August 29, 1991

SHRM-BNA Survey No. 55
Smoking in the Workplace: 1991

Workplace smoking policies have been adopted by the vast majority of U.S. employers, according to the latest survey by The Bureau of National Affairs, Inc. and the Society for Human Resource Management. Eighty-five percent of responding firms have smoking policies designed to address employee health and comfort, up from 54 percent in 1987 and 36 percent in 1986, when the first two SHRM-BNA surveys on the topic were conducted. The survey also finds that:

• *Total bans on smoking* have been established by 34 percent of the surveyed companies, compared with 7 percent of responding firms in 1987 and just 2 percent in 1986. Another 34 percent, while not imposing total bans, prohibit smoking in all open work areas.

• *Smoking rules extend beyond work areas* in virtually all companies with policies. Most organizations' policies prohibit smoking in hallways (90 percent), restrooms (87 percent), and conference rooms (85 percent). Bans on smoking in private offices (63 percent), employee lounges (62 percent), and cafeterias (59 percent) are about twice as common in 1991 as in 1987.

• *Concerns about employee health or comfort* prompted the development of about four out of five policies (79 percent), and 59 percent of firms established smoking restrictions in response to employee complaints. State or local laws helped bring about more than one-third of the policies (36 percent).

• *Violations and enforcement* do not appear to be major problems among organizations with smoking policies. More than three-fifths of respondents (63 percent) believe their companies' policies are enforced "very consistently" and seven out of 10 indicated that employees "rarely" (50 percent) or "never" (20 percent) violate the smoking rules.

• *Complaints about smoke* in the work environment have been received by almost half of the organizations (49 percent) since their policies went into effect. The most effective approaches to resolving complaints appear to be improved policy communication, establishment of additional restrictions, and more stringent policy enforcement.
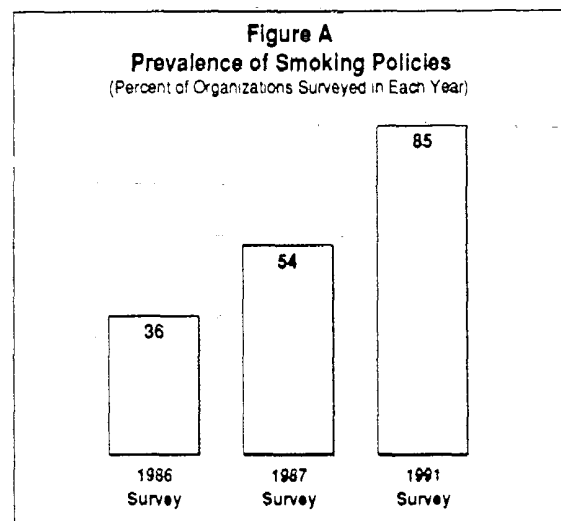
• *Non-smokers' morale* has improved at 69 percent of the companies with smoking policies. About

one-quarter (27 percent) have experienced declines in morale among smokers since their policies were adopted. Smokers' breaks have become longer or more frequent in half of the firms with smoking policies. Smoking restrictions appear unlikely to affect productivity or costs.

• *Non-smokers receive hiring preference* in fewer than one out of five companies. Only 2 percent hire non-smokers exclusively, and 8 percent have a stated preference for non-smoking applicants. Seven percent of employers allow individual supervisors to use smoking as a hiring criterion.

• *Employees who want to quit smoking* have been offered help or encouragement by more than three-fifths of all surveyed companies (64 percent). While employers take a wide range of approaches to helping workers kick the habit—such as distributing literature, sponsoring quit-smoking programs, or offering incentives—most have had only limited success in getting workers to quit.

• *Among employers without smoking policies,* more than half either have definite plans to adopt a policy by 1992 (16 percent) or have smoking restrictions under consideration (44 percent). Minimal employee demand and lack of top management support were the most frequently cited reasons for not having a policy.

Figure A
Prevalence of Smoking Policies
(Percent of Organizations Surveyed in Each Year)

1986 Survey	1987 Survey	1991 Survey
36	54	85

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CURRENT POLICIES AND PROVISIONS

Smoking Policies Are More Prevalent

Employees' smoking privileges have diminished substantially over the past five years. Eighty-five percent of responding employers currently prohibit or restrict smoking in their facilities, compared with 54 percent of firms in 1987 and 36 percent in 1986. (See Figure A.) Another 2 percent of companies responding to the most recent survey will establish a smoking policy by the end of 1992, and 7 percent have smoking restrictions under consideration. Only 6 percent currently have no policy and none under consideration, compared with 22 percent in 1987 and 41 percent in 1986.

Manufacturing companies appear somewhat less likely to restrict workplace smoking than employers in other industry classifications, as Table 1 shows. Three-quarters of responding manufacturing firms currently maintain restrictions on smoking, compared with about nine out of 10 non-manufacturing businesses (90 percent) and "non-business" establishments (93 percent). (The non-business classification includes hospitals, government agencies, educational institutions, and non-profit organizations.) Ninety percent of large organizations (1,000 or more employees) have smoking policies, while 83

percent of responding small firms impose restrictions on workplace smoking.

Regional differences in the prevalence of smoking policies are less pronounced in 1991 than in 1987. Four years ago, more than seven out of 10 Western firms (73 percent) maintained restrictions on smoking, compared with less than three-fifths of Northeastern (58 percent) and North Central (55 percent) employers and only 44 percent of Southern organizations. This year's survey finds that smoking policies are most common in Northeastern organizations (92 percent), with a relatively small gap in prevalence between firms in this region and those in the Western (87 percent), North Central (84 percent), and Southern (80 percent) states.

Year of Establishment

The widespread establishment of smoking policies has occurred almost entirely within the past decade. Among firms with policies in 1991, only 9 percent have restricted workplace smoking for more than five years, and just 2 percent have had policies in effect for more than a decade. Policies established prior to 1986 appear slightly more common among Western (15 percent) and North Central employers (13 percent) than in Southern (6 percent) and Northeastern (5 percent) organizations.

Table 1
Smoking Policy Status at Surveyed Organizations: 1991

| | Percent of Companies | | | | | |
| | All Companies | By Industry | | | By Size | |
		Mfg.	Non-Mfg.	Non-Bus.	Large	Small
(Number of companies)	(833)	(329)	(352)	(152)	(199)	(634)
Organization currently has a policy	85%	75%	90%	93%	90%	83%
Organization has a policy under consideration	7	10	5	3	3	8
Organization has no policy and none under consideration	6	10	4	3	4	7
Organization plans to establish a policy in 1991 or 1992	2	4	1	1	4	2

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

The oldest reported policy, which bans smoking in all open work areas, was adopted by a small Northeastern health care facility when it opened in 1963. The policy has not been revised since its inception.
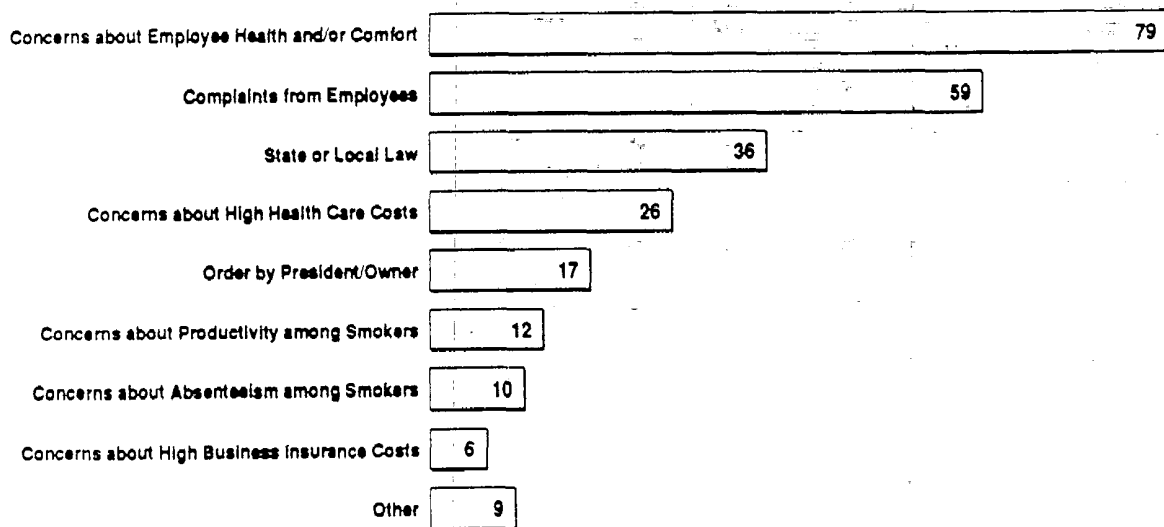
Reasons For Policy Establishment

Health concerns and employee complaints remain the most common reasons for adopting a smoking policy, as Figure B shows. About eight out of 10 firms with smoking restrictions (79 percent) implemented their policies out of concern for employees' health and comfort, although only 8 percent indicated that employees' well-being was the sole rationale for the development of their policies. About three-fifths of the policies (59 percent) were established in response to employee complaints, and more than one-third of the respondents (36 percent) indicated that a state or local law led their firms to impose smoking restrictions. Only 9 percent cited legislation as the only reason a policy was established. A state or local law is more likely to have prompted the policies of Northeastern (57 percent) and Western firms (44 percent) than North Central (29 percent) and Southern (22 percent) organizations.

High health care costs helped bring about smoking restrictions at 26 percent of the companies with smoking policies; all of these organizations had one or more additional reasons for establishing policies. Seventeen percent of the firms' smoking restrictions were established by order of the company president or owner, about one out of 10 respondents cited concerns about lower productivity (12 percent) or higher absenteeism (10 percent) among smokers, and 6 percent indicated that high business insurance costs were a factor in the decision to impose smoking restrictions.

Of the 64 respondents (9 percent) who cited other reasons for developing smoking policies, more than one-third represent hospitals or health care facilities where policies were designed to address the health and comfort of patients or residents, to resolve patient complaints, or to set an example for the community. "We wanted to promote a healthy life style," a small Southern hospital's human resource director noted. The benefits manager for a large North Central hospital commented, "We

Figure B
Reasons for Adopting a Policy
(Percent of Organizations with Policies)

|	
Concerns about Employee Health and/or Comfort	79
Complaints from Employees	59
State or Local Law	36
Concerns about High Health Care Costs	26
Order by President/Owner	17
Concerns about Productivity among Smokers	12
Concerns about Absenteeism among Smokers	10
Concerns about High Business Insurance Costs	6
Other	9

A BNA Graphic

should lead the community in health-related issues."

Nine organizations' smoking restrictions went into effect upon relocation to a new building or office. Customer complaints, recommendations from an insurance company or a wellness committee, or the desire for a cleaner work environment prompted the adoption of a few policies. A small Southern service firm's restrictions are designed to address health concerns as well as to protect expensive computer equipment.

Policies Are More Restrictive

A smoke-free work environment is far more common today than it was four years ago, as Figure C shows. Four out of 10 employers with smoking policies in 1991 (34 percent of all responding organizations) prohibit smoking in *all* company buildings. In contrast, total bans were imposed by only 12 percent of organizations with smoking restrictions (7 percent of all firms) in 1987 and by just 6 percent of employers with policies (2 percent of all firms) in 1986. The trend toward a smoke-free workplace appears likely to continue, as 10 percent of the firms with policies have total bans planned or under consideration for 1991 or 1992.

Figure C
Total Smoking Bans in Company Buildings
(Percent of Organizations with Policies in Each Year)
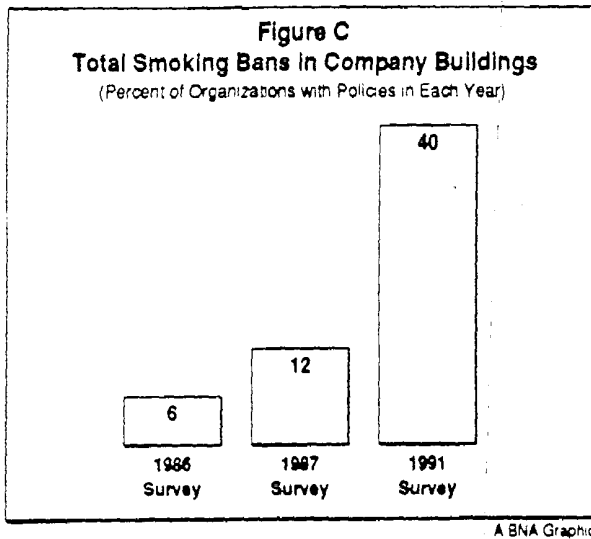
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Open Work Areas

Opportunities to light up in open work areas are much more limited now than in 1987. As Table 2 shows, the percentage of policies that prohibit smoking in all shared work space—including complete bans on indoor smoking—has risen from 51 percent in 1987 to 80 percent in 1991. Policies that designate certain sections of open work areas for smoking (6 percent), stipulate that workers may prohibit smoking at their work stations (4 percent),

or impose a ban on smoking if an employee requests it (4 percent) are relatively rare.

As in 1987, policies that prohibit smoking in all shared work space are less prevalent in manufacturing firms (71 percent) than in non-business establishments (88 percent) and non-manufacturing businesses (84 percent). Small firms (81 percent) and large organizations (77 percent) appear equally likely to disallow smoking in all open work areas.

Thirty-one employers (4 percent) have other policies on smoking in shared work space, including a number of companies that ban smoking if a majority of employees request it, if all employees agree, or if a supervisor decides a ban is appropriate. A few firms allow clients and visitors to smoke in open work areas. Only five companies' policies do not impose any restrictions on smoking in open work areas.

Table 2
Policies on Smoking in Open Work Areas

	1991	1987
Banned in all open work areas*	80%	51%
Allowed only in designated sections	6	13
Banned if one employee requests it	4	9
Employees may designate their own work stations as no-smoking	4	9
Other	4	16

* Percentages include organizations with total bans on smoking in their buildings

Note Percentages are based on organizations with smoking policies responding to the survey conducted in each year Percentages for each year do not add to 100 due to non-response

Other Locations

Most employers' smoking restrictions extend beyond common work areas, as Table 3 illustrates. Ninety percent of the policies prohibit smoking in hallways, and more than eight out of 10 do not allow employees to light up in restrooms (87 percent), conference and meeting rooms (85 percent), and customer/visitor areas (83 percent). Complete bans on smoking in private offices (63 percent), employee lounges (62 percent), and cafeterias or eating rooms (59 percent) are each about twice as common as in 1987. Only 6 percent of the firms with policies in 1991 allow smoking in all employee lounges and just 5 percent have no restrictions on smoking in cafeterias. Moreover, just 20 percent of the current policies do not restrict smoking in private offices, down from 50 percent four years ago.

Table 3

Total Bans on Smoking in Selected Areas

	1991	1987
Hallways	90%	77%
Restrooms	87	70
Conferences/meeting rooms	85	73
Customer/visitor areas	83	68
Private offices	63	33
Employee lounges	62	33
Cafeteria/eating areas	59	27

Note Percentages are based on organizations with smoking policies responding to the survey conducted in each year Percentages include organizations with total bans on smoking in their buildings

In addition to the areas shown in Table 3, 90 percent of the policies ban smoking in all computer rooms (2 percent do not have these facilities), and 77 percent prohibit tobacco use in libraries (15 percent do not have libraries). Sixteen percent of the policies disallow smoking in company vehicles; many respondents (48 percent) did not provide information on smoking rules for vehicles, presumably because their firms do not own any.

Twenty-eight responding human resource executives (4 percent) noted other locations where smoking is banned or restricted, including parking garages and copier rooms. A few manufacturing firms prohibit smoking in production or shop areas, and a number of respondents from health care organizations mentioned medical or surgical areas.

Policy Implementation

Virtually all of the employers took steps to ensure the successful implementation of their smoking policies. (See Table 4.) Individual employees received memos on the policy at about eight out of 10 firms (78 percent). Forty-five percent sent notices to supervisors, most of which also distributed memos to the entire work force. Many organizations took a more personal approach to announcing the policy provisions, as 30 percent told supervisors to discuss the policy with their employees, 22 percent held organization-wide meetings on the smoking provisions, and 20 percent had division- or department-level meetings to announce the policy to workers.

At half of the firms, the policy's implementation was accompanied by the establishment of a smoking cessation program. This step was most common in firms with more restrictive policies. Nearly two-thirds of the companies with total bans on smoking (65 percent) began quit-smoking programs around the time the policy went into effect, compared with

46 percent of firms with open work area bans (short of a total ban) and 30 percent of organizations with the least restrictive smoking policies.

More than one out of four employers (28 percent) implemented their policies in stages. About half of these firms had a three-month (29 percent) or six-month (19 percent) phase-in period, and most of the remaining companies' smoking restrictions were phased in over one year (16 percent) or one month (14 percent). Companies that prohibit all smoking in their facilities (35 percent) appear more likely to have phased in their policies than firms with open work area bans (26 percent) or less restrictive policy provisions (19 percent).

A number of firms formed task forces or committees, conducted employee surveys, or held labor-management discussions to gather support for their policies. Some organizations announced the policy with signs, posters, or notices in the company newsletter. As part of its smoking policy kickoff, one firm began providing candy in "high-smoking areas." One employer sponsored a health fair, and another provided informational materials from the American Cancer Society.

Table 4

Policy Implementation Measures

Distributed memos to employees	78%
Established smoking cessation program in conjunction with policy	50 *
Distributed memos to supervisors	45
Directed supervisors to discuss policy with their employees	30
Phased in policy	28
Held organization-wide meetings	22
Held division/department meetings	20
Other	11

Note. Percentages are based on organizations with smoking policies

Advance Notice

In at least seven out of 10 organizations, employees received advance notice of the new smoking policy. (Sixteen percent of the respondents did not know when the policy was announced or did not respond.) Twenty-two percent of the establishments gave workers three-months notice, and the same proportion announced the policy one month prior to its effective date. Fewer employers scheduled six months (14 percent) or a year (4 percent) between the policy's announcement and implementation. Fourteen percent of respondents indicated that employees received no advance notice of the new smoking restrictions.

Some organizations gave employees advance notices of two months or less than one month. A few respondents noted that employees were aware that smoking restrictions would become effective when a new building opened or that a policy has existed since the company's inception.

Eighty percent of firms with total bans on smoking gave prior notice of the new restrictions, as did 70 percent of companies with open work area bans. Only half of the least restrictive policies were announced in advance.

Ongoing Communication of the Policy

Employers use a wide range of approaches to inform new employees and remind incumbent workers of their smoking restrictions, as Figure D shows. More than three-fifths of the firms (63 percent) communicate the policy's provisions through their orientation programs for new hires. About half (52 percent) include the policy in an employee handbook. Bulletin board postings and organization-wide memos publicize the policy at 39 percent and 28 percent of the firms, respectively.

Less than one out of five organizations communicate smoking rules through supervisors' guides and manuals (19 percent), employee newsletters (17 percent), or memos to supervisors (16 percent). Only 4 percent put notices on the policy in employees' pay envelopes. Sixteen percent noted other means of communicating the policy, including prominently displayed signs and posters.

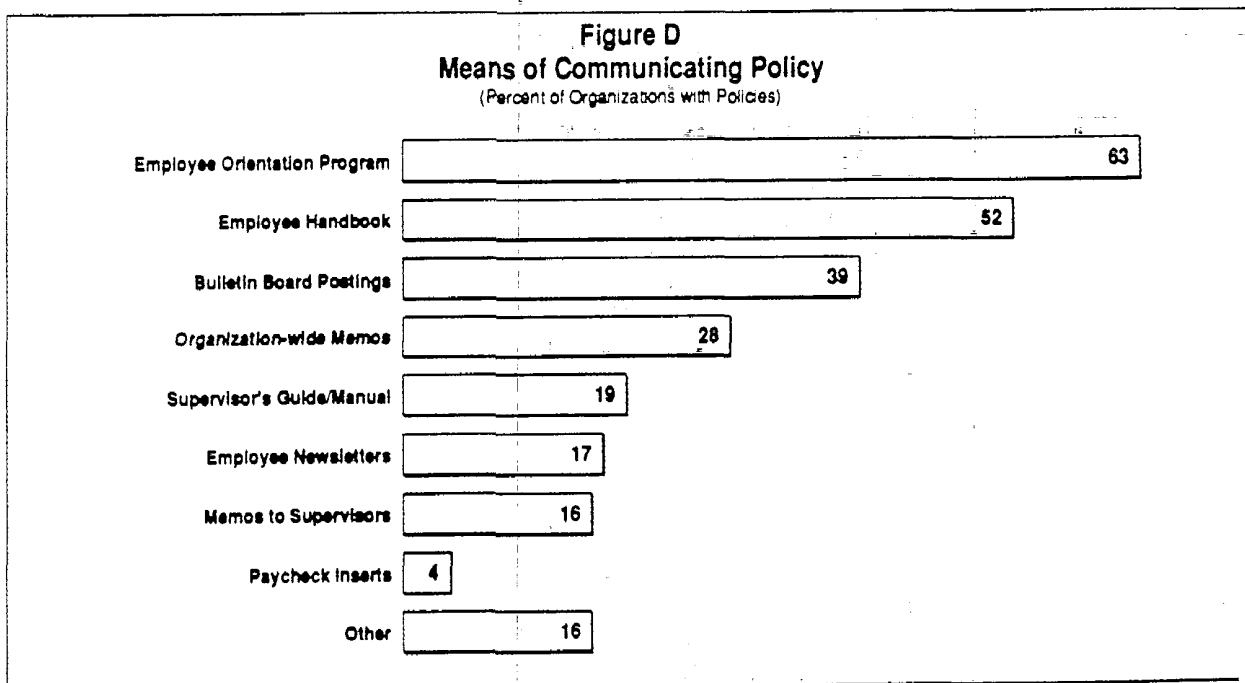Manufacturing firms (57 percent) appear much more likely to post notices on bulletin boards than their counterparts in the non-manufacturing (31 percent) and non-business (29 percent) sectors. Conversely, less than two-fifths of manufacturers (38 percent) publish policy provisions in their employee handbooks, compared with 66 percent of non-business establishments and 56 percent of non-manufacturing businesses. Policies that ban smoking in all company buildings are more likely to be communicated during orientation programs than less restrictive policies, while organizations with minimal restrictions appear most likely to place reminders on bulletin boards.

Enforcement and Discipline

In addition to becoming more prevalent and restrictive, smoking policies are more likely to include disciplinary provisions than in 1987. As Table 5 shows, more than half of the surveyed firms' policies (54 percent) state that employees will be disciplined for violating smoking restrictions, up from 41 percent in 1987. Sixty percent of companies with total bans have disciplinary provisions in their policies, compared with 52 percent of firms with bans in open work areas and 44 percent of companies that allow smoking in some shared work space.

Disciplinary Provisions

Workers who violate the smoking policy are likely to be subject to the same disciplinary procedures as those who engage in other forms of misconduct. As Table 5 shows, the company's regular disciplinary process applies to smoking policy violations in

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Figure D
Means of Communicating Policy
(Percent of Organizations with Policies)

Means	Percent
Employee Orientation Program	63
Employee Handbook	52
Bulletin Board Postings	39
Organization-wide Memos	28
Supervisor's Guide/Manual	19
Employee Newsletters	17
Memos to Supervisors	16
Paycheck Inserts	4
Other	16

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Table 5
Disciplinary Provisions of the Smoking Policy

	All Companies	By Industry			By Size	
		Mfg.	Non-Mfg.	Non-Bus.	Large	Small
(Number of companies)	(707)	(248)	(318)	(141)	(180)	(527)
Policy specifies that policy violators will be disciplined	54%	62%	47%	55%	60%	51%
	(379)	(153)	(149)	(77)	(108)	(271)
Regular disciplinary process applies to policy violations*	90	90	88	92	86	91
Discharge is a possible penalty*	84	87	79	88	84	84

* Percentages are based on organizations with smoking policies which specify that employees will be disciplined for violating the policy, as shown by the second row of numbers in parentheses.

nine out of 10 companies with policies that include disciplinary provisions. The respondent for a small North Central bank noted that offenders also are subject to local law enforcement procedures, and that violators may receive counseling provided by the bank. "The degree of discipline depends on whether smoking poses a safety hazard," according to a human resource executive in a large Northeastern manufacturing firm. A small Southern communications company will be "more lenient" about violations of its newly-adopted policy for a "six-month adjustment period." Subsequently, the firm's regular disciplinary procedures will apply.

Smokers who light up in restricted areas are subject to possible discharge at 84 percent of the firms with disciplinary procedures. As Table 5 shows, non-manufacturing businesses (79 percent) may be somewhat less likely to discharge offenders than non-business establishments (88 percent) and manufacturing firms (87 percent). Organizations that ban smoking in all company buildings include discharge as a possible penalty more frequently than companies with more lenient policies.

A number of establishments with smoking restrictions use a progressive disciplinary approach to penalize violators. For example, the written policy at a small manufacturing company in the North Central region states that failure to abide by the smoking policy will result in the following course of action:

- 1st offense—oral warning
- 2nd offense—written warning
- 3rd offense—choice of three-day suspension or enrollment in a stop-smoking program
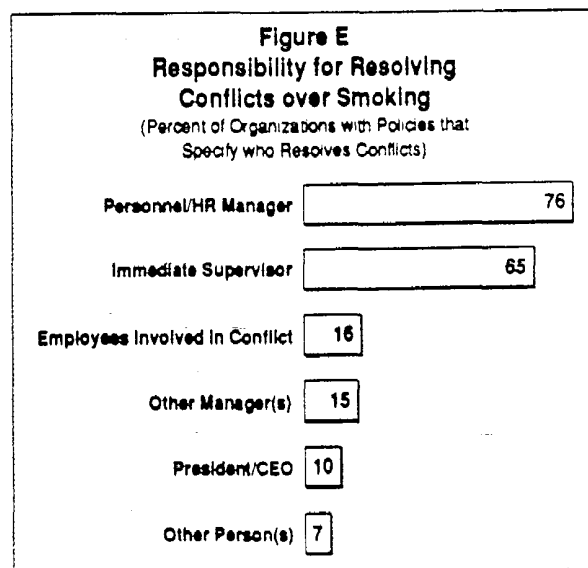- 4th offense—discharge.

A small North Central retail company with a ban on smoking in open work areas provides that smoking in certain areas could result in immediate termination.

Conflict Resolution

More than one-half (56 percent) of the smoking policies specify the person(s) responsible for resolving conflicts over work place smoking. Firms with less restrictive policies appear more likely to anticipate disagreements over smoking. Two-thirds of companies without total or open work area bans specify one or more individuals to resolve disputes, compared with 58 percent of those that prohibit smoking in shared work space and 49 percent of employers that do not allow any smoking in their facilities. Large organizations (71 percent) are more likely to specify conflict resolvers than small companies (51 percent).

The human resource manager has sole or partial responsibility for resolving disputes at more than three out of four companies with provisions for conflict resolution (76 percent). (See Figure E.)

Figure E
Responsibility for Resolving Conflicts over Smoking
(Percent of Organizations with Policies that Specify who Resolves Conflicts)

Personnel/HR Manager	76
Immediate Supervisor	65
Employees Involved in Conflict	16
Other Manager(s)	15
President/CEO	10
Other Person(s)	7

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Sixty-five percent expect employees' immediate supervisors to handle conflicts over smoking, while far fewer companies assign responsibility for arbitrating disagreements to the employees involved (16 percent), other managers (15 percent), or the company president (10 percent). Seven percent have other groups or individuals, including safety officers, safety committees, and smoking policy committees, who resolve disputes over smoking.

Consistency of Enforcement

The responding human resource executives were asked about the consistency of policy enforcement at their organizations. Well over half (63 percent) believe their smoking restrictions are "very consistently" enforced. Twenty-eight percent think enforcement is "fairly consistent," while just 5 percent indicated that efforts to ensure policy compliance are "not very consistent." Four percent did not respond or did not feel qualified to offer an opinion.

More than eight out of 10 respondents from firms with total bans (81 percent) gave the company high marks for policy enforcement, compared with 57 percent of those responding for organizations with bans in open work areas and only 37 percent of respondents from companies with the least restrictive policies.

Violations

Seven out of 10 organizations with smoking policies "rarely" (50 percent) or "never" (20 percent) experience violations of their smoking restrictions. Twenty percent of the respondents reported "occasional" violations, while only 4 percent have observed "frequent" transgressions. Almost one-third of respondents for firms with total bans (31 percent) indicated that smokers never violate the policy, while only 5 percent of companies with the least restrictive policies have not experienced any violations. Preventing policy infractions may be easier in smaller companies. Almost one-quarter of respondents from small organizations (23 percent) reported that smokers never violate the policy, compared with just 9 percent of human resource executives representing large companies.

Complaints from Non-smokers

While few respondents noted frequent violations of their smoking policies, about half (49 percent) have received complaints from non-smoking employees since their policies were adopted. The vast majority (90 percent) of respondents reported "some individual complaints" about smoke in the work environment, while few are aware of "many" individual complainants (6 percent) or group con-

cerns (5 percent) that have been brought to management. None of the respondents reported that lawsuits related to workplace smoking have been filed against their companies, although a few noted that employees have contacted local authorities with their concerns. Some firms have received complaints about smokers who are not employed by the organization, such as contracted maintenance crews and individuals who work for companies located in the same building.

Handling Complaints

Employers have taken a wide range of approaches to resolving complaints about smoke in the workplace; measures related to the communication, enforcement, or provisions of the smoking policy appear to be most successful in quelling employee complaints. About two-thirds of the firms (65 percent) stepped up efforts to communicate their smoking policies after receiving employee complaints; most found this approach to be "very effective" (44 percent) or "somewhat effective" (48 percent) in resolving the situation. (See Table 6.) Fewer employers (39 percent) strengthened the enforcement or disciplinary provisions of their policies or imposed additional restrictions on smoking (38 percent) in response to employee complaints. As Table 6 shows, however, employers that use these measures appear likely to find them successful.

Many companies have encouraged supervisors (69 percent) or employees (53 percent) to resolve complaints about smoke in the work environment, usually with limited success. Among companies that have tried these methods, 30 percent indicated that allowing supervisors to address complaints was a very effective technique, and only 17 percent reported great success with asking employees to settle their own disputes. Twenty-six percent of responding organizations have allowed majority rule to determine smoking restrictions; one-fourth of these firms found this strategy to be very effective.

Work-area modifications have been made by many organizations, often with marginal results. Four out of 10 organizations have installed desktop smoke-absorbing devices to placate non-smokers. Some companies have separated smokers from non-smoking employees by dividing work areas into smoking and non-smoking sections (34 percent) or by moving complainants' work stations (28 percent). Less than three of 10 firms that divided work areas (28 percent) or moved complainants' work stations (22 percent) found these measures to be very effective in resolving complaints. Only 10 percent of companies that purchased desktop

Table 6
Measures Taken to Resolve Non-Smokers' Complaints

	Have Tried Measure	Assessment		
		Very Effective	Somewhat Effective	Not Very Effective
Allowed supervisors to resolve problems	69%	30%	53%	17%
Increased communication efforts	65	44	48	9
Urged employees to resolve problems themselves	53	17	40	43
Installed desktop smoke-absorbing devices	40	10	45	45
Strengthened enforcement/disciplinary measures	39	41	47	11
Established additional smoking restrictions	38	49	40	11
Divided work areas into smoking/no-smoking sections	34	28	42	31
Moved complainants' desks/work stations	28	22	49	28
Let majority rule determine smoking restrictions	26	25	40	35

Note: Percentages in the far left column are based on organizations with smoking policies which have received complaints about smoke in the work environment. Percentages in the other three columns are based on organizations that have tried the measure. Percentages for each measure may not add to 100 due to rounding.

smoke-absorbing devices were satisfied with their investment. A few companies have increased ceiling ventilation and filtration, particularly in cafeterias and designated smoking areas.

Effects of the Policy

Smoking policies appear likely to have both positive and negative effects. While nearly eight out of 10 (79 percent) responding human resource professionals reported that their organizations' smoking restrictions have had some beneficial impact, 69 percent reported one or more negative effects attributable to the policy.

Productivity

In many organizations, smoking restrictions have had little or no discernible impact on productivity. Fourteen percent of respondents said smokers' productivity has improved since the policy was adopted, while 19 percent reported lower productivity among workers who smoke. (See Table 7.) Sixteen percent believe non-smoking employees have become more productive since their policies went into effect; only 1 percent reported declines in non-smokers' productivity. The likelihood of changes in employee productivity does not vary substantially by the restrictiveness of the policy.

Workers' Morale

Most smoking policies have affected employee morale. As Table 7 shows, over two-thirds of respondents from firms with policies (69 percent)

indicated that non-smokers' morale improved after their policies were adopted. Only 7 percent reported higher morale among smokers. The respondent for a small Southern manufacturing company remarked that "employees pride themselves on maintaining a healthy work environment." More than one-quarter of the surveyed firms (27 percent) experienced declines in morale among smoking employees after their restrictions went into effect. Just 3 percent reported lower morale among non-smoking workers.

More restrictive smoking policies appear somewhat more likely to boost non-smokers' morale. About seven out of 10 respondents from companies with total bans (71 percent) or bans in open work areas (70 percent) reported higher morale among

Table 7
Impact of Policy on Employees

	Among Smokers	Among Non-Smokers
Increased productivity	14%	16%
Declines in productivity	19	1
Increased morale	7	69
Declines in morale	27	3
Increase in break time	50	–
Improved attendance	4	–

Note: Percentages are based on organizations with smoking policies

non-smoking employees, compared with 60 percent of those representing firms that permit some smoking in shared work space. However, declines in morale among smokers were no more common in organizations with smoke-free facilities or bans in shared work areas (28 percent each) than in companies with less restrictive policies (25 percent).

Breaks and Absences

Smoking policies are unlikely to reduce job absence among smokers, as only 4 percent of respondents have noticed better attendance by employees who smoke since their organizations' policies were adopted. In contrast, smokers' breaks have increased in frequency or duration in half of the companies that restrict workplace smoking.

Smokers' break periods are somewhat less likely to be a problem in firms that permit smoking in at least some open work areas. Forty percent of these firms have experienced longer or more frequent breaks, compared with 55 percent of companies with open work area bans and 50 percent of employers that prohibit smoking throughout their facilities. At a small North Central manufacturing company, the increase in smokers' break time prompted some non-smokers to demand "equal time away from their work stations."

Organization Costs

Few organizations' smoking policies have had any appreciable impact on company expenditures. As Table 8 shows, maintenance costs have declined in 11 percent of the firms with policies. Lower health care expenses (4 percent) or business insurance costs (3 percent) are even less likely to be among the benefits of establishing a smoking policy. A large transportation company's dry cleaning costs fell after its smoking restrictions went into effect.

Table 8

Impact of Policy on Organization Costs

Lower maintenance costs	11%
Lower health care costs	4
Lower business insurance rates	3
Higher enforcement or maintenance costs	2

Note Percentages are based on organizations with smoking policies

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Very few companies (2 percent) have incurred high enforcement or maintenance costs as a result of their smoking policies. Four respondents report-

ed higher costs due to time spent enforcing the policy or resolving disputes. Three human resource professionals noted high expenditures for air filters, partitions, or other equipment. The personnel manager for a small Southern financial company reported higher maintenance expenses, as the firm's smoking lounge and outdoor areas must be cleaned.

Other Effects

Other beneficial effects of the smoking policy were reported by 47 respondents (7 percent), including 11 who cited a cleaner work environment or better indoor air quality. Eight respondents noted that their firms' smoking restrictions have prompted some smokers to quit, and four human resource executives cited fewer complaints from employees or clients about workplace smoke. Three firms use their smoking policies as recruiting tools. One respondent considers the decline in the number of smokers hired by his firm to be a positive effect of the policy.

Several human resource professionals noted that their policies have improved their firms' public image or given their facilities a more "professional appearance." The respondent for a small Northeastern service organization said the company's smoking policy has improved the "overall well-being of all employees."

Thirty-one respondents (4 percent) attributed other negative effects to the adoption of their smoking policies, including several who have observed less interaction between smokers and non-smokers. Some cited complaints from smokers about the restrictions or protests from non-smokers about areas which are not covered by the policy. At several firms, employees have filed grievances or pursued legal action. The vice president of human resources for a small Northeastern bank expressed concern about the appearance of smokers congregating in front of the building. The employee relations manager for a small Northeastern manufacturing firm has observed "people doing business in the cafeteria all day long." The cafeteria is the only indoor area where smoking is permitted.

Employee Views on the Policy

The surveyed human resource professionals were asked to assess the reaction of smokers and non-smokers to their firms' smoking policies. Not surprisingly, support for workplace smoking restrictions is higher among non-smoking employees than among smokers, and differences of opinion are greatest when the policy is more restrictive.

As Table 9 shows, about two-thirds of the respondents (65 percent) indicated that most non-smoking

Table 9

Employee Reaction to the Policy

	Among Smokers	Among Non-Smokers
Too restrictive	35%	1%
About right	40	65
Not restrictive enough	1	25
No basis for judgment	21	7
No response	3	2

Note Respondents were asked to assess most smokers and non-smokers reaction to the smoking policy Percentages are based on organizations with smoking policies

employees feel the smoking policy is "about right," while 25 percent reported that non-smokers would prefer a more restrictive policy. Only 1 percent said non-smoking employees consider the current policy to be "too restrictive." Nine percent had no opinion or did not respond. In contrast, only four out of 10 respondents indicated that smokers are generally supportive of the policy, with 35 percent indicating that smokers think the current restrictions should be revoked or relaxed. One percent claimed most smokers in their firms would support further prohibitions on smoking, and 24 percent could not offer an assessment of smokers' reaction to the policy or did not respond.

Non-smokers' support for the smoking policy is weakest in companies with the least restrictive policies. Eighty-five percent of respondents from establishments with total smoking bans reported that non-smokers feel the policy is "about right," compared with 58 percent of those representing firms with open work area bans and only 41 percent of respondents from companies that allow smoking in some shared work space. In almost half of the organizations with the least restrictive policies (47 percent), non-smokers think additional smoking restrictions should be imposed.

Smokers' acceptance of restrictions on lighting up is much lower in companies with total smoking bans than in firms that permit smoking in some indoor areas. About half of the respondents from organizations with total bans (47 percent) said smokers find the policy "too restrictive," while 30 percent indicated that most smokers feel a complete ban is appropriate. Employees who smoke appear more likely to accept bans in open work areas (47 percent) and policies that permit smoking in some shared work space (46 percent).

Policy Changes

About one-fifth of the firms' policies (19 percent) have been revised since their inception, most of which (93 percent) were updated in 1988 or later. Forty-six of the 133 companies with revised policies (35 percent) made changes during the first four months of 1991.

The vast majority of policy revisions imposed greater restrictions on workplace smoking. Forty percent implemented a total ban on workplace smoking, and 47 percent established additional restrictions on smoking but stopped short of a total ban. Ten percent of the updated policies include strengthened enforcement provisions. Nine companies (7 percent) began giving hiring preference to non-smokers.

Only 12 organizations (9 percent) have eliminated some restrictions on smoking since their policies were first established. A few companies rescinded total bans and began permitting workers to light up in designated locations. The human resource director for a small Northeastern service company noted that smoking is no longer prohibited in the firms' private offices, an accommodation for managers who smoke. Seven firms did not eliminate smoking restrictions, but designated lounges or other areas where employees may smoke.

The most common reasons for establishing a smoking policy—employee complaints, health and comfort concerns, and state or local laws—are also the most frequently cited rationales for policy revisions. Relocation prompted policy changes in a i organizations, and several respondents noted t policies were revised because of growing conc about the dangers of second-hand smoke. A num of responding human resource professionals no that revisions were part of a planned phase period, and several others indicated that poor forcement of the original policy prompted a chan A small North Central insurance firm banned smoking in its facilities last year because the cc pany "fears lawsuits in 20 years when non-smok may develop lung cancer."

Upcoming Revisions

Six percent of companies with smoking policies plan to revise their policies in 1991 or 1992 and another 18 percent have policy revisions under consideration. Of the 40 companies with definite plans to revise their policies, more than half (55 percent) will have smoke-free work environments by the end of 1992. Another 13 employers (33 percent) will add smoking restrictions without imposing a total ban.

FIRMS WITHOUT SMOKING POLICIES

Restrictions on workplace smoking will become even more common during the next two years. Of 126 surveyed employers without smoking policies designed to address employee health and comfort, a majority will establish a policy by the end of 1992 (16 percent) or have smoking restrictions under consideration (44 percent).

Reasons for Lack of a Policy

Many employers without smoking policies have not considered workplace smoking restrictions to be necessary. As Figure F shows, about half of the respondents for firms without policies (48 percent) cited insufficient employee demand for a policy. Thirteen percent indicated that few or no employees smoke, and 9 percent have not adopted policies because most workers smoke.

Top management's support for a policy has been weak or absent in more than four out of 10 companies that do not restrict smoking in their facilities (44 percent). Several respondents wrote that their top executives smoke, including the personnel manager for a small Northeastern manufacturing company who observed, "Our lack of a no-smoking policy is a classic illustration that top management sets the example. No interest equals no policy."

Potential employee relations problems have led a number of organizations to refrain from establishing policies. One-third of the respondents attribute their firms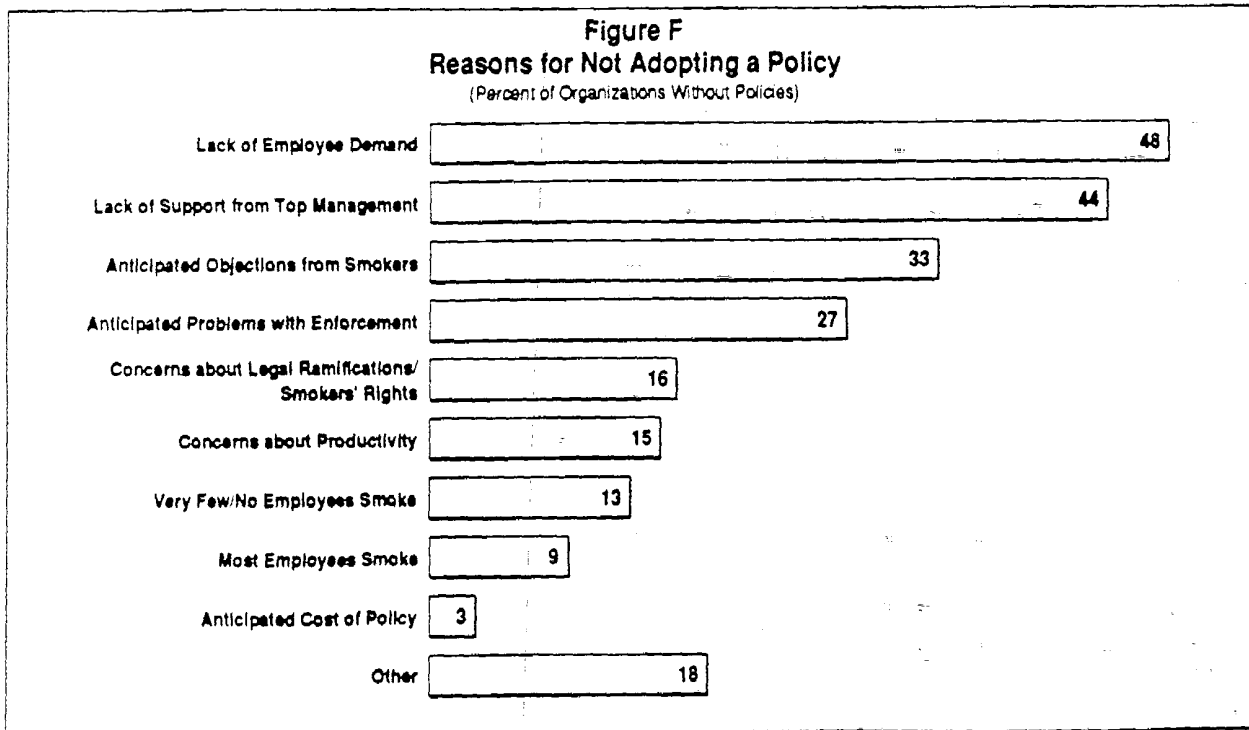' failure to restrict smoking to anticipat-ed objections from smokers, 27 percent cited potential difficulties with enforcing a policy, and 16 percent indicated that concerns about legal issues or smokers' rights have helped prevent the adoption of a policy.

Fifteen percent of firms without workplace smoking policies fear a decline in employee productivity, while very few respondents (3 percent) attribute the lack of a policy to cost concerns. Eighteen percent cited other reasons for not having a policy, including a few who mentioned their organizations' ties to the tobacco industry. Several respondents noted that employees or departments have worked out informal agreements on smoking. A few others indicated that smoking is restricted for reasons other than employee health and comfort (e.g., safety) and that further smoking prohibitions are unnecessary.

Employee Complaints

Although lack of employee demand was the most frequently cited reason for not having a smoking policy, more than seven out of 10 companies without policies (71 percent) have received complaints about smoke in the work environment. Only 49 percent of firms that restrict smoking have had workers complain since their policies were adopted.

Employers' attempts to resolve complaints have had limited success. Of the firms without policies that have received complaints, about three-quarters (74 percent) have allowed supervisors to resolve

Figure F
Reasons for Not Adopting a Policy
(Percent of Organizations Without Policies)

Reason	Percent
Lack of Employee Demand	48
Lack of Support from Top Management	44
Anticipated Objections from Smokers	33
Anticipated Problems with Enforcement	27
Concerns about Legal Ramifications/Smokers' Rights	16
Concerns about Productivity	15
Very Few/No Employees Smoke	13
Most Employees Smoke	9
Anticipated Cost of Policy	3
Other	18

A BNA Graphic

disputes over smoking; few (8 percent) found this approach to be "very effective." Similarly, 69 percent have asked employees to work out their differences themselves, with only 10 percent reporting great success. Many employers without smoking restrictions have installed desktop air filters (56 percent), moved work stations (46 percent), or established smoking and no-smoking areas (43 percent) in response to complaints from non-smokers. Thirty-five percent have invoked majority rule to resolve disputes. With the exception of dividing work areas, these measures have been "very effective" in fewer than one out of five firms that have tried them. Establishing separate smoking and no-smoking work areas has been successful in 24 percent of the companies that have taken this approach to resolving disputes.

New Policies

As noted earlier, 20 of the 126 employers without workplace smoking policies (16 percent) have definite plans to implement restrictions during 1991 or 1992, and 55 companies (44 percent) have policies under consideration. The reasons for these firms' recent consideration of smoking restrictions are similar to those of organizations with policies already in place. Concerns about workers' health and comfort prompted more than half of the companies (56 percent) to consider restrictions, while about one-third began investigating policies because of employee complaints (36 percent) or high health care costs (33 percent). Fewer decisions to consider policies were brought about by a state or local law (8 percent), high absence (5 percent) or low productivity (1 percent) among smokers, or high business insurance costs (7 percent).

Of the 20 companies with definite plans to establish workplace smoking policies, many were still developing policy provisions at the time of the survey. Each of the six firms with final policies will prohibit all smoking in their buildings. Two of the total bans will be phased in over six months, during which some indoor smoking will be permitted.

REDUCING THE NUMBER OF SMOKERS

Hiring Policies

While workplace smoking rules have become much more prevalent and restrictive in recent years, employers remain reluctant to use smoking as a hiring criterion. Only 17 percent of all responding employers give any form of hiring preference to non-smokers, up just slightly from 1987 (12 percent). Thirteen responding organizations (2 percent) hire non-smokers exclusively. Each of these firms restrict smoking in their facilities, 11 of which ban smoking entirely. Eight percent of the surveyed employers have a stated preference for hiring individuals who do not smoke, and another 7 percent allow supervisors to extend an advantage to non-smokers.

A majority of the surveyed organizations (55 percent) prohibit hiring decisions based on whether or not an applicant smokes and 22 percent have no policy on hiring smokers. A few respondents noted that their companies' smoking rules are communicated during the hiring process or through employment advertisements, thereby allowing applicants to decide if they wish to work where smoking is restricted or prohibited. A human resource executive from a small North Central insurance company noted: "We don't know who smokes or not since it is not asked—we just make [clear] the fact that smoking is not permitted on the job!"

Helping Smokers Quit

More than six out of 10 companies responding in 1991 (64 percent) have taken steps to encourage their employees to quit smoking. In 1987, about half of the surveyed employers (52 percent) had taken such measures. Not surprisingly, over two-thirds of firms with smoking policies (68 percent) have offered help or encouragement to employees who try to kick the habit, compared with about one-third of companies without policies (34 percent). Employers with total bans on smoking (74 percent) or open work area bans (67 percent) are somewhat more likely to provide assistance than firms with less restrictive policies (57 percent). Programs and incentives for workers who try to stop smoking are more common in large organizations (80 percent) than in small firms (59 percent).

Distributing literature and sponsoring events are among the most common techniques to encourage employees to stop smoking, but very few employers reported that these measures yield substantial results. (See Table 10.) About half of the surveyed employers (49 percent) have distributed quit-smoking literature to employees, but only 1 percent found this method to be "very effective" in getting employees to quit. Similarly, while 30 percent of all firms have sponsored special events such as the "Great American Smoke-out," just 6 percent of respondents for these companies believe these events have been highly successful.

A wellness program is available to workers who try to stop smoking at 36 percent of the surveyed

Table 10
Measures Taken to Encourage Workers to Quit Smoking

	Have Tried Measure	Assessment		
		Very Effective	Somewhat Effective	Not Very Effective
Distributed quit-smoking literature	49%	1%	35%	63%
Sponsored employee wellness program	36	13	61	27
Reimbursed workers for outside quit-smoking programs	32	14	56	31
Sponsored events (e.g., *Great American Smoke-out*)	30	6	43	51
Sponsored in-house quit-smoking program on company time	30	15	52	34
Sponsored in-house quit-smoking program off company time	26	11	48	41
Paid cash awards to workers who quit smoking	6	11	64	25
Offered lower insurance rates for non-smokers	6	13	47	40
Gave non-cash rewards to workers who quit smoking	3	3	52	45

Note: Percentages in the far left column are based on all organizations responding to the survey. Percentages in the other three columns are based on organizations that have tried the measure. Percentages for each measure may not add to 100 due to rounding.

firms. About three-fifths of these employers (61 percent) consider wellness programs to be "somewhat effective" in reducing the number of employees who smoke, although only 13 percent have found them to be "very effective."

Workers who wish to attend smoking cessation programs are likely to receive help from their employers. About one-third of the surveyed organizations (32 percent) have reimbursed employees for the cost of quit-smoking programs attended outside work, compared with 14 percent of firms responding in 1987. Three out of 10 companies have sponsored in-house smoking cessation programs on company time, up slightly from 1987 (20 percent). Twenty-six percent have offered in-house programs held outside regular work hours. As Table 10 shows, these programs appear to be moderately successful, at best.

Few responding employers have offered awards or incentives to employees who stop smoking. Six percent have given cash awards to workers who quit, the same proportion have extended lower insurance rates to non-smokers, and just 3 percent have presented non-financial rewards to employees who quit smoking. As with other efforts to encourage smoking cessation, these measures appear unlikely to be resoundingly effective in reducing the number of smokers in the work force. (See Table 10.) A few firms have tried other incentives, including a small Southern food processing company that donates $100 to the American Cancer Society in the name of any employee who stays off cigarettes for 100 days.

Thirty-seven percent of the surveyed firms have definite plans to support or encourage employees' smoking cessation efforts in 1991 or 1992, and 26 percent had one or more measures under consideration at the time of the survey. The responding firms' plans indicate that none of the measures listed in Table 10 will become substantially more or less prevalent during the next two years.

EXHIBITS: Sample Smoking Policies

Exhibit 1.

SMOKING IN THE WORKPLACE

       values the commitment and effort each of its employees makes toward the success of the Company. The Company takes pride in providing an environment where each of us has the opportunity to develop our skills and talents. We also take seriously our obligations as a Company to provide a safe and healthy workplace.

With the growing concern of our employees, the increased smoking legislation, and continued medical studies linking higher health costs for smokers,   will begin a program to restrict smoking in our work areas.

Effective August 6, 1990

The Company will provide stop smoking programs. (Details to be provided next week.) Cigarette machines will be taken out of all facilities.

Effective October 1, 1990

Smoking is prohibited in meetings and in enclosed areas like classrooms, conference rooms, offices and restrooms. Smoking in breakrooms will be in designated areas only. Smoking booths will remain at this time.

Effective January 1, 1991

Smoking booths will be phased out by 1/1/91 and smoking will be restricted to a designated area in the canteen, and outside the building during designated breaks and meal times.

Effective July 1, 1991

Smoking will be discontinued in all buildings at   A covered area outside of the building will be provided for smokers.

       is concerned about the apparent danger smoking presents, not only to the smoker, but also to the health of non-smokers. We know we can count on your help and cooperation, smokers and non-smokers alike, to make this effort successful.

Exhibit 2.

<u>PURPOSE</u>

The purpose of this policy is to provide a safe, healthy and pleasant work environment for   employees. This policy recognizes that smoke from tobacco products has direct adverse effects on the health of smokers and non-smokers alike.

<u>DEFINITIONS</u>

COMMON AREA-   Area not designated to an individual. This excludes the cafeteria which is considered separately (i.e. copy room, restrooms, hallways).

CUBICLE-   Office area with walls not extending to the ceiling.

ENCLOSED OFFICE-   Office with walls extending from the floor to the ceiling and which is occupied by one person only and designated by the occupant to be a smoking area.

SHARED WORK AREA-   Common areas not designated to only one individual (i.e. copy rooms, multiple employee offices).

SMOKING-   Use of tobacco products which produce smoke (i.e. cigars, cigarettes, pipes).

SMOKING CONCENSUS-   Smoking in shared work areas is permitted only if a concensus is obtained among the persons sharing the area.

<u>NON-SMOKING AREAS</u>

1. Conference/Training/Meeting Rooms
2. Halls/Aisleways
3. Restrooms
4. Shared work areas (unless consensus is obtained among the persons sharing the multiple office area)
5. Designated Cafeteria area
6. Dispensary
7. Computer Operations and CAD/CAM rooms

<u>SMOKING AREAS</u>

1. Cubicles and Enclosed Offices (only if the occupant provides, maintains and uses a smokeless ash tray)
2. Non-designated cafeteria areas
3. Lobby (visitors only)
4. Manufacturing areas (only in areas that are not posted as required to maintain safety/fire requirements) which are of sufficient size and ventilation exchange capability to allow smoking.
5. Tool room/cribs

<u>CONSIDERATIONS</u>

1. Employees and visitors are expected to honor the smoking and non-smoking designated areas.
2. Individual complaints or concerns regarding implementation of this policy should be discussed with your supervisor. If the supervisor is unable to resolve the individual complaint or concern, the employee may request the supervisor to direct their concern to the Smoking Policy Committee.
3. Reminders to co-workers who may forget the details of this policy are encouraged.