

Agenda Item No. 4

Recruitment Outreach Strategies: Expanding Our Candidate Pipeline

Michelle Purugganan
HR Manager of Employment

Rules, Policy and Industrial Relations
Committee

Meeting of October 24, 2025



District Outreach Goals

Recruitment Outreach refers to the proactive efforts we take to engage, attract, and build relationships with potential candidates for both current and future vacancies.

Our outreach goals are as follows:

- *broaden the pool of applicants and increase the chances of finding the best candidate for the job;*
- *build relationships with sourcing partners and community groups especially the underrepresented groups; and,*
- *promote the organization and provide information and resources seekers in support of their employment application process.*



District Vacancy Overview

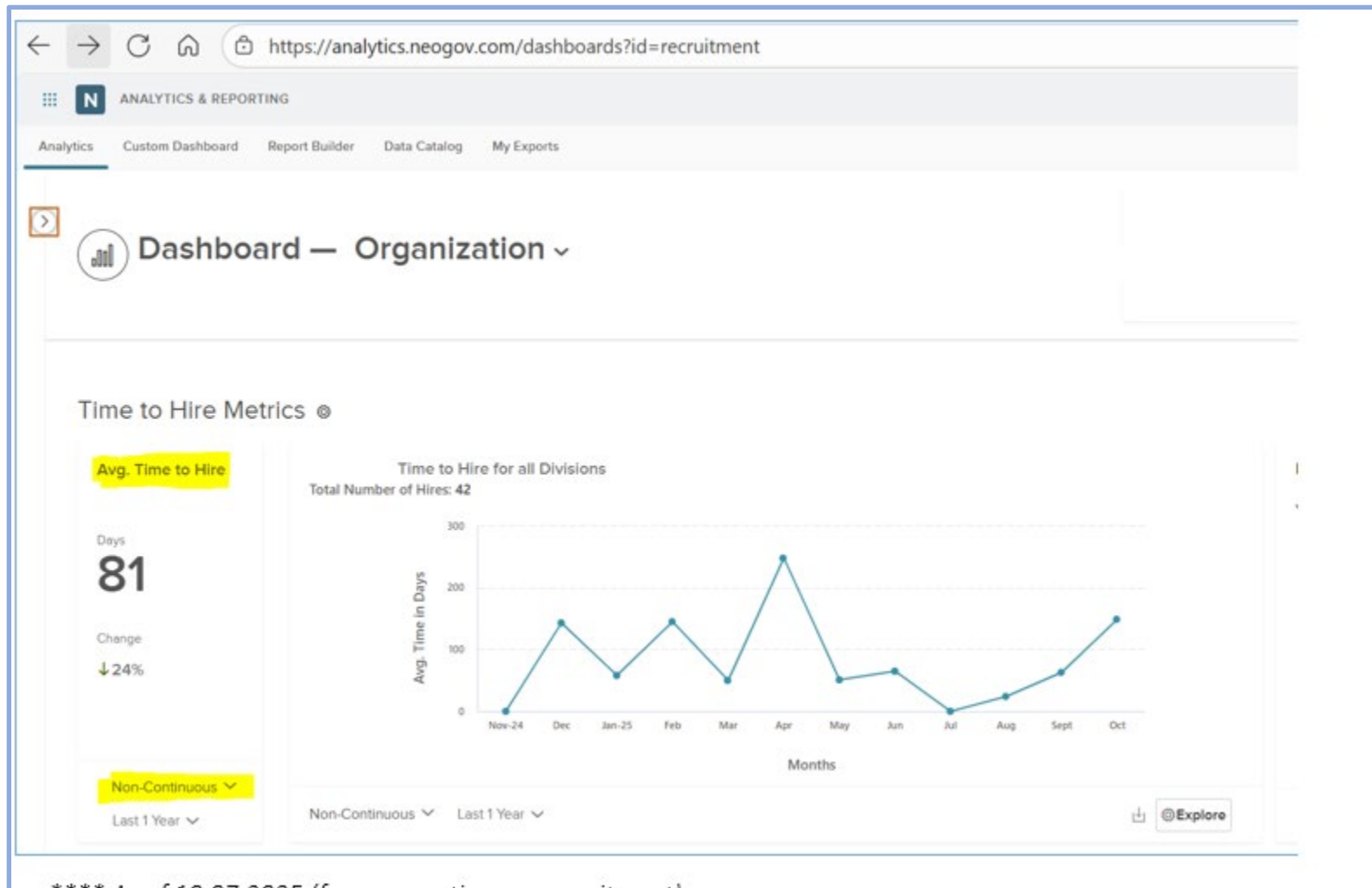
DIVISION	TOTAL WORKFORCE FY25/26	VACANCIES (as of 10.06.2025)
BRIDGE	184	7
BUS	407	113 *
FERRY	109	6
DISTRICT	159	22
TOTAL	859	148

* Positions intentionally left vacant due to low customer demand for bus service

Total # of vacancies with approved requisitions based on headcount (from Jan 2024 to Sept 2025)	Positions Filled (from Jan 2024 to Sept 2025)	Active (Open) Recruitment as of 10-6-2025
226	207	19

Time to Hire Metrics

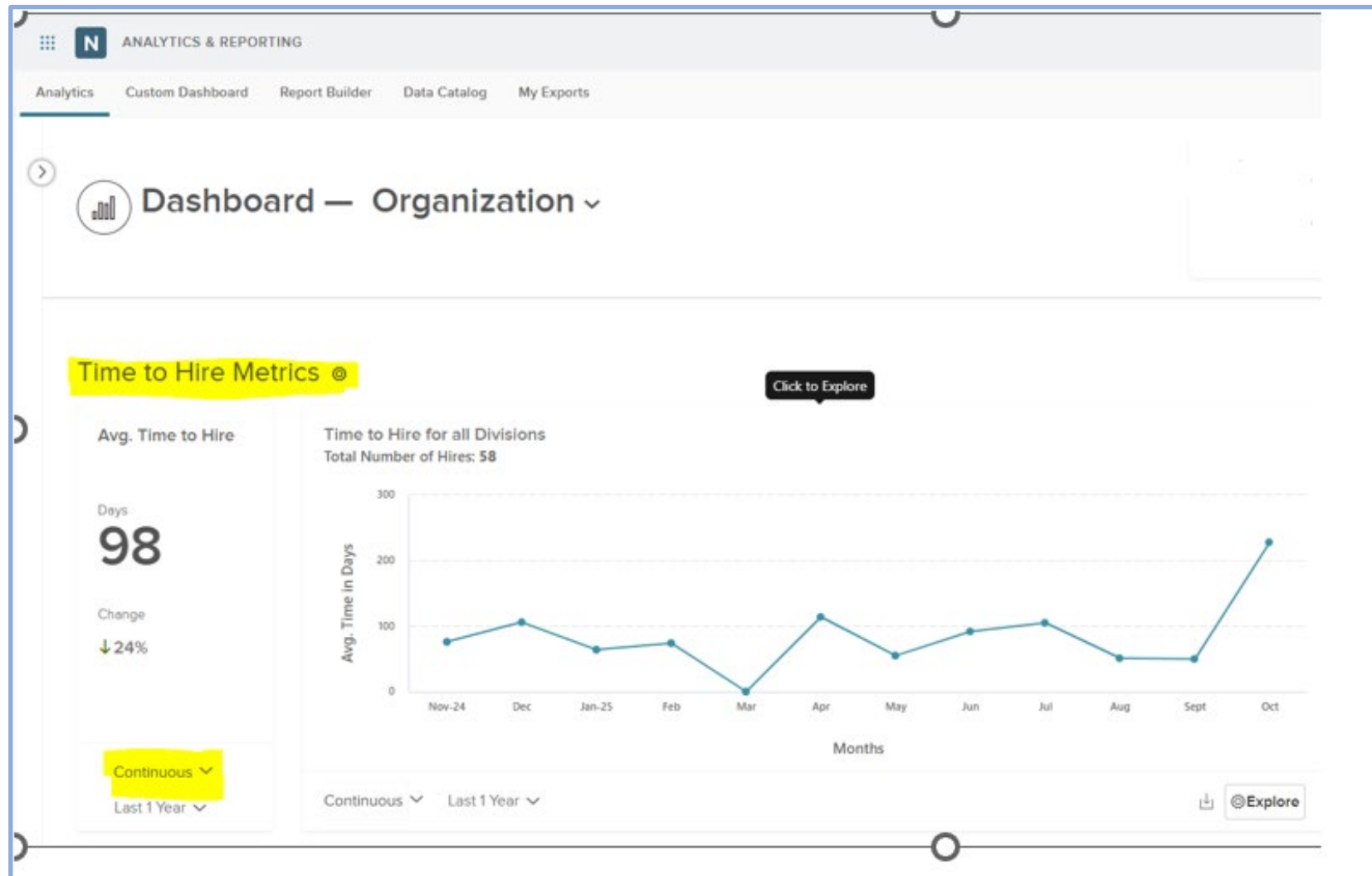
4



**** As of 10.07.2025 (for non-continuous recruitment)

Time to Hire Metrics

5



*** As of 10.07.2025 (for continuous recruitment)

Outreach Focus Areas



Recruitment Outreach

7

The District has expanded its sourcing activities, networking and partnership through the following:

❑ Social Media Outreach

- Use of District's LinkedIn, Facebook and Instagram accounts

❑ Job Boards & Transit Ads

- Job Board Strategy: Regular Posting vs. Customized Posting
- Use of **District buses, bus stops and highway billboards (on 101 and 80) for job advertisements.**



Recruitment Outreach



❑ Recruitment Events

- In-person and virtual events

❑ University/college recruiting

- Partnered with **Handshake** for university advertisement and attendance to campus job fairs.
- Partnered with **College Central Network** for California Community Colleges advertisement and attendance to campus job fairs.
- Offers **regular career talks and facility tour to Dominican University students.**



Recruitment Outreach

9



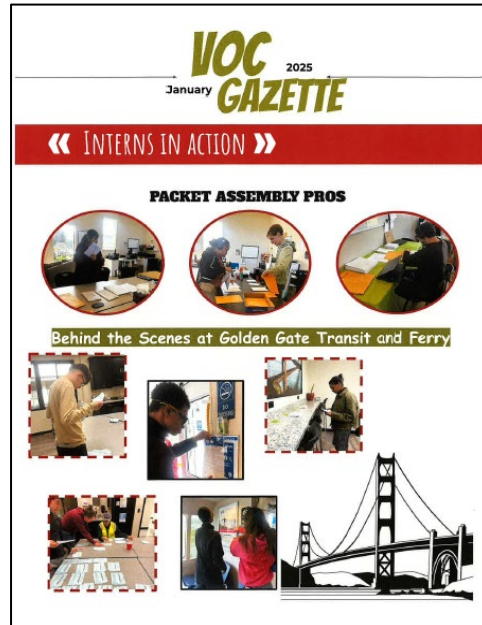
- ❑ Outreach to District’s “Career page” subscribers

- ❑ Community Outreach

- Partnered with **Circaworks** for community outreach to directly communicate and coordinate with community organizations on the Circaworks’ network of 600++ groups.
 - *Found **336 community organizations within 50 miles of San Francisco.***

☐ Internships

- ☒ **Partnership with United Way Bay Area – Business Pathways Summer Internship Program.**
 - *Marketing, Planning, Capital & Grants, Office of the District Secretary, Accounting, Information Systems, and Risk Management participated in the program.*
- ☒ **Creation of the Student Internship through the District's Professional Development Program for select positions which provides a defined career path and advancement opportunities for students.**



☐ Internships

☑ Partnered with Oak Hill School for Student Internship

- Oak Hill school is a special education school located in Marin County that empowers neurodivergent students to thrive socially, emotionally and academically.



Recruitment Outreach

12

❑ Apprenticeships

- Ironworker Apprenticeship
- Painter Apprenticeship
- Pre-apprentice Mechanic
- Bus Mechanic Apprentice
- Bus Operator Pre-Apprenticeship
- Bus Operator Apprenticeship





❑ Applicant Outreach and Support

- ✅ Conduct after-work “*Information Sessions*” with prospective applicants to discuss job opportunities, highlight District benefits, explain the application process, and address questions through Q&A;
- ✅ Assistance to applicants in completing their employment application
- ✅ Conduct cold calls using candidate database to encourage potential applicants to apply to various District openings.
- ✅ Provides resource for applicants who do not have access to computer and printer thru the Resource Center.

Recruitment Outreach

❑ Employee Referral Program

- A **\$500 referral bonus** is provided to any regular employee who refers a candidate hired by the District as a Regular, Full-time employee. Payment of the referral incentive would occur after the recommended new hire reaches their one-year service anniversary with the District.
- To refer a candidate to a posted position, send your referral name and position they are applying for via email to mpurugganan@goldengate.org during the posting window to be eligible for the bonus.
- **REFER A CANDIDATE!!!**

