



CITY OF **MADISON**

Human Resources
Organizational Development Unit

Mentorship Program Evaluation

Submitted for Consideration on
January 9, 2024

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Program Background:

Although mentoring is associated with a variety of individual and organizational benefits, there exists organizational and structural barriers to facilitating mentoring relationships at the City of Madison. In the [2019 MAC/WIC Survey](#), less than half of respondents reported receiving mentoring for professional growth, while those who did were more likely to express understanding in advancing their careers. This is an ongoing trend, as identified by the [2018 Employee Voice Survey](#), where only 42% responded favorably about the City's quality in coaching and mentoring employees.

BIPOC (Black/Indigenous/People of Color) employees and women are underrepresented in supervisor and management position within the City of Madison, and when viewed through an intersectional lens, this issue is exacerbated. As of 2022 there were over 300 supervisor positions and fewer than 6% of these positions were held by women of color. Many employees are also relatively isolated as the "only" of their gender or race/ethnicity within their team, unit, or agency.

As a result, the Mentorship Program was piloted with the following key goals:

1. **Leadership Development:** Focused on the growth and development of both mentors and mentees.
2. **Diversity and Inclusion:** Aimed at promoting belonging, retention, and advancement of diverse employees.
3. **Organizational Learning:** Intended to increase cross-agency socialization, collaboration, and learning.
4. **Capacity Building:** With a long-term vision of building capacity for a citywide mentoring program.

The first year of the program was kept relatively small and officially ran from February to August 2023.

Program Structure:

- **Group Mentoring:** The Mentorship Program was originally structured around group mentoring for the purposes of maximizing development opportunities and addressing an anticipated shortage of mentors. The pilot program had 1.5:1 mentee to mentor ratio. Each mentor was paired with two or three mentees based on shared interests and identity and were prompted to meet at least four times throughout the course of the pilot.
- **Support:** Organizational Development provided learning experiences and materials to participants, including but not limited to: training session during program kick off, mentorship handbook, monthly email newsletters with optional discussion topics and accompanying guides, midpoint check in with breakouts for mentors and mentees, and individual coaching and consultation, by request.



Evaluation Findings:

These findings were a result of evaluating participants survey responses during the midpoint check in and pilot evaluation at the end of the program.

1. **Engagement:** Engagement remained steady through the first half of the pilot and slowly declined after the midpoint of the pilot. Several individuals dropped out of the pilot after the midpoint check-in resulting in an update to mentoring group matches. (OD support staff were excluded from below headcount)
 - Kickoff:
 - 17 participants engaged with the kickoff survey.
 - 20 attended the kickoff meeting (virtual)
 - Midpoint:
 - 13 participants engaged with the survey.
 - 19 attended the midpoint meeting (virtual)
 - Final Evaluation:
 - 11 participants engaged with the survey.
 - 14 participants attended the Celebration (in person)
2. **Midpoint Check-In:** By the midpoint check-in of the pilot, 90% of participants were satisfied with their mentoring relationship and had met or had scheduled meetings with their mentor/mentee.
3. **Communication and Resources:** Participants reviewed monthly communications at a high frequency yet there was overall a low use of the provided resources within those communication. When asked, participants expressed a desire for facilitated opportunities to support in the application of the provided resources.
4. **Satisfaction:** Overall, 80% of participants were satisfied with their mentoring relationship despite a low Net Promoter Score of 36. This is in large part due to the high number of passive scorings (7 & 8) which do not contribute to the overall net promotor score calculation. Participants reports that expectation for the mentorship program were met or exceeded with no mentors declining to participate in the future. Participants did express a desire for more support and mentorship experience to feel confident in their roles.
5. **Program Extension:** The initial length of the pilot was extended by two months due to transition in OD support staff. The original four-month pilot transitioned into a total of six months, leading to favorable outcomes and increased meeting frequency. The two-month extensions created more opportunities and means for mentor/mentee connections resulting in most participants meeting three or more times.



Recommendations for Future State:

These are the proposed recommendation and future state of the Mentorship Program based on the current findings and participants suggestions, as outlined in Appendix 1.

1. Recommendations for Year 2:

- Implement orientations and workshops based on evaluation findings.
- Strengthen relationship-building opportunities.
- Emphasize in-person interactions.
- Continue to support mentors and mentees in their roles.

2. Changes Based on Evaluation:

- Mentees and mentors will have separate orientations before a combined in person kickoff mixer. Mentee focus will be on ownership of their development journey. Mentor focus will be on sharing best practices to ensure a successful mentoring relationship.
- The kickoff mixer will be In-person mixer to facilitate and support the relationship building process.
- The Program Manager will facilitate workshops for mentors and mentee to support the application of the provided resources. E.g.: skill assessment and networking ABCs.
- The midpoint check in will take place In-person to continue the facilitation and support of the relationship building process.

3. Total Hours Commitment:

- 10 hours of professional development, with seven (7) hours facilitated by the Mentorship Program Manager and three (3) for mentoring groups to meet.



Year 2 Implementation:

Program Goals

The goals of the Mentorship Program will remain the same with a key focus on:

1. **Leadership Development:** Growth and development of both mentors and mentees.
2. **Diversity and Inclusion:** Promote belonging, retention, support, and advancement of diverse employees.
3. **Organizational Learning:** Increase cross-agency socialization, collaboration, and learning.
4. **Capacity Building:** Build capacity for a citywide mentoring.

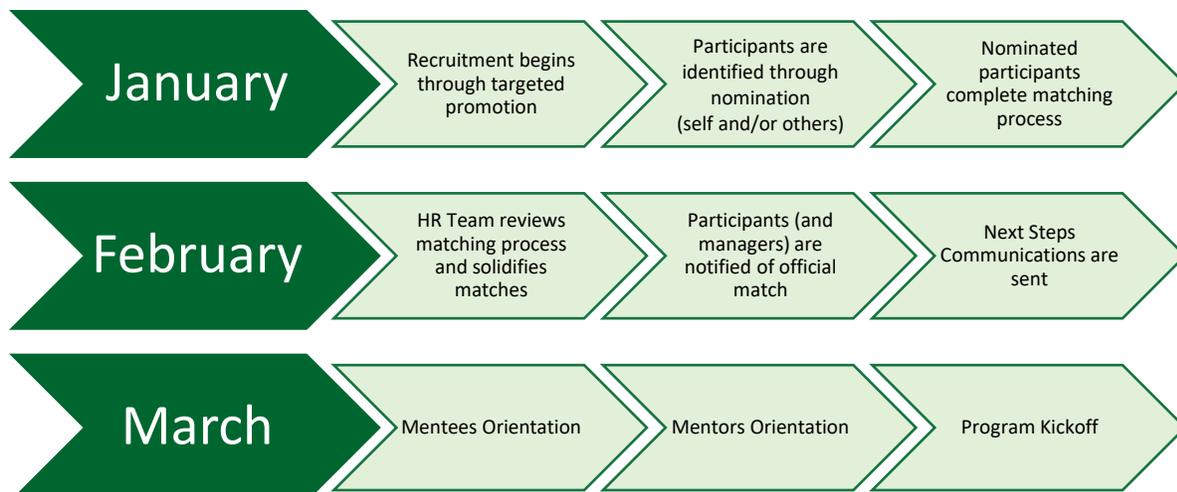
Program Structure

The structure of the Mentorship Program will remain the same with a key focus on group mentoring for the purposes of maximizing development opportunities and addressing an anticipated shortage of mentors.

The pairing process will be led by the program manager, Jay Winston, accompanied by a working group of HR professionals consisting of representation from employee labor relations, human resources services, and organizational development. The purpose of doing so is to information share, leverage expertise, and ensure appropriate matching to meet participants needs.

Organizational Development will continue to provide comprehensive support through learning experiences and materials to participants, including but not limited to training session during program kick off, monthly email newsletters with optional discussion topics and accompanying guides, midpoint check in with breakouts for mentors and mentees, and individual coaching and consultation, *by request*

Recruitment Process





Program Overview

Event	Target Date - 2024	Time Commitment
Mentee Orientation	March 18 @ 3pm	60 minutes
Mentor Orientation	March 19 @ 3pm	60 minutes
Kickoff Mixer	March 20 @ 11am	60 minutes
Monthly Mentorship Meetings *	March 21 – September 6	180 minutes
Mentee Development Discussion	May 14 @9am	60 minutes
Mentor Development Discussion	May 15 @2pm	60 minutes
Midpoint Check In	June 12 @11am	60 minutes
Mentee Development Discussion	July 15 @ 3pm	60 minutes
Mentor Development Discussion	July 17 @ 9am	60 minutes
End of Year Celebration	September 10 @ 3pm	60 minutes

- Mentee
- Mentor
- Both

* Mentorship meetings typically last for 60 minutes at a time totaling 180 minutes, or three hours over the course of the program. Monthly mentorship meetings are suggested to occur at least 3 times in the target date window of March 13th to September 6th.



Appendix 1:

Participant Suggestions:

We asked participants during the Mentorship Celebration meeting what they would like to start, stop, and/or continue.

START:

- Celebrate networking sooner.
- Creative ways to meet goals identified in mentorship.
- Permanent long-term networking and mentorship program.

STOP:

- Having the kickoff meeting virtually, advocating for in-person meetings.

CONTINUE:

- The program and its expansion.
- Goal setting.
- Mentorship groups.
- Small networking events.
- Guidance for program activities.
- Support from supervisors/HR for mentorship during work time.