

A Program to Deal With Voluntary
Smoking Restrictions in the Workplace

The Tobacco Institute

March 1983

2024934031

TABLE OF CONTENTS

EXECUTIVE SUMMARY..... i

INTRODUCTION..... 1

AUDIENCES..... 4

OBJECTIVES..... 6

 Objective I..... 7

 Strategy I and Tactics..... 8

 Strategy II and Tactics..... 12

 Objective II..... 18

 Strategy I and Tactics..... 19

 Strategy II and Tactics..... 21

 Strategy III and Tactics..... 22

 Strategy IV and Tactics..... 24

ORGANIZATION..... 25

BUDGET..... 33

PROPOSED SCHEDULE AND RESPONSIBILITIES..... 37

APPENDICES

 APPENDIX A: Articles by Dr. William Weis and Dr. Lewis Solmon

 APPENDIX B: Opinion Research Proposal from Response Analysis Corporation

 APPENDIX C: Summary of Litigation

2024934032

EXECUTIVE SUMMARY

- I. An increasing number of corporations, institutions, and public agencies are imposing unnecessary workplace smoking restrictions.
- o At their most extreme, these restrictions preclude hiring smokers. More typically, they involve segregation and restrictive rules.
 - o William L. Weis, a Seattle University accounting professor, is at the forefront, with claims that smoking employees cost more than nonsmoking employees.
- II. Voluntary restrictions by organizations pose significantly different challenges than legislatively and judicially imposed restrictions.
- o There are 50 state legislatures and a few hundred cities where we might confront the issue, while there are hundreds of thousands of workplaces where we can be effective.
 - o We are experienced with the legislative process but relatively inexperienced in the kind of corporate relations activities required for this issue. Currently, we do not have access to or credibility with workplace policy makers.

2024934033

III. The recommended program suggests two organizational approaches to deal with these challenges.

- o The plan describes industry/consultant task forces directly involved with program implementation.
- o The plan calls for a staff member to manage all facets of the issue.

IV. The program objectives, strategies, and tactics are aimed at two broad audiences:

- o Workplace policy makers

Financial, personnel, legal, union, trade association, and other professionals who recommend and/or set workplace rules.

- o The working public

A less sophisticated audience whose primary interest in the issue is the alleged dangers and annoyance of ambient smoke. They are largely in favor of separate sections but opposed to outright bans.

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V. The first broad audience is workplace policy makers.

Objective:

Discourage businesses, institutions, and public agencies from unfairly discriminating against employees who smoke.

Strategies

We will achieve this objective by:

1. Respond directly to Weis and others with similar views.
2. Convincing those responsible for setting workplace policies that unnecessary smoking restrictions deter productivity by:
 - . distracting management and legal resources and
 - . disrupting the workforce.

Tactics

Tobacco industry task forces and consultants will devise and implement tactics ranging potentially from advertising to briefings and presentations before key workplace policy makers.

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VI. The second broad audience is the working public.

Objective:

Increase public understanding that many workplace smoking restrictions are unnecessary and unfair.

Strategies

To achieve this objective, we will demonstrate that:

1. Anti-smokers seek to ban smoking, not simply restrict it.
2. Smokers are courteous.
3. There is no persuasive evidence that cigarette smoke in the air causes disease in healthy non-smokers.
4. Unfair restrictions such as those on smoking ultimately infringe on the rights of all persons.

Tactics

Tobacco industry task forces and consultants will rely principally on mass media approaches such as spokesman appearances on radio and television, carton stuffers, and possibly advertising.

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INTRODUCTION

Over the last decade, anti-smokers proved themselves largely incapable of obtaining legislation to restrict smoking in public places. Of the 1,500 bills introduced at the state level, more than 93 percent were defeated -- some of them easily. Of the seven initiative referenda fought, anti-smokers lost all seven.

It is highly unlikely that anti-smokers will abandon the legislative process. But it is clear that anti-smokers are now seeking public smoking restrictions in non-legislative ways.

The single most effective and potentially dangerous avenue they have taken involves voluntary restrictions on smoking in the workplace. At their most extreme, these restrictions can affect hiring practices. More typically, they involve segregation of smokers and nonsmokers and rules restricting smoking in the workplace.

As an issue "smoking in the workplace" languished until the publication of a series of articles by Dr. William L. Weis,* an accounting professor at Seattle University. Dr. Weis claimed that smoking employees cost their employers more than nonsmoking employees. The amount of those costs has differed in various Weis articles.

* See Appendix A for Weis' article "Can you afford to hire smokers," Personnel Administrator, May 1981.

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With Dr. Weis at the forefront, anti-smokers have used their access to corporate and institutional board rooms to introduce the concept of smoking as an avoidable business expense. An increasingly large number of businesses, many prominent, have at least lent their names to a list of corporations dealing with the alleged problem of smoking in the workplace.

There are 50 state legislatures posing the potential of public smoking bills, compared to hundreds of thousands of businesses and institutions capable of imposing restrictions voluntarily.

These restrictions appear to fall in four categories:

1. Necessary and reasonable

Smoking restrictions such as those for hospital rooms with oxygen in use, gasoline station pumps, and certain manufacturing situations are considered necessary and reasonable by most people. So long as these restrictions are reasonable, we see no reason to oppose them.

2. Marketing

Some companies, notably in the insurance industry, apparently have found marketing opportunities in smoking restrictions. Their continuation indicates their success. If the market responds to these techniques, there is some question what we

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might do to oppose them. Industry-wide boycotts may be illegal and individual boycotts may be ineffectual.

3. Lack of information

An increasing number of businesses, institutions and agencies are bowing to anti-smoker pressure by creating separate smoker/non-smoker sections, limiting the hours when persons may smoke and even refusing employment to smokers.

In some cases, we can assume these actions are being taken by policy makers who are themselves anti-smokers. In other instances, we believe we are dealing with uninformed policy makers.

This document outlines a program to communicate with policy makers who require a more thorough understanding of smoking restrictions, and with the public which must then live within such restrictions.

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Audiences

This program directs its objectives and strategies towards two broad audiences:

1. Business, institution, public agency, and labor union workplace policy makers.

This first audience is composed of those who make and enforce policies in personnel administration, labor relations, finance, benefits administration, legal affairs and general management.

These individuals represent large and small businesses, labor unions, public agencies, and non-profit institutions. Within these categories are organizations with reasonable limits on smoking, unreasonable limits, and those who have not considered the matter.

This audience is more sophisticated than "the general public," or "adult Americans," to whom our second objective is aimed. It is more able to compare our arguments and tactics with those of the anti-smokers than is our second audience.

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2. Adult Americans

This audience represents the average adult, who does not view smoking in the workplace from a management perspective but, rather, according to the alleged health effects and/or annoyance of ambient smoke.

We know from reliable research that an increasing percentage of nonsmokers find cigarette smoke annoying (from 54 percent in 1972 to 61 percent in 1982) and probably hazardous (from 57 percent in 1975 to 74 percent in 1982). Predictably, significantly smaller numbers of smokers hold the same opinion.

Majorities of both smokers and non-smokers believe there should be separate sections in the workplace. Interestingly, non-smokers' feelings on this issue have not changed in the last decade but smokers have increasingly supported separate sections over the same period (42 percent in 1974 to 52 percent in 1982).

There is very little support for banning smoking in the workplace, a situation which has remained constant.

Clearly, the public believes the tobacco industry is far less credible than such anti-smoker organizations as the American Cancer Society, American Lung Association, and the American Heart Association. But the public also shows a remarkable propensity to move away from extremism of any kind.

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Program Objectives

- I. Discourage businesses, institutions and public agencies from unfairly discriminating against employees who smoke. (pages 7 - 17)

- II. Increase public understanding that many workplace smoking restrictions are unnecessary and unfair. (pages 18 - 24)

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OBJECTIVE I

Discourage businesses, institutions and public agencies from unfairly discriminating against employees who smoke.

Strategy I

Respond directly to Weis and to others who hold similar views.

Strategy II

Convince those responsible for setting workplace policies that unnecessary smoking restrictions deter productivity:

- o by distracting management and legal resources,
and
- o by disrupting the workforce.

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Strategy I: Respond directly to Weis and to others who hold similar views.

(NOTE: We intend to respond to Weis in two ways:

(1) by holding him accountable for his methods and professionalism and (2) by drawing him away from public audiences by creating situations where he must face professional audiences.)

Target Groups

1. Personnel, financial and general management policy makers
2. Trade, commercial and professional societies and associations
3. Elected and appointed public officials

Tactics

1. Note article by Lewis Solmon, Ph.D. in March 1983 issue of Personnel Administrator. (See Appendix A).
2. Distribute reprints of both the Weis and Solmon articles by:
 - a) assigning members of the Financial/Personnel Administration Task Force (see page 26) to personally contact their counterparts at selected major corporations.

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- b) assigning Institute field staff, through the Public Agency Task Force (see page 29) to personally contact the chairpersons and members of legislative committees responsible for governmental costs and operations; and key government department directors.
- c) contacting all journalists who have covered Weis.
3. Encourage debate between Solmon and Weis (or Weis proponents) and/or Solmon speaking engagements, before professional societies and trade associations, such as:

American Finance Association
 American Institute of Certified Public Accountants
 American Management Association
 American Society for Personnel Administrators
 American Society of Public Administration
 Business Council (small business CEO's)
 Financial Management Association
 Industrial Management Society
 National Association of Accountants
 National Association of Business Economists
 National Management Association
 National Small Business Association
 National Society of Public Accountants
 State Societies of Certified Public Accountants

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- a) Assign members of the Financial/Personnel Administration Task Force (who are members of the above professional organizations) to request that those organizations host debates. Ensure tobacco industry attendance at the debates.
- b) Encourage coverage of the debates by trade press journalists, representing such publications as:

Accounting Review

Financial Management

Government Employee Relations Report

Industrial Management

Journal of Accountancy

Journal of Finance

Local business journals, (e.g., Phoenix Business Journal and Seattle Business Journal have presented Weis' argument)

Manage

Management Digest

Management Review

Management World

National Public Accountant

Newsletters of State Societies of C.P.A.'s

Personnel

Personnel Journal

Personnel Management

2024934046

Public Administration Review

Public Administration Times

Small Business Report

Supervisory Management

The Government Manager

Tobacco industry publications; e.g., Tobacco Observer

Voice of Small Business

Washington Newsletter (The American Society for Personnel
Administrators)

White Collar Report

4. Trade press placement:

Encourage coverage of Solmon's argument in trade publications which don't cover debates/speaking engagements.

5. Challenge Weis in Seattle by:

- a) encouraging Solmon to appear before local business groups in Seattle.
- b) assigning members of the Financial/Personnel Administration Task Force to contact their counterparts in the Seattle business community to discuss the Weis-Solmon articles.

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Strategy II: Convince those responsible for setting workplace policies that unnecessary smoking restrictions deter productivity:

- o by distracting management and legal resources, and
- o by disrupting the workforce.

Target Groups

1. Personnel, financial and general management policy makers
2. Trade, commercial and professional societies and associations
3. Public administrators
4. Organized labor officials
5. Corporate counsel
6. Elected and appointed public officials

Tactics

1. Develop materials which support the position that workplace smoking restrictions are unnecessary.

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- a) Conduct a survey of lower management personnel from a range of industries, institutions and agencies.
Demonstrate that these individuals do not view smoking as a significant element of productivity. (See Appendix B).
 - b) Support research and reports reviewing the literature on absenteeism; encourage publication in a prominent management journal. Develop reprints and summaries of article and distribute to other targeted journals.
 - c) Support research and reports on health insurance rates based on smoking status, encourage publication in benefits administration journals, and develop reprints and summaries of articles and distribute to other targeted journals.
2. Conduct briefings, using the above materials, with workplace policy makers.

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- a) As follow-ups to the meetings described under Strategy I, Tactic 2.a), assign members of the Financial/Personnel Administration Task Force to personally contact their counterparts at major corporations.
 - b) As follow-ups to the meetings described under Strategy I, Tactic 2.b), assign field staff to contact appropriate elected and appointed officials.
3. Create advertisements aimed at specific management disciplines (accounting, personnel administration, benefits management, corporate law) based on the materials developed in Tactic 1 above, and place them in targeted business publications. (OPTIONAL)
 4. Create organized labor opposition to workplace smoking restrictions.
 - a) Assigning members of the Organized Labor Task Force (see page 28) to encourage adoption of a tougher, more specific resolution (than one adopted in 1979) by the AFL-CIO Executive Council. Seek coverage in union publications.

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- b) Encourage adoption of similar resolutions by major unions within and outside of the AFL-CIO. Seek coverage.
 - c) Identify union personnel who have been discriminated against because they smoke. With their permission:
 - (1) publicize incidents in union publications.
 - (2) develop an advertisement based on one or several of the incidents; place in major union publications.(OPTIONAL)
 - d) Establish contacts with labor law firms to communicate with labor leaders.
5. Develop capacity to support corporate lawyers involved in the defense of suits brought by anti-smokers.
- a) Assign members of the Legal Task Force (see page 27) to work with the U.S. Chamber of Commerce's National Chamber Litigation Center to:
 - (1) examine the legal issues involved in the smoking in the workplace controversy.

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- (2) develop arguments, witnesses and other resources to help lawyers defending businesses and institutions from anti-smoker suits.
 - (3) identify significant anti-smoker lawsuits and offer assistance.*
- b) Assign members of the Public Agency Task Force and the Legal Task Force to offer assistance similar to the above to the attorneys general of all state and major cities. Contacts to be made through the Institute's State Activities field staff.
6. Use established contacts and channels (e.g. newsletter, seminars) of labor law firms to communicate to leading corporate clients the unnecessary and disruptive nature of workplace smoking restrictions.
 7. Use members of Small Business Task Force (see page 31) to arrange and make contact with local business leaders.
 - a) develop kit on workplace smoking restrictions for use by Task Force members, and the memberships of tobacco industry organizations such as distributor, retailer and grower groups.

*See Appendix C for summary of litigation.

- b) encourage Task Force members to identify and arrange speaking engagements for Institute spokesmen, before local business and civic groups. (Develop presentation which can be used by local wholesaler, distributor, grower or company representative if spokesman is not available.)

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OBJECTIVE II

Increase public understanding that many workplace smoking restrictions are unnecessary and unfair.

Strategy I

Increase public awareness that anti-smokers seek to ban smoking, not simply restrict it.

Strategy II

Demonstrate that smokers are courteous.

Strategy III

There is no persuasive evidence that cigarette smoke in the air causes disease in healthy non-smokers.

Strategy IV

Demonstrate that unfair restrictions -- such as those on smoking -- ultimately infringe on the rights of all persons.

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Strategy I: Increase public awareness that anti-smokers seek to ban smoking, not simply restrict it.

(NOTE: We intend to support existing public opposition to outright bans on smoking.)

Target Group

Working public

Tactics

1. Produce a national advertisement which directs consumer attention to anti-smoker goals. (OPTIONAL)
2. Challenge anti-smokers to debates with Institute spokesmen on major radio and television talk shows; concentrate on "anti-smoker goal" and "smoking ban" issues.
3. Increase opinion leader awareness of the "Blueprint for Action" of the Coalition for Smoking Or Health; and "guerilla law" techniques of John Banzhaf.

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- a) assign Institute lobbyists and field staff to contact key elected and appointed officials concerned with the economy and friendly to business.

- b) present arguments to journalists and editorialists to prompt coverage critical of extreme anti-smoker activity.

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Strategy II: Demonstrate that smokers are courteous.

(NOTE: Smokers are thought to be discourteous because attention has been drawn to the few who are. We intend to draw attention to the many smokers who are considerate.)

Target Group

Working public

Tactics

1. Develop material to be used by smokers personally and at their workplace, to proclaim that smokers are courteous.
2. Offer above materials in coupons placed in cigarette cartons sold by all member companies.
3. Replicate opinion research which shows that smokers are considerate of others.
 - a) use findings in briefings with journalists and public officials described under Strategy I.
 - b) make reference to findings in all national advertisements which are part of this program. (OPTIONAL)

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Strategy III: There is no persuasive evidence that cigarette smoke in the air causes disease in healthy non-smokers.

Target Group

Working public

Tactics

1. Develop and place national advertisement drawing attention to the scientific research on this question. Distribute reprints to journalists and public officials visited under Strategies I and II. (OPTIONAL)
2. Produce American version of public smoking film originally produced by Philip Morris. Distribute it by:
 - a) placing it with Modern Talking Pictures for community distribution.
 - b) providing copies for all Area Directors for targeted presentations to allies and potential allies; legislative staff members.
 - c) developing a promotional flier and offer the film to all local chapters of the American Cancer Society and American Lung Association. Publicize the response.

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3. Challenge anti-smokers to debates with Institute spokesmen before radio and television audiences specifically on the ambient smoke issue. Encourage tobacco industry personnel and friends to participate in live audiences and/or encourage friendly telephone calls from listeners, to support spokesmen.

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Strategy IV: Demonstrate that unfair restrictions -- such as those on smoking -- ultimately infringe on the rights on all people.

Target Group

Working public

Tactics

1. Work concept into all national advertisements which are part of this program. (OPTIONAL)
2. Support research on the broad ramifications of social restrictions such as smoking; encourage publication in consumer magazines.

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ORGANIZATION

The scope of this challenge and The Institute's relative inexperience in corporate relations suggest we organize ourselves specially to deal with the "smoking in the workplace" issue.

The following pages outline an organization with the following components:

- o five task forces, each consisting of professionals from the industry and Institute staff.
- o a coordinating committee, directed by The Institute President, and consisting of the individual task force chairpersons.
- o one fulltime professional staff member accountable as a specialist and coordinator.
- o consultants to assist the task forces, including special labor counsel, public relations counsel and management specialists as needed.

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I. Financial/Personnel Administration Task Force

This group will consist of one senior personnel administration manager and one financial manager from each member company, the Senior Vice President for Administration of The Institute (as chairman), public relations counsel and management consultants as needed.

The group will focus on the employee relations and financial aspects of the issue; and will work in an advisory capacity with all other task forces.

The group's principal responsibilities will be:

- o assisting staff and public relations counsel in the development of arguments persuasive to personnel administrators and financial managers; and helping to refine materials to be used in external contacts.
- o contacting their counterparts at other businesses and institutions, to prompt discussion of the issue at a professional level.

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II. Legal Task Force

This group will be formed by the Committee of Counsel, whose Chairman may designate the Task Force Chairman.

The group will focus on corporate and institutional defense of non-smoker suits demanding restrictions.

The group's principal responsibilities will be:

- o developing arguments, witnesses and other resources useful to other businesses defending against such suits.
- o working with the U.S. Chamber of Commerce's National Chamber Litigation Center which may soon be contemplating the issue.
- o contacting their counterparts at other businesses and institutions to discuss the legal ramifications of such suits, both in terms of how they might affect smoking and other employee preferences.

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III. Organized Labor Task Force

This group will consist of a senior official of the Tobacco Workers Union, a labor relations official from the member companies (to be appointed by The Institute Chairman), labor relations counsel (as chairman) and public relations counsel.

The group will focus on smoking restrictions as a bargaining issue, and on the role, if any, of ambient smoke in the overall worker safety and health issue.

The group's principal responsibilities will be:

- o assisting staff and public relations counsel to develop arguments persuasive to union officials and helping to refine materials for external use.
- o contacting union officials representing both public and private sector employees to prompt discussion of the issue from organized labor's perspective.

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IV. Public Agency Task Force

This group will consist of one representative from the Public Affairs division of each member company; two lobbyists from The Institute State Activities Division, one member of the Federal Relations Division and the Senior Vice President of State Activities (as chairman), and public relations counsel.

The group will focus on two elements of the issue: the cost of administering smoking restrictions in public agencies and the public employees unions' concerns over non-negotiated changes in terms and conditions of employment.

The group's principal responsibilities will be:

- o assisting staff and public relations counsel to develop arguments persuasive to elected officials, particularly the chairpersons and members of committees dealing with the administration, cost and labor relations of government agencies.
- o working with the organized labor task force on the question of public employee unions' responses to smoking restrictions.

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- o briefing all field staff on the above arguments and coordinating contacts with key elected and appointed officials.

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V. Small Business Task Force

This group will consist of one representative from the National Association of Tobacco Distributors, one from the Retail Tobacco National Dealers Association, one from the Tobacco Growers Information Council and three representatives of the National Tobacco Council; the Institute's Vice President of Region II (as chairman), and public relations counsel.

The group will focus on the smoking in the workplace issue as it affects the small, local business; and on how the industry can communicate with large numbers of these businesses.

The group's principal responsibilities will be:

- o assisting staff and public relations counsel to develop arguments and materials persuasive to the proprietors and operators of small businesses.
- o identifying local audiences, and securing speaking engagements on the issue, for The Institute's spokesmen and other industry representatives.
- o working with associations and agencies which represent small businesses nationally and locally.

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Coordinating Committee

The chairmen of the five task forces will serve on a coordinating committee which will be directed by the President of The Institute.

The coordinating committee will be responsible for:

- o approving a coordinated plan, encompassing the activities of all five task forces; tracking progress against that plan.
- o ensuring communication and cooperation between the task forces.
- o approving recommendations of target corporations and institutions to be contacted by task force members.

This coordinating committee will have a professional-level staff member assigned to it on a full-time basis to act as a specialist on the issue and to ensure the coordination of all activities.

Assisting that staff member will be various consultants, to be identified by Task Forces as needed in the fields of finance, general management, personnel administration, law and labor.

A public relations firm will be needed to help in the preparation of presentations, position papers, booklets, and other materials necessary to support Task Force members.

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ESTIMATED 1983 BUDGET

(All items below are covered by The Institute's approved 1983 budget. Subsequent year budgets of this continuing program will be submitted through the normal process.)

CONSULTANTS

Opinion Research

Response Analysis (see Appendix B)

(Obj. I: II-1)

65,000

Roper Reports

(Obj. II: II-3)

5,000

70,000

Economist

Lewis Solmon, Ph.D.

(Obj. I: I-1-5)

15,000

Health actuary

(Obj. I: II-1)

7,500

Management on absenteeism

(Obj. I: II-1)

7,500

2024934069

Social Scientist

(Obj. II: IV-2)

7,500

37,500

Other

Ogilvy & Mather Public Relations

(throughout plan)

65,000

Counsel specializing in

labor-management relations

20,000

85,000

MATERIALS

Reprints of Weis and Solmon

(Obj. I: I-2)

1,000

Other reprints

(Obj. I: II-1)

1,000

Kit on Workplace Smoking

(Obj. I: II-7)

40,000

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"Smokers are courteous" material (Obj. II: II-1)	50,000	
Carton stuffer artwork (Obj. II: II-2)	5,000	
Promotional flier for Hirayama film (Obj. II: III-2)	10,000	
Prints of Hirayama film (Obj. II: III-2)	<u>7,500</u>	
		114,500
ADMINISTRATIVE COSTS	<u>47,900</u>	
		<u>47,900</u>
TOTAL BASIC PROGRAM BUDGET		354,900

2024934071

OPTIONAL 1983 ADVERTISING

Consumer

Placements (Obj. II: I-1; III-1)	3,000,000
Production	10,000

Targeted Business, Labor

Placements (Obj. I: II-3; II-4)	600,000
Production	<u>10,000</u>

3,620,000*

* Total remaining 1983 advertising budget.

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PROPOSED SCHEDULE AND RESPONSIBILITIES

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Abbreviations in attached plan:

Senior vice president public relations	Sen VP/PR
Senior vice president state activities	Sen VP/SA
Senior vice president administration	Sen VP/Adm
Regional vice president	Regional VP
Staff support	ST
Director media relations	Dir med relations
Financial/personnel administration task force	TF 1
Legal task force	TF 2
Organized labor task force	TF 3
Public agency task force	TF 4
Small business task force	TF 5
Covington & Burling	C&B
Marsteller Inc., New York	Marsteller
Ogilvy & Mather Public Relations, Washington	O&MPR
Tobacco Action Network	TAN

Legend

-----	Planning
_____	Implementation

2024934074

OBJECTIVE I: Discourage businesses, institutions and public agencies from unfairly discriminating against employees who smoke.
Strategy I: Respond directly to Weis and others who hold similar views.
Audience: Personnel, financial, general management policy makers; trade, commercial, professional associations; elected/appointed officials

TACTICS	RESPONSIBILITY		1983 TIMETABLE											
	Primary	Resource	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
1. Note Solmon article in Personnel Administrator.														
2. Distribute Weis and Solmon article reprints to:	ST	TF 1 TF 4 O&MPR												
a. select major corporations;														
b. key legislative committees and government departments.														
3. Encourage debate between Weis/Solmon or Solmon presentations.														
a. contact key organizations (professional/business);	ST	TF 1												
b. encourage coverage of debates.	O&MPR	--												
4. Trade press placement	O&MPR	--												
5. Challenge Weis in Seattle.	ST	See below												
a. encourage Solmon to appear before local business in Seattle;	O&MPR	--												
b. contact Seattle business for support against Weis.	Sen VP/Adm	TF 1												

2024934075

OBJECTIVE I: Discourage businesses, institutions and public agencies from unfairly discriminating against employees who smoke.

Strategy II: Convince workplace policy makers that unnecessary smoking restrictions deter productivity...

Audience: Personnel, financial, general management policy makers; trade, commercial, professional associations; public administrators

TACTICS	RESPONSIBILITY		1983 TIMETABLE											
	Primary	Resource	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
1. Develop materials which support position that workplace smoking restrictions are unnecessary.	ST	see below												
a. Conduct survey of personnel in a range of industries and organizations. Demonstrate unimportance of smoking to productivity.	Response Analysis	C&B												
b. Support research and reports; review literature on absenteeism; encourage publication in journals.	ST	Author O&MPR												
c. Support research and reports on health insurance rates based on smoking status, encourage publication in benefits administration journals.	ST	Actuary O&MPR												
2. Using above materials, conduct briefings with workplace policy makers.	ST	see below												
a. Contact key individuals at major corporations.	ST	TF 1												

(CONTINUED)

2024934076

OBJECTIVE I: Discourage businesses, institutions and public agencies from unfairly discriminating against employees who smoke.

Strategy II: Convince workplace policy makers that unnecessary smoking restrictions deter productivity...

Audience: Personnel, financial, general management policy makers; trade, commercial, professional associations; public administrators

TACTICS	RESPONSIBILITY		1983 TIMETABLE									
	Primary	Resource	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
b. Contact appropriate elected/appointed officials.	Sen VP/SA	TF 4 lobbyists										→
3. Create advertisements for key management disciplines and place in targeted business publications.	Sen VP/PR	Marsteller										
4. Create organized labor opposition to workplace smoking restrictions.												
a. Encourage AFL-CIO executive council adoption of tougher, more specific resolution; seek coverage in union publications.	ST	TF 3 O&MPR legal counsel										
b. Encourage adoption of similar resolution by major AFL-CIO unions.	ST	above										
. at AFL-CIO convention												
. at individual conventions												
c. Identify union personnel discriminated against for smoking and:												
. publicize in union journals;	O&MPR	TF 3										→
. develop ad and place in union journals. (CONTINUED)	Sen VP/PR	Marsteller O&MPR										

2024934077

OBJECTIVE I: Discourage businesses, institutions and public agencies from unfairly discriminating against employees who smoke.

Strategy II: Convince workplace policy makers that unnecessary smoking restrictions deter productivity...

Audience: Personnel, financial, general management policy makers; trade, commercial, professional associations; public administrators

TACTICS	RESPONSIBILITY		1983 TIMETABLE									
	Primary	Resource	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
d. Establish contacts with labor law firms to communicate with labor leaders.	ST	O&MPR										
5. Support lawyers defending suits by antismokers.	ST	TF 2 C&B										
a. Work with U.S. Chamber of Commerce's National Litigation Center to:	ST	TF 2										
. examine legal issues;												
. develop arguments;												
. identify significant antismoker lawsuits.												
b. Offer similar assistance to attorneys general of all states and major cities.	Above	Above										
6. Use specialized law firm	ST	C&B										
7. Contact local business leaders	ST	TF 5										
a. Develop kit.	O&MPR	TF 5										
b. Speak to local business groups; develop presentation...	ST	TF 5 O&MPR										

2024934078

OBJECTIVE II: Increase public understanding that many workplace smoking restrictions are unnecessary and unfair.
Strategy I: Increase public awareness that antismokers seek to ban smoking, not simply restrict it.
Audience: Working public

TACTICS	RESPONSIBILITY		1983 TIMETABLE											
	Primary	Resource	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
1. Produce national ad directing attention to antismoker goals.	Sen VP/PR	Marsteller												
2. Challenge antismokers to debates with TI speakers on major radio/TV shows; concentrate on "antismoker goal" and "smoking ban" issues.	TI speakers	Support Staff O&MPR												
3. Increase opinion leader awareness of "Blueprint for Action" and "guerilla law" techniques.	ST	See below												
a. contact key elected/appointed officials concerned with economy and friendly to business.	ST	lobbyists field staff												
b. present arguments to journalists and editors to prompt coverage of extreme antismoker activities.	ST	Dir Med Relations O&MPR												

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OBJECTIVE II: Increase public understanding that many workplace smoking restrictions are unnecessary and unfair.

Strategy II: Demonstrate that smokers are courteous.
Audience: Working public

TACTICS	RESPONSIBILITY		1983 TIMETABLE											
	Primary	Resource	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
1. Develop material for smokers in the workplace, to proclaim smokers are courteous.	O&MPR	--												
2. Offer materials in coupons stuffed in cartons sold by member companies.	Member companies	--												
3. Replicate opinion research showing smokers are considerate of others.	Roper Reports	--												
a. use findings in briefings with journalists and public officials.	TI speakers	O&MPR												
b. reference findings in all national ads in this program.	Marsteller	--												

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OBJECTIVE II: Increase public understanding that many workplace smoking restrictions are unnecessary and unfair.
Strategy III: There is no persuasive evidence that cigarette smoke in the air causes disease in healthy nonsmokers.
Audience: Working public

		1983 TIMETABLE												
		Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
TACTICS	RESPONSIBILITY													
	Primary Resource													
1.	Develop and place national ad drawing attention to scientific research on this question. Distribute to journalists and public officials.	Sen VP/PR	Marsteller TF 4											
2.	Produce American version of public smoking film; distribute by:	Sen VP/PR	O&MPR											
a.	Placing with Modern Talking Pictures for community distribution.	Sen VP/PR	Producer											
b.	Providing copies for all Area Directors for presentations to allies/potential allies; legislative staff members.	Regional VPs	Modern Talking Pictures											
c.	Develop promotional flier and offer the film to local chapters of American Cancer Society and American Lung Association. Publicize response.	O&MPR	--											
3.	Challenge antismokers to debates with TI speakers before radio/TV audiences on ambient smoke issue. Encourage tobacco industry personnel and friends to participate in live audiences and encourage friendly telephone calls from listeners for support.	TI Speakers	Area directors Support staff TAN											

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OBJECTIVE II: Increase public understanding that many workplace smoking restrictions are unnecessary and unfair.
 Strategy IV: Demonstrate that unfair restrictions such as those on smoking ultimately infringe on rights of all people.
 Audience: Working public

TACTICS	RESPONSIBILITY		1983 TIMETABLE											
	Primary	Resource	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
1. Work concept into all national ads included in program.	Marsteller	--												
2. Support research on ramifications of social restrictions such as smoking; encourage publication in consumer magazines.	Sen VP/PR	O&MPR												

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