

Moving Learning from the Classroom to the Field through Job Aids and Performance Support

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Why go beyond training?

Dissatisfaction with the status quo.

“... the conventional L&D toolkit doesn't work as well for today's hyperkinetic workers. Only 18% would recommend their employers' training and development opportunities.”

“Almost 85% said they learn things for work by searching online at least once a week. Nearly 70% learn from peers or by reading articles and blogs every week, and 53% learn from videos in any given week.”

[Degreed– How the Workforce Learns, 2016]

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Why go beyond training?

From LEAP Focus Groups, 2016

“Lack of digital connectivity leads to more physical aids – species lists, advisor maps (sensitive resources), books, as well as internet access aids such as web maps and Sharepoint, etc.”

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Today



- Learning & performance support?
- What about job aids?
- What about performance support?
- Where to from here?

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Learning

Investment is devoted to producing smarts **inside**, in the mind, heart and belly



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Happens in rooms-- and on devices



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Performance Support

Investment is devoted to producing smarts for use **outside**, through resources **accessible in the workplace, and life space**



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PS is a Helper in Work and Life

A screenshot of the Spotlight Mobile app interface. The top navigation bar includes 'spotlight MOBILE' and links for 'APPS', 'HISTORY', 'PROCESS', and 'CONTACT'. On the left, there is a vertical list of app categories: 'American Museum of Natural History', 'Balboa Park' (highlighted with a blue arrow), 'BARNES & NOBLE Bookstore', and 'STYLE.COM Style.com'. Below this is a 'More Apps »' link. In the center, a smartphone displays the 'Balboa Park' app interface, which features a header with the park's name, a featured event 'Jul 1 - Oct 31 The Ultimate Wave Tahiti', and a list of categories: 'Museums & Attractions', 'Gardens', and 'Restaurants'. At the bottom of the phone screen are icons for 'Discover', 'Events', 'Maps', and 'Bookmarks'. To the right of the phone, the text reads: 'Balboa Park', 'Balboa Park - the nation's largest urban cultural park - wanted an application which provided information about the parks 15 major museums, renowned performing arts venues, beautiful gardens and the legendary San Diego Zoo. Additionally, because the Park has an ever-changing calendar of museum exhibitions, plays, musicals, concerts, and classes, they needed that app to be live and connected to their existing CMS. The Meridian platform fit perfectly. More info at meridian-apps.com'. At the bottom right, there are two buttons: 'Available on the App Store' and 'powered by meridian'.

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Performance Support in the life space

The most popular performance support tool ever....



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Learning VS Performance Support

Learning



I get it. I know.
I remember.

Performance support



I found it.
This is just
what I need.

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Learning vs Performance Support

Learning

What?

Scenario based learning; drill & practice exercises; diagnostics

Users say?

I get it now. I remember. I can tackle it.

Who?

Language learners; foreigners; and leaders too

Performance Support

- Checklists; examples; bar code readers that warn of reactions; location-based guidance
- I know where to find what I need. That helped me.
- Language learners; foreigners; and leaders too

Learning PLUS Performance Support

Learning



Performance support

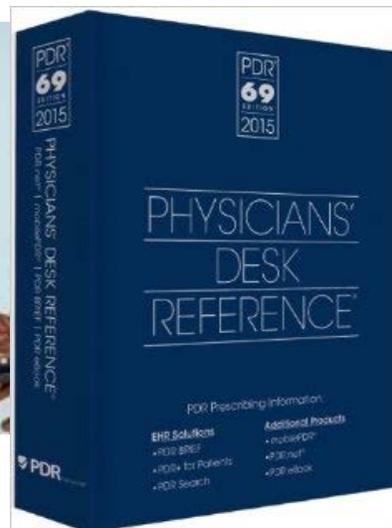


Heavy on learning, plus support on demand



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Heavy on learning, plus support on demand



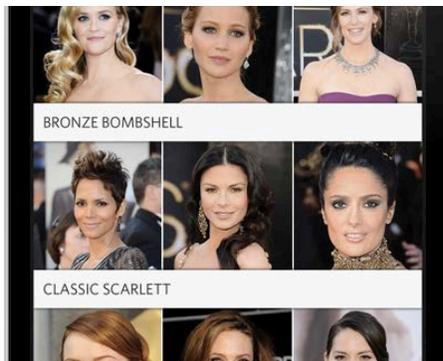
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Heavy on learning, plus support on demand



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Reliant on support, lighter on learning



[<http://www.allisonrossett.com/2013/05/24/performance-support-goes-to-the-oscars/>]

© 2016 Allison Rossett

Reliant on support, little learning



© 2016 Allison Rossett

<http://www.tuaw.com/2012/05/10/man-uses-iphone-app-to-revive-stunned-bird/>

Today

- Learning & performance support?
- ➡ ■ What about job aids?
 - What about performance support tools?
 - Where to from here?

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What are job aids?



“A helper in life and work, job aids are a repository for information, processes, and perspectives that inform and guide planning and action.”

Yes, a form of performance support.....

Rossett, A., & Schafer, L. (2007). *Job aids and performance support: Moving from knowledge in the classroom to knowledge everywhere*. San Francisco: Pfeiffer.

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A Helper IN Life and Work

GROCERY LIST

- Oranges
- Rice
- Milk
- Pork Chops
- Tomato Paste
- Potatoes
- Paper Towels
- Ranch Dressing
- Dill Pickles



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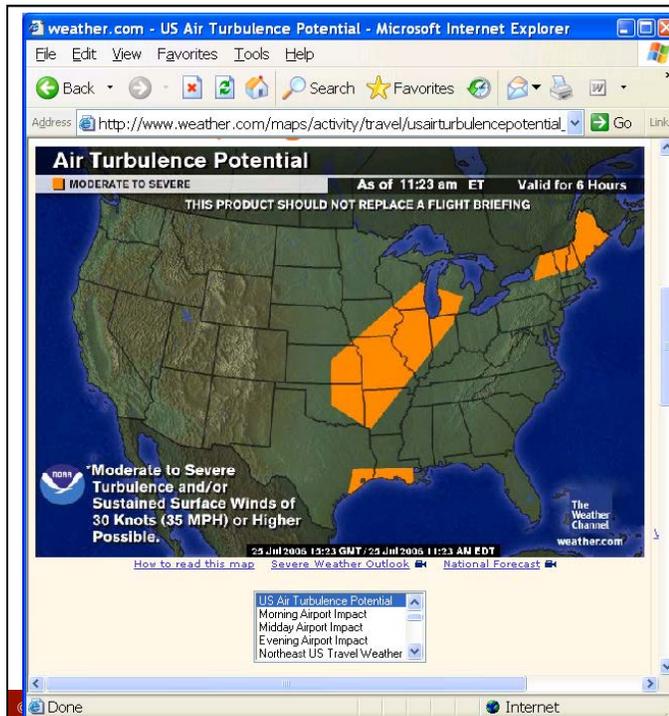
Repository for Information, Processes, and Perspectives

Original Ciabatta Burger

2 Large or 3 Small Red Onion Rings 2 anillos grandes o 3 anillos pequeños de cebolla roja			Jumbo Patty Hamburguesa jumbo
2 Tomato Slices 2 Rebanadas de tomate			Mayo-onion Sauce (spread edge-to-edge) Salsa mayo con sabor a cebolla reparta en forma pareja de borde a borde
1 Leaf Green Leaf Lettuce 1 Hoja lechuga "Green Leaf"			Ciabatta Bread Bottom Parte de abajo del pan Ciabatta
2 Pickle fillets			Original Ciabatta Burger/Bacon 'n' Cheese Ciabatta Burger Wrap (Line #0976)
Roasted Red Pepper Sauce			
Ciabatta Bread Top Parte de arriba del pan Ciabatta			

Source: Jack in the Box. Used by permission.

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Inform and Guide Planning and Action

A job aid is not a tool, and it's not instruction

Job Aid/Performance Support: A helper IN life and work, they are a repository for information, processes, and perspectives that inform and guide planning and action. <GPS is PS>

Tool: supports people and their jobs, but does not serve as a repository of information, processes, or perspectives. <battery charger is a tool>

Instruction: presents material to be stored in long term memory, happens via practices and feedback.
<a class is instruction>

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Job Aid, Tool, or Instruction?

1. A novice landscaper uses a laminated card to make sure equipment is in the right place on the truck prior to departure
2. An 8th grader uses Spanish flash cards to prep for a test
3. A pet owner uses a dog brush to groom her dog

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Job aids—helping you act smarter than you are.....

- 1) Here I am getting ready for my trip to Yellowstone. What should I bring along with me, given the time of year and my much anticipated (and somewhat limited) activities?
- 2) Here I am on the eve of my son's birthday. How do I put together this bicycle?
- 3) Here I am writing materials for an exhibit. Are my efforts up to snuff/standards?
- 4) Here I am in Shepherdstown. Where is the nearest pizza joint?

Add one for NPS, please.

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When?

- When performance is infrequent
- When the situation is complex, has multiple steps, or multiple attributes
- When the consequences of errors are high
- When performance depends on a large body of information
- When performance is dependent on knowledge, procedures, or approaches that change frequently
- When employee performance can be improved through self-assessment and correction
- When there is high turnover and the task is simple
- When there is little time or few resources for training

Rossett, A., & Schafer, L. (2007). *Job aids and performance support: Moving from knowledge in the classroom to knowledge everywhere*. San Francisco: Pfeiffer.

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Good Use of Job Aids?

- | | YES | NO |
|---|-------------------------------------|-------------------------------------|
| 1. Carolyn votes in almost every election, but she can't remember exactly how to cast her ballot. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| 2. Jorge is trying to decide which national park to visit in negotiation with his family of six and his sister's family of three. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| 3. Phil Mickelson is putting for eagle on the 18 th hole. | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

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When should we not?

- When use would damage credibility
- When speedy performance is top priority
- When novel and unpredictable situations are involved
- When smooth, fluid performance is top priority
- When the employee lacks sufficient reading, listening, or reference skills
- When access is an issue
- When the employee is not engaged

Rossett, A., & Schafer, L. (2007). *Job aids and performance support: Moving from knowledge in the classroom to knowledge everywhere*. San Francisco: Pfeiffer.

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Good Use of Job Aids?

- | | YES | NO |
|---|-------------------------------------|-------------------------------------|
| 4. Commercial pilots are expected to visually examine the wings, skin, and exterior engines prior to every single flight take off. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| 5. Anita is a marriage counselor. Her clients sometimes become “animated” with each other during joint sessions and she needs to help them calm down and talk together. | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 6. Minjuan, a recent MBA graduate, is preparing for her first big corporate presentation. | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

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Vehicle Restrictions

Vehicles We Can't Wash

Due to the risk of damage to their vehicle or the risk of damage to other customer's vehicles, we are unable to wash the following types of vehicles.

				
 <small>Truck beds must be completely empty.</small>	 <small>Truck beds must be completely empty.</small>		 <small>Any thing attached to area will be damaged.</small>	
				

Works. Why?

This job aid is an 11 x 17 inch color poster. The photos help attendants quickly identify vehicles which pose too much risk of damage.

Planners and Sidekicks

- **Planners** are in our lives *just before or after* the challenge.
 - Using www.weather.com before the trip
 - Determining which park to visit this summer
 - Using the [living to 100 calculator](#) to reflect on our choices and impact on our life expectancy
- **Sidekicks** are at our side *during* the task.
 - Following directions for changing the voicemail greeting
 - Referring to instructions for assembling a ciabatta burger
 - Using the car GPS to get to an appointment
 - Spell checker that warns of a misspelling and then corrects

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Practice....

**Planner (not too integrated)
or Sidekick (very integrated)?**

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Vehicle Restrictions

Sidekick

Vehicles We Can't Wash

Due to the risk of damage to their vehicle or the risk of damage to other customer's vehicles, we are unable to wash the following types of vehicles.

<small>Extended Height Full Size Vans</small> 	<small>Trucks w/ Dual Tires</small> 	<small>Permanent Tripod Mirrors</small> 	<small>Full Size Hummers</small> 	<small>Low Sitting Vehicles</small> 
<small>Truck Beds w/ Tools, etc.</small>  <small>Truck beds must be completely empty.</small>	<small>Truck Beds w/ Debris</small>  <small>Truck beds must be completely empty.</small>	<small>Large Ladder Racks</small> 	<small>Oversize Vehicles</small>  <small>Any thing taller or wider than a standard full size van. Max. Height is 8'4"</small>	<small>Trucks / Vans with Ladders</small> 
<small>1965-69 Cadillac</small> 	<small>Vehicles With Bike Racks</small> 	<p style="font-size: small; margin: 0;">This job aid is an 11 x 17 inch color poster. The photos help attendants quickly identify vehicles which pose too much risk of damage.</p>		

Should I quit this job?

Planner

7. _____ I do not have professional development opportunities in my position.
8. _____ If I were offered a solid position right now, even if it paid less, I would consider it.
9. _____ There is no growth potential for me in my company.
10. _____ I am overqualified for my position.
11. _____ I have difficulty working with most of my colleagues.
12. _____ I had a recent disagreement with my boss or peer.
13. _____ I complain regularly about my workplace to my family and friends.

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Coffee Drinks Illustrated

<http://sixrevisions.com/graphics-design/40-useful-and-creative-infographics/>

Sidekick

Espresso [ess-press-oh]	Espresso Macchiato [ess-press-oh mock-e-ah-toe]	Espresso con Panna [ess-press-oh kon paw-nah]
Caffé Latte [caf-ay lah-tee]	Flat White	Cafe Breve [caf-ay brev-ay]
Cappuccino [kapp-oo-chee-noh]	Caffé Mocha [caf-ay moh-kuh]	Americano [ah-mer-i-kan-oh]

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Sidekick

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SUSHI ETIQUETTE

DO:

PICK UP SUSHI USING CHOPSTICKS (HASHI) OR FINGERS. BOTH ARE CORRECT.

LIGHTLY DIP THE FISH, NOT THE RICE, INTO A SMALL AMOUNT OF SOY SAUCE.

PUT THE WHOLE PORTION IN YOUR MOUTH, HOLDING THE SUSHI SO THE FISH TOUCHES YOUR TONGUE.

USE THE BLUNT BACK END OF THE CHOPSTICKS WHEN TAKING FOOD FROM A SHARDED PLATE.

REST THE NARROW, ROUNDED ENDS OF YOUR CHOPSTICKS ON THE SMALL CERAMIC HOLDER, OR HASHI-OKI, WHEN YOU'RE NOT USING THEM.

ONE WAY TO SIGNAL THAT YOU'RE FINISHED IS TO PLACE YOUR CHOPSTICKS ACROSS YOUR SOY SAUCE. (DON'T JUST REST THE TIPS), PARALLEL TO THE SUSHI BAR.

DON'T:

RUB YOUR CHOPSTICKS TOGETHER TO REMOVE SPLINTERS. (IT'S RUDE. A GOOD SUSHI BAR WOULD NEVER OFFER CHOPSTICKS OF SUCH LOW QUALITY.)

BITE THE SUSHI IN HALF AND PUT THE REMAINDER BACK ON THE PLATE.

FLOP A BIG PIECE OF PICKLED GINGER ONTO YOUR SUSHI BEFORE EATING IT. (EAT THE GINGER BETWEEN PIECES OF SUSHI, AS A PALATE CLEANSER.)

DUNK THE RICE IN THE SOY SAUCE.

DUMP WASABI INTO YOUR SOY SAUCE, TURNING IT INTO A SOUP.

HAND DONEY TO THE SUSHI CHEF. THE CHEF TYPICALLY NEVER TOUCHES MONEY.

WASABI SHOULD BE PUT DIRECTLY ONTO THE SUSHI, IF ADDED AT ALL.

Sidekick

Visuals are powerful, don't you think?

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Performance Support

Investment is devoted to producing smarts for use **outside**, through resources **accessible in the workplace, and life space**



PS is job aids on steroids

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The best doggie for you would be?

[More Guides](#) > [Dogs](#) > Decision Guides [how is this unbiased?](#)

Dogs [TRAITS](#) | [GLOSSARY](#) | [FEEDBACK](#)

steps: **1** Traits **2** Settings **3** Tradeoffs **4** Fine Tune **5** Profile > RESULTS

You do not have to answer every item below, only those that you care about.

How desirable are these traits to you?

[Guard/Watch Dog Rating](#) (desirable)
 Don't Want < less more >

Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Average	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excellent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[Grooming](#) (desirable)
 Don't Want < less more >

Low Maintenance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Moderate Maintenance	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
High Maintenance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Compared to each other, how important is each trait?
 tip: click any trait for description

	no opinion	<least (important) most>
Grooming	<input type="radio"/>	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
Guard/Watch Dog Rating	<input type="radio"/>	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>

3 steps to go [Next >>](#)

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More Guides > Dogs > Decision Guides [how is this unbiased?](#)
Dogs [TRAITS](#) | [GLOSSARY](#) | [FEEDBACK](#)

Your results are below! After reviewing them, you can...
 • [save your results](#) and come back later , or
 • [email your results](#) to yourself or a friend .

Like this guide? [tell your friends about it!](#)

results [save results](#) [email results](#)

sorted by: RANK [sort direction](#) expand list to: 5 results [Compare](#)

rank [Dog Breed](#)

- Bull Terrier**
 Low Guard/Watch Dog Rating - Low Maintenance Grooming - Medium Size - Needs only an apartment - Dominance Level: Intermediate - Moderate Shedder - Terrier Breed - Mixed Energy Type - Slow Learning Rate - [more traits](#)
- Cavalier King Charles**
 Low Guard/Watch Dog Rating - Low M Small Size - Needs only an apartment Submissive - Moderate Shedder - To Type - Fast Learning Rate - Fair Ob
- Greyhound**
 Low Guard/Watch Dog Rating - Low M Large Size - Needs a large dwelling v Level: Intermediate - Moderate Shedde Mixed Energy Type - Fast Learning R Level - [more traits](#)

Greyhound
 Traits | [Find this pet](#) Rank: 3

Size and Weight

Dog Size	Large
Male Weight	67 lbs.
Male Height	27.5 in.
Female Weight	63 lbs.
Female Height	27.5 in.

Lifestyle Requirements

Adequate Living Space	Large Dwelling with a Yard
Shedding of Coat	Sheds A Little
Recommended Trimming	On Occasion
Grooming	Low Maintenance
Recommended Grooming	1 times per week
Hypoallergenic	No
Indoor Activity	Inactive
Daily Outdoor Exercise	45 minutes
Estimated Energy Price	\$350.00
Monthly Food Cost	\$30 per month

Appearance

Ear Shape	Short
-----------	-------

Personality

Obedience Level	Low
Learning Rate	Fast
Dominance Level	Intermediate
Energy Type	Mixed
Guard/Watch Dog Rating	Low

From 185 breeds to just a few.

Planner

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Is Your Doctor a Space Alien?



<http://weeklyworldnews.com/alien-alert/8030/6-signs-your-doctor-is-an-alien/>

Dr. Starnes effort. How did he do?

Dr. Starnes also provided the following list of guidelines to help you determine if your doctor is a space alien:

1. Beware of doctors and he examines your elbow and he examines your elbow pain in an elbow of an extraterrestrial.
2. Human physicians writing and the
3. A doctor's handwriting and the result is easy-to-read printing.
4. Most doctors draw blood for testing but need very little to get the job done. Physicians who ask for a quart or more of your blood have a hidden agenda - and may be extraterrestrials.
5. The vast majority of doctors dispense drugs through prescriptions and pharmacist. Alien doctors prefer to pass out "sample" pills and preparations that usually have nothing to do with the patient's illness.
6. Aliens often recommend surgery for patients who feel great and have no symptoms of disease.

**Will it achieve its purpose?
What concerns you?**

"Take these warning signs seriously," said Dr. Starnes. "If two or more of them apply to your doctor, he's almost certainly an alien."

<http://weeklyworldnews.com/alien-alert/8030/6-signs-your-doctor-is-an-alien/>

JOB AIDS & PERFORMANCE SUPPORT
Moving from Knowledge in the Classroom to KNOWLEDGE EVERYWHERE

PERFORMANCE SUPPORT FOR PERFORMANCE SUPPORT

Here is a performance support tool to help you determine if performance support is right for your project. We present statements about your audience, purpose and context. For each statement, indicate whether you disagree, agree, or land somewhere in the middle. Based on your answers, we'll display stop/go/caution lights and offer some suggestions.

Yes, this tool is performance support for performance support. By the way, it's an example of one kind of performance support described in this book, *Planner* performance support. We discuss *Planner* support and provide many examples in Chapters 4 and 5.

Project Characteristic	Rate Your Project		Performance Support?
1. Our audience is large (>250).	Disagree <input type="radio"/>	Agree <input checked="" type="radio"/>	<input checked="" type="radio"/> Good news. When you have a large group, it makes sense to deliver "smarts" to them.
2. Our audience is dispersed.	Disagree <input type="radio"/>	Agree <input checked="" type="radio"/>	<input checked="" type="radio"/> Performance support makes great sense here. Better than sending instructors all over the world, why not send messages and advice via performance support?
3. Our audience is eager to know more.	Disagree <input type="radio"/>	Agree <input checked="" type="radio"/>	<input checked="" type="radio"/> Important indicator. Your audience must want to be informed and guided.

<http://www.colletandschafer.com/perfsupp/tool.html>



Today

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- What about performance support?
- ➔ Where to from here?

The future? Two words.

1/ Blends!

- Technology **and** people;
- Learning **and** job aids/PST
- Directed, **and** independent choices;
- All in service to strategic goals.

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Case in point.
**Would
 wristbands
 alone develop
 and support a
 great QB?**



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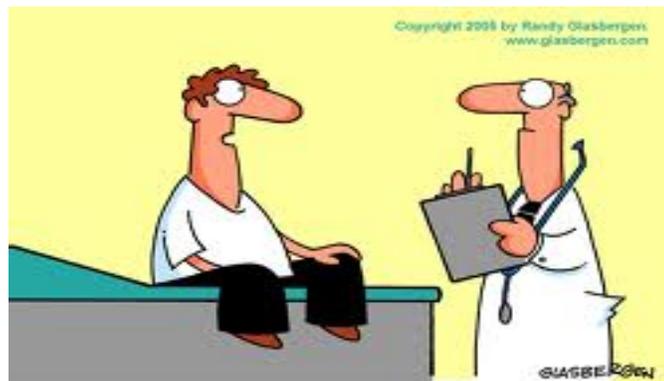
Support works in a blend with training, practice, coaching, and other performance improvement interventions to reach goals.



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The future? Two words.

2/ Technology!



**"I already diagnosed myself on the Internet.
I'm only here for a second opinion."**

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Build it into your life--- Developing wine savvy

F2F **VC** **PST**

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Performance Support!

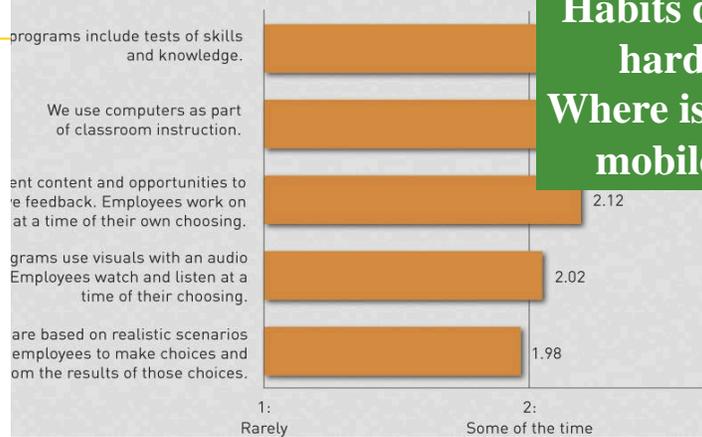
Make commitments to yourself and be nudged by a text message

[hifutureself in the app stores]



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Figure 1. Most Frequently Occurring E-Learning Practices



**Habits dies hard.
Where is PS?
mobile?**

Rossett & Marshall (2012) study found lots of talk, not much action, not yet, even with so many mobile devices.

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Net. Net.

Jobs aids and performance support move us toward convergence.

Infusion of information, guidance and support into the context that matters.

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Make a commitment

Turn to the person next to you and share how you will use job aids/performance support, high tech or no tech, to make a difference where you work.



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Wiley/Pfeiffer

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The image displays three book covers. On the left is 'BEYOND THE PODIUM: Delivering Training and Performance to a Digital World' by Allison Rossett & Kendra Sheldon. In the center is 'JOB AIDS & PERFORMANCE SUPPORT: Moving From Knowledge in the Classroom to KNOWLEDGE EVERYWHERE' by Allison Rossett & Lisa Schaffer. On the right is 'FIRST THINGS FAST: A HANDBOOK for PERFORMANCE ANALYSIS' 2nd Edition by Allison Rossett. A yellow box with the text 'Wiley/Pfeiffer' is positioned above the right two books.

Dr. Allison Rossett, long time professor of Professor of Educational Technology at San Diego State University, is in the Training magazine Hall of Fame, on the CLO Advisory Board, recipient of ISPI's Thomas Gilbert award and an ISPI Member-for-Life. She is author of six books, including a new edition of her classic, *First Things Fast: a handbook for performance analysis*. Allison writes about and consults on technology-based learning, and performance-centered approaches to results.

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A portrait of Dr. Allison Rossett is shown on the left. To her right is a text box containing her biography. Below the text box are three contact information items: a website URL, an email address, and a Twitter handle, each in a dark red box with white text. A copyright notice is at the bottom left.