



# How to Build Transit Workers' Confidence in COVID-19 Vaccines

Frontline transit workers are at increased risk of getting COVID-19 and should be vaccinated. Their decision to get vaccinated can protect more than just their own health. If all transit agency staff—from Chief Safety Officers to managers to operators—get vaccinated and use all current protective measures against spreading the virus that causes COVID-19, it will help ensure that staff and passengers are protected.

## What is vaccine confidence?

Vaccine confidence is the trust that patients, their families, and providers have in:

- Recommended vaccines;
- Providers who administer vaccines; and
- Processes and policies that lead to vaccine development, licensure or authorization, manufacturing, and recommendations for use.

## Why is vaccine confidence important?

While some transit workers have already been vaccinated, others may be hesitant to get the vaccine. Before transit workers agree to be vaccinated, they may want answers to their vaccine questions. By answering questions and taking time to listen to concerns, you can help transit workers be informed and confident when they decide to get vaccinated. When they decide to get vaccinated, transit workers can have a powerful influence on their families and communities. Furthermore, communities with strong confidence in the vaccines lead to more people getting vaccinated, which can help us move past the COVID-19 pandemic.

## Six steps to building vaccine confidence among personnel in your transit agency

Transit workers need to feel confident in their decision to get vaccinated. One way to build that confidence is by making vaccine confidence visible in your agency. Here's how:

### 1. Recruit vaccine champions from your agency's workforce.

Identify trusted leaders from various departments in the agency to serve as vaccine champions. Ask them to lead by example by getting a COVID-19 vaccine and being photographed while doing so. Invite agency staff who have already been vaccinated to share their reasons for doing so and the importance of vaccination. Don't forget to also engage union leadership and transit workers themselves as vaccine champions, as peer-to-peer approaches can be very effective. You can share their stories and photos using:

- Testimonials given during staff meetings, presentations, and break room conversations
- Short videos
- Email blasts
- Social media
- Blogs or web articles



[www.cdc.gov/coronavirus/vaccines](https://www.cdc.gov/coronavirus/vaccines)

## 2. Host discussions where personnel at different levels can provide input about how to build vaccine confidence.

An important step to building vaccine confidence at your agency is to hold discussions across job areas about how to promote confidence in COVID-19 vaccines. These open discussions can help address staff questions and concerns and get their input on how to best build vaccine confidence within your agency.

### Centers for Disease Control and Prevention

#### (CDC) Resources:

- View [Frequently Asked Questions about COVID-19 Vaccination](#).
- Use [Appendix A. COVID-19 Vaccine Communication and Confidence Checklist for Transit Agencies](#) as you plan these discussions.
- Use [Appendix B. Vaccine Confidence Conversation Starter for Transit Agencies](#) to help you effectively structure these discussions with the goal of gathering input that will help tailor approaches that will work best in your facility to build staff buy-in and vaccine confidence.

## 3. Share accurate information with staff using multiple communication channels.

Use a variety of communication channels such as email blasts, recorded announcements, posters in common spaces (breakrooms, bathrooms, hallways), local safety committee meetings, your agency's intranet, and social media to share information with staff about the importance of COVID-19 vaccination and vaccine confidence. Also consider integrating tailored messages into toolbox talks and safety stand downs. Messages should include:

- Get the COVID-19 vaccine to protect yourself, your passengers, your co-workers, and your family from infection.
- Vaccine confidence starts with you! Building defenses against COVID-19 is a team effort in our agency.

- Getting a COVID-19 vaccine adds one more layer of protection against infection for you, your coworkers, your passengers, and your families—ultimately protecting the community.
- You can do several things to build vaccine confidence:
  - » Choose to get vaccinated yourself.
  - » Share your reasons for getting vaccinated and encourage others to get vaccinated.
  - » Learn how to have effective COVID-19 vaccine conversations with others to encourage them to get vaccinated.

## 4. Share COVID-19 Vaccine Resources with key personnel and vaccine champions

This may include your vaccine champions, Executive Leadership, Human Resources staff, your agency's Chief Safety Officer and safety staff, Union Leadership and Managers/Directors, and others with responsibility for frontline supervision, as well as community and medical partners who may be involved in vaccinating transit employees. Empower personnel with accurate and timely information on how vaccines are developed and monitored for safety and how to talk about COVID-19 vaccination.

#### CDC Resources:

- [Letter to Your Employees](#): Customize this letter about COVID-19 vaccination to send to your staff.
- [COVID-19 Vaccine Basics for Essential Workers \(Slide Deck\)](#) (also available in [Spanish](#)): These slides can be shared at internal meetings in your agency. You can use all or part of the slide set and can include any additional information specific to your agency.
- [Key Messages](#): Use these key messages about COVID-19 vaccine to educate your employees.
- [Printable Key Message](#)
- [Spanish Printable Key Messages](#)
- [Address Myths and Promote Facts](#): Proactively address and mitigate the spread and harm of misinformation by sharing credible and accurate information.
- [Facts About COVID-19 vaccines](#) (fact sheet available in multiple languages)
- [FAQs for Employers](#)
- [FAQs for Employees](#)
- [Essential Worker Posters](#)
- Sample [Social Media messages](#)
- [Printable Stickers](#)

## 5. Create safe spaces for staff to get answers to their vaccine questions.

- Create safe and confidential opportunities for staff to ask questions related to COVID-19 vaccines and receive accurate and timely answers. Express appreciation for their question and let them know they also have an important role in the health of the agency.
- Offer staff a dedicated phone line or email address to ask questions about vaccination.
- Solicit and regularly update frequently asked questions (FAQs) on the staff intranet and public website. Provide links to the [CDC's COVID-19 FAQ Vaccination webpage](#) and other state and local resources (for example, information from health departments, health systems, and transit associations).
- Host live question-and-answer sessions with vaccine experts and local staff members using:
  - » Brown bag sessions for staff
  - » Public-facing social media livestreams

## 6. Make the decision to get vaccinated visible and celebrate it!

- Provide “I got my COVID-19 vaccine!” pins, lanyards, masks, bracelets, water bottles etc.
- With staff permission, post a photo gallery in common or break areas of the agency or online as part of a social media campaign showing cheerful staff who were just vaccinated.
- Offer a small, sincere token of gratitude for staff who choose to get vaccinated (such as a personalized thank you note from the Chief Safety Officer, an ice cream treat, or a profile in your staff newsletter).
- With permission, record testimonials on why transit workers decided to get vaccinated and share online, on your website, with the media and in other public places as appropriate.
- Get creative with producing and sharing inclusive, positive, behind-the-scenes moments of vaccinated transit workers in action.
- Reach out to local news outlets to highlight your agency's leadership in COVID-19 vaccine distribution and share a few personal stories of your vaccine champions.
- Together, each of us has an essential role to build and expand COVID-19 vaccine confidence. Together, we can help ensure that our staff and passengers are safe and protected against COVID-19. Visit [cdc.gov/coronavirus](https://cdc.gov/coronavirus) for the latest information.

## COVID-19 Vaccine Communication and Confidence Checklist for Transit Agencies

Use this checklist to promote COVID-19 vaccine confidence among your transit personnel.

Activity	
<b>1</b>	<p>Give COVID-19 vaccine communication and confidence basics presentation to agency leaders, managers, union representatives, and transit workers.</p> <p><b>CDC Resources:</b></p> <ul style="list-style-type: none"> <li>▪ <a href="#">COVID-19 Vaccine Basics for Essential Workers (Slide Deck)</a></li> <li>▪ <a href="#">How to Build Transit Workers' Confidence in COVID-19 Vaccines (Guide)</a></li> </ul>
<b>2</b>	<p>Hold an initial discussion with 8–10 staff to identify strategies for making vaccine confidence visible.</p> <p><b>CDC Resource:</b></p> <p><a href="#">COVID-19 Vaccine Confidence Conversation Starter for Transit Agencies (Guide)</a></p>
<b>3</b>	<p>Provide training and education</p> <p>Educate all staff about COVID-19 vaccine.</p> <p>Train agency teams about the vaccines, how to build vaccine confidence, and how to talk about COVID-19 vaccination with their staff.</p> <p><b>CDC Resources:</b></p> <ul style="list-style-type: none"> <li>▪ <a href="#">Facts About COVID-19 vaccines (Fact sheet)</a></li> <li>▪ <a href="#">How to talk about COVID-19 vaccines with friends and family (Web page)</a></li> <li>▪ <a href="#">Address myths and promote facts (Web page)</a></li> </ul>
<b>4</b>	<p>Post COVID-19 vaccine educational materials in staff break rooms and common areas in your health facility (<i>posters, handouts, FAQs</i>).</p>
<b>5</b>	<p>Post COVID-19 vaccine information blogs and/or articles on your website, intranet, and social media platforms (<i>blog posts, social media, videos</i>).</p>
<b>6</b>	<p>Create and publicize a feedback mechanism for staff members to ask questions or receive guidance about COVID-19 vaccination (<i>email inbox, phone number, point of contact</i>).</p>
<b>7</b>	<p>Share regular staff updates on COVID-19 vaccination efforts (<i>staff meetings, email blasts</i>).</p>
<b>8</b>	<p>Communicate where, when, and how transit personnel will be offered the vaccine. Share any plans to support personnel needing time away from work duties if they are experiencing any expected post-vaccine side effects (<i>posters and flyers in break rooms, staff meetings, email blasts</i>).</p>
<b>9</b>	<p>Have conversations with staff about the vaccines, and use strategies identified during staff discussions to make vaccine confidence visible in your facility.</p> <p><b>CDC Resource:</b></p> <p><a href="#">COVID-19 Vaccine Confidence Conversation Starter for Transit Agencies (Guide)</a></p>
<b>10</b>	<p>Share testimonials from transit workers who volunteer to speak about why they got vaccinated and promote among staff, such as on the intranet or internet, in staff meetings, and on social media (<i>social media, blog posts</i>).</p>
<b>11</b>	<p>Recognize transit workers, union representatives, managers, and agency leaders who have been effective vaccine confidence boosters (<i>staff meetings, email</i>).</p>

## COVID-19 Vaccine Confidence Conversation Starter for Transit Agencies

**Objective:** Engage transit agency staff at different levels to identify practical ways to promote vaccine confidence and support high vaccine uptake.

**Format:**

- Online or in-person meeting (if staff are back in the office)
- Facilitator should be a staff member or outside health professional who is well-respected and seen as a neutral convener on the topic. Consider identifying a facilitator who represents or identifies with a large section of the transit agency staff assembled for the discussion; you may need to identify multiple facilitators for different groups of staff.
- It can be helpful to also have a vaccine expert in the room to answer more technical questions, such as those about vaccine safety.
- If management staff members are in the room, explain that, "In this meeting, everyone is an equal participant because we are all conveying our personal feelings and perspectives."
- Facilitator should be prepared to take detailed notes of staff questions, concerns, and ideas for future use.

**Audience:** Transit staff at your agency. Ensure representation of different functions and levels (e.g., Chief Safety Officer, Human Resources, management, union representatives).

**Rationale:**

- Frontline transit workers are at increased risk of getting COVID-19. Their decision to get vaccinated can protect their colleagues, transit passengers, families, and communities.
- Vaccine hesitancy and concerns might vary from transit agency to transit agency, so a tailored approach to promoting vaccine confidence may be required.
- Approaches to make vaccine confidence visible should come from transit workers themselves.

**Note:** If non-management staff members are not comfortable participating in a discussion with management, consider organizing separate sessions. By ensuring that personnel who are in direct or chain reporting relationships participate in different groups, you can enhance their willingness to speak candidly.

**Suggested Time:** 60 minutes

**Supporting Materials:** CDC has multiple resources available in the COVID-19 Vaccination Communication Toolkit for Essential Workers, and you are welcome to adapt them for use in your facility. Some of the materials that might help in this discussion include:

- [COVID-19 Vaccine Basics for Essential Workers](#) (Slide Deck) (also available in [Spanish](#)): Will be used to introduce vaccine confidence concepts in the "Conversation Starter" session
- COVID-19 Vaccine Communication and Confidence Checklist for Transit Agencies
- [Vaccine confidence posters, fact sheets, and FAQs](#)
- [How to Build Transit Worker's Confidence in COVID-19 Vaccines](#) (Guide)

## Presentation and Discussion Flow:

### Welcome (Discussion, 10 minutes)—Facilitator:

- Facilitator greets everyone in the meeting.
- If people don't know one another, do a quick round of introductions.
- Outline meeting objectives and any "house rules" about speaking up or asking questions.
- Facilitator should suggest that people submit their questions about vaccine confidence before the rest of the meeting by writing them down on notecards or sticky notes and handing them to the facilitator or by submitting them via private chat or email if meeting virtually. Ensure the questions are answered during the presentation and discussions.

### COVID-19 Vaccine Communication and Confidence Introduction (PowerPoint, 15 minutes)

- Use [COVID-19 Vaccine Basics for Essential Workers](#) slide deck and include question and answer session for addressing common questions and concerns.

### How Might We Build Vaccine Confidence Here? (Discussion, 30 minutes)

- Facilitator asks the following questions and invites staff to share ideas that can be used to strengthen staff communication at your facility.
  - » How many of you have already received or are planning to receive a COVID-19 vaccine?
  - » What motivated you to make the decision to get vaccinated?
  - » Can you think of any specific messages you heard in the media, online, or in the community about COVID-19 vaccine?
    - Using sticky notes, notecards, or chat box, list the reasons for vaccination mentioned and/or [CDC's key messages about vaccine benefits](#). Discuss and rank those that are most effective, and capture any suggestions for updating the messages or adding new ones.
  - » How might we work together to promote COVID-19 vaccination in this agency?
    - Using sticky notes, notecards, or the chat box, list ideas. Then facilitator can discuss and draw connections between similar ideas and encourage people to build on them.
  - » How might we make vaccine confidence visible to transit workers? Probe: What has worked before for promoting flu vaccination? For promoting some other healthy behavior?
    - Using sticky notes, notecards, or chat box, list ideas. Then the facilitator can discuss and draw connections.

### Closing (Discussion, 5 minutes)—Facilitator:

- Present a list of top suggestions and identify any action points and next steps for management. Determine who is responsible for tasks and set timelines.
- Inform staff how they can submit future suggestions for consideration and where they can go to get their additional questions answered.