

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

**Unclassified Personnel**

**Date:** September 17, 2024

**Employee:** Elisabeth Barnard

**Official Job Title:** Executive Director

**Review Period:** September 18, 2023 – September 17, 2024

**Employment Start Date:** September 18, 2023

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

**Definitions of term:**

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

**Instructions:**

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

Annual

Six Month

Three Month Review

**ELEMENTS OF PERFORMANCE**

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

4 -Superior  9- Above Standard  1- Meets Standard  Below Standard  Unsatisfactory

**Comments:**

- Above Standard: Liz can change tasks as the need arises and keep track of the previously started tasks to ensure that tasks get completed in a timely manner to meet deadlines.
- Above Standard
- Superior
- Above Standard
- Above Standard
- Superior: It's a moving target everyday and she makes the Board run smoothly every moment; even with challenges.
- Above Standard: Elizabeth has done remarkably well in handling this job in such a large state with two offices.
- Meets Standard: Liz has done a good job of figuring out what the different roles are in the office and how they contribute to the overall performance of the Board.

- Above Standard
  - Above Standard: Her ability to resolve conflicts in the office is very notable.
  - Above Standard: Liz with her background has expanded her knowledge of the functionality of the office. She has been very flexible and makes any adjustments necessary to accomplish what is needed on a daily basis.
  - Above Standard: Liz has done well learning all the different job tasks and adapting to any changes that may arise.
  - Superior: Elisabeth displays superior ability in her dealings with everyone on the Board and those who attend meetings. It's challenging to be empathetic and inclusive with diverse groups of cultures and experiences. She navigates well through difficulties and always seeks the best outcomes.
  - Superior
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**ATTENDANCE:** Absenteeism; punctuality; remaining on the job.

5- Superior    7- Above Standard    2- Meets Standard    Below Standard    Unsatisfactory

**Comments:**

- Above Standard: Liz works more hours than is required for her position.
  - Above Standard
  - Superior
  - Above Standard
  - Above Standard
  - Superior: Takes every call; or gets back appropriately.
  - Superior: Every week is so different with having to be at different places and speaking with people not just in the state at different times.
  - Meets Standard: Liz is always available and shows up for every meeting. She plans her time off well in advance and lets all staff members know her schedule and when she will be available. She has taken very little if any personal time off and may need to schedule some personal time in the future for life balance.
  - Above Standard
  - Above Standard: Communication with scheduling efficient and productive.
  - Above Standard: Liz sticks to her calendar and lets staff know if anything changes.
  - Meets Standards
  - Superior: She takes her job seriously.
  - Superior
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**COOPERATION:** Willingness to take supervision, ability to get along with coworkers and others.

4- Superior    8- Above Standard    1- Meets Standard    Below Standard    Unsatisfactory

**Comments:**

- Meets Standard: Liz works well with everyone.
  - Above Standard
  - Superior
  - Above Standard
  - Superior: Liz has the ability to get along with everyone.
  - Above Standard: Very approachable and always willing to help.
  - I really cannot respond to this since I am not in the office day after day.
  - Above Standard: Liz is the ultimate peacekeeper and has an uncanny ability to see all sides of a situation and resolve issues quickly and fairly.
  - Above Standard
  - Above Standard: Quality listener and shares willingly.
  - Above Standard: Liz is open and approachable, works well with staff, Board, public and licensees.
  - Above Standard: Liz is very approachable and works well with everyone.
  - Superior: Elisabeth is adaptive and likable in all she does. Collaboration is key in all she does.
  - Superior
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**CREATIVITY:** Talent for having new ideas, for finding new and better ways of doing things.

3- Superior    9- Above Standard    2- Meets Standard    Below Standard    Unsatisfactory

**Comments:**

- Meets Standard: Liz is working on ways to decrease labor hours and increase productivity for staff as well convenience for licensees.
- Above Standard
- Above Standard
- Above Standard
- Above Standard
- Superior: I feel she has taken care of office business and Board business exceptionally well.
- Above Standard: Elizabeth does well in managing business of two offices.
- Above Standard: Liz approaches her job with an open mind and is willing to try new things if they might benefit the Board.
- Above Standard
- Meets Standard: Consistent with the status quo.
- Above Standard: Liz is open to new ideas and ways to share the improvements with all. She is very willing to listen to others' ideas. She also lets us know if there are any courses that can be taken to help staff grow.
- Above Standard: Liz tries to come up with ways to streamline processes within the office.
- Superior: Elisabeth is always open to consider and explore new ways of doing things.
- Superior

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

6- Superior     6- Above Standard     2- Meets Standard     Below Standard     Unsatisfactory

**Comments:**

- Meets Standard: Liz is a self-starter and motivated to complete tasks.
- Superior
- Superior
- Above Standard
- Above Standard
- Superior
- Superior: She also follows through with jobs delegated to see that they get done.
- Meets Standard: Staff knows we can depend on Liz to either back us up or pitch in to help.
- Above Standard
- Above Standard: If she is unable to complete, she will delegate effectively.
- Above Standard: Liz is very professional and works to complete all requirements on a timely basis. She will ask for assistance or provide if necessary.
- Above Standard: Liz can be depended on to complete a task or assist with any task that needs completed.
- Superior: She is always on point with me.
- Superior

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

6- Superior     4- Above Standard     4- Meets Standard     Below Standard     Unsatisfactory

**Comments:**

- Meets Standard: Being a year into the position Liz is knowledgeable and is constantly learning.
- Meet Standard
- Superior
- Above Standard
- Superior: I'm impressed with Liz's knowledge of the industry and of regulatory law and practices.
- Superior: I believe she is very dedicated and always willing to learn.
- Superior: Having served on the Massage Board and run a business herself she expects and notices performances of individuals.
- Meets Standard: Liz has done a great job in her first year of learning all the different facets of the position.
- Above Standard
- Above Standard: Professional Massage Therapist on many levels and scope of practice.
- Above Standard: Liz came into her position with a lot of knowledge and understanding of the Nevada State Board of Massage Therapy. In the one year she has been here she has broadened that knowledge tremendously.
- Meets Standard

- Superior: Elisabeth is always a walking encyclopedia and if she cannot immediately recall something, it won't take her long to find it.
  - Superior
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**QUALITY OF WORK:** Consider accuracy; attention to detail and neatness of work, need to re-do work; orderliness of workplace.

4- Superior    8- Above Standard    2- Meets Standard    Below Standard    Unsatisfactory

**Comments:**

- Meets Standard: I have not seen an instance where Liz has had to re-do work.
  - Above Standard
  - Superior
  - Above Standard
  - Superior: Liz's attention to detail shines through when going over the meeting agendas and discussing individual matters.
  - Above Standard: From what I see, very good!
  - Above Standard: I am not in the "workplace", however the atmosphere is not cluttered.
  - Above Standard: Liz's work is clean and concise with a high level of attention to detail.
  - Above Standard
  - Above Standard: Held to a national standard and exemplifies strong morals.
  - Above Standard: Liz is always focused on being accurate and concise with all her work.
  - Meets Standard
  - Superior: Always prepared. She always makes sure the Board members are also.
  - Superior
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**QUANTITY OF WORK:** Amount of acceptable work accomplished; makes good use of work time.

4- Superior    7- Above Standard    3- Meets Standard    Below Standard    Unsatisfactory

**Comments:**

- Meets Standard
  - Above Standard
  - Superior
  - Above Standard
  - Above Standard
  - Superior: Always on top of it.
  - Above Standard: She comes to the office to work and does= requires a lot of phone conversation and on line time.
  - Meets Standard
  - Above Standard
  - Above Standard: Within the state infrastructure, she exceeds expectations.
  - Above Standard: Even with all the staff changes in the last year Liz has managed to make any necessary adjustments to keep on top of tasks.
  - Meets Standard
  - Superior: She communicates and works to prepare the Board via email and via phone calls.
  - Superior
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**REASONING:** Ability to use good judgment to arrive at sound conclusions, and the ability to take timely action.

5- Superior    6- Above Standard    3- Meets Standard    Below Standard    Unsatisfactory

**Comments:**

- Meets Standard: Liz has shown she can make decisions for the good of the board and staff.
- Above Standard
- Superior
- Above Standard
- Superior: Thoughtfulness is one of Liz's strong suits. She uses it to her advantage to make sound decisions.
- Superior: I believe she has to be making judgment calls consistently in the profession, very stable judgement.
- Above Standard: She also can listen to others to helps her make decisions or recommendations.

- Meets Standard: Liz is a great listener which helps make logical and sound judgements. Her decisions are backed with facts, details or budget reasons.
  - Above Standard
  - Above Standard: Holds those accountable within regulations and administrative standards.
  - Above Standard: Liz is very grounded, is willing to listen to others, if necessary, to come to sound decisions in a timely manner.
  - Meets Standard
  - Superior: She builds rapport, trust, and understanding in all she does and therefore is able to get things done in a timely manner.
  - Superior
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**WORK HABITS:** Observes work and safety rules; follows instructions.

4- Superior  6- Above Standard  4- Meets Standard  Below Standard  Unsatisfactory

**Comments:**

- Meets Standard: Liz follows the directions of the board and government policies/procedures.
  - Meets Standard
  - Superior
  - Above Standard
  - Above Standard
  - Above Standard: I am not in the office, but I assume she is above standard for everyone's safety.
  - Superior: Excellent role model for staff.
  - Meets Standard: Liz follows all safety rules and sets a good example for the team.
  - Above Standard
  - Above Standard: Strong work ethic and dependable.
  - Above Standard: Liz ensures that all staff stay in tune with any work or safety changes. Notifies staff if there are courses, we could take to help us improve.
  - Meets Standards
  - Superior: Elisabeth is a person who dots all I's and crosses every T.
  - Superior
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**INITIATIVE:** Self-starter; finds work to do; self motivated.

4- Superior  9- Above Standard  1- Meets Standard  Below Standard  Unsatisfactory

**Comments:**

- Above Standard
  - Above Standard
  - Superior
  - Above Standard
  - Above Standard
  - Superior: Always!
  - Above Standard: In this first year at this job has done extremely well with a difficult schedule and changes.
  - Meets Standard: Liz is a self-starter and is always looking for ways to streamline or improve things such as the website or internal processes.
  - Above Standard
  - Above Standard: open to new ideas, while maintaining current standards wells.
  - Above Standard: Liz since starting has found new ways to speed up and accomplish tasks, she also shares with staff.
  - Above Standard
  - Superior: She is perfect for this position because she can juggle and organize the needs of today in prep for the issues and concerns of tomorrow.
  - Superior
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**COMMUNICATIONS:** Oral and written, effective expression.

7- Superior  6- Above Standard  1- Meets Standard  Below Standard  Unsatisfactory

**Comments:**

- Above Standard: Liz always provides all the written documentation for meetings and her reports.
- Above Standard:
- Superior

- Above Standard
- Superior: Liz is very easy to communicate with and has always been quite articulate when she answers questions I may have.
- Superior: Always easy to convey concerns or interests.
- Superior: Her comments at meetings are inciteful and clear without being “decision” – good advisor.
- Above Standard: Liz comes across as eloquent and professional in all communications within and outside of our agency.
- Above Standard
- Superior: Strong command of English language, presentation and reconciliation.
- Above Standard: Liz is an excellent communicator. When speaking with someone she is open and attentive and is willing to assist others. Her written communications are professionally to the point.
- Meets Standards
- Superior: She is clear and descriptive in her communication.
- Superior

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

4-Superior    6- Above Standard    4- Meets Standard    Below Standard    Unsatisfactory

**Comments:**

- Meets Standard: Liz has hired new employees.
- Meets Standard
- Superior
- Above Standard
- Above Standard
- Superior: Very involved and communicates.
- Above Standard: Really not able to comment since not witness to office or business interactions.
- Meets Standard: Liz has done a good job of keeping the staff motivated and supported during her first year.
- Above Standard
- Above Standard: Extremely focused on end game, team efforts, and future goals.
- Above Standard: Liz has shown outstanding leadership skills that have helped guide and motivate staff.
- Meets Standard
- Superior: Elisabeth has my trust to assist her in any/all endeavors for the Board and the state massage therapists.
- Superior

**OVERALL PERFORMANCE EVALUATION** (Check single appropriate box)

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

For Liz to consistently reach the Above Standards level, I need to understand what her subordinates are all working on and how they feel about their competency levels in their positions.

Thank you for your hard work, adaptability and thoughtful performance.

As a Board Member, my interactions, questions to be answered, discussions, have been positive 100%. Ms. Barnard is always available, or as soon as possible, to respond to my inquires. Her communications are clear, calm and measured. I have utmost confidence in Ms. Barnard to do her job as E.D.

Thank you for all your hard work and dedication.

In my short time as a Board Member, I have been briefed by Liz on various matters and it is apparent that she has a strong grasp on her responsibilities that come with her position. She has always demonstrated that she carries out her function with the utmost professionalism and diligence. I look forward to working with Liz on Board business going forward.

I believe Elizabeth Barnard has done an exceptionally great job running the Nevada Board of Massage. Very professional!

As a Board member and only attending infrequent meetings and visiting the Reno office on occasion my comments reflect the outlook of not management but a co-operative relationship with what the State Board requires.

I appreciate being able to come to Liz with questions or problems and know that she will help me either get an answer or find a solution.

Liz has been open to concerns and questions that I have had. She has had some new ideas and has attempted to present them in a manner that is palatable to others, while keeping her vision. She has been available when needed and appears to put in lots of time that the position demands.

Liz has been good with communication. I appreciate that when there is a question or concern, she will always take the time to listen and try to help come up with a resolution.

Working with Elisabeth has been a very good education for me. It has taught me to really hone in on key points, understand the inner workings of a governing body to get things done, and most of all to find a way to work together.

Elisabeth Barnard was always prepared with the Agenda ahead of time. The agenda was complete and Competent. She helped us to follow the Agenda, and it helped to keep the meeting on track.

Her emails also were a help to give us a heads up on what the meetings were about, and about what Was happening in our professions on a State and National level.

She encouraged us to further our knowledge by joining in the discussions that were on a National level.

She assumed the Directorship and did very well with the budget. She also helped direct us when we were involved with changing the law, which was very complicated.

She also ran the office very smoothly and worked well with the employees. She made the transition run smoothly.

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Completed By

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Date