



Agenda Item No. (3)

To: Rules, Policy and Industrial Relations Committee/Committee of the Whole  
Meeting of October 25, 2024

From: Kellee J. Hopper, Deputy General Manager, Administration and Development  
Denis J. Mulligan, General Manager

Subject: **APPROVE ACTIONS RELATIVE TO THE EMPLOYMENT  
RECRUITMENT PROGRAM**

### **Recommendation**

The Rules, Policy and Industrial Relations Committee recommends the Board of Directors approve the following actions relative to the Administrative and Development Division for a three-year term through September 30, 2027:

1. Approve continuation of an enhanced employment recruitment program for all regular, full-time positions,
2. Approve continuation of the employee referral program; and,
3. Update applicable District policies accordingly;

with the understanding that the cost authorized as part of this item will be funded with salary savings.

This matter will be presented to the Board of Directors at its October 25, 2024, meeting for appropriate action.

### **Background**

Initially, in March 2022, the Board of Directors (Board) approved a pilot program to provide incentives to attract new candidates to work at the Golden Gate Bridge, Highway and Transportation District (District), and incentives to current employees to provide referrals to potential candidates. This pilot originally was recommended because the District was finding it difficult to attract robust pools of candidates for many positions. In July 2023, the Board approved the continuation of this program through September 2024. Based on positive feedback from current and new employees, staff now recommends the continuation of these incentive programs for a three-year term ending September 30, 2027.

In certain classifications, such as Engineering, Finance, Information Systems, Bus Operators, and skilled trade positions, the District must continually post positions to attract a sufficient number of

candidates. The program would continue to offer all full-time regular new hires (except for Bus Operators which have a separate program) an incentive of a \$1,000 bonus after their successful completion of the introductory period and an additional \$1,000 on the one-year anniversary of their District employment. Part-time, temporary, casual or provisional employees are not eligible for the signing incentive.

For our Bus Operators, the Board already has approved a program making newly employed Bus Operators eligible for a \$1,000 incentive bonus upon their successful completion of the training program and another \$1,000 on their one-year anniversary of District employment after the training.

To date, 202 candidates have been hired under the pilot program and received the monetary incentive. Further, there have been three candidates hired through the employee referral program pilot. Therefore, it is further recommended that we continue the \$500 referral incentive provided to any regular employee who refers a candidate who is hired by the District. Payment of the referral incentive has been and will be paid only after the new employee/candidate reaches their one-year service anniversary with the District.

### **Fiscal Impact**

The net estimated cost for this recommendation will depend on the number of people hired under this program and the number of employees who are eligible for the referral incentive. For the initial launch of this program, staff estimates that the program would include approximately 50 - 75 new hires per year with a third referred by District employees. Given that assumption, the cost is estimated between \$108,000 - \$162,000.