

# Promising Local Practices: Selecting, Supporting, and Retaining an Effective Identification and Recruitment Workforce

May 2023

NASDME Conference 2023 • Albuquerque, NM



# Session objective

Facilitators and participants will explore, share, and discuss practices to help Identification & Recruitment coordinators, supervisors, and administrators in their efforts to establish, support, and retain their I&R workforces during times of unusual staff attrition influenced by various factors, such as organizational constraints or external disruptors (e.g., recent COVID-19 pandemic).

“

The ID&R administrator's work is critical to developing and maintaining a healthy ID&R system.

”

Migrant Education National I&R Manual, Chapter 9

# Session outline

- Introductions
- Invitation to engage
- California context
- Background
- Useful practices and considerations
- California subgrantee panel
  - Small group discussion
- Session participants “panel”
  - Large group discussion
- Additional Q&A
- Wrap-up



# Introductions: CDE and WestEd



WestEd  
WestEd.org



Jamie Contreras, Education Programs Consultant,  
California Department of Education (CDE)



Elvira Raya, Identification & Recruitment (I&R)  
Lead, WestEd



Gabriela Garibay, Training and Technical Assistance  
Specialist, WestEd



Heather Medina, I&R and Migrant Student  
Information Exchange (MSIX) Specialist, WestEd



Jocelyne Cardona, Senior Research Associate,  
WestEd

# Introductions: California subgrantees



WestEd  
WestEd.org



Sal Avalos (Kern County Office of Education,  
Region 5)



Veronica Pimentel (Kern County Office of  
Education, Region 5)



Maria Ponce (Riverside County Office of  
Education, Region 7)



Leonor Osornio (Pajaro Valley Unified School  
District, Direct-Funded District 11)



Efrain Magallanes (Monterey County Office of  
Education, Region 16)



# Introductions: Session participants

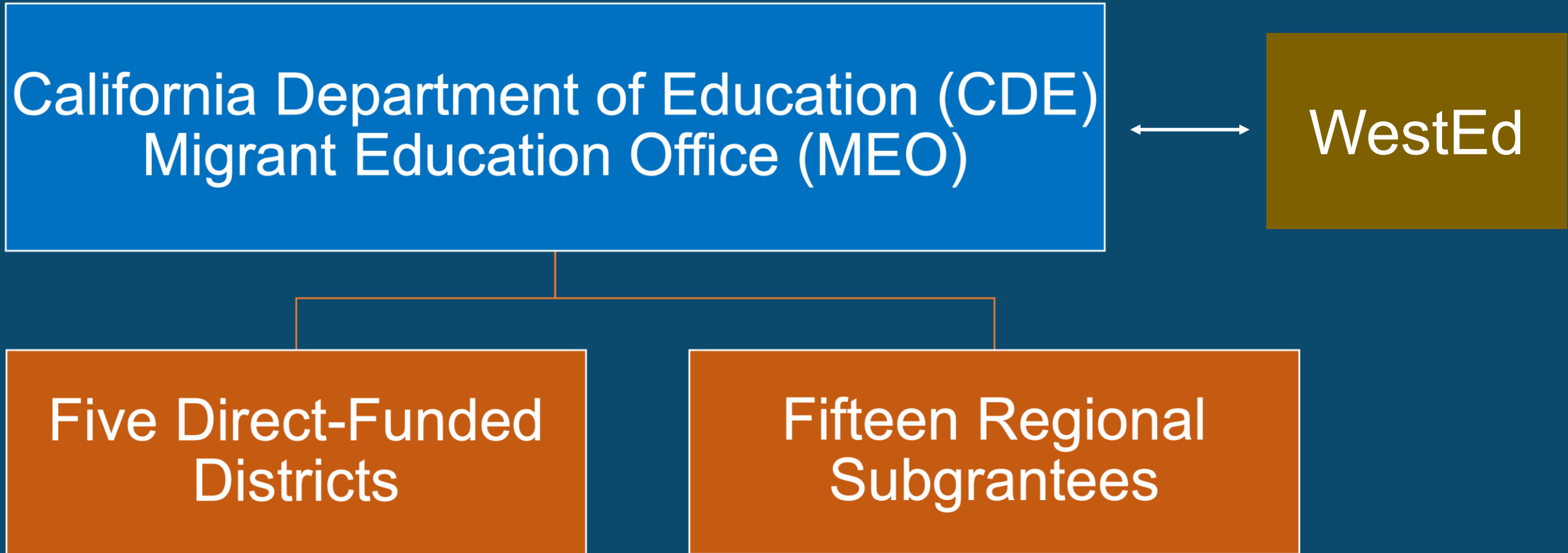
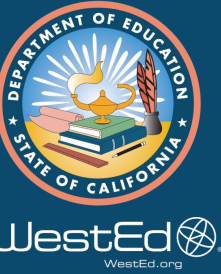




WestEd   
WestEd.org

# California context

# California MEP structure





# California MEP geography



WestEd  
WestEd.org



# California MEP facts

- Leading producer of fruits, nuts, and vegetables
- Largest population of migratory children and youths in the US
- High Mexico–California and inter-state migration
- Top student exchange partner states: Oregon, Arizona, Washington, and Texas
- Peak I&R times: spring, summer, and early fall



# California MEP by the numbers



WestEd   
WestEd.org

MEP population  
(2021–22): **74,770**

MEP population range  
by subgrantee  
(SY 2021–22):  
**233 – 9,242**

Certificates of  
Eligibility (2021-2022):  
approx. **17,843**

Local MEP  
subgrantees: **20**

Identification and  
Recruitment (I&R)  
Coordinators: **23**

Designated State  
Education Agency  
(SEA) Reviewers:  
approx. **58**

MEP Recruiters:  
approx. **215**

Local Data  
Specialists:  
approx. **120**

Migrant Student  
Information Network  
(MSIN) system users:  
approx. **800**

# Key I&R roles



WestEd  
WestEd.org



**Recruiter**



**Designated SEA  
Reviewer**



**I&R Coordinator.**



**I&R Local Trainer**





WestEd   
WestEd.org

# System-wide support

# Participant key take-aways



## Participant Key Take-Aways

Element, promising practice, or consideration discussed:	Do you have or do you do something similar?	If not, would it be valuable to your state or locality to have or to do something similar?	How might you adopt or adapt this element, promising practice, or consideration to serve a need in your state or local context?
From the California MEP (state level – facilitators): <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>			
From the California MEP (local level – panelists) <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>			
From another session participant (state: <a href="#">CA</a> ): <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>			
From another session participant (state: <a href="#">TX</a> ): <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>			

NASDME 2023. Albuquerque, NM. Session title: *Promising local practices: Selecting, supporting, and retaining an effective Identification and Recruitment workforce*. Facilitators: California Migrant Education Program

# State-level practices: Four key elements



# State I&R Advisory Committee



WestEd  
WestEd.org

## Purpose

To provide feedback & recommendations on critical topics to support policy and activities

## Participants

One representative each from nine subgrantees (45% representation)

## Frequency

Four times per year

## Setting

In-person or remotely, as appropriate



**Advisory  
Committee**



# State I&R Coordinators Network



WestEd  
WestEd.org

## Purpose

Foster communication and sharing;  
promote networking & collaboration

## Participants

The I&R coordinator from each  
subgrantee (100% representation)

## Frequency

Two-three times per year

## Setting

Typically virtual meetings with the potential for one in-person  
session



Coordinators  
Network

# State I&R Continuous Improvement Professional Learning Network (PLN)



## Continuous Improvement Professional Learning Network

### Purpose

Using data to study and improve  
I&R practices

### Participants

Participants from 20 subgrantees (100%  
representation)

### Frequency

Four times per year

### Setting

Half-day in-person or remote sessions, as appropriate

# I&R training

## Training Statewide I&R for Leads

<p>★ <b>Purpose</b></p> <p>Disseminate information and clarification; provide support</p>	<p>★ <b>Participants</b></p> <p>I&amp;R Coordinators, Designated SEA Reviewers, and local I&amp;R trainers</p>
<p>★ <b>Frequency</b></p> <p>Every other year, alternated with I&amp;R for the Field</p>	<p>★ <b>Setting</b></p> <p>Two day in-person session in Sacramento</p>

## Training Statewide I&R for the field

<p>★ <b>Purpose</b></p> <p>Disseminate information and clarification; provide support</p>	<p>★ <b>Participants</b></p> <p>Recruiters and Designated SEA Reviewers</p>
<p>★ <b>Frequency</b></p> <p>Every other year, alternated with I&amp;R for Leads</p>	<p>★ <b>Setting</b></p> <p>Two day in-person session in Sacramento</p>

## Training Statewide New Recruiter

<p>★ <b>Purpose</b></p> <p>Disseminate information and clarification; provide state-level on-boarding and support</p>	<p>★ <b>Participants</b></p> <p>New recruiters</p>
<p>★ <b>Frequency</b></p> <p>Twice each year</p>	<p>★ <b>Setting</b></p> <p>Three-day virtual session</p>

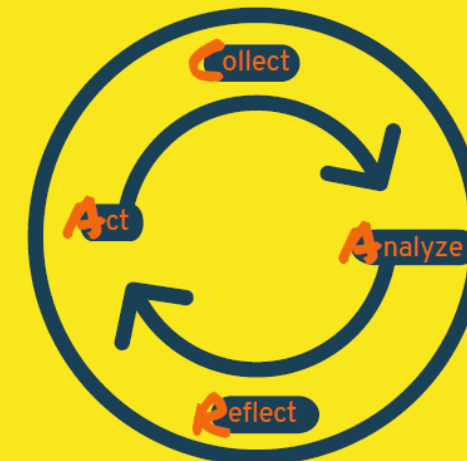
## Training Statewide Re-interview

<p>★ <b>Purpose</b></p> <p>Disseminate information and clarification; provide support</p>	<p>★ <b>Participants</b></p> <p>Re-interview leads</p>
<p>★ <b>Frequency</b></p> <p>Once each year</p>	<p>★ <b>Setting</b></p> <p>Two day in-person session in Sacramento</p>

## Training Local Re-interview

<p>★ <b>Purpose</b></p> <p>Provide targeted clarification and support</p>	<p>★ <b>Participants</b></p> <p>Varies, as necessary</p>
<p>★ <b>Frequency</b></p> <p>Ongoing throughout the year on an as-needed basis</p>	<p>★ <b>Setting</b></p> <p>In-person or remote, as appropriate</p>

## Cycle of Continuous Improvement





WestEd   
WestEd.org

# Useful practices and considerations at the county and district level



# Local useful practices and considerations



## Organizing your local I&R system:

- Look at your I&R budget.
- Revisit your current I&R model.

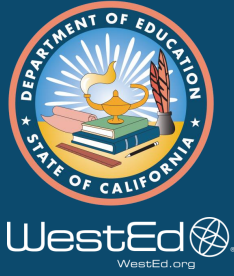
“

The administrator is central to the ID&R process, having primary responsibility for hiring, training, deploying, supervising, supporting, managing, and evaluating ID&R staff.

”

Migrant Education National I&R Manual, Chapter 9

# Local useful practices and considerations (2)



## LOCAL PRACTICE HIGHLIGHT

DFD 11 has a small recruitment team that focuses on recruitment only. DFD 11 has not had to hire new team members in the last 5 years.

## Hiring Recruiters:

- Include HR in your hiring process.
- Plan ahead
  - How do you plan to identify the right person?
  - How do you plan to make the role appealing?
- During the hiring interview
  - Be transparent about working hours, activities, and expectations.



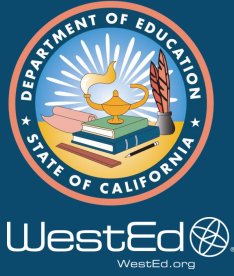
“

Recruiting can quickly become an isolating job without a pre-established support team. Recruiters often find it essential to meet regularly with peer recruiters to share tips, discuss problems, and network.

”

Migrant Education National I&R Manual, Chapter 10

# Local useful practices and considerations (3)



## Onboarding:

- Create local training that complements the State Training for New Recruiters, attends to the person's learning style, and provides ample opportunities for additional training or support.
- Allow and encourage new I&R staff to ask questions.

“

It is important to establish a “safe” learning environment where the recruiter feels free to share and to learn from both successes and failures.

”

Migrant Education National I&R Manual, Chapter 10

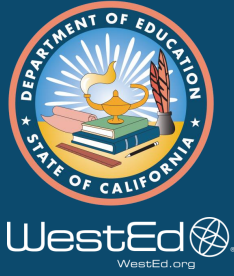




## LOCAL PRACTICE HIGHLIGHT

Region 8 has a planned training order. Along with the training of the manual, new recruiters are sent out to shadow an experienced recruiter right away. This way they can see "a day in the life of a recruiter" immediately. The new team member can then experience what the role entails. Ultimately, it can help them discern if the position is for them.

# Local useful practices and considerations (4)



## Provide:

- Stronger and longer in-house regional onboarding
- Ongoing high-quality trainings that include local trends in your local context
  - Changes in migratory patterns in your subgrantee area
  - Forms of recruitment that are no longer working
  - New opportunities and trends in I&R

### LOCAL PRACTICE HIGHLIGHT

In Region 5, all new recruiters are trained by regional staff and shadow others. They also are shadowed to ensure their foundational knowledge is strong before being "released" to the districts. This creates a strong understanding of concepts and expectations once in their district assignment.

# Questions



WestEd   
WestEd.org





WestEd   
WestEd.org

## California county and district panel

# California county and district panelists



Panel Member	Topic of Focus
Salvador Avalos and Veronica Pimentel, Kern County Office of Education	Considerations for hiring – budget, job descriptions, and unions
Maria Ponce, Riverside County Office of Education	Moving from a decentralized to a centralized model
Leonor Osornio, Pajaro Valley Joint Unified School District, and Efrain Magallanes, Monterey County Office of Education	Cross-regional collaboration to increase recruiter workforce



# California county and district panel

## Instructions:

1. Identify a topic you are interested in learning more about today.
2. Locate where the panelists for that topic are and join them.
3. Participate actively. The panelists will share about their designated topic, and you are invited to ask questions.
4. Designate one person to share one takeaway from the small-group conversation when you are back in the large group.



# California county and district panel (2)



## Guiding questions:

- What can you tell us about your I&R workforce?
- What can you tell us about <assigned topic>?
- What type of challenges related to your I&R force have you faced?
- What have been some of the most effective approaches or solutions to those challenges?
- What other practices or approaches have contributed to creating or maintaining a strong, flexible, or agile local I&R workforce?

# California county and district panel (3)

Number	Topic of Focus
1	Considerations for hiring – budget, job descriptions, and unions
2	Moving from a decentralized to a centralized model
3	Cross-regional collaboration to increase recruiter workforce

# California county and district panel: Share out



WestEd  
WestEd.org







WestEd  
WestEd.org

## Session participants “panel”



# Participant panel: Your turn!



Think about the topic “Recruiter retention through a structure of support.”

Choose a question from the list.

1. What hiring, retention, or attrition patterns have you experienced in the last few years?
2. What challenges have you faced in maintaining a stable I&R workforce?
3. What is one of the most useful approaches or solutions to those challenges?
4. What other practice has contributed to creating or maintaining a strong, flexible, or agile I&R workforce in your area?

Share in the large group (up to 3 minutes).



WestEd   
WestEd.org

# Additional Q&A



WestEd   
WestEd.org

# Wrap-up



# Resources and additional reading

- Technical manual: *Migrant Education National ID&R Manual, Part II: The Administrator Manual*  
(<https://results.ed.gov/idr-manual>)
- Article: *The Trouble with Teacher Turnover: How Teacher Attrition Affects Students and Schools*  
(<https://files.eric.ed.gov/fulltext/EJ1213629.pdf>)



# Participant feedback



WestEd  
WestEd.org





# California MEP contact information

**Jamie Contreras**

Education Programs Consultant and State I&R Coordinator, CDE  
[jcontrer@cde.ca.gov](mailto:jcontrer@cde.ca.gov) ♦ 916.319.0391



Thank you for attending this session!

# Materials and staying connected



WestEd  
WestEd.org



<https://app.smartsheet.com/b/form/84ca6ee5e4c843c8bf410b8d0181842d>