

MONITORING AND EVALUATING THE IMPACT OF A SMOKEFREE WORKPLACE POLICY

Monitoring

Throughout the planning, implementation, and enforcement process, it is important to have a system in place to collect feedback on the new policy from employees and managers. The Smokefree Policy Working Group and the manager in charge of implementing the policy should consider a variety of feedback mechanisms, including:

- Informal outreach by the Smokefree Policy Working Group
- Periodic anonymous employee surveys (consider using a service such as www.surveymonkey.com)
- A feedback mechanism through your company's intranet site
- Email inviting feedback
- A suggestion box
- Meetings that include time for questions

Be sure to address employee and management comments, suggestions, and concerns in a timely, thoughtful manner. Clarify policy provisions and adjust implementation and enforcement procedures as necessary.

Evaluation

Six months following policy implementation and annually thereafter, it is recommended that your company conduct an evaluation of the policy. Evaluation allows your company to measure the results of the policy and its implementation and make improvements, as needed, to sustain the smokefree workplace. Consider assessing the following:

- Health Impact
 - Measure the impact of the policy by determining the number of smokers and their interest in quitting before and after the smokefree policy implementation (both in general and among those who received cessation services through the employee health services). Ideally, this information would be collected before the policy is implemented; three, six, and 12 months after implementation; and annually thereafter.

- Operational Impact
 - Determine whether the policy is being applied equally to employees, managers, senior managers, visitors, etc., perhaps through a confidential survey.
 - Identify areas of non-compliance.
 - Are all company buildings smokefree, including company-owned or leased facilities? If you have a 100% smokefree campus policy, are outdoor areas and parking lots, company-owned or leased vehicles, and personal vehicles on company property smokefree?
 - Are company-sponsored meetings and events on or off company premises smokefree?
 - Determine whether necessary physical changes to company premises have been made.
 - Is tobacco being sold on company premises?
 - Do ashtrays and cigarette butt receptacles exist on company premises?
 - Track employee participation in cessation programs.

- Employee Satisfaction
 - Measure employees' (including management) satisfaction with the policy and its implementation.
 - Measure employees' satisfaction with the cessation programs and services provided.

- Communications
 - Track employee visits to your company Web page explaining the smokefree policy (if applicable).
 - Identify areas of confusion around the policy and/or its implementation, and find ways to avoid them.
 - Determine whether the existing signage informing employees and visitors of the policy is appropriate and sufficient.
 - Track the number of occasions when requests for support or information could not be met. (Delayed or inadequate support or information should also be judged as failure to provide support.)

The lessons learned and data collected from the monitoring and evaluation process should be documented and reviewed by management and the Smokefree Policy Working Group. The results of monitoring and evaluation will not only guide your development of ongoing activities to ensure the success and sustainability of the smokefree policy, but also will be useful in promoting your company's smokefree success to external audiences.