NEVADA STATE BOARD OF MASSAGE THERAPISTS Executive Discourse

Applicant name: Adam Higgin botham
Date: 8-25-23
(Please rate the answer to each question on a scale from 1-3) 1=Below expectations 2= Meets expectations 3= Exceeds expectations
Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.
comments: Servant Leadership, Stakeholders,
Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem. (1) 2 3 Comments: Cash positive, board ran out of Money Joined and was able to increase, 500% improved inspections. Cosmo board Couid assistance to Licensees. Colaberation, Hard to get/paid when others werent Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation? (1) 2 3 Comments: Data Driven will base decision on data, Fall back on Dala

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?
comments: LearningCurve when Came to Nevada double Sized of the teams Empowered Staff - inspectors
Empowered Staff - inspectors
Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?
1 ② 3
comments: Would overhear Conversation from other representative that they only "cut" hair
Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints. 1 2 3
Comments: Tough decisions in Virginia to Cut Services. Government inspection app. inspection results
Comments: Tough decisions in Virginia to Cut Services. Government inspection app. inspection results Would upload right Away really helped the public Removed Carbon paper triplicate. Key Stakeholders
Question 7 (Rebecca Derangriechia): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.
1 2 3
comments: Past boards and new boards good to know what has been done in the past. Not Always Understandable maleur

(For executive use only) Average:

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

(i) 2 3
comments: Help build Skills with team.
Technology to make it more Simple. Team based process. Focused, Open to Suggestions.
process. Facused, Open to Suggestions.
How would you rank this applicant overall?
1 2 3
comments: Have some concern About too technology focused more than people focused.
Of the 5 applicants, this applicant ranks: 1 2 (3) 4 5 (1= Top applicant; please complete this section after all applicants have been interviewed) Why Would You want to Work with Nevada State Boar Expected Salary
-> Positive impact, Misses Working for this type of agency.
- Compact License (doesn't feel like he is in agreement
#117#125K Employee Eruployee

(For executive use only) Average:___

Executive Director Board Interview

Applicant name: Liz Barnard
Date: 8-25-23
(Please rate the answer to each question on a scale from 1-3) 1=Below expectations 2= Meets expectations 3= Exceeds expectations
Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.
comments: Lead from the front will not ask team to do something she wouldn't do. Understanding Strengths.
to do something she wouldn't do.
Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.
comments: Current Role - New roles for Lizand another
comments: Current Role - New roles for Lizand another person after 15 years. Brought technology forward Co-Worker was not in Support.
Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation? $1 \qquad 2 \qquad (3)$
comments: Good minds behind the board. The decision is made and has to respected.

(For executive use only) Average:

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?
1 2 (3)
comments: What does and doesn't work. Not Micro-Mar
Trust team members. Vary with people handle Change in team. Documentation for issue Setting them on a Plan.
7
Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?
1 ②→ 3
comments: Keep Calm - Explain why we are effective Data to Show that it is effective
Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints. 1 2 3
Comments: explored own space
Crunched numbers rented own Space, Tracking <u>Numbers</u> . Using fee for the Correct purpose. Travel Cut/ watched.
Lorna Bevadict Question 7 (Rebecca-Dorangricchia): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.
1 (2) 3
Comments: Great Example from Sandyand Would Use this Same process. Keeping Doard Members informed.
Woard Members Wittormed.

(For executive use only) Average:____

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3
comments: Horse training (interacting with other people trained an employee on a job Liz had never been trained on
trained an employee on a 10h Liz had never
been trained on
How would you rank this applicant overall?
1 2 (3)
comments: Her experience with the bound helps her
really understand the boam Giveing back to

the Board and Licensee's . Won't let to on the

good work that has been clone alkear

Of the 5 applicants, this applicant ranks: 1 2 3 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

Compact License-feels good about that we passed it. Salary not the Low end

For exe	cutive use	only) Average	1
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Applicant name: 10dd Park
Date:8-25-23
(Please rate the answer to each question on a scale from 1-3) 1=Below expectations
Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.
comments: Not using same management Style. empower the people training, Tools, Safety for the team management Style. Reason, why
Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem. 1 3
comments: Critical incedenct plan. Worked With another again. Met with high level elected officials
Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation? 1 (2) 3 Comments: Safety - Ethics LAW Enforcement background. The board Make decisions he would trust in

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?
comments: Develop teams hire people. Very judge of people comments Asks About the people. Train is everything
Question 5 (Blanca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?
comments: People have a right to their appinion Bet to the bottom of Why they might feel that Way
Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.
comments: Do more with Less beatease Federal Brant for DnA. How to account for every Penny. Review budget + talk with the boar
Question 7 (Rebecca-Dorangricchia): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.
comments: Board is his bass. Make the board Look good.

(For executive use only) Average:____

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 (2) 3
comments: Does this as Cheif with all his experience to Coach Staff (Supervisors) Really Like loyalty Loy Througho Nice, Can do Without Conflict Compassionate, Cares about, Empathetic.
How would you rank this applicant overall?
comments: Wants to end his career with board. Seems like he can be a fit.
Of the 5 applicants, this applicant ranks: 1 2 3 (4) 5 (1 = Top applicant; please complete this section after all applicants have been interviewed) - Why did you know Law Enforcement
- Why Nevada State Board of Massage Brings all his. - Compact - Good actors, agrees it's agree
- Salary 103, 299 - Car Employee (For executive use only) Average:
×

Applicant name: Nicole Berry
Date: 8-25-23
(Please rate the answer to each question on a scale from 1-3) 1=Below expectations
Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.
comments: Active Listener, to teachable moments HR experience. Health Care Comparations Be teach team members how to give presentation HRIS System training. Too HR for the position
Question 2 (John Teng): Describe a major change or problem that occurred in a job you held and describe how you adapted to this change or handled the problem.
comments: A lot of HR Answers good answer lots of HR Answers.
Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which
you are in total disagreement, how would you handle this situation? 1 2 3
Comments:

comments: Find a good fit, listen spend time with	
Staff, training Send team to trainings get to know team.	
Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?	
comments: Professional, Positive, talk about all the good things the board has done.	_
Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints. Employee Compensation (1) > 2 3 Comments: Group Meetings to Support Staff Was on able to get 1/0. Did do Longevity bonuses. Reduction in budget if that Happened. Reevalute Cast and make (Lorna Question 7 (Rebecca-Borangricchia): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.	- - - -
1 ② 3	
comments: Reports Where they are explain to the board where we are.	

(For executive use only) Average:

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 ② 3
comments: Real time Coaching, huttles Alot of teaching. Available to the team How team received
Teaching. Available to the team How team received
Honest, encourage,
How would you rank this applicant overall?
2 3
comments: 100 HR focused
Of the 5 applicants, this applicant ranks: 1 (2) 3 4 5
(1 = Top applicant; please complete this section after all applicants have been interviewed)
111 0 1 01 1
Why nevada State Board
Kespects, public Serving, Human Inafficking
Respects, public Serving, Human Trafficking Likes the Misson, Good fit professionally
Compact License - St. 1
Compact License - Should not Limit Education to one State. Shortage of therapists
of or therapists
Salam, mil
Salary midpoint.

(For executive use only) Average:____

Yeri Mantall Daluce
Applicant name: Yeri Martell De Luca
Date: 8-25-23
(Please rate the answer to each question on a scale from 1-3) 1=Below expectations 2= Meets expectations 3= Exceeds expectations
2 Marie Superioris S Enocious Enportations
Question 1 (Rebecca Dorangricchia): Describe your leadership style and how you would apply it in this position.
1 2 (3)
comments: Servant, the whys understanding gaps
Lean into team understand Challenges
in work flow processes
Question 2 (John Teng): Describe a major change or problem that occurred in a job you
held and describe how you adapted to this change or handled the problem.
1 2 (3) (Llar)
comments: We see Change dily in our work
adapting to a lot of different leaders
asks a lot of Questions, Thrive in Change
and Challenges 1:1 with 18085
0
Question 3 (Rose Mueller): If the Board makes a decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?
1 2 3
comments: Has Always been a public leader
garee to discover Understanding H.
White the stage of

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?
comments: Practicing what she preaches
Held a meeting to discuss Changes
Contrabutions by the team
Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage
therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?
1 (2) 3
comments: Demonstrate that is not true.
would be Clear on the right thing to
do at the time the person makes the comment
Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money
management. Provide an example of a financial decision during financial constraints.
1 2 3
comments: Handled a lot of assets coming back to the bank in 2008. Understanding the Risk
no need to Store Supplies. Managing needs + Wants
Lorna Benedict Question 7 (Rebecca Dorangricchia): At the foundation of effective governance is the board's
involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.
1 (2) 3
comments: Monthly Meeting for reporting. Training Social interaction with board + Staff
Exercise to the state of the st

(For executive use only) Average:

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3
comments: Coaching and Mentoring is her favorite Work on their Confience, Can't treat people the Same when it Comes to Development Self Evaluation with team. Give Guideanne
Work on their Confience, Can't treat people
the Same When it Comes to Development
Self Evaluation With team. Give Guideann
How would you rank this applicant overall?
1 2 3
Comments:
Of the 5 applicants, this applicant ranks: 1 2 3 4 5
(1 = Top applicant; please complete this section after all applicants have been interviewed)
Nhy Nevada State Board of Massage, Career Safe good paying Job now. Wants to be a Change maker. audit experience Serve therapist
Carola C.C. com 1
a Change maker Daying Job now. Wants to be
audit experience Serve themaise
Compact is for the compact
· · · · · · · · · · · · · · · · · · · ·
alany\$120K Employee
O IN C Employee

(For executive use only) Average:_

Applicant name:	Adam Higg <u>i</u> r	<u>ıbotham</u>		
Date:	8/25	/2023		
		N 00 19 10		
1=Below expects	e rate the answer to each tions 2= Meets exp	. A	le from 1-3) = Exceeds expectations	<u> </u>
Question 1 (Rebecca Dorangric this position.	chia): Describe your l	eadership style	e and how you wou	ıld apply it în
	1 2	3		
Comments: <u>Servant- Decer</u>	ıtralized Manager			
Question 2 (John Teng): Descri	ne a maior change or	nrohlem that	occurred in a job w	OII.
held and describe how you adap			70 (20)	,u
	1 2	3		
Comments: <u>Funds to a pos</u>	itive – Covid Reoper	ning		
restandeda. W	gar to topulor An			
Question 3 (Rose Mueller): If you are in total disagreement, h				lirection in which
you are in total disagreement, ii	ow would you handle	3	80	
Comments: <u>Data driven – a</u>		150 200 - 200 - 200 - 200 - 200 - 200 - 200 - 200 - 200 - 200 - 200 - 200 - 200 - 200 - 200 - 200 - 200 - 200 - 200		
comments. <u>Data unven a</u>	marysis-it would be	a citaliange		
- 500				
			2 -3 2 - 3	<u> </u>

Question 4 (Deirdre Strunk): How do	you deve	lop a te	am and foster empowerment ir	ı your staff?
	1	2	3	
Comments: nuances-listening				—.c
Strunk*Give an example of empower to using an inspection app (second t	55,000			ations so went
Question 5 (Bianca Smith): While testi therapy, a representative from another How do you respond?				
	1	2	3	
Comments: Data Collection	on (again)			
Question 6 (Christine Garvey): With ed management. Provide an example of a			4614435 (19674) TOGSTONESSON SINGSTANDINGSINGSING SINGS SINGS SI	noney
	1	2	3	
Comments: <u>Inspection app (again</u>	1)			
Garvey* Sudden request of a 10% co	ut, how d	o you	nandle it?* Seeing options an	d talking to key
stake holders				* **
8				
Question 7 (Lorna Benedict): At the fo Give us examples of the tools and infor governance.				
	1	2	3	
Comments: Sharing data – using i	info grapł	nics th	t are easily understandable f	or the public

(For executive use only) Average:_

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1 2 3
Comments: Using technology to improve & grow skills
Strunk*coaching a person*different situation per person
what kind of boss would people say you are open/listening/give reasons for dissisions
How would you rank this applicant overall?
1 2 3
Comments:
Of the 5 applicants, this applicant ranks: 1 2 3 4 5 (1 = Top applicant; please complete this section after all applicants have been interviewed)
Smith*Why be the ED of the NV massage board* making a positive impact on people's lives and I miss that from the privet sector. I miss serving the public
Garvey* asked about his roll in the closing of his last employer* his job was the same as with the state- compliance and operational data- not in finance.
Strunk*How do you feel about the compact law?* Positives-Second income is necessary for some military families and why the dep of def. supports. Negatives- not all state boards are the same
Salary expectations \$117,000-\$125,000
Teng* Did your experience with the cosmo board fulfill your service need* it did full feel my service need but with bereavement & covid it led to burnout.
*at your previous company, if they had not into receivership would you have applied

here* Yes, I had already applied to other positions.

(For executive use only) Average:_____

Applicant name:	Elisabeth Barnard
Date:	8/25/2023
	(Please rate the answer to each question on a scale from 1-3)
	1=Below expectations 2= Meets expectations 3= Exceeds expectations
Question 1 (Rebe this position.	ecca Dorangricchia): Describe your leadership style and how you would apply it in
	1 2 <mark>3</mark>
Comments: <u>Lead</u>	from the front- not willing to ask something that I am unwilling to do.
Ask for help whe	en needed
	Teng): Describe a major change or problem that occurred in a job you how you adapted to this change or handled the problem.
	1 <mark>2</mark> 3
Comments: up	pdated job technology but didn't have full buy in from coworker
Take to be a Transition of the	
33. AV. AVA.	
•	Mueller): If the Board makes a decision that you feel is going in a direction in which sagreement, how would you handle this situation?
	1 2 3
Comments: all m the decision has	nind of the board are theirs to make the decisions – be part of the discussion &
	to no topostor

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?
1 2 3
Comments: Micro managing fails this- growth mind set empowers the team
Strunk*how would you feel managing people out?* policies in place for write ups and
evaluations- documentation!
Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage
therapy, a representative from another state agency calls the Board of Massage Therapists ineffective.
How do you respond?
1 2 <mark>3</mark>
Comments: Maintain composure- highlight all the ways the board is effective by data/
numbers
Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money
management. Provide an example of a financial decision during financial constraints.
1 2 3
± 2
Comments: Tracking the \$ with the numbers
Garvey* 10% mandatory reduction of budget* Staying with in the mission and knowing the
numbers
Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective
governance.
1 2 3
Comments: previous model was great and I would do the same

(For executive use only) Average:_

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

	1	2	3			
Comments: Horse trainer – working wit	h perso	onalities	- periodic c	heck ins	- being su	pportive
Strunk*what kind of boss would people	say yo	u are?*	current co	worker	would mis	s her (sort of
answered)						
How would you rank this applicant over	rall?					
	1	2	3			
Comments:						
*						
			_			
				**		* **
Of the 5 applicants, this applicant ranks (1 = Top applicant; please complete t				4 n interview	5 ed)	
Smith*Why be the ED of the NV mas back-advocating for good therapists		board*	bigger imp	oact in	the field -	- giving
Strunk*How do you feel about the co	ompact	t law?*	Legit thera	pists c	an prospe	er
Garvey*As the compact goes forwar other states – be a commissioner- b				to the	board?* v	vorking with
Strunk*Salary expectation- mid rang	e					

Applicant name:	Todd Park
Date: 8	8/25/2023
(Please rate the answers (Please rate the answers)	answer to each question on a scale from 1-3) 2= Meets expectations
Question 1 (Rebecca Dorangricchia): De this position.	escribe your leadership style and how you would apply it in
	1 2 3
Comments: Empower the people und buy in & team	ler me – that they have the training & the tools – provides
Strunk*example of training & tools* S feedback- give reasons - communicati	Safety first-training paramount- listen to the people-
held and describe how you adapted to th	or change or problem that occurred in a job you his change or handled the problem. 1 2 3 y another party (third party) created check lists and
Question 3 (Rose Mueller): If the Board you are in total disagreement, how would	d makes a decision that you feel is going in a direction in which d you handle this situation? 1 2 3
Comments: safety is paramount and e	ethics are intact than I will support the board
<u></u>	

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?
1 <mark>2</mark> 3
Comments: very good judge of character- through conversation- grasp of who the people arego back to training- empower the team
When you take over an existing team emotions high reasoning low- team consept
Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?
1 2 3
Comments: Sometimes people want to be heard- not get into an argument but follow up
I will not put down that person or the board- communication is key
Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.
1 <mark>2</mark> 3
Comments: had to mind the grant money and account for every penny- safety and integrity *sudden reduction in budget per the governor* evaluate where the money is going – talk to the board
Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.
1 <mark>2</mark> 3
Comments: The board is my boss- want them to look their best

(For executive use only) Average:____

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

170	75% tv			±2.	4.		
		1	2	3			
Comments: rely	heavily on super	visors- m	y vision	through st	aff loyalt	ty	
what loyalty mean	ıs to you a loya	l person v	vill do t	heir best to	not disc	credit the	agency
how do yo	u coach an dislo	yal emplo	yee	communica	ition is k	ey	
*what would your	employees say a	bout you'	thoro	igh & nice-	not wea	ık- empat	hetic
How would you ran	k this applicant	overall?					
		1	2	3			
Comments:							
		-					
				*		TIPS WI	
<u> </u>						7	
Of the 5 applicants,	this applicant rapplicant rapplicant; please com			2 3 applicants have	4 been intervi	5 ewed)	
Smith*Why be the the last 6 in homic		-					
Strunk*How do yo	ou feel about th	e compa	ct law?	* Good th	ing- rea	lly helps	the industry
*Salary expectation a pay cut just plea		employe	r paid	with a take	e home	car but w	rilling to take

Applicant name:_	Nicole Berry
Date:	8/25/2023
1	(Please rate the answer to each question on a scale from 1-3) =Below expectations 2= Meets expectations 3= Exceeds expectations
Question 1 (Rebec this position.	ca Dorangricchia): Describe your leadership style and how you would apply it in
	1 2 <mark>3</mark>
	ally focus on active listening-focus on team learning moments/ teaching & discipline- research organization- teachable moments- work together
held and describe h Comments: emplo	Teng): Describe a major change or problem that occurred in a job you now you adapted to this change or handled the problem. 1 2 3 Describe a major change or problem that occurred in a job you 1 2 3 Describe a major change or problem that problem. 2 3 Describe a major change or problem that occurred in a job you 1 2 3 Describe a major change or problem that occurred in a job you 1 2 3 Describe a major change or problem that occurred in a job you 1 2 4 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5
you are in total disa	Mueller): If the Board makes a decision that you feel is going in a direction in which agreement, how would you handle this situation? 1 2 3 on that I can — but respect the decision that was made.
comments, give ii	no macrean bucrespect the decision that was made.
32000 Mc	

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?
1 <mark>2</mark> 3
Comments: Spend tie w/ the staff – grow and groom them- formal trainings- find someone that is the right fit. *what about taking over an existing staff?* learning the team.
* how much time to decide to let someone go?* 6-9 months
Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?
1 2 3
Comments: be professional and polite, pointing out all the good done.
Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.
1 <mark>2</mark> 3
Comments: public sector – salary & benefits- lots of meetings and talks- to show ability to get raises. *What about a sudden reduction in budget* reevaluating plans in place*- hold on positions – big need purchases put on hold.
Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.
1 , 2 3
Comments: research & present info with background, & options model
3

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

	1	2	3			
Comments: Coaching real time-practic	e huddl	es- mee	t w/team r	egularly	/- coach in p	rivate
what kind of boss would you be desc	ribed as	? very	honest app	roach-	praise- guid	ance – used
scripted answers						
How would you rank this applicant ove	erall?					
	1	2	3			
Comments:						
				70		
			2000			
			20.5.1			
Of the 5 applicants, this applicant rank				4 en Intervie	5 wed)	
Smith*Why be the ED of the NV ma like the vision of the board- gives m				e out o	of my comfo	ort zones-l
Strunk*How do you feel about the c geography- get people working	ompac	t law?*	people sh	ouldn't	be held ba	ack by
Garvey* How do you get past your	lack of	knowle	dge* Rese	earch		
Strunk*Salary expectations* Happy	to neg	otiate tl	ne midpoir	nt of the	e salary rar	nge

Applicant nam	ne: Yerania De Luca
Date:	8/25/2023
	(Please rate the answer to each question on a scale from 1-3) 1=Below expectations
Question 1 (Re	ebecca Dorangricchia): Describe your leadership style and how you would apply it in
	1 2 3
Comments:	combo of collaborative & service- understand the why- relay on my team
held and descri	hn Teng): Describe a major change or problem that occurred in a job you be how you adapted to this change or handled the problem. 1 2 3 communication is key- adaptable & thrive in that – clear expectations
you are in total	ose Mueller): If the Board makes a decision that you feel is going in a direction in which disagreement, how would you handle this situation? 1 2 3 communicate- wants to understand the reasons- understanding the why and the

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?
1 <mark>2</mark> 3
Comments: practice what I preach – playing to strengths & weaknesses fosters team work -
practical
Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?
1 2 3
Comments: obviously I want to defend the board but there is a time and a place for rebuttal
if allowed by the legislature- offer proof in the data
Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.
1 2 3
Comments: <u>risk based – identify</u> ing risks
Sudden 10% decrease in budget decide what is being reduced – don't know the protocols for the board
the board
Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.
<u>1</u> 2 3
Comments: <u>audit community – example training and developement</u>

(For executive use only) Average:___

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

	1	-	3				
Comments: <u>big believer in coaching</u> production & preformance							
How would you rank this applicant ove							
	1	2	3				
Comments:							
							_
<u> </u>			2V - V				
Of the 5 applicants, this applicant ranks	s: 1	2	2	3	4	5	
(1 = Top applicant; please complete	this section	after all	applica	nts have bee	en interviev	wed)	
Smith*Why be the ED of the NV ma employment change proactively – se			10000		Contract of the second	ory is safe – I war	ıt
Strunk*How do you feel about the coexperience between states- more el				are reso	ources	, knowledge,	
Salary expectations Negotiating \$	120,00	0. Em	ploy	ee/emp	loyer p	aid	

NEVADA STATE BOARD OF MASSAGE Benedict **THERAPISTS**

A 1: L	0.4- 127					
Applicant name:	Adam Hig	ginbotha	am			
Date: August 25 - 2023	8/	25/2023				
£	he answer to ea	ach question	n on a scal			
Question 1 (Rebecca Dorangricchia): I	Describe you	ır Jeaders	hip style	and how y	ou would a	apply it in
	1	2	3)			
Comments:					<u> </u>	
		***************************************				"
Question 2 (John Teng): Describe a maneld and describe how you adapted to Comments:	this change	or handle	ed the pr	oblem.	a job you	
Question 3 (Rose Mueller): If the Boa you are in total disagreement, how wo Comments:	uld you hand	dle this sit	and the alignment of the		g in a direc	tion in which
<u> </u>						

question 4 (Delitare Strunk); How t	do you deve	elop a t	eam and foste	r empowerment in your staff?
	1	2	(3)	
Comments:				64-W
3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	57	2 7	S. CAN	
Question 5 (Bianca Smith): While tes				
therapy, a representative from anoth	er state age	ency ca	lls the Board o	f Massage Therapists ineffective.
How do you respond?				
	1	2	(3)	
			V	
Comments:				
Question 6 (Christine Garvey): With	economic o	onstra	ints, we all are	cognizant of our money
management. Provide an example of	a financial	decisio	n during financ	cial constraints.
	1	2	(3)	
	1	2	(3)	
Comments:				
197				
				Y Y - 14-
	na ar eonr	10 10/0		1007 8900 1001
Question 7 (Lorna Benedict): At the				
Give us examples of the tools and info	ormation yo	ou will p	give the board	members to encourage effective
governance.				
	1	2	(3)	
			G	
Comments:				

(For executive use only) Average:____

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

	1	2	(3)				
Comments:						35	
N NO. NO.							
How would you rank this applicant	overall?						
	(A)	2	(3)				
Comments:							
							1
×							
Of the 5 applicants, this applicant ra	anks: (1	1)	2	3	4	5	

(Please rate 1=Below expectations Question 1 (Rebecca Dorangricchia):	the answer to 2= Mee	o each qu	uestion on a scale from 1-3) tations 3= Exceeds expectations
1=Below expectations Question 1 (Rebecca Dorangricchia):	2= Mee		
1=Below expectations	2= Mee		
and the contract of the first of the contract	Describe y		
•		our lea	adership style and how you would apply it in
	1	(2)	3
Comments:			
**		<u>.</u>	
Question 2 (John Teng): Describe a n held and describe how you adapted to	5).	ge or ha	
			· · · · · · · · · · · · · · · · · · ·
Question 3 (Rose Mueller): If the Bo you are in total disagreement, how w			sion that you feel is going in a direction in wh
	1	2	(3)
Comments:			

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff? Comments: Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond? Comments: Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints. 3 Comments: Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance. Comments:

(For executive use only) Average:_____

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

	1	(2)	3			
Comments:						
					ÿ	
How would you rank this applicant ov	erall?					
	1	(2)	3			
Comments:						
Harming to the second s						
Of the 5 applicants, this applicant rank	(S;	1 2	2 (3)	4	5	

to to u	Mar & Louis G
Applicant name:	Todd Park
Date:	8/25/2023
	te the answer to each question on a scale from 1-3) s 2= Meets expectations 3= Exceeds expectations
Question 1 (Rebecca Dorangricchia this position.	a): Describe your leadership style and how you would apply it in 1 2 3
Comments:	
held and describe how you adapted	n major change or problem that occurred in a job you to this change or handled the problem. 1 2 3
Question 3 (Rose Mueller): If the you are in total disagreement, how Comments:	1 2 3

Question 4 (Deirdre Strunk): How do yo	ou deve	lop a t	eam and foster empowerment in your staff?
	1	2	(3)
Comments:			

	7,53%	-	*
_ · · · · · · · · · · · · · · · · · · ·			
Question 5 (Bianca Smith): While testifyi	ng on a	bill in	the Nevada legislature regarding massage
therapy, a representative from another st	ate age	ncy ca	lls the Board of Massage Therapists ineffective.
How do you respond?			
	4	2	(2)
	1	2	(3)
Comments:			
commend.			
		-	
Question 6 (Christine Garvey): With ecor			
management. Provide an example of a fin	ancial d	lecisio	n during financial constraints.
	1	2	(3)
			8
Comments:			
			73. 4. U.M. 4. 2.
Question 7 (Lorna Benedict): At the four	ndation	of effe	ective governance is the board's involvement.
Give us examples of the tools and informa	ition yo	u will g	give the board members to encourage effective
governance.			
	1040		
	1	2	(3)
Comments			
Comments:			

(For executive use only) Average:

		1	2	(3)				
Comments:			4					
S								
How would you rank this	applicant ov	erall?						
		1	2	(3)				
_								
Comments:								
000	16			1		Tar	101	
Of the 5 applicants, this a	applicant ran ant; please complet			The said	3 s have been			

Applicant name:	Nicole Berry
Date:	8/25/2023
	(Please rate the answer to each question on a scale from 1-3)
	1=Below expectations 2= Meets expectations 3= Exceeds expectations
	ecca Dorangricchia): Describe your leadership style and how you would apply it in
this position.	
	1 (2)
Comments:	(***)
	Teng): Describe a major change or problem that occurred in a job you how you adapted to this change or handled the problem. 1 2 3
C	
	Mueller): If the Board makes a decision that you feel is going in a direction in which sagreement, how would you handle this situation?
	1 (2) 3
Comments:	

		eioh a re	eam and foster empowerment in your staff?
	1	(2)	3
Comments:		No. of	
	-		
	A-00.01-		
Question 5 (Bianca Smith): While testifyi	ng on	a bill in t	he Nevada legislature regarding massage
therapy, a representative from another st	ate ag	ency cal	ls the Board of Massage Therapists ineffective.
How do you respond?			
	4	(3)	
	1	(3)	
Comments:			
Comments:			
Question 6 (Christine Garvey): With ecor			
management. Provide an example of a fin	ancial	decision	during financial constraints.
	1	(B)	(3)
	+	(19)	3
Comments:			
			12 1 Ga 1
			- XAV4
Question 7 (Lorna Benedict): At the four	ndatio	n of effe	ctive governance is the board's involvement.
Give us examples of the tools and informa	ition y	ou will g	ive the board members to encourage effective
governance.			
O			
	1	2	(3)
			3
			3
Comments:			3
			3
			3

(For executive use only) Average:_____

	1	$\binom{2}{N}$	3				
omments:		114					
no = _ aror .							
		Si 502		 100			
low would you rank this applicant ov	erall?						
		\wedge	oh.				
	1	(2)	1430				
omments:				 			
						**	
	Novice State	de la companya de la	Ne:	0	1 8400		
of the 5 applicants, this applicant ranl (1 = Top applicant; please complet			2	(4)	5		

Applicant name:	Yerania De Luca	
Date:	8/25/2023	
	Please rate the answer to each question on a scale from 1-3) sectations 2= Meets expectations 3= Exceeds expe	ectations
Question 1 (Rebecca Doran this position.	gricchia): Describe your leadership style and how y	ou would apply it in
Comments:		
		8
Comments:	dapted to this change or handled the problem. 1 2 3	
Question 3 (Rose Mueller)	: If the Board makes a decision that you feel is goin t, how would you handle this situation? 1 2 3	ng in a direction in which
Comments:		

Question 4 (Deirdre Strunk): How do yo	ou dev	elop a te	am and foster empowerment in your staff?
	1	(2)	3
Comments:		Named	
771			
Question 5 (Bianca Smith): While testify	ing on	a bill in t	he Nevada legislature regarding massage
			s the Board of Massage Therapists ineffective.
How do you respond?		*	
	12		
	1	(2)	3
Comments:			
Comments:			- Carlot W
			- W
0	•		A STATE OF THE STA
Question 6 (Christine Garvey): With eco			CONTROL OF THE SAME AND THE CONTROL CONTROL OF THE
management. Provide an example of a fir	nanciai	aecision	during financial constraints.
	1	2	3)
Comments:			
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Overtion 7/1 Baradiative States favor			
			tive governance is the board's involvement.
	ation y	ou will gi	ve the board members to encourage effective
governance.			
	1	2	(3)
Comments:			10.01
· · · · · · · · · · · · · · · · · · ·			

	1	(2)	3				
Comments:				cx - 40 - 1.6-			
				1.60			
						<u> </u>	
How would you rank this applicant over	erall?						
,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	1	72	3				
Comments:	->2250						
						1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	
Of the 5 applicants, this applicant rank					(5)		



Applicant name:	Adam Hi	gginbotha	nam	
Date:	8	/25/2023	3	
{F	Please rate the answer to e	each question		
Question 1 (Rebecca Doran this position.	gricchia): Describe yo	ur leadersh	ship style and how you would apply i	it in
	1,	2 3	3	
Question 2 (John Teng): Deheld and describe how you a Comments:	dapted to this change	or handle	3	
	XI13			
Question 3 (Rose Mueller) you are in total disagreemen		ndle this sit	that you feel is going in a direction in situation?	n which
Comments:				

	-			
				-

Question 4 (Deirdre Strunk): How do yo	ou deve	lop a te	eam and foster empowerment in your staff?
	1	2	3
Comments:			
8 - 3310 - 3			
			the Nevada legislature regarding massage
	tate age	ncy call	Is the Board of Massage Therapists ineffective.
How do you respond?			
	1	2	3
Comments:			
		4. C900-100	
Question 6 (Christine Garvey): With eco			
management. Provide an example of a fir	nancial c	decision	during financial constraints.
	1	2	3
Comments:			
			
Ouestion 7 (Lorna Benedict): At the fou	ndation	of effe	ective governance is the board's involvement.
			give the board members to encourage effective
governance.	,		
	1	2	3
Comments			
Comments:			

	1	2	3				
Comments:							
How would you rank this applicant ov	/erall?						
	1	2	3				
Comments:			1				
	1140.0						
Of the 5 applicants, this applicant ran	ıks:	1	2	3	4	5	
(1 = Top applicant; please comple	te this sect	ion after	all applica	nts have	been interv	iewed)	

Applicant name:_		Elisabe	th Barn	ard		
Date:			8/25/2	023		188
	(Please rate the	o anower to	o each aug	estion on a	scale from 1.2)	
1	Below expectations				3= Exceeds expectation	ons
Question 1 (Rebec	ca Dorangricchia): D	escribe y	our lead	dership st	yle and how you w	ould apply it in
		1	2	3		
Comments:						
neld and describe h	eng): Describe a ma ow you adapted to t	his chang 1	ge or ha	ndled the 3	problem.	
Comments:	-					2002
	Mueller): If the Boa greement, how wou			뭐하다 하다 있는 생물이 이름하셨다.		
		1	2	3		
Comments:						\$10AK.

Question 4 (Denure Strunk), now do yo	ou deven	op a tea	am and foster empowerment in your staff?
	1	2	3
Comments:			
Question 5 (Bianca Smith): While testifyi	ing on a	bill in ti	he Nevada legislature regarding massage
			s the Board of Massage Therapists ineffective.
How do you respond?			
	1	2	3
Campanta			
Comments:	5		
			The same of the sa
Question 6 (Christine Garvey): With ecor	nomic co	nstrain	its, we all are cognizant of our money
management. Provide an example of a fin	ancial d	ecision	during financial constraints.
	1	2	3
	1	2	3
Comments:			
Question 7 (Lorna Benedict): At the four	ndation (of effec	tive governance is the board's involvement.
Give us examples of the tools and informa	ation you	ı will gi	ve the board members to encourage effective
governance.			
	1	2	3
Commants			
Comments:			
	- 7/1		

(For executive use only) Average:____

	1	2	3			
Comments:						
How would you rank this applic	ant overall?					
Tiow would you rank this applic	ant overan:					
	1	2	3			
Comments:						
P						
2 44 11 4 - 1				<u> </u>		
Of the 5 applicants, this applica						

Applicant name:_		Todd Pa	ark				
Date:	2. V	8/25/20	023				
1-	(Please rate the =Below expectations				scale from 1-3) 3≔ Exceeds exp	ectations	
Question 1 (Rebec this position.	ca Dorangricchia): Do	escribe y	our lead	dership st	yle and how y	ou would ap	oply it in
		1	2	3			
Comments:							

held and describe h	eng): Describe a maj ow you adapted to tl	his chang 1	ge or ha	ndled the 3	problem.		
Question 3 (Rose I	Mueller): If the Boar greement, how woul	d makes	a decis	ion that y	ou feel is goir		ion in which
		1	2	3			
Comments:							
- And Andrea construction of the Control of the Con							

Question 4 (Deirdre Strunk): How do yo	ou deve	lop a te	am and foster empowerment in your staf	17
	1	2	3	
Comments:				
Question 5 (Bianca Smith): While testify	ing on a	bill in t	he Nevada legislature regarding massage	
therapy, a representative from another st				ctive.
How do you respond?				
	1	2	3	
Communication				
Comments:				
Question 6 (Christine Garvey): With eco	nomic c	onstraii	nts, we all are cognizant of our money	
management. Provide an example of a fir	nancial d	lecision	during financial constraints.	
	1	2	3	
	1	2	3	
Comments:				
	0.000			***
Question 7 (Lorna Benedict): At the fou	ndation	of effe	ctive governance is the board's involveme	ent.
Give us examples of the tools and informa	ation yo	u will g	ve the board members to encourage effe	ctive
governance.			***	
	1	2	3	
Comments:	-			_
		Z		

	1	2	3			
Comments:						
How would you rank this applicant or	verall?					
	1	2	3			
Comments:			15-5-15			
				3	 207777-12	
Of the 5 applicants, this applicant ran (1 = Top applicant; please comple					5 riewed)	

Applicant name:	Nicole E	Berry			
Date:		8/25/2	023		
	se rate the answer to ations 2= Mee			3= Exceeds expectations	
Question 1 (Rebecca Dorangri	cchia): Describe y	our lea	dership st	tyle and how you would apply it	in
	1	2	3		
Comments:					
Question 2 (John Teng): Descr neld and describe how you ada		Same or and the Children		THE TO SENTE TO SELECT A SECURITION OF THE SECURITIES AND A SECURITIES AND A SECURITIES AND A SECURITIES AND A	
ield and describe flow you ada	,	-		: problem.	
_	1				
Comments:					

Question 3 (Rose Mueller): If you are in total disagreement, h				ou feel is going in a direction in	which
	1	2	3		
Comments:					
	N SEPTEMBER SE	- X	×		

Community	1	2	3
Comments:			
Parameter and analysis and an experience of the control of the con	Service Address and		he Nevada legislature regarding massage
tnerapy, a representative from another s How do you respond?	itate age	епсу сап	s the Board of Massage Therapists ineffective
non do you respond.			
	1	2	3
Comments:			
Service States at Manual			
Question 6 (Christine Garvey): With eco management. Provide an example of a fi			
management. Frovide an example of a n	Hariciai	uecision	during intaricial constraints.
	1	2	3
	-	_	3
Comments:			
Question 7 (Lorna Benedict): At the for	undation	n of effe	
Question 7 (Lorna Benedict): At the for Give us examples of the tools and inform	undation	n of effe	ctive governance is the board's involvement.
Question 7 (Lorna Benedict): At the for Give us examples of the tools and inform	undation nation ye	n of effe ou will g	ctive governance is the board's involvement. ive the board members to encourage effectiv
Question 7 (Lorna Benedict): At the for Give us examples of the tools and inform	undation	n of effe	ctive governance is the board's involvement.
Question 7 (Lorna Benedict): At the for Give us examples of the tools and inform governance.	undation nation yo	n of effe ou will g 2	ctive governance is the board's involvement. ive the board members to encourage effectiv
Question 7 (Lorna Benedict): At the for Give us examples of the tools and inform governance.	undation nation yo	n of effe ou will g 2	ctive governance is the board's involvement. ive the board members to encourage effectiv
Question 7 (Lorna Benedict): At the for	undation nation yo	n of effe ou will g 2	ctive governance is the board's involvement. ive the board members to encourage effectiv

(For executive use only) Average:_____

	1	2	3		
Comments:				\$:	
		-			
How would you rank this ap	plicant overall?				
	1	2	3		
Comments:					
	¥ ¥ ± ±¥		*		
Of the 5 applicants, this app	licant ranks:				

Applicant name		Yerania	De Luc	a			
Date:	- 4 ··	8/25/2	023				
	(Please rate th	ne answer to	each gue	estion on a	a scale from 1-3)		
	1=Below expectations				3= Exceeds expe	ectations	
Question 1 (Rebo	ecca Dorangricchia): I	Describe y	our lead	dership s	style and how yo	ou would app	ly it in
		1	2	3			
Comments:							
	,						
	Teng): Describe a man					ı job you	
		1	2	3			
Comments:							
	- · · · · · · · · · · · · · · · · · · ·						
	e Mueller): If the Bos sagreement, how wo					g in a directio	n in which
		1	2	3			
Comments:							

Question 4 (Deirdre Strunk): How do yo	ou deve	lop a te	eam and foster empowerment in your staff?
	1	2	3
Comments:			**************************************
7.0			
	_		
2			
			the Nevada legislature regarding massage
herapy, a representative from another so low do you respond?	ate age	incy can	Is the Board of Massage Therapists ineffective
to v do vou respondi			
	1	2	3
Same and the second sec			
Comments:			
			70
Question 6 (Christine Garvey): With ecor			
nanagement. Provide an example of a fin	ancial o	decision	during financial constraints.
	1	2	3
	5200	(X77K)	200
Comments:			
	1	c .cc	
			ctive governance is the board's involvement.
overnance.	ation yo	u wiii g	ive the board members to encourage effective
overnance.			
	1	2	3
Comments:			
		-	

(For executive use only) Average:

	1		7	3				
Comments:	#(d)							
How would you rank this ap	plicant overal	1?						
*	1		2	3				
Comments:								
								
Of the 5 applicants, this app	licant ranks:	1		2	3	4	5	
A AND THE RESIDENCE OF THE PARTY OF THE PART	lease complete this							

120

Mid \$112 split

mid \$992 employer

mid \$990 employer

\$87K-137,800 split 17.6-120K employer

1-Mow expectations 2 = meets expectations 3 = exceeds expectations

Question Question 1 (Rebecca Dorangicchia): Describe volle					yeri !	
residential style and how you would apply it in this	12	2	2	3	2	
how you adapted to this change or handled the problem. Question 3 (Rose Mueller): If the pears the problem.	2	3	2	43	2	
decision that you feel is going in a direction in which you are in total disagreement, how would you handle this situation?	2	2	2	.2		
Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?	3.	3	3	2	3	
Question 5 (Blanca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the poard or massage (nerapists inerrective, how do you respond?	3	2		2	3	
Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.	3	25	2	3	3	
Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.	2	2	2	1	3	
Question 8 (Deirgre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.	2	2	3	3	3	
How would you rank this applicant overall?	18	19	14	19	10	
canking applicants 1st through 5th - Of the 5 applicants, this applicant ranks (with 1 being the applicant and 5 being your least fayorite):			h			
impact question	Well rerow in oug big not a big jan z	yeng pood	H. j	3		2
B Epopley	7125Ki	of some	ein midd	le arm	Kamploye	20 K em
twhy do you want to work for Board of Massey	2	3	1	5	3	3



NEVADA STATE BOARD OF MASSAGE Mueller

Applicant name:	Adam Higginbotham
Date:	8/25/2023
1=B	(Please rate the answer to each question on a scale from 1-3) Below expectations 2= Meets expectations 3= Exceeds expectations
Question 1 (Rebecca this position.	a Dorangricchia): Describe your leadership style and how you would apply it in
Question 2 (John Te held and describe how	ng): Describe a major change or problem that occurred in a job you w you adapted to this change or handled the problem. 1 2 3
	lueller): If the Board makes a decision that you feel is going in a direction in which reement, how would you handle this situation?
Comments:	

Question 4 (Deirdre Strunk):	How do you dev	elop a to	eam and fos	iter empowerment in your staff?
	1	(2)	3	
Comments:		\cup		
Question 5 (Bianca Smith): Wh	alla tastificing an	a hill in	the Navada	logiclature regarding massage
				d of Massage Therapists ineffective.
How do you respond?	another state ag	ency ca	iis the board	TOT Massage Therapists menective.
riow do you respond:				
	1	2	(3)	
Comments:				
E Ber				
Question 6 (Christine Garvey):				
management. Provide an exam	ple of a financial	decisio	n during fina	ancial constraints.
	1	2	6	
	1	2	3	
Comments:				
comments:				
				V
a 70 5 1930			1.8%	
				nance is the board's involvement.
	nd information y	ou will g	give the boa	rd members to encourage effective
governance.				
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Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

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Applicant name:_	Elisabeth Barnard
Date:	8/25/2023
ä	(Please rate the answer to each question on a scale from 1-3) 1=Below expectations 2= Meets expectations 3= Exceeds expectations
Question 1 (Rebe	cca Dorangricchia): Describe your leadership style and how you would apply it in
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	Mueller): If the Board makes a decision that you feel is going in a direction in which agreement, how would you handle this situation?
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Question 4 (Deirdre Strunk): How do y	you devi	elop a te	eam and foster empowerment in your staff?
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	state ag	ency car	ls the Board of Massage Therapists ineffective.
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Question 6 (Christine Garvey): With eco			
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	iation y	ou will g	ive the board members to encourage effective
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Applicant name:	Todd Park
Date:	8/25/2023
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Question 1 (Rebecca Dorangricchia): this position.	Describe your leadership style and how you would apply it in
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Question 4 (Deirdre Strunk)	: How do you dev	elop a te	eam and foster empowerment in your staff?
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Question 5 (Bianca Smith): W	hile testifying on	a bill in t	the Nevada legislature regarding massage
	n another state ag	ency cal	Is the Board of Massage Therapists ineffective
How do you respond?			
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	and information y	ou will g	give the board members to encourage effecti
governance.			
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Of the 5 applicants, this applicant rank (1 = Top applicant; please complet					5 lewed)	

Applicant name:	Nicole Berry
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this position.	a Dorangricchia): Describe your leadership style and how you would apply it in
	ng): Describe a major change or problem that occurred in a job you
	w you adapted to this change or handled the problem.
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Question 4 (Deirdre Stru	nk): How do you dev	elop <u>a</u> tea	am and foster empowerment in your staff?
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			he Nevada legislature regarding massage
	rom another state ag	ency calls	s the Board of Massage Therapists ineffective
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Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

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Executive Director Board Interview

ease rate the answer to each question on a scale from 1-3) ectations 2= Meets expectations 3= Exceeds expectations ricchia): Describe your leadership style and how you would apply it
ctations 2= Meets expectations 3= Exceeds expectations ricchia): Describe your leadership style and how you would apply it
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cribe a major change or problem that occurred in a job you lapted to this change or handled the problem. 1 2 3
If the Board makes a decision that you feel is going in a direction in how would you handle this situation?
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Question 4 (Deirdre Strunk): H	ow do you dev	elop a te	am and foster empowerment in your staff?
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Question 5 (Bianca Smith): While	e testifying on	a bill in tl	he Nevada legislature regarding massage
herapy, a representative from ar	other state ag	ency call:	s the Board of Massage Therapists ineffective
How do you respond?			
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nanagement. Provide an example	e of a financial	decision	during financial constraints.
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Question 7 (Lorna Benedict): At	the foundation	n of effec	tive governance is the board's involvement.
Give us examples of the tools and	information y	ou will gi	ve the board members to encourage effectiv
overnance.			
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Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

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How would you	rank this applicant ove	rall?						
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Comments:								
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	nts, this applicant ranks = Top applicant; please complete						5 iewed)	

Executive Director Board Interview

Applicant name:	Adam Higginbotham	
Date:	8/25/2023	
	e rate the answer to each question on a scale from 1-3)	
1=Below expecta	tions 2= Meets expectations 3= Exceeds expectations	
N		
tuestion I (Rebecca Dorangric his position.	chia): Describe your leadership style and how you would apply it in	
	1 2 3	
Comments: <u>Servant leadershi</u>	p and management style. 500% growth, data driven, facts and	
igures. Listen and find challe	nges to make jobs easier to do and streamline.	
Question 2 (John Teng): Descri	be a major change or problem that occurred in a job you	
	ted to this change or handled the problem.	
	1 2 3	
Comments: worked with state	e boards and agencies to communicate through collaborative	
vritings to get everyone on th	ne same page to keep the department moving forward.	
Juestion 3 (Rose Mueller) : If	the Board makes a decision that you feel is going in a direction in w	hich
artinani artinani artina kanggarat tahun sakat ngganggan artinan artinan artinan artinan artinan sakat na saka	ow would you handle this situation?	i iicii
	1 2 3	
Comments: <u>Allow the data an</u>	d facts to support the decision. Support the board. Understand	<u>d</u>
hat decisions are made with	the facts provided.	
Duestion 4 (Deirdre Strunk): I	How do you develop a team and foster empowerment in your staff?	
,	2 3	
Comments: Empower through	n work support. Using the reasoning behind the changes and	
naking sure everyone has the	e tools and resources they need to be successful	

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

L 2 3

Comments: Use proven data to support the effectiveness of the board. Could have offline conversations to try to understand why the representative might feel that way. Work to ensure that it is clear how effective the board is.

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

2

Comments: Work with other boards, enact smart changes. Worked with state boards and agencies to communicate through collaborative writings to get everyone on the same page to keep the department moving forward. Enact changes for licensees and what is best for serving the public.

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

1 2 3

Comments: Effective communication. Keeping the information readable and backed by data.

Making sure information is updated and sent, using technology

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

2

Comments: Freeing up time for employees to allow them to do a better job. Team based processing to develop multiple leaders by focusing on the teams to come up with solutions. Using technology and team-based processing. DS: how do you mentor and coach a person without technology, how do you build relationships? AH: what the person wants and how they want to develop. Listen to where they are coming from and offer insight to where they want to go. DS: What kind of boss are you? AH: focused, listening, open to suggestions, and gives reasons why he made the decisions he has to make. He offers opportunities for feedback.

Why NSBMT? Fulfills a purpose. The loss of feeling that you're "making an impact in lives is a part of who I am"

Garvey: Currently working at the last job? Company was closed.

Was the closure tied to his role in the company? No, he handled inspections, regulations, training, not in a money making or spending role, compliance, data, and operational management.

Any compliance issues? Were there any issues that he had to address?

Yes, prior to his employment. Stakeholders wanted to spend money on compliance.

Question about a stipulation agreement in 2022... He was not the head of compliance; he was charged with collecting data. 9 businesses 80 licenses. Not in facilities, worked in the corporate office. Ensured licensing and data collection systems were in place. He built a checklist for meeting requirements and structured data collection for audit purposes.

Strunk: Impact how do you feel about that? AH: Compact law history given, wanting to participate for the positive and negative

Also, salary expectations. AH: Employer paid contributions,

How would you rank this applicant overall?

(2

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Comments: Applicant seems tech heavy, wanting to move forward with data driven decisions. Growth over the years. Expressed servant leadership and management style. Salary requirement are between \$117 and \$125K

i	For	executive us	se only)	Average:
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Of the 5 applicants, this applicant ranks: 1 2 3 4 5 (1 = Top applicant; please complete this section after all applicants have been interviewed)

Executive Director Board Interview

Applicant name: Elisabeth Barnard

Date:		8/25/	2023		
	(Please rate the 1=Below expectations	e answer to each o 2= Meets expe	No.	a scale from 1-3) 3= Exceeds expectations	
Question 1 (Rebe this position.	cca Dorangricchia): D	escribe your le	adership	style and how you would apply it in	
		1 (2)	3		
NAME OF THE PROPERTY OF THE PARTY OF T	oes. Resource for th			k, more involved and willing to do dgeable person to go to help them	Ī
3/	Teng): Describe a ma how you adapted to t			hat occurred in a job you ne problem.	
Comments: Curre	ent job challenge aft	ter replacing a	a 15-year	former employee. The process	
wasn't technolog	y forward, so she w	as tasked wit	<u>h moder</u>	nizing things. It was a challenge	
				e difficulty with implementing the	
database and over instead of using t		<u>ith someone</u>	that was	working the way she was trained	
name a	e Mueller): If the Boa sagreement, how wou			t you feel is going in a direction in wh tion?	i ch

Comments: Lovely minds, usually a dissenting voice. The decisions of the board have to be

respected. Sharing the concerns is important but decisions are to be respected.

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1 (2)

Comments: Knowing what doesn't work well, micromanagers and such do not work. Seeing people where they are and encouraging them to be empowered to do accomplish other tasks.

Non-coachable employees will weed themselves out. The more they are provided with tools to connect and learn about themselves, the more they find ways to go through the process, the more they will be encouraged to be empowered in their roles.

DS: having to terminate someone. LS: help them come into compliance or if they are not a good fit. If they need to be fired, the

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?

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Comments: Maintain composure, depending on what is happening, the best approach is to remain calm and highlight how we are effective in achieving its mission to protect the public.

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

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Comments: Renting an office and worked through the numbers, revenue and made the decision to do so as a solo therapist. Looked at what each option meant for the business.

Budgeting within the organization follow up question: Ensures that the mission is fulfilled and utilizing funds and budgets requires a working handle on income and outflow. If asked to cut budget then would look at personnel as a last resort. Looks more at travel (specific to NSBMT) to see where and when it is necessary. Follow up: final decisions, how is that made? LB: board approval for budget.

(For	executive	use	only)	Average:	

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

. (2)

Comments: With changing issues and board members, model the experience and process previously completed. As director, she would help members see the big picture and what the board is tasked with. One on one contact with each board member. As issues arise, general emails, following open meeting law and keeping them informed is critical.

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

2

Comments: Horse training involved coaching and mentoring. This experience has helped her coach people through. Tasked with teaching a new hire how to do a job that she wasn't even trained in. Reaches out and follow up to help answer questions she might have. Providing resource information and where to find them.

DS: What kind of boss are you? LB: Transparent with intentions. Helps people problem solve, talks through things. Highlight priorities and working from what is needed to accomplish the goal. A collaborative boss. Looking at what needs to happen, offering space to make changes and seeing what works.

Why NSBMT?

Love being a board member and acknowledging the workload. Wants to have a larger impact on the industry in NV and the country. 14-year LMT, this is a way to give back and have a position that can advocate for legitimate therapists. Won't let up on helping rid the industry of illegal services.

DS: Impact feelings? LB: Allows licensees to move around and LMTs to work upon moving or relocating. CG: Impact follow up

Candidate for the FSMTB Board of Directors currently. Wants to keep an eye on how things are being handled. Maintaining contact with states and agencies is key.

(For	executive	use on	V)	Average:

Salary expectations? LB: not want to be on the lower end of the Pay Scale

How would you rank this applicant overall?



Comments: Strong candidate. Knowledgeable about the industry, member of the industry. Can speak to other agencies with authority and experience.

Of the 5 applicants, this applicant ranks: 2 3 4 5
(1 = Top applicant; please complete this section after all applicants have been interviewed)

Executive Director Board Interview

Applicant name:	Todd Park
Date:	8/25/2023
	(Please rate the answer to each question on a scale from 1-3) 1=Below expectations 2= Meets expectations 3= Exceeds expectations
Question 1 (Rebethis position.	ecca Dorangricchia): Describe your leadership style and how you would apply it in
	1 2 3
people underne	ked way up. Can't always use the same management style. Empower the ath him to make sure they have tools and training to do that. Will rely on the
	s to encourage others and allows the peak performers to buy in from the
agency.	
training, listen to the task and goa they need. Will p need. Communic	s. Training is paramount. Leaders have the most up-to-date the people so they can tell you what they need and understand als. Get feedback from them to get them the tools and resources provide a reason why he can or can't get them the tools they cate on a daily basis, listening and providing feedback. Teng): Describe a major change or problem that occurred in a job you
	how you adapted to this change or handled the problem.
	1 2 (3)
supervisor from where investigat	enforcement answer, supervisor over violent crimes. Contacted another a different agency to come up with a protocol that is still used today. Plan tions are done within a system of checks and balances. Meeting with agencies on how to handle internal investigations. Protocol is still in use now.
	e Mueller): If the Board makes a decision that you feel is going in a direction in which sagreement, how would you handle this situation?
Comments: Com	nes down to 1. Safety because its paramount and 2. Ethics. If integrity and ethics
are in tact he wi	ll support the board. The board will know better than he does. He trusts that
the board will m	ake the best decision.

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?



2

Comments: Hiring and going through the process. Very good judge of character. Will meet and talk with them finding out about who they are and what they do. Once rapport is established then he wants to make sure the people around them are similar and work with peak performers.

<u>DS: Go in and take over a team vs. hiring? LP: rely on past experience, emotions are high at crime scenes and coached team to complete tasks while using experience as teaching moments pairing inexperienced people with others.</u>

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?



3

Comments: Our constitution says that everyone has a right to their own opinions. Let them speak. Would not get into an argument but will follow up on why they feel the way they feel. Then will speak with the board members to see how they feel too. Understand where they are coming from. Can't hear one side of the story and make decisions. More information leads to better decisions. Would ask for solutions from the complainant to see if agreements could be reached. Would not put down the person for their issues and would not put the board down. Going to listen and communicate to see if something could be done better.

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

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Comments: <u>Career in government. Do more with less. Had to mind where the money was going and had to account for a \$300K grant. Safety is important. The money would need to go to supporting the mission, safety, health and welfare.</u>

CS: directive to reduce budget, framework?

NP: Evaluate where the money is going. Where could we cut back? Travel, licensing, applications, etc. When issued a directive, you have to make it happen. Where to cut the fat in the budget by talking to the board and communicating about the tasks.

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.



3

Comments: The board is my boss. My job is to make the board look sparkling clean. Going to make sure investigations are thorough and effectively asl well as the licensing processes, reach out to other agencies including law enforcement by speaking their language. This industry already has safety issues, so he wants to be sure that clients and practitioners are safe. Wants to make sure the board understands how important safety is.

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.



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Comments: <u>Is completed frequently. Worked his way up to chief. Used experience in compliance and such to talk from experience. Speak with supervisors daily. Able to coach and mentor based on his vision. Meeting at least once a week. He really likes loyalty. They will want to do well and make the right decisions. Talks a lot about loyalty with subordinates.</u>

DS: What does loyalty mean to you?

TP: a person that makes good decisions because they don't want to disappoint. Very close to integrity. Conversations about why they are not feeling connected to the agency so that they are operating with integrity from then forward. Empowering others around them to try to bring the person back into the fold.

How are you as a boss? Very thorough, nice, don't mind conflict but does not invite it. If there's a communication issue and can stop the issue before it starts. Compassionate and empathetic for team and lets them know that he cares about them.

(For	executive	use	only)	Average:	
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Why do you want to be the executive director of NSBMT?

Almost 40 years of law enforcement. Part reg, part enforcement. Everything was reactionary. There's an educational side as well as the enforcement side and that helps others understand why things work the way they should. Wants to help others understand the safety side of things. Bad actors need enforcement. There are things he can do because of his past in law enforcement.

DS: Impact thoughts/feelings? NP: Good thing. Bad actors need to be taken care of. Good ones need to have a bone thrown at them. Good to allow practitioners to work in other states.

DS: Salary expectations? NP: Makes \$103,299 please be gentle and somewhere in that ballpark. That is employer only pay. Could take a cut in pay because this job means that much.

How would you rank this applicant overall?

1 2 3

Comments: Can see Sandy's footprint and wished her the best of luck.

Of the 5 applicants, this applicant ranks: 1 2 3 4 5

(1 = Top applicant; please complete this section after all applicants have been interviewed)

Executive Director Board Interview

Applicant name:	Nicole Berry
Date:	8/25/2023
	(Please rate the answer to each question on a scale from 1-3) 1=Below expectations 2= Meets expectations 3= Exceeds expectations
Question 1 (Rebethis position.	ecca Dorangricchia): Describe your leadership style and how you would apply it in
	1 2 3
Comments: activ	ve listener, teachable moments. Background in HR, recruiting, evaluation,
	aining. Believes that training is 95% of being successful. Healthcare setting with research and development. Looking to help the team progress and be air roles.
that everyone lo	noments? Creating presentations, explains topic, answers and asks questions so boks polished and professional. Teach within the HRIS system to make sure that mented correctly for good record keeping.
	n Teng): Describe a major change or problem that occurred in a job you how you adapted to this change or handled the problem.
	1 2 3
Comments: Goir	ng thorough an employee relations matter related to conduct issues. Met with
the people, esta	blished a set of facts, organized the facts and then making recommendations
and action plans	including termination, long suspensions and training plans. The complainant
DM7	h for settlement matters. There were a lot of issues over a long period of time
and she ensured	that the facts were evaluated and the plan was in place.
	e Mueller): If the Board makes a decision that you feel is going in a direction in which sagreement, how would you handle this situation?
	2 3
10 Sec. (1887)	k about the laws and support in place. Her job would be to ensure that the laws
are followed res	pecting the decision that was made.

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?



2 3

Comments: Find a good fit personality wise. She spends time with staff, listens to and helps them overcome issues. Gives tasks that will help groom and grow them. Sends team to formal training and getting them certified and expanding.

DS: How do you work with a team to get them to work with you? NB: support them with additional knowledge, praise good work, respectful, works to help the team feel comfortable. How much time would you put into working with an employee before letting them go?

I work with them 6-9 months to give them an opportunity to improve and use the tools they have. Coming in and getting rid of people doesn't work so she works

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?



2

3

Comments: Try to be polite, professional and talk about the positive things NSBMT have done.

Focus on Impact and how it supports the industry. Cuts time, income loss and tracks license status in other areas. Talk on a high level and bring together the information so that it highlights the work of being good stewards of the industry. Focus on the positive aspects.

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.



2

3

Comments: <u>Hard conversations about financial outcome when there was no surplus. Ended with a 1% raise negotiated.</u> Other cases had a surplus and created a reward structure for <u>longevity raises for staying overtime.</u>

CG: As ED, given budget by GOV, what action plan would you have within those guidelines?

(For executive use only) Average	1
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NB: Mid year cut would require a reevaluation of the plan in place. Look at hard costs, salaries and benefits, then additional position recruitment hold, equipment needs hold until more money. Meeting with finance team to see about moving line items to other areas to purchase or not within the budget.

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.



2

Comments: Reports of where we are at and provide consistent information about where we are going. Gives a summary of the historical data, answer questions and relates it to where the department is going in the future. Let boards know what is ahead and on agenda.

Option model that generates discussions within the group.

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.



3

Comments: Real time coaching and practice huddles by meeting daily. Provided coaching by showing the team how to process a new hire. Teaching by modeling and answering questions along the way. Keep helping them until they have all of the info they needed. Coaching is always available.

DS: How are you as a boss? NB: Honest in approach, guides and scripting answers so that they know that she will try.

Why NSBMT? NB: getting out of comfort zone, first to enact Impact, appreciate the public sector, likes the research on human trafficking and wants to help get people out of that aspect of the industry. History and education has mostly been HR but it involves having Empathy, compassion, and passion for the work. NSBMT gives her a chance to expand here and across the country.

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FOL	executive use only:	Average.	

DS: Impact NB: states communications, bridge the gap between states and streamline the process, use database and cut down on any problems.
—— CG: Expertise in HR, overcoming lack of knowledge in the practice of massage therapy.
NB: Would spend time learning what it takes to become LMT, some of the requirements are like her previous HR experience. Handles discipline from HR perspective, learning and partnering with different entities to help research industry standards.
Expected salary? Happy to negotiate close to the midpoint of the salary range.
How would you rank this applicant overall?
2 3
Comments:
Of the 5 applicants, this applicant ranks: 1 2 3 4 5 (1 = Top applicant; please complete this section after all applicants have been interviewed)

Executive Director Board Interview

Applicant name: Yerania De Luca

Date:	8/25/2023
	(Please rate the answer to each question on a scale from 1-3)
	1=Below expectations 2= Meets expectations 3= Exceeds expectations
Question 1 this position	(Rebecca Dorangricchia): Describe your leadership style and how you would apply it in
	1 2 3
Comments	: Combo of collaboration and servant. Understanding the why as an employee so she
leans into t	the team for workflow challenges, and they would know what the answers should be
Works to g	ather input for challenges. Wants to understand gaps and processes to lead
employees	through challenges.
	(John Teng); Describe a major change or problem that occurred in a job you scribe how you adapted to this change or handled the problem.
•	
	: Sees change daily. Is a communicator, works hard to make sure she understands
	ses. Will ask how the employee wants to be worked with. Identify expectations and
set schedu	le for meetings and communications.
	(Rose Mueller): If the Board makes a decision that you feel is going in a direction in which otal disagreement, how would you handle this situation?
	1 2 3
Comments	: Communicate. Work to understand the reason behind the decisions. Previous
<u>experience</u>	as a public servant and auditor. Doesn't have to like it but would want to have an
understand	ding of the why so she can defend the stance confidently. Not always agreeing but

understanding that there may be other reasons for the decision.

Question 4 (Deirdre Strunk): How do you develop a team and foster empowerment in your staff?

1

(2)

Comments: Worked with a fragmented team previously. Practicing what you preach. Playing to the strength and weakness of the team. Having team meetings. Updating forms for use statewide. Held meetings and opened opportunities for feedback because they offered information that she is not privy to (in the office and out in the field).

Question 5 (Bianca Smith): While testifying on a bill in the Nevada legislature regarding massage therapy, a representative from another state agency calls the Board of Massage Therapists ineffective. How do you respond?



Comments: It depends. Following the order of protocol. I would have to be in the scenario. A response is not always applicable. There is a time and a place. If the committee would allow a response, she would back the board. Depends on the circumstances at that time the data would prove the facts.

Question 6 (Christine Garvey): With economic constraints, we all are cognizant of our money management. Provide an example of a financial decision during financial constraints.

1



3

Comments: 2005-2008 recession. <u>Greater NV Credit union and identifying the risk based</u> approach. Thinking outside of the box. Doing a different type of audit. Looking at the risks to create a better understanding of what was going on. Managing through resources. No need to store supplies, making sure resources are being used.

CG: Governor says to cut budget what else would you look for?

YDL: would understand where the capacity to do so would be. Looking at breaking the budget down in savings on budget lines or categories. Being creative with travel and explain why you are reducing and articulating the message for adherence to the budget.

Question 7 (Lorna Benedict): At the foundation of effective governance is the board's involvement. Give us examples of the tools and information you will give the board members to encourage effective governance.

(For executive use only) Average:	(F	or	executive	use only	V)	Average:	
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Comments: Previous audit committee experience. Would have monthly meetings regarding whatever they were reporting. Guest speakers would be used to help create a sense of collaboration and governance. They would know the purpose of the committee, how they function beyond data reporting. Training and active in professional development groups, annual training and social interaction with the board to be effective with the staff and even constituents attending conferences for educational purposes.

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

1



3

Comments: Big believer of coaching and mentoring no matter what the trends are. They have one on one meetings. Uses tools like surveys and feedback and exercises. Everything is individualized because everyone is going in different directions. Will ask what their challenges are and where they are going in the position. Mutual fits must work for the position as well as the individual based on the development standpoint of performance.

DS: Team would say about you as a boss? YDL: invites opportunities to share and easy to talk to Is a little shy but will create standards and operating guidelines and templates to follow. Including a how to guide,

Why would you like to be the executive director of NSBMT?

Career trajectory as legislative auditor for the state of NV. It is safe and fun because of learning about state agencies. Wanting to be able to implement changes proactively. How can I affect the board, serve the licensees, wants to work on the front end. Wants to regulate and educate and provide guidance as long as you are allowed. Wanting to join a team that allows her to allow creative and innovative in our approach.

DS: Impact compact thoughts?

YDL: sharing resources, knowledge and information is a favorable thing. It is another way of serving the public.

(For executive use only) Ave	rage:
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Salary expectations: shy and believes in negotiating fair starting range is \$120k employee/employer paid.

		1	(2)	- 9

How would you rank this applicant overall?

Comments: Strong candidate and very knowledgeable brings a different approach to regulation and public service to the board.

Of the 5 applicants, this applicant ranks: 1 2 3 4 5
(1 = Top applicant; please complete this section after all applicants have been interviewed)

Executive Director Board Interview

Applicant name		Adam I	ligginbo	otham	
Date:		9	8/25/2	023	
	/Please rate t	ha anowar tr	a each aug	estion on	a scale from 1-3)
	1=Below expectations				3= Exceeds expectations
Question 1(Rebe	cca Dorangricchia): [Describe y	our lead	ership s	tyle and how you would apply it in this
		1	2	3	
Comments:	2				
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	Teng):Describe a ma how you adapted to	T			at occurred in a job you ne problem.
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Comments:	3				
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	e Mueller): If the Bo sagreement, how wo				you feel is going in a direction in which ion?
		1	2	3	
Comments:	2				
255 <u>-</u>			<u> 2</u> 2		

Question 4 (Deiro	dre Strunk): How ប	do you deve	elop a te	am and fo	ster empowerment in your staff?	
		1	2	3		
Comments:	3					
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Question 5 (Bianc	a Smith): While te:	stifving on a	a bill in t	he Nevada	a legislature regarding massage	
		100			rd of Massage Therapists ineffective	is.
How do you respon			,		B	
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		1	2	3		
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Comments:	3					_
	***					_
Question 6 (Christ	tine Garvey): With	economic o	constrair	nts, we all	are cognizant of our money	
management. Prov	ide an example of	a financial	decision	during fin	nancial constraints.	
		1	2	3		
Camanantai	2					
Comments:	5				entre de la seconomiento de la composición dela composición de la composición de la composición de la composición de la composición dela composición de la c	
Question 7 (Lorna	Ranadictl: At the	foundation	of offe	stivo gove	rnance is the board's involvement.	
					and members to encourage effectiv	
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governance.						
		1	2	3		
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Comments:	2					
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Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

		1	2	3		
Comments:	3				0.	
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How would you ran	nk this applica	nt overall?		3		
		1	2	3		
Comments:_I am in seems sincere and the executive direc	knowledgeab	le. Nobody o	an rep	lace Sar		
	46					
Of the 5 applicants	, this applican	t ranks: 2)			

(1 = Top applicant; please complete this section after all applicants have been interviewed)

Executive Director Board Interview

Applicant name: Elisabeth Barnard							
Date:	8/25/2023						
			-,,	and the			
1	(Please rate the Below expectations					one	
1	-below expectations	Z- 14160	ers exhere	adons 3	- Exceeds expectation	3112	
Question 1(Rebect	ca Dorangricchia): Do	escribe y	our lead	ership style	and how you we	ould apply it in	ı this
		1	2	3			
Comments:	2				- · · · · · · · · · · · · · · · · · · ·		
45	eng):Describe a majo low you adapted to t	/ 3700	200			/ou	
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Comments	2						
comments	2				- 5 N		
	1-10						
	Mueller): If the Boa greement, how wou					a direction in v	vhich
		1	2	3			
Comments:	3				A**		

Question 4 (Deire	are Strunk): How	- 100m (100m			owerment in your staff?
Comments:	2	1	2		
7		20,00			
	ntative from anoth	-			ure regarding massage sage Therapists ineffective.
		1	2	3	
Comments:	2				
	****	122-7			
	5.00				izant of our money
management. Prov	vide an example of	f a financial	decision	during financial co	nstraints.
		1	2	3	
Comments:	3				
Ouestion 7 (Lorna	Benedict): At the	e foundation	of effe	tive governance is	the board's involvement.
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		1	2	3	
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Comments:			. X	<u>- 2</u>	
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Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

	1	2	3			
Comments: 3						
How would you rank this applica	ant overall?		2.5			
	1	2	3			
Comments:_I feel that she may answered the questions the way with Liz and knows how she wou Liz is more than capable of being director	y she knows huld react to the grant to the execution of t	iow to ne situ ve	answer.	The good t	hing is we hav	ve worked al feeling is
		-	4 1 4 4 4	Ŧ		******
Of the 5 applicants, this applicar		1000	all applicants h	ave been intervic	ewed)	

Executive Director Board Interview

Applicant name		Todd P	ark				
Date:		8/25/2	023				
	(Please rate t 1=Below expectations				a scale from 1-3) 3= Exceeds expect	ations	
Question 1(Rebe	cca Dorangricchia): I	Describe y	our lead	ership st	tyle and how you	would apply it i	in this
		1	2	3			
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neld and describe	Teng):Describe a ma how you adapted to 2	this chan 1	ge or ha 2	ndled the	e problem.		
	e Mueller): If the Bo sagreement, how wo						which
Comments:	3						
						920	

Question 4 (Deiro	are Strunk): How	do you deve	elop a te	am and to	ster empowerment in your staff?
		1	2	3	
Comments:	2				
Question 5 (Bianc	a Smith): While te	stifying on a	a bill in t	he Nevada	legislature regarding massage
					d of Massage Therapists ineffective.
How do you respo	nd?				
		1	2	3	
		ж.	-	-	
Comments:	3				
He has the	e best answer am	ong all the	e candio	dates with	this question.
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Ougstion 6 (Chris	tina Campault With	oconomic	o notuo li	ata wa all	are cognizant of our money
management. Prov	1,70,70,				
management. Tov	rac an example of	a mancial	accision	aums m	ancial constraints.
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AND DESCRIPTION OF THE PROPERTY OF THE PROPERT	Environmental Control of the Control			100000 10000	rnance is the board's involvement. and members to encourage effective
governance.	ine tools and mi	on nacion ye	ou will g	ive the bot	nd members to encourage enective
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Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

	1	2	3	Į.
Comments:3				
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How would you rank this applica	ant overall?		3	
	1	2	3	}
delegate. He is well prepared fo	or the intervie . I believe he been in law er	w an will b nforc	d he a de a fi emen	REVISION OF CHANGE OF THE PROPERTY AND THE STATE OF THE S
Of the 5 applicants, this applican	nt ranks: 1			

(1 = Top applicant; please complete this section after all applicants have been interviewed)

Executive Director Board Interview

Applicant name		Nicole	Berry		
Date:			8/25/20	023	* * .
	(Please rate th 1=Below expectations				a scale from 1-3) 3= Exceeds expectations
Question 1(Rebe	cca Dorangricchia): D	escribe y	our lead	ership s	tyle and how you would apply it in this
		1	2	3	
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held and describe	how you adapted to	this chan	ge or ha	ndled th 3	at occurred in a job you ne problem.
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HOME SECTION	e Mueller): If the Bos sagreement, how wo				you feel is going in a direction in which ion?
		1	2	3	
Comments:	1				
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Question 4 (Dein	ure struirk	j. now do	you deve 1	2 2	3	ister empowern	ient in your stans
Comments:	2						
Question 5 (Bland therapy, a represe How do you respo	ntative fro						arding massage herapists ineffective.
			1	2	3		
Comments: what NSBMT doe						ence and lack	of knowledge of
Question 6 (Chris	vide an exa			decision			
Comments:	3						
			2104230				
					1000		pard's involvement. Dencourage effective
			1	2	3		
Comments:	2						
	_			-			

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

	1	2	3			
Comments: 2						
How would you rank this applicant ov	verall?		2			
	1	2	3			
Comments:I have some major condexecutive director, there will be a hug jump jobs every 2 years or so and for much more qualified candidates than	ge learn me this	ing cu	irve for he	er to over	come. Tw	o, she seems to
Berry						
Of the 5 applicants, this applicant ran		5 ion after	all applicants	have been inti	ervlewed)	

Executive Director Board Interview

Applicant name	·	Yerania	De Luc	а	10/2	
Date:		8/25/20	023			
		he answer to	each que	estion on a s	cale from 1-3) 3= Exceeds expectations	
Question 1(Rebe	ecca Dorangricchia): C	Describe y	our lead	ership sty	le and how you would a	pply it in this
		1	2	3		
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neld and describe	how you adapted to	this chang	ge or ha 2	ndled the 3	occurred in a job you problem. le	
	e Mueller): If the Bo sagreement, how wo				ou feel is going in a dired n?	ction in which
Comments:	2		1000	D-1	148.11.4.1.1	
			- 300 - 200			

Question 4 (Deire	are Strunk): How o	lo you deve	elop a te	am and foster em	powerment in your staff?
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Comments:	3				
Question 5 (Bianc	a Smith): While tes	stifying on	a bill in t	ne Nevada legisla	ture regarding massage
therapy, a represe	ntative from anoth	er state ag	ency cal	the Board of Ma	assage Therapists ineffective.
How do you respo	nd?				
		1	2	3	
Comments:	3				-0
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	tine Garvey): With ide an example of				nizant of our money
management, Fro	nue an example of	a IIIIaIICIaI	uecision	uuring mianciai c	Olistialitts.
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					is the board's involvement.
governance.	or the tools and info	ormation ye	ou wiii g	ve the board mer	mbers to encourage effective
governance.					
		1	2	3	
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Comments:	2				
p. (200 - 10					
	200				

Question 8 (Deirdre Strunk): Coaching and mentoring, whether on an executive level or for overall staff, are increasingly being recognized as important in employee development. Give us examples of coaching and mentoring that you have done with staff in your current position.

	1	2	3				
Comments: 2						-1	
		A - 10=20.0		D= 0000N			
How would you rank this applicant ov	erall?		2.5				
	1	2	3				
Comments:I don't think she is as pr learning curve would be too great for her	her. Th	nere ar	e other	candidates	that I wil	choose	
							4.4
Of the 5 applicants, this applicant ranl	ks: 2	1					

(1 = Top applicant; please complete this section after all applicants have been interviewed)