

CITY OF MADISON

Midpoint Check-In Evaluation

7/30/2026

Background:

Recruitment began in January of 2026 and there were 24 nominees. **67% of nominated participants accepted** invites to join the mentorship program.



- 7 mentors
- 9 mentees

Agencies represented in the mentorship program:

- | | | | |
|--------------------------|--------------------------|--------------------|-------------------|
| 1. Attorney's Office | 3. Community Development | 7. Human Resources | 11. Parks |
| 2. CDA Housing Authority | 4. Engineering | 8. Library | 12. PHMDC |
| | 5. Finance | 9. Mayor's Office | 13. Streets |
| | 6. Fleet Service | 10. Metro Transit | 14. Water Utility |

Meetings & Communications:

March 2026: The mentorship program began with the following events:

- A virtual mentee orientation with **100% participation**
- A virtual mentor orientation with **100% participation**
- An in-person program kick-off with **100% participation**



May 2026: We held virtual mentee and mentor-specific development discussions. 100% of mentees and 100% of mentors participated in their respective development discussions.

Communications: Monthly mentorship communications were sent, between program-hosted events, highlighting resources and support for:

- Relationship building
- Growth and development
- Positive experiences for all program participants



June 2026 – Mid-Point Check-In: The mentorship program held an in-person mid-point check-in session to continue fostering community and relationship building. The midpoint check in yielded 65% participation.

- 2 out of 7 mentors
- 6 out of 9 mentees

***NOTE:** Finance's Operating Budget Kick-Off Meeting was scheduled over the midpoint check-in which greatly impacted overall attendance. *

Mid-Point Check-In Evaluation:

75% of all program participants (12/16) completed the mid-point check in evaluation. The results are as follows:



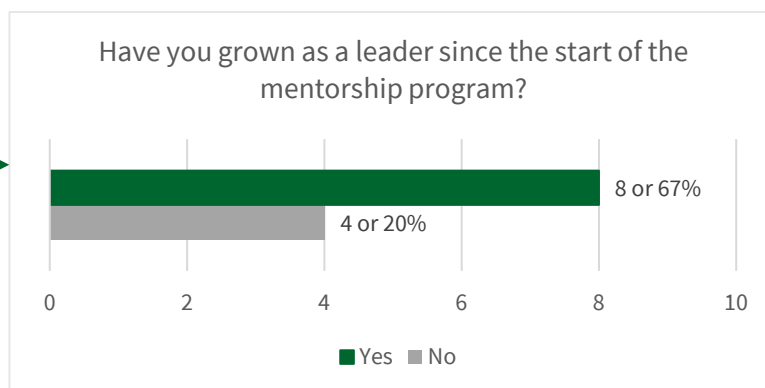
1. We asked participants to rate the usefulness of the resources that were provided throughout the program.
 - **83%** of participants who used the **Mentorship Guide found it useful**
 - **91%** of participants who used the **Monthly Communication found them useful**
 - **50%** of participants who used the **Individual Development Plan (IDP) found it useful**
 - **66%** of participants who used the **Skills Self-Assessment found it useful**
 - **63%** of participants who used the **Feedback Resources found them useful**
 - **40%** of participants who used the **Clifton Strengths Assessment found it useful**

- **100%** of mentor participants **found the mentor development discussion useful**¹
- **100%** of mentee participants **found the mentee development discussion useful**²

The remaining results are in alignment with the mentorship program's main objectives:

- **Leadership Development:** Growth and development of both mentors and mentees.
- **Equity and Inclusion:** Promote belonging, retention, and advancement of diverse employees.
- **Organizational Learning:** Increase cross-agency socialization, collaboration, and learning.

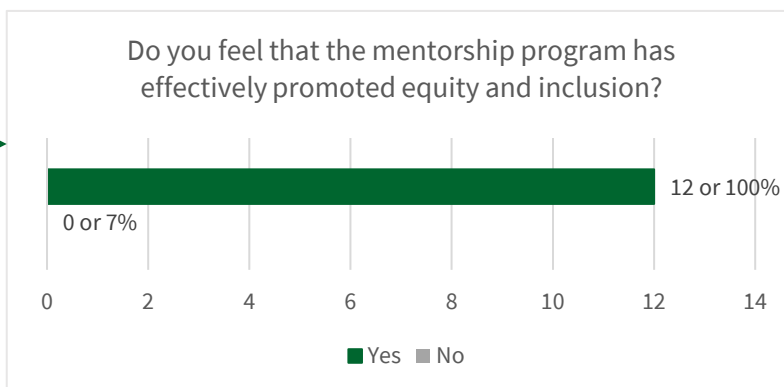
2. We asked participants if they've **grown as leaders** since the start of the program and in what ways.



3. **Major themes identified in open-ended responses** (8/12 respondents)

- **Communication & Active Listening:** Participants became more intentional about how they listen and engage with mentees and colleagues. Finding common ground and improving interpersonal dynamics emerged as a key area of growth.
- **Self-Awareness & Confidence:** Participants gained greater awareness of their own strengths and their impact on others. This includes speaking up more confidently in group settings and recognizing the influence their behavior has on those around them
- **Organizational & Strategic Thinking:** Participants described improvements in planning, organization, and long-term goal setting. This reflects a shift from day-to-day task management toward a broader, more strategic leadership mindset
- **Navigating content & politics:** Participants developed a stronger grasp of both organizational and broader political dynamics. This includes leveraging available resources and understanding the systems and contexts in which they operate.

4. We asked participants if they felt the **mentorship program promotes equity and inclusion** and to share an example.



5. **Major themes identified in open-ended responses** (11/12 respondents)

- **Create safe and welcoming spaces:** Respondents highlight how the program cultivates an environment where people feel comfortable being open and vulnerable. Respondents described the setting itself, and the culture within it, as affirming all identities: race, culture, gender, and more. Active steps (e.g., asking men to take notes) signal intentionality.
- **Shared identity & representation:** Respondent share how having mentors from diverse racial, ethnic, and cultural backgrounds matters to participants. Respondents noted the value of being paired with someone who shares their experience and who brings empathy and lived understanding to the relationship.

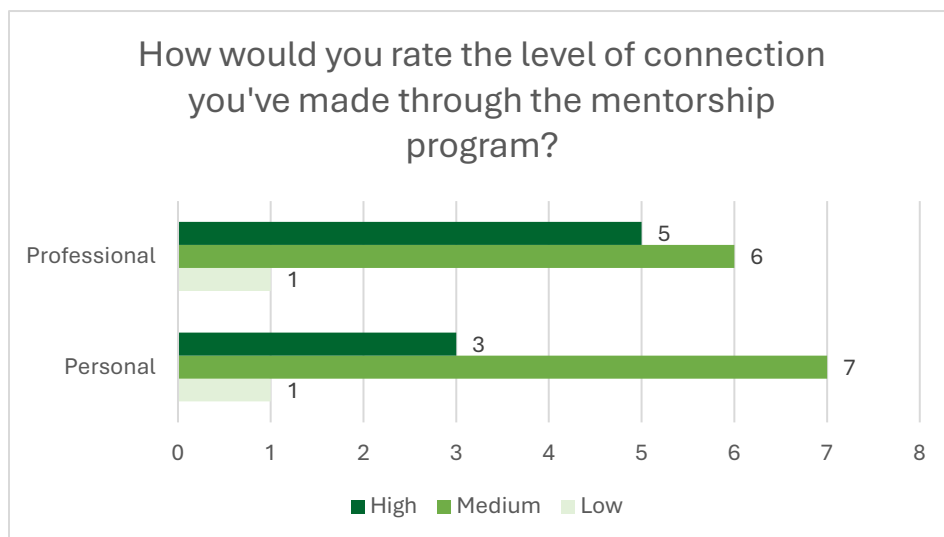
¹ This figure reflects the 50% of mentors (n=4) who completed the mid-point check in

² This figure reflects the 89% of mentees (n=8) who completed the mid-point check in

- **Flexibility & individualized support:** The program adapts to each person rather than following a single fixed path. Mentors and mentees together determine focus areas, making the experience accessible to people with different backgrounds, goals, and starting points as opposed to a one-size-fits-all.
- **Cross-department connection:** By pairing people across teams and departments, the program expands networks and breaks down silos. Participants gained insight into other areas (fleet, parks, water utility) and built relationships, including links to community organizations, beyond their immediate workplace

6. We asked participants to rate the **level of connections** they've made through the program and how they're benefiting from these connections.

91% of respondents rate their personal **and** professional connections as medium or high



7. **Major themes identified in open ended responses** (12/12 respondents)

- **Expanded networks and relationships:** The most common benefit is meeting city staff and agencies participants would never have encountered otherwise. Connections extend beyond work into golfing partners, community organizations, even family. Participants are motivated to keep building relationships citywide.
- **New perspectives & peer learning:** Hearing where others are in their journeys and learning what other agencies does broaden participants' understanding. Even those unsure of concrete benefits so far consistently named gaining new perspectives as an early and tangible takeaway.
- **Confidence & self-compassion:** Several respondents described feeling more confident, asking for support, giving themselves grace and space, and rebuilding self-assurance they felt was lacking. The relationships provide emotional footing, including support through turbulent periods.
- **Practical career guidance:** Mentors provide honest, actionable coaching like how to interact better with supervisors, set and navigate long-term goals, and tackle real work tasks together. Advice is grounded in participants' actual situations.

Want to Learn More about the Mentorship Program?

Connect with Leadership Development Specialist, Jay Winston at OrganizationalDevelopment@cityofmadison.com to learn more or get involved.