwavering in her ability to work with any and all to meet to the mission of the board.

CREATIVITY: Talent for having new ideas, for finding new and better ways of doing things.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

DEPENDABILITY: The degree the employee can be relied upon to get the job done.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

JOB KNOWLEDGE: Degree of familiarity with job procedures and equipment essential to satisfactory job performance.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

QUALITY OF WORK: Consider accuracy; attention to detail and neatness of work, need to re-do work; orderliness of work place.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

QUANTITY OF WORK: Amount of acceptable work accomplished; makes good use of work time.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

REASONING: Ability to use good judgment to arrive at sound conclusions, and the ability to take timely action.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

WORK HABITS: Observes work and safety rules; follows instructions.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

INITIATIVE: Self-starter; finds work to do; self motivated.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

COMMUNICATIONS: Oral and written, effective expression.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

SUPERVISORY ABILITY: Leadership; getting work done through others; training subordinates.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

OVERALL PERFORMANCE EVALUATION (Check single appropriate box)

<input type="checkbox"/> SUPERIOR (Attach Justification)	<input checked="" type="checkbox"/> ABOVE STANDARD Above normal expectations Satisfactory	<input type="checkbox"/> MEETS STANDARD Satisfactory meets expectations but making improvements	<input type="checkbox"/> BELOW STANDARD Attempts at improvement unsuccessful Clearly below reasonable expectations	<input type="checkbox"/> UNSATISFACTORY (Attach Documentation)
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Additional Comments:

Sandy continues to do an outstanding job of ensuring the continued operations of the board and protecting the public. It's possible I've become accustomed to expecting a high level of performance from her and the overall "above standard" rating does not truly reflect the superior job she performs day in and day out. This past year has been a challenge in so many ways due to COVID-19 and the ability Sandy showed to adapt and adjust to changing methods of operation was truly impressive. As we move on to the next phases of our world after adjusting to COVID-19 I expect she will continue to excel.



Completed By

3/14/2021

Date

**NEVADA STATE BOARD OF MASSAGE THERAPY
PERFORMANCE EVALUATION FORM**

Unclassified Personnel

Date: March 31, 2021

Employee: Sandra Anderson

Official Job Title: Executive Director

Review Period: May 21, 2020 through March 14, 2021

Employment Date: March 14, 2016

The purposes of this performance review are to identify specific indicators of achievement, to pin-point areas of greatest/least effectiveness, to stimulate improved performance, to develop mutually understood goals, and to provide career development guidance.

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- Unsatisfactory – Performance obviously substandard; needed a high degree of supervision and direction. Deficiencies were clearly evident. (This rating must be documented)

Instructions:

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☒ Annual

☐ Six Month

☐ Three Month Review

ELEMENTS OF PERFORMANCE

ADAPTABILITY: Ability to learn quickly; ability to adjust to changes in job assignments, methods, personnel or surroundings.

X Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

Sandy adapts and adjust quickly to change. She has a strength in her ability to take instructions or recommendations from a state or federal agency and bring it to the Board with potentially workable solutions.

ATTENDANCE: Absenteeism; punctuality; remaining on the job.

☐ Superior X Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

COOPERATION: Willingness to take supervision, ability to get along with coworkers and others.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

CREATIVITY: Talent for having new ideas, for finding new and better ways of doing things.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

DEPENDABILITY: The degree the employee can be relied upon to get the job done.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

JOB KNOWLEDGE: Degree of familiarity with job procedures and equipment essential to satisfactory job performance.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

Sandy's ability to reach out to others with expertise and her strength in research are highly beneficial to her job performance.

QUALITY OF WORK: Consider accuracy, attention to detail and neatness of work, need to re-do work; orderliness of work place.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

QUANTITY OF WORK: Amount of acceptable work accomplished; makes good use of work time.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

REASONING: Ability to use good judgment to arrive at sound conclusions, and the ability to take timely action.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

WORK HABITS: Observes work and safety rules; follows instructions.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

INITIATIVE: Self-starter; finds work to do; self motivated.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

COMMUNICATIONS: Oral and written, effective expression.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

SUPERVISORY ABILITY: Leadership; getting work done through others; training subordinates.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

OVERALL PERFORMANCE EVALUATION (Check single appropriate box)

<input type="checkbox"/> SUPERIOR (Attach Justification)	<input checked="" type="checkbox"/> ABOVE STANDARD Above normal expectations Satisfactory	<input type="checkbox"/> MEETS STANDARD Satisfactory meets expectations but making improvements	<input type="checkbox"/> BELOW STANDARD Attempts at improvement unsuccessful. Clearly below reasonable expectations	<input type="checkbox"/> UNSATISFACTORY (Attach Documentation)
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Additional Comments:

In the midst of a yearlong global pandemic and the rapidly changing local, state and federal mandates, Sandy has done an admirable job guiding her staff and the massage community. She has worked with the Board to ensure our continued dedication to the massage therapists and the State of Nevada

Robert H. Oliver

2/25/21

Completed By

Date

**NEVADA STATE BOARD OF MASSAGE THERAPY
PERFORMANCE EVALUATION FORM**

Unclassified Personnel

Date: March 31, 2021

Employee: Sandra Anderson

Official Job Title: Executive Director

Review Period: May 21, 2020 through March 14, 2021

Employment Date: March 14, 2016

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- ☒ Annual
☐ Six Month
☐ Three Month Review

ELEMENTS OF PERFORMANCE

ADAPTABILITY: Ability to learn quickly; ability to adjust to changes in job assignments, methods, personnel or surroundings.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments: All the above.

ATTENDANCE: Absenteeism; punctuality; remaining on the job.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

COOPERATION: Willingness to take supervision, ability to get along with coworkers and others.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments: Sandra is a natural leader and has the overview which sometimes isn't clearly explained to the different personalities she communicates with.

CREATIVITY: Talent for having new ideas, for finding new and better ways of doing things.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments: She interacts with other agencies, local to Nationals groups so brings to the meetings fresh approaches or other ways of seeing the larger picture.

DEPENDABILITY: The degree the employee can be relied upon to get the job done.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments: Very task orientated and focused to finish the job.

JOB KNOWLEDGE: Degree of familiarity with job procedures and equipment essential to satisfactory job performance.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments: Familiar with procedures and wise enough to seek other opinions on issues she is not clear about.

QUALITY OF WORK: Consider accuracy; attention to detail and neatness of work, need to re-do work; orderliness of workplace.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

QUANTITY OF WORK: Amount of acceptable work accomplished; makes good use of work time.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

REASONING: Ability to use good judgment to arrive at sound conclusions, and the ability to take timely action.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

WORK HABITS: Observes work and safety rules; follows instructions.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

INITIATIVE: Self-starter; finds work to do; self motivated.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments: There is never a "lull" she continues to find things to continue to completion. Multi-tasking.

COMMUNICATIONS: Oral and written, effective expression.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

OVERALL PERFORMANCE EVALUATION (Check single appropriate box)

<input checked="" type="checkbox"/> SUPERIOR (Attach documentation)	<input type="checkbox"/> ABOVE STANDARD Above normal expectations	<input type="checkbox"/> MEETS STANDARD Satisfactory meets expectations but not training	<input type="checkbox"/> BELOW STANDARD Attempts at improvement but unsuccessful; clearly below expectations	<input type="checkbox"/> UNSATISFACTORY (Attach documentation)
<input type="checkbox"/> Superior	<input checked="" type="checkbox"/> Above Standard	<input type="checkbox"/> Meets Standard	<input type="checkbox"/> Below Standard	<input type="checkbox"/> Unsatisfactory

Comments: From my vantage point she tries hard to delegate and find people who are good subordinates.

Additional Comments:

Lorna Benedict

Completed By

Date

**NEVADA STATE BOARD OF MASSAGE THERAPY
PERFORMANCE EVALUATION FORM**

Unclassified Personnel

Date: March 31, 2021

Employee: Sandra Anderson

Official Job Title: Executive Director

Review Period: May 21, 2020 through March 14, 2021

Employment Date: March 14, 2016

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Instructions:

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- ☒ Annual
☐ Six Month
☐ Three Month Review

ELEMENTS OF PERFORMANCE

ADAPTABILITY: Ability to learn quickly; ability to adjust to changes in job assignments, methods, personnel or surroundings.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments: Sandy is extremely quick to respond to the changes happening in our community, industry and does so in a positive manner.

ATTENDANCE: Absenteeism; punctuality; remaining on the job.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments: Sandy is always punctual with all Zoom meetings, phone calls and correspondence.

COOPERATION: Willingness to take supervision, ability to get along with coworkers and others.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments: Sandy is a true team builder working with all board members towards a common goal.

CREATIVITY: Talent for having new ideas, for finding new and better ways of doing things.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments: I have found Sandy to be very creative whether assisting licensees, board members or working as a team. Sandy is always looking for creative ways to enhance the board experience, Zoom meetings and the overall experience for licensees.

DEPENDABILITY: The degree the employee can be relied upon to get the job done.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments: From my perspective Sandy is "rock solid" and dependable in every aspect of her job.

JOB KNOWLEDGE: Degree of familiarity with job procedures and equipment essential to satisfactory job performance.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments: Sandy is the "go to" person for anything board related. I have benefitted from listening to her and she is extremely generous in sharing her knowledge.

QUALITY OF WORK: Consider accuracy; attention to detail and neatness of work, need to re-do work; orderliness of workplace.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments: From my perspective Sandy's work is meticulous and spot on. Anything I have asked for is delivered flawlessly and timely.

QUANTITY OF WORK: Amount of acceptable work accomplished; makes good use of work time.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments: Because I do not supervise or interact with Sandy on a daily basis, I cannot give specific detail to this question. However, everything I have asked for is delivered in a timely manner.

REASONING: Ability to use good judgment to arrive at sound conclusions, and the ability to take timely action.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments: Sandy has excellent reasoning skills and is quick to execute on any task needed.

WORK HABITS: Observes work and safety rules; follows instructions.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments: Sandy is the "go to" person for anything Massage Board related. When it comes to policy, procedures and licensing she is relentless in making it work for our Zoom meetings and licensees.

INITIATIVE: Self-starter; finds work to do; self motivated.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments: Although I cannot address these specifically, I could not give her anything less based on the other observations and interactions I have with her.

COMMUNICATIONS: Oral and written, effective expression.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments: Sandy is a superior communicator. Whether through written or oral communications Sandy is concise, candid and clear. Sandy considers the audience when crafting communication, so the messaging is always delivered in a professional manner.

SUPERVISORY ABILITY: Leadership; getting work done through others; training subordinates.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments: I have observed Sandy work with her subordinates and believe she is a servant leader putting her team's needs ahead of hers. Sandy calls out the achievements of her team and role models the behaviors of a true leader.

OVERALL PERFORMANCE EVALUATION (Check single appropriate box)

<input checked="" type="checkbox"/> SUPERIOR (Attach Justification)	<input type="checkbox"/> ABOVE STANDARD Above normal expectations Satisfactory	<input type="checkbox"/> MEETS STANDARD Satisfactory meets expectations but making improvements	<input type="checkbox"/> BELOW STANDARD Attempts at improvement unsuccessful Clearly below reasonable expectations	<input type="checkbox"/> UNSATISFACTORY (Attach Documentation)
---	---	---	--	--

Additional Comments:

I have found Sandy to be a true "servant leader". Sandy puts the well-being and needs of her team and board ahead of herself. In all communications with Sandy, she is quick to respond, extremely thorough and always professional. Sandy is my "go to" person. Sandy has educated me on the industry and the impact we are making in our community.

As a former SVP of the hospitality industry, I would rarely rate an employee as high as I did Sandy. However, Sandy is an exceptional Executive Director and I have yet to find an area where she has not excelled to the highest degree.

If you would like me to further elaborate on Sandy's performance, please feel free to contact me.

Completed By: Richard (Rick) Fields

Date: 2/9/2021

**NEVADA STATE BOARD OF MASSAGE THERAPY
PERFORMANCE EVALUATION FORM**

Unclassified Personnel

Date: March 31, 2021

Employee: Sandra Anderson

Official Job Title: Executive Director

Review Period: May 21, 2020 through March 14, 2021

Employment Date: March 14, 2016

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☒ Annual

☐ Six Month

☐ Three Month Review

ELEMENTS OF PERFORMANCE

ADAPTABILITY: Ability to learn quickly; ability to adjust to changes in job assignments, methods, personnel or surroundings.

X Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

ATTENDANCE: Absenteeism; punctuality; remaining on the job.

X Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

COOPERATION: Willingness to take supervision, ability to get along with coworkers and others.

XSuperior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

CREATIVITY: Talent for having new ideas, for finding new and better ways of doing things.

☐ Superior XAbove Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

DEPENDABILITY: The degree the employee can be relied upon to get the job done.

XSuperior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

JOB KNOWLEDGE: Degree of familiarity with job procedures and equipment essential to satisfactory job performance.

XSuperior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

QUALITY OF WORK: Consider accuracy; attention to detail and neatness of work, need to re-do work; orderliness of work place.

XSuperior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

QUANTITY OF WORK: Amount of acceptable work accomplished; makes good use of work time.

XSuperior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

REASONING: Ability to use good judgment to arrive at sound conclusions, and the ability to take timely action.

☐ Superior XAbove Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

WORK HABITS: Observes work and safety rules; follows instructions.

X Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

INITIATIVE: Self-starter; finds work to do; self motivated.

☐ Superior X Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

COMMUNICATIONS: Oral and written, effective expression.

X Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

SUPERVISORY ABILITY: Leadership; getting work done through others; training subordinates.

☐ Superior X Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

OVERALL PERFORMANCE EVALUATION (Check single appropriate box)

<input type="checkbox"/> SUPERIOR (Attach Justification)	X ABOVE STANDARD Above normal expectations Satisfactory	<input type="checkbox"/> MEETS STANDARD Satisfactory meets expectations but making improvements	<input type="checkbox"/> BELOW STANDARD Attempts at improvement unsuccessful Clearly below reasonable expectations	<input type="checkbox"/> UNSATISFACTORY (Attach Documentation)
---	---	---	---	--

Additional Comments: It has been an incredible advantage for me (both professionally and personally) to have the opportunity to observe Sandy and learn from her. Sandy continuously displays impeccable knowledge exudes grace with her delivery of knowledge. Sandy also possesses a deep understanding and genuine concern for the profession and all persons involved, from the general public to board members.

I am honored to have the opportunity to continue to learn from Sandy and it is a privilege to discover findings about massage therapy regulation through her. Sandy seems to go out of her way to help me learn and understand laws and regulations.

To conclude, I feel greatly supported by Sandy when bringing issues and topics that are important for me to address with the NVBMT, as well as gaining a deeper understanding of laws and processes, as a new board member.

Completed By: Sommer Leigh Plotnick

Date:02/13/2021

**NEVADA STATE BOARD OF MASSAGE THERAPY
PERFORMANCE EVALUATION FORM**

Unclassified Personnel

Date: March 31, 2021

Employee: Sandra Anderson

Official Job Title: Executive Director

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- ☒ Annual
☐ Six Month
☐ Three Month Review

ELEMENTS OF PERFORMANCE

ADAPTABILITY: Ability to learn quickly; ability to adjust to changes in job assignments, methods, personnel or surroundings.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

ATTENDANCE: Absenteeism; punctuality; remaining on the job.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

COOPERATION: Willingness to take supervision, ability to get along with coworkers and others.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

Sandy is always available to listen & work with others.

CREATIVITY: Talent for having new ideas, for finding new and better ways of doing things.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

Sandy is very creative!!

DEPENDABILITY: The degree the employee can be relied upon to get the job done.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

JOB KNOWLEDGE: Degree of familiarity with job procedures and equipment essential to satisfactory job performance.

☒ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

Sandy knows her job well.

QUALITY OF WORK: Consider accuracy; attention to detail and neatness of work, need to re-do work; orderliness of work place.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

QUANTITY OF WORK: Amount of acceptable work accomplished; makes good use of work time.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

REASONING: Ability to use good judgment to arrive at sound conclusions, and the ability to take timely action.

☐ Superior ☐ Above Standard ☒ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

WORK HABITS: Observes work and safety rules; follows instructions.

☐ Superior ☐ Above Standard ☒ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

INITIATIVE: Self-starter; finds work to do; self motivated.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

COMMUNICATIONS: Oral and written, effective expression.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

I really appreciate as a licensee getting emails from Sandy updating us on what's going on with the Board, profession, and Covid-19.

SUPERVISORY ABILITY: Leadership, getting work done through others, training subordinates.

☐ Superior ☒ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

OVERALL PERFORMANCE EVALUATION (Check single appropriate box)

<input type="checkbox"/> SUPERIOR (Attach Justification)	<input type="checkbox"/> ABOVE STANDARD Above normal expectations Satisfactory	<input type="checkbox"/> MEETS STANDARD Satisfactory meets expectations but making improvements	<input type="checkbox"/> BELOW STANDARD Attempts at improvement unsuccessful Clearly below reasonable expectations	<input type="checkbox"/> UNSATISFACTORY (Attach Documentation)
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Additional Comments: Sandy has done a great job leading the massage Board through these trying times during the Covid-19 Pandemic.

Paul J. White
Completed By

3/12/2021
Date

**NEVADA STATE BOARD OF MASSAGE THERAPY
PERFORMANCE EVALUATION FORM**

Unclassified Personnel

Date: March 31, 2021

Employee: Sandra Anderson

Official Job Title: Executive Director

Review Period: May 21, 2020 through March 14, 2021

Employment Date: March 14, 2016

The purposes of this performance review are to identify specific indicators of achievement, to pin-point areas of greatest/least effectiveness, to stimulate improved performance, to develop mutually understood goals, and to provide career development guidance.

Definitions of term:

- Superior – Far exceeded the normal expectations for the position. (This rating must be justified)
- Above Standard – Accomplishments were above expected level or essential requirements.
- Meets Standard – Performance was consistently acceptable but did not exceed job requirements.
- Below Standard – Performance met most essential requirements of job; however, work required guidance and checking. Improvement should be expected.
- Unsatisfactory – Performance obviously substandard; needed a high degree of supervision and direction. Deficiencies were clearly evident. (This rating must be documented)

Instructions:

Listed in the form are a number of traits, abilities, and characteristics that are important in the successful completion of most assignments. Place an "X" mark in the rating box, under the single rating description which most nearly describes the performance of the person being evaluated. Comments should address job content and be used as needed.

- ☒ Annual
☐ Six Month
☐ Three Month Review

ELEMENTS OF PERFORMANCE

ADAPTABILITY: Ability to learn quickly; ability to adjust to changes in job assignments, methods, personnel or surroundings.

☐ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

ATTENDANCE: Absenteeism; punctuality; remaining on the job.

☐ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

COOPERATION: Willingness to take supervision, ability to get along with coworkers and others.

☐ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

CREATIVITY: Talent for having new ideas, for finding new and better ways of doing things.

☐ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

DEPENDABILITY: The degree the employee can be relied upon to get the job done.

☐ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

JOB KNOWLEDGE: Degree of familiarity with job procedures and equipment essential to satisfactory job performance.

☐ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

QUALITY OF WORK: Consider accuracy; attention to detail and neatness of work, need to re-do work; orderliness of work place.

☐ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

QUANTITY OF WORK: Amount of acceptable work accomplished; makes good use of work time.

☐ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

REASONING: Ability to use good judgment to arrive at sound conclusions, and the ability to take timely action.

☐ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

WORK HABITS: Observes work and safety rules; follows instructions.

☐ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

INITIATIVE: Self-starter; finds work to do; self motivated.

☐ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

COMMUNICATIONS: Oral and written, effective expression.

☐ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

SUPERVISORY ABILITY: Leadership; getting work done through others; training subordinates.

☐ Superior ☐ Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

OVERALL PERFORMANCE EVALUATION (Check single appropriate box)

<input type="checkbox"/> SUPERIOR (Attach Justification)	<input type="checkbox"/> ABOVE STANDARD Above normal expectations Satisfactory	<input type="checkbox"/> MEETS STANDARD Satisfactory meets expectations but making improvements	<input type="checkbox"/> BELOW STANDARD Attempts at improvement unsuccessful Clearly below reasonable expectations	<input type="checkbox"/> UNSATISFACTORY (Attach Documentation)
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Additional Comments:

I believe that I am not able to provide a non biased review for this annual review and decline to comment.

Bianca R. Smith

Completed By

03/18/2021

Date

**NEVADA STATE BOARD OF MASSAGE THERAPY
PERFORMANCE EVALUATION FORM
Staff Review**

Unclassified Personnel

Date: March 31, 2021

Employee: Sandra Anderson

Official Job Title: Executive Director

Review Period: May 21, 2020 through March 14, 2021

Employment Date: March 14, 2016

The purposes of this performance review are to identify specific indicators of achievement, to pin-point areas of greatest/least effectiveness, to stimulate improved performance, to develop mutually understood goals, and to provide career development guidance.

Definitions of term:

- Superior – Far exceeded the normal expectations for the position. (This rating must be justified)
- Above Standard – Accomplishments were above expected level or essential requirements.
- Meets Standard – Performance was consistently acceptable but did not exceed job requirements.
- Below Standard – Performance met most essential requirements of job; however, work required guidance and checking. Improvement should be expected.
- Unsatisfactory – Performance obviously substandard; needed a high degree of supervision and direction. Deficiencies were clearly evident. (This rating must be documented)

Instructions:

Listed in the form are a number of traits, abilities, and characteristics that are important in the successful completion of most assignments. Place an "X" mark in the rating box, under the single rating description which most nearly describes the performance of the person being evaluated. Comments should address job content and be used as needed.

- ☒ Annual
☐ Six Month
☐ Three Month Review

ELEMENTS OF PERFORMANCE

ADAPTABILITY: Ability to learn quickly; ability to adjust to changes in job assignments, methods, personnel or surroundings.

☒ (3) Superior ☒ (3) Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

- The last year has put a spotlight on who truly is capable of adaptability and Sandy has shined. Sandy has shown that she is willing to listen to new ideas and is not afraid to try new processes or a different approach.
- Very Flexible on day-to-day basis to achieve whatever needs to be completed.
- Sandy has proven that adaptability is one of her strengths. She will move jobs or tasks around when needed or based on demand at the moment.

ATTENDANCE: Absenteeism; punctuality; remaining on the job.

☒ (1) Superior ☒ (3) Above Standard ☒ (2) Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

- Sandy is ALWAYS at work. Work is at home, at the office or on the go with two phones in tow. She is always available to anyone that needs her assistance, which also can be difficult to navigate.

- Sandy rarely takes time off, but when she does it is scheduled in advance and communicated to staff.
-

COOPERATION: Willingness to take supervision, ability to get along with coworkers and others.

☒ (1) Superior ☒ (5) Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

- Sandy is always checking on staff members to see how they are doing personally. She takes a genuine interest in each employee's mental and physical well-being.
 - Works, coordinates very well with co-workers and others to ensure tasks are completed.
 - Sandy works hard at her job. She tries to take all annual reviews and personal feedback and apply them to any situation in order to improve where it is needed.
-

CREATIVITY: Talent for having new ideas, for finding new and better ways of doing things.

☒ (1) Superior ☒ (5) Above Standard ☐ Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

- Always on the look out for ways to help improve processes and share with others.
 - Sandy has a knack for thinking outside the box and figuring out ways to streamline processes.
 - Sandy is always trying to streamline any process in order to help the therapists and staff.
-

DEPENDABILITY: The degree the employee can be relied upon to get the job done.

☒ (1) Superior ☒ (3) Above Standard ☒ (2) Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

- Will go above and beyond to accomplish all tasks.
 - Sandy will ensure all tasks are completed and ready by the deadline date.
 - Sandy can be relied on to get the job done. She always comes through and meets deadlines.
-

JOB KNOWLEDGE: Degree of familiarity with job procedures and equipment essential to satisfactory job performance.

☒ (3) Superior ☒ (2) Above Standard ☒ (1) Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

- Sandy's job knowledge is exceptional. She is our education expert, financial guru, massage modality expert and state policy expert all rolled into one. The last year has been difficult to navigate and Sandy has made sure staff and the Board members know what is happening statewide, within our industry and within our Board.
 - Having come into the Board as a Massage Therapist and from B&I has proven Sandy with a deep understanding of the massage business and State of Nevada processes. She continues to reach out to other organizations and states to stay on top of issues affecting the massage industry. Takes courses to improve, stay on top of latest knowledge.
 - Sandy is a HUGE asset to the Board as an Executive Director. She comes with years of experience of massage, educational and profession teaching, financial knowledge, State of Nevada job positions and the ability to have a sense of humor job knowledge. All of these attributes are great skills to have and to help others learn from her.
-

QUALITY OF WORK: Consider accuracy; attention to detail and neatness of work, need to re-do work; orderliness of work place.

☒ (1) Superior ☒ (2) Above Standard ☒ (3) Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

- Sandy has an exceptional attention to detail and her work is neat and orderly.
 - Her attention to detail and neatness of finished product is first rate.
 - Sandy has an eye for detail. This detail is needed on a daily basis.
-

QUANTITY OF WORK: Amount of acceptable work accomplished; makes good use of work time.

☒ (1) Superior ☒ (3) Above Standard ☒ (2) Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

- Sandy carries a heavy workload and always meets deadlines.
 - Always completes large volume of tasks in timely manner.
 - Sandy has a large workload on a daily basis. Between phone conversations, staff, Board members and typical tasks, things must be completed. Sandy can prioritize tasks accordingly to meet demands of the job.
-

REASONING: Ability to use good judgment to arrive at sound conclusions, and the ability to take timely action.

☒ (1) Superior ☒ (3) Above Standard ☒ (2) Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

- Uses her knowledge of all facts of issues to make sound decisions.
 - Sandy is very logical in her approach to decision making. She tries to explore every angle and/or research before making important decisions.
 - Sandy utilizes her experience, expertise and knowledge in order to make sound decisions. Sandy will use all avenues of thought process prior to making a sound decision.
-

WORK HABITS: Observes work and safety rules; follows instructions.

☒ (1) Superior ☒ (2) Above Standard ☒ (3) Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

- Safety is always a priority.
 - Sandy observes all work and safety rules. She also makes it a priority to make sure staff has any PPE they need to be able to safely complete the job.
 - COVID year has proven that safety is the utmost priority. Sandy has always been on top of the ball with ensuring all staff has supplies at work to ensure work safety. Sandy has been able to provide staff with equipment/tool or any items in order to work at home in order to keep exposure down for everyone.
-

INITIATIVE: Self-starter, finds work to do; self motivated.

☒ (1) Superior ☒ (4) Above Standard ☒ (1) Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

- Sandy is very self-motivated. I believe she has a list of possible projects to start if there is ever a slow time. She seeks out educational opportunities and is always learning new skills or information that benefits the Board.
 - Knows what needs to be accomplished and works hard to complete.
 - With so many tasks on her plate, prioritizing is a requirement for the ED. Sandy completes this daily. She has a tasks list that is maintained daily to ensure all items are done.
-

COMMUNICATIONS: Oral and written, effective expression.

☐ Superior ☒ (3) Above Standard ☒ (3) Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

- Excellent at oral and written communication at all levels. Always striving to keep Board, staff and licensees informed of issues and changes.
 - Sandy has embraced new forms of communication with all employees by implementing the use of Zoom and Microsoft Teams for intraoffice communication.
 - COVID year has made sure that all staff must be communicating in some form while away from the office setting. While utilizing Zoom and Teams, staff has the ability to have one or two more resources available in order to chat or have communication with one another. This a vital source right now.
-

SUPERVISORY ABILITY: Leadership; getting work done through others; training subordinates.

☒ (1) Superior ☒ (4) Above Standard ☒ (1) Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

- Sandy is a wonderful supervisor who truly cares about her employees. She is fair and knowledgeable. Sandy is willing to teach employees new tasks or send them to training to learn new skills.
- Excellent willingness to share knowledge, help others grow and offering training to all.

- Sandy has the ability and the willingness to train all staff, even they do not realize she is training them.

OVERALL PERFORMANCE EVALUATION (Check single appropriate box)

<input checked="" type="checkbox"/> (1) SUPERIOR (Attach Justification)	<input checked="" type="checkbox"/> (5) ABOVE STANDARD Above normal expectations Satisfactory	<input type="checkbox"/> MEETS STANDARD Satisfactory meets expectations but making improvements	<input type="checkbox"/> BELOW STANDARD Attempts at improvement unsuccessful Clearly below reasonable expectations	<input type="checkbox"/> UNSATISFACTORY (Attach Documentation)
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Additional Comments:

- Sandy is a very hard worker, she goes above and beyond what is expected of her.
- COVID year has been one to remember for sure. Sandy has risen above exceptionally well. With changes to the Board Meeting processes, ensuring all staff are adhering to COVID socially distance in the office, ordering equipment for working at home. Some say this is part of the job. Yes. However, Sandy has done this with grace while learning new things herself. With the many hats of the ED, Sandy has managed to add FSMTB to her plate and COVID, this has proven that Sandy can adapt to any situation and the Board and staff are very lucky to have her as their Executive Director.
- 2020-2021 has been a year of challenges and Sandy has risen up to meet each challenge with poise and grace. She is very well connected within the state system and has been able to keep employees, licensees and the Board informed of any changes in the current pandemic situation. Sandy was elected to the Board of Directors for FSMTB as the Treasurer and also serves on two committees. This is yet another area in which she shines. We are so proud to have her representing our Board and the state of Nevada on this national stage.

Vicki-Lynn Kitzman
Kimberly Buckingham
Kathy Swanson
Christy Brunner
Francine Donschick
Tereza Van Horn