

# ERDA

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STRATEGIC HR & COMMUNICATIONS

2021



**HOW TO ENCOURAGE EMPLOYEES TO  
ACCEPT THE NEED  
FOR SAFE WORK ENVIRONMENT?**





63,7%

of Latvian residents  
have completed the  
vaccination process\*

MAKE THE REMAINING EMPLOYEES  
“POP”!

# ***By using change management tools!***

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**A**



**AWARENESS  
OF THE NEED  
FOR CHANGE**

**D**



**DESIRE  
TO SUPPORT  
THE CHANGE**

**K**



**KNOWLEDGE  
OF HOW  
TO CHANGE**

**A**



**ABILITY  
TO DEMONSTRATE  
BEHAVIORS**

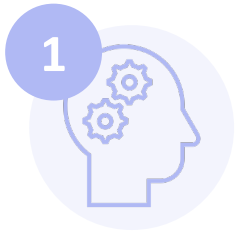
**R**



**REINFORCEMENT  
TO MAKE  
CHANGES STICK**

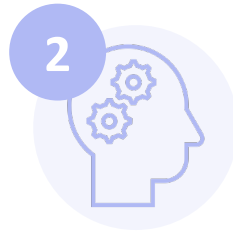
# Why are people resisting vaccines?

When people are making decisions about vaccination, they might feel some degrees of risk, ambiguity and uncertainty about the results, which can instigate cognitive biases in the decision-making process. Such cognitive biases might nudge people toward vaccine hesitancy.



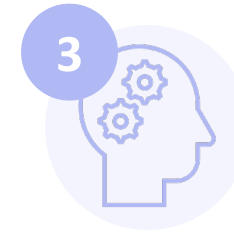
## Cognitive biases triggered by processing vaccine-related information

- **Authority bias:** *"My family doctor told me not to get vaccinated. He is an expert, whom I trust - of course, I won't get vaccinated!"*
- **Base rate neglect:** *"I saw a story where the vaccination ended with serious complications, I don't want to experience that!"*



## Cognitive biases triggered in vaccination decision making

- **Ambiguity aversion:** *"I'd rather get sick with Covid-19, at least I know what could be the consequences. Who knows what could be the side-effects of vaccination?"*
- **Optimism bias:** *"I am not the person to get sick. Even if I would get Covid-19, I know I am strong enough to fight it."*



## Cognitive biases triggered by prior beliefs regarding vaccination

- **False consensus effect:** *"I am on a Facebook group and there everyone believes that we shouldn't get vaccinated!"*
- **Confirmation bias:** *"I have never been a huge fan of vaccines, but after reading one report about a vaccine adverse event – I am sure I won't get vaccinated!"*

# *In Latvia there are various reasons for vaccine hesitancy*

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47%

...of unvaccinated are  
concerned about safety  
of the vaccines

25%

...of unvaccinated are  
concerned about  
efficacy of the vaccines

19%

...of unvaccinated do  
not trust vaccine  
producing companies



HOW TO ENCOURAGE EMPLOYEES  
TO TAKE THE RESPONSIBILITY FOR  
THE HEALTH OF COLLEAGUES?

# 3 Cs approach

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1

## CONVICTION

- Educate on the facts
- Engage relevant experts and community leaders
- Highlight role models
- Understand the implications of prospective vaccine-related policies

2

## CONVENIENCE




- Share practical information on available vaccination and consultation services
- Simplify the experience by assisting employees with scheduling and transportation
- Increase proximity by offering on-site vaccination services

3

## COSTLESSNESS

- Create structural support by providing paid hours / sick days to get a vaccine
- Cover direct costs
- Offer rewards and recognition both financial and non-financial

# Traditional approach

	MANAGEMENT DECISION & ROLE MODELLING	COMMUNICATION CAMPAIGN	ADDITIONAL INCENTIVES
	<ul style="list-style-type: none"><li>Managers got vaccine first to show example</li></ul>	<ul style="list-style-type: none"><li>A series of posters and presentations with related facts</li><li>Individual “vaccine invitations” for employees to attend vaccine centers</li><li>A town hall meeting with a highly diverse group of speakers</li><li>Assigned role models that would be respected in the most sceptical groups</li></ul>	
	<ul style="list-style-type: none"><li>Early response by the CEO about the probability of the vaccine mandate before vaccines became available</li></ul>	<ul style="list-style-type: none"><li>Q/A sessions for employees with medical experts, even during nightshifts</li></ul>	<ul style="list-style-type: none"><li>Cooperation with professional unions to choose the most suitable incentives (extra pay for vaccination, extra vacation days)</li><li>Individual approach to the most hesitant employees and holding off the mandate in some cases</li></ul>
		<ul style="list-style-type: none"><li>Informative lectures (led by the leading specialists) with the opportunity to raise concerns, ask questions to specialists</li></ul>	<ul style="list-style-type: none"><li>Some benefits available only to the vaccinated staff, e.g., yearly company event</li></ul>

# *What should Your organization focus on - self-assessment*

A

List the reasons you believe employee vaccination is necessary.

Review these reasons and ask yourself the degree to which employees are **aware** of these reasons. Rank on a 1 to 5 scale.

D

List the factors or consequences (good and bad) for employees that might create a desire to vaccinate.

Consider these motivating factors, including employees' conviction in these areas. Assess the **desire** to change. Rank on a 1 to 5 scale.

K

List the skills and knowledge needed to get vaccinated.

Rate this person's **knowledge or training** in these areas. Rank on a 1 to 5 scale.

A

Considering the skills and knowledge needed, evaluate the employees' ability to vaccinate. Are there any barriers inhibiting the person's ability?

To what extent does the person have the **ability** to implement the new skills, knowledge and behaviors? Rank on a 1 to 5 scale.

R

List the reinforcements that will help to retain the change. Are incentives in place to help this person make the vaccination decision stick?

To what degree is the person receiving **reinforcement** for demonstrating the right behavior? Rank on a 1 to 5 scale.

# EMPLOYEE WELLBEING AT WORK – WHAT ELSE MATTERS?

# *Most employees do not feel cared for at work*

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**39%**

My organization cares  
about my wellbeing

**36%**

The management of my  
company has invested in  
wellbeing of its employees

**20%**

My company's management  
speaks openly about mental  
health in the workplace

*What makes employees  
think that companies  
care about them?*

A large, stylized number '1' in a light blue color, centered within a white circle. The number has a slight shadow effect.

***Understandable and easy-to-use  
benefits that improve wellbeing***

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A large, stylized number '2' in a light blue color, centered within a white circle. The number has a slight shadow effect.

***Development of  
supportive management***



Investing in an inclusive  
environment where all employees  
feel valued and supported,  
regardless of identity

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Management speaks openly about  
mental health in the workplace



# *Mental wellbeing*

## STRESS

**-0.47**

I live in high stress conditions

**-0.39**

I have often felt stress at work in the last 6 month

## BALANCE

**0.49**

Work-life balance

**0.46**

Physical health

**0.41**

Ability to take time off

# *Top 5 stress sources for employees across all Baltic states*

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Uncertainty about the future (57%)



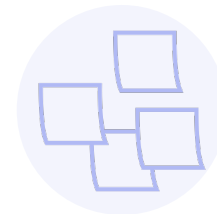
Financial insecurity (42%)



Physical health problems (30%)



Health problems in family (30%)



Workload (23%)

# *What to do?*

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Define what's  
wellbeing in your  
company

Focus primarily on stress  
and overwork preventive  
measures

Adjust your offer to  
different target  
groups

Pay additional attention  
to your managers and  
yourself

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