

MAKING YOUR WORKPLACE SMOKEFREE: A TIMELINE OF ACTIVITIES

This model timeline suggests six months of lead time to implement a 100% smokefree policy in a large organization. Smaller companies and companies that already have strong smoking restrictions in place may be able to move more quickly. All recommended activities should be adapted to fit the specific circumstances of each workplace.

Months	1	2	3	4	5	6	7	8	9	10	11	12	13	Annually
1. Assign overall responsibility to a respected manager to coordinate the development and implementation of a 100% smokefree policy.														
2. Form a working group to coordinate and implement the project.														
3. Gather information: Conduct a situation analysis and assess employee readiness through a survey and outreach. The survey should provide information on the overall level of support for a smokefree workplace, the percentage of smokers and their concerns, the level of interest in quitting, the level of interest in cessation products and services, and other issues.														
4. Use the results of the survey and outreach to predict areas that may be challenging, and develop strategies to address each challenge.														
5. Develop a draft policy statement that reflects recommendations from the working group and that is based on research and outreach.														
6. Develop an overall implementation plan to support the draft policy statement, including a communications plan and timeline.														
7. Secure the approval of senior management for the draft policy statement and implementation plan.														



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8. Before announcing the new policy to the entire staff, meet with senior and mid-level managers and inform them of the following: <ul style="list-style-type: none"> • What immediate steps they should take to implement the policy • How information will be communicated to staff (e.g., signage, employee letters) • What their responsibilities are (e.g., to ensure that policy requirements are met) • What key messages they should emphasize to employees 																
9. Announce the new policy and the timeline for implementation to employees.																
10. Ensure that appropriate mechanisms are in place to monitor and respond to feedback from managers and staff throughout the implementation process.																
11. Implement the communications plan. Messages should include: <ul style="list-style-type: none"> • A rationale for the policy • Information on the health harms of tobacco smoke and exposure to secondhand smoke • A timeline for implementation of the policy • The availability and types of cessation assistance 																
12. Finalize plans to address your employees' cessation needs. Consider working with insurance providers to offer smoking cessation products and services (e.g., nicotine replacement therapy and counseling) to employees at no cost.																

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13. Plan a high-profile event or promotional activity, such as an employee health day, to celebrate the implementation of the smokefree policy. Engage top management and possibly political figures and/or the media.															
14. Prepare for physical changes that must take place for the policy to go into effect (e.g., make sure that no tobacco will be sold onsite and ashtrays and cigarette butt receptacles will be removed; if implementing a 100% smokefree campus, ensure that "smoking shelters" will be eliminated from company premises).															
15. Train or brief managers on: <ul style="list-style-type: none"> • How they can support employee efforts to quit • Enforcement and disciplinary procedures for breaches of the policy • Logistical and administrative changes that will take place as a result of implementation of the policy (e.g., posting of signs, inclusion of policy in employee manuals/handbooks, etc.) 															
16. Develop signs and communications materials that will be used when the policy goes into effect. Sign text may include: <ul style="list-style-type: none"> • "No Smoking" • "This is a smokefree workplace." • "This company is smokefree." • "This company and these grounds are smokefree." 															
17. Make sure that job postings for new staff and new employee orientation materials state the smokefree workplace policy.															
18. Formally announce implementation of the smokefree policy. Hold a high-profile event or promotional activity to celebrate the first day, if possible.															



	Months													Annually
	1	2	3	4	5	6	7	8	9	10	11	12	13	
19. Beginning on the first day, prominently display signs and make visitors to the facility aware of the policy (e.g., on visitor badges).														
20. Remove ashtrays and cigarette butt receptacles. Make sure no tobacco is sold on the premises. If implementing a 100% smokefree campus policy, eliminate "smoking shelters" from company premises.														
21. Suggest that top management officials walk through company premises, especially areas where employees have traditionally smoked in the past, during the first few days after the policy takes effect, as a visible show of support for the policy.														
22. Continue the communications campaign, providing messages that promote a smokefree lifestyle, thanking employees for their support and efforts to make the smokefree policy a reality, and informing employees of the types of cessation assistance available.														
23. Clarify policy provisions and adjust implementation and enforcement procedures as necessary, based on results from the monitoring process.														
24. Continue to monitor and respond to input and feedback from employees and management. Specifically monitor the following: <ul style="list-style-type: none"> • The implementation and enforcement process (i.e., identify any areas of non-compliance or confusion and make sure the policy is being applied in an equitable manner) • The utilization of cessation services and products offered by the company 														

	Months													Annually
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25. Document lessons learned through the implementation process.														
26. Debrief the working group, and assign duties for ongoing activities related to responding to employee questions and comments and evaluating the impact of the smokefree policy.														
27. Meet with senior management and report on lessons learned, the results of process and outcome evaluations, and ongoing activities.														
28. Evaluate indicators involving: <ul style="list-style-type: none"> • The number of smokers and interest in quitting (both in general and among those who received cessation services through the employee health services) three, six, and 12 months after the implementation of the policy • Employee compliance with policy • Employee participation in cessation programs and utilization of medications offered • Physical changes in company environment to support policy implementation • Employee satisfaction with policy • Employee visits to the company Web page explaining the smokefree policy (if applicable) Note: Refer to the section entitled "Monitoring and Evaluating the Impact of a Smokefree Workplace Policy" for more details.														
29. Report evaluation results to the working group and top management.														
30. Celebrate your smokefree success in conjunction with national/regional/international events such as World No Tobacco Day or International Labor Day. Use those opportunities to market the cessation programs and services offered by your company.														