

SUCCESS
STARTS
WITH OUR
PEOPLE

Introduction

Adelaide Airport Limited is committed to using our employer brand to shape our overall organisational development strategy.

Research shows that strong employer brands are able to access 20 per cent more of the potential talent market than weak or unmanaged employer brands¹ (*Employer Brand, the performance driver no business can ignore, Richard Mosely, pp*).

Use of the term “employer brand” can be traced back to the early 1990s, but was first used in 1996 by Simon Barrow, chairman of People in Business, and Tim Ambler, Senior Fellow of London Business School, in the Journal of Brand Management.

Barrow and Ambler defined the employer brand as “the package of functional, economic and psychological benefits provided by employment, and identified with the employing company”.

Nearly 20 years on, and as employer brand theory and practice evolves, so too does the need to extend employer brand management beyond the limited confines of external recruitment. It can be argued that retaining existing employees is more important than initial recruitment. Employer branding is key to employee satisfaction and morale, and thus to the business bottom line.

A presentation on Corporate Resourcing prepared by Manuel Monge of Nestle identified that a key to a successful brand is to ‘deliver on the promise’ throughout the employment cycle – from recruitment of a candidate through to Alumni management.

At Adelaide Airport Limited, we see it as an opportunity to align people management with corporate goals and to drive engagement with the brand, both internally and externally.

We have implemented a raft of initiatives that position the company as an employer of choice to ensure that Adelaide Airport Limited attracts, retains and engages staff throughout all facets of the business.

Our strategy encompasses leadership development, work-life balance initiatives, gender equality, generous staff benefits and remuneration, wellness programs, corporate social responsibility and community partnerships.

We recognise that our Employee Value Proposition (EVP) needs to provide a balance between current credibility and achievable aspiration, while being mindful of business needs and the budget bottom line.

We also recognise that employer branding, like any other worthwhile strategy, needs top-level commitment and long-term investment. It is not something that will happen overnight.

The model we have adopted to strengthen our employer brand is the integration of three vital Employee Value Propositions – internal, external and strategic.

This paper will show that this integrated approach to employer brand management provides significant opportunities to enhance overall levels of internal engagement, while strengthening and promoting external reputation.

Adelaide Airport is committed to using its employer brand to shape overall organisational development strategy.



**We believe in
empowering staff to
align their personal
career goals with
the organisation's
core values.**

Steve Bentley,
Airport Coordination Officer

Background

Adelaide Airport is Australia's fifth largest domestic airport and sixth largest international airport.

Adelaide Airport Limited (AAL) is a private company that leases Adelaide and Parafield Airports from the Australian Government, and employs approximately 135 staff. Our staff members are often the first 'face' of South Australia that interstate and overseas visitors see, which means we need to attract the best employees available.

Our Vision is to be a "top tier Airport Business Centre in Asia Pacific, recognised for delivering exceptional outcomes to our customers, partners, shareholders and community".

We are currently Australia's fastest growing capital city airport for international services (currently at above 20% annually).

Within the past eight years Adelaide Airport has completed a new, highly innovative, common-user domestic and international terminal, as well as redeveloping car parking and public spaces for the benefit of the 7.4 million passengers who pass through the airport each year.

Our success has been recognised nationally and internationally. Adelaide Airport was named Australia's Airport of the Year in 2006, 2009 and 2011, and in 2007 was named the world's second best airport in the 5 – 15 million passengers category at the Airports Council International awards for service quality.

This physical expansion has necessarily led to an expansion in our thinking in relation to branding, positioning and employee attraction, retention and engagement. In fact, AAL has leveraged this success in its recruitment and retention of new staff.

Considered a regional gateway as defined by the Australian Government, Adelaide Airport recognises the need to employ and retain high calibre staff who might otherwise be tempted to seek employment elsewhere.

**Our Vision is to be a
top tier Airport Business
Centre in Asia Pacific,
recognised for delivering
exceptional outcomes
to our customers,
partners, shareholders
and community.**

Identifying our strengths / weaknesses

Adelaide Airport recognises that our employer branding needs to align with our employee value proposition. Our branding, our culture and people, and our organisational development strategies have been carefully chosen to ensure the reality of our employer branding matches perceptions.

To that end, and with an aim of reviewing and refreshing our brand, we engaged an external agency to undertake a brand perception research report. The report included interviews with Adelaide Airport Limited staff, the general public and AAL stakeholders.

Since the recent upgrade of the airport, our brand image is that of a modern, spacious, clean and convenient airport. Evidence that this brand matched internal airport business reality is borne out by the responses from staff, commercial associates (stakeholders) and the general public. When asked: "What words, thoughts or images do you associate with Adelaide Airport?", the top response was 'spacious/open' followed by 'clean' and then 'easy/convenient' for stakeholders and 'modern/new' for staff.

Most importantly, in terms of employer branding, when asked what they liked about Adelaide Airport as a place to work, staff highlighted attributes such as their co-workers, friendliness, exciting yet relaxed atmosphere, strong management/team, variety of work, growth, and remuneration.

When asked to what extent AAL delivers on various promises:

- 82 per cent answered 'good' or 'very good' to 'supports and partners the local community';
- 66 per cent answered 'good' or 'very good' to 'trains and develops staff';
- 58 per cent answered 'good' or 'very good' to 'nurtures strong relationships with all stakeholders'; and
- 54 per cent answered 'good' or 'very good' to 'strives for innovative solutions and continuous improvement'.

The report noted that additional comments from staff were largely positive, with many expressing pride in new airport infrastructure and the organisation.

While this shows that we still have room for improvement, it is evidence that the concentrated effort AAL had made in terms of employer branding and in light of the airport upgrades and development, is having a positive response on staff perceptions.

supports & partners
local community

82%

strong relationships
with stakeholders

58%

trains &
develops staff

66%

innovative solutions
& improvement

54%

Brand Reputation

“

With the reputation of an ‘Employer of Choice’, the Adelaide Airport brand attracts a wide range of candidates seeking an opportunity to work in an exciting, vibrant and fast paced culture.

”

Anthea Broad,
Hender Consulting

Strong employer branding starts with a strong company brand. Potential employees are attracted to a company with a solid reputation and demonstrated growth. A company that is growing and can demonstrate this growth to a wider audience is more likely to attract a wider pool of talent.

Adelaide Airport is viewed as an iconic South Australian brand and the gateway to South Australia. Our economic contribution to the State is significant, providing an estimated socio-economic benefit of \$1.9 billion – or 2.1 per cent of the Gross State Product.

Our employees are recognised for their high level of skills and expertise, and have served on boards and committees of national and international aviation organisations including the Australian Airports Association and Airports Council International. Our senior managers are also regularly invited to speak on key aviation issues at State, national and international conferences and events.

We have sought to promote our success to a local, national and even international aviation audience. For example, we utilise mainstream media outlets and aviation industry media and forums to promote growth and new infrastructure spending. We also invest in a raft of measures to promote airport activities such as through our website, social media and by leveraging our community partnerships, some of which are outlined in this paper.

internal staff promotions
2012-13

31.5%

staff turnover
2013

10.5%

Recruitment

Adelaide Airport Ltd has a relatively smaller number of employees compared with other capital city airports. Therefore our recruitment strategy is two pronged depending on the position – we either utilise a more targeted approach to seeking candidates through aviation industry organisations and networks, or we use one of our two preferred recruitment firms who have partnered with our business for many years. Our consultants have a good understanding of our business and culture as well as our EVPs, so the recruitment process is streamlined. All positions are advertised internally, giving staff the opportunity to apply, creating a culture of personal growth and development. Standard template ads, promoting the airport and its successes, are placed in the local paper and online. The recruitment firm will then provide a small number of candidates who have been thoroughly screened and assessed for the suitability of the vacant position and their fit to our team.

We also have a Careers page on our corporate website to provide potential candidates with up-to-date information on our business and how to apply for positions within the organisation.

We place a high priority on our relationship with secondary schools and training organisations in the vicinity of the airport. For example, we are a major sponsor of ‘Western Futures’, whose purpose is to facilitate an effective career development and transition support system for young people aged 13-19 of western Adelaide. We leverage this partnership to promote the aviation industry as a career option through nearby schools.

Adelaide Airport also offers comprehensive work experience opportunities for local high school students and we are in the process of finalising a new school-based administration traineeship for an indigenous person looking to get a start in the aviation sector.

On-boarding and induction

“

I've worked at a number of places now, but this has been the first workplace where I was inducted personally by the training manager, given my computer login, mobile phone, business cards and appeared on the organisational chart all on my first day – impressive!

”

Justine Firth,
Marketing Manager

We place a high priority in ensuring new staff are welcomed into the company in a warm and personal manner on Day 1 of their employment with AAL.

We believe it is vitally important to take the time to personally induct new employees to all facets of the business. All new employees undertake a lengthy one-on-one session with the company's training manager on the first day to ensure a consistent approach to delivering our corporate message. The training manager then walks the staff person around the entire airport to provide a personal introduction to all of the staff including our Managing Director and executive team.

Within a short period of starting at the airport we run a two day Business Awareness training program, which covers such topics as using the intranet, work health and safety, customer service (including dealing with conflict), security, emergency response and evacuation; information security and internal brand.

New employees are also given comprehensive tours of the airport including 'behind-the-scenes' airside access to witness aspects such as aircraft movements and baggage management – which in particular provides them with a greater understanding of the importance of safety and security procedures at a major international airport.

Staff benefits and retention

In order to support our employer branding, we are concentrating on several key strategic EVPs:

- Encouraging pride in our workplace and the way we all contribute to the airport business by living the company values and creating 'moments that matter'.
- Staff benefits, including remuneration, flexible working arrangements and wellness programs;
- Training and development;
- Leadership development;
- Diversity;
- Innovation;
- Corporate social responsibility; and
- Work health and safety.

Staff benefits

Employees of AAL enjoy a wide range of benefits, and while some are considered standard among similar organisations, we go above and beyond to ensure our staff feel valued both in and out of work.

For example, we negotiated with our insurer to offer all employees salary continuance insurance and life insurance as part of their package. Our staff also benefit from insurance cover for travelling to and from work, as well as corporate travel insurance when they are travelling on business.

In terms of work/life balance initiatives, Adelaide Airport staff can access flexible work arrangements (when operationally possible), paid carers leave, generous 12-weeks maternity leave (in addition to the government's 18 weeks paid maternity leave) and two days paid study leave per calendar year.

Our staff health and wellbeing is important to us. We offer staff an on-site gym, pilates classes and gym membership financial assistance, sponsorship for fun runs and charity walk-a-thons, and we have entered a team in this year's Tour Down Under cycling challenge. Our wellness programs include free vision and hearing assessment and a flu shot reimbursement. Twice a week we deliver baskets of in-season fresh fruit to every lunch room encouraging staff to eat well. This is beneficial particularly to our shift workers who can't always access healthy meals.

We provide an On-Site Employee Support program - a care and counselling service which offers assistance to staff with any work related matters; emotional stress; family and other relationship issues; financial or legal worries and/or interpersonal problems.

Features of the program include regular visits to the workplace by the chaplain; independent and confidential advice which is available to all employees and their families, free of cost. Counselling away from the workplace can be arranged and access to this emergency service is 24 hours every day of the year.

In order to help our staff enjoy a healthy social life, we purchase Entertainment Books for them, which are a restaurant, accommodation and activity voucher book with generous offers from participating businesses throughout Adelaide and Australia.

At AAL we also see birthdays as a chance to celebrate and come together. The birthday person can pick a cake of their choice for morning tea and all the staff meet to have a piece of cake and a chat. We feel this not only makes the birthday person feel special but also promotes a sense of camaraderie.

We hold a number of social functions and outings for staff throughout the year. These include an Adelaide Airport Family Beach Day with a fish and chip lunch; Melbourne Cup lunch; and barbecue lunches for Easter and Christmas break ups.

Finally, we offer leave for obligations such as Defence Reservists and emergency services volunteers. Our commitment to the Defence Reserves – something we believe has synergy with our business – led to us being awarded the Defence Reserves Council Employer Support Award in 2010.

Reward and Recognition

An external company is engaged to conduct a remuneration review to determine AAL's positioning in relation to the market and to assess the competitiveness of our remuneration practices against other similar positions in the industry and local market.

A full review for every position is undertaken every two years and in between a desk top review focuses on roles that need to be benchmarked following changes in scope since the previous year.

We take the opportunity to recognise and acknowledge staff for their loyalty and service to the organisation through our Service Club Awards, which recognise employees who have remained with the organisation for at least five years.

Recognition involves a gift – depending on how long the employee has been with the company; acknowledgement on the intranet and at the monthly staff drinks; and a framed certificated signed by the Managing Director. Furthermore, at the beginning of each financial year, staff with 10 or more years of service are invited to a function with the Managing Director and Executive team.

“

“When I applied for the role, I was pleasantly surprised to find AAL pays above award. This, together with the staff benefits you receive once you start and the great team, make it a great place to work.”

”

Carmen Walker,
Training Manager

staff who have
worked at AAL for
5 years or more

50%

100%

“ I found the Frontline Management course really useful, with good tips and tricks for managing. It was also great to have the opportunity to do the course with colleagues from other departments to learn more about their experiences and how they managed.

”

Kim Bernhardt,
Assistant Management
Accountant

“

“After having the opportunity to do the cross training, I realised the role of Airport Duty Manager requires a much broader appreciation of the overall operation and any situation must be viewed as part of a much bigger picture.”

”

Matt Jones,
Airport Coordination
Centre

Training and Development

AAL's Training and Development Strategy is designed to ensure investment in education, training and development of our people enhances the business, compliments our corporate and business goals, ensures our employees feel empowered and engaged, and contributes toward a safe working environment.

AAL provides employees with the knowledge, skills and competencies to perform their duties effectively and efficiently and in a manner that is safe. AAL is driving accountability through a high performance culture and, in line with AAL's strategic mission, by investing in its staff and business. AAL aims to develop the expertise of our talented people and strives for innovative solutions and continuous improvement.

A Training Matrix has been designed that encompasses both Compliance and Non-Compliance training requirements for each role within the business. Compliance training is driven by industry workforce development trends, WHS commitment, and legislative requirements. Non-Compliance training is driven by professional development and business requirements. In addition to this, at AAL we also offer an array of Personal Development training which is particular to the individual and aimed at further developing our staff. This type of training can include MBA and AMPAP.

Cross Training Program

Another key aspect of our staff development program is a Cross Training initiative which operates amongst our Ground Transport Operations team; Airport Coordination Centre; Airport Duty Managers and Airside Safety Officers.

This program was developed to create a more flexible workplace; create an environment that enables staff to develop and learn; promote communication between departments for improved work performance and has enabled staff to gain a deeper understanding and appreciation of the work carried out in other departments.

18 staff have participated in the cross training program over the last two years and as a result, 11 of those staff have now moved into a permanent role in which they trained.

Leadership and professional development

We believe in empowering staff to align their personal career goals with the organisation's values to be 'accountable and authentic; conduct ourselves with integrity; be responsive, efficient and respectful; take pride in our achievements; be open, friendly and encourage diversity; build relationships based on trust; and foster great teams'.

We recognise that our leaders are one of the keys to ensuring brand consistency across the business. In order to make this explicit, AAL has described, through the development of a leadership framework, six key leadership imperatives: drive strategy; lead with courage; connect people; unleash talent; shape commercial success and create the future.

The framework helps to ensure we:

- achieve leadership consistency across AAL;
- achieve strategic business outcomes;
- ensure leaders and others live the values;
- identify leadership gaps and provide development;
- address talent management and succession planning; and
- align recruitment process and position descriptions.

Our leadership program is purpose built and delivered top-down, aligning with our vision, values and strategy. This enables leaders to translate the brand values and ensure consistent implementation of strategy across the business.

We identify leadership gaps through annual staff appraisals, 180 degree feedback and online assessments against our leadership imperatives. Our six targeted leadership programs are:

- Team Leader program;
- Manager program;
- Experienced Manager program;
- Rapid Refreshers program;
- Emerging Leaders program; and
- Individual Coaching program.

These programs allow leaders to further develop their skills in order to fill these gaps, as well as identify and encourage emerging leaders.

staff training
hours 2012-13

3,204

Todd Brine and Sue Doyle
(Executive General
Manager People and Culture)
accepting award from
Governor of South Australia



“

“Being part of the IDT has taught me to see things through a different lens, teaching us to think differently and open our minds up to new innovations and opportunities that can underpin our business.”

”

Giuseppe Tortorelli,
Planning Officer.

Innovation Development Team

In 2012, we implemented the Innovation Development Team because we believe innovation is essential for any organisation to continue to succeed.

We called for a team of ‘fresh thinkers’ from across the company to form the team. Their brief was to look at the way we do business and to look for innovative ways in which we could improve. They are also encouraged to identify any risk associated with any innovation projects in a regulated environment.

An added bonus was that members of the team would have the opportunity to hone their high performance leadership skills while contributing to airport business as a whole.

The eight-member, cross-functional team meets bi-monthly to generate ideas, many of which have been implemented including:

- The rationalisation of data on network drives;
- Porte-cochere pillar identification to improve signage in the area and help people identify where to pick up passengers; and
- An investigation of the business advantages of an on-site gym.

Members receive training development from AAL’s external training provider, and the skills they learn align with national recognised units of competency for the Diploma of Innovation.

The team also creates opportunities for engagement and collaboration amongst staff, which is vital in breaking down silos and establishing a strong employer brand.

Importantly, the team receives the full support of the Managing Director and Executive team.

Diversity

AAL prides itself on our diverse workforce, with staff that represent various cultures, generations and nationalities, as well as a strong gender equality philosophy.

In 2013 we received an award, presented by the Governor of South Australia, for our commitment to the inclusion of people with disability in the workforce.

Todd Brine has worked with us since June 2011, through Barkuma, an employment agency specialising in finding gainful work for people with intellectual disabilities.

Staff were consulted to determine the tasks Todd could perform, and then we developed a specific position description for him. Staff were provided with disability awareness training to equip them with the necessary skills to work alongside Todd.

Employment at AAL has not only been beneficial for both Todd and his family, but for our entire workforce.

For many years we have partnered with Tauondi College (which provides vocational education and training for Aboriginal students). We offer their IT and Business Administration students the opportunity to see how their learning translates in the business world by spending a morning with our staff on airport. They see firsthand what the roles involve including functions performed, programs and processes used. At the conclusion of these visits the students are given the opportunity to ask questions with either the Managing Director or member of the Executive team.

Our most recent Equal Employment Opportunity survey showed that staff perceptions of gender equality were generally positive. We consult with our staff through the following channels: engagement and equal opportunity surveys; exit interviews; performance reviews and business awareness inductions.

While AAL is a male-dominated workforce (76.4 per cent men), we are working hard to ensure gender equality across the board.

Staffing challenges of our 24/7 airport operation include; 18 per cent of staff on overnight 12 hour shifts, 11 per cent trade based roles and 17 per cent in car park operators (early/late shifts).

However, we offer flexible working arrangements where possible and 10.5 per cent of all staff (34.4 per cent of all female staff), take advantage of this.

Flexibility options include:

- Care for family
- Care for elderly
- School hours
- Study
- Health and fitness
- Travel
- Volunteer
- Defence
- Return from retirement / phased retirement
- Return from parent leave

Our diverse workplace means we strive for a culture of inclusion and our employer brand reflects this.

**Adelaide Airport is proud
of our relationship with
the communities in which
we operate - and the
communities in which
our staff live and work.**



Kym Roesler, OHS Officer, participating
in Surfing SA's Disability Program.

Corporate Social Responsibility

AAL is proud of our relationship with the communities in which we operate – and the communities in which our staff live and work.

Our staff – and wider airport staff such as employees of the various retail stores - are trained in:

- cultural awareness;
- Indigenous awareness;
- disability awareness; and
- customer service.

This ensures that overseas visitors feel welcome in our city. Our staff are often the first South Australians (and sometimes Australians) with which visitors to our state interact, and they are also the friendly faces our local residents see when they return home.

We are introducing training in sign language in 2014 to complement our other training opportunities.

Apart from our previously mentioned support of staff in the defence reserves and volunteer organisations, we also have a long history of sponsoring local events and programs, as well as providing much needed charitable donations, aligned with our Community Investment Strategy and supporting the community around both Adelaide and Parafield Airports.

We take a partnership approach to community investment. Our goal is to focus on building a value-driven approach to our investment, while monitoring our program to ensure we contribute positively to social and economic outcomes that will underpin the sustainability of our business.

Through our Community Investment Strategy we aim to invest in the following:

Community

- Encourage a culture of **social inclusion** and diversity;
- Foster a safety culture where **health and safety** is high priority; and
- Lead quality of service.

Environment

- Lead a culture of sustainability;
- Work towards a clean energy future; and
- Preserve South Australia's natural and cultural history.

Business community

- Collaborate to stimulate travel demand;
- Enhance South Australia's reputation within the Asia Pacific region;
- Support South Australia's economic and cultural development; and
- Create a vibrant Adelaide Airport.

Over time this will evolve into a holistic Corporate Social Responsibility Plan (CSR) and will cover governance, risk, ethics, environment and community.

This strategy is designed to ensure our various sponsorships and investments enhance community benefit, employee engagement and complement our corporate and business goals. It also contributes to the State's Strategic plan initiative to create a vibrant city. <http://www.priorities.sa.gov.au/content/creating-vibrant-city>

We play an important part as tourism ambassadors and as the gateway to South Australia. We partner with the Art Gallery of South Australia to show off our vibrant, cultural state; the South Australian Museum to preserve natural history and traditions; various arts festivals to showcase local artists; and Music SA to offer local musicians the opportunity to play to the thousands of travellers who pass through our terminal each day and provide entertainment and vibrancy in the terminal.

We are also community partners with the Royal Flying Doctor Service, one of the largest and most comprehensive aeromedical organisations in the world. Using the latest in aviation, medical and communications technology, our support helps deliver extensive **primary health care** and 24-hour emergency service to those who live, work and travel throughout Australia.

One of our most successful partnerships is with Surfing SA's Disability Program, which we support as part of our diversity strategy. Our sponsorship goes toward helping people with intellectual disabilities experience the freedom of surfing, and our staff are encouraged to volunteer in work time. Feedback from staff indicates this is a humbling and rewarding experience.

"A big thank you to AAL for allowing us the opportunity to help out Surfing SA's disability program. We had such a good day with the Bedford kids – they were amazing! You can tell how much the program means to them and the positive effect it is having on their lives. To see them with big smiles on their faces after pushing them into wave after wave was awesome!"

It's such a great program for AAL to support and we felt privileged to be a part of it. All the guys from Bedford were amazing, as were the coaches from Surfing SA and they really appreciate AAL's support."

Kym Roesler, OHS Officer

A highlight over the past year was the Future Gardens installation in the new Adelaide Airport Plaza, held as part of the 2013 Come Out Festival for children and young people. Using only school art supplies, paint pots and their imagination, students from two local primary schools transformed two decommissioned Grob aircraft from Parafield Airport into vibrant, unique, quirky sculptures.

Our partnership with the world-renowned Adelaide Fringe Festival, a four week arts festival with artist participating from around the world, provided an exciting opportunity to drive staff engagement. We entered an Adelaide Airport float, with staff dressed up as the airport community, for the opening night parade. Over 70,000 people came out to watch this event.

We also partner with a variety of other local events and charities including:

- the well-regarded art festival Brighton Jetty Classic Sculptures by the Sea, which creates a unique airport atmosphere through showcasing local sculpture talent;
- the sustainability category in the Young Achievers Awards, as part of our strategic goal to work towards a clean energy future;
- the Power Community Youth Program, to encourage a culture of indigenous social inclusion and diversity; and
- the Adelaide Festival, to enhance South Australia's reputation in the Asia-Pacific region.

Our corporate social responsibility strategy includes tree planting days in partnership with local schools to conserve the Patawalonga Creek Catchment clean energy initiatives through our partnership with the University of Adelaide.

Our staff are encouraged to take ownership and pride in the events we support, and we ensure their efforts are recognised through internal and external communication channels. This not only makes staff feel valued, but promotes them as brand ambassadors and we promote their involvement through traditional and social media channels.

Both Adelaide and Parafield Airports engage formally and informally with the communities in which they operate, including holding quarterly meetings of consultative committees and taking part in presentations and events with community service clubs. Our newsletter, Plane Talking, is distributed to business, households and stakeholders in these communities.

Immanuel College's
Future Garden in the new
Adelaide Airport Plaza



Workplace health and safety

Safe work practices are the key to a healthy workforce and an attractive employer brand.

We improved our safety performance through our approach to WH&S management, and continue to actively promote and embed a safety culture across all of our operations. WH&S performance and management is reported through standard statistics such as lost-time injuries and medically-treated injuries, which we benchmark against other airports across Australia and New Zealand. For lost-time injuries, we match the benchmark of 8 per 262,898 hours worked while for medically-treated injuries, we come in below the 9.99 benchmark at 4 per 262,898 hours worked.

We actively promote and embed a culture of safety across all of our operations, including outside contractors, and work with the airlines and retailers to ensure safety across all airport business.

WH&S initiatives include such things as Departmental Safety Improvement Plans, coaching and competency training, formal hazard and incident reporting, and introducing the airport's safety culture as part of the induction program.

Living the company values and 'Moments that Matter'

Our staff understand that our Company values guide our behaviour and many 'Moments that Matter' come from living our values when we come into contact with our customers daily.

Towards the end of 2013, workshops were rolled out across all departments where we focussed on our values i.e. "be accountable and authentic; conduct ourselves with integrity; be responsive, efficient and respectful; take pride in our achievements; be open and friendly and encourage diversity; build relationships based on trust and foster great teams".

In these sessions, we discussed how we contribute to the strategic plan by living our company values and we documented how behaviours and actions translate differently in some departments. We also discussed what our values look like in practice, by describing 'Moments that Matter' to our customers (both internal and external), giving an impression of great service.

The Financial team for example, identified key moments that matter, such as how they respond to internal customer requests; celebrate successes; prepare board reports; gather feedback; facilitate change processes; uphold confidentiality and show respect.

These workshops were extremely valuable in engendering pride in the workplace as well as providing staff with the opportunity to give feedback to the management team about the company values and how they contribute to the airport business, no matter what role they perform.

Communicating our employer brand

All of the above strategies and projects can only be of benefit to our employer brand with an appropriate level of communication, both internally and externally.

According to employer brand management consultant Dr John Sullican, employer brand development and communication channels may take the following forms:

- Workplace rankings and awards;
- World-class employee referral program (employees being brand ambassadors is the best word-of-mouth there is);
- Editorial placement (make best practices more visible to both internal and external media communication – ie website, intranet, traditional press, staff newsletters etc);
- Benchmark studies (to allow an organisation to tell its own story and position itself positively against its talent competitors);
- Cutting-edge, impressive website (ensure your online presence supports your brand promise and is user-friendly);
- Write-ups in academic case studies; and
- World-class retention program (retaining quality staff is as important as attracting quality staff)

<http://www.smartmanager.com.au/res/content/au/smartmanager/en/docs/kelly-services-building-a-strong-employer-brand-mr.pdf> p 8

Adelaide Airport Limited is working towards all of the above. For example, our newsletter 'Plane Talking' is circulated to staff, local residents and businesses, and key stakeholders. We are active on social media and our main terminal was one of the very first airports in the world to be linked to Google Maps indoor 'Street View' technology that provides a virtual walkthrough of our facilities.

AAL is honoured and proud to have received a number of awards for our work. Recent awards include:

- Australia's Capital City Airport of the Year - 2006, 2009 and 2011 (Australian Airports Association)
- Team Award for Airport Excellence - Landside Infrastructure Project (Australian Airports Association)
- Parafield Airport - Airport of the Year - Community Consultation (Australian Airports Association)
- 2012 Commendation for Excellence in Presentation for Shopping Precincts up to 10,000m² – Property Council of Australia.

We find that this recognition at a State and national level gives our employees pride that their hard work is recognised by their peers.

Recognition at a State and national level gives our employees pride that their hard work is recognised by their peers.

Results

Our external and internal branding strategy, coupled with our staff benefits, training initiatives and leadership opportunities, has seen Adelaide Airport regularly meet and exceed standard employer of choice benchmarks.

Evidence of the success of our strategies and policies is borne out by our decreasing staff turnover rates (currently running at 10.5% compared with a benchmark of 13% for turnover and 2.18% compared to a benchmark of 2.30% for absenteeism).

We are at better than national industry benchmarks for Lost Time Injury Frequency Rates (LTIFR) and Medically Treated Injury Frequency Rates (MTIFR).

As alluded to earlier in our discussion, when asked to what extent Adelaide Airport Limited delivers on its various promises, our staff and stakeholder rated us highly for 'supports and partners the local community'; 'trains and develops staff'; 'nurtures strong relationships with all stakeholders'; and 'strives for innovative solutions and continuous improvement'.

Conclusion

As Richard Mosely writes, Employer Brand is a performance driver that no business can ignore. He cites a study which showed a 4% increase in employee satisfaction would translate into more than \$200 million in additional revenue.

So not only does a strong employer brand mean that Adelaide Airport Limited can attract and retain much-needed talented staff, it means a stronger business bottom line.

Adelaide Airport views its smaller size compared with other Australian airports as a positive because it creates significant opportunities for each and every employee to play a key role in our growth and development.

We strive to

- Ensure, health, wellbeing and safety;
- Embed customer service in our attitudes and actions;
- Develop a smart team that listens and is respectful;
- Earn respect for our leadership and determination to achieve our strategic intent;
- Promote empowerment and accountability;
- Encourage diversity;
- Instil a learning culture; and
- Build consistently high staff engagement.

We continue to work on developing and maintaining our employer brand as that of a safe, enjoyable, meaningful, flexible, well-remunerated workplace, with a culture of inclusion. As an integral part of the South Australian community, we believe we are well on our way.

References

In addition to the in text referencing, the following professional journal articles were utilised.

Anita Weyland, (2011) "How to attract people who are in sync with your culture: ... and so improve productivity, commitment and organizational performance", *Human Resource Management International Digest*, Vol. 19 Iss: 4, pp.29 - 31

Anne-Mette Sivertzen, Etty Ragnhild Nilsen, Anja H. Olafsen, (2013) "Employer branding: employer attractiveness and the use of social media", *Journal of Product & Brand Management*, Vol. 22 Iss: 7, pp.473 – 483

A job's about passion, not just pay: Internal branding key to engaged employees Source: *Strategic Direction*, Vol. 24 Iss: 11

A multilevel investigation of relationships among brand-centred HRM, brand psychological ownership, brand citizenship behaviour's, and customer satisfaction *European Journal of Marketing*

Vol. 46 No. 5, 2012 pp. 626-662 q Emerald Group Publishing Limited

Barrow, S. and Mosley, R. (2005), *The Employer Brand*, Wiley, London.

Bernard Kunerth, Richard Mosley, (2011) "Applying employer brand management to employee engagement", *Strategic HR Review*, Vol. 10 Iss: 3, pp.19 - 26

Both sides now: aligning external and internal branding for a socially responsible era", *Marketing Intelligence & Planning*, Vol. 27 Iss: 5, pp.681 - 697

Building Philips' employer brand from the inside out: how to create an employer brand and instill it throughout the employment lifecycle. B van Leeuwen, J Pieters, T. Crawford. 2005. *Strategic HR Review* 4 16-19

Coca-Cola Hellenic (2009), *Annual Report*, Coca-Cola Hellenic, Athens.

Gary Davies, (2008) "Employer branding and its influence on managers", *European Journal of Marketing*, Vol. 42 Iss: 5/6, pp.667 - 681

Mosley, Richard, *Employer Brand – the performance driver no business can ignore* (2009) *On the Shoulders of Giants* publication.

People in Business (2010), *Employer Brand Benchmark Survey*, People in Business, London.

Veronika Tarnovskaya, Ulf Elg, Steve Burt, (2008) "The role of corporate branding in a market driving strategy", *International Journal of Retail & Distribution Management*, Vol. 36 Iss: 11, pp.941 – 965