NWX-OS-OGC-RKVL (US)

Moderator: Jaclyn Ruiz
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2:00 pm CT

Coordinator: Welcome and thank you for standing by. At this time all participants are on a

listen-only mode until the question and answer session of today's conference.

At that time to ask a question press star 1 on your phone and record your name

at the prompt. This call is being recorded. If you have any objections, you

may disconnect at this time. I would now like to turn the call over to (Sabrina

Chapel). Ma'am, you may begin.

(Sabrina Chapel): Thank you. Hello everybody. My name is (Sabrina Chapel). I'm here - a

project officer at the Office of Adolescent Health. I'd like to welcome

everyone to today's webinar on data placemats interactive performance

analysis tool.

We're really hoping today's webinar will provide you with some insight into

your program performance by providing tools to help you facilitate discussion

about your data with a small number of your implementing partners. Before

we begin, I'd like to just read the disclaimer.

The webinar was developed by Healthy Teen Network under a contract for the Office of Adolescent Health US Department of Health and Human Services as a technical assistance product for use with OAH pregnancy assistance fund grantees.

Before I introduce the speaker, I just want to review some of the components of this webinar platform that we'll be using today. We will ask various polls throughout the presentation to gauge your knowledge or even get feedback on specific topics. We will also ask for some feedback via the Q&A poll that you can find in the toolbar above the presentation.

To respond to the presenter's question, simply submit your answers in that Q&A pod. There will be a handout that is referenced later in this presentation and you can download this handout using the icon in the upper left corner of your window. It looks like three sheets of layered paper. Click on the icon, then on the file and then you can download onto your desktop.

Later on we will have a Q&A and this will be your opportunity to ask the speaker any questions you may have about the information that she presented. So now onto the meat of today's presentation.

I'd like to introduce Dr. (Genevieve Martinez-Garcia). She's a senior researcher at Healthy Teen Network. (Genevieve Martinez-Garcia) is responsible for the organizational evaluation including all education, training, technical assistance and outreach activities. (Genevieve) provided a similar presentation to our first cohort of TTP grantees who projects are concluding this year and so I promise you that while we are talking about data and performance management that this will be an incredibly interesting presentation that you'll want to share with others. So without further ado, I'd like to hand the presentation over to (Genevieve).

Dr. (Genevieve Martinez-Garcia): Hi. Good afternoon and thank you for joining us. As (Sabrina) said, my name is (Genevieve Martinez-Garcia) and I'm very excited to have the opportunity to share with you a very important, very useful data performance tool.

Before we start, let's review the objectives for today's presentation. So I'm sure this webinar as it is will be able to describe the purpose and process of developing a data placemat, at least three data consolidation techniques used to generate the data placemats and describe the process of placemat facilitation with stakeholders.

And I cannot emphasize enough how important it is for you to download the handout that (Sabrina) referenced earlier. We're going to be talking about some of the components of this handout and although I do have screenshots, it will be better if you have it in front of you so if you could just take a second to download it and print it so you could have it in front of you.

Okay so first I want to hear from all of you regarding sharing your program data. So with whom do you share program data? Do you only share it with OAH staff perhaps through reporting or through meetings with your project officers? Do you share it with OAH staff and internal program staff? Do you share it with OAH staff, program staff and other stakeholders involved in your project or do you share it with other people perhaps in national conferences or outside your program venue?

Okay, take a few more seconds to respond. Okay so I can see that most of you are sharing it with OAH staff, program staff as well as stakeholders which is fabulous because today we're going to be talking about how to share it with

stakeholders for the purpose of improving the program, not necessarily disseminating your results.

Okay so I want to hear from some of you, particularly the ones that said that you share your data with the stakeholders. Do you want to share your experience sharing your performance data with stakeholders? Do you have any positive or negative experience sharing this type of data? And the mikes are open so you can dial star one and the line will be open just for you.

Okay. If you prefer, we also have the Q&A. So you can go into the upper bar in your screen and click the Q&A and you can type your question there. You can type your comment. Sometimes grantees are able to successfully share their evaluation results with the stakeholders. Sometimes stakeholders get a little bit nervous about the evaluation results or they're not really engaged in the process. So we really want to hear from you what type of experience you've had.

So I see that one person is saying that it's a challenge to bring them to the meetings and certainly sometimes if they're not really engaged in the process or if they think that their participation will not be of value of the program then they're not going to be attending any types of meetings that you present.

Okay so some stakeholders are more interested in the bottom line and not the process and this is certainly the case if they're not engaged if they don't feel that they can make valuable contributions to the process. So they just want to know did the program work or not and it's important and something that we're going to be discussing later on in this webinar that their participation and their engagement is really important to contextualize those evaluation results and it would really add value as it would inform you how your program was implemented and what you can do to improve it.

Okay so another comment here is the advisory committee members use data presented to help promote programs in the community. And that is a very popular way of presenting data and sharing it with stakeholders because you can use it to really promote it among the - promote your program in the community, elevate the visibility of your program and get support. So that's another great way or another - it's a great way of sharing your data.

So today we're going to be talking about a different type of data sharing and the data sharing that we do with the data placemat is to contextualize our evaluation results and help us identify how we can improve the program because after all this type of data sharing is a tool for performance management.

So let's start by briefly describing what performance management is and I know that this has been covered before in previous webinars and there is a wealth of information in the OAH website. But just as an overview to frame today's discussion, let's review how OAH defines performance management which is the systematic process by which an organization might use program implementation and ultimately the accomplishment of its mission and goal. So basically did you implement your program? How did it go? Did it work?

But performance management also answers three very important questions. Are the necessary resources in place in order for successful implementation? Are program activities being implemented as planned or did you have to deviate from your plan and are desired outputs being achieved?

Performance management data can give us an idea whether the program's implementation was successful or not. Often we collect different types of data for different purposes and we usually want to know whether the program

worked or met its intended outcome but knowing about its implementation, it's crucial in understanding why the program was or was not successful and how it can be improved.

Your programs may look very different. As grantees you have very different setups and very different populations that you're tackling and you have different categories of performance data that you have to collect and there's some program performance data that you all need to report to OAH such as the basic demographic of your program's participants, the services that they receive, information about the training their staff is receiving and how many partners you have engaged throughout the years.

But in addition to that basic data, you all need to collect program specific data such as grade, college and schooling information for those of you working with schools or institutions of higher learning, the staff work with intimate partner violence or the victims or victims that receive services through the program or the number of public awareness campaigns. So you have some data that you will share and you also have program specific data.

Performance management requires asking questions from each of these data categories to assess how well the program is being implemented. For example we might ask ourselves well are we reaching the target number of participants or are these the participants we expect to recruit? Think for example what would happen if your program was targeting African American female teams but at the end you realize that you ended up with a large Latino sample.

Incidentally you found that the program is not working very well so one possible interpretation is that the recruitment mechanism that you use buy at the target audience or there was an unforeseen need in the Latino population

that you didn't plan for but you ended up attracting that population in your community.

Perhaps this population that you recruited had different needs that were not addressed because it was very different from the original target population and that is why the program was not working that well or that in order to implement it as planned, program managers have to accommodate the specific needs of this population. So in the next implementation round program managers may take into account the Latino population interested in the program and put in place measures to insure a successful program.

So that process - that logic of identifying if the program worked or did not work and the surprise finding of knowing that you ended up recruiting a different population than you were planning and the lessons learned and the new strategy to really address the needs of that population that is interested in the program - you get to that through performance management and performance monitoring. This is the value of performance management - learning how the program was implemented and who we serve so we can improve it the next time around.

So why do we need to share this data with other people, right? Isn't it much easier to have the evaluator or the program manager summarize all the data that's coming in, write recommendations so and in the next cycle we can put in place those recommendations. What is the value of sharing that data with people outside the program? So again I want to open the phones and ask you what is the main benefit of sharing performance data with stakeholders and I will give you about 20 seconds to respond and then I'm going to close the poll.

So some of the response options are it's important to gain stakeholder support of the program and evaluation efforts. Is it important to gain insight from program implementation process? Identify how the program can be improved. Keep them informed of the process. Improve a possibility of program funds or all of the above.

Okay so I'll give you ten more seconds before we close the poll and I see most of you have responded already. Okay so I can see that most of you have said - 92% of you have said all of the above and that is correct. They're - depending on what your mission is, you may say that you want to keep them informed of the process or you want to improve accountability but performance data - we're really looking at all of the above.

You keep them engaged in the process. You also improve the accountability so people know what you're doing and how you're using the funds. But also you gain insight from the program implementation process and that second option - gain insight from the program implementation process - is what we want to focus on in our webinar today.

So stakeholders are key in helping us implement, evaluate and improve our program. For the purpose of this webinar and the data placement activity when we talk about stakeholders, we are not referring to anyone who has a stake in the program. So we're not talking about business owners, community activists - anyone who might be interested in the program and might ultimately have a stake.

We are talking to a small and select number of individuals who have firsthand knowledge of how the program was implemented. Program managers and evaluators are not usually on the ground seeing the everyday tasks related to program implementation. So in order to make sense of the data or really

understand what this data means, know that background story. They need those key stakeholders who are their eyes and ears on the ground. So we'll talk more about who they are and how we select them later.

But let us go back to our mini-case study. Take for example a program manager that enrolled 45 youths in the program and she's very happy that she has a really nice sample size but when she looks at the evaluation data, she only sees data for 12 subjects so she's asking herself, you know, what's going on with the rest of my participants.

So doing a data placement session, the manager learns from the site coordinator that the evaluation was completed on a day participants had a conflict and only a few of them showed up or maybe the manager learns that during the last days of the program participants were constantly participating in other activities and never made it to class and that's why we don't have data from those participants.

So perhaps the next time around there might be a better coordination with the site coordinator and the evaluator to insure that everybody who participated is actually completing the evaluation.

So now we're going to start talking about what exactly is a data placemat and I have to admit that I am very excited about talking about data placemat. Different from other amazing webinars you have attended, there is not a lot of information - literature, examples, evidence based information - of this technique.

This is a fairly new evaluation technique that is gaining ground in the evaluation world because it marries the best of data consolidation, program evaluation but also this community and participatory input of stakeholders. If

you search data placemat in Google or any other search engine, you will find few presentations through the program slide share and these presentations have been presented in national conferences.

But although the concept is relatively new, the different techniques that go into creating one are not new and I will direct you to many online resources so don't fear because there's going to be many resources, many screenshots that will walk you through every single step of the data placemat creation.

So let's take this table - beautiful table setting for example and it is beautiful but there is a lot of clutter. There's a lot of noise on the table. You have those extra glasses. You have silverware. You have a teapot. You have some tea and chocolate and sometimes that extra clutter prevents us from focusing on our food and the same thing happens with data.

We're collecting a lot of data for our project but that data can also become clutter. It can also become noise and might prevent us from focusing on the different aspects of our project or answering specific questions. If you notice the placemat - exactly where that plate is with that blue ribbon - it's clean. It's very simple. All that noise - all that clutter is around but the placemat is clean and simple with very few elements and this helps the individual focus on what's important - the food - or in our case the data.

So the data placemat does exactly that. It reduces all the data that you're collecting to a few critical performance variables you need feedback on and I really want to emphasize the few and select performance variables you need feedback on in order to make improvements to your program.

So again what is a data placemat and why are we here? A data placemat is a highly visual tool that contains key program data. In our case its performance

data with few guiding questions and wide space for annotation. So the idea behind it is that the key data is visually displayed on a large piece of paper.

For example take an 11 by 17 inch piece of paper and it's presented in a clear manner that allows people to see and reflect on the nature and implications of the data. The purpose of the data placemat is to be shared with a small group of select stakeholders - those who upon reading the data can really give us additional feedback or insight into the program. Remember those select stakeholders are our eyes and ears on the ground. So choose people that can really give us that good feedback.

So going back to the previous poll question, when we use the data placemat the purpose of sharing data with stakeholders is to gain insight from the program implementation process and then identify how the program can be improved.

Okay, so this is an example of a data placemat and I would encourage you to get the handout that we have shared with you so you can see clearly. So the data placemat process has three main steps. You create the placemat. You discuss it with the stakeholders and then you generate recommendations for program improvement. In this webinar is where we'll spend more time discussing how to generate this placemat then we will briefly discuss how to facilitate a discussion among stakeholders and generate recommendations.

As we move forward I cannot emphasize enough that all the tools that I will present to you are tools you already have. Generating a data placemat only requires Excel to generate a chart and PowerPoint to design it. Although PowerPoint is not a design software but, you know, it can do a pretty good job with it and everybody or most people feel comfortable with the platform.

Another thing that I want to emphasize is that there are many, many (unintelligible) websites and guidance that you can find online to generate the chart and use PowerPoint. You don't need to be an expert but hopefully by the end of this webinar you will feel like one.

So with the data placemat we need to start talking about the data that you have. Each data you collect is a piece of a larger puzzle that shows how your program was implemented but it's hard to show and get feedback for every single data you collect. So the first step in making a data placemat is to identify key data you want to explore further with your stakeholders. You collect many data but not all may be worth putting on a data placemat.

So the program manager, evaluator and other key staff must decide what data is worth sharing. In addition to the performance data you're required to collect, some of you may be collecting additional information as well. I suggest that you first start generating descriptive statistics for all of your variables you have at hand and then display this data as a table and a chart. So for example you can have a data displaying the number of participants who are expecting or parenting, by gender or age group - also generate a bar chart to have a nice visual of the distribution of cases in the variable.

Once you have all the data in front of you, you need to decide what is worth sharing. So you can ask yourself do I need more context to understand the results of this variable. Is this variable key for program performance? Are the results of this variable unexpected? The total number of variables you select is up to you. You need to consider how much time you have with the stakeholders. If you only have one hour, consider sharing eight to ten variables to allow for introduction, reading each data placemat, considering questions and discussing it and processing as a group.

If you have more time, you may have more variable and if there are critical elements you have already identified, you may want to limit the variables for key variables that may help with your problem. For the purpose of this webinar I will select a few standard performance measures you all have to collect as an example but one important thing to keep in mind is that the variables and the format that I have selected for this webinar or that you would select for data placemat is completely independent from your reporting requirements to OAH.

Okay, now that you have the data, let's see who we are inviting to the table. Once you have your list of variables, you then select your audience. Who needs to be at the table? So when selecting your stakeholders, think first who has first had knowledge of how the program was implemented. You need people that know your project and were on the ground.

For a large project you may have stuff over several sites that fit in this category. Try and take a sample of those. If you need to examine performance data for each site - depending if your program is large - you may need a data placemat and a data placemat activity per site and a session with site specific stakeholders. This may render good information but also adds to the time burden. So you may do this however with highly successful or least successful sites so you can just take a sample of your site and do that.

Second, who can provide valuable insight? Just because someone is on the ground, it does not mean that they're able to reflect every active program implementation data. Select people with a set of skills and talent that enable them to use data and compare it to what they have seen on the ground. This is a unique skill that not everybody has or not everybody feels comfortable doing.

And finally who would be interested and engaged? Data placement discussion requires commitment to examine the data cautiously and not everyone is up for the challenge so pick staff who are interested and will remain engaged during the discussion.

Okay so again I want to hear from you. So let's - if you can take 20 seconds to answer this question since we're - we're going to start talking a little bit more about Excel and how to generate charts. What best describes your comfort level using charts in Excel? You're an expert. You feel comfortable. You have never done it but you're pretty confident you can do it. Not your favorite thing and if you're getting a heart attack, please hang up and dial 9-1-1 but I promise you that it's easier than you think.

Okay so let's see - a few more seconds to go before we close the poll. A couple more people are responding. Thank you so much for your participation. This is great.

So we have a pretty varied set of skills. A few people are experts. About half of you feel fairly comfortable. One has not done it. Other people don't. It's not their favorite thing and one person I think is calling 9-1-1 right now. But hold off on calling 9-1-1 because I promise you that - I promise you that you will enjoy this process after I'm done.

But for those of you who do not feel very comfortable with Excel or those who want to fine tune their skills, there are many tutorials on the web. You can Google and you can YouTube. You can do Google and you're going to find plenty of videos, I promise. And I'm also going to be sharing some resources on websites that have some very cool video tutorials.

Okay so let's start by selecting the right chart. Once - so you have all your variables in front of you and you know exactly the variables that you want to share with your stakeholders and you already have your guest list for the party. Now you have to ask yourself what is the level of data literacy of the stakeholders and honestly it's very safe to assume low levels of data literacy and by data literacy I - I understand it by people are able to read numbers, read charts and make pretty fair and good interpretations of those charts and feel comfortable doing it but not a lot of people feel comfortable reading and interpreting charts.

However it is important to know so you can create charts accordingly. If for some reason you end up with high data literate stakeholders, they may expect more complex charts. You can play around with the chart and add more variables and add more information in each chart. But just to play it on the safe side, just stick to simple easy to read charts then the process will go fastest.

Now you're asking yourself I have all of the data - which chart goes with which variable? Okay. And again I'm going to be sharing with you some resources on how to select these variables but there is a rule of thumb for the charts.

Variables with cases in multiple response options - for example - type of participants in programs, service received by participants that you have one question and you have multiple response categories or bar charts, right. Each bar represents a different response category.

If you have a number of participants recruited per year, a column chart - the columnar chart - works really well particularly because it creates that trend. So in the bottom you have the number of years and each column represents

the number of people enrolled each year and you can see a really nice trend which is useful.

And finally we have pie charts and we use - if you want to create percentages or if you want to compare a part to a whole, you can use pie charts. Now a disclaimer caveat with the pie charts - many data designers and data visualists argue that people are not really good at reading area on pie charts so it's better not to use them however it is a very popular chart and you can use it with caution. If you have two, three, four, maybe five categories met, it works really well.

But if you have many categories or if all the categories are about the same size, it can get very confusing. And maybe you can use a bar chart instead. So we will cover each of these examples step by step. Before we continue, I want to remind you there are hundreds of charts out there and when you go into some of the resources that I'm going to refer you to, you're going to see 10, 15, 20 plus charts out there but if you just stick with the simple ones, it's better for people to read and interpret.

Now don't choose a chart because it looks cool. Make sure that your stakeholders understand the chart easily. So once you have identified the appropriate chart for each variable, we need to setup our Excel database. So you have to start with your database and in order to generate all the charts that you need easily, I suggest that you set up your Excel with your selected variables like the ones shown in the screen so you have all your variables.

I suggest that you format it as a table and you can see in the red - under the red circle that's where you click. You select your data. You click format as a table and the nice thing about this is that it would allow you to sort of the

categories and you can sort by response options or, you know, by whatever filter you want to apply. So it's really useful when you create charts.

Okay so let's start by creating a column chart, okay and this is an idea chart - an ideal chart where you want to present a trend like improvement over time. So you can achieve this with a line graph which is very popular but for low - low literacy audiences a column chart reads - okay so let's say - let's take our first example.

I want to create a column chart for the number - total number of enrolled participants per year and hopefully this variable will ring a bell with many of you. This is a standard performance measure. So I have my participants for year one, two and three and I create my column chart - very simple - but now I want to enhance it, okay. It's very easy to create a chart but now I want to make it pretty and we make it pretty by de-cluttering the chart.

As you can see, you have gridlines. You have a legend. You have access labels that again that is the equivalent of kind of like that clutter that you see on that table - on the table setting that we discussed. So let's start cleaning it up and eliminating the visual garbage or the unnecessary visual element in that chart.

If you right click on the chart, you're going to see a menu of options. In this menu of options you can start removing that visual garbage. So you can see here that I started eliminating some of that - those background gridlines that we don't need. I'm going to eliminate some of the lines as well as the legend. Okay.

Once I'm done with it - I promise I'm going to show you the before and after. So once I'm done cleaning up and de-cluttering my chart, I copy paste it as an

image into a PowerPoint or I move it in Excel and then I have a text box with a very - with a descriptive name so for example newly enrolled participants per year. I group the chart and the text box so I can move them together easily and copy paste them together. Okay and voila, I have my chart.

So as you can see here, this is the Excel default with the default colors and the default markings. Okay and this is the end result. You can see that I'm using the OAH brand color. I remove all the background - the active lines and the tick marks and the gridlines. I really don't need the legends so I remove the legends as well but I also wanted to add a target line because I wanted to tell the people that in year three we exceeded our expectations for recruitment so you can manually add that target line which I put in a different color.

And you can use any color that you want. Sometimes people prefer using colors that are not the Excel default so you can do something a little bit more branded so you can use OAH's color or your organization's colors.

Okay so another popular chart are the bar charts and this is one of my favorite charts because they're very clean and they're very easy to interpret and you can sort your categories and it really helps you make sense of the data. I'm going to go through the exact same process. I am - and now this time around I'm taking a different variable which is number and percentage distribution of illegible participants enrolled in the program by participant category.

So this is my data already formatted at the table. I select data. I click insert, insert chart, bar chart and this is a default. But then I realize that there are many categories that are blank - for example children, parenting men over 20, expectant men over 20 and I realize I really don't need these categories being blank because maybe my program was not even targeting males or children.

But my program was targeting parenting women over 20 and I want to indicate that we didn't have any.

So I go ahead and I - and you can see on the screen I reselected the data and I removed the male and the children from my data. I'm going to go through the exact same process of eliminating borders and titles and legends and grid marks and this is the end result.

Now let's talk about pie. So as I said before, many data visualists will persuade you against using pie charts since it are hard for people to measure vertical data but there are occasions where pie charts can serve the purpose of putting things into perspective because it uses percentages and it's useful to compare parts to whole.

There is a rule of thumb. You have to use percentage so the total amount must add to 100. When you have duplicated case respondents that can fit into more categories - more than one category - pie charts cannot be used. They have to be unduplicated cases. You know, use a few categories - two to four - no more than that - and if you have several categories, consider only highlighting the most important ones.

For the first part of this example I will turn participants by category into a percentage instead of the total number reported so we can use it in a pie chart. And this is our - this is the default that Excel gives us with all the standard colors.

So if we wanted to create a pie chart of the proportion of enrolled participants by type, Excel will give us something like this. If we compare with a bar chart, the bar chart paints a more accurate picture because it uses real numbers

and not proportions but if we want to put this into context, showing proportions may be useful.

So we have several categories. Again it might be a little bit harder to read but I'm going to do something different with this pie chart. I want this pie chart to tell the story. I want this pie chart to say that our participants - the vast majority of our participants were expectant girls under the age of 19. So I'm going to clean it up. I'm going to brand it with the colors but I'm only going to highlight that data that is interesting to me that 3/4 of enrolled participants are expectant girls.

So that's the only data that I'm showing with a number and the rest of the slivers of the pie - I'm suing different shades of the same color and the white border so you know that there are more participants but I want your attention to be drawn to that big piece of the pie.

I'm sure you are also collecting some qualitative data maybe in the form of feedback forms, comments, suggestions. Maybe you're doing focus groups or interviews with your participants and there is great use of qualitative data and you can easily integrate it into either a data placemat or even in your report.

This is an example of a word cloud which is great because it gives you kind of like a quick thematic analysis of recurring words in your text and there is a website that I love to use - Text Vito. Again that's also in the resources and the web is full of this type of software and you can create different shapes with your text.

It's very decorative. It can tell a story if you put it in the right context but if you want to use qualitative data to really enhance your qualitative findings, I'm going to share with you a few more examples.

This is some data that I was working on on client satisfaction at a family planning clinic. So I have my data and my bar charts indicated that people were lease satisfied with the wait. They had to wait a long time. So I created by bar charts. I highlighted the short wait in a different color in a bold - with a bold big number - but I had a lot of comments about people having to wait a long time so I integrated one short and direct comment next to my chart so people can look at your numbers but by looking at that comment and knowing that it's a young - young women - it really adds context to your results.

Another way of doing it if you need to incorporate all the data as a summary in your reports or even in the data placemat is to do a quick thematic analysis. So here I basically analyzed - I identified the scene for all the comments that the clients left and I identified three main themes and I only selected one key quote that highlights or is a good representation of each theme and you can include that as part of your results.

Okay so now let's talk about how we put all of this together into one large piece of paper. So hopefully by now you have all of your charts created with your titles and you just have to create that big piece of paper. Depending on the number of variables that you have, you may need one, two or even three placemats.

For example you can have one with all of your demographic data as I'm going to show here, another one with all of one of your training and partner's data and a third one with specific program data. If you want to be site specific, you can create a placemat for each site. You have to decide what is most useful for you.

As you can see here, this is actually a hand sketch that I did of the data placemat that I'm going to share with you and I plan on using a large 11 by 17 piece of paper and you can see this in your handout that we have posted. So hopefully by now you have all downloaded and maybe printed out that handout and you have it in front of you.

And I selected six demographic variables. I left space for some guiding and reflecting questions for the participants and I also left some blank space or no space for people to respond to the questions and take notes. Once you have your placemat sketched out, it's time to transfer it into PowerPoint and I will run quickly through several screenshots to give you a sense of the process.

Open up your PowerPoint and you're going to start with a slide. Now that slide is not going to be the right proportion. If you're using the 11 by 17 inch, you have to change the proportion of your slide or else it's not going to print correctly. So go ahead and go to page setup. In the page setup you can see that you can change the width and the height of that slide and you want to display it as a landscape. That way you already have your slide set up and I decided to separate it into six spaces.

I left a big header on top and I have six different spaces. So I basically use the line function under shapes to divide my space into six squares and you can see that I put the lines in a light grey because you want to have that visual division but you don't want those lines to stand out. You want your charts to stand out, your data to speak. You don't want that extra visual garbage to have a voice, okay.

So let's start assigning. So for each space I want to have enough space for the title, my chart, the questions and the notes. So I'm creating the questions and the notes with a text box. I open the text box. I type the lines next to each

other to create that note section and I also created another text box with the questions. I left enough space to copy paste as an image my chart next to it.

And you can play around with it. You can play with the width. Once you have that completely designed and you like how it looks, you copy paste it into the other spaces. Also know that I left a wide header in that page where you're going to be including the name of your project if it's your demographic data or your trainer data but also you want the name of the participant, the date of the session and the role in the project and you're going to find that information in the upper right corner of the piece of paper.

Remember that after the facilitation process they're going to give those papers back to you so you want to know who said what and who was the role in the project so you can have a better sense of - you can put their comments in context. Okay so we have just continued copy pasting the rest of the chart and also copy pasting the notes sections as well as the question section.

And this is your final product. This is the example of the data placemat and I know that in the screen if you have a small screen like mine, it might look a little bit blurry but I promise you that when you download the handout, you will be able to see crystal clear all of the questions and if you can print it in a big format, it will look much better but I just wanted to guide you through this.

So you have - in the big header you have your name. you have the demographic data tile for that placemat information about the participant or who you're giving this placemat to and for each section you have very clear charts, questions and notes.

So for example the questions that I pose here are just examples for this webinar. You have to decide what questions make sense for your project. So for example for the total participants by year I have is the number of participants congruent with what you have observed in the program? Are we reaching the number of participants we expected or for the race are we reaching the appropriate ethnic or racial group? Are there specific barriers to reach the black and Latino youth? So depending on your program, you may have different questions.

Okay so now we have - we have the data - beautiful data placemat and it's time to invite your stakeholders. It is likely that some of the stakeholders you select will not feel comfortable with the data so that it's very important to prime them to engage them.

So how do you prime them? you tell them what the activity's about, why you're doing it, what is expected from them and equally important is to reassure them that the data, the discussion process or the feedback from the data that you get from them one, is not a reflection of their work and I cannot emphasize that enough because a lot of people can feel very uncomfortable feeling that you're judging them and you have to reassure them that it will not be held against them.

Also remind them that they're important pieces to program evaluation. Since they're the eyes and ears on the ground, they're a big part of that evaluation puzzle.

Now you have generated your list. You have invited people and the next step is to create an agenda for your activity and a facilitation agenda looks similar to this. It's important not to skip the introductions. I know that sometimes we just want to go through the activity pretty quickly and sometimes we skip on

some parts of the introduction which includes an overview of the data placemat, technique and the purpose and the icebreaker is very important.

Remember some stakeholders may be nervous if they don't feel comfortable with data or if they feel that they're responsible for the numbers that you're sharing. So reassure them that this exercise will help improve the program and that their feedback is critical and very valuable. You can incorporate an icebreaker to reduce anxiety particularly if people don't know each other very well.

Okay so it's facilitation day and depending on the number of stakeholders, you may have two, three, four tables of five or ten people on each table. Make sure that when you set up their tables you provide them with writing utensils, notepads and their own copy of the placemat but also insure they have enough space on the table to accommodate all the materials. If you have some of those traditional round tables with ten people and you have the 11 by 17 piece of paper, writing utensils, it can get a little bit crowded. So make sure people have space to move and move materials around.

Ask one person from each table to be the recorder although everyone - everyone should be making notes on their own piece of paper and returning the paper to you. It's important to have a recorder to kind of keep track of the conversation, keep that conversation moving but also record the key points of the discussion.

Ask each group to read each variable one by one, read the questions and discuss first among themselves. At the end you can have everybody or have the recorder from each table kind of like share some of the key aspects of those - of that discussion.

The facilitator should go around the room listening and providing support to each of the small groups. So during this time the facilitator should reflect internally whether the discussion is going in the right direction or if the participants are off track and feel free to jump in, redirect the conversation, add some of the guiding questions to reroute the activity because at the end you want to make sure that you met your goal, that you met your expectations for that activity.

And at the end make sure that they return all the notepads and placemats so you can gather all of that great information. Once the first placemat session has been thoroughly discussed, the recorder from each group will share the group's answer and then you can move onto the other placemats if you have more than one.

Depending on the complexity of the data you are reflecting on, you can spend between 15 to 25 minutes on one placemat and one full session can last between 1 1/2 to 2 hours depending on the data that you want to discuss and I would not recommend going over two hours. Some people get very tired when looking at the data so it really depends on your stakeholders how long you can keep them (unintelligible) for.

So after everything has been said and done and you go back to your office, meet with one or two key staff to sort through the placemats and notepads and any recordings or the group recorder's notes. Summarize the findings per variable noting any idea for improvement or any observation that may help you contextualize the data or examine the data under a different light.

For example if a facilitator noted that many participants change relationship status because they got married during the program or got separated from the partner and for some reason that affected their participation in the program,

maybe you may want to interview more project managers to understand this dynamic and really understand how it affected the participation in the program because that would add more information to your results.

So when we talk about sharing with the stakeholders, it is important to understand that this data placement activity is a tool to help you reach and contextualize your evaluation results. You do not share the discussions that arose at a data placemat. You're not going to be writing a paper about it. You're not going to be doing a poster about it but you're going to be incorporating their observations in a final write-up basically providing the context to better understand your evaluation findings.

However once your evaluation results are ready, it is likely that you will disseminate your overall evaluation results through several channels like traditional reports, oral presentations and digital media. And I encourage you to really apply the basic concepts of data facilitation that we have discussed today to insure that your graphs are clear, communicate your message effectively and stand out. In the land of information overload brief visually appealing and graphic rich content gets more attention than the thick text space reports. Okay.

Before we conclude this webinar, I want to review today's objectives. So at the beginning I said that by the end you would be able to describe the purpose and process of developing a data placemat and we have certainly discussed how stakeholders are identified and how these variables are selected and how to establish your goal once all the data has been analyzed using basic descriptive statistics.

Another objective was to list at least three data consolidation techniques used to generate the data placemats and we have discussed how to select the right

chart for your data, remove the visual garbage such as lines, blank lines, grid lines when they're not necessary, gray out other markings to hide in plain sight and highlight - adapt them in dark or a different color if necessary if that helps you tell a story.

Branding your chart is important with your color palette, integrating your qualitative data to contextualize your findings and we also discuss how to use PowerPoint to design and organize your charts. And finally you're supposed to be able to describe the process of data placemat facilitation with stakeholders and we have recently discussed how to select the questions you want stakeholders to reflect while looking at the charts, how to encourage participation by creating a safe space for discussion and we have talked about the importance of processing the discussion in a small group with internal staff and use the facilitation results to contextualize your evaluation findings.

I also promise you that I was going to leave you with a lot of resources. I'm always free if you have any questions or any additional resources but this year resources will definitely help you. I've listed several books. Presenting data effectively is really great for people like us, you know, program managers, program people that need that additional support.

There are several websites that will help you with this validation. The (unintelligible) website is really good at identifying the right charts and some quick tutorials on how to do them. And there is good - there are great chart supports out there. The data consolidation catalogue also helps you on how to create those charts and identifies the exact software that you need.

Use Labs and also Tablo Public is another free cloud-based data consolidation. If you want to get creative with funds although we have not talked about funds but you can get creative with funds. There are free funds

out there and also there are many websites with graphics and these are just a few of really growing fields of data consolidation support that you can find online.

And again if you have any questions, feel free to contact me. My information is on the screen. Email me or call me. I love talking about this topic as you know. So if you want to share your experience or if you're stuck and you need further advice, I would be happy to help you out.

I'm opening the mikes again because I really want to hear from all of you if you had any time to reflect on your experience and if you, you know, when designing a data placemat, you know, what do you anticipate would be most challenging for you? Is it the Excel part? Is it working with the stakeholders? So if you have any questions, please feel free to type it in the Q&A or you can dial star one and the operator will put you right through.

(Sabrina Chapel): Great and while we're checking, thanks (Genevieve) for that insightful and rich presentation. While we are taking questions, we just want to let you know that your input is very important to us and it helps us determine how to plan for futures training. So before leaving this webinar, we ask that you please complete this evaluation survey or feedback form. It can be done right on the screen and again at the same time we're taking questions so keep it coming.

You can do your providers feedback right on the screen so just use that mouse, click, click, click away and submit and we will get your feedback. So now I'm going to ask the operator if we have any questions from phone land.

Coordinator: I do not show any questions from the phones but again if you would like to ask a question or share a comment, you can press star 1 and record your name and I'll open your line. Again that's star 1 and record your name.

(Sabrina Chapel): Great and I know (Genevieve) and (Mila) you all have filled in those questions in the Q&A. Okay - oh go ahead.

Dr. (Genevieve Martinez-Garcia): Somebody's asking for my email address again so I'm putting it as a Q&A so you can see shortly my email as well as my phone in the Q&A.

So I would like to hear from those of you that feel comfortable with Excel or you feel that you're going to have a heart attack. As you're going through the slides, was it easier for you? do you still feel confused or what other types of resources do you think you need to really get going or do you feel that this is a tool that you can definitely use with your stakeholders or do you feel that your stakeholders will still be a little bit reluctant to participate in a - in a project like this - in an exercise like this one?

One thing that might be good to know if for some reason you feel that you cannot meet with your stakeholders face to face because for whatever reason - maybe they're remote. Maybe it's impossible to get everybody in the same room. There might - you may be able to adopt this activity and do it remotely. For example you can have a data placemat, send it by email and ask them to provide feedback on that - on the question.

So you may not have that group discussion interaction which usually generates really rich discussion but at least you will be able to hear from all of them in a more private setting and this may also be important if for some reason you feel that the stakeholders that you want to invite may not feel comfortable sharing this in the open and they may feel more comfortable if you talk to them one on one.

So don't feel that this is something that you definitely need to get everybody on board but it could be something that you can do as well.

(Sabrina Chapel): And this is (Sabrina). I just want to check out there. We're going to be wrapping up here in just about one minute. We thank you for your - the additional time that you're staying online with us but I just want to check again to see if we have any questions from phone land and it doesn't look like we have anything in the queue on the actual webinar itself.

Coordinator: At this time speakers, there are no questions in queue.

(Sabrina Chapel): Thank you. Okay well (Genevieve) I think that you have done this definitely incredible justice today on this presentation. Again it was very insightful and very rich information and we thank you.

This information we will share with all grantees. We'll be sending that out and placing it on our website very shortly. If you have any further questions, please feel free to reach out to your project officer. Again thank you all for joining today's webinar on data placemats and we hope that you are feeling much more confident on actually using this as a performance analysis tool. Thank you.

Coordinator: The call has concluded. Thank you for your participation. You may disconnect at this time. Speakers, please stand by for the post conference.

END