



June 12, 1986

ASPA-BNA Survey No. 50 Smoking in the Workplace

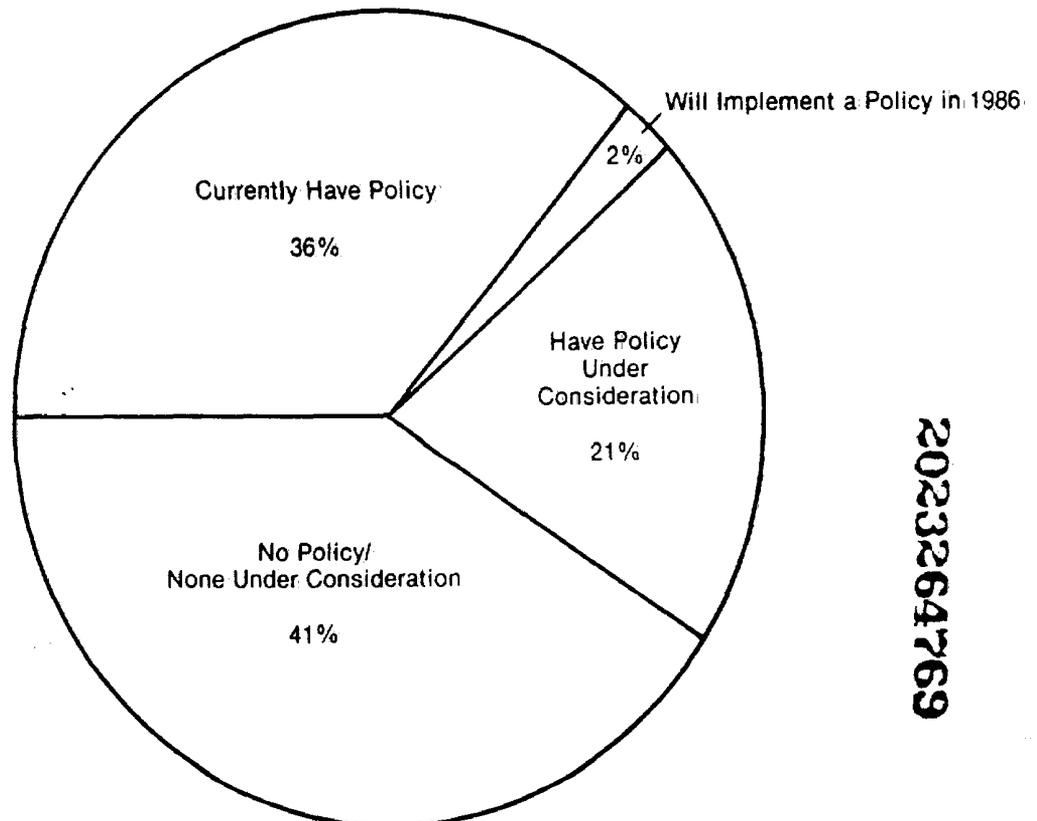
Policies on the smoking of tobacco products in the workplace have become more prevalent in recent years, although very few employers have gone so far as to prohibit smoking entirely, according to a recent ASPA-BNA survey on smoking in the workplace. As Figure 1 illustrates, over one-third of the 662 organizations responding to the survey currently have workplace smoking policies related to employee health and/or comfort, the vast majority of which were established within the past five

years. An additional 2 percent will have policies in effect by the end of the year, and 21 percent of the respondents were considering smoking restrictions at the time of the survey. Despite the apparent trend toward contemplation and establishment of smoking policies, however, the majority of responding firms do not currently have smoking policies that address the issues of employee health and comfort.

Highlights from the survey data begin on the following page, followed by the full survey re-

Figure 1

Smoking Policies Designed for Employee Health and Comfort



2023264769

port. Several sample smoking policies are contained at the back of the report.

Survey Highlights

- Smoking policies related to employee health or comfort are more prevalent among the responding Northeastern and Western firms, compared with those in the South and in the North Central states. This may be due, in part, to the fact that a greater proportion of companies in the Northeast and the West are subject to state or local laws that require the establishment of workplace smoking policies. Sixteen percent of all responding firms are governed by such legislation.
- Most respondents cited at least one of three reasons for the establishment of their smoking policies: state or local laws, company concerns about employee health and/or comfort, and employee complaints about smoke in the workplace.
- Over 40 percent of the organizations that maintain smoking policies (15 percent of all respondents) ban smoking in all open work areas. Less than 10 percent of the policies place no restrictions on smoking in shared work space.
- More than half of the firms with policies specifically designate areas for smoking.
- Very few (2 percent) of the surveyed firms ban smoking on all company property.
- Less than one-quarter of the smoking policies specify any penalty for smoking in unauthorized areas, and about one-third contain procedures for resolving disputes between smoking and non-smoking employees.
- A majority of the organizations with smoking policies indicated that their employees who smoke generally support the restrictions, while 10 percent noted opposition to the policies.
- The survey data provide little evidence to support contentions that restrictions on smoking either reduce company costs or increase worker productivity. Most respondents could not say whether their policies had any effect on either.
- Ten percent of the firms that do not have smoking policies had considered and rejected such policies in the past.
- Almost three-quarters of all respondents have received complaints from employees about smoke in the work environment, but few indicat-

ed that these protests were widespread. In nearly half (45 percent) of the firms that have had complaints, employees were urged to work the problems out themselves. About one-third of the companies asked smoking employees to refrain from smoking, and a similar proportion rearranged work stations to accommodate non-smokers.

- Less than 1 percent of the responding companies will not hire a smoker; 5 percent give hiring preference, by policy, to nonsmoking job applicants; and another 10 percent allow individual supervisors to consider applicant smoking habits in their hiring decisions.

- Half of the responding organizations have taken measures in the past five years to encourage their employees to stop smoking, most commonly through the distribution of literature designed to persuade smokers to quit.

The Survey Sample

The survey questionnaire was mailed to a random sample of 1,967 members of the American Society for Personnel Administration (ASPA). Results are based on returns from 662 personnel executives, which represents a response rate of 34 percent. Forty percent of the participating organizations are manufacturing companies, 33 percent are nonmanufacturing firms, and 15 percent are nonbusiness establishments, such as educational institutions and health care facilities. The remaining 12 percent of respondents did not indicate their industry category.

By workforce size, 20 percent of the responding organizations employ 1,000 or more workers, 67 percent have workforces of less than 1,000, and 13 percent did not indicate workforce size. By region, 20 percent of the responding firms are located in the Northeast, 33 percent are Southern companies, 24 percent are located in North Central states, and 17 percent are Western firms. Four percent of the organizations have facilities in more than one region, and the location of 2 percent of the firms could not be determined. Twenty-seven percent of the responding firms have employees who are represented by a union, 70 percent are nonunion, and 3 percent did not indicate union status.

2023264770

Bulletin to Management, (ISSN 0525-2156) published weekly, except at Christmas, by The Bureau of National Affairs, Inc., 1231—25th St., N.W., Washington, D.C. 20037. Tel: (202) 452-4200. Subscription rate \$144 a year. Multiple copy rates available. Second class postage paid at Washington, D.C., and at additional mailing offices. POSTMASTER: Send address changes to Bulletin to Management, The Bureau of National Affairs, Inc., P.O. Box 40949, Washington, D.C. 20016-0949. Printed in U.S.A.

William A. Beltz, Editor in Chief; Stanley E. Degler, Executive Editor; John V. Schappi, Associate Editor; Ben Rathbun, Senior Editor. Board of Editors: Bill Manville, Managing Editor; Paul A. Massey, Asst. Mng. Editor; Marjorie N. Taylor, Maureen E. Dostias, Carolyn G. Roberts, Edward J. Neumeyer, Terri Gneisen, Elizabeth M. Lundell, Lois C. Rose, Ella D. Johnson, Joan L. Cobb, Martha A. Halperin, Debra P. Davis, Linda J. Stratman, Director BNA Surveys. Index: Helen M. Kleiman, Chief Editor.

BNA POLICY AND PRACTICE SERIES including Bulletin to Management, Labor Relations, Wages and Hours, Personnel Management, Compensation, and Fair Employment Practices—\$757 a year, \$726 for renewal.

Prevalence of Smoking Policies

Of the 662 organizations responding to the survey, 36 percent have established workplace smoking policies designed primarily to address issues of employee health and/or comfort. Ten firms (2 percent) indicated plans to implement a smoking policy by the end of 1986, and 21 percent of the responding firms currently have such a policy under consideration. On the other hand, a plurality (41 percent) of the respondents do not have a smoking policy related to employee health or comfort, do not plan to establish one in 1986, and have no proposals on this subject under consideration. Thus, a majority of responding firms are currently without smoking policies related to employee health or comfort.

There appear to be minor differences by industry and by workforce size in the probability that an organization has or is considering a smoking policy. As Table 1 shows, large organizations seem to be somewhat more likely to have a policy currently in effect (45 percent) than small firms (33 percent). Only 30 percent of the responding nonbusiness establishments have no policy and none under consideration, while 40 percent of the nonmanufacturers and 47 percent of the manufacturing firms surveyed fall into this category. Manufacturers appear considerably less inclined to issue smoking policies than nonbusiness organizations, and somewhat less likely to adopt or consider policies than nonmanufacturing firms.

By region, policies on workplace smoking are more common among the Western companies (52 percent) and Northeastern firms (42 per-

cent) than among firms in the North Central (29 percent) or Southern (28 percent) regions. At least some of the difference by region is attributable to state or local laws that mandate workplace smoking policies. Twenty-eight percent of the responding Northeastern firms and 25 percent of companies in the West indicated they are required by law to establish smoking policies, while such laws affect only 11 percent of the Southern firms in the survey and 9 percent of the respondents located in the North Central states. Sixteen percent of all responding firms (46 percent of those with smoking policies) are located in jurisdictions that require the establishment of smoking policies.

Age of Policies

The overwhelming majority (85 percent) of the 239 organizations with workplace smoking policies established these policies within the past five years. As Table 2 indicates, over 60 percent of these policies first went into effect in either 1985 (33 percent) or 1986 (28 percent), while only 8 percent of the policies were implemented before 1982. Nearly two out of five (38 percent) of the manufacturers' smoking policies are new this year, compared with about one-fourth (24 percent) of the nonmanufacturers' policies and 18 percent of those in nonbusiness operations. Many of the nonmanufacturing firms (42 percent) established their policies in 1985. The oldest policy — established in 1936 — is maintained by a company that initially developed a policy because customers found smoking "offen-

Table 1
Smoking Policies Designed for Employee Health and Comfort

| | Percent of Companies | | | | | |
|--|----------------------|-------------|---------|---------|---------|-------|
| | All Companies | By Industry | | | By Size | |
| | | Mfg. | Nonmfg. | Nonbus. | Large | Small |
| (Number of companies): | (662) | (264) | (220) | (97) | (134) | (446) |
| Company has no policy now and none under consideration | 41% | 47% | 40% | 30% | 34% | 44% |
| Company currently has a policy | 36 | 33 | 39 | 40 | 45 | 33 |
| Company has a policy under consideration | 21 | 19 | 21 | 27 | 19 | 22 |
| Company plans to implement a policy in 1986 | 2 | 1 | 1 | 3 | 2 | 1 |

Note: Percentages may not add to 100 due to rounding.

2023264771

Table 2
Year Smoking Policy Went into Effect

| | Percent of Companies | | | | | |
|-----------------|---|-------------|---------|---------|---------|-------|
| | All Companies (Number of companies) | By Industry | | | By Size | |
| | | Mfg. | Nonmfg. | Nonbus. | Large | Small |
| | (239) | (86) | (85) | (39) | (60) | (148) |
| • 1986 | 28% | 38% | 24% | 18% | 20% | 32% |
| • 1985 | 33 | 26 | 42 | 28 | 30 | 34 |
| • 1984 | 14 | 16 | 12 | 13 | 17 | 13 |
| • 1983 | 7 | 7 | 5 | 13 | 8 | 7 |
| • 1982 | 3 | 2 | 6 | - | 3 | 3 |
| • Prior to 1982 | 8 | 8 | 6 | 13 | 12 | 6 |
| • No response | 7 | 3 | 5 | 15 | 10 | 5 |

Note: Percentages are based on the number of companies with smoking policies, as shown in parentheses.

sive." The firm updated its policy in 1979 to reflect concerns about employee health.

Since state and local legislation on workplace smoking is a recent phenomenon, it is not surprising that the policies implemented by firms that are subject to these laws are newer than those established by companies in jurisdictions where no such laws are in effect. Nearly three-quarters (72 percent) of the policies instituted by firms located in jurisdictions where workplace smoking laws exist went into effect in 1985 or 1986, while about half (52 percent) of the companies under no legal obligation implemented their policies this year or last year.

Reasons for Developing a Smoking Policy

There were primarily three reasons why workplace smoking policies were developed in the surveyed companies: a state or local law, company concern about employee health or comfort, and employee complaints about smoke in the work area. The reason cited by the greatest proportion of respondents (35 percent) was a state or local law requiring them to develop a policy. As Figure 2 illustrates, 28 percent of the firms with smoking policies cited state or local legislation as the principal reason for implementing a policy, and another 7 percent mentioned state or local laws in combination with health concerns or employee complaints.

Twenty-nine percent of the firms with policies indicated that company concerns about employee health and/or comfort prompted them to develop a policy; 22 percent cited no other rationale and 7 percent mentioned employee health and comfort in conjunction with either a workplace smok-

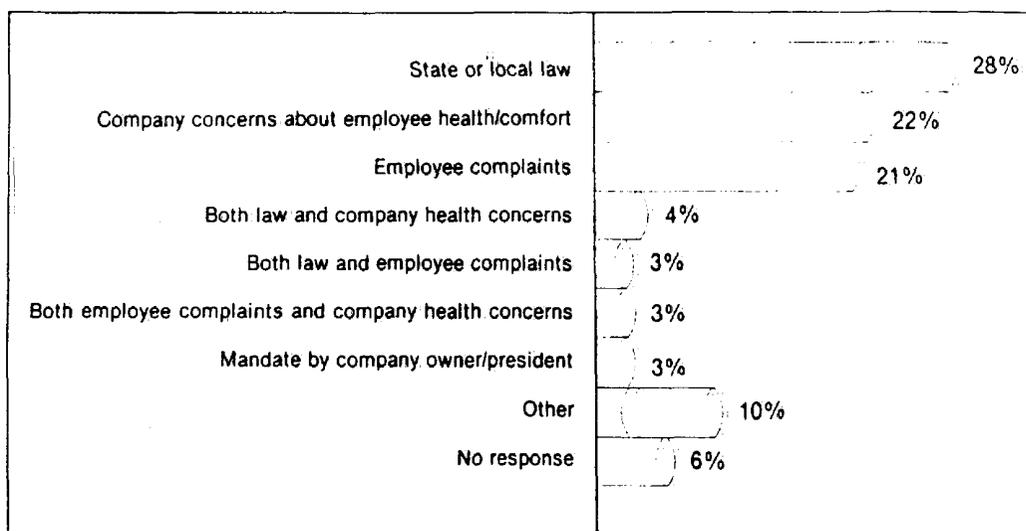
ing law or employee complaints. A total of 27 percent of the policies were established at least in part because of employee complaints, with 21 percent citing only these complaints and 6 percent also mentioning concerns about health or laws as reasons for the policy. Three percent of the smoking policies were ordered by the company owner or president. Among the 24 firms citing other reasons for establishing smoking restrictions, three employers noted that a move to a new location prompted a change in policy, while four firms mentioned customer relations. A respondent from a small North Central educational institution wrote that, while the rationale for its smoking restrictions had not been expressed, the heart attack of an employee who smoked "immediately preceded the ban."

Policies on Open Work Areas

Respondents from firms with smoking policies were asked to indicate their organizations' restrictions on smoking in open offices or shared work space. As Table 3 shows, over two-fifths (41 percent) of the policies ban smoking in all open work areas. Total bans on smoking in shared work space appear far less common in manufacturing companies than in nonmanufacturing or nonbusiness establishments. Twenty-eight percent of manufacturers with smoking policies do not allow employees to smoke in any open work area, while smoking in shared work space is prohibited by about half of the nonmanufacturers (48 percent) and nonbusiness institutions (54 percent) with policies.

Almost one-fifth (19 percent) of the organizations with smoking restrictions divide their open

Figure 2
Reasons for Implementing a Smoking Policy



work areas into smoking and no-smoking sections. The separation of smokers and nonsmokers in this manner is more prevalent in manufacturing concerns (28 percent) than in nonmanufacturing businesses (15 percent) or nonbusiness establishments (13 percent).

Fewer than one out of 10 policies (8 percent) have no restrictions on smoking in shared or open

work areas. This type of policy also appears more popular with manufacturers than with employers in other industries. Six percent of the organizations that maintain smoking policies will ban smoking in a shared office at the request of any one employee, and an equal proportion require that a majority of employees ask for the prohibition. A smoking ban may be instituted at the

Table 3
Policies on Smoking in Open Work Areas

| | Percent of Companies | | | | | |
|--|----------------------|-------------|---------|---------|---------|-------|
| | All Companies | By Industry | | | By Size | |
| | | Mfg. | Nonmfg. | Nonbus. | Large | Small |
| (Number of companies): | (239) | (86) | (85) | (39) | (60) | (148) |
| Banned in all open work areas | 41% | 28% | 48% | 54% | 40% | 42% |
| Areas divided into smoking and no-smoking sections | 19 | 28 | 15 | 13 | 18 | 21 |
| Allowed in all open work areas | 8 | 12 | 5 | 5 | 5 | 9 |
| Banned if one employee requests it | 6 | 6 | 7 | 5 | 8 | 5 |
| Banned if a majority of employees request it | 6 | 7 | 1 | 5 | 3 | 5 |
| Banned at supervisors' discretion | 5 | 5 | 8 | 3 | 8 | 5 |
| Banned if all employees agree | 3 | 3 | 4 | 3 | 2 | 4 |
| Other provisions | 11 | 10 | 11 | 13 | 15 | 8 |
| No response | 1 | 1 | 1 | - | - | 1 |

Note: Percentages are based on the number of companies with smoking policies, as shown in parentheses. Percentages may not add to 100 due to rounding.

2023264773

discretion of the office supervisor in 5 percent of the firms with smoking policies, and 3 percent of firms will institute restrictions only if all the employees in an office agree to them.

Just over one-tenth of the organizations with smoking policies noted other provisions on smoking in shared work space. Four companies indicated that their policy allows employees to designate their work stations as no-smoking areas, although none of these firms indicated the extent to which these designations might restrict adjacent smokers. Two companies permit work station smoking only if the employee keeps an air filter on his or her desk, and a large Southern nonmanufacturing firm provides clean air machines to smoking employees.

A few companies maintain somewhat equivocal policies on open work areas, permitting employees to smoke "unless a problem arises" or "provided it does not interfere with a nonsmoker."

Policies in Other Locations

The responding organizations also were asked to specify their restrictions on smoking (if any) in the seven areas listed in Table 4. As the table shows, a majority of the firms with smoking policies ban smoking completely in four of the seven areas listed. About two-thirds (66 percent) of the firms disallow smoking in company hallways, and 63 percent ban all smoking in meeting and conference rooms. Total bans on rest room smoking are maintained by 60 percent of the companies with policies, and 56 percent do not permit smoking in customer or visitor areas.

In contrast, smoking is allowed in private offices at 56 percent of the organizations, while

only 36 percent have complete or partial bans on smoking in private work areas. Partial smoking bans are most common in company cafeterias, usually in the form of designated smoking and no-smoking areas. Eight out of 10 policies either allow smoking in company vehicles (41 percent) or have no provisions regarding vehicles (39 percent).

About one-quarter of the company policies prohibit smoking in areas other than those listed in Table 4. The most frequently mentioned locations were elevators, computer rooms, patient rooms (in health care facilities), areas in which food is prepared or processed, gymnasiums, and libraries.

Over half (58 percent) of the company policies specifically designate locations for smoking, such as employee lounges, break rooms, or cafeterias.

Total Bans on Smoking

Only 14 surveyed organizations — 6 percent of those with policies and 2 percent of all respondents — prohibit smoking on all company premises. Nine of these firms cited their own concerns about worker health as at least one of the reasons for the ban, while three organizations noted that the owner or president issued the policy. One church-affiliated organization explained that its members' beliefs did not allow them to smoke, and a manufacturer of health products cited the health consciousness of its customers as the reason for banning smoking altogether.

Five of the companies with complete bans on smoking are manufacturers, including two whose president ordered the policy. Another five are nonmanufacturing concerns, including two insurance companies. Two nonbusiness institutions

Table 4
Policies on Smoking in Selected Areas

| | Percent of Companies | | | |
|--------------------------|----------------------|------------------|---------|-----------|
| | Banned | Partially Banned | Allowed | No Policy |
| Hallways | 66% | 5% | 23% | 5% |
| Meeting/conference rooms | 63 | 21 | 13 | 2 |
| Rest rooms | 60 | 6 | 28 | 5 |
| Customer/visitor areas | 56 | 12 | 26 | 3 |
| Private offices | 21 | 15 | 56 | 7 |
| Cafeterias/eating areas | 14 | 58 | 24 | 4 |
| Company vehicles | 13 | 5 | 41 | 39 |

Note: Percentages are based on 239 companies with smoking policies. Percentages may not add to 100 due to rounding and nonresponses.

2023264774

have banned all workplace smoking, as have two organizations that did not identify their type of business.

Policy Enforcement

Less than a quarter (23 percent) of the smoking policies designed for employee health and/or comfort specify penalties for violating smoking restrictions. Of these 56 policies, 12 indicate that smoking prohibitions will be enforced in the same manner as other company rules are enforced, and an equal number specify that a system of "progressive discipline" will be used to punish employees for smoking violations. Fifteen firms noted only that some form of disciplinary action would be taken against the offending individual(s). Several firms mentioned specific enforcement measures including reprimands, warnings, and counseling. One-quarter of the companies (14 firms) that have penalties in their smoking policies specifically cited termination as a possibility for workers found smoking in restricted locations, although only two of those respondents said an employee might be fired for a first offense.

Resolution of Smoking Disputes

Just under a third (32 percent) of the policies contain procedures for resolving disputes between smokers and nonsmokers. Over half (54 percent) of these provisions give management the responsibility for resolving disputes. In a few cases, if the immediate supervisor cannot resolve the problem, the dispute is referred to a manager outside the unit, such as the director of personnel. Eighteen companies (24 percent of those with dispute resolution provisions) noted that if a compromise cannot be reached, the rights of the nonsmoker prevail. Three organizations indicated that majority rule is applied to all smoking disputes, with one noting that the responsible department head is expected to "act decisively" when such situations arise. Two policies provide for "reasonable accommodations," while two others specify that the work stations of the contending individuals be separated.

Employee Role in Policy Development

Over half (56 percent) of the smoking policies were developed unilaterally by management in the surveyed firms. In the remaining 44 percent of companies with smoking policies, nonmanagement employees contributed to the development of the policy. Over three-fifths (61 percent) of the 106 firms that involved the rank-and-file solicited their views through informal discussion.

One-quarter of the organizations that sought nonmanagement input conducted employee surveys on smoking, and an equal number included nonmanagement representatives on their policy-making committees. Twenty-one firms (20 percent) formed policy advisory committees that included nonmanagerial staff. None of the firms formulated its workplace smoking policy through union negotiations.

Communicating Company Policy

Companies have used a variety of means to communicate their smoking policies to employees, as Table 5 illustrates. Three-fifths of the firms with policies posted them in the workplace; this percentage includes 72 percent of manufacturers with smoking restrictions, 51 percent of nonmanufacturing companies, and 49 percent of nonbusiness establishments. Forty-one percent sent a policy notice to each employee, a measure that appears to be favored more by nonmanufacturers (52 percent) than by manufacturing firms (33 percent) and nonbusinesses (36 percent), and one that is much more common among small firms (47 percent) than large organizations (27 percent).

Smoking restrictions were announced by supervisors at 37 percent of the companies with policies. Employee newsletters published the smoking policy provisions at 50 percent of the responding large firms, 20 percent of small firms, and at 27 percent of companies overall. About one-quarter (24 percent) of the companies added the policy to their employee handbooks.

Twelve percent reported other means of communicating smoking policies, including employee meetings (11 firms), procedure manuals (two firms), and the job application process (three firms). None of the smoking policies has been incorporated into a union contract.

Reaction to Policy

Employee support for company smoking policies appears fairly widespread, as 54 percent of the firms with policies indicated that smokers in the workforce generally support the smoking restrictions, while only 10 percent reported that smokers generally oppose the policy provisions. Twenty percent observed no reaction to the policy from employees who smoke, and 16 percent could not say how smokers felt about their prohibitions on smoking.

Acceptance of smoking restrictions on the part of smoking employees appears lowest in nonbusiness organizations, as only 38 percent of the

2023264775

Table 5
Methods of Communicating Smoking Policy

| | Percent of Companies | | | | | |
|----------------------------------|---|-------------|---------|---------|---------|-------|
| | All Companies (Number of companies) | By Industry | | | By Size | |
| | | Mfg. | Nonmfg. | Nonbus. | Large | Small |
| | (239) | (86) | (85) | (39) | (60) | (148) |
| Posted in workplace | 60% | 72% | 51% | 49% | 57% | 59% |
| Sent to each employee | 41 | 33 | 52 | 36 | 27 | 47 |
| Announced through supervisors | 37 | 35 | 38 | 33 | 42 | 34 |
| Published in employee newsletter | 27 | 33 | 20 | 38 | 50 | 20 |
| Published in employee handbook | 24 | 13 | 27 | 38 | 27 | 22 |
| Other | 12 | 9 | 14 | 10 | 13 | 11 |

Note: Percentages are based on the number of companies with smoking policies, as shown in parentheses.

respondents from this sector felt smoking workers supported the policy. The proportions of non-manufacturing firms (56 percent) and manufacturing companies (51 percent) reporting smoker support were considerably higher. Similarly, opposition appears more likely among nonbusiness establishments (18 percent) than in nonmanufacturing (12 percent) or manufacturing concerns (7 percent).

Worker support for smoking policies may be slightly greater in firms that sought nonmanagement input during the development of the policy. Fifty-eight percent of those organizations noted general approval for the policy once it was established, and 7 percent experienced overall resistance to the policy from smokers. Of the organizations that established their smoking policies without consulting nonmanagement employees, 50 percent report general approval of the policy, and 12 percent experienced opposition from smokers.

Company Costs and Worker Productivity

The survey results supply little evidence that workplace smoking restrictions have a beneficial effect on either company costs or employee productivity. Only six (3 percent) of the firms with smoking policies said that bans on smoking had reduced their costs in some way. Three reported lower cleaning and maintenance costs as a result of their smoking restrictions, and two firms said their insurance rates were reduced. Fifteen percent maintained that their policies had *not* decreased company expenses, while the overwhelming majority (77 percent) of respondents could

not say whether any costs had declined as a result of smoking restrictions.

Similarly, 80 percent of the respondents indicated that they did not know whether their smoking policies had increased employee productivity. Twelve percent said that their prohibitions on smoking had *not* increased productivity, and only 4 percent believed that they had. The respondent for a small Northeastern retailer asserted that productivity had increased at that firm because workers now spend "less time off the job to smoke" and because "clean air in work areas keeps employees more alert." A small service firm in the West reported that its non-smoking employees are more productive because they no longer spend time complaining about smoke in the office.

Policy Changes

Sixteen percent of the firms that currently have smoking policies plan to make changes in their policy provisions in 1986, although six of these 39 firms are merely streamlining a policy that was implemented this year. Twenty-two organizations will introduce additional smoking restrictions by year's end, including five that will implement a total ban. Two companies plan to add new locations at which workers may smoke, and one firm will begin to give hiring preference to nonsmoking job applicants.

Companies Without Smoking Policies

Of the 423 surveyed organizations that do not have workplace smoking policies designed for employee health or comfort, only six have had

2023264776

policies in the past. A large North Central manufacturing firm maintained a policy that completely prohibited smoking on company grounds from 1912 to 1937, when it repealed the policy because of company expansion and greater social acceptance of tobacco smoking. A small Southern nonmanufacturing company abandoned its nine-year-old policy of allowing smoking only in its coffee shop in December 1971. The respondent wrote that the "company felt it was being too strict" with the policy. After only one year, a large Southern health care institution gave up on a policy that provided for a no-smoking section in the cafeteria, citing enforcement difficulties.

Ten percent of the firms without policies had, at one time, considered and rejected the adoption of smoking policies. Various reasons for rejecting smoking restrictions were cited, ranging from anticipated problems with enforcement to questions about the legality of limiting employees' right to smoke. A few others did not wish to deal with the objections of smoking workers, and six firms indicated that a policy was rejected because the company president or other members of top management smoked. One organization concluded that requests for smoking restrictions

had been put forth by a small "fanatical group" within the company.

Handling Worker Complaints

All responding organizations were asked to indicate the extent to which their company had received complaints about smoke in the work environment. While 73 percent had received complaints from nonsmoking employees, few of these firms indicated that complaints were widespread (7 percent) or that a group of employees had lodged protests (4 percent). Less than 1 percent of the surveyed companies (three firms) have been involved in lawsuits over the issue of smoke in the workplace.

Table 6 shows the various ways in which employee complaints about smoke have been handled by the 482 firms that have received such complaints. As the table illustrates, many employers prefer to encourage employees to resolve the problem themselves, as 45 percent of firms experiencing complaints indicated they have taken this approach. Nonbusiness establishments and manufacturers appear more likely than non-manufacturing firms to let employees resolve such disputes, and large organizations seem

Table 6
Company Responses to Employee Complaints About Smoking

| | Percent of Companies | | | | | |
|---|----------------------|-------------|---------|---------|---------|-------|
| | All Companies | By Industry | | | By Size | |
| | | Mfg. | Nonmfg. | Nonbus. | Large | Small |
| (Number of companies) | (482) | (190) | (161) | (73) | (104) | (319) |
| Encouraged employees to resolve problems themselves | 45% | 50% | 37% | 58% | 53% | 44% |
| Provided desk-top air filters or smoke-absorbing ashtrays | 41 | 41 | 44 | 34 | 34 | 44 |
| Moved desks and/or work stations | 35 | 32 | 43 | 27 | 42 | 33 |
| Asked smoker(s) to refrain from smoking | 32 | 26 | 35 | 37 | 33 | 31 |
| Improved ventilation in work area | 25 | 28 | 25 | 15 | 35 | 22 |
| Divided work area into smoking and no-smoking sections | 11 | 10 | 9 | 12 | 17 | 8 |
| Transferred smoker(s) to another work unit | 2 | 2 | 1 | 1 | 2 | 1 |
| Transferred nonsmoker(s) to another work unit | 2 | 2 | 2 | - | 3 | 1 |
| Other measures | 13 | 12 | 16 | 11 | 20 | 11 |

Note: Percentages are based on the number of companies experiencing complaints about workplace smoking, as shown in parentheses.

2023264777

somewhat more likely than small firms to take this stance.

Forty-one percent of the firms that have received complaints provide desk-top air filters or smoke-absorbing ashtrays to smokers in an effort to placate nonsmokers, while 35 percent moved desks or work stations to accommodate those offended by secondary smoke. Smokers were asked to refrain from smoking at 32 percent of the companies that received complaints, although the survey results do not indicate which of these requests were informal and which became restrictions by policy. One-quarter of the firms receiving complaints took action to improve their building ventilation systems, and 11 percent of the employers divided the problem work area into smoking and no-smoking sections. Very few employers (2 percent each) transferred either a smoker or a nonsmoker to another work unit because of complaints about smoke.

Not surprisingly, firms with smoking policies appear more likely to take stronger measures in dealing with worker complaints about smoking than companies that do not have policies. For example, 41 percent of the firms with policies have responded to complaints by asking smokers to refrain from smoking, compared with 28 percent of the organizations with no policy. Similarly, 20 percent of employers with policies created smoking and no-smoking sections in work areas in response to employee complaints, while only 6 percent of companies without policies segregated work areas.

Union involvement in disputes between smokers and nonsmokers has been very limited in the surveyed companies. In only 23 (18 percent) of the 128 unionized firms that have experienced complaints has the union taken a role in a smoking dispute by defending the rights of the smoker or the nonsmoker or by attempting to work out a compromise. The survey data provide no evidence that unions favor either smokers or nonsmokers in workplace disputes.

Allergies to Smoke

Eleven percent of the surveyed organizations have had at least one employee request a smoke-free work area because of a medically certified allergy to tobacco smoke. The vast majority of these firms made accommodations for the individual(s). One-third of the 73 firms with smoke-allergic employees transferred or moved the worker who had the allergy, while only one company relocated a smoker in response to the request. Seven firms simply noted that they complied with the request without specifying how;

five firms asked smokers in the allergic individual's work area not to smoke; and four firms began to enforce restrictions that already were in effect. Two North Central nonmanufacturing businesses indicated that an employee's allergy to tobacco smoke prompted the development of their smoking policy.

Hiring Policies

Despite the apparent movement toward the establishment of workplace smoking policies, there is little evidence from the survey data to suggest that companies have begun to give hiring preference to nonsmoking job applicants. As Table 7 shows, 82 percent of the surveyed organizations either have no policy on whether job applicants' smoking habits can or should be considered in the hiring process or they do not allow hiring supervisors to give preference to nonsmokers. Only four organizations (1 percent) hire nonsmokers exclusively, and 5 percent give preference company-wide to nonsmoking applicants. Ten percent of the companies allow individual supervisors to give preference to nonsmokers. Seven firms (1 percent) noted that they discuss their policies on smoking with all job applicants.

All four of the firms that hire only nonsmokers have restrictive workplace smoking policies, two of them total bans. One insurance firm, which plans to have a total ban on smoking by August 1987, defines a smoker as anyone "who has smoked within the three-month period immediately prior to the application date." Seven percent of the firms with policies always give hiring preference to nonsmokers, compared with 3 percent of the organizations without smoking restrictions. Nevertheless, 77 percent of the firms that maintain smoking policies have no provisions that favor nonsmoking job applicants.

Smoking Cessation Programs

Half of the responding organizations have taken measures within the past five years to encourage employees to stop smoking. Sixty-nine percent of large organizations have taken steps to encourage workers to quit, while 46 percent of the small establishments have done so. Similarly, firms that have smoking prohibitions (64 percent) are more likely than companies without restrictions (42 percent) to urge employees to kick the smoking habit.

Table 8 lists the methods of encouragement employed by responding firms, in order of frequency. The most common form of encouragement to quit smoking — used by 39 percent of

Table 7
Policies on Hiring Smokers/Nonsmokers

| | Percent of Companies | | | | | |
|---|---|---------------|------------------|-----------------|----------------|----------------|
| | All Companies (Number of companies) | By Industry | | | By Size | |
| | | Mfg. (264) | Nonmfg. (220) | Nonbus. (97) | Large (134) | Small (446) |
| Company has no policy on hiring smokers or nonsmokers | 43% | 44% | 46% | 39% | 42% | 44% |
| Company does not allow hiring preference for nonsmokers | 39 | 39 | 36 | 42 | 46 | 37 |
| Company allows individual supervisors to give hiring preference to nonsmokers | 10 | 8 | 10 | 14 | 7 | 11 |
| Company gives hiring preference to nonsmokers | 5 | 5 | 4 | 3 | 2 | 5 |
| Company hires nonsmokers only | 1 | 1 | 1 | - | 1 | 1 |
| Other | 1 | 1 | 2 | - | 1 | 1 |
| No response | 2 | 2 | 1 | 1 | 1 | 2 |

Note: Percentages may not add to 100 due to rounding.

firms — is the distribution of literature on the subject. Sixteen percent of the employers have sponsored quit-smoking programs in-house during non-work hours, while an almost equal proportion (15 percent) have sponsored these programs on company time. Company-sponsored quit-smoking programs appear most common in large organizations and in nonbusiness establishments. Ten percent of the firms have paid fees for individual employees to attend outside smoking cessation programs. Only 3 percent have paid cash awards to employees who quit smoking, and even fewer (1 percent) have given other awards.

Many of the firms that reimburse or give awards to employees require that an employee quit smoking for a specified length of time, ranging from one day to one year. The most common required abstinence period is six months. The smallest cash award given to employees for kicking the habit is \$10, reported by one firm, while the largest — paid by a large Western nonmanufacturing firm after six months — is \$500. One company pays employees \$250 after just one month of abstinence, but rescinds the award if it discovers that the employee has started smoking again. A large Southern manufacturer gives T-shirts and snacks to workers who quit for a single day and will take the same employees out to dinner if they are still abstaining one year later.

Of the other measures companies have taken to encourage their smoking employees to quit, company participation in the "Great American Smokeout" was mentioned by the greatest number of respondents, followed by wellness programs and various forms of employee recognition for success in quitting the habit. A few employers removed cigarette vending machines or ashtrays, and several others distributed stop-smoking aids, including one employer that paid the cost of a nicotine substitute, if prescribed by a doctor. Three companies held contests or raffles among employees attempting to quit smoking, and one firm offered lower-cost life insurance to employees who abstained for at least 12 months.

Less than one-fourth of the companies were able to provide data on the costs of their quit-smoking incentive programs. Twenty-six of the 79 firms providing information indicated that their efforts (typically literature distribution) had cost them nothing in the last five years, while a large manufacturing firm with locations nationwide reported the highest expenditure — approximately \$10,000 — on its smoking cessation efforts. This company also estimated that 200 employees have quit smoking as a result of these programs. A large Western nonmanufacturer, despite having spent just \$400 on its quit-smoking endeavors, claimed that its efforts (both literature distribution and smoking cessation pro-

Table 8
Measures Taken in Past Five Years to Encourage Employees to Stop Smoking

| | Percent of Companies | | | | | |
|---|---|-------------|---------|---------|---------|-------|
| | All Companies (Number of companies) | By Industry | | | By Size | |
| | | Mfg. | Nonmfg. | Nonbus. | Large | Small |
| | (662) | (264) | (220) | (97) | (134) | (446) |
| Distributed quit-smoking literature | 39% | 47% | 33% | 40% | 53% | 37% |
| Sponsored in-house quit-smoking program off company time | 16 | 15 | 16 | 24 | 35 | 11 |
| Sponsored in-house quit-smoking program on company time | 15 | 14 | 15 | 20 | 25 | 12 |
| Paid for employees to attend quit-smoking programs outside work | 10 | 10 | 13 | 5 | 12 | 10 |
| Paid cash awards to employees who quit smoking | 3 | 4 | 3 | - | 3 | 3 |
| Gave non-cash awards to employees who quit smoking | 1 | 2 | 1 | - | 1 | 1 |
| Other | 9 | 8 | 10 | 8 | 10 | 8 |

grams) have led 300 of its employees to stop smoking. The median estimated five-year expense for incentive and award programs is \$400 among firms that provided cost data, and a median of 10 employees stopped smoking as a result of company programs among the 57 firms that reported their success rates.

Just over a quarter (27 percent) of the responding firms plan to offer programs in 1986 to encourage employees to quit smoking, although a number of other companies said they were considering such programs. Plans to offer these programs are more likely in firms with workplace smoking policies (40 percent) than in those without (19 percent).

While many firms plan to offer the same programs as they have in the past, some companies indicated that new tactics designed to help

employees quit smoking will be tried this year. New wellness programs or smoking cessation clinics will be available for the first time at a number of firms, some in-house and others conducted by an outside organization, such as the American Cancer Society. A few organizations expect to bring in outside speakers on the dangers of smoking, while others have arranged for seminars to be conducted by a local hospital.

A small North Central manufacturer noted that it would be offering "a self-help program ... sponsored by the American Heart Association." The spokesperson for that firm also indicated that the services of a hypnotist would be available "to those employees still needing help." Another company said it plans to pay for "any program an employee chooses" if that worker expresses the desire to quit.

2023264780

**Sample Policy
(Small Southern service firm)**

SUBJECT: Home Office Non-Smoking Policy

As a result of changing attitudes of employees in the workplace and recently verified health hazards expressed in the Surgeon General's report, employers across the country are examining smoking practices within their companies. Smoking is seen by individuals, employers, and insurers as having a very negative impact on the health of smokers and non-smokers alike.

In response to all the scientific information and the concerns of our employees, _____ is establishing a non-smoking policy. Precisely, this new non-smoking policy will prohibit smoking except at the employee's desk. Smoking will not be permitted in other areas on the second and third floors. We recognize that smoking is habit-forming and the average long-term smoker would not be able to quit by decree if we were to ban smoking entirely.

Although smoking at the employees' desks will be permitted, should non-smokers in the area become concerned or physically affected by the smoke, then smoking may be prohibited in that particular workplace. The merits of each case will be reviewed individually.

Should a non-smoker be conducting business at the desk of a smoker, the non-smoker may request that smoking cease during the course of his or her business. This request should be honored.

This policy will be effective February 1, 1986. At that time, smoking will no longer be permitted in any public areas on the second and third floors outside of the employee's desk area (i.e., meeting rooms, hallways, copy rooms, restrooms, breakrooms, etc.)

I am confident that implementation of this policy will go smoothly. I hope we all remain sensitive to the needs of smokers and non-smokers and maintain a friendly and caring attitude toward one another.

2023264781

**Sample Policy
(Western communications firm)**

SMOKING CONTROL

1. PURPOSE

To promote the health and safety of all employees by providing safe and healthy working conditions and programs.

2. POLICY

The smoking of tobacco or any other substance or plant is a danger to health and is a cause of material annoyance and discomfort to non-smokers. To protect its employees' health and welfare, _____ will regulate smoking in the work-place.

3. PRACTICE

Using already available means of ventilation or separation or partition, we will attempt to reach a reasonable accommodation, insofar as possible, between the preference of non-smoking and smoking employees. All employees have the responsibility for maintaining a constant awareness of conditions that are dangerous to the health of non-smokers and those who smoke.

If reasonable accommodation that is satisfactory to all affected non-smoking employees cannot be reached, the preferences of the non-smoking employees will prevail and action will be taken to insure a substantially smoke-free atmosphere. This means providing adequate notice, consistent enforcement and, when necessary, applying uniform and fair discipline. All common areas, i.e., reception areas, hallways, lunchrooms, restrooms, conference rooms and meeting rooms will be no-smoking areas and clearly marked with "No Smoking" signs. Work areas designated as no-smoking areas will be similarly signed. Any employee objecting to smoke in his or her work area will initiate compliance with these instructions. In all locations the individual responsible for a particular building or work location will assure that non-smoking areas are clearly identified and observed. Smoking will be allowed in designated smoking areas or rooms which will be enclosed to prevent smoke from drifting into non-smoking areas, i.e., doors will be kept closed until smoke is cleared. Insofar as is reasonable, the Safety and Health Department will attempt to maintain current information on smoking cessation and related health education information for use of interested employees.

For the first six months after the effective date of this revised instruction, discipline will be administered only after prior review by the Vice President-Human Resources or designate.

2023264782

**Sample Policy
(Small Northeastern research and development firm)**

SMOKING POLICY

To comply with the _____ Legislation concerning control of smoking in places of employment, the following smoking policy is in effect at _____

- o All outside areas within the fenced perimeter of the site are designated "NO SMOKING" areas.
- o All laboratory, corridor, mechanical room, pilot plant, fabrication, library and shipping/receiving areas are designated "NO SMOKING".
- o Each individual office will be a "SMOKING" or "NO SMOKING" area at the discretion of the occupant.
- o Multiple office areas will be "SMOKING" or "NO SMOKING" at the discretion of the occupant at each position.
- o "NO SMOKING" areas will be designated in the cafeteria and building #1 conference room.
- o "SMOKING" or "NO SMOKING" in all other conference rooms will be determined by the originator of the meeting after polling the attendees.
- o The main lobby, break rooms, restrooms and locker rooms are designated "SMOKING" areas.
- o Areas not specifically included in this policy shall be considered "NO SMOKING" areas.
- o "NO SMOKING" pictograms are available at the Safety/Security office area.
- o The following maps depict this smoking policy.

We emphasize the importance of this policy and remind you that failure to comply with these guidelines will result in appropriate disciplinary action as outlined earlier in this manual.

2023264783