



# FEBRUARY BREAKFAST PROGRAM





# MISSION

## About Human Resource Leadership Forum (HRLF Atlanta)

The Human Resource Leadership Forum (HRLF Atlanta) is a nonprofit professional association and network of human resource executives and senior level professionals. The association consists of more than 200 members in the Atlanta area.

- Our Mission
  - Provide programs and roundtables that enrich the professional development of our members.
  - Provide networking opportunities that foster the sharing of innovative concepts and exceptional practices.



**WELCOME  
GUESTS**



# WELCOME NEW MEMBERS

## (LAST 6 MONTHS)



**Lindsay Bryant**  
Vice President, Talent  
Insight Sourcing Group

**Bill Clark**  
SVP, Chief People Officer  
National Vision

**Virginia Marquez Coley**  
Director, HR – Commercial, Rigid & Medical  
Printpack

**Guillermo Cremer**  
VP, HR  
Kimberly-Clark Professional

**Tiffany Dilworth**  
Human Resources Manager  
Murrelektronik, Inc.

**Todd Hanson**  
Sr. Director, HR Operations  
Printpack

**Dipa Homer**  
VP, HR  
Rheem Manufacturing Company

**Tim Kennedy**  
SVP, HR  
Mannington Mills

**Kelly A. Knox**  
Senior HR Business Partner, CIG, Wealth and  
NCF&P  
Truist

**Tywana Minor**  
Sr. Director, HR Business Partner  
Habitat for Humanity

**Mari Sifo**  
CHRO  
SWM International

**Towanna Tindall**  
VP & CHRO  
Trulite Glass and Aluminum Solutions™

**Michele Truhe**  
Director of Human Resources  
IDI Logistics

**Lenore Wawrzonek**  
VP, Global Human Resources  
PIC Group, Inc.  
2



# WELCOME NEW MEMBERS



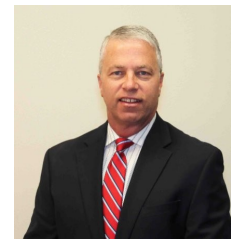
**Lindsay Bryant**  
Vice President, Talent  
Insight Sourcing Group



**Tywana Minor**  
Sr. Director, HR Business Partner  
Habitat for Humanity



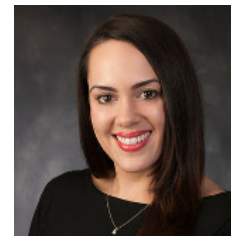
**Guillermo Cremer**  
VP, HR  
Kimberly-Clark Professional



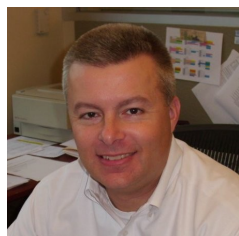
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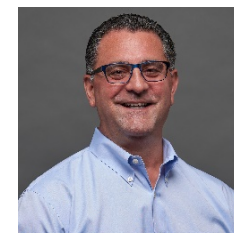
# 2021 EXECUTIVE COMMITTEE



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CHRO  
DS Smith North America



**Co-President**  
**Joanne McInerney, Ph.D.**  
VP, HR North America  
Novelis, Inc.



**Immediate Past President**  
**David Malfitano**  
CHRO  
Wayne Farms



**VP Board Development**  
**Keith Jackson**  
CHRO  
AT&T Latin America



**VP MS&E**  
**Joe Garcia**  
Head, Global TM and Org  
Effectiveness  
The Home Depot



**Ex-Officio**  
**Marilyn Draper**  
Senior Partner  
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*Member Recruitment & Sponsorship  
Chair*



**VP Finance & Operations**  
**Michelle Ansley**  
CHRO  
Classic Collision



**VP Programs**  
**Valerie Norton**  
Chief People Officer  
Habitat for Humanity



# 2021 BOARD OF DIRECTORS



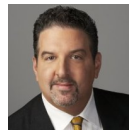
## Class of 2021



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**Kim Fleming, Ph.D.**  
SVP, People Strategy Executive  
Truist



**Valerie Norton**  
Chief People Officer  
Habitat for Humanity

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CryoLife



**Stacie Hagan**  
HR Leader and Operations Executive



**Todd McCarty**  
CHRO and SVP HR  
Cumulus Media, Inc.



**Joanne McInerney, Ph.D.**  
VP, HR North America  
Novelis, Inc.



**DeRetta Rhodes, Ph.D.**  
SVP/Head of HR  
Atlanta Braves



**Marilyn Draper (ex officio)**  
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Primodius LLC  
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## Class of 2023



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Head, Global TM and Org Effectiveness  
The Home Depot



**David Malfitano**  
CHRO  
Wayne Farms



**Virginia Means**  
Chief People Officer  
United Distributors

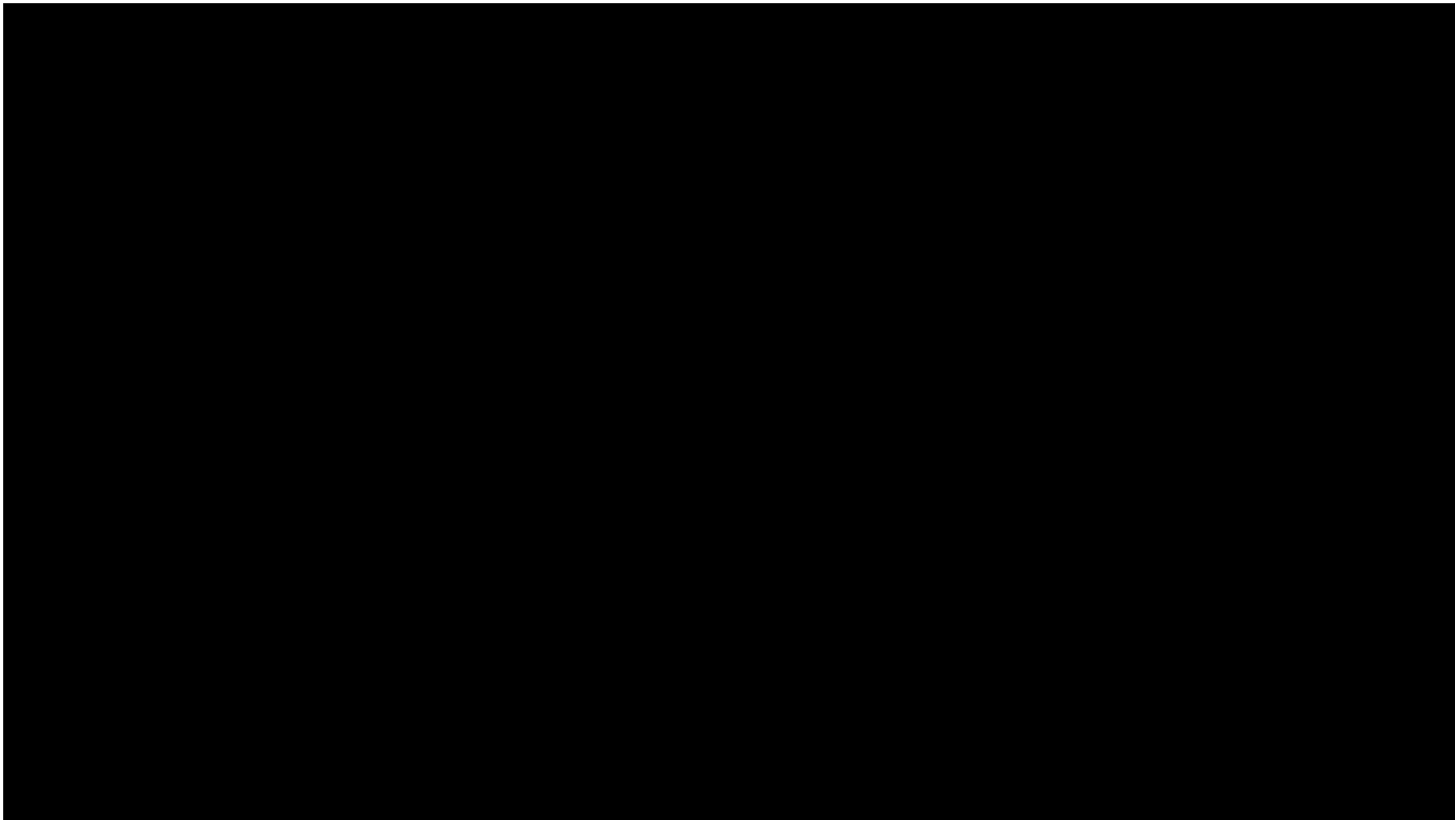


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# Mercer Global Talent Trends 2021: United States



## Top 3 HR priorities



Enhance programs enabling employees to adapt to new ways of working



Redesign HR processes for a remote/blended work experience



Transform the HR operating model to be more agile

# Joining today from Mercer are



**Sean MacHale**

Southeast Practice Leader, Career

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Engagement Leader

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HRLF member



## PROGRAM REMINDERS

- PDF file in the chat with program information, speaker handout, and sponsor information.
- Keep yourself muted during the presentation.
- If you have a question, please raise your hand and we'll address questions as we can during and at the end the presentation.
- Submit your poll response at the end of the event.
- Join us for an open discussion with Ceree and Leah after the program, 9:30am – 10:00am.





# 2021 PROGRAMS



## BREAKFAST PROGRAMS

(HRLF members, prospects and approved guests)

**Location:** Virtual

**Program Time:** 8:00AM – 9:45AM

- **Tuesday, May 11, 2021**  
People Analytics Trends: Evolve or Dissolve Your Current HR Scorecard  
Speaker TBA
- **Tuesday, July 13, 2021**  
Tours of Duty: A New Mindset for Today's Employees Who Don't Want a One Company Career  
Panel Discussion

**Location:** ROAM Perimeter Center, 1151 Hammond Dr. #240, Atlanta, GA 30346

**Program Time:** In-Person Hybrid (includes virtual participation option) – 7:30AM – 10:00AM, breakfast will be served

- **Tuesday, September 14, 2021**  
Active Shooter Preparedness and Response: When Being Prepared Means Survival  
Speaker TBA
- **Tuesday, November 9, 2021**  
The Next Generation Workforce: Leave Stereotypes Aside... What's Really Different  
Chris Tuff, EVP, Director of Content Marketing & Partnerships, 22squared

## ROUNDTABLE MEETINGS

### CORPORATE MEMBER ROUNDTABLES

#### Senior HR Roundtable

**Location:** Virtual

- Thursday, April 8, 2021

**Location:** Novelis, Two Alliance Center, 3560 Lenox Road, Atlanta, GA 30326

- Wednesday, July 28, 2021
- Friday, December 10, 2021

#### Small Cap HR Roundtable

**Location:** Virtual

- Tuesday, March 16, 2021
- Wednesday, May 19, 2021

**Location:** Novelis, Two Alliance Center, 3560 Lenox Road, Atlanta, GA 30326

- Thursday, August 12, 2021
- Friday, November 19, 2021

#### Talent Management Roundtable

**Location:** Virtual

- Wednesday, February 24, 2021
- Thursday, April 29, 2021

**Location:** Rheem Mfg Co, 1100 Abernathy Road, Bldg 500, Ste 1700, Atlanta, GA 30328

- Friday, August 27, 2021
- Tuesday, October 19, 2021

### SERVICE PROVIDER MEMBER ROUNDTABLE

**Location:** Virtual

- Tuesday, April 13, 2021

**Location:** Fisher & Phillips, 1075 Peachtree Street, NE, Suite 3500, Atlanta, Georgia 30309

- Tuesday, June 8, 2021
- Tuesday, October 12, 2021



# OUR PROGRAM



HR Business Partner 2025: Research Overview of What's Coming



**CEREE EBERLY**

CHAIR OF CHRO GLOBAL LEADERSHIP BOARD  
GARTNER



**LEAH JOHNSON**

VP, ADVISORY  
GARTNER

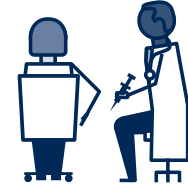
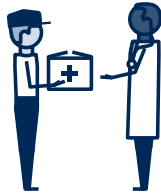


# **Current Landscape of COVID-19 Vaccine Management**

Joe Coyle  
Director, Gartner Advisory  
February 4, 2021

# **Elements of Vaccine Management**

# Elements of Vaccine Management



## Distribution

Delivering the Vaccine

### Operations and Functions

Pharmaceutical supply  
Supply chain and transport  
Track and trace systems  
Storage and Cold chain  
Distribution models and forecasting, economics  
Risk intelligence  
Command and control

### Actors

Pharmaceutical  
Federal, State and local governments  
Transport and Supply chain  
Public health departments: 3,000+ in US  
Charities  
NGOs



## Administration

Immunizing People

### Operations and Functions

Outreach and Engagement, Notification  
Education  
Consumer Registration and Scheduling  
Systems of record: Immunization registries, patient records  
Immunization Certification  
Data Integration  
Tracking shots and adherence  
Adverse events  
Receipt and tracking of dosages, adherence  
Command Centers

### Actors

Governments	Retail
Providers	NGOs
Payers	Community groups
Employers	

## Surveillance

Reporting  
Coverage  
Adverse events  
Pharmacovigilance

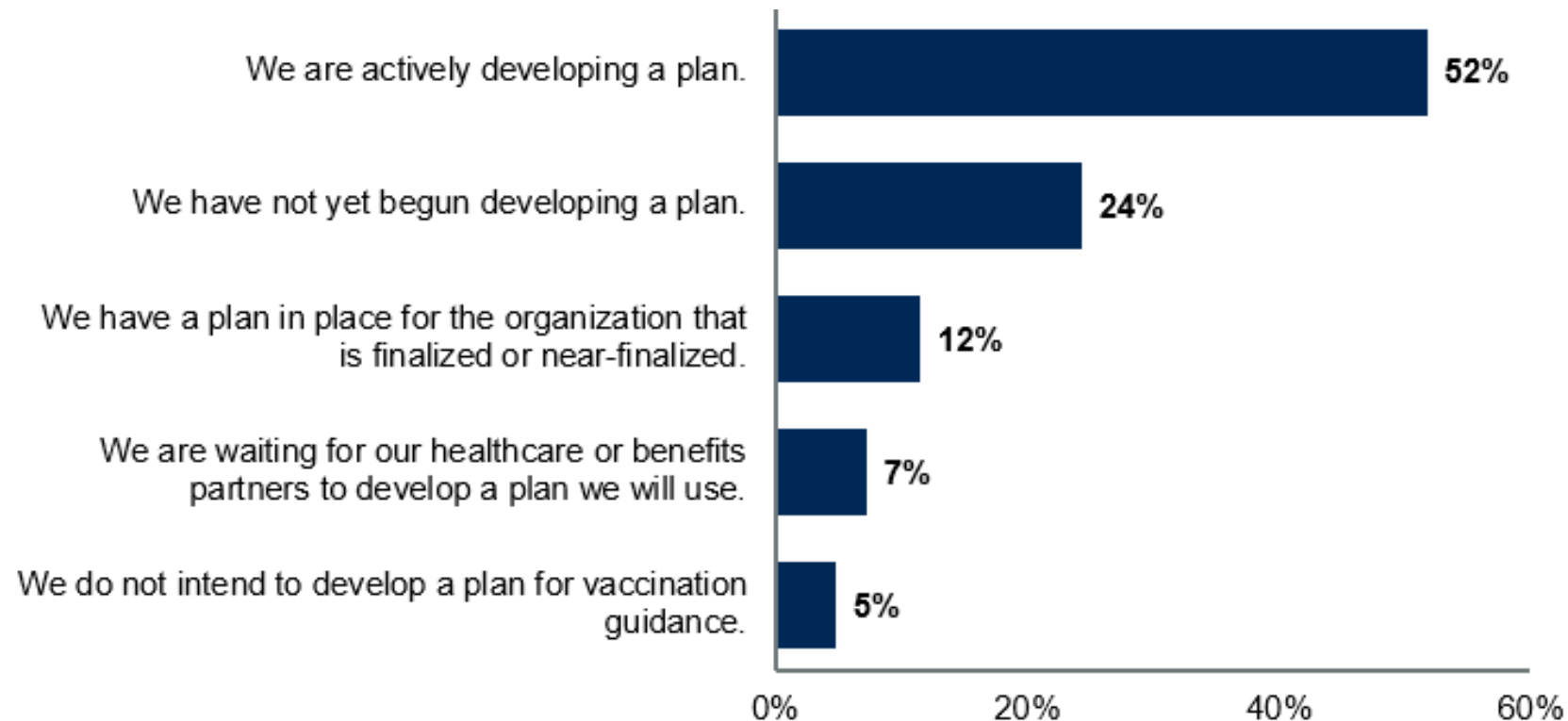
### Privacy and Security

- HIPAA
- HiTrust
- GDPR (Europe & UK)
- The Privacy Act (Australia)
- PDPA (Singapore)

# **Vaccine Strategy**

Status and Stakeholders in  
Strategy Setting

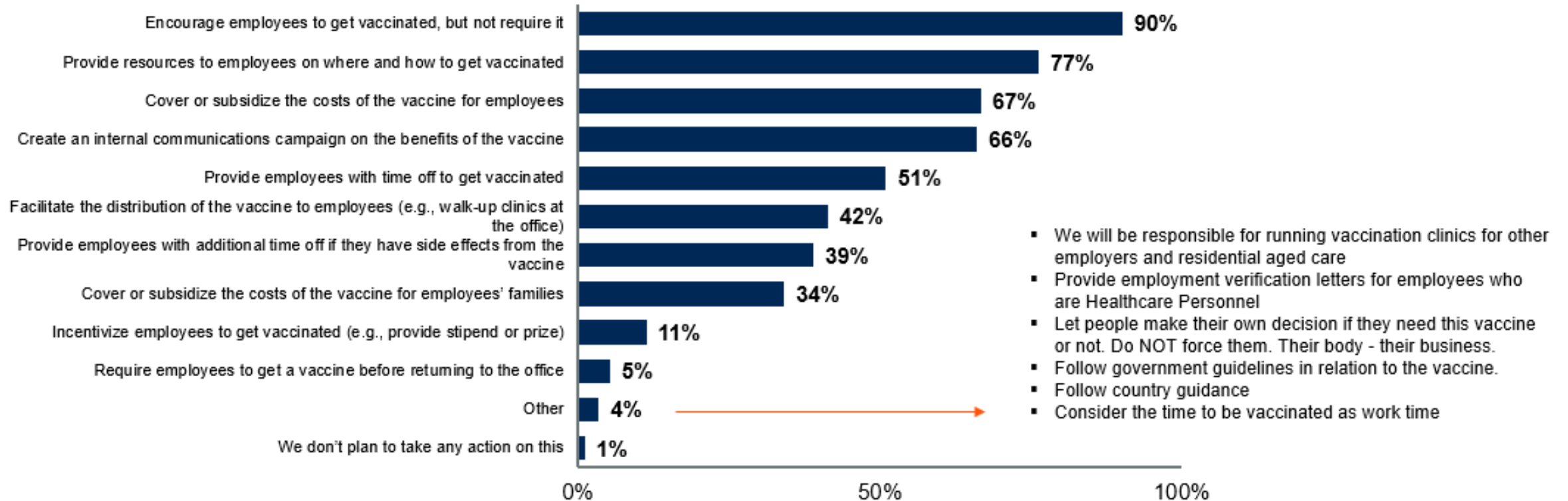
# Do you yet have a plan in place for issuing vaccine guidance among employees?



n = 164, All respondents

Source: Gartner Poll on COVID-19 Vaccination Strategies, 27 Jan 2021

# As a COVID-19 vaccine becomes available in the coming months, which of the following actions does your organization plan to take?

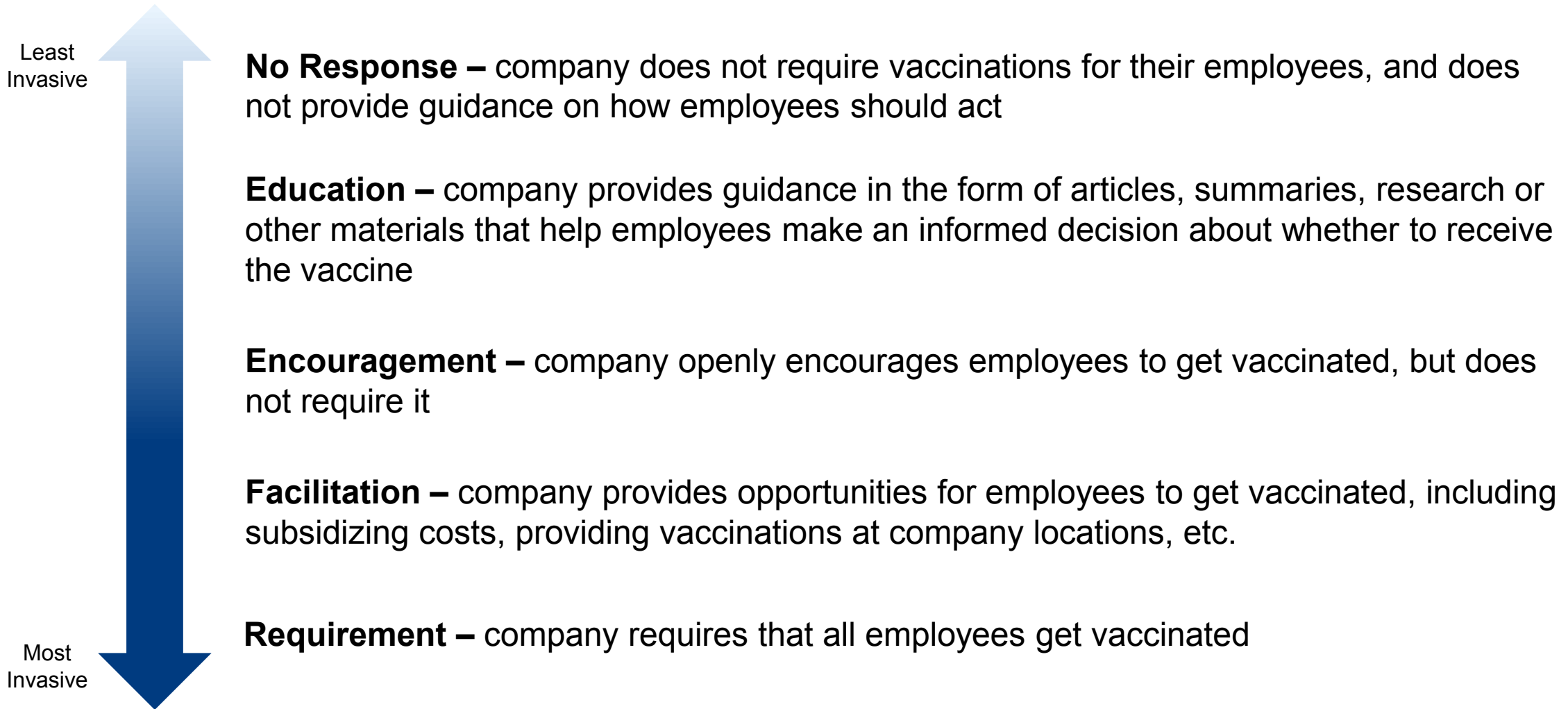


n = 166, All respondents, Excluding Don't know

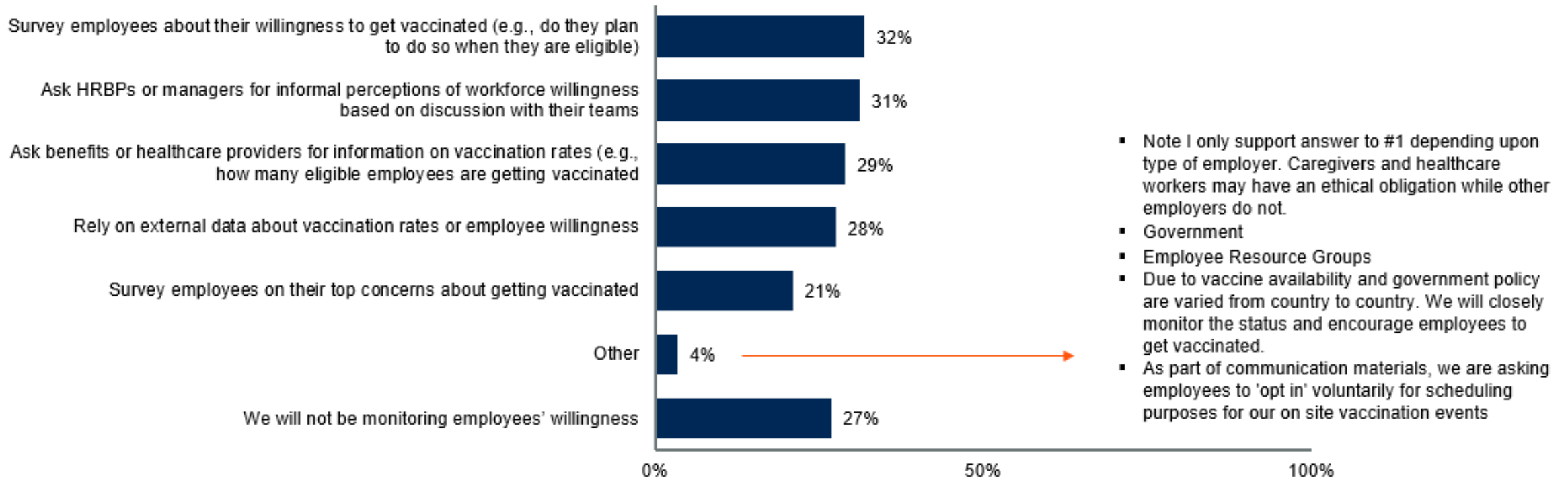
Source: Gartner Poll on COVID-19 Vaccination Strategies, 27 Jan 2021



# What Response Does Your Organization Plan?



# How are you monitoring or will you monitor employees' willingness to get COVID-19 vaccinations?

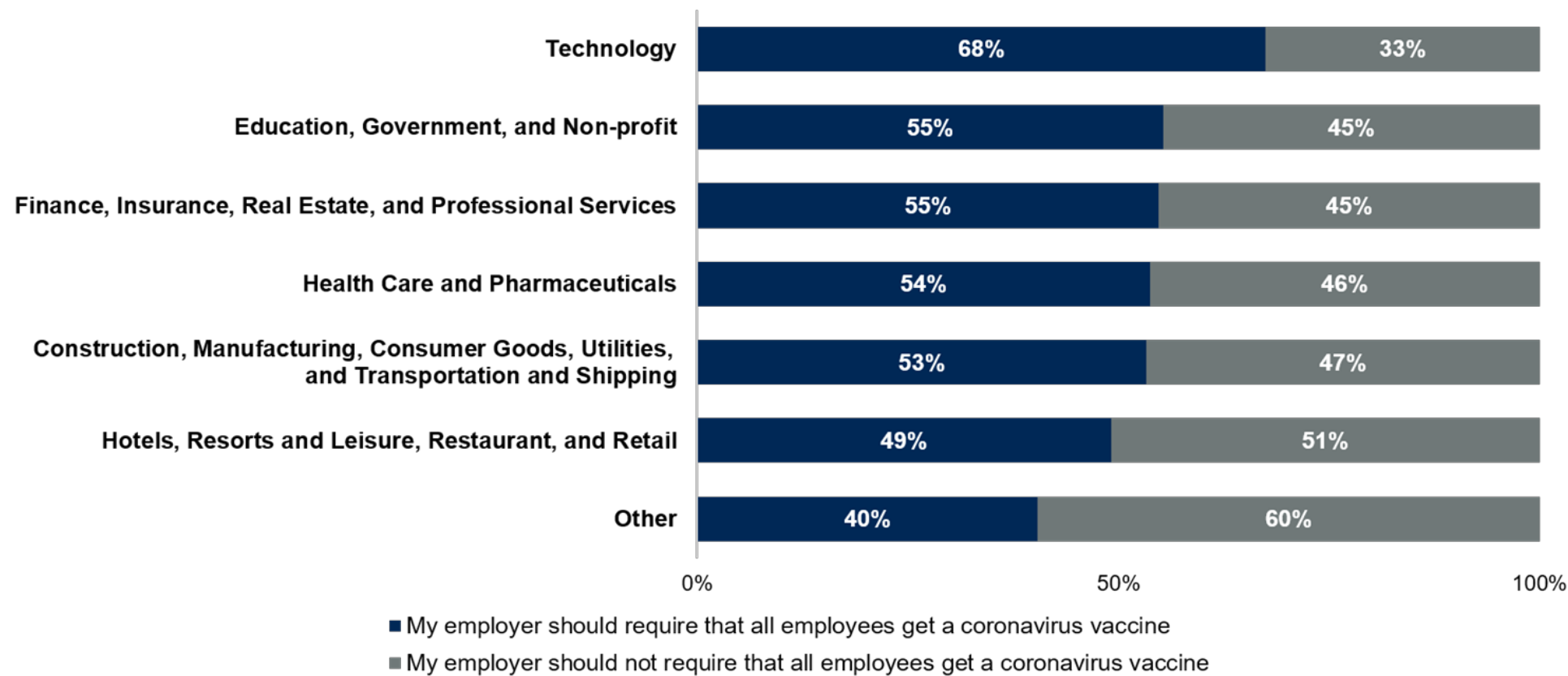


n = 137, All respondents, Excluding Don't know

Source: Gartner Poll on COVID-19 Vaccination Strategies, 27 Jan 2021

# Employee Views on Vaccine Policy, by Industry

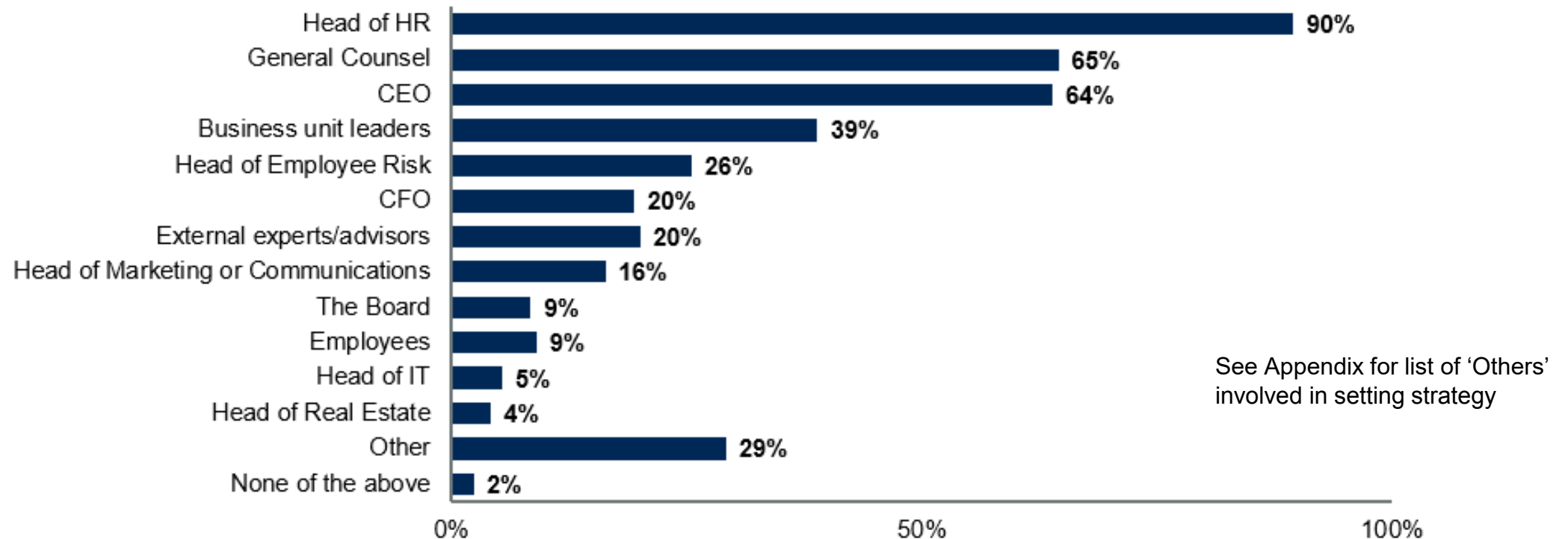
Q: Which of the following statements comes closer to your views?



n = 449 (Technology n = 80, Education, Government, and Non-profit n = 47, Finance, Insurance, Real Estate, and Professional Services n = 73, Health Care and Pharmaceuticals n = 67, Construction, Manufacturing, Consumer Goods, Utilities, and Transportation and Shipping n = 90, Hotels, Resorts and Leisure, Restaurant, and Retail n = 55, Other n = 47)  
Source: Gartner U.S. Election Employee Sentiment Survey (7 December 2020)

[Executive Pulse: Preparing for the Vaccine Rollout](#)

# Who is or will be involved in setting your organization's COVID-19 vaccination strategy?



n = 164, All respondents

Source: Gartner Poll on COVID-19 Vaccination Strategies, 27 Jan 2021



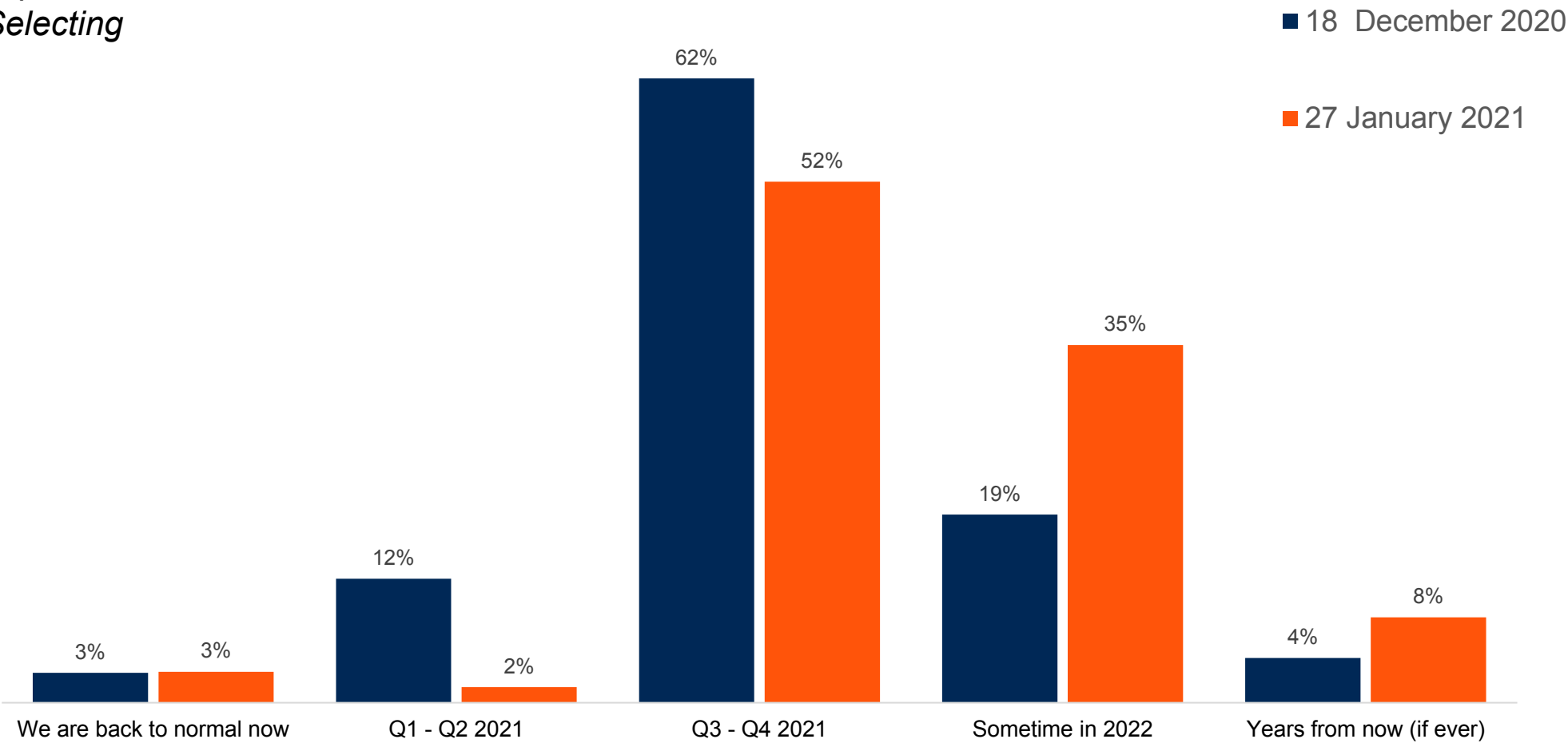
# **Impact on Return to Work Plans & Workplace Safety Measures**



# Return to Normal Predictions Pushed Back

Q: When do you think your organization will return to normal business operations?

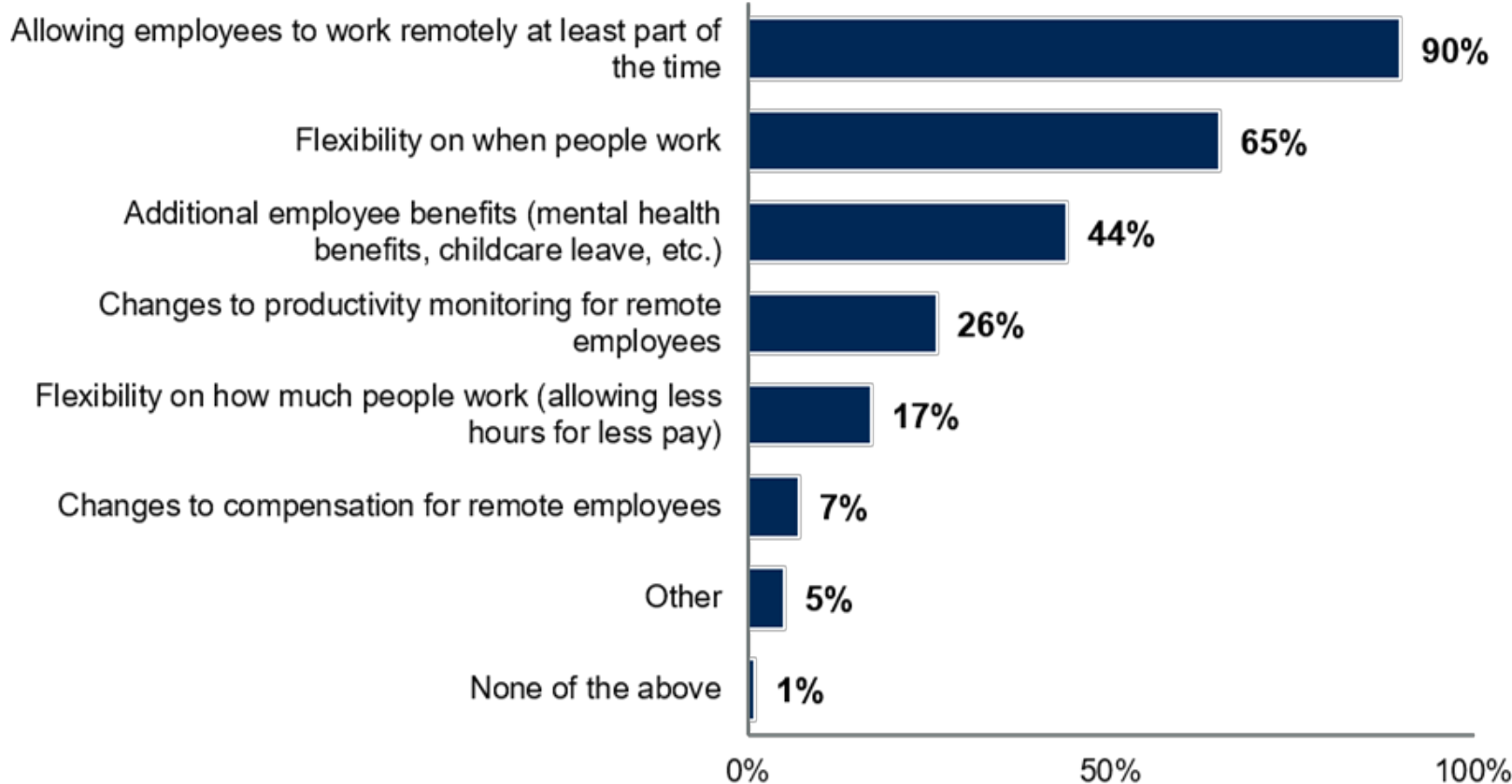
*Percent Selecting*



Source: The Impact of the COVID-19 Vaccine on Your Strategy, Gartner Webinar (18 December 2020) n = 473  
What the COVID-19 Vaccine Rollout Means for Your Enterprise, Gartner Webinar (27 January 2020) n = 130

# Hybrid Workforce Policies Likely to Remain

Percent of HR Leaders; Multiple Responses Allowed



n = 130 HR leaders

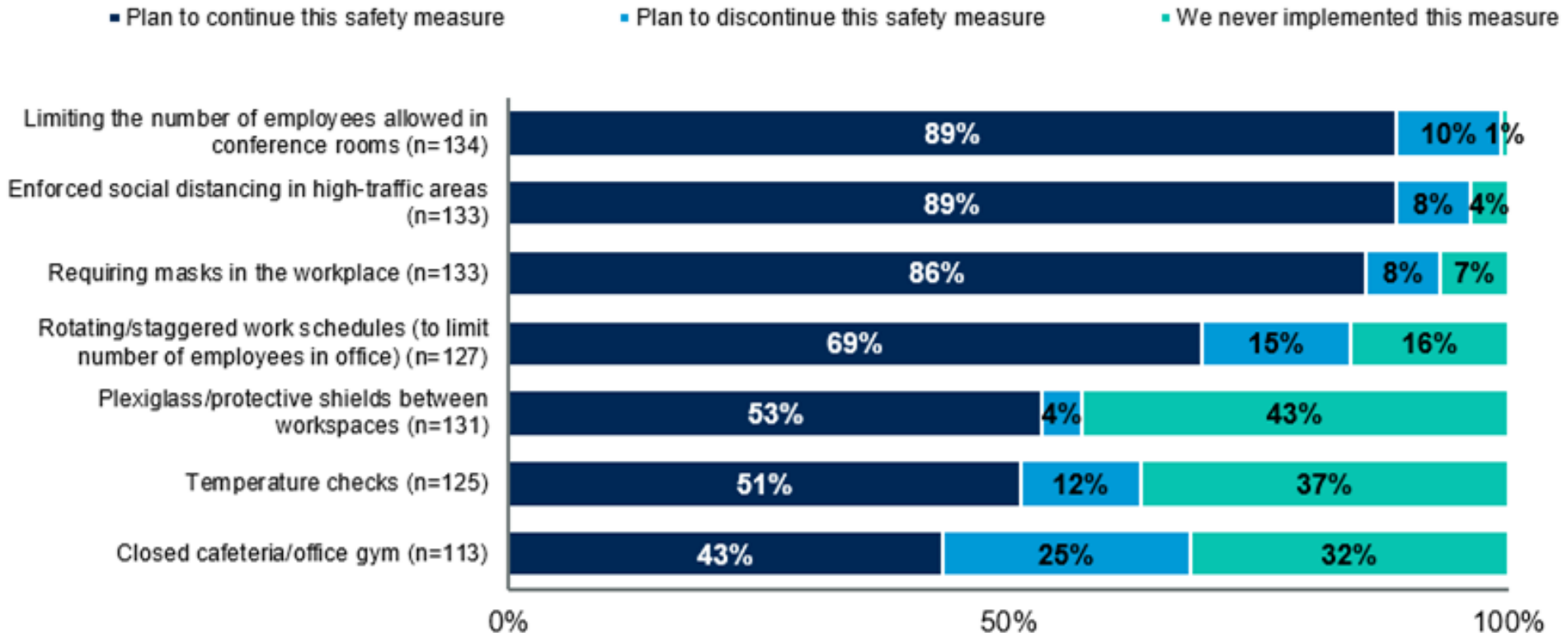
Q: Out of the changes that you have made because of COVID, which do you expect to keep in place after vaccines are widely adopted?  
(Select all that apply)

Source: Gartner HR Lessons from COVID-19 Webinar Poll (9 December 2020)  
ID: 741143

[Benchmarks on Organizations' Approaches to COVID-19 Vaccination Policies](#)



# Once a COVID-19 vaccine is available, which of the following safety measures do you plan to discontinue?



n varies, Excluding Don't know

Source: Gartner Poll on COVID-19 Vaccination Strategies, 27 Jan 2021

See Appendix for detailed responses on measures

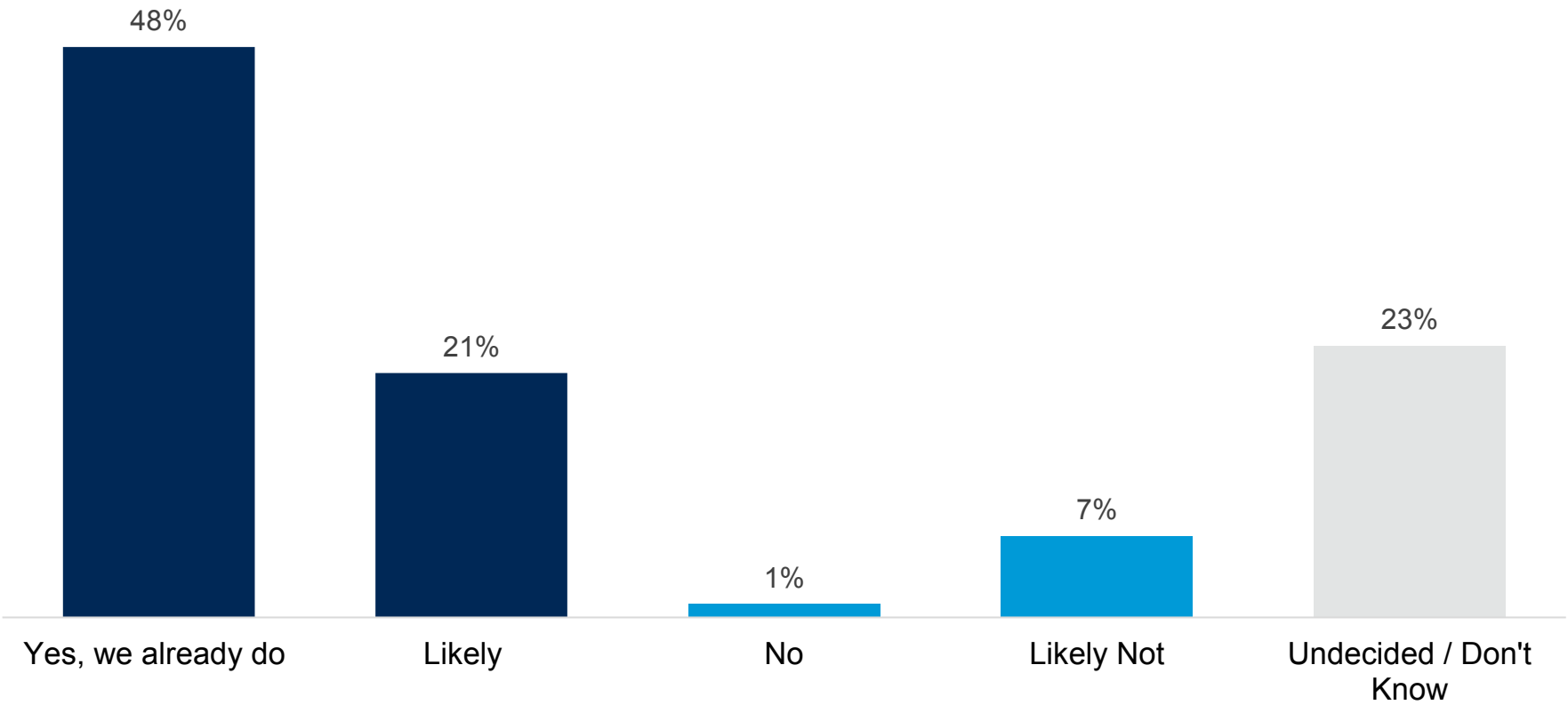


# **Health and Vaccine Data Monitoring**

# Use of Digital Technology for the Office Reopening

Q Does your organization currently use or intend to use a digital technology for health and safety when reopening the office?

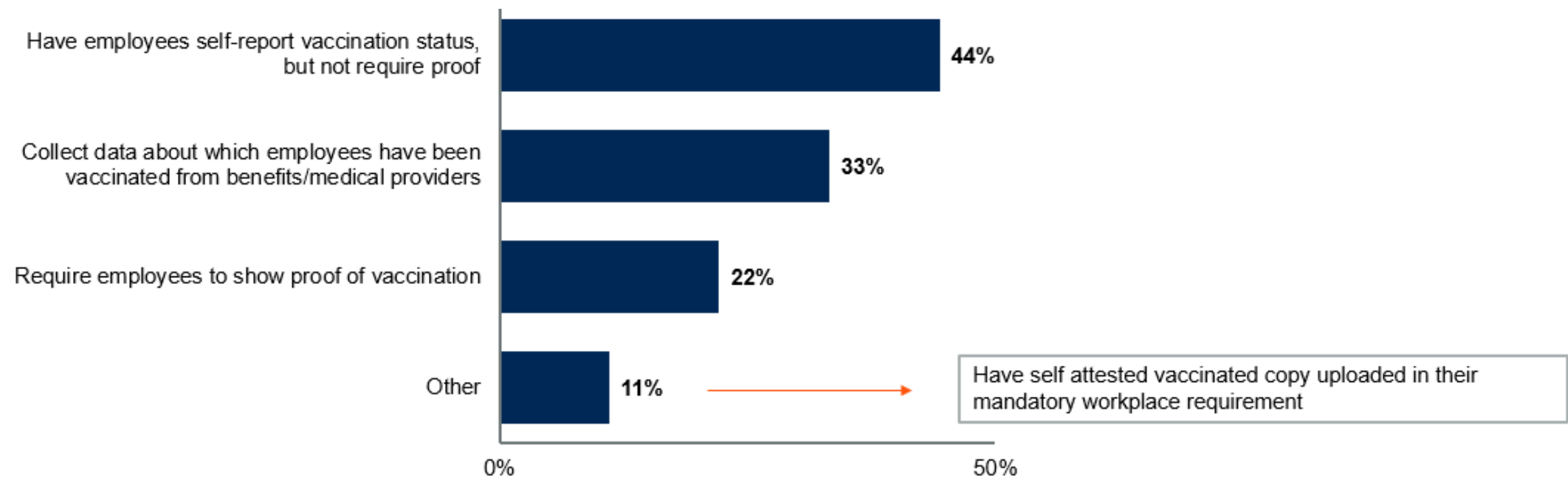
*Percent Selecting*



What the COVID-19 Vaccine Rollout Means for Your Enterprise, Gartner Webinar (27 January 2020) n = 130

# How do you plan on tracking which employees have been vaccinated and can return to the office?

Those who selected “Organization requires employees to get a vaccine before returning to the office”

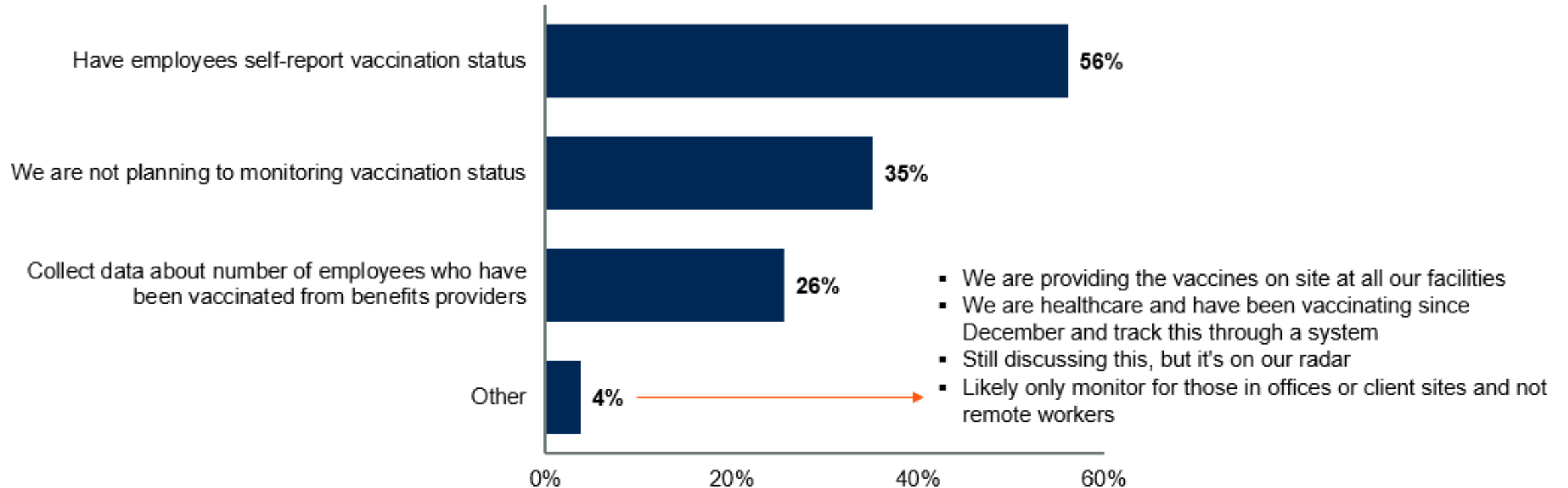


n = 9, Organization requires employees to get a vaccine before returning to the office (Q02)

Source: : Gartner Poll on COVID-19 Vaccination Strategies, 27 Jan 2021

# How will you be monitoring the vaccination status of your workforce?

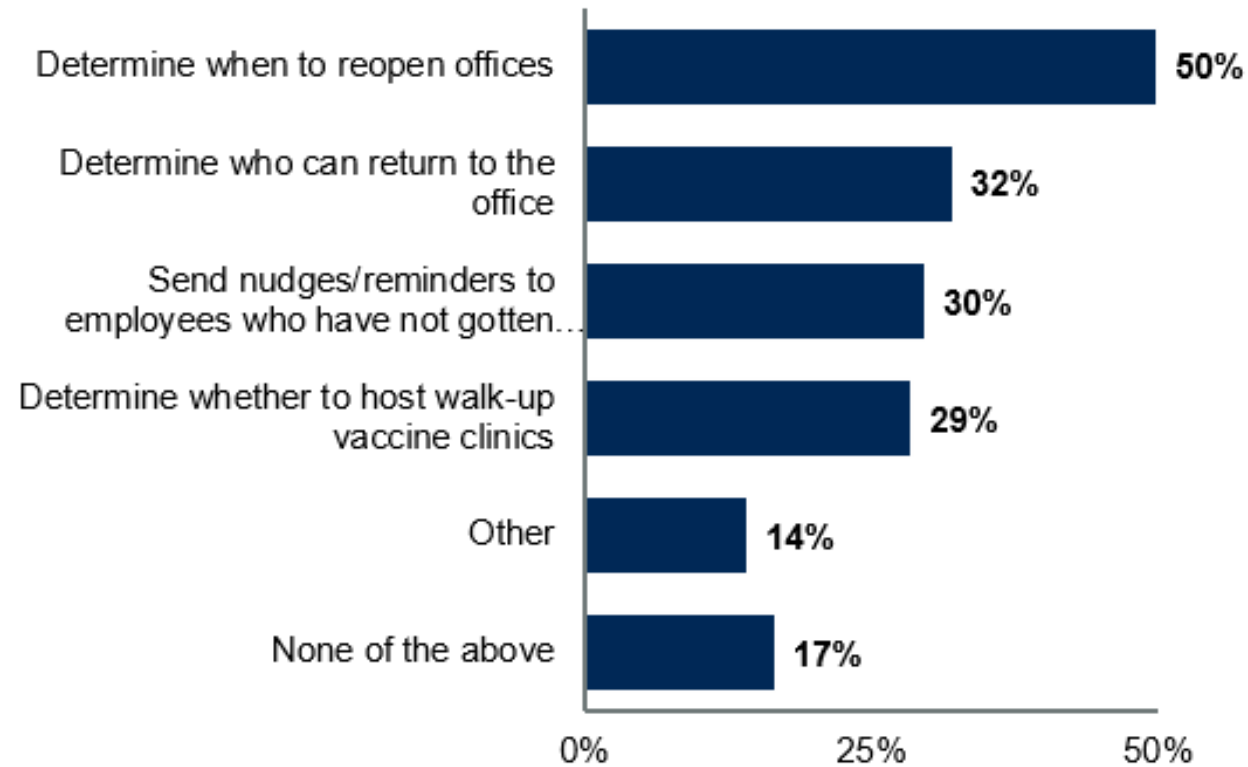
Those who did not select “Organization require employees to get a vaccine before returning to the office”



n = 105, Organization does not require employees to get a vaccine before returning to the office

Source: Gartner Poll on COVID-19 Vaccination Strategies, 27 Jan 2021

# How do you plan to use data on employee vaccination status?

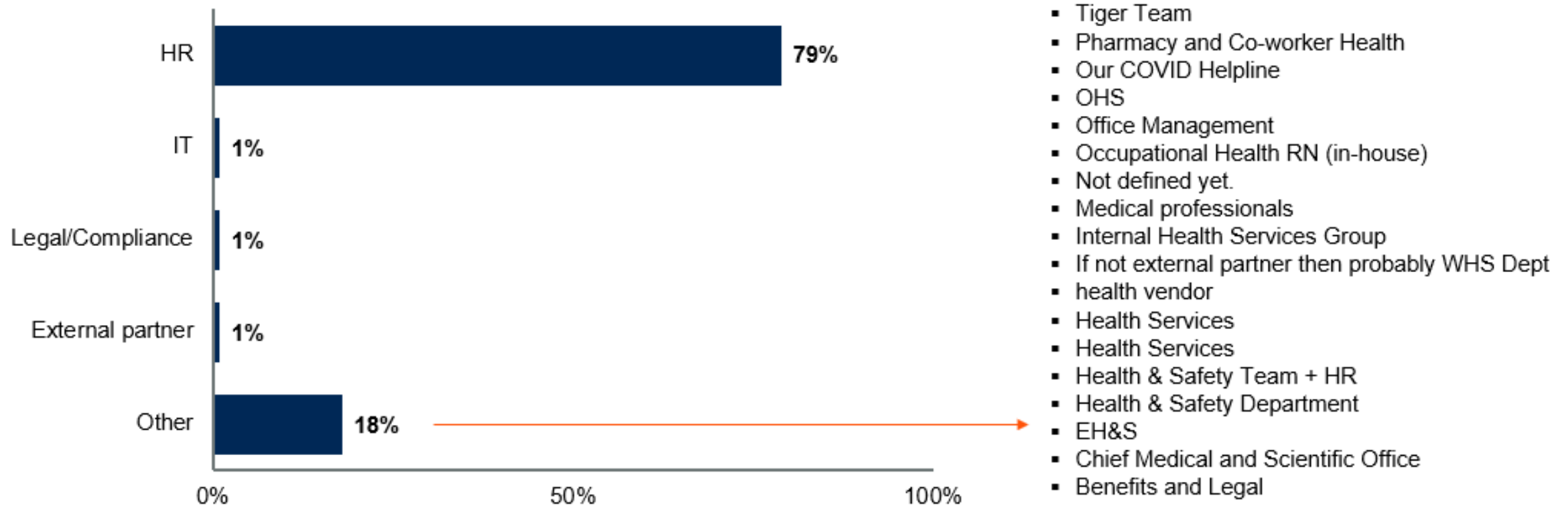


See Appendix for list of 'Other' plans

n = 84, Not "We are not planning to track who has received a vaccine" and "We are not planning to monitoring vaccination status", Excluding Don't know

Source: Gartner Poll on COVID-19 Vaccination Strategies, 27 Jan 2021

# Who will be in charge of gathering and managing employee vaccination data for your organization?



n = 84, Not "We are not planning to track who has received a vaccine" and "We are not planning to monitoring vaccination status", Excluding Don't know

Source: Gartner Poll on COVID-19 Vaccination Strategies, 27 Jan 2021



# Vaccine Strategy Presentation Template

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# Considerations for a Vaccination Strategy

RELEVANCE	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Our industry   business requires a vaccinated frontline workforce					
National, state and local laws and regulation, union agreements require our workforce to be vaccinated					
Our organization's vaccination strategy impacts the community   society					
IMPACT	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A vaccinated workforce directly impacts our recovery and growth objectives					
We have determined our approach to mandate, encourage or facilitate vaccinations					
We have the distribution, administration and surveillance resources to support our vaccination strategy					
OPPORTUNITY	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Vaccination enables a quicker return to the workplace					
A vaccine strategy builds confidence in our employees					
A vaccine strategy improves our employment brand					



# [Company]'s Vaccine Management Strategy

1. We have defined a strategy on the vaccination of our employees for the following reasons:
  - ☐ We have a frontline workforce whose continued health & safety require the vaccine
  - ☐ Our national/state laws /union agreements require us to provide our employees with the vaccine
  - ☐ Safeguarding the health & safety of our employees is paramount to the recovery and/or growth of our business/organization
1. The approach we intend to adopt will be to *educate/encourage/facilitate/require* employees to be vaccinated
2. As some employees will refuse to be or are unable to be vaccinated, we will continually *monitor their health/consider re-deployment/place them on furlough etc.*
3. We *intend/do not intend* our vaccination strategy to influence or change our current workplace safety measures.
1. We will ensure the procurement, distribution and administration of the vaccine by
  - ☐ Collaborating with *industry partners/government agencies/others*
  - ☐ Investing in the transportation means, tracking systems, storage and medical facilities and personnel required for on-site vaccinations
  - ☐ Financially providing *wholly/in part* the cost and time for employees to be vaccinated *on-site/externally*
  - ☐ Coverage of our vaccination strategy will be for *all/specific* employees and *will/will not* be extended to their dependents
1. As contact tracing remains key in pandemic control, we will be enabling the surveillance of vaccinations in accordance to
  - ☐ Government's/health authority's laws on vaccine data reporting
  - ☐ Our organizational policies protecting the privacy and confidentiality of our employees
1. We will communicate our strategy to all our employees and commit to be transparent and fair in our vaccine management practices.

# Recommendations on Vaccine Distribution

**Vaccine strategy will be localized.** Accessibility of the vaccine itself and policies around its rollout will vary by country and potentially even within countries, so HR should plan regional strategies to meet employee needs and regional situations.

**Workforce sequencing will be critical.** Organizations will need to engage with the workforce to create a sequenced and phased vaccination strategy to mitigate business continuity risks.

**Vaccination implications are broader than the direct workforce.** Organizations will need a broad strategy that includes timelines and implications for dependents of the workforce.

# Recommendations on Vaccine Administration

**Mandating vaccinations is a complex decision.** The decision to mandate vaccinations will be dependent on the industry, geography, and employee need. HR leaders will work with many stakeholders and no decisions will be made without confirmation of legal counsel.

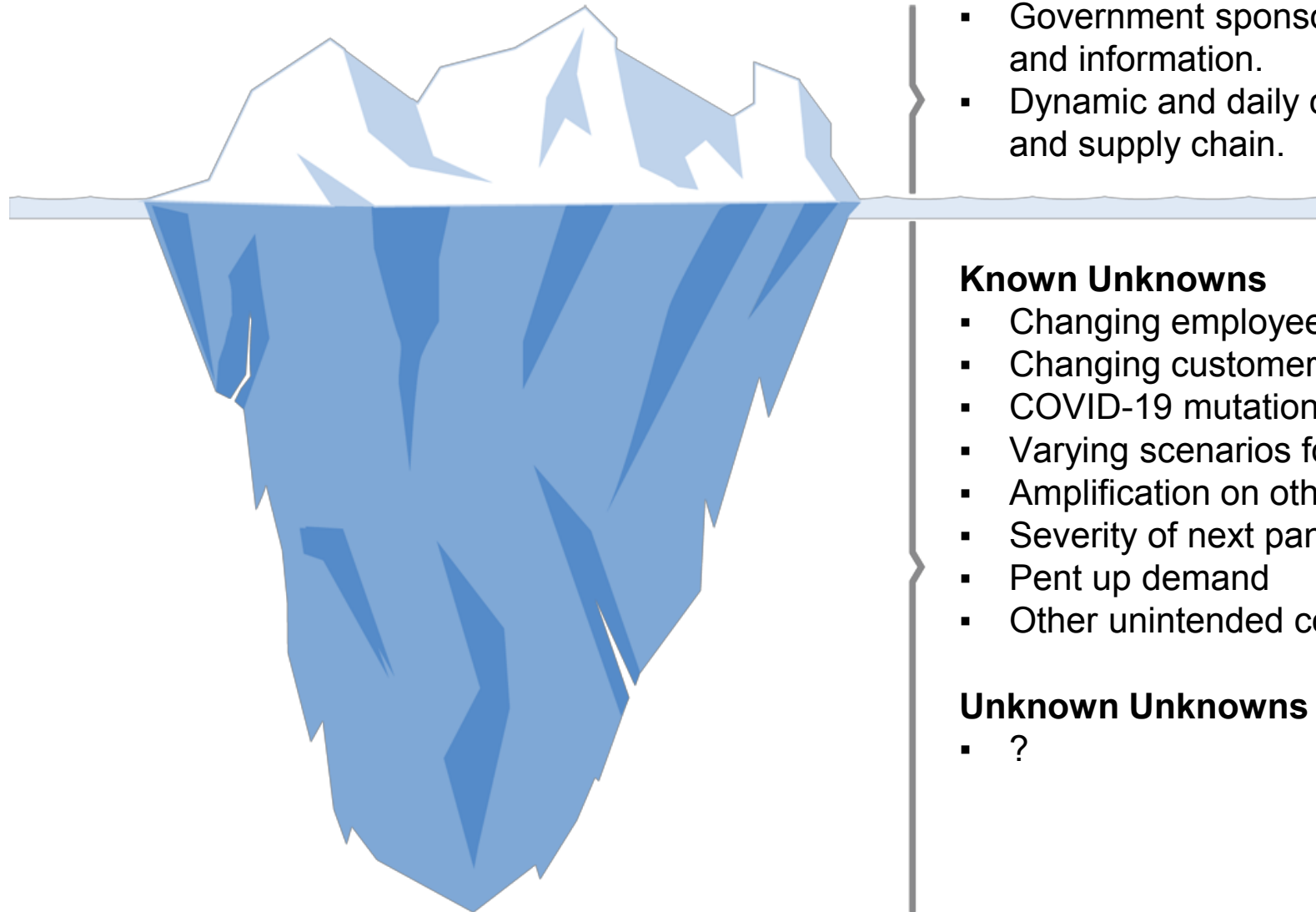
**There will be exceptions, so plan for them.** Even if your organization chooses to require vaccinations, there will likely be employees who are unable or unwilling to be vaccinated. A plan for how to handle these employees and their potential impact on workforce health is critical.

**Localized communication will reassure hesitant employees.** Effective messaging campaigns will preempt pushback and assure employees that vaccination is based on the recommendations of health experts. As employee willingness varies significantly by country, the messaging used to secure employee buy-in will need to be localized.

# Recommendations on Vaccine Surveillance

- **The rollout of vaccines will not mean the rollback of safety measures.** It will take a long time for a majority of the workforce to be vaccinated, and even longer for employees to feel safe in the workplace. Most organizations are planning to keep in-office safety measures and flexibility to work from home in place until they know more.
- **The perception of safety is as important as safety itself.** The lack of perceived safety will undermine employee confidence in the return to workplace plan.
- **The best vaccine strategies will be agile.** Vaccines have been developed quickly, and we will all keep learning more about their efficacy and the regulations around them. The best organizations will identify triggers to adjust their vaccine policies and plans.

# Strategy Revision Triggers



- Government sponsored vaccine logistics and information.
- Dynamic and daily changes to logistics and supply chain.

## **Known Unknowns**

- Changing employee preferences
- Changing customer preferences
- COVID-19 mutations
- Varying scenarios for future growth
- Amplification on other risks
- Severity of next pandemic
- Pent up demand
- Other unintended consequences

## **Unknown Unknowns**

- ?

# Appendix

# **Considerations for a Vaccine Strategy**

# Others who are or will be involved in setting your organization's COVID-19 vaccination strategy?

- Works Councils
- Wellbeing consultant
- use of health carrier and CDC resources as well
- Tiger Team
- Taskforce
- Supply Chain
- Safety
- Reward team and major incident lead
- Real Estate
- Pharmacy
- pharmacist on staff
- Pandemic Team comprised of executive team members
- Office Management
- Occupational RN, Chief Clinical Officer
- not sure
- Internal medical experts
- HSE department (internal doctors)
- HR Shared Services and HR Directors
- HR Services Manager
- HR & Reward team
- Health Services
- Health & Wellness Experts
- Head of WHS
- Head of Technical/Operations, Head of Supply Chain, Head of Corporate Affairs
- Head of Safety, Head of Procurement
- Head of Safety
- Head of EHS
- head of EHS
- Head of Benefits and Wellness; Head of Diversity & Inclusion
- Head of Benefits
- Global Chief Health Officer
- executive of nursing
- EHS
- EH&S
- Director EHS
- Dir of Corporate Health & Safety
- Cross-functional team including Legal
- Crisis Management Team
- COVID Risk Committee
- COVID Response Team
- COO
- COO
- Committee of key individuals
- Chief Medical Officer
- Chief Medical and Scientific Officer
- Chief Clinical Officer
- Business Continuity Planning

n = 164, All respondents

Source: Gartner Poll on COVID-19 Vaccination Strategies, 27 Jan 2021



# Once a COVID-19 vaccine is available, which of the following safety measures do you plan to discontinue? - Other Responses

	Response	Count
Depending upon guidelines from state/local government	We will wait for guidance on these safety measures from local government authorities.	7
	we will rely on our state requirements to determine if we continue with the temp checks and <u>covid questionnaire</u>	
	We will follow health guidelines in regards to which protective measures can be discontinued.	
	our approach will be dependent on guidance from the state department of health and levels of community spread in our areas-	
	need to understand the public health recommendations before making any of these decisions	
	Answered I don't know as we will be following county, state and local guidance.	
Continue to practice safety measures till announcement from Health Organizations	Although to be vaccinated is an effective way to protect our employee from the inflection of COV19 at the most extend, but, we will observe the government requirements and monitor the status.	1
Discontinue safety measures post reduction in number of cases/ A minimum threshold of vaccinated employees is reached	We will continue all safety measures until health organizations indicate it is safe to discontinue. We are also planning on a reservations system to help ensure social distancing and manage occupancy	4
	vaccine availability does not ensure risk reduction unless vaccines are taken up. We would start removing these measures when we get to a certain percentage of vaccinated employees and see case numbers fall.	
	We plan to continue to enforce these safeguards in place even while the vaccine is being distributed until we see the data and science support the discontinuation of such.	
	Once we get to 80% vaccinated across our workforce, we plan to discontinue requirements of masks, and all vaccinated employees would be considered 'low risk' for contact tracing and quarantine purposes. We already are following all of the above safety guidelines and are considering lowering the stringency once we have a majority of employees vaccinated (vaccinations are not mandatory but highly encouraged for the safety of the overall workforce.)	
Uplift travel restrictions	Safety measures will continue until we know we have herd immunity	2
	travel restrictions may be lifted but not 100% discontinued	
Based on reopening of offices/Discontinuing Remote work	Ease travel restrictions	3
	continued remote work	
	Our offices are currently closed since March - so probably re-opening them after vaccination campaigns are finished in the different countries is the biggest measure we will discontinue.	
Other	This will depend on our reopening plans for the offices.	5
	temperature checks are self reported	
	support employees' desire to continue to work from home	
	Note we do not know about different strains or effectiveness so this is hard to be accurate on. We will see if there are different strains and what vaccine rate is to decide if we return to the office (90%+ remote) and if most or some return, if we voluntarily return with employees signing a waiver etc. If we have any safety concerns we will continue masks, temp check, social distancing and common areas closed with conference room number of people posted on doors with social distancing there too.	
	<u>Nanoseptic</u> coverings on frequently touched surfaces.	
Not sure yet	Most	3
	We are still having discussions on how having the vaccine will impact our other safety protocols.	
	Not sure	
	Unknown at this time	

n varies, Excluding Don't know

Source: Gartner Poll on COVID-19 Vaccination Strategies, 27 Jan 2021

# Other plans to use data on employee vaccination status

- when to discontinue certain COVID protocols
- waivers for return to office are also being considered so there is acknowledgement risk to viruses occurs when returning to office
- Track who has taken the two dosages, where and respond to government health ministry in case we are required to update how many employees. Otherwise data privacy remain of significant importance.
- TBD
- Share outcomes/numbers with senior leadership
- Service high risk customers/per customer requirements if any
- manage our clinical and sales human resource planning
- In China, the status of COV-10 is controlled well by government and the company runs in normally mode. But, it might be a good approach to monitor the status of Vaccine and assess the necessity to have in-house clinic for the large site.
- Facilitate operational decisions in the future
- Determine who can attend customer sites
- determine when we can relax safety measures
- Could impact those who do field work, especially customer based or work where we go into personal residences based on client work

n = 84, Not "We are not planning to track who has received a vaccine" and "We are not planning to monitoring vaccination status", Excluding Don't know

Source: Gartner Poll on COVID-19 Vaccination Strategies, 27 Jan 2021

# Key Issues Around Mandating Vaccines

FACTORS	QUESTIONS
<p><b><u>Could</u> I mandate vaccinations for my employees?</b></p> <p>Three levels to consider:</p> <ul style="list-style-type: none"><li>▪ National, state and local laws and regulations</li><li>▪ Collective bargaining agreements, works councils</li><li>▪ Personal exceptions for sincerely held religious beliefs, and for health/disability reasons</li></ul>	<ul style="list-style-type: none"><li>▪ Does our strategy for encouraging or requiring vaccines align with local health regulations or collective bargaining agreements?</li><li>▪ How can we support pandemic-related public health measures and vaccine uptake in our community?</li></ul>
<p><b><u>Should</u> I mandate vaccinations for my employees?</b></p> <p>Factors to consider include:</p> <ul style="list-style-type: none"><li>▪ Health and safety of employees</li><li>▪ Importance to the business</li><li>▪ Industry and geographical location(s)</li><li>▪ Administrative burden of exceptions and/or waivers</li><li>▪ Ability to confirm vaccination status and type of vaccine</li><li>▪ Employee receptivity to the idea of mandatory vaccines</li><li>▪ Impact on company culture (care versus personal liberty) – not all or nothing / false trade-off</li></ul>	<ul style="list-style-type: none"><li>▪ How will the organization handle situations in which employees are either unable or unwilling to be vaccinated?</li><li>▪ What actions can employers take to assuage employee concerns and role-model desired behaviors?</li><li>▪ If some employees continue to work from home, will vaccination status result in task and workload discrepancies between those who work at home and those who don't?</li></ul>

# Ensuring Vaccine Distribution

KEY QUESTIONS	KEY STAKEHOLDERS
When will we have access to purchase vaccines for employees? Which vaccines will be available in which regions?	HR, Legal, Risk, Health & Safety
Which industry partners, government agencies and peers can we collaborate with to expand our options for procuring and administering?	HR, Legal, Risk, Health & Safety
In what business areas   regions will it provide more ROI to serve as a vaccine source for our employees?	HR, Finance, Business Leaders
What are transportation means, tracking systems and storage facilities required for the vaccine?	Supply Chain, Real Estate, HR, IT, Health & Safety
Who will pay for the vaccine and will there be financial support available?	Finance, HR, Legal
Which employees will receive vaccinations first, either from our organization or externally?	HR, Legal, Health & Safety
Will our vaccination strategy extend to the dependents or family members of our employees?	HR, Legal, Health & Safety

# Effecting Vaccine Administration

KEY QUESTIONS	KEY STAKEHOLDERS
What channels will we utilize to communicate our vaccine strategy?	HR, Comms, Business Leaders, Legal, Health & Safety
Where will employees be vaccinated? Do we need to arrange adequate facilities for vaccination sites?	HR, Real Estate, Finance, Health & Safety
Do we need to engage health practitioners on a short, mid, long-term basis?	HR, Finance, Health & Safety
Should we encourage a phased approach to protect business continuity in case of adverse reactions?	HR, Business Leaders, Health & Safety, Risk
Will we allow employees paid time-off to be vaccinated?	HR, Business Leaders, Legal
When will employees be allowed to return to the workplace after vaccination?	HR, Health & Safety, Risk, Legal
Do we need to issue vaccination certificates?	HR, Risk, Legal
Do we have a response for employees who decline vaccinations?	HR, Legal, Risk, Health& Safety

# Enabling Vaccine Surveillance

KEY QUESTIONS	KEY STAKEHOLDERS
What data (vaccination status, current health status) do we need to collect and maintain?	HR, Legal, Health & Safety, IT
How to ensure that privacy and confidentiality guidelines and regulations are maintained in data collection and sharing?	HR, Legal, IT
How do we assure employees of protection of personal data?	HR, Comms, Legal, IT
Which government   health authorities do we need to report vaccination data to?	HR, Legal, Risk, IT
What additional or continued safety measures are we instituting alongside our vaccine measures?	HR, Health & Safety, Real Estate
How do we continue to monitor ongoing vaccine development?	HR, Health & Safety, Risk

# Establish a High-Level Strategic Approach



# **Sample Gartner Support**



# Gartner Has Developed A Phased Vaccine Management Capability Model Based On The CDC Playbook

Capability Focus	← Program →				Provider	Client	Program	Client
Capability Needs	Administer Exec/Steering Committee	Identify Critical Populations/Cohorts	Recruit Vaccine Providers	Promote Vaccine Adoption	Manage Supply Logistics	Communicate with Clients	Report Program Progress	Follow-up with Clients
	Manage Coordination Team	Set Vaccination Site Standards	Assess Vaccine Providers	Maintain Provider Communications	Distribute Vaccines	Conduct Pre-Screening	Communicate to Public on Program	Schedule 2nd Dosage
	Conduct Readiness Exercises	Assess/Map Capacity	Enroll Vaccine Providers	Secure Client Confidentiality	Manage Vaccination Inventory (Providers)	Schedule Vaccination Appointments	Report data to CDC	Monitor Vaccine Safety Events
	Conduct Intragovernmental Liaison	Manage Partners	Conduct Provider Training	Ensure Client Safety	Distribute Vaccination Supplies	Track Vaccination Administration	Program Compliance/Audit	Integrate with Vaccine Manufacturers
	Identify Vaccine Operational Requirements	Assess Demand and Distribution	Integrate Provider Technologies	Engage and Educate Community	Manage Supplies	Complete/Collect Vaccination Documentation	Research/Analysis of Program	
	Understand FDA Approval Status	Complete Program Hiring	Monitor Professional Credentials	Conduct Community Advocacy	Order Vaccination Supplies	Provide Vaccination Notices	Manage Budget/Financials	
	Establish Program Parameters and Principles		Manage Vaccination Inventory (Central)	Provide Equitable Access to Vaccinations	Recruit Site Staff	Update Vaccination Registries		
	Procure Supplies		Complete Centralized Vaccination Administration			Provide Vaccination Certification		
Deployment Stage	Planning and Preparedness		Program Build and Coordination		Program Deployment		Program Monitoring and Sustainability	
Time Frame	Aug 2020 – Nov 2020		Dec 2020		Jan 2021 – Sept 2021		4Q21 Onwards	
CDC Vaccine Phase	Not Available		Limited Doses Available		Large Number of Doses Available		Continued Vaccination Shift to Routine Strategy	

# Webinars

## The Impact of the COVID-19 Vaccine on Your Strategy

Register now for this webinar

Active

### Discussion Topics:

- What the vaccine means for your return-to-work strategy
- How to approach scenario planning
- What role employers could play in vaccine management

The large scale and urgent delivery of COVID-19 vaccines represent the next challenge in an already unprecedented pandemic. Employee health and safety remain the top priority, but the actions for business leaders span far more. Reputable sources continue to provide timely COVID-19 status updates, including the World Health Organization (WHO), Centers for Disease Control and Prevention (CDC), and the European Centre for Disease Prevention and Control (ECDC). But every corporate board and government agency must determine what vaccine delivery and administration means for them. This complimentary webinar shares Gartner insights on the emerging issues.

ON DEMAND

VIEW NOW

[VIEW ALL WEBINARS](#)

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## Panel Discussion: What the COVID-19 Vaccine Rollout Means for Your Enterprise

Register now for this webinar: EST: 11:00 a.m. | GMT: 16:00

Active

### Discussion Topics:

- What new complexity does COVID-19 vaccine administration introduce for IT?
- How do you work across multiple regions with varying vaccine access and regulations
- What risk will COVID-19 vaccines raise for the enterprise?

EST: 11:00 a.m. | GMT: 16:00

As COVID-19 vaccines reach more people in more countries, what have we learned from the early rollout? In particular, what must CIOs and IT leaders know and do so their organizations gain the greatest benefit, from a health, business and efficiency standpoint? In this complimentary webinar, a panel of Gartner experts explores the many needs and concerns across the enterprise that IT leaders must know to best assist in vaccine management initiatives. The panel looks at the immediate lessons learned from the vaccine rollout and what steps leaders must be prepared to take as the vaccines reach their enterprise and employees.

LIVE - 27 JANUARY 2021

11:00 AM EST  
(NEW YORK, UTC -5 hours)

ATTEND

[VIEW ALL WEBINARS](#)

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## Understanding the Impact of a COVID-19 Vaccine on Legal, Compliance and HR Strategy

Initiatives: [HR Function Strategy and Management](#)

DATE

17 February 2021

TIME

11:00 AM - 12:00 PM EST

REGISTER

As we enter the next phase of the COVID-19 pandemic and eventual recovery, organizations need to consider how the availability of a vaccine will impact their strategy. Legal, compliance, HR and other leaders are considering the vaccine's impact on organizational strategy, employment and legal & compliance risks, workforce planning and communications and internal operations.

To help you manage your response to these issues, Gartner is hosting a panel webinar to provide expert insights and peer perspectives on the impact of a COVID-19 vaccine on corporate strategy. This one-hour session will include:

- Benchmarking from Gartner legal, compliance and HR clients regarding the impact of a vaccine on their strategy and return-to-work plans
- Peer perspectives from HR and legal & compliance leaders to address the issues leaders need to consider in their strategies

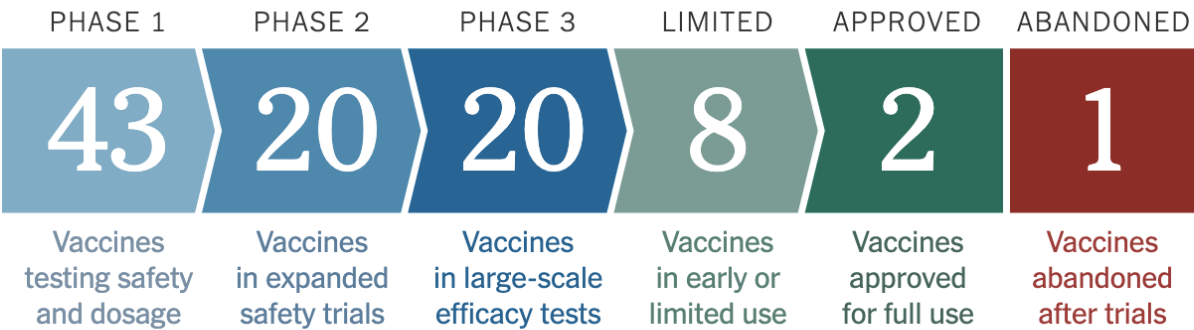
# External Resources

Source: NYT

<https://www.nytimes.com/interactive/2020/science/coronavirus-vaccine-tracker.html>













# Coronavirus Vaccine Tracker

By Carl Zimmer, Jonathan Corum and Sui-Lee Wee Updated Jan. 11, 2021



Vaccines typically require years of research and testing before reaching the clinic, but in 2020, scientists embarked on a race to produce safe and effective coronavirus vaccines in record time. Researchers are currently testing **64 vaccines** in clinical trials on humans, and 20 have reached the final stages of testing. At least 85 preclinical vaccines are under active investigation in animals.

## Leading vaccines

Developer	How It Works	Phase	Status
 Pfizer-BioNTech	mRNA	2 3	Approved in Saudi Arabia and other countries. Emergency use in U.S., E.U., other countries.
 Moderna	mRNA	3	Emergency use in U.S., E.U., other countries.
 Gamaleya	Ad26, Ad5	3	Early use in Russia. Emergency use in Belarus, other countries.
 Oxford-AstraZeneca	ChAdOx1	2 3	Emergency use in Britain, India, other countries.
 CanSino	Ad5	3	Limited use in China.
 Johnson & Johnson	Ad26	3	
 Vector Institute	Protein	3	Early use in Russia.
 Novavax	Protein	3	
 Sinopharm	Inactivated	3	Approved in China, U.A.E., Bahrain. Emergency use in Egypt.
 Sinovac	Inactivated	3	Limited use in China.
 Sinopharm-Wuhan	Inactivated	3	Limited use in China, U.A.E.
 Bharat Biotech	Inactivated	3	Emergency use in India.

# Emerging Solutions Intersection of Public and Private

How is IBM Digital Health Pass designed to work?

Work.com for Vaccines

Solutions and products

WORK.COM for Vaccines

Vaccine Inventory Management

Vaccination Appointment Scheduling

Public Health Notifications

Vaccination Outcome Monitoring

Clinical Vaccine Administration

Public Health Command Center

Includes

Health Cloud

Communities

Platform

Service Cloud

Includes

Service Cloud

Lightning Scheduler

Communities

Vlocity

Omniscript

Einstein/ Tableau

Includes

Marketing Cloud

Social Studio

Digital Engagement

Includes

Health Cloud

Communities

Einstein/ Tableau

Platform

Surveys

Includes

Service Cloud

Communities

Einstein/ Tableau

Platform

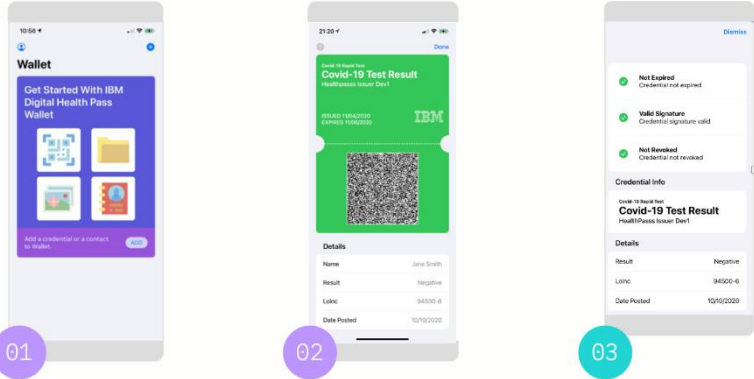
Marketing Cloud

Includes:

Workplace Comma

Tableau

built on the Salesforce Customer 360



- Checklist workflows to ensure adherence to proper policies and procedures
- Digitize SOP's
- Dashboards
  - + Vaccinations administered
  - + Adverse reactions
  - + Second dose adherence
- Custom forms and templates
- CDC Checklists and guidelines

