

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

Unclassified Personnel

Date: October 1, 2025

Employee: Elisabeth Barnard

Official Job Title: Executive Director

Review Period: September 18, 2024 – September 17, 2025

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.

☐ 6 - Superior ☐ 5 - Above Standard ☐ 2 - Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

- Superior: A challenging year requiring flexibility – did well!
- Superior: The Cyber attack that the State of Nevada suffered showed that Elisabeth can adapt to major and critical changes that affected the Board's ability to work efficiently.
- Superior: Liz has the ability to adapt to almost constant change.
- Meets Standard: Liz has learned the required elements of working for the Board.
- Superior
- Superior
- Above Standard: Meetings and preparation for meetings often change quickly without forewarning. Elisabeth regularly adjusts to stressful, last minute requirements and guides coworkers through needed changes with confidence.
- Above Standard

- Above Standard: Liz has always been able to adjust to any and all needs as they arise. Her adaptability has definitely shown out especially in regards to handling the state issues we are currently dealing with.
 - Meets Standard
 - Above Standard: Liz has adapted to what must be large waves of change/possible change this year – this includes the potential for the Board changed by the Legislature and also, with the State security breach.
 - Elisabeth performance as the Executive Director of NSBMT has been exceptional. She is professional, open to listen to all opinions, adaptive and flexible to many and all possibilities.
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ATTENDANCE: Absenteeism; punctuality; remaining on the job.

☐ 5 - Superior ☐ 4 -Above Standard ☐ 4- Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

- Superior
 - Above Standard
 - Superior: Liz works more than her schedule.
 - Meets Standard: Liz comes to work on time and when she takes time off, she schedules it well in advance.
 - Superior
 - Superior
 - Above Standard: Elisabeth is always available to answer questions and assist no matter the time of day or day of week.
 - Meets Standard
 - Above Standard: Liz puts in way more than forty hours, does a lot of remote work when necessary.
 - Meets Standard
 - Meets Standard: While I am sure Liz has a good work/life balance, I know she puts a large demands on herself to serve the Board and her staff with the utmost priority.
 - She has a commitment to represent the NSBMT 100% of the time. She shows up and takes her responsibility seriously and is professional and well informed at all times.
-

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

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

Comments:

- Superior
 - Above Standard
 - Above Standard
 - Meets Standard
 - Superior
 - Superior
 - Above Standard: Elisabeth is professional with her interactions and shows great respect and patience with others.
 - Meets Standard
 - Above Standard: Liz is always approachable whether to the Board, the public, licensees or Staff.
 - Meets Standard
 - Superior: From my experience, Liz is willing to meet staff where they are. She has high expectations, but is willing and open to others and being flexible.
 - Elisabeth is always available to assist.
-

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

☐ 4 - Superior ☐ 5 - Above Standard ☐ 4 - Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

- Superior
- Above Standard
- Above Standard: Liz does a great job improving where she can.
- Meets Standard: Liz has moved some job duties around for Staff in the last year in order to accomplish more with less.
- Superior
- Superior
- Meets Standards
- Meets Standard

- Above Standard: Liz is always open to ideas, suggestions to assist the Board and Staff.
- Meets Standard

- Above Standard: Liz doesn't like to accept the status quo and likes to question or challenge things that have always been a certain way. She might agree that an old way is the right way, but she wants to flesh it out for herself and also get feedback from her staff/others.
 - She gets her job done regardless of challenges.
-

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

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

Comments:

- Superior
 - Above Standard
 - Above Standard
 - Meets Standard
 - Superior
 - Superior
 - Above Standard: Elisabeth has worked through some difficult processes and complex issues with apparent ease while maintaining day-to-day schedule.
 - Meets Standard
 - Above Standard
 - Meets Standard
 - Superior: I think this is Liz's most enduring quality. She can be counted on by her team.
 - Always available and dependable.
-

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

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

Comments:

- Superior
 - Superior: Elisabeth always knows how to help with every aspect of office duties from simple printer issues to other responsibilities of different employees of the Board.
 - Above Standard: Liz's familiarity grows daily with her position.
 - Meets Standard: Liz is very versed in the statutes and regulations and can find necessary information easily.
 - Superior
 - Superior
 - Above Standard: Elisabeth has been a great mentor to many of the people in her professional circle. She is regularly relied upon for guidance.
 - Meets Standard
 - Above Standard: Liz brought a tremendous amount of knowledge with her when she came on board. With her massive connections, this knowledge has grown and she shares it with all.
 - Meets Standard
 - Above Standard: I have seen Liz grow and be much more confident in her role in the last year.
 - She is well informed and up to date. I appreciate her knowledge.
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QUALITY OF WORK: Consider accuracy; attention to detail and neatness of work, need to re-do work; orderliness of work place.

☐ 4 - Superior ☐ 6 - Above Standard ☐ 3 - Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

- Superior
 - Above Standard
 - Above Standard
 - Meets Standards
 - Superior
 - Superior
 - Above Standard: Great attention to detail.
 - Meets Standard
 - Above Standard: Liz has extreme attention to detail and strives for solid accuracy.
 - Meets Standard
 - Above Standard: Liz puts her all into her work and is detailed.
 - Always ready and professional.
-

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

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

Comments:

- Superior: Considering the two state offices and changes of technology does extremely well.
 - Above Standard
 - Above Standard
 - Meets Standard
 - Superior
 - Superior
 - Above Standard: I have been regularly impressed with the way Elisabeth stays on top and informed of rapidly changing work requirements.
 - Meets Standard
 - Above Standard
 - Meets Standard
 - Superior: Liz seemingly is always working – I know this isn't the case, but she gets things done for herself, the Board, and Staff.
 - Always thorough and complete.
-

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

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

Comments:

- Superior: Well thought out suggestions at Board meetings.
 - Above Standard
 - Superior
 - Meets Standard
 - Superior
 - Superior
 - Above Standard: Elisabeth has been a “sounding board” with well considered, professional advice.
 - Meets Standard
 - Above Standard: Liz constantly works to make logical and sound judgments in a timely manner. Is willing to reach out when necessary to other for information.
 - Meets Standard
 - Above Standard
 - Always ready to provide clarity in chaos.
-

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

☐ 6 - Superior ☐ 2 - Above Standard ☐ 5 - Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

- Superior
 - Above Standard
 - Superior
 - Meets Standard
 - Superior
 - Superior
 - Meets Standard
 - Meets Standard
 - Meets Standard
 - Meets Standard
 - Superior: Liz works hard. Simple as that.
 - No supervision needed. She is self-initiating.
-

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

☐ 6 - Superior ☐ 4 - Above Standard ☐ 3 - Meets Standard ☐ Below Standard ☐ Unsatisfactory

Comments:

- Superior: Job requires flexibility of some deadlines and dealing with new issues at the same time!!
- Above Standard
- Superior
- Meets Standard
- Superior
- Superior

- Above Standard
- Meets Standard
- Above Standard
- Meets Standard
- Superior: Luz is always looking for what can be done or a more efficient way of having things done.
- Self motivated.

COMMUNICATIONS: Oral and written, effective expression.

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

Comments:

- Superior: Well thought out response to questions.
- Above Standard
- Superior
- Meets Standard: Liz communicated with the team in many different capacities such as Teams, texting, in person meetings and emails.
- Superior
- Superior
- Above Standard: Whether by phone or email, Elisabeth regularly passes along very clear and easily understood direction and explanation.
- Meets Standard
- Above Standard: Liz works consistently to keep everyone in the loop. Her documentation is always concise and well written no matter what format she utilizes.
- Meets Standard
- Above Standard: Liz has mentioned that this is an area she needs to work on, but I have always been impressed with her communication with me and observing it with others. She can be direct, but to me, that is clear. It's appreciated.
- Always clear and communicative.

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

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

Comments:

- Superior: Has trained new staff and can delegate.
- Above Standard
- Above Standard
- Meets Standard
- Superior
- Superior
- Above Standard: I believe the State of Nevada is fortunate to have someone of Elisabeth's capability and integrity representing us.
- Meets Standard
- Above Standard: Liz does an excellent job of sharing her knowledge to assist Staff in individual growth and as a team.
- Meets Standard
- Superior: Liz is always willing to help me understand something when I don't get it or ask for help. She's always made time.
- A+++

OVERALL PERFORMANCE EVALUATION (Check single appropriate box)

☐ SUPERIOR (Attach Justification)	☐ ABOVE STANDARD Above normal expectations Satisfactory	☐ MEETS STANDARD Satisfactory meets expectations but making improvements	☐ BELOW STANDARD Attempts at improvement unsuccessful Clearly below reasonable expectations	☐ UNSATISFACTORY (Attach Documentation)
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Additional Comments:

- Considering the changes on the State level- systems- the operation of two offices and national meetings – is able to multitask and manage well.

- Always available to discuss any issues or problems. Always follows up on items. Great to work with as a Board member.
- I have only worked at the Nevada State Board of Massage Therapy since August of 2025. Regardless, I believe that Elisabeth Barnard is an excellent Director who has shown superior quality of characteristics in all areas of the performance especially within her knowledge of the job and her supervisory ability.
- I believe the State of Nevada is fortunate to have someone of Elisabeth's capability and integrity representing us.
- Liz consistently demonstrates a great understanding of her roles and tasks. Her strong skillset is a key asset to the team. I appreciate the communication within tasks and projects.
- I feel like Liz has really started to step into her own this last year in her role as Director.
- Liz has been doing above and beyond what is expected of her in her capacity as the Executive Director of NSBMT. She is very competent and has amazing staff.

Completed By

Date