The Intermediary Network (INet) is a national association of leading education, workforce, and youth development organizations working in local communities to ensure youth success. Network members connect schools and training organizations, employers and workplace partners, social services and community organizations, and families and neighborhoods to improve outcomes for youth and help build a future workforce. A group of national Affiliate Members support local organizations in their efforts to improve the lives of our nation's youth. Members also convene local, regional, and state-wide organizations doing similar work to maximize resources and effort.

The growth of Intermediaries is part of a broad trend within our economy toward fluid, networked, and interactive systems for organizing multi-partner communication and collaboration. As innovative, project-specific, and goal-oriented partnerships have grown across the country, organizations that broker, manage, and simplify these relationships have matured. The Intermediary Network represents a set of these organizations that have come together since 1999 to define and improve intermediary practice; promote the efficacy of intermediary work; design strategic approaches to sustain and expand intermediary practice; and to engage in a peer-supported, self-managed professional learning community.

This self-assessment is part of an integrated set of tools designed to help intermediaries determine progress, document success, prioritize activities, and plan for improvements as they implement intermediary activities to promote and ensure youth success. Intermediary teams should review the **Strategic Intermediary Functions** framework prior to conducting this self-assessment. The left-hand column of the assessment lists the effectiveness indicators for each strategic intermediary function. Teams first rank their progress in each area, then analyze their capacity and identify existing partners or resources that can help achieve results in each area. Additional partners or resources needed to effectively address the area should also be identified.

This **Functions Self Assessment** helps define what an intermediary *does* to support the development of a comprehensive local youth-serving system, and serves as the foundation for determining the strategies and tactics that can be applied to achieve the intermediary's priority goals in the **Comprehensive Workplan**.

Instructions

- Have each team member individually identify **progress** in achieving the results in the first column of the self-assessment and rate the team's **capacity** to achieve the stated results in the second column, using the following legend.

  ○ = Not on our radar screen   ◔ = Just started   ◕ = Pretty far along in implementation or practice   ● = Fully integrated into system

  ? = Limited or no Capacity   **+** = Sufficient Capacity   **!** = Significant Capacity

- Have all team members post their responses on a large, wall-sized version of the self assessment (by making tick marks indicating their choices) and discuss, especially where there are wide differences of opinion.
- List current partners' strengths and interest in each area and identify new partners or resources needed to increase capacity in the fourth column.

Function: Convene
Intermediaries Convene local, regional and/or state leaders, practitioners, and customers across sectors to ensure youth success

Indicators / Results	Progress	Intermediary Capacity	Partners/Resources
▪ Leaders are identified and engaged.	○ ◑ ◕ ●	? + !	
▪ A leadership body is convened and addresses issues and opportunities.	○ ◑ ◕ ●	? + !	
▪ Quality practices are shared among partners.	○ ◑ ◕ ●	? + !	
▪ A common, sustained vision has been built among key stakeholders.	○ ◑ ◕ ●	? + !	
▪ Constituents are engaged across sectors and communities.	○ ◑ ◕ ●	? + !	
▪ A forum for building a system that connects educational institutions, youth serving organizations, families, communities, and workplaces has been created.	○ ◑ ◕ ●	? + !	

Self-Assessment Legend

Progress: ○=Not on our radar screen   ◑=Just getting started   ◕=Pretty far along in implementation or practice   ●=Fully integrated into system
Capacity: **?** = Limited or no Capacity   **+** = Sufficient Capacity   **!** = Significant Capacity

Strategic Intermediary Functions Self-Assessment

Function: Connect

Intermediaries connect and broker or provide services to youth, public and private partners, including schools and training organizations, employers and workplace partners, social services and community organizations, and families and neighborhoods

Indicators / Results	Progress	Intermediary Capacity	Partners/Resources
▪ All stakeholders are aware, and demand has been created.	○ ◐ ◖ ●	? + !	
▪ Services to address partner's needs and support their involvement are provided.	○ ◐ ◖ ●	? + !	
▪ Training and professional development activities are provided to all partners. Cross-training activities are in place.	○ ◐ ◖ ●	? + !	
▪ Services have been mapped and cross-agency collaboration is underway.	○ ◐ ◖ ●	? + !	
▪ Youth are connected to and supported in appropriate developmental experiences in workplaces, classrooms, and the community.	○ ◐ ◖ ●	? + !	
▪ Quality work-based and classroom learning are actively promoted.	○ ◐ ◖ ●	? + !	

Self-Assessment Legend

Progress: ○=Not on our radar screen   ◐=Just getting started   ◖=Pretty far along in implementation or practice   ●=Fully integrated into system
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Intermediary Network

Convene, Connect, Measure, Sustain

Strategic Intermediary Functions Self-Assessment

Function: Measure			
Intermediaries Measure effectiveness and ensure the quality and impact of youth-serving efforts			

Indicators /Results	Progress	Intermediary Capacity	Partners/Resources
▪ Goals have been established and success is measured against them.	○ ◔ ◑ ●	**? + !**	
▪ Partners have the capacity to collect and use data.	○ ◔ ◑ ●	**? + !**	
▪ Data is used to improve program performance and promote equity within the system.	○ ◔ ◑ ●	**? + !**	
▪ Quality standards based on promising practices have been established.	○ ◔ ◑ ●	**? + !**	
▪ Regular, formal reviews and external evaluations are conducted.	○ ◔ ◑ ●	**? + !**	
▪ Research, strategies, and results are shared with partners and the community.	○ ◔ ◑ ●	**? + !**	

Self-Assessment Legend

Progress: ○=Not on our radar screen ◔=Just getting started ◑=Pretty far along in implementation or practice ●=Fully integrated into system
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Intermediary**Network**
Convene, Connect, Measure, Sustain

Function: Sustain
Intermediaries Sustain effective practices through advocacy and progressive policies

Indicators / Results	Progress	Intermediary Capacity	Partners/Resources
▪ The public is aware of and supports a focus on youth issues.	○ ◑ ◕ ●	? + !	
▪ There is evidence of influence on national, state, and local policies.	○ ◑ ◕ ●	? + !	
▪ Local youth-serving systems are connected and aligned.	○ ◑ ◕ ●	? + !	
▪ Resources are generated, leveraged, and distributed.	○ ◑ ◕ ●	? + !	
▪ The long-term commitment to supporting youth success is promoted.	○ ◑ ◕ ●	? + !	
▪ Workforce development, economic development, and educational improvements efforts are aligned.	○ ◑ ◕ ●	? + !	

Self-Assessment Legend

Progress: ○=Not on our radar screen ◑=Just getting started ◕=Pretty far along in implementation or practice ●=Fully integrated into system
Capacity: ? = Limited or no Capacity   + = Sufficient Capacity   ! = Significant Capacity