

- To make informed personnel decisions regarding promotion, job changes, and termination
- To identify what is required to perform a job (goals and responsibilities of the job)
- To assess an employee's performance against these goals
- To work to improve the employee's performance by naming specific areas for improvement, developing a plan aimed at improving these areas, supporting the employee's efforts at improvement via feedback and assistance, and ensuring the employee's involvement and commitment to improving her performance.

All of these goals can be more easily realized if the employer makes an effort to establish the performance appraisal process as a dialogue in which the ultimate purpose is the betterment of all parties. To create and maintain this framework, employers need to inform workers of their value, praise them for their accomplishments, establish a track record of fair and honest feedback, be consistent in their treatment of all employees, and canvas workers for their own insights into the company's processes and operations.

A small business with few employees or one that is just starting to appraise its staff may choose to use a pre-packaged appraisal system, consisting of either printed forms or software. Software packages can be customized either by using a firm's existing appraisal methods or by selecting elements from a list of attributes that describe successful employee's work habits such as effective communication, timeliness, and ability to perform work requested. Eventually, however, many companies choose to develop their own appraisal form and system in order to accurately reflect an employee's performance in light of the business's own unique goals and culture. In developing an appraisal system for a small business, an entrepreneur needs to consider the following:

- Size of staff
- Employees on an alternative work schedule
- Goals of company and desired employee behaviors to help achieve goals
- Measuring performance/work
- Pay increases and promotions
- Communication of appraisal system and individual performance
- Performance planning

III. Performance appraisal methods

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