Analytical Report – Indirect Approach

DATE: October 11, 2003
TO: Damon Moore, Director, Human Resources
FROM: Diane Adams, Executive Assistant
SUBJECT: MEASURES TO HELP EMPLOYEES STOP SMOKING

At your request, I have examined measures that encourage employees to quit smoking. As company records show, approximately 22 percent of our employees still smoke, despite the antismoking and clean-air policies we adopted in 1991. To collect data for this report, I studied professional and government publications; I also inquired at companies and clinics about stop-smoking programs.

This report presents data describing the significance of the problem, three alternative solutions, and a recommendation based on my investigation.

Significance of Problem: Health Care and Productivity Losses

Employees who smoke are costly to any organization. The following statistics show the effects of smoking for workers and for organizations:

- Absenteeism is 40 to 50 percent greater among smoking employees.
- Accidents are two to three times greater among smokers.
- Bronchitis, lung and heart disease, cancer, and early death are more frequent among smokers (Johns, 1999, p. 14).

Although our clean-air policy prohibits smoking in the building, shop, and office, we have done little to encourage employees to stop smoking. Many workers still go outside to smoke at lunch and breaks. Other companies have been more proactive in their attempts to stop employee smoking. Many companies have found that persuading employees to stop smoking was a decisive factor in reducing their health insurance premiums. Below is a discussion of three common stop-smoking measures tried by other companies, along with a projected cost factor for each.

Alternative 1: Literature and Events

The least expensive and easiest stop-smoking measure involves the distribution of literature, such as ‘The Ten-Step Plan’ from Smokefree Enterprises and government pamphlets citing smoking dangers. Some companies have also sponsored events such as the Great American Smoke-Out, a one-day occasion intended to develop group spirit in spurring smokers to quit. ‘Studies show, however,’ says one expert, ‘that literature and company-sponsored events have little permanent effect in helping smokers quit’ (Woo, 2005, p. 107).