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## ANALYTICAL REPORT

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**DATE:** March 29, 2015

**PREPARED FOR:** CEO and Management of Lifestyle Solutions, Inc.

**REPORT BY:** Student Name, Independent Consultant

**SUBJECT:** Employee Cigarette Smoking at Lifestyle Solutions

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## EXECUTIVE SUMMARY

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Lifestyle Solutions would like to address smoking cigarettes in the workplace as a major issue amongst employees. Unfortunately, the majority of employees are smokers, which is a concern due to the close proximity of office cubicles, second-hand smoke, and long-term health effects. **The purpose of this report is to analyze the three different options (i.e., prohibit smoking on premises, offer a smoking cessation program with incentives, or create a designated smoking area) to minimize the detrimental effects of smoking in the workplace.**

**The first option** proposed is to prohibit smoking on workplace premises. At Lifestyle Solutions, the majority of employees smoke. Smoking is a habit for many employees. Perhaps the best solution is to completely prohibit this vice from the work environment. Strict measures might be the best approach, and could motivate employees to quit smoking.

**The second option** is to offer a smoking cessation program with incentives. The incentive can include a type of end-of-month, -week, or -year bonus, or a group lottery. This approach could be effective since it will motivate smokers more compared to the first option. However, interested employees must commit to quitting.

**The third option** would incorporate marked, designated smoke areas and to have signs on the building stating smoking is not allowed within 20 feet of the front entrance. This option would be best for employees who do not want to quit or cannot quit. This option will also keep smokers away from the front entrance and make it more comfortable for non-smoking employees.

In conclusion, based on the following report and interviews from several employees, the second and third options combined would be best for the satisfaction of all employees.

**My recommendations also include the following:**

- Remove ashtrays near the front entrance so smokers do not disrupt non-smoking individuals around the building.
- Adopt a clear and consistent cigarette break policy.
- Hold employees who sign up for the Smoking Cessation program accountable through signing a formal contract.

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## INTRODUCTION

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### **PURPOSE AND SCOPE**

The purpose of the report is to help management determine which steps should be executed for the well-being and comfort of all employees. I have researched all advantages and disadvantages of the topic as well as listed several options the company can adopt in remedying the issue. I will also include my own recommendations as a consultant to help management make their decision.

### **HEALTH HAZARD**

Smoke-related diseases and illnesses have claimed over 440,000 American lives per year including victims who are exposed to secondhand smoke. "Cigarette smoking has been identified as the most important source of preventable morbidity (disease and illness) and premature mortality (death) worldwide" (CDC, 2008). A cigarette has over 7,000 toxic chemicals with 69 of them identified as the cause for cancer. Besides lung cancer, cigarettes also cause coronary heart disease, stroke, stomach cancer, etc. Nationwide workplaces are becoming smoke-free to provide clean air and protect employees from secondhand smoke. In the workplace, employers have the right to legally restrict or prohibit smoking (CDC, 2008).

### **SOURCES AND METHODS OF DATA COLLECTION**

My data and sources have been collected from the American Lung Association, articles from the San Jose State Martin Luther King Library, and other credible online articles.

References also come from books published in the 1980's, which are dated but contain relevant historical information on the topic. In 1911, when cigarettes started becoming mass-produced, non-smokers became aware of how uncomfortable it was to be around tobacco smoke. However, many people smoked, including at the workplace. With the emergence of the Non-smoker's Protective League, nonsmokers began to protest. By the 1980's, managers had to address smoking issues and healthier work conditions for nonsmoking employees (Weis, 1985, pp. 15-19).

### **BACKGROUND**

The issue of smoking at Lifestyle Solutions was first brought to attention by the CEO. Every time he went in and out of the building, he would notice groups of 5-6 employees outside smoking and became concerned that instead of working, they were being un-productive. After addressing the issue with management, the employees continued to smoke but not in groups.

Another issue is the smoke stand for cigarettes 30 feet away from the main entrance. Despite this, employees continued smoking in front of the main entrance and throwing their cigarettes on the ground. Non-smoking employees have also made complaints about the smell when entering and exiting the building, as well as made comments to management about the smell that lingers on smoking employees' clothing.

## **REPORT ORGANIZATION**

The report will provide details on each of the three options (i.e. prohibit smoking on premises, offer a smoking cessation program with incentives, or create a designated smoking area), and their advantages and disadvantages. Based on the findings and recommendations, Lifestyle Solution's CEO and management can execute the option they believe will best benefit all employees.

### **1. PROHIBIT SMOKING IN THE WORKPLACE:**

#### Advantages of prohibiting smoking on the premises of the workplace.

A smoke-free environment has many advantages including employee well-being and higher levels of productivity. One of the most valuable assets of a company are their employees; if they become sick from constant exposure to passive smoke, also known as second hand smoke, it affects the entire company. Constant annoyances such as eye irritation or headaches from the smell of cigarettes can cause stress and impair an employee from their work (Weis, 1985).

**Figure 1.**

**Table 7:1. Worker Complaints About Tobacco Smoke**

<u>Problem Reported</u>	<u>% Employees</u>
Eye Irritation	66
Clothes and hair smell	61
Concern about long-term effects on health	58
Coughing and/ or throat irritation	36
Headaches	32
Interference with work performance	27
Unpleasant odor	6
Sinus or nasal problems	5
Breathing problems	4
Nausea	3
Dirt from ashes and residue	3
Inadequate ventilation	3
Other reasons	6

Source: *Employee Smoking Study*, Project #82-63, Corporate Research Division, Human Resources Administration, Pacific Telephone and Telegraph, January 1983

One of the reasons of lack of productivity, also known as absenteeism, is because of cigarette breaks. According to the National Business Group on Health, half the smokers they surveyed reported they took approximately 3-6 smoke breaks a day, and each break took between 5-15 minutes. Added up, this is 45 minutes to an hour and a half of loss productivity. Due to this inefficiency, nonsmoking employees can often resent smoking employees because they have to compensate and makeup for the workload left behind by cigarette breaks (Bray, 2012, p. 366).

#### Disadvantages of prohibiting smoking in the workplace

Besides being addicted to nicotine, some employees smoke to help cope with the stress of life or because of job-related stress. Not many people can deal with change well, and by prohibiting smoking it could cause

employee resentment, resistance, and/or even poor work performance. This affects employers because they can lose valuable employees that find it impossible to quit smoking. It can also hinder employers from finding a suitable candidate to fill a position because they are smokers and are unable to work in smoke-free environments (Warner, 2006, pp. 277-289).

## **2. OFFER A SMOKING CESSATION PROGRAM WITH INCENTIVES:**

### Advantages of offering a smoking cessation program with incentives

Telling an employee to quit smoking does not always work and it is time to take action. By offering a smoking cessation program with incentive, it is more likely to succeed if your employees see this as a source of support than being forced against their will. According to General Electric, by offering a monetary incentive, smokers were three time more likely to quit. "They studied 900 employees who smoked, offering only some of them potential, incremental rewards that included \$100 for completing a smoking cessation class, \$250 for remaining smoke-free after six months, and another \$400 for being smoke-free for a year" (Bray, 2012, p. 246). The incentive helped 15% of the smokers stay smoke free longer than a year.

### Disadvantages of offering a smoking cessation program with incentives

Some health insurance carriers will cover the cost of quit smoking classes such as Kaiser Permanente so employers do not have to offer to pay. Other carriers do not and employers will have to pay or help employees pay if the cost it too high. Including that cost and with an incentive program such as General Electric's that has incremental rewards of \$100 for attending classes, in the end employers' do not know if an employee has actually quit smoking and end up wasting money and resources. Outside of work employees are free to smoke if they wanted to (Bray, 2012, p. 248).

## **3. ASSIGN DESIGNATED SMOKE AREAS:**

### Advantages of having a designated smoke area

The advantages of having a designated smoke area are it limits the area where smoking is permitted. In California, many buildings and restaurants display signs of no smoking within 20 feet of entrance. These signs as well as designated smoking areas are ideal because it will keep smokers away from the entrance where non-smoking employees go in and out. Also with smoking areas there are ashtrays which will help keep the property tidy (Timmins, 1989, pp. 100-104).

### Disadvantages of having a designated smoke area

The disadvantage would be for non-smokers because some of their concerns would still be unresolved. Although the property would be cleaner and their risk of second hand smoke has been reduced they still have to face un-productivity from cigarette breaks and the odor from cigarettes on their coworkers clothing and hair.

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## **CONCLUSION**

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In conclusion, the best option to implement would be **option two**, offering a smoking cessation program with incentive, **plus option three**, assigning designated smoke areas. By offering a "quit smoking" program,

it will help the employees who actually want to commit to quitting, but need the extra support. Some programs provide more services than only individual or group sessions; they also include: advice on fitness, stress management, counseling, nutrition, outreach for additional support, etc. Offering incentives also help motivate employees to kick the habit by saving money from would-be cigarette purchases and earning extra money from incentives to be healthier. It also promotes positive energy in the workplace when employees help encourage each other go to classes and put in the effort to quit.

For employees who find it impossible or too difficult to quit, a designated smoking area would be ideal. It will keep them away from the non-smoking employees and reduce passive smoking. It will also keep the premises tidy because employees will not be allowed to smoke by the entrance, and will have to throw their cigarettes away in ashtrays in the designated smoking area.

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## RECOMMENDATIONS

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1. **Ashtrays:** If there are ashtrays near the front entrance, they should be moved further away, or moved to designated smoke areas so smokers do not disrupt non-smoking employees going in and out of the building. Having an ashtray anywhere is an invitation for a smoker.
2. **Cigarette break policy:** Lifestyle Solutions should implement a cigarette break policy regardless of which option they choose. The policy should state when and how long breaks should be, with details regarding smoking. For example, employees have an hour lunch and two fifteen minute breaks, but their cigarette breaks can only be taken during those times.
3. **Smoking cessation program:** Lifestyle Solutions should pay for employees to join a smoking cessation program of employees' choosing, as well as implement an incentive program to motivate. Programs should be structured and hold participants accountable. Employees who have health care coverage with Kaiser Permanente must utilize their offered programs because it is included in their coverage. Investing in employees' overall health can lead to long-term smoking cessation.

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