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**THE PERFECT PAIR: HOW EMPLOYER BRANDING AND
RECRUITMENT WORK TOGETHER TO ATTRACT TOP TALENT**

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THE PERFECT PAIR: HOW EMPLOYER BRANDING AND RECRUITMENT WORK TOGETHER TO ATTRACT TOP TALENT

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Trust*

NEW
T1

Authentic by Design:

How SAN Connects Culture to Candidate Experience



Monty Bell
Head of Human Resources
San Diego County Regional Airport Authority

It Started with a Question

“What’s it really like to work here?”

The Goal

“Employer branding is not just about attracting talent - it's about shaping the perception of your organization as a great place to work, which in turn helps you retain and engage your best people.”

How We Got Here: Listening to Launch

Started with Listening

- Leveraged HR (Brand Owner) to define our ideal employer brand and success metrics.
- Used surveys with Hiring Managers (Brand Champion) and New Hires (Brand Adopter) to identify perception gaps.
- Anchored in SAN culture—purpose, mindset, strategy, and community impact.
- Engaged Marketing early to co-create surveys and ensure alignment.



Employer Brand Insight Report

Assessing the Alignment Between Employer Brand Messaging and Employee Experience
Report Date: March 2025
Prepared By: Talent Acquisition, Human Resources



PURPOSE & OBJECTIVES

The purpose of this report is evaluating the alignment between the employer brand as it is intended, communicated, and experienced at the San Diego County Regional Airport Authority (SAN, Airport Authority). In four critical aspects, it assess whether our employer brand messaging effectively resonates with current and new employees, identify areas of disconnect, and uncover opportunities to strengthen SAN's positioning as an employer of choice:

1. Brand Identity – Who We Are & How We Are Perceived
2. Employee Value Proposition – What We Offer Employees
3. What Makes Us Unique? – Differentiating Us as an Employer
4. Vision for the Future – Strengthening Our Brand Moving Forward

In exploring these facets, we want focus on ensuring the employer brand is following these key objectives:

- **Alignment with Purpose**
Ensure that employer branding efforts clearly reflect the Airport Authority's purpose of "Creating an exceptional airport experience for the community and the world."
- **What Makes SAN a Competitive Employer**
Examines the factors that set SAN apart as an employer. Determine if these differentiators are being effectively leveraged to attract top talent.
- **Promoting a Culture of Diversity and Belonging**
The employer brand is emphasizing that our culture starts with diversity, highlighting voices, and fostering a sense of belonging for all employees.
- **How Growth & Development Opportunities Are Communicated**
The employer brand should communicate that the Airport Authority as a place where employees are

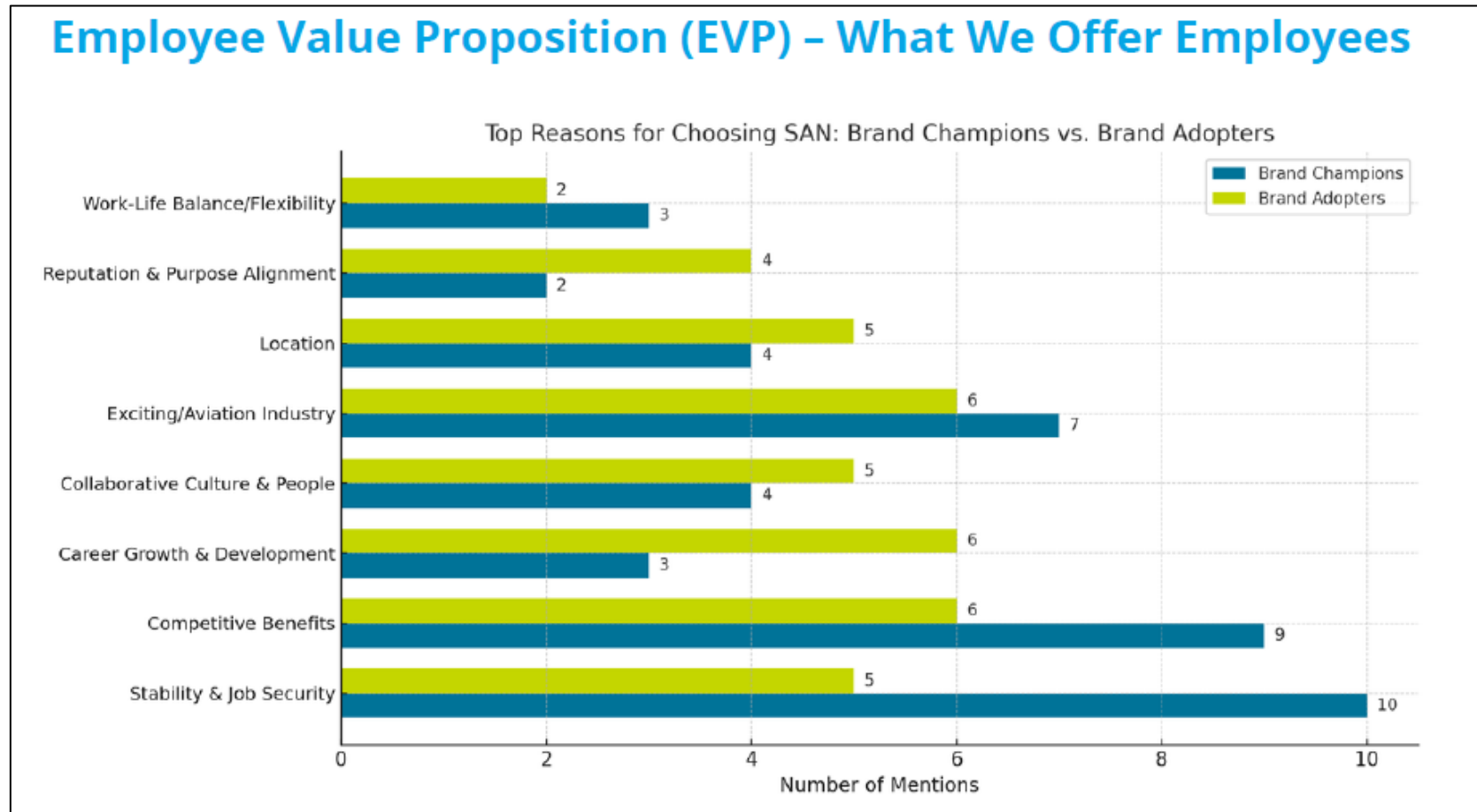
How We Got Here: Listening to Launch

Reporting Came Next

- Created Employer Branding Insight Report to identify themes, gaps, and opportunities
- Positioned HR as Brand Stewards, not just Brand Owners
- Shared insights with Marketing and Executives to build trust, align goals and tell the story.
- Reinforced employer brand as an ongoing experience, not a one-time campaign

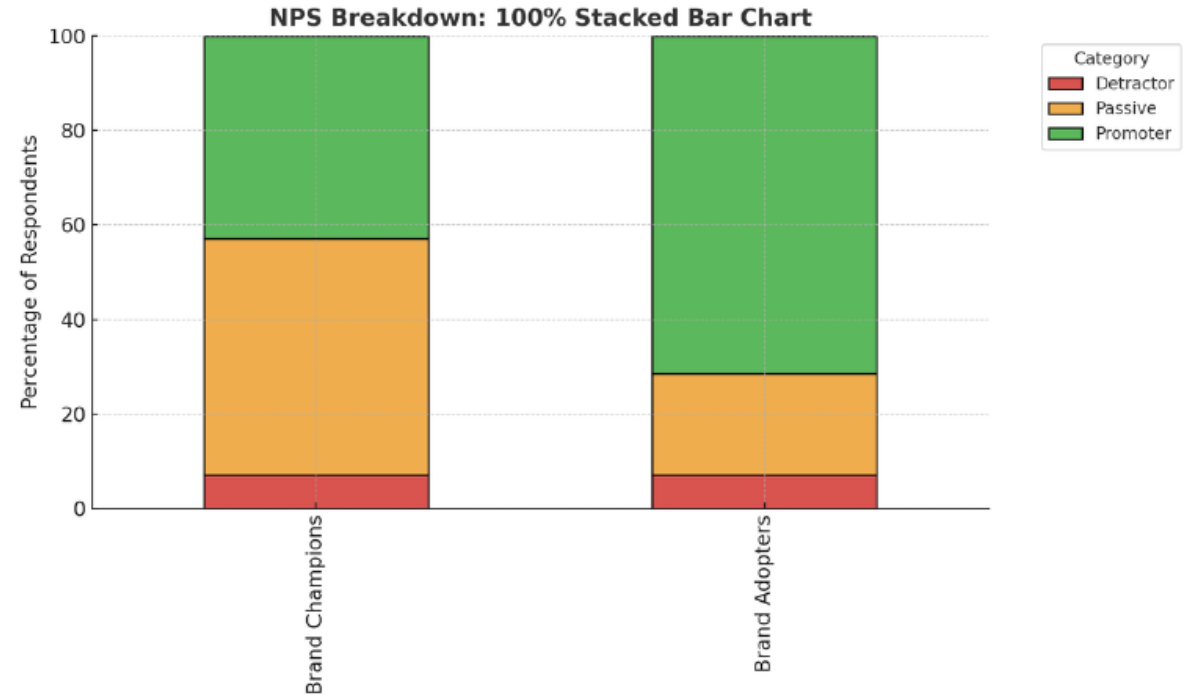


The Results: Impact and Progress



The Results: Impact and Progress

On a scale of 1 to 10, how likely are you to recommend our organization as a great place to work?



Brand Champions Net Promoter Score (NPS): 36

Brand Adopters Net Promoter Score (NPS): 64

The Results: Impact and Progress

Our strong reputation attracts candidates, while stability and meaningful work retain them as our people

Talent Acquisition refreshed job templates to showcase our EVP and SAN's unique qualities

Recruiters regularly share posts on LinkedIn highlighting meaningful work

Two-day Onboarding experience that builds early connection, boosts confidence, and sets the tone for long-term success—earning strong feedback and improving new hire integration.

Net Promoter Scores show new hires are energized—Onboarding, messaging, and culture are resonating

Tenured employees' NPS is steady, highlighting opportunities to further strengthen engagement, especially beyond onboarding

What's Next: Strengthening the Brand

THE STORYTELLING

- What makes SAN unique:
 - Strong culture of community and inclusivity, financial stability with no layoff history, commitment to innovation and sustainability, and robust professional development supporting growth and mobility.
- Our Employer Brand:
 - Passionate, collaborative, inclusive, growth-focused, and deeply San Diego
 - We're basically that cool, welcoming neighbor who recycles like a champ, throws the best BBQs, knows everyone by name, and yep, we're even a rare San Diego native.
- What We Can Improve Upon:
 - More authentic storytelling in our messaging
 - Utilize authentic storytelling from all organizational levels for both internal and external communications, "A Day in the Life, Employee Growth Moments and I am SAN"
 - Collaborate closely with Communication & Marketing to craft a unified narrative.

The Test

"Your employer brand is not what you say it is. It's what your employees and candidates say it is."

NEW
T1

Thank You



Monty Bell
mbell@san.org

Airports Council International – North America

Employer Branding and Recruitment

Sacramento County
Department of Airports

June 24, 2025

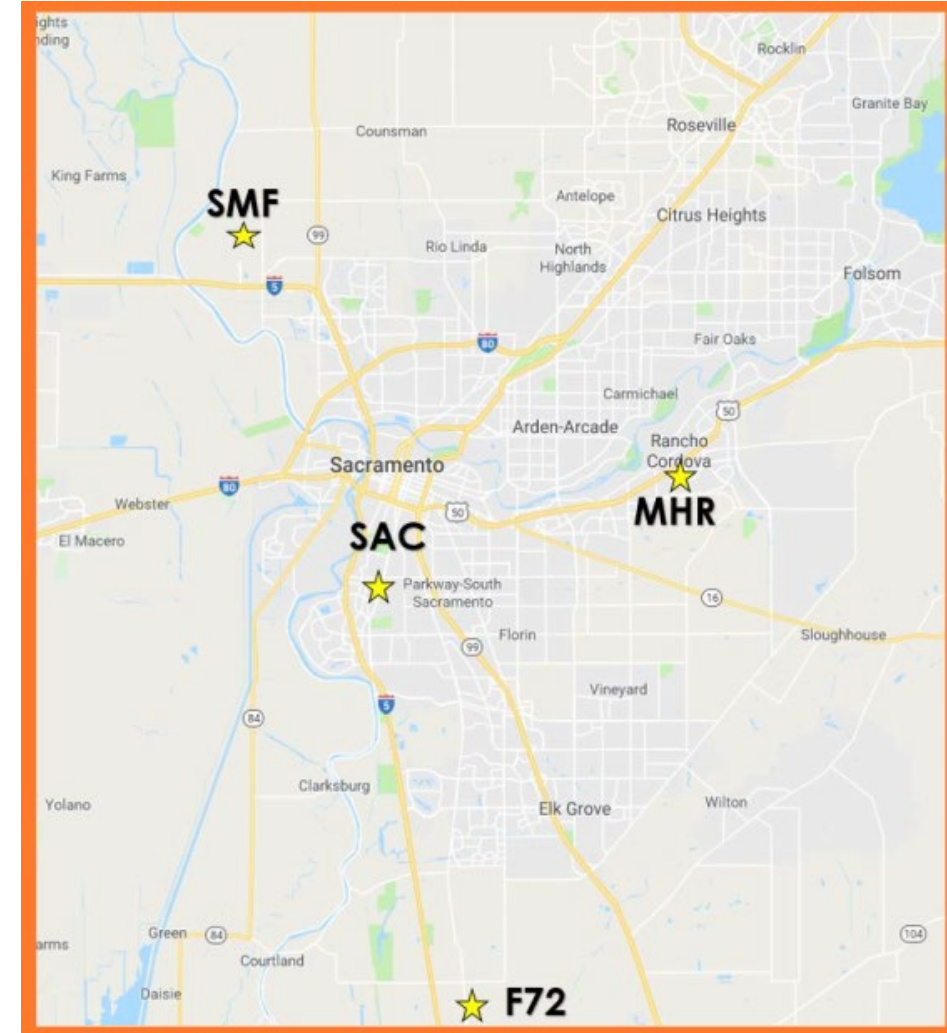


Sacramento County Department of Airports

Challenging to Define a Cohesive Brand

Operates and maintains four public-use airports:

- ***Sacramento International (SMF)***
Medium-Hub Commercial Service Airport, opened in 1967
- ***Mather Airport (MHR)***
National, Reliever Airport inherited from the Air Force in 1995
Serves all-cargo carriers and General Aviation
- ***Sacramento Executive Airport (SAC)***
Regional, Reliever Airport owned by the City
Serves General Aviation
- ***Franklin Field (F72)***
Basic, General Aviation Airport



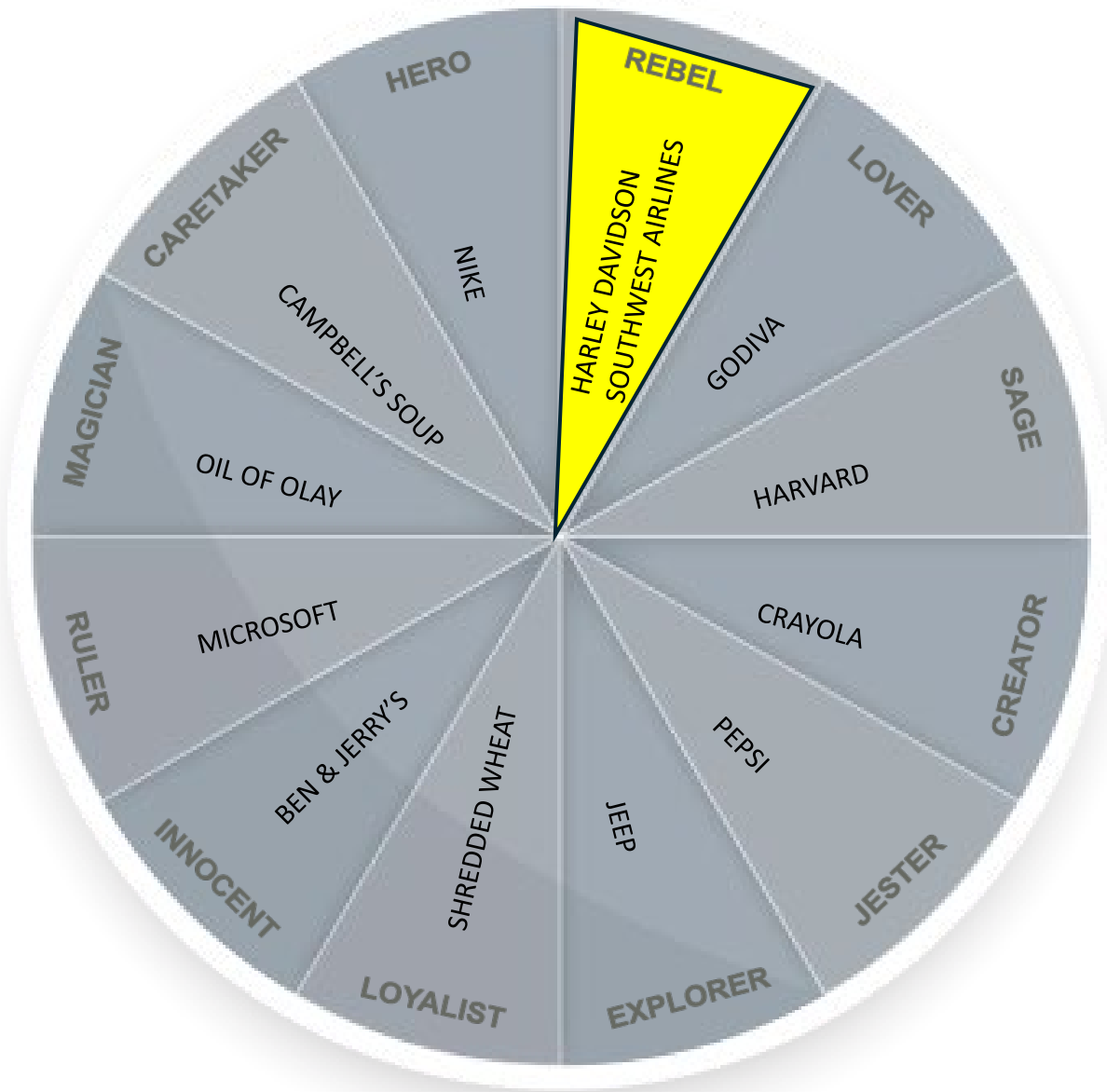
Sacramento Airports Branding

Not a Logo or a Slogan But Our Driving Focus

THE [PLAYFUL] REBEL

We make our own rules. We carve our own path.
We know what we want and how to get it.
We will relentlessly innovate, and
nobody will stand in our way.

HARLEYDAVIDSON// APPLE// SOUTHWEST



Sacramento Airports—Mission, Vision and Values

Guide Everything We Do



MISSION To put people at the center of every trip, every experience, every day

VISION To be the most loved airport

CORE VALUES

Start With The Customer
Our customers are our top priority and everything we do should help us in delivering an experience that makes them feel at home.

Make Something Better Today
We refuse to settle for the way things are and see every day as an opportunity to improve.

Collaborate
We are stronger together. We are able to accomplish more for our customers and each other through shared goals and mutual support.

Be Transparent
We communicate internally and externally with unwavering candor, honesty and respect.

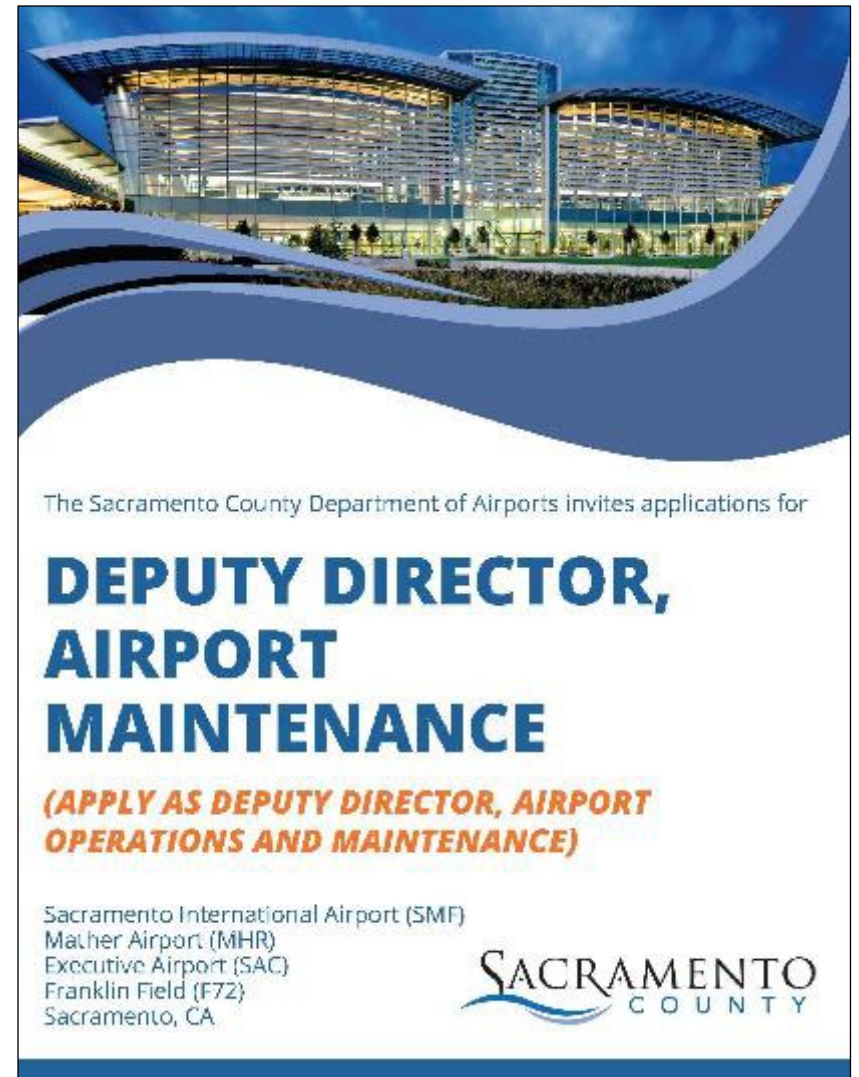
Own It
We are a team of doers. We take pride in what we do and we take responsibility for the opportunity placed before us.

→ Be Known as an Accomplished Industry Leader

- ❑ Nationwide “firsts”—eg Safety Management System, TIFIA
- ❑ Statewide legislative accomplishments
- ❑ Visible Industry leadership roles
- ❑ County’s jewel in the crown and source of community pride

→ Customized Recruitment Materials

- ❑ Allow for targeted recruitments
- ❑ Ability to showcase the department and incorporate branding, MVs, and iconic images



➔ Be Creative While Complying with our Civil Service Processes

- ❑ Outreach and advertising via industry contacts, professional recruiters, and a proactive digital presence
- ❑ Helping candidates stay enthused and engaged from application through onboarding

➔ An Effective Approach to Interviewing

- ❑ Creative and interactive interviews
- ❑ Emphasis on identifying candidates that embody MVWs
- ❑ Diverse interview panels



➔ Department Culture

- ❑ We live our Mission, Vision and Values every day
- ❑ Work/life balance

➔ Recognition of Staff

- ❑ Department Employees of the Month
- ❑ Quarterly awards for exemplifying County's values
- ❑ County Service Awards

➔ Help People Move Up and Beyond

- ❑ County Leadership Development Academy
- ❑ Annual CMcourse at SMF
- ❑ Cross-training
- ❑ Coaching/Training/Conferences
- ❑ County Mentorship Program
- ❑ Education Reimbursement





Employer Branding & Recruitment

June 24, 2025



SFO's Vision, Mission, and Core Values



— VISION —
**inspiring the
extraordinary**

— MISSION —
Delivering an airport experience
where people and our planet come first.

— CORE VALUES —



SAFETY & SECURITY

Safety & Security
is our first priority.



TEAMWORK

We are one team.



EXCELLENCE

Being your personal best
makes our airport exceptional.



CARE

Promoting the well-being of
our guests, our tenants, our
community, and each other.



EQUITY

We are anti-racist, inclusive,
and respectful (AIR); committed
to equitable outcomes for all.

Our Branding Journey

1

Starting Point

Aligning HR & Marketing to Tell One Powerful Story

2

Defined Our EVP

Articulated what makes us distinct as an employer.

3

Collaboration with Marketing

Co-created messaging that reflects real employee experiences and embedded EVP into our branding efforts.

4

Continual Refinement

Track, iterate, and refine to ensure we align content and messaging across all candidate touchpoints.

Embedding Employer Brand into Recruiting

Tactics That Worked

- “Day in the Life” video series – [Inside SFO Series](#)
- [Career site](#) refresh with storytelling and testimonials

Channel Strategy

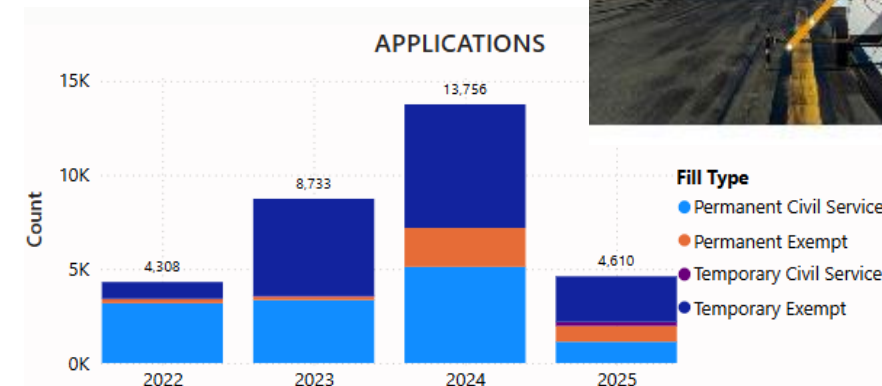
- Social media, employee testimonials, virtual events
- Consistent brand voice across all platforms

Impact

- Increased quality applications and candidate engagement
- Translating brand into candidate experience



Inside SFO: Episode #6 - Window Washers



Innovations & Recruitment Strategy



Standing Out in a Crowded Talent Market

- Honed our Employer Value Proposition (EVP)
- Focused on our differentiators - Culture | Growth | Meaningful Work | Well-being

Recruitment Innovations

- Hosted live informational and Q&A sessions to connect with passive talent
- Revamped Career site to include testimonials, videos, and information on applying for civil service jobs

Strategic Tactics

- Launched Candidate Relationship Management (CRM), building and nurturing relationships with both current and future candidates
- Activated Recruitment Champions, utilizing our ERGs for outreach and communication

Lessons Learned & Best Practices

What We Know Now — And What We'd Do Again



Build a Foundation

Start with EVP and make it real through employee voices.



Thought Partner

Work with Marketing as a strategic partner, not a service.



Consistent Message

Align content and messaging across all candidate touchpoints.



Agile Approach

Track, iterate, and refine.



Thank you!

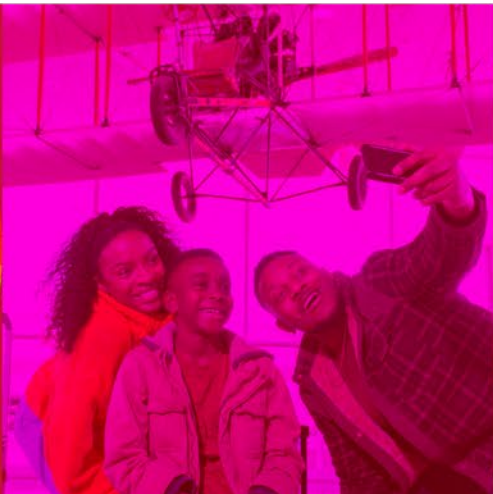
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Branding Update

June 2025



Culture Shapes Your Branding

1. Authenticity
2. Difference
3. Connection





Consistency is key!

Brand guides are essential.

LOGO USAGE



Logos are the most visible form of an organization's brand identity and equity. They identify the values and qualities associated with Tulsa International Airport (TUL). Logo usage should be managed carefully to ensure the integrity of the overall brand. The TUL logo is made up of two elements: the TUL Logotype and the Color Arc graphic. Since the typeface was customized, it should not be reproduced by hand or substituted with a similar typeface. The TUL logo must be reproduced only from authorized logo originals. When applying the TUL logo, it is vital to maintain all minimum size considerations, color applications and proper proportions.



FULL-COLOR



PMS 259 ONE-COLOR



REVERSED



100% BLACK



PMS 158
CMYK 0,64,95,0
HEX e27225



PMS 186
CMYK 00,100,75,4
HEX c60c30



PMS 187
CMYK 5,100,71,22
HEX a71e31



PMS 234
CMYK 18,100,4,17
HEX a1006b



PMS 259
CMYK 69,100,1,5
HEX 6e267b



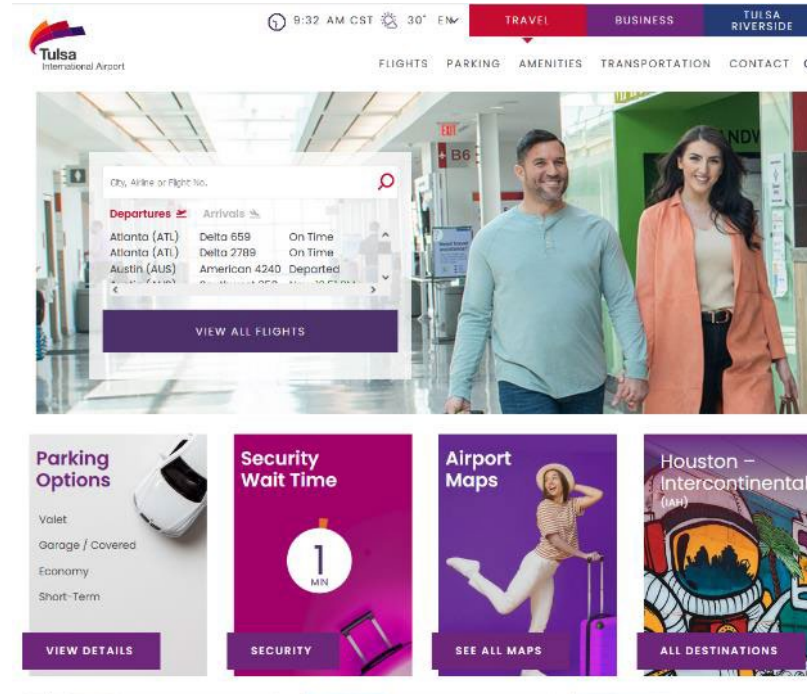
PMS 269
CMYK 80,95,0,35
HEX 4b306a



85% Process Black
CMYK 0,0,0,85
HEX 4b4b4b



Consistency is
key!



How Do We Educate Employees?



Culture and the Recruitment Process

1. Consistent Messaging
2. Interviews
3. Employee Involvement

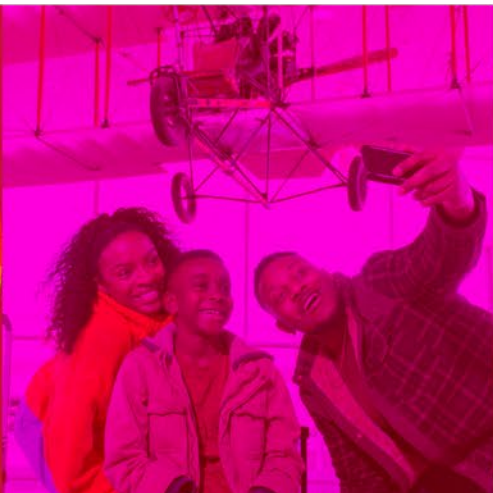
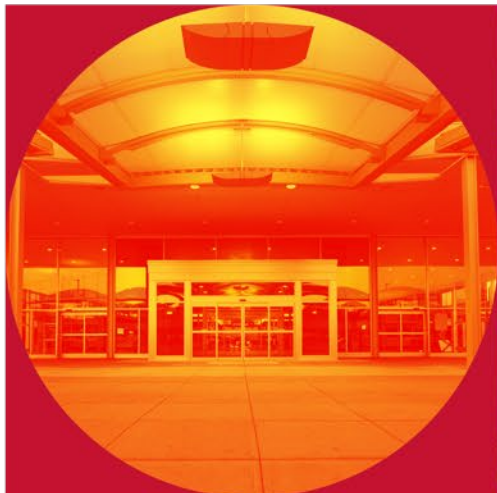




Thank you!

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Questions?

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