

## INDIVIDUAL SUBMISSION ENTRY FORM

Please copy and complete this form for each entry.  
Create a separate document for answering the five questions below.

Check only **ONE** entry classification below:

- |                                   |   |
|-----------------------------------|---|
| 1. Advertisements – Single _____  | 8. Overall Campaign _____               |
| 2. Advertisements – Series _____  | 9. Periodicals _____                    |
| 3. Annual Reports _____           | 10. Promotional/Advocacy Material _____ |
| 4. Audio-Only Presentations _____ | 11. Social/Web-Based Media _____        |
| 5. Awareness Messaging _____      | 12. Special Events _____                |
| 6. Directories/Handbooks _____    | 13. Videos _____                        |
| 7. Miscellaneous _____            | 14. Visual-Only Presentations _____     |
|                                   | 15. Websites <u>X</u> _____             |

Please check the appropriate box:

☒ CATEGORY 1

☐ CATEGORY 2

☒ CATEGORY 3

Entry Title We're Not What You'd Expect: Modernizing Government for the New Millennium  
 Name of Port Port of Portland  
 Port Address 7200 NE Airport Way, Portland, OR 97218  
 Contact Name/Title Kenny Macdonald  
 Telephone (503) 415-6140 Email Address Kenny.Macdonald@portofportland.com

On separate paper, **FIRST** write a short, descriptive summary of your entry, **THEN**, in as much detail as needed, specifically address each of the following five questions and **number your answers**. Your answers equal 50% of your score.

## Summary

### We're Not What You'd Expect: Modernizing Government for the New Millennium

The Port of Portland recently instituted two online programs to change the way the organization was perceived by prospective employees as well as how current employees were able to recognize and be recognized by one another.

#### 1. What are/were the entry's specific communications challenges or opportunities?

- Describe in specific and measurable terms the situation leading up to creation of this entry.
- Briefly analyze the major internal and external factors that need to be addressed.

A 125-year-old organization can't maintain a modern appearance without a little freshening up from time to time. For the Port of Portland, a quasiquicentennial was the perfect chance to check on perceptions—internally and externally—of the Port as an employer of choice.

Of the nearly 800 current Port employees, 25 percent will retire in the next five years, making it imperative that our careers website present compelling opportunities with authentic personality. We do this because it is important to reach a broad and deep pool of prospective employees and ensure we remain competitive with other organizations in a tightening labor force.

The old employee recognition system used passport-style books with stickers, redeemable for Port-branded products was dated and low-tech. Employees lacked enthusiasm for the program, it was unevenly used, and had no ability to capture detailed metrics.

#### 2. How does the communication used in this entry complement the organization's overall mission?

- Explain the organization's overall mission and how it influenced creation of this entry.

The mission of the Port of Portland is to enhance the region's economy and quality of life by providing efficient cargo and air passenger access to national and global markets.

To fulfill this mission the Port needs a skilled, motivated and stable workforce. Any organization will say this is important, but at the Port, with state-wide ties and responsibilities, we see this as imperative for the economic health of the region.

#### 3. What were the communications planning and programming components used for this entry?

- Describe the entry's goals or desired results.
- Describe the entry's objectives and list specific, measurable milestones needed to reach its goals.
- Identify the entry's primary and secondary audiences in order of importance.

The Port used employee engagement surveys and new employee focus groups to collect feedback and identify organizational needs. This feedback often cited unfamiliarity with the Port's mission and role in the regional economy and changed perceptions (for the better) about the Port's culture after starting as a new employee.

Corporate Communications and Human Resources worked together to:

1. Implement a social media-friendly recognition tool



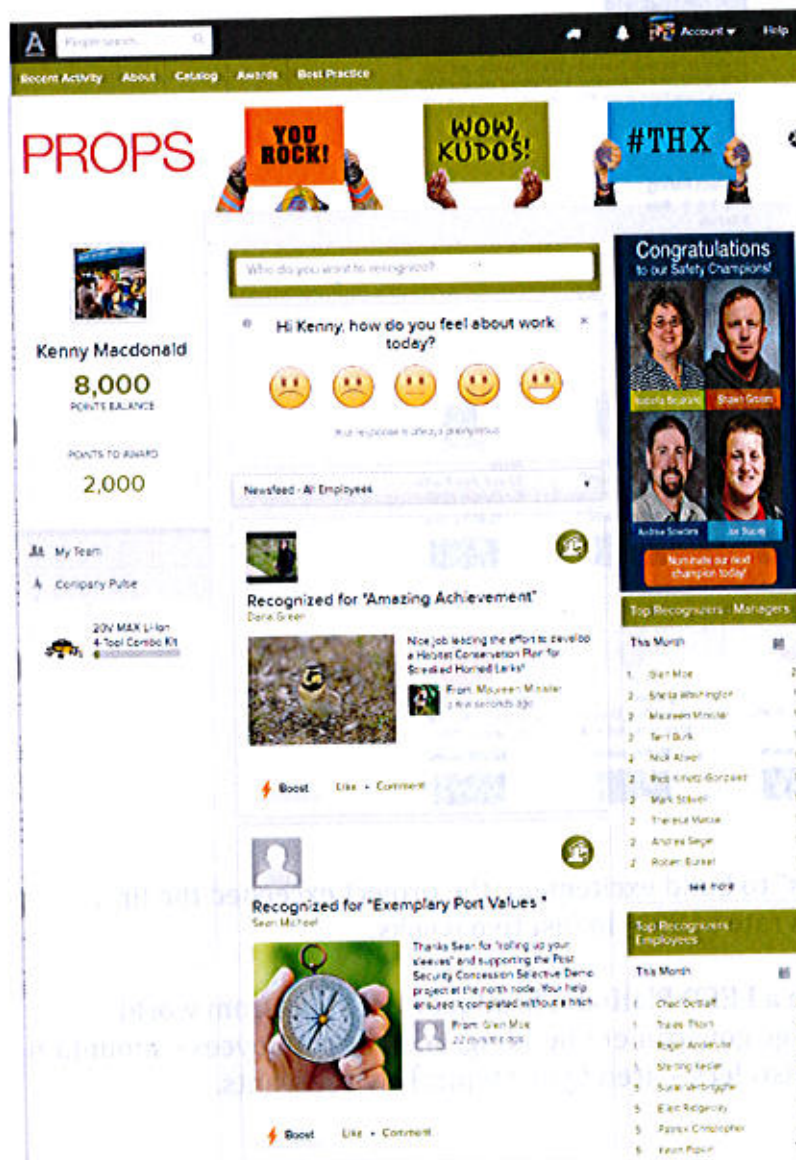
2. Change candidate perceptions of the Port with a modernized careers website
3. Increase employee engagement associated with each project

The audience is wide-ranging for the careers website, but should appeal to creative, innovative job candidates.

**4. What actions were taken and what communication outputs were employed in this entry?**

- Explain what strategies were developed to achieve success and why these strategies were chosen.
- Specify the tactics used (i.e., actions used to carry out your strategies).
- Detail the entry's implementation plan by including timeline, staffing and outsourcing used.

**PROPS:** With a crowdsourced name evoking marine and aviation propellers, Peer Recognition of Port Staff (PROPS) enables real time employee recognition and rewards.



PROPS is a product of Achievers

(<http://www.achievers.com/>) and was customized with Port of Portland-specific themes. It looks and feels like a social media feed with which most of us are now familiar.

Port employees can search for colleagues and highlight their achievements individually or in groups.

Recognizers can choose #THX Social Recognition, a "good job" announcement that is featured on a newsfeed. Or, for a value-added PROPS, recognizers can choose to award points for achievement, operational excellence or exemplifying Port values. Employees are budgeted 1000 points per month; managers and directors have more points to award. All staff members can recognize any other Port employee.

Managers are notified by email when their reports receive recognition and have the option to "boost" the award for even more points. Any employee reviewing the news feed can also like, comment on and/or boost the recognition.

Points can then be redeemed in an online marketplace that includes a wide range of gifts – from digital cameras to guitars, fitness trackers and gift cards. As you can see I am working my way towards a set of four cordless hand tools!

The screenshot displays the PROPS online marketplace interface. At the top, there are three social media-style posts: "YOU ROCK!", "WOW, KUDOS!", and "#THX". Below these, a user profile for "Kenny Macdonald" is shown with a "POINTS BALANCE" of 8,000 and "POINTS TO GO" of 2,000. The main product page features a "DeWalt | 20V MAX Li-Ion 4-Tool Combo Kit" priced at 92,900 points. The product description highlights its features: a cordless combo pack with a 20V 1/2" hammer drill, a three-speed metal transmission, a 6.12" circular saw with 6-12" cutting depth, and a 45° angle reciprocating saw. Below the product page, there are tabs for "New Additions", "Staff Picks", "Most Popular", and "All Brands". A grid of recommended products is displayed, including a Storebound Greek Yogurt Maker (5,779 points), an Amazon Kindle Voyage 6" High-Resolution (19,999 points), a Bang & Olufsen Beolit 15 Bluetooth Speaker System (59,600 points), an Apple 9.7-inch iPad Pro Wi-Fi Cellular 32GB (72,900 points), a Fitbit Alta Activity Tracker (12,995 points), Ray-Ban 58mm Large Aviator Sunglasses (16,500 points), a Tory Burch Ladies' Riva Double Wrap Ivory Leather Watch (29,500 points), and a Michael Kors Selma Medium Top Zip Satchel (32,800 points).

Using a network of "site champions" to build excitement, the project exceeded the first month's 80% activation goal with a rate of 88% in just two weeks.

**Careers site:** Our workplace – with a LEED Platinum headquarters steps from world-renowned restaurants – is no average government building, and our employees – mountain climbers, artists and even brandy distillers – aren't your typical civil servants.

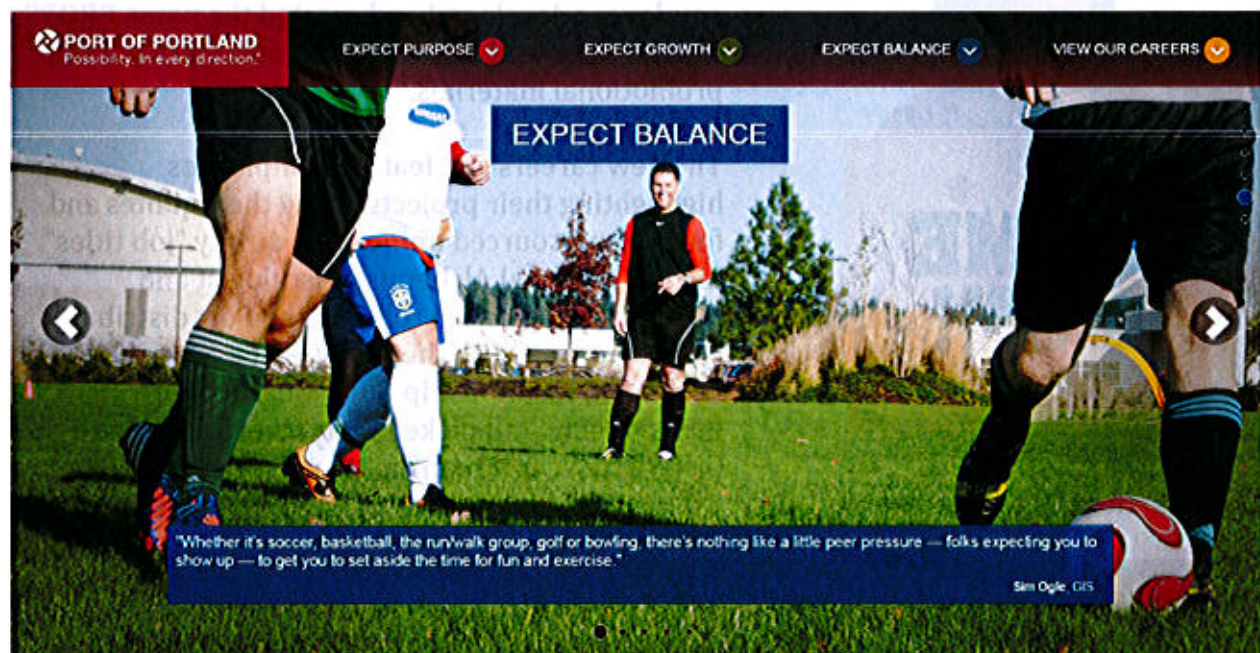
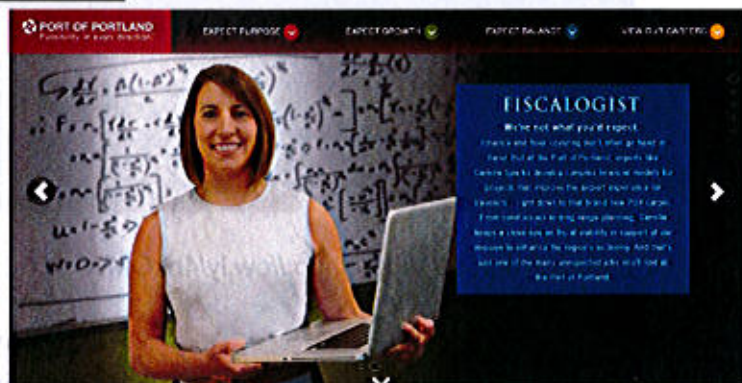




With 25 percent of employees retiring in next five years, the goal was to attract candidates from outside of government. This is why the Port challenged civil service assumptions (pale & stale, old school) and highlighted our assets (global mission, modern building, cool perks, interesting people) to prove “we’re not what you’d expect.”

See the stunning transformation: Old site vs <http://portofportland.com/careers>

We want applicants to know what they can expect by working at the Port. Expectations we believe are important to potential employees – purpose, growth and balance – are themes on the site. Each section has five supporting photos with quotes from employees that highlight the Port’s work-style.







Expect Purpose Video: <http://ow.ly/4nkOMW>



conversations in the community.

**Employee buy-in:** Both launches worked from premise that employees will share ideas and input if asked and would feel connected to campaigns featuring people they know. For instance, employees developed and created the name PROPS. Their photos and handwritten notes were used on promotional materials.

The new careers site features employees highlighting their projects, using their quotes and four crowd-sourced unique and quirky "job titles" including Digital Alchemist, Fiscalogist and Foodpreneur. For the roll-out, the Port distributed t-shirts to staff with their choice of preferred title: Fixologist, Relationship Guru, Guardian or Envisioneer. Staff picked their favorite tee and **CHOSE** to wear it to promote unity and





**5. What were the communications outcomes from this entry and what evaluation methods were used to assess them?**

- Describe any formal/ informal surveys used, or anecdotal audience feedback received, that helped in evaluating the success of this entry.
- If possible, explain how this entry influenced target audience opinions, behaviors, attitudes or actions.

**PROPS:** The project exceeded the 30-day 80% activation goal rate with 88% of employees activated in the first two weeks. Early activation points bonuses were awarded to 463 employees who signed up in the first week of the roll-out.

Today, 98 percent of Port employee have activated their accounts. In the past 30 days, 86 percent were actively giving or receiving recognitions. On average, each employee has given 9 recognitions and received 14 recognitions. About 69 recognitions are given each day.

**Careers Page:** The Port has always seen a sufficient number of applicants, even with the old jobs website. The main goal of the new site was to change perceptions about working for a government entity – the Port in particular. That qualitative data is harder to capture, however, one notable metric is that the average visitor stays on the site for about five minutes – lengthy for a careers site. We believe these users are reading the in-depth content and watching the video to find out more about the Port's workplace culture.

On the qualitative front, results have been just as encouraging. Comments from employees include:

- The website looks great! It's very engaging and gives a real feeling for what it's like to work at the Port.
- Really good looking site! Great idea to try to distinguish the Port from the pack of government agencies.
- The new careers website is awesome! It looks great, flows smoothly, and gives valuable information. It perfectly shows who we are and what we do to someone considering us for their career choice. Great job!
- Great job! Looks like the Port is a place you would want to work! This begins a new trend of moving the Port's visual language to a place of innovation and great aesthetics.
- Absolutely remarkable! I LOVE it!! Great job.
- Wow, the new site is fantastic. I really like the super-sized photos, and what is depicted by the photos – it's like a "day in the life of Port employees" slideshow. Excellent!
- New website looks awesome!

...from business contacts:

- Holy cow! That is one gorgeous site! I just love how you used so many photographs and the quotes are a great touch.
- Way to go, something to be VERY proud of!
- That looks AMAZING! It's clear, it's clean, it's modern, it's energetic. I love how you let the employees provide a lot of the text for you. You must be so proud!

...and from a prospective employee:

- I wasn't intending to leave but happened upon the posting for the HR Operations Director role while exploring the World at Work website. The position is closely aligned with the direction I want to take my career/current role. I started out looking at the job description as a reference for pitching a similar role within my team. I was inspired to visit the Port's careers page and ultimately felt compelled to apply.