

WORKPLACE SMOKING PROJECT
PROGRAM STRATEGY

Overview

Proposals to restrict smoking in public places, that had their start in Arizona in 1973, have, in the last decade, spread across the country and branched out to the state and local levels. The most recent target for restriction, of course, is the workplace.

At year's end 1984, five states and 36 local jurisdictions required private sector employers to adopt smoking restrictions for their employees. Two-thirds of the localities are in California.

Although no states enacted workplace smoking restrictions in 1984, 15 considered them. At the local level, workplace proposals were introduced in 50 cities and counties; 15 were approved, 21 carried over to 1985.

The Tobacco Institute's workplace smoking program to date has concentrated its efforts on developing resources and witnesses to address the variety of concerns that should be considered by individuals facing restrictions. Resources have been targeted at individuals responsible for proposing, enacting and enforcing smoking restrictions in the workplace.

As they have become available articles have been published and promoted to business audiences; witnesses and materials have been made available to field staff to support lobbying efforts. Following is a plan for coordinated promotion of all existing workplace resources before national audiences.

Institute field staff will develop similar promotion plans for their regions.

Objective

To discourage legislators, businesses, institutions and public agencies from unfairly discriminating against employees who smoke.

Resources

Tab A contains a detailed resource inventory of all witnesses, materials, articles and publications currently available or planned to address the workplace smoking issue. This inventory offers suggestions on resource use to obtain best results. It will be updated as more resources become available and as current resources change.

Susan Stuntz is TI issues manager responsible for development and use of these resources, and for implementation of this plan. She will be assisted by:

- o Public Relations Division staff, who may be called upon to assist in the preparation of articles, speeches and other materials describing the workplace issue. Where appropriate, Institute spokespersons may be called upon to make presentations alone or as part of a panel of experts.

- o Information Services staff, who will assist in the identification of appropriate audiences for promotion of workplace program resources.

- o Production Services staff, who will coordinate production of resource materials.

- o Federal and State Activities division staff, who will assist in audience identification and contact, and in developing background information on potential issues.

- o Public relations counsel have assisted in identification and development of materials. They will continue to perform these duties and also will assist with coordination of presentations and appropriate promotion.

Program Strategy

Resources will be used to increase awareness of the range of problems workplace smoking restrictions can present, and to persuade decision-makers that such restrictions are unnecessary and unfair. Generally, strategies may be categorized as legislative or voluntary.

The Institute will continue to oppose without compromise all public smoking legislation.

There are some instances, however, in which a corporation may wish to implement a voluntary policy to avoid facing more restrictive legislated policies. The Institute will continue to attempt to discourage implementation of any policy, but will consider working privately with those corporations who come to us for assistance, to ensure that policies that are implemented are fair.

National promotion of these strategies will be directed toward:

- o Business groups and trade associations
- o Labor unions and labor-supported organizations
- o Federal government workers

- o Citizens' groups

- o Corporations and organizations who seek Institute advice on smoking policies

Tab B includes a listing of some specific organizations in each of these categories that should be targeted for contact. Promotion will be via mass media or direct mail, trade press, large group presentations, targeted small group presentations, and one-on-one personal contact.

Strategy I

Increase awareness of the range of potential legal, economic and productivity problems smoking restrictions present to organizations implementing them.

Tactics

1. Continue to compile executive summaries of relevant research into the workplace information packet. This packet will be distributed in personal meetings.

[This information now is available for economic, productivity, health and corporate legal research. We will add research on office space requirements, union legal arguments, police perceptions of enforcement and affirmative action implications as they become available. In addition, we will prepare a summary of results from the various voter surveys conducted thus far. It, too, will be added to the package.]

2. Continue to promote findings of relevant research to business and trade press via news releases. Follow-up news release mailings with offers of interviews with appropriate TI consultants.

[To date, we have pitched the results of Lew Solmon's economic research to business reporters and the financial trade press. Solmon has succeeded in quieting William Weis and forcing him to change his arguments to productivity in lieu of economics.

The Response Analysis productivity surveys have been pitched to business and trade journals. We have had some success; anticipate greater interest once Al Vogel's article on his study is published this spring. We now are sending targeted press releases for the nine industry segments to specialized trade press.

Similar promotion will be developed for the Schlossberg article on labor implications, Ethridge on discriminatory implications and Allingham on space planning requirements.]

3. Develop a team of TI staff and consultants available to speak before national and regional business organizations on the workplace issue. Where possible, seek third-party sponsorship of these meetings.

[This tactic is in the planning stage. We are preparing for our first road show -- before several Atlanta business groups -- now. If possible, local experts will be identified to make presentations, along with TI consultants.]

4. Continue to arrange speaking platforms for Institute consultants who developed the research before regional and national meetings of business and trade associations.

[Lew Solmon has spoken frequently before regional and national meetings. Al Vogel made his first presentation February 21 before a Seattle business group. We are developing a plan now that will take our facilities planning study to office planners around the country. Other audiences for these speeches would include labor organizations, affirmative action groups, personnel officers, etc.]

Working from the list in Tab B, we are developing detailed information on regional chapters of national associations, and their 1985 meeting dates. We will pitch our resources to them.]

5. Continue to offer services of TI personnel and appropriate consultants to business and trade groups seeking information or assistance on smoking restriction policies.

[Public relations staff responds frequently to requests for information. Our labor relations and office planning consultants recently worked with pr staff in advising the American Federation of Government Employees on a potential workplace smoking grievance in Florida. PR staff will determine which consultant, if any, might be appropriate for assistance.]

5. Obtain mailing lists of corporate decision makers (personnel, finance, legal and health officers, facilities managers, etc.). Promote relevant research findings on the workplace issue via direct mail pieces, offering additional information and assistance.

[We have yet to begin work on this tactic, pending identification of and discussion with direct mail specialists.]

7. Develop direct mail promotion of the Institute's position on restrictive smoking legislation for industry allies, e.g., restaurants, bowling alley proprietors, chambers of commerce, etc. Offer results of relevant research, additional information and assistance.

[See notation under tactic 6.]

8. Seek and promote statements of opposition to legislated and unfair smoking restriction policies from business and trade organizations.

[Labor unions are on record as opposing smoking restrictions, as are police associations. We are working toward such a statement from the American Association of Affirmative Action. We also will be seeking similar position statements from facilities planning organizations.]

9. Develop a series of op-ed pieces addressing various facets of the workplace smoking issue. Signatories may be TI officers, consultants, or corporate officials. Seek placement in national and regional media; offer similar pieces to field staff for placement in local media.

[TI Chairman Horace Kornegay has signed several articles on the workplace issue for a variety of business and corporate journals. Philip Morris' William J. O'Connor put his name to a piece in Business and Health magazine, as have consultants Lew Solmon and Al Vogel. PR staff is developing a series of editorial articles on the workplace issue for placement as opportunities present themselves.]

10. Follow up appearance of op-ed pieces with supportive letters to the editor, from unionized workers and TAN activists.

[We will use the public smoking letter writing brochure to generate these letters to the editor. Headquarters staff, of course, continue to monitor a variety of clipping services to identify letter writing opportunities.]

11. Arrange for an editorial roundtables of national and regional business reporters to hear TI consultants and labor officials review their research on legislated and unfair workplace policies. Seek third-party sponsorship. Develop a similar roundtable presentation for labor reporters.

[Further development of this tactic awaits final availability of such key individuals as the labor specialist, the facilities planning consultant and the affirmative action expert.]

12. Supply Institute field staff and lobbyists with information kits and materials for distribution to their allies and legislative contacts. Seek their assistance and support for proposed regional and local forums of business groups.

[This action is ongoing.]

13. Continue to speak out against claims that businesses' refusal to hire smokers constitutes "legal discrimination." To the extent possible, encourage the American Civil Liberties Union and other organizations to take a position.

[This action is ongoing.]

Strategy II

- o Establish a broader political and professional relationship with organizations of individuals more heavily affected by restrictions.
- o Increase awareness of the effects of workplace smoking restrictions on certain segments of the general public, e.g., women, labor unions, minorities, etc.
- o Characterize the issue of life-style restrictions as one which diverts attention from issues of greater importance to these populations.

Tactics

1. Create and maintain a file of organizations with whom we currently have contacts; and organizations with whom we should have contacts.

[This action is ongoing. Resource materials include convenience store, airline, restaurant and grocery store manuals.]

2. Improve and expand professional relationships with existing contacts; utilize existing contacts and consultants to make additional contacts.

[See note under tactic 1.]

3. Prepare executive summaries of research demonstrating the impact of smoking restrictions on targeted segments of the working population.

[Ongoing. As research materials become available, they are compiled and added to our documentation.]

4. Meet with officials from organizations of individuals most affected by smoking restrictions to discuss the findings.

[We have begun discussions with individuals from labor, minority and women's groups, and police associations to review these concerns. These discussions will continue.]

5. Prepare articles and op-ed pieces on the discriminatory implications of smoking restrictions; publish in specialty media.

[Ongoing.]

6. Seek speaking opportunities before organizations of individuals most heavily affected by restrictions. Describe discriminatory implications of restrictions; encourage organizations to take a position on smoking restriction legislation and policies. Seek coverage of positions in specialty media.

[Our list of targets appears in Tab B. We first must develop our resources in this area and strengthen our documentation.]

7. Encourage labor leaders, women and minorities to speak out and conduct workshops, at significant conventions, on the smoking restriction issue.

[Labor leaders speak out now. Further coalition work is needed in other areas, however.]

Strategy III

Offer fair alternative smoking policies to organizations who believe they must implement smoking restrictions.

Tactics

1. Compile a collection of fair alternative policies.

[Ongoing.]

2. Seek endorsement of these policies from state or national chambers of commerce, or a trade association such as the National Association of Personnel Administrators.

[We are working with NAPA to gain their endorsement of a policy that seeks to be fair to both sides.]

3. Make these policies available to organizations who contact TI for assistance in implementing restriction, but only after attempts have been made to dissuade them from implementing any form of restriction.

[Ongoing.]

4. Make the policies available to field staff and lobbyists for use with state and local business groups; encourage use as a voluntary means to stave off legislation.

[We are developing a plan that will enable field staff to take advantage of this voluntary approach, while ensuring that any policy not be identified as a TI policy.]

Strategy IV

Continue to monitor anti-smoker activity. Attempt to meet and counter future strikes.

Tactics

1. Review news clips, anti-smoker mailings and newsletters for indications of future plans.

[Ongoing.]

2. Seek evidence of anti-smoker harassment of smokers in the workplace and nuisance lawsuits against companies that refuse to implement strict restrictions; use in private meetings with corporate officials.

[Ongoing.]