

4. A survey of first-line supervisors and union officials on workplace productivity and workplace issues.

Background

The survey will be used (along with the written materials discussed in #3) to persuade personnel managers and labor officials that smoking restrictions are unnecessary. — ?

Current Status

The survey is now being conducted by Response Analysis Corporation, a market research firm specializing in employee attitude research. Interviews with management supervisors in corporations and government agencies are almost complete. When complete, this research should demonstrate that as workplace issues go, public smoking is relatively unimportant. Final results will be available in May.

Al Vogel, Senior Vice President at Response Analysis, has agreed to speak and/or testify regarding survey results.

The overall cost of the survey is \$80,000 (\$65,000 of that amount was paid in 1983).

9. A study identifying the design/planning concerns associated with segregating smokers and non-smokers in the workplace.

Background

The study was requested by the Executive Committee as a possible additional resource for opposing workplace restrictions.

Current Status

We have received a proposal from Environetics International, Inc., an architectural/design firm with offices nationwide. They recommend interviewing 35 corporations and 15 architectural/engineering firms to develop a "check-list of design concepts for use with office managers. The research will cost \$40,000.

Staff is prepared to proceed immediately with this study but considers it a lower priority than other research outlined.

What's the?

UNNTARY STRATEGIES

voluntary policy must not contradict -- but should reinforce -- legislative position.

though we have no way of monitoring all of the organizations able of restricting smoking, we must oppose as many as possible. industry should concentrate its efforts on those situations which affect the most people.

will deal with organizations in three categories: those that have never considered restrictions; those that are considering implementing a policy; and those that have already implemented

In all cases, we will work to persuade decision-makers that restrictions are unnecessary and unfair.

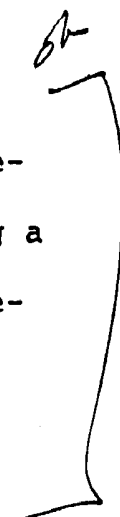
ever, in areas where legislation forces organizations to implement restrictions, the industry should consider privately seeking a third party (e.g., state chamber of commerce) to distribute guidelines for implementing fair smoking restrictions. Otherwise, we rely by default to anti-smoking organizations that provide model policies for adoption.

initial strategy for opposing voluntary workplace restrictions targets the business community in general. Our goals are to contain William Weis and others who claim that smokers cost their employers more than non-smokers. Six months ago, Dr. Lewis Solmon began speaking out against Weis' claims.

TAB A

TAB B

TAB C



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*Should be
revised*

ported by Solmon, Weis now denies some of his major findings. Solmon is considering new research on the of workplace restrictions for our review. If approved will publicize his new findings as we have his earlier as previously noted, we will continue to seek additional assistance.

TAB A

mediate strategy targets union leaders. We need to increase attention to smoking restrictions as we begin to persuade decision-makers that restrictions might impose labor relations. With the active participation of The Bakery, Confectionery, and Tobacco Workers Union, we are currently preparing and other written materials for placement with labor media attention to labor audiences.

TAB B

strategies are aimed at various persons within an organization might affect the process of restricting smoking. The use of one or more written resources and/or expert spokesmen from our consulting firms. For example, the cost analysis of the smoking restrictions will be used with financial officer. Executive summaries of all the resources will be used by management.

TAB C

will be generally the same for corporations and public officials and will follow this sequence:
Identifying an organization with a smoking restriction policy or a firm which is considering one. (We are currently surveying the Fortune 500 companies to determine what kinds of policies are in effect.) Sometimes organizations contact

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The Institute on their own initiative, so this initial process is not always necessary. We will also be requesting TAN members to identify opportunities for us.

*opportunities
to be identified*

TAB A

2. Distributing the materials to targeted decision-makers.

First, we will determine if there is any industry contact within the organization (e.g., the comptroller of one of our member companies knows one of the financial officers at the company being considered). A task force made up of persons from member companies will help us with this effort. If there is a contact, we will send the materials to that individual with a request that they be distributed to the various persons in the organization who will be active in the decision to restrict smoking. If there is no contact, we will identify an appropriate individual and "tailor" materials for that person to distribute.

3. Following-up and making the expert spokespersons available.

Institute staff will follow-up with phone calls and offers to further help the organization. Our consultants will be made available to present the written materials sent to concerned individuals or groups.

4. Use of business and mass media.

Consultants and their studies, listed under the Resources section, will all be assisted by public relations counsel to ensure maximum coverage of industry positions.

5. Lobbyist involvement in dealing with public agencies.

Lobbyists and field staff will communicate with members of legislative oversight and appropriations committees

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