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**Performance Evaluation**

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Employee Name: Marla Norton	Supervisor Name: Amy Pikalek
Position Title: Graphic Designer	Review Period: 2008

**Introduction:** The annual performance evaluation represents a time to assess individual performance and the document results. It is an opportunity to recognize strengths and accomplishments, clarify expectations, and provide guidance for the future. Appraisal of performance is best done as a process not as an annual event. It should be an ongoing conversation between a manager and staff member. Performance feedback is most effective when it is specific and is provided shortly after an event has occurred.

Ultimately, it is the manager's responsibility to ensure that the performance discussion is productive and that he or she has effectively monitored performance, provided guidance, and shared feedback to staff members in both verbal and written form. Managers may use this document as a guide or substitute an alternative that addresses the majority of these items. A completed appraisal must be shared with the employee for comment and signature, signed by the supervising manager, and submitted to the Human Resources department by the stated deadline.

Staff members may find their role in the evaluation process enhanced if they have completed a self-evaluation. This self-evaluation can contribute to the dialogue about expectations, provide greater clarity, ensure that the accomplishments the staff member feels are notable are recognized, and contribute to a shared understanding of and commitment to goals for the future.

***Evaluation of Core Organizational Competencies and Behaviors Aligned with Operating Principles***

**Instructions:** Complete this section by circling the word on the scale that is most reflective of the employee's performance during the appraisal period. In the comment section of each area, note a representative example or examples to support your rating.

**Communication:** Clearly and succinctly conveys information and ideas; gets messages across both verbally and in written form with the desired effect; perceives the needs, values, and opinions of others when communicating; actively listens; refrains from talking over others; communications are well-planned, complete, respectful, and helpful.

Rating: Always

Comments: Marla does an excellent job working to maintain clear communications between herself and others within the division. She effectively communicates marketing/design concepts within the group and to others within the organization, including divisional leadership. She follows through well in written communications to others in the organization to others so they know she is addressing their concerns. She listens to and respects the communications of others, plans out her communications to insure they are complete, informative and respectful to the audience she is delivering to.



Continuing Education, Outreach  
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Over the course of the coming year, I would like to see Marla work even more closely with Matt and Yer as she designs web sites and other projects. I believe that all three of them have a lot they can learn from each other. Matt and Yer have been in the unit nine years and have a lot of experiences they can add to Marla's fresh, fun perspective. As a group we still need to figure out the ideal work process so that everyone involved in the design process within the team can share the best points of everyone's skills.

**Integrity:** Maintains social, ethical, and organizational norms and adheres to codes of conduct, ethical principles, and division's operating principles. Honors commitments. Behaves honestly. Treats others with respect.

Rating: Always

Comments: Marla always works to maintain the integrity within the organization by following the organization's policies and even works to improve the integrity within the organization by creating create unity throughout. As someone coming from an outside business, Marla has adapted well to working within state guidelines and regulations.

**Problem Solving:** Uses rigorous logic and analytic methods to solve difficult problems effectively; probes resources for answers; performs analysis effectively; considers alternatives and takes action in identifying and solving problems while exhibiting sound judgment and understanding of the issues.

Rating: Always

Comments: Marla is a continuous problem solver. She is always striving to solve problems by analyzing, understanding, evaluating, and resolving situations that occur. I work to create resolutions that are based on good judgement for the specific situation at hand. She's very good at evaluating resources, timeframes, and any other factors involved to accurately solving problems and developing solutions that are effective and low budget. A great example of this is the first Sustainable Management web site we developed. While this site was eventually going to be "thrown away," it still needed to look nice for faculty and program administrators. Marla came up with a very nice design that was easy for the web developer to implement. Our team completed that project in six days, and it looked and worked great!

**Accountability:** Accepts personal responsibility for the quality and timeliness of work. Reliably achieves results with little need for oversight. Displays professionalism in approach to work, and takes initiative to complete tasks and goals; does not make excuses for errors or blame others for mistakes.

Rating: Always

Comments: Like the Communications team as a whole, Marla does not miss deadlines. She is GREAT at setting deadlines and meeting them... always! She is very conscious of when things are due, and she does not need to be constantly reminded of them. She is a great independent worker who can achieve the objective and will do whatever it takes to ensure that they are all met. She works very hard to provide guidance on projects to insure consistency of the brand.

**Collaboration:** Works effectively with others in ways that productively and effectively achieve group and individual goals; participates willingly, keeps others informed, shares expertise and information with others, finds common ground; shares credit where appropriate; develops relationships to facilitate the accomplishment of work goals.

Rating: Frequently

Comments: Marla absolutely exceeds my expectations as a designer on all of her projects. Her work is exceptional! She works very well in a team environment. She has found a great niche for herself across teams and has earned the respect of many individuals in other units.

Over the course of the next year, I would like to find a way to place Marla in a position to subtly lead the design efforts of the unit. I think this will take a lot of subtle communication between her and the rest of the team. Her vision and style is where we want to go, but her "newness" to the group has to be handled gently. The others have a lot of experience that is also valuable. They have nine years together working with the same clients. So, I'd like to see Marla be very open in discussing her designs and thoughts with Matt and Yer on a regular basis—maybe weekly? I think regular structured communications between and within the team may be a way to place her expertise forward in a gentle way.

Marla does an excellent job encouraging integration of groups throughout the organization, combining resources and creating unity within projects. Over the past year I have heard from multiple people, "I'm really glad you hired her."

**Judgment:** Displays balanced thinking that combines analysis, wisdom, experience, and perspective; weighs alternative choices and makes decisions that incorporate opinions and facts, tangible and/or intangible factors.

Rating: Always

Comments: Marla is very knowledgeable of the organization's goals and objectives, and she has years of experience and valuable skills that allow her to use sound judgement in meeting those goals. She balances and incredibly high workload, always seeing the bigger picture, and uses accurate judgement to provide the best support to our organization's mission. Somehow, she always puts a smile on people's faces, too!

**Adaptability:** Remains effective even when experiencing major changes in work tasks or the work environment. Adjusts effectively to work within new structures, processes, deadlines, requirements, cultures, or other variables. Accepts and integrates constructive feedback and suggestions, displays appropriate emotional control when faced with problems or unexpected barriers. Handles ambiguity well.

Rating: Always

Comments: As mentioned previously, Marla has done a great job adapting to the position of a graphic designer in the public sector. Not only does this mean following state purchasing guidelines but adapting to new work and going the extra mile to meet the deadlines that suddenly come up. She has willingly learned new technologies and processes to be flexible and take on new challenges.



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**Creativity:** Develops innovative ideas that provide solutions to all types of workplace challenges. Suggests and explores different and novel ways to deal with work problems and opportunities within realistic parameters and with a focus on achieving goals.

Rating: Always

Comments: Marla is no doubt the most creative person this division has ever seen! She uses her creative flare on everything she touches—from developing new marketing materials to creating new marketing opportunities via new techniques and technologies. She develops creative solutions to marketing challenges (such as using Facebook) and uses her creativity to keep the work of our organization in the forefront of design and delivery.

**Technical Expertise:** Demonstrates technical knowledge, skills, and abilities in functional area.

Rating: Always

Comments: Marla came to this position with strong technical knowledge in design applications and systems. She has continued to learn new features of these applications update her through the implementation of these new features within her work. One example of her ongoing skill development is the Flash development course she took earlier this year.

**Inclusivity:** Demonstrates commitment to pluralism and diversity in the work environment and educational programming through words and actions. Recognizes and respects the value of individual differences at all levels of the organization.

Rating: Always

Comments: The Communications Group is very diverse in terms of race/ethnicity, gender, age, philosophy/viewpoint, culture and more. Marla and fit really well into this group. Plus, she has worked within most of the areas in the organization and has come to know many people with diverse backgrounds. She continues to learn more about people when working with them to appreciate their differences. I'd like to encourage her to take UW-Extension's two-day diversity workshop in the next year or two.

### ***Achievement of Goals***

List the major achievements during the appraisal period. Note the achievement of the goals established at the start of the performance period. (Attach any additional comments or supporting documentation.)

Because Marla is just completing her first year with CEOEL, we have not yet established formal goals. However, she has completed many important projects within 12 months that advance the mission of the organization. These include:

- Successfully transitioning her role as a Graphic Designer within the University of Wisconsin, Continuing Education, Outreach & E-Learning.
- Developing brand identity standards for the division and creating brand and graphic standards publication.



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- Completing re-designs of two websites: UWin and CEOEL
  - Designed sites for new services/tools that will be available to students and prospective students.
  - Created print materials for promotion of programs, in the form of brochures, bookmarks, and signage.
  - Created print advertising for adult student objectives.
  - Worked on branding initiatives for programs.
  - Worked in the interactivity movement of creating advanced online access to the University of Wisconsin System for all.
  - Worked on the initiative to build an online presence for the organization and other entities in the University of Wisconsin System.
  - Developed branding, collateral, web presence, multimedia and marketing plans for the Sustainable Management program launch.
  - Worked in my volunteer role as education chair for Design Madison to promote continuing educational opportunities for designers and to promote our organization as a educational opportunity.
- \* Received many acknowledgements for the work done. See attached for examples of acknowledgements.

#### **Future Goals**

Review the suggested goals submitted by the employee. List three to five goals that have been agreed upon for the next appraisal period. Discuss and indicate how the individual goal or activity contributes to the organization's strategic priorities, operational effectiveness, or operating principles. (May attach as a separate document.)

- I plan to continue to follow through on my work in creating opportunities for people to access the educational opportunities with the University of Wisconsin System.
- I plan to continue taking courses in Project Management and to eventually complete the certificate program. \*\*\* As her supervisor, fully support this as I believe this will help us develop a better workflow process—from copywriting and initial design-- to editing and web development.
- I plan to continue to learn new technologies in the roles of marketing and design.
- I hope to learn to design for a Content Management System.
- I hope to take on more responsibilities within the organization.
- I am interested in working more with the marketing processes and how they interact with the other areas of the organization. To put marketing projects more out front in our organization, establishing timelines and milestone communication meetings on projects to promote more accountability from all partners in projects.

#### **Additional Comments (Attach additional comments if desired.)**

Overall , I am a graphic designer with extensive design, marketing, brand development, business and analytical experience. Having worked in integrated marketing for a Fortune 500 company, worked on the startup of another company, combined the marketing efforts internally for a company, taken a company's retail operations online, and worked for smaller business clients through advertising and marketing agencies. I have brought my skills to the University of Wisconsin, Continuing Education, Outreach & E-Learning to help in it's mission. I have used my marketing communications knowledge to



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provide opportunities to people and hope to create more opportunities to more people of the State of Wisconsin. I hope to use more of my knowledge and apply it to our organization's efforts in providing outreach to the people of Wisconsin. I feel that the work that I have done in the past year has been of great value and see that there are always opportunities to improve upon the work that I do and will always continue to improve upon all competencies and behaviors.

As Marla's supervisor, I agree with everything she has said here. We are very lucky to have her as part of our team. She has exceptional design skills and incredible vision and outstanding work ethic. We both agree that we would like to see her take on additional responsibilities in the organization over the next year. She has tremendous capacity for growth within this organization, and I would like to help her achieve her goals and objectives. For just one year on the job, she has made a tremendous impact on our organization, and I am eager to see where next year leads us!

**Acknowledgments/Signatures**

*The appraisal must be signed by the employee and the supervisor within two weeks of the meeting, one copy going to employee and the original to the employee's personnel file. Print and Sign*

This document has been reviewed and discussed with me.

Employee signature: *Marla L. Nam* Date: *1/28/09*

Supervisor signature: *Amy P. Kalk* Date: *1/28/09*