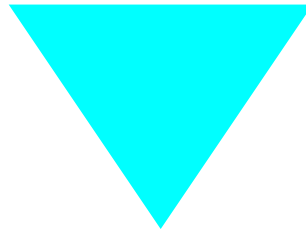


DIAGNOSTICS



**Tobacco Control – Employers and  
Employees Research**

**Qualitative Research Report**

**Prepared for:**



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**On behalf of:**



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## **EXECUTIVE SUMMARY**

### **BACKGROUND and OBJECTIVES**

The new tobacco marketing strategy identified the stakeholder audience as having a potentially significant role to play in triggering and supporting quit attempts amongst routine and manual smokers and, within this audience, Employers were identified as a key channel of communications and influence.

The primary role for research among **employers** was therefore:

- 1 To understand the level of appetite amongst different types of Employers to provide workplace support for the employees
- 2 To understand key audiences to target and key decision-making dynamics
- 3 To understand the most effective way of engaging Employers

The primary role for research among **employees** was:

- 1 To understand employees' attitudes to work place initiatives
- 2 To understand the best way to engage employees

### **METHODOLOGY and SAMPLE**

The study was conducted via a series of discussion groups with Employees and depth interviews amongst Employers. A series of five discussion groups was undertaken, with a mix of male and female Routine and Manual (R and M) smokers. All wanted to quit smoking and had already tried to do so. 5 key industry sectors were represented, Manufacturing, Transport / Storage / Communications, Retail and Wholesale, Hotel and Restaurant, Health and Social Care, with employees from small, medium and large companies within each group. The group discussions were held in a range of locations, North, Midlands and South, during November 2008.

Amongst Employers, a series of fifteen Depth Interviews were conducted in the five key industry sectors. These included small, medium and large organisations. Additionally, three Decision Making Mini Groups, each lasting 1 hour plus, were held with Employers. These mini-groups comprised interested / relevant parties e.g. HR, General Manager, Health and Safety Manager, CSR Manager, Service Manager, Operations Manager and Training Manager.

Within the Employers sample, there was representation of companies who had implemented a stop smoking programme.

All the individuals interviewed were responsible for employee welfare and wellbeing e.g. MD, HR, General Manager and the work was conducted across a range of locations: Liverpool, Preston, Birmingham and London, during November 2008.

## **SUMMARY OF FINDINGS**

### Overview: Employer Reactions

Employer respondents comprised those with a responsibility for Employees' welfare and wellbeing, often HR personnel but by no means exclusively, especially in small organisations where this role was often incorporated into that of Director or MD. Virtually across the board amongst Employers the offer of quit smoking support in the workplace was welcomed, based on concerns amongst the respondents for staff welfare and acknowledging the role such support could play in retention and motivation of staff. Barriers emerging were largely logistical, reflecting uncertainty as to how such a programme might be feasible in organisations where Employees were either predominantly off-site, worked shifts / part time or were required to be on call, even when on a break.

### Overview: Employee Reactions

Employees' initial reaction to the offer of stop smoking support in the workplace was one of scepticism and incredulity, both for logistical reasons and because they found it difficult to believe that their Employer would either be interested in this or be able to fit it into the working day. However, this somewhat negative reaction rapidly gave way to enthusiastic acceptance. On one level, there was acceptance that nothing else had worked for them, so a workplace based initiative was worth a try. On a more positive level, there was recognition that the concept was in fact motivating. The workplace was a good context, in that it would be easier to attend sessions at work than in their own (limited) time.

### Go Smokefree Communications: Employer and Employee Response

Current Go Smokefree communications elicited a fairly positive response, provided guidance was given to Employers as to what stage these were intended to be used at, plus an outline of the role of each. As for material aimed at Employees, this needed to be provided at the appropriate stage in the programme and should not presume an interest in reading lengthy leaflets.

### Adcepts: Employer Response

Adcepts presented for assessment and evaluation, in the form of propositions and accompanying routes, revealed each of the three propositions aimed at Employers performing fairly well. Although none emerged as a clear front runner

with universal appeal, the proposition which generated the nearest to a consensus was **Retention and Motivation**.

All Employers could relate to Retention and Motivation and it had particular appeal for those in a HR role, some employers in all sectors and for small businesses. However, it was not particularly strong in terms of enthusing and motivating respondents.

**Good PR** had great appeal for customer facing sectors and proved motivating for them, but was deemed irrelevant by the non-customer facing. **Improve Your Productivity** had some appeal to a few in Health and Social Care and the Hotel and Restaurants sector, but prompted little positive response from others in the same sectors and in the remaining sectors. HR in particular tended to reject it; in our sample, at least, this was not the way most HR thought about the business, although they acknowledged it might be more appropriate for Finance Directors and MDs.

All 3 routes within the most appealing proposition, Retention and Motivation, had strengths, although no one had universal appeal. **Healthy Team**, attached to the proposition Improve your Productivity, had significant appeal and was also felt to fit with the Retention and Motivation proposition. Two additional routes were assessed and one of these, Free Company Perk, was exceptionally motivating, performing well across the board with its offer of free support and flexibility in terms of fitting round business. It had strong appeal across the sectors and the job roles represented in the sample and whetted the appetite to want to know more.

#### Adcepts: Employee Response

Adcepts were also presented to Employees for assessment and evaluation, in the form of propositions and accompanying routes. Each of the 3 propositions presented performed fairly well and fitted with the mindsets of Employees in some of the sectors. A distinct front runner did emerge, **Getting Quitting Support At Work Is Hassle Free**. This performed the best overall, since it fitted the Employee mindset regarding the workplace scheme and was preferred by the vast majority of Employees, across all the sectors. **Quit With Your Smoking Buddies** generated some enthusiasm, particularly amongst those in the Retail and Wholesale sector, but was reckoned less relevant since it was not workplace specific. In fact, such a sentiment might ring truer outside the workplace. Meanwhile, some younger respondents in the Hotel and Restaurant sector empathised with **Quit With The Whole Company Cheering You On** but this was a proposition which was actively disliked by most others.

As for the **Routes** accompanying the three propositions, two strong routes emerged within the preferred proposition, Getting Quitting Support At Work Is Hassle Free, and these Routes were **Boardroom and Surprise**. However, some development was required to ensure immediate comprehension of the message, plus greater standout and impact.

Three straplines were also presented to Employees, with two performing well and one with potential. *It's easy to get stop smoking support at work* was both motivating and relevant. Moreover, it had an element of surprise, as it challenged previous expectations of stop smoking provision and whetted the appetite to find out more. *Improve your chances of quitting - get Stop Smoking Support at work* also worked well, firstly due to its acknowledgment that smokers may have tried and failed on previous occasions and, secondly, because it recognised that quitting was not an easy process. There was appreciation for this empathetic approach.

*You're up to 4 times more likely to quit with NHS support* appealed with its reference to NHS support, but failed to reference the workplace overtly. Consideration could be given to re-framing it, and including key information relating to the workplace .

Other possible initiatives included an NHS Telephone Service for would-be quitters but, although this had some appeal in respect of potentially helping to overcome logistical barriers relating to off-site employees and shift workers, and appealing to employees reluctant to attend group sessions, it was generally seen as second best to face-to-face sessions.

Additionally, a host of incentivising initiatives was put before Employers for swift assessment as to whether they felt these would motivate their Employees, and presented to Employees, too. None had universal appeal and indeed successful quitting was often felt to be its own reward, by Employers and Employees alike.

In conclusion, offering quit smoking support in the workplace appeared motivating for Employers and Employees alike, and what barriers did exist were, in the main, logistical ones. However, these logistical barriers were seen as near insurmountable amongst some small companies, those with off-site workers and the Hotel and Restaurant sector. These will need particular support and assistance if they are to succeed in implementing the programme.

Other sectors however - Retail and Wholesale, Health and Social Care, Transport, Storage and Communications, and Manufacturing - plus Medium and Large organisations, are likely to find the programme easier to implement.

For all however, this programme for quit smoking support in the workplace has the potential to change behaviour and improve staff motivation and, possibly, retention.

## **BACKGROUND TO THE RESEARCH**

The new tobacco marketing strategy identified the stakeholder audience as one with a potentially significant role to play in triggering and supporting quit attempts amongst routine and manual smokers, by reaching out to them in environments that are inaccessible to commercial media. Within this broad audience – which also includes Healthcare Professionals and Community Stakeholders – Employers were identified as a key channel of communications as well as influence for Routine and Manual (Rand M) smokers.

The aim of the employer programme is to stimulate and support a greater number of and more successful quit attempts amongst R and M smokers by encouraging employers to provide workplace support in the form of resource packs or different onsite support options.

The focus for year 1 is to understand how the Employer channel can be harnessed effectively by:

- Identifying Employer motivations and barriers to engagement
- Developing a communications strategy and creative approach to maximise Employer/Employee participation

Successful activity will then be rolled out into years 2 and 3.

Research will be used to help determine the optimum channel and message mix for different types of company types. Insights from the research will also be used to optimise creative strategy for the different audiences.



## **RESEARCH OBJECTIVES**

The overall objective of the research was to determine the right communications and messaging framework to engage employers and their employees.

Broadly speaking, there was a need to explore the appetite amongst employers and employees for workplace stop smoking initiatives while separately understanding what sort of help the LSSS would find useful when engaging interested employers.

The primary role for research among **employers** was therefore:

### **1 To understand the level of appetite amongst different types of Employers to provide workplace support for the employees**

- By exploring potential motivations for workplace getting involved – social (common good), political (positive CSR), altruistic (helping staff), financial (productivity)
- By exploring main barriers to getting involved – cost (too expensive/no resource to implement), ambivalence (no desire to get more involved), disinterest (already complied, not my role), complexity (too many sites), company infrastructure (lack of space/facilities, unfavourable shift patterns)
- By exploring whether employers currently provide stop smoking support, and whether it was an NHS or other paid-for service, plus an idea of results, learnings, channels.

### **2 To understand key audiences to target and key decision-making dynamics**

- By investigating the hypothesis that HR managers are the most effective audience to target with the workplace support proposition
- By exploring other options for contact including senior management, occupational health workers, facilities managers, trade union reps, finance roles
- By understanding decision making processes along with the interplay between ratifiers, recommenders and influencers

### **3 To understand the most effective way of engaging Employers**

- By exploring the appeal of the current workplace offer – free collateral for staff who smoke and/or free LSSS support (onsite sessions or HR staff training to provide that support)
- By exploring the appeal of new product scenarios – such as telephone interventions
- By exploring different channels of communication, key messages and creative approaches – including reviewing existing materials used in other partnership work
- By exploring the most effective communication channels within their organisation to communicate a stop smoking message to staff – e.g. cascade briefings, training programmes, pay packet messages, notice boards, newsletters/intranets

The primary role for research among **employees** was:

#### **1 To understand employees' attitudes to work place initiatives**

- By understanding whether they feel workplace support is appropriate, who initiatives like this should come from at work e.g. HR, occupational health, Finance, different circles of influence at work
- By identifying the barriers than can be addressed by communication

#### **2 To understand the best way to engage employees**

- By exploring the appeal of different types of support – both existing and new product scenarios
- By exploring different messages, appropriate sources of information delivery (NHS or HR) appropriate channels of delivery

## **METHODOLOGY and SAMPLE**

### **Employers**

#### **Depth Interviews**

A series of fifteen, 1 hour Depth Interviews were conducted amongst Employers in the five key industry sectors, Manufacturing, Transport / Storage / Communications, Retail and Wholesale, Hotel and Restaurant, Health and Social Care. These included small, medium and large organisations. All the individuals interviewed were responsible for employee welfare and wellbeing e.g. MD, HR, General Manager.

A mix of male and female Employers were recruited and, amongst these, five were smokers.

These took place in a range of locations: Liverpool, Birmingham and London, during November 2008.

#### **Decision Making Mini-Groups**

Three Decision Making Mini Groups, each lasting 1 hour plus, were held with Employers in three sectors: Retail, Health and Social Care and Communications. One company was represented in each sector and the mini-group comprised interested / relevant parties e.g. HR, General Manager, Health and Safety Manager, CSR Manager, Service Manager, Operations Manager and Training Manager.

These took place in Preston, Liverpool and London.

Within the Employers' sample, there was some representation of companies who had implemented a stop smoking programme.

**Pre tasking** involved the completion of an 'organisational map', detailing the areas of responsibility of key players in the company and which person or people were responsible for implementing decisions made about employee welfare at work. This related to areas such as safety and especially anything connected to wellbeing, such as stress, smoking, weight, drugs and alcohol.

They were also tasked to gather together, and bring to the research, examples of materials aimed at informing or supporting Employees, in areas such as safety at work or employee well being (stress, smoking, weight, drugs, alcohol, etc). They were asked to highlight those which had worked well, and those which worked

less well. These formed a useful basis for discussion as to the most effective way of engaging Employees, from the point of view of Employers.

**Post-Tasking** after the research session comprised a brief written response detailing what they considered, on reflection, likely to be the most effective communications in terms of messages, tone, channels, and to give reasons for this.

## **Employees**

### **Group Discussions**

A series of five, 1½ hour discussion groups was undertaken, each comprising 6 or so respondents, with a mix of male and female R and M smokers. All wanted to quit smoking and had tried to quit at least once in the past. In terms of their desire to quit smoking, the following statements were used to assess their preparedness to quit:

I REALLY want to stop smoking and intend to in the next month

I REALLY want to stop smoking and intend to in the next 3 months

I REALLY want to stop smoking but I don't know when

I want to stop smoking and hope to soon

I want to stop smoking but haven't thought about when

At least 4 per group wanted to stop smoking in the next 1 to 3 months.

Anyone who responded positively to any of the following statements was excluded from the research:

I think I should stop smoking but don't really want to

I don't want to stop smoking

Don't know

One group was held for each of 5 key industry sectors, with representation of employees working in small, medium and large companies within each group. The group discussions were held in a range of locations, North, Midlands and South, during November 2008.

Group	Industry Sector	Location
1	Manufacturing	Liverpool
2	Transport, Storage and Communications	Liverpool
3	Retail and Wholesale	Birmingham
4	Hotel and Restaurant	London
5	Health and Social Care	London

**Pre tasking** involved the completion of a short diary, in advance of the fieldwork, detailing any materials the Employees had come across that week, at their place of work, aimed at informing or supporting them in any way. This support included welfare at work, such as safety and especially anything related to wellbeing, such as stress, smoking, weight, drugs, alcohol, etc. They were also asked to include anything they could remember receiving in the last month, especially relating to smoking, stress, weight, drugs, alcohol, etc. They were asked to assess their effectiveness and the reasons for this. The task also included making a note of any places at work where communications were displayed, what these communications consisted of and whether they were effective or not and reasons why.

Respondents were also tasked to canvass the views of their smoker colleagues, in advance of the fieldwork, on the issue of workplace support for quitting smoking and what form it should take.

**Post-Tasking** after the research session comprised reflection on the material shown to them in the research and a brief response detailing what they considered to be the most effective communications in terms of messages, tone, channels, and to give reasons for this.

## **OVERVIEW OF SECTORS**

This overview comprises a brief outline of various details relating to our sample which helps to contextualise their subsequent responses to the issues discussed and the materials shown to them. The focus is on whether the organisation was largely on / off site, or a combination of the two, and whether it employed any shift workers or part time workers. In addition, it details types of companies within the sectors, together with Routine and Manual worker roles.

### Manufacturing

Employees largely worked on site, although one employer who manufactured and laid tarmac had employees off site as well. Employers in the sample included jewellery, tarmac and electronics. Routine and manual worker roles, within the sample, in manufacturing ranged from shop floor operatives to canteen staff, drivers, joiners and metal workers. Employees generally worked set hours and shift work; many, but not all, were on site permanently.

### Transport, Storage and Communications

Transport employees were largely off site, whilst Storage and Communications workers were mostly on site. Apart from Storage, shift work was prevalent. Employers in the sample included a chauffeur company, a taxi company, pest control and a holiday travel call centre. R and M roles in the sample included drivers, a baggage handler, a Royal Mail sorter, a receptionist and a warehouse operative.

### Hotel and Restaurant

This sector comprised shift work, on site. There existed some part-time employees (e.g. a 2 hour stint at breakfast or 3-4 hours housekeeping). Employers in the sample comprised hotels and restaurants, whilst R and M roles included waitressing, a doorman and bar staff.

### Health and Social Care

The sample comprised residential care homes and social care. Shift working was prevalent, both on and off site. Employers in the sample included residential

care homes, a nursing home and a social care charity. R and M roles included carers, a care assistant and a social care worker.

### Retail and Wholesale

Within this sector, some shift working was taking place, both on and off site. Additionally, part time working was prevalent. Employers in the sample included a car dealer, a hair and beauty salon and cash and carry. R and M roles included a forklift driver, a warehouse operative, a checkout assistant, sales assistants and a customer advisor.

## **DECISION MAKING ON WELFARE and WELLBEING**

Information regarding decision making on the issues of welfare and wellbeing was derived primarily from the decision making mini groups amongst employers. However, detail was also gleaned from the employer depth interviews, building on the foundations provided by the 'organisational map' they had completed in the pre-task.

Considerable differences were identified between companies of different sizes, as outlined below.

### Small Companies

Fewer formally designated roles relating to welfare and wellbeing appeared to exist in companies of this size. With fewer people at the top of the organisation, and thus a greater variety of roles assumed by management, the general pattern was for someone to take responsibility for this by default. A certain amount of self selection, based on being more attitudinally and emotionally suited to welfare and wellbeing, appeared to take place in many companies:

*"The other MD looks after the day to day running of the business...I look after the wellbeing of the staff and the sales side of the company...The lads feel they can approach me more."* Storage, Small, Liverpool

*"The other directors are men, and they wouldn't care about this (employee welfare and wellbeing). They let me implement what I think best."* Manufacturing, Small, London

A noticeable distinction was made between welfare and wellbeing, both seen as more optional, voluntary and generally carried out at a lower level of the hierarchy, and health and safety issues, which were seen as compulsory, harder edged and with the potential to incur penalties if rules were breached.

Within these companies, the decision making process relating to welfare and wellbeing tended to be straightforward. The director or manager responsible would initiate or champion an idea, and usually inform co-directors or company owner as a matter of courtesy. Only if a significant cost was to be incurred was the issue likely to be debated and sign-off required from the MD or owner.

Some medium sized companies in our sample, with a more casual approach to organisational structures, tended to behave similarly to small companies.



*"We're just three working men who've set up together...But I've told the staff if there's anything they're not happy about or worrying them, to let me know."*  
Restaurant, Medium, Liverpool

### Medium and Large Companies

Strong similarities were witnessed where companies had a more structured and 'professional' organisational mindset. Big infrastructures seemed to require the setting up of formal lines of communication. However, a big distinction was seen between those working at HQ and those in non HQ locations.

### HQ

There is evidence to suggest that HQs were more motivated by legislative requirements than welfare and wellbeing, especially in more traditional organisations. However, HQ respondents in our sample tended to occupy a HR function, although CSR also played this role in a leading edge company. HR responsibilities could encompass welfare / wellbeing and health and safety, in addition to formal HR responsibilities relating to recruitment, employee relations, payroll issues, etc. Where welfare and wellbeing was part of their job specification, their responsibilities were to formulate policies and then to oversee their implementation.

Across the sectors, the role of Occupational Health seemed to be relatively limited, in contrast to HR, and to involve focusing on health hazards in the workplace, and providing advice on good working practices, in the main. The role tended to be ad hoc / part time, if present at all:

*"Occupational health just comes in once a week."* Manufacturing, Large, Birmingham

The decision making process at HQ varied from company to company, but was likely to involve HR formally presenting initiatives to H and S / senior colleagues, who might in turn need to secure Finance Director and board approval.

### Non-HQ Locations

At non HQ locations, welfare and wellbeing were handled at a variety of levels and by a number of job titles:

- HR
- Health and Safety Manager
- Aftersales Manager
- Site Foreman
- Staff Wellbeing and Dining Services Co-ordinator

- Manager

Whilst 'formal' policies, especially legislative, tended to be passed on to them from HQ, there was considerable latitude for them to initiate ideas, especially in welfare and wellbeing. These would normally be discussed with another manager, but only referred to HQ if there were financial implications in their implementation.

*"We have all the PRs at head office...Asking if everything is OK...We get stuff from them, on new legislation which affects us, for instance."* Manufacturing, Large, Liverpool

*"We did have the Roy Castle foundation come in 6 months ago...The contact was passed to me (Health and Safety Manager)...I went up to the General Manager and he approved it."* Retail, Medium, Liverpool

*"As the Wellbeing Manager, I can make the decision whether to go ahead, though I will discuss it with the general manager, as well."* Health and Social Care, Medium, London

Moreover, there was concrete evidence of non HR and indeed junior colleagues proposing welfare and wellbeing initiatives, often through chance rather than design. Examples were cited where ideas for initiatives had been generated by employees either participating in a quit smoking course in their own time, or hearing about health initiatives, for example via a close friend working in a GP practice. These individuals tended to be strongly motivated by a particular subject, such as nutrition, sport or therapy and counselling.

*"One of the senior managers just said 'Right, we're going to give up smoking'...He had attended groups outside of work and the ladies had said 'Can we come in to your workplace?' and he said 'Yes, that's fine.'" Legal Services, Medium, London*

## **WELFARE and WELLBEING INITIATIVES IN THE WORKPLACE**

### ***Employers***

A wide range of welfare and wellbeing initiatives were evident, from planned, regular programmes to ad hoc, reactive initiatives.

However, a few companies (usually small) offered little more than sporadic information provision via leaflets and posters – no ‘active’ programmes were in place. Random materials were often on display (e.g. healthy heart advice, gym membership information, quit smoking information); although one organisation, a Transport company (medium size), kept all leaflets shut away in a drawer. The materials were not always supplied by management – they were also provided by interested employees of all levels.

*“(We have) a notice board in the staff room with posters and Health and Safety...I’ve put those Fag Ends things up.”* Restaurant, Medium, Liverpool

*“There’s some leaflets, one about what to do if you think you’re having a heart attack, and another about second hand smoke, but they don’t really get looked at.”* Hotel, Small, Birmingham

Health and Safety was routinely covered by all respondents, via sessions for new employees / occasional one-to-one meetings (toolbox talks), Health and Safety notices and, for some in Manufacturing and Transport, Storage and Communications, compulsory health tests e.g. hearing, eye tests.

*“Health and Safety is huge for us, because our drivers (chauffeurs) are on the road all the time.”* Transport, Small, London

*“There’s a lot of dust so they do lung capacity tests...They (senior management) do look after us really well.”* Manufacturing, Large, Liverpool

Planned initiatives included the following:

- health and wellbeing lectures
- healthy eating programme
- healthy workforce days
- Dr / Nurse on site
- subsidised gym membership
- running club
- regular massage sessions
- access to chiropractor

- counselling (formal and informal) when needed, via face to face and telephone
- hepatitis C awareness
- working with VDU information

Such activities were more prevalent in medium and large companies.

*“Me and Zan (colleague) try and do out of work activities- badminton on Monday, football on Tuesdays, pool on Wed and Thurs is kickboxing- the company pays. We do it to improve health and to build a better unit and get a more friendly environment.”* Transport, Storage and Communications, Medium, Birmingham

*“We are seeing a rise in people with drinks problems affecting their work. Before that was a disciplinary but now we try and help them, we have a right to test them, we’re very sympathetic as we realise it’s a cry for help to some extent. Refer them straight away to occupational health, managers are trained to recognise it and it’s the same for stress. We have help lines for them as well.”* (Manufacturing, Large, Birmingham)

Ad hoc efforts, across all sizes of company, included the following:

- advice on work and non-work related topics – e.g. stress, drugs, obesity)
- some organised sport (football, running)
- drink-driving initiative
- blood donor session
- breast cancer awareness month
- alcohol awareness week
- stop smoking initiative

Some failed ‘attempts’ were also related by Employers, due to lack of Employee interest or Employee numbers:

- Monday morning meeting to be held at the gym
- Organisation of a 5-a-side football team
- Roy Castle Foundation ‘Fag Ends’ (Liverpool) Stop Smoking programme (not implemented due to insufficient numbers)
- Drug and alcohol abuse programme difficult to effect due to problems with monitoring and honesty
- Blood donor session failed as ‘blood bus’ not available

*“I said ‘What about if we all join the gym? We have a meeting every Monday anyway so why not do it sitting on bikes?’...They weren’t interested.”* Storage, Small, Liverpool

*“Unfortunately the take-up wasn’t enough...We were told they needed a minimum of 6 people to carry it out. We only have ten smokers on site and only four signed up.”* Retail, Medium, Liverpool

In terms of effectiveness and likelihood of changing behaviour, the most effective initiatives were thought to be face to face, especially group, where appropriate. However, leaflets and booklets were felt to have a role to play. Employers believed that paper based sources could support face to face initiatives, and that they also provided helpful information and advice, especially since the information was easily assimilated, non-demanding, portable and provided the option of reading at leisure.

*“Get advisers into the workplace...Prefer the human touch, that’s what helped me.”* Communications, Large, Preston, who had been through the LSSS programme.

Posters were also reckoned to have the potential to be effective, with widespread opportunities to read and requiring minimal effort to assimilate. However, there can be a display issue as posters have to compete for space with obligatory Health and Safety notices; in some instances, it can be easy for posters to assume swiftly the status of wall paper.

For certain companies (communications and a few where R and M had occasional access to PCs), intranet and email were thought to be an effective form of communication.

*“Instead of walking around trying to find everybody, I just sent it by email...Easiest way of doing it - and it’s recorded then.”* Retail, Medium, Liverpool

## **Employees**

Routine and Manual employee awareness and recall of welfare and wellbeing initiatives tended to be somewhat lower than that of management.

Apart from H and S initiation, welfare and wellbeing initiatives were thought mainly to consist of leaflets or posters or, on occasion, with Medium / Large organisations, a mention in a newsletter. This seemed to be the case with most sectors, especially smaller companies. For these, apart from Health and Safety material, COSHH and 1st Aid information, the only readily recalled welfare and wellbeing material generally focused on smoking, heart issues, drink / drug driving.

Interestingly, Employees were more likely to recall leaflets rather than booklets because, with less to read, they were accessible and more easily absorbed.

*“Fag Ends posters and leaflets in the foyer and the staff room.”*  
Communications, Large, Liverpool

*“There’s a poster in our Staff Room, it’s NHS and it’s about being addicted to smoking. There’s a fish hook... and it tells you about a web site.”* Hotel and Restaurant, Small, London

*“The only stuff we’ve got in our place is in the staff room – leaflets on the wall...All smoking.”* Manufacturing, Large, Liverpool

The exception to this was the Health and Social Care sector, where there tended to be access to a greater number of materials, often supplied by Pharmaceutical Companies, on health related topics, such as blood pressure, sugar levels, smoking, healthy eating and exercise. They were also more likely to recall information available regarding relaxation or exercise classes, support groups, personal safety, sexual abuse, HIV and a stress related helpline.

*“We have this poster supporting and advising carers and professionals on issues of sexual abuse.”* Health and Social Care, Small, London

There was little awareness amongst employees of the availability of counselling sessions:

*“If they think you’ve got an alcohol problem, it’s a warning from your manager, and then you’re out.”* Retail and Wholesale, Large, Birmingham

In terms of effectiveness, posters appeared to have highest recall and impact due to repeat exposure e.g. NHS quit smoking ‘fish hook’, Roy Castle Foundation Fag Ends (Liverpool). There was some mention of leaflets although these were less likely to be well recalled; being necessarily transitory, the information tends to be digested and the leaflet put aside.

## **Channels**

In most workplaces, a notice board / notice area was present in some shape or form. The exceptions to this were some in the Transport sector (principally taxi drivers) and some small organisations. The ‘notice area’ ranged from a huge interactive ‘talking board’ area (large company) to a corkboard, to notices merely stuck on a corridor wall.

*“We have notice boards upstairs and downstairs, but they have nothing on them at the moment.”* Retail and Wholesale, Medium, Birmingham

Additionally, leaflets were sometimes placed on canteen / staff room tables, in dispensers near notice boards (large company) or on top of the fridge in the kitchen area (small company).

The location of the ‘notice area’ tended to be either a non working area, such as staff room, tea room / canteen / kitchen, toilets, locker room or smoking area (minority) or a ‘passing area’, such as corridor walls, reception, foyer, lift lobby or lift.

A few companies also provided PC access for employees, allowing email messaging. There was spontaneous mention of using wage packets for communicating with employees. Company newsletters were also present in some medium and large companies.

The most effective communication areas were felt to be:

- Notice boards / notice area and staff room; where expect to find information and can be an ideal area to assimilate information (staff room – being on a break / relaxing)  
*‘It’s a reflective environment...Can take down details at leisure time*  
Health and Social Care, Small, London
- Leaflet dispensers: expect to find information here
- Interactive ‘talking board: employees were encouraged to participate
- Wage packets: individually received and a ‘high interest’ channel  
*“We staple messages to pay slips.”* Health and Social Care, Medium, London
- Email (where present): always read

## **THE WORK SMOKING CONTEXT**

### ***Employers***

Awareness of smokers' identity tended to depend on company size. In small companies and some medium sized, employers claimed to be fully aware 'who' the smokers were. In other medium and large companies, there was a sense of the proportion of smokers in the workforce, plus job roles where numbers were disproportionately high, but not of individual identities.

Medium and large companies almost always had a 'smoking area'; the nature of this varied from a specified uncovered outdoor area (e.g. around the corner from reception) to a shelter expressly for the purpose:

*"There's some chairs and a shelter with the statutory three sides."* Health and Social Care, Medium, Liverpool

*"We have a shelter just outside, at the back, and it's got a couple of seats in, which were donated to us."* Communications, Large, Preston

*"The smoking area is just by the car park. There's a sign up and we've put ash trays there."* Health and Social Care, Medium, London

*"There's an ashtray round to the side."* Legal Services, Medium, London

*"They have a smoking area out the front- a tray. We're not encouraging them to smoke; there is no shelter just a tray because we don't want mess on the path."* Transport, Storage and Communications, Medium, Birmingham

Smaller companies often had no specific provision.

*"They occasionally smoke in the car park, but we don't like them smoking on the premises or in the grounds."* Health and Social Care, Small, London

Where employees, such as drivers, were off-site for some or even the majority of the day), there was less known about where smoking took place; there was some concern that employees were still smoking in work vehicles despite being aware of legislation and the presence of no smoking signs:

*"I've told them if they're caught, they'll be spoken to...Some of the paperwork they bring in from the vans absolutely stinks of cigarettes."* Warehouse, Small, Liverpool



For on-site employees in most medium and large companies, there were fixed breaks for all employees – these were the only times when employees were allowed to smoke. However, some employers relayed stories of smokers taking 'extra' breaks:

*“Officially, the smoking breaks are the normal break times – 10am, lunch and then a quick one in the afternoon: this is what it should be. There’s always been this debate with smokers that they take more breaks than non smokers.”* Retail, Medium, Liverpool

*“Unfortunately, we have occurrences of people nipping out in between these breaks and it has resulted in official warnings being given.”* Health and Social Care, Medium, Liverpool

In the few cases where smokers were taking additional breaks to smoke, employers saw this as a problem. They were concerned about reduced productivity as well as resentment from non smoking staff about smokers having more / longer breaks:

*“We had a staff meeting last month and it was brought up that other people thought it was unfair.”* Health and Social Care, Medium, Liverpool

Smoking breaks in smaller companies tended to be on a more ad hoc basis; this was also assumed to be the case with off-site employees e.g. drivers.

### **Employees**

There was widespread feeling amongst Employees that as smokers, they were poorly treated in the workplace. They were conscious of, and sometimes sensitive about, having lost smoking rooms / corners / areas of the canteen. Moreover, some actively disliked smoking outside and using the shelters, complaining about the cold, wet and unpleasant conditions. Having to go outside also cut into their overall break time (the need to fetch and put on coat, walk downstairs, etc.):

*“They make you feel like a leper.”* Retail and Wholesale, Medium, Birmingham

*“It used to be equal opportunities – there was a smoking room and a non smoking room...They’ve got a room for Muslims now...”* Manufacturing, Large, Liverpool

*“The worse thing is, they force people into the street.”* Health and Social Care, Small, London

In terms of when they smoked, in Medium / Large companies there tended to be scheduled short breaks, for all employees, scheduled in to the working day; these were the only times they were allowed to smoke.

*"You do it in your dinner break – as fast as you can."* Manufacturing, Medium, Liverpool

*"We have 15 minute breaks. I'll smoke 2 in that time."* Retail and Wholesale, Large, Birmingham

The exception to this was the Hotel and Restaurant sector, where breaks appear to be unscheduled and ad hoc; they generally sneaked out when work was quiet.

*"It's not organised, not scheduled in... You're allowed to pop out for 5 minutes."* Hotel and Restaurant, Large, London,

In Small companies, smoking breaks were far less structured, just 'as and when'.

*"There's no official break, but management turn a blind eye when you pop out."* Health and Social Care, Large, London

Smoking area provision varied to a degree. Shelters were provided by Large and some Medium sized companies. Small and (some) Medium simply had smoking areas - either a designated space, just outside the place of work or somewhere off the premises.

*"I just go outside away from the yard and have a cigarette."* Manufacturing, Small, Liverpool

*"There's a designated area, but it's not enclosed at all."* Retail and Wholesale, Medium, Birmingham

Drivers claimed to smoke when they wished:

*"You're on your own all day in the taxi so you can smoke when you want if you don't have a fare."* Transport, Storage and Communications, Medium, Liverpool

## **EMPLOYERS' ATTITUDES TO STOP SMOKING SUPPORT IN THE WORKPLACE**

Overall, a positive response was elicited from most Employers to the concept of providing stop smoking support in the workplace. This was equally true of smokers (whether they were interested in quitting or not) and non-smokers in the sample.

### ***Motivations***

Encouragingly, more motivations than barriers existed for most employers. Lack of implementation to date seemed to stem from low awareness of the offer rather than 'active' barriers being present. Employers' motivations largely accorded with the examples given by DH, i.e. 'staff welfare', 'company image' and 'company productivity' with one addition voiced by a few, that of better staff relations, due to less resentment from non smokers in respect of perceived extra breaks taken by smokers.

Interest in **staff welfare** and a sense of social duty were certainly present for most employers. They took a humanitarian view towards their employees:

*"Knowing they'll get a little bit extra in their life (i.e. longer life due to quitting smoking)." Storage, Small, Liverpool*

*"I do feel that now... To me, it's doing the right thing." Restaurant, Medium, Liverpool*

*"We do care about staff welfare here." Health and Social Care, Small, Birmingham*

*"Staff are our key asset, and we (management) are supportive. We're people focused." Communications, Large, Preston*

*"They've all got kids, they don't want to be dying before their kids. Most of my family died of cancer... I wouldn't wish it for my staff." Retail and wholesale, Medium, Birmingham*

An improved **company image** was seen as an advantage for companies with public-facing staff, whether they were a Large, Medium or Small company. There existed some concern about what customers thought about seeing Employees smoke and encountering the smell of smoke on their breath and clothes after they had been smoking:

*“They deal with customers so the last thing you want is for them to be stinking.”*  
Manufacturing, Large, Liverpool

*“You can smell it on their clothes and breath when they’ve been smoking, customers don’t like it.”* Retail, Small, London

*“In the past our vehicles were a big part of our image to the public. When we used to have smokers who were drivers sometimes they would have fag ash everywhere. That affects image. But it’s already been done in terms of image by law.”* Transport, Storage and Communications, Medium, Birmingham

A few Employers cited **improved productivity** within the working day; these individuals had already identified that smokers were taking longer and / or additional breaks compare to non smokers and / or being less productive due to lower fitness levels:

*“They’d be healthier...I’d get more out of them. They wouldn’t be huffing and puffing and struggling to pick things up.”* Restaurant, Medium, Liverpool

*“They’d be spending the maximum time they’re paid for on duty... It’s costing us money.”* Health and Social Care, Medium, Liverpool

Linked to this issue, a minority of Employers felt that non smoking employees were resentful about the ‘extra’ breaks smokers were taking and that reducing the number of smokers would improve staff relations accordingly. And a small minority felt that smokers took more sick days than non-smokers.

*“Less pressure on colleagues to pick up their telephones, passing on messages when they’re outside smoking.”* Legal Services, Medium, London

There was also a minority view that quitting smoking may reduce productivity.

*“There is a social aspect- staff get on because they share a cigarette outside. It might cause a decrease in productivity because they are not socialising enough.”*  
Retail and wholesale, Medium, Birmingham

For the Health and Social Care sector, promotion of quit smoking fitted well with the nature of their work i.e. physical and mental wellbeing:

*“It’s a medical facility, after all.”* Health and Social Care, Medium, Liverpool

## **Barriers**

Those responding less positively to the concept comprised a small minority only; the rationale for their outlook is outlined below. Most of these barriers could be surmounted.

A small number of Employers mentioned **free will**, i.e. it was up to the Employees whether they smoked or not, nobody else. As such, they believed that smokers might resent the interference, seeing it as no business of the company what they did in their own time.

*“They like smoking, they wouldn't be interested in stopping and it's up to them.”*  
Wholesale, Medium, Birmingham

*“Not really interested because I believe it's back to free will.... It's my duty to try and ensure the staff's health and welfare but you can't make them do something they don't want to do, as that would be detrimental to their welfare.”* Retail and Wholesale, Medium, Birmingham

**'Time is money'** was the mantra for a few. The Staff were there to work; day to day work took precedence over any peripheral issues, such as those relating to welfare and wellbeing programmes.

*“They (the staff) are here to work...If we concentrated on staff, we wouldn't get our work done.”* Hotel, Small, Birmingham

*“Definitely time is a factor. We're looking at doing NVQ for drivers about improving their professionalism but when is there time? And because they're self-employed it's their time.”* Transport, Storage and Communications, Medium, Birmingham

**Low employee interest** or apathy from employees were anticipated by some, thus suggesting there was 'no point' in even initiating a programme. This was thought to particularly be the case in companies where employees were in contact with customers who smoked and / or in a culture where smoking breaks were a fun, social occasion for Employees. This was more prevalent in the Hotel and Restaurant sector.

*“Difficult to motivate staff when customers are smoking”* Hotel and Restaurant, Medium, Liverpool

*“I don't think staff would be interested. Cigarettes are an escape from stress.”*  
Hotel and Restaurant, Small, Birmingham

Many DH hypothesised barriers were not borne out in our sample. The issue of having **already complied** (i.e. having implemented a programme already) did not prevent employers considering future initiatives; in fact, those who had complied planned to implement programmes again in the future.

Having **no suitable venues** did not appear to be a problem for most Employers; concerns were related more to the logistics of convening employees at the same time. None of the respondents felt that initiating a stop smoking programme was beyond their remit; it must be borne in mind that the respondents were HR or had responsibility for employees' welfare and wellbeing.

**Logistics** emerged as the most common concern. However, only for a few were they seen as real barriers.

Companies with shift workers and part time workers, where no breaks were given, (just a cup of tea in kitchen – hotel) - and / or off-site workers (e.g. drivers who only come in to HQ rarely) questioned how they could realistically convene participants in the same place at the same time for a workplace-based programme to take place.

*“They don’t get set breaks. Some only work a few hours a day, for example the 2-3 hrs on the breakfast shift. They’ll have a cup of tea in the kitchen.”* Hotel and Restaurant, Small, Birmingham

*“The problem for us is that our industry (chauffeur service) is very service oriented. They (the chauffeurs) need to be there when the client wants them, so they can’t commit (to a session at a particular time).”* Transport, Small, London

*“It’s very difficult to get whole company together at once, impossible as the night drivers in the day are in bed and at night the day drivers want to get home. 24hours and base always open, even getting 5 of us together is hard. We have to be one thing in evenings and another one in the day.”* Transport, Storage and Communications, Medium, Birmingham

In other, usually small, organisations, there was a feeling that staff had to be on site and available for the company to operate. Every member of staff was vital. Flexibility in terms of breaks was essential, since they might be needed to be summoned at any time. These were primarily customer facing organisations such as in the Hotel and Restaurant, Health and Social Care and Retail sectors. They were not able to envisage a way in which stop smoking support could be provided in these situations.

*“They’re often fully booked, or sometimes get called to help at short notice... they know their break might get cut short or not really happen at all.”* Retail, Small, London

## **EMPLOYEES' ATTITUDES TO STOP SMOKING SUPPORT IN THE WORKPLACE**

Overall, a positive response was received from most Employees to the concept of providing stop smoking support in the workplace.

However, there was spontaneous surprise and disbelief about the concept at first, and, for some, initial rejection of the idea.

Some Employees deemed the concept as not credible. This was particularly the case for those working in small companies where it was felt that their Employer simply wouldn't be interested in and / or have the time to implement such a scheme. There was also some scepticism, particularly but not only, in the Hotel and Restaurant sector, where Employees claimed that their Employers simply did not have the interest in them as individuals to bother:

*"They're (the management) busy doing other things they think are more important...Making money, making sure the stock's alright, no-one's stealing."* Hotel and Restaurant, Small, London

*"I can't imagine my company doing anything like this."* Hotel and Restaurant, Small, London

*"They're as interested in us as we are in them – not at all."* Retail and Wholesale, Large, Birmingham

Moreover, some questioned how it would work within their own company, foreseeing obvious logistical problems. This was particularly prevalent in the Transport sector and companies where a significant proportion of employees worked off site, as well as in customer facing organisations where breaks could be curtailed at short notice:

*"It couldn't work for us. We're never all together at the same time and hardly ever there anyway."* Transport, Medium, Liverpool

*"If we're short staffed, we have to work flexibly. So there'd be times when we had to cancel a session."* Health and Social Care, Small, London

There were also fears about the programme taking place within the workplace where they could be 'observed'. They were uncomfortable with the idea of 'high profile' failure, in contrast to giving up privately, with no-one knowing.



*“Everyone would know...Checking up on you.”* Communications, Large, Liverpool

Being monitored by the Employer on their progress, or regression, tended to leave smokers feeling uncomfortable. Additionally, some worried about the resentment from non smokers in respect of any preferential treatment they might receive as a participant, such as time off or any ‘attention’:

*“If there was a group, the bosses might keep an eye on it or put pressure on them to stop.”* Transport, Large, Liverpool

For some, implementing a stop smoking programme at work was at odds with the ‘young fun smoking culture’ that existed in the company; this was very prevalent in the Hotel and Restaurant sector:

*“That’s one of the main frustrations when you give up smoking, you miss out on that time out.”* Hotel and Restaurant, Large, London

*“Everyone smokes, it’s a big smoking culture.”* Hotel and Restaurant, Large, London

Some respondents expressed initial antagonism due to concerns about being victimised as a smoker. Manufacturing, in particular, argued that they faced too much negativity already and this would make things worse

*“You’re faced with it (quit smoking) everyday, posters everywhere.”* Manufacturing, Large, Liverpool

*“You don’t go to work to get inundated with stuff... You go to do your work. You don’t want to take other things on your mind.”* Manufacturing, Large, Liverpool

*“I’d feel victimised. It’s one thing after another.”* Retail and Wholesale, Large, Birmingham

However, respondents’ initial incredulity and negative reaction rapidly gave way to enthusiastic acceptance. On one level, there was acceptance that nothing else had worked, so a workplace based initiative was worth a try. On a more positive level, there was recognition that the concept is in fact motivating. The workplace was a good context, in that it would be easier to attend sessions at work than in their own (limited) time.

*“It’s something different. It might work, it might not.”* Retail and Wholesale, Medium, Birmingham

*“Good if you haven’t got time to go to stop smoking sessions after work.”*  
Storage, Medium, Liverpool

*“I’d rather not take time for this at the weekend, but do it at work.”* Retail and  
Wholesale, Large, Birmingham

Additional pluses were the fact that the support came to them, rather than smokers having to seek it out, coupled with, for some, the possibility of motivation from fellow quitters.

*“It would help to have other workers around you also trying to give up.”*  
Wholesale, Medium, Birmingham

*“You may have colleagues who do it with you.”* Transport, Small, Liverpool

Overall, motivations were strong towards quitting support in the workplace. Some agreement from colleagues via the pre tasking conversation was also evident.

*“A few I spoke to thought this (help and support in the workplace) would be a good idea... due to being at work such long hours, this should be where the main support is offered.”* Health and Social Care, Large, London

In terms of delivery, there was interest in face-to-face sessions, with an external body; this was motivating and reassuring, enabling participants to retain some anonymity.

Even the marginally less enthusiastic - small companies and Hotel and Restaurant sector – were still keen to quit, but some scepticism remained due to practicalities. They struggled to envisage their Employers adopting this initiative, owing to the Employer mindset (work focused) and, together with off site workers, it was not easy for them to see how this could fit into their working day.

## **RESPONSE TO CURRENT COMMUNICATIONS**

Respondents were asked to evaluate the current NHS 'Go Smokefree' pack. A swift evaluation was undertaken during the group discussions and depth interviews, with a more thorough evaluation taking place during post tasking. Some respondents were already familiar with the Go Smokefree pack..

One issue for consideration was the fact that the Go Smokefree programme as a whole needed to be explained to Employers. They needed to know at what stage in the programme particular items were appropriate, and what their role was, i.e. awareness raising, educational, useful information, etc.

### ***Employers***

Overall, the folder itself helped to communicate that this was an established, official programme. It appeared business-like, and looked interesting and helpful. It was contrasted to other materials often used, which tended to be downloaded from the internet and / or photocopies circulated, all of which had a 'home made' feel.

The posters were appreciated generally. These were instant communications, accessible and informative.

The booklet aroused moderate interest, and was deemed to contain useful ideas and health information. However, there appeared to be some slight feeling (mostly amongst male managers with male employees) that Employees were unlikely to read it due to its density of information:

*"They don't read books."* Manufacturing, Large, Liverpool

*"I think that's just a bit too much to read."* Retail, Medium, Liverpool

The Health / Wealth wheel engaged respondents with its impactful messages presented in novel format. It was regarded as providing 'new news' which acted as a powerful shock tactic. Many employers thought it would be a motivating tool.

*"I think that sinks in...They're crying poverty all the time."* Manufacturing, Large, Liverpool

*"It might provide a discussion point"* Transport, Storage and Communications, Medium, Birmingham

The planner was viewed as a useful tool, once employees had embarked on the stop smoking programme. It was somewhat difficult to evaluate the extent of its appeal, but the consensus was that it might assist would-be quitters.

*"It looks good. They'd have to interact with it, write down their progress. A bit like weight watchers – someone is keeping an eye on you."* Retail and Wholesale, Small, London

The DVD was relatively less appealing but still thought to contain useful information and potentially be more engaging for younger people. However, some concern existed that it required effort from the individual: find a PC, turn it on, insert DVD etc before the information could be accessed.

*"I don't think you'll be getting people sitting down to watch that."* Storage, Small, Liverpool

The card was appreciated for easy access to relevant telephone numbers and its portability.

In addition to the current pack, Employers were asked to evaluate potential documents which could be included.

### Case Studies

The idea of case studies was met with a positive response by all. It helped Employers visualise the offer and 'how to'...demonstrated the flexibility of initiatives, thus helping to break down some logistical barriers.

*"That's a good idea...To see what other companies have gone through."* Manufacturing, Large, Liverpool

However, it was noted that the whole story was required, not just the easy and successful parts.

*"You need all the details though (in the case studies) not just the successful bits."* Health and social Care, Medium, London

Lastly, case studies were thought to help with making the case for the stop smoking programme to management.

### Mini Contract

The idea of a mini contract was both expected and accepted. Viewed as professional and reassuring, it was also helpful for both parties, provider and recipient, in setting out what each could expect from the other.

Needs Assessment Form

A needs assessment form was held up as a necessary document. It would allow the company to convey vital information and thus enable delivery of an appropriate programme.

PowerPoint Document

In addition to the 'Go Smokefree' pack, employers were also asked to evaluate a PowerPoint document designed to help management understand the stop smoking offer. Although time permitted only a cursory look at key pages of the document, it was seen as a positive tool by HR and one that would aid the selling in of the stop smoking programme. Case studies and visual communication were deemed to be helpful in convincing senior management of the benefits of the programme.

On a point of detail, the final bullet of statistics regarding quitting success might benefit from presenting a more positive picture of the outcome of the programme, i.e. focusing on the percentage of quitters at its highest point.

Overall, the PowerPoint presentation appealed to Medium and Large companies, where senior management agreement was needed

*"This would be a useful prompt sheet."* Transport, Storage and Communications

## **Employees**

A mixed response emerged towards the contents of the pack. The posters and Health and Wealth wheel performed better than the other elements, although these latter may perform better if presented to employees by a quit smoking course provider and their usage explained, once employees have embarked upon the quitting programme.

The posters were generally well received. The concept of 'quit together' appealed, as did the offer of NHS support to give up smoking. The inclusion of a useful phone number meant that it was easy to act on the information.

*"I would read that, I'd definitely read that."* Hotel and Restaurant, Large, London

However, a less positive response was elicited from the Manufacturing and Transport, Storage and Communications groups in Liverpool.

*"Just another poster about smoking."* Manufacturing, Medium, Liverpool

The Health and Wealth wheel succeeding in engaging the respondents. It was particularly effective bearing in mind the stage Employees were at, that is, wanting to quit but needing that extra incentive or motivation to actually take the first step. Moreover, the format and content were non-demanding in terms of attention span.

*"It's very effective – scary!"* Hotel and Restaurant, Large, London

Both sets of information, financial and health, were considered impactful; they comprised tangible, factual information which was both novel and shocking.

*"The information just hits you in the face."* Storage, Small, Liverpool

*"You can see what the differences are after a few days – it's great."* Transport, Medium, Liverpool

A less positive response was received to the booklet, planner, DVD and card, at this stage..

A lukewarm response, at best, was elicited from the booklet amongst the Routine and Manual workers. The key drawback was that it appeared to be a long and demanding read.

*"I don't think it's a good idea to have too much reading information as I get bored."* Manufacturing, Small, Liverpool

*"The last place I'd look for help would be a booklet...I'd do it with a friend or using exercise."* Hotel and Restaurant, Large, London

For some, there were issues with the credibility of tone.

*"It's just crammed with pictures of smiley people. When you're giving up smoking you're certainly not going to be feeling like that."* Manufacturing, Large, Liverpool

Health and Social Care Employees were more positive towards the booklet than the other sectors, appreciating the target stages ('steps'), due to the fact that their jobs were more likely to mean they were familiar with such programmes.

With the planner, there was some approval of the concept of taking a day at a time, together with the hints for keeping oneself occupied. However, a number claimed uncertainty about what to do with it, mostly relating to where to put it as many had no desk. Some admitted that they were unlikely to look at it daily, with a minority feeling it was childish, almost like a star chart.

The DVD was expected to contain some information which could be helpful, including information on stop smoking aids such as patches and gum, plus useful contact details. However, the format presented problems. It demanded effort on the user to access the information and not all had access to a computer, either at work or at home. There was concern, too, that it might be time consuming to access the relevant information.

*"You don't want to wade through a large amount of information to find what you're looking for."* Health and Social Care, Large, London

The card provided easy access to telephone numbers in a useful format but some voiced concerns about its size, fearing that it would be easily mislaid.

When discussing the optimal means of communicating such material, there was consensus amongst smokers that they did not wish to be singled out as smokers and sent this information without agreeing to it and without prior warning. However, once a Stop Smoking programme was under way, and they had signed up to it, they felt they would then be happy to receive such information. This was the stage where such information could support, challenge and prompt them as they progressed through the programme.

## **EMPLOYERS' EVALUATION OF ADCEPTS**

### *Explanation of Process*

The adcepts comprised three propositions, each a verbal statement, and brought to life by a number of routes (visual and / or verbal). The three propositions and their accompanying routes were as follows:

#### Proposition: Retention and Motivation

##### Accompanying Routes:

- Show them you care
- Give your employees another reason to work for you
- Make your company a better place to work

#### Proposition: Good PR

##### Accompanying Routes:

- Smokers. Are they affecting your image?
- Make your company more attractive

#### Proposition: Improve your productivity

##### Accompanying Routes:

- A healthy team is a more productive team
- Visual of clock 'Each smoker costs £700 a year in lost productivity'
- How much are smokers costing your business?
- Smokers take more sick days than non-smokers

In addition, two extra routes were shown to Employers: Free company perk; Helping your employees go smokefree doesn't cost you a penny

### ***Overview of Findings***

#### **Propositions**

Assessment of the Adcepts began with proposition evaluation, examining which of the three best accorded with the Employers' mindset and thus was likely to prove the most motivating.

Overall, each of the three propositions performed fairly well, appealing to some Employers and fitting with their mindset. However, although none emerged as a clear front runner with universal appeal, the proposition which generated the nearest to a consensus was **Retention and Motivation**.



All Employers could relate to Retention and Motivation, up to a point, and it had particular appeal for those in a HR role, some employers in all sectors and for small businesses. However, it was not particularly strong in terms of enthusing and motivating respondents. The fact that it was readily identified with, albeit in a low key way, was due to its being seen as slightly more a reward than a driver (i.e. more a reward after engagement than a strong driver to take up the offer)

**Good PR** had great appeal for customer facing sectors and proved motivating for them, but was deemed irrelevant by the non-customer facing.

**Improve Your Productivity** had some appeal to a few in Health and Social Care and the Hotel and Restaurants sector, but prompted little positive response from others in the same sectors and in the remaining sectors. HR in particular tended to reject it; in our sample, at least, this was not the way most HR thought about the business, although they acknowledged it might be more appropriate for Finance Directors and MDs.

## **Routes**

Proposition evaluation was followed by an examination of each of the routes aimed at bringing the propositions to life. A number of routes did emerge as having potential and were worth developing. Interestingly, one of these routes was not attached to the most appealing proposition, but was felt suitable for inclusion within it.

Subsequent reflection by respondents on the adcepts, in their Post Task exercise after the research had taken place, highlighted the need for routes to have stand out and impact, since these are the routes and messages which will stick best in their minds, and some development was required on this front. There was natural expectation that vital information relating to what is on offer i.e. quit smoking support in the workplace, would be included in the final communications, along with a call to action, if appropriate, to inform Employers what their next action should be.

All 3 routes within the most appealing proposition, Retention and Motivation, had strengths, although no one had universal appeal. **Healthy Team**, attached to the proposition Improve your Productivity, had significant appeal and was also felt to fit with the Retention and Motivation proposition.

Two additional routes were assessed and one of these, Free Company Perk, was exceptionally motivating, performing well across the board. It had strong appeal

across the sectors and the job roles and whetted the appetite to want to know more.

Other routes with some potential to work well included **Clock** (from the Improve Your Productivity proposition) and **Image** (Good PR proposition), but their appeal was restricted to the minority who bought into those propositions and thus their use is not recommended.

On an executional note, there was a slight danger of excluding employers where employees were depicted in non-relevant job roles e.g. 'Show Them You Care' shows a manual worker with spanner, which could be rejected by Employers whose Employees worked at a desk or cash till, for example.

## ***Findings: Specifics***

### ***Retention and Motivation Proposition***

This proposition resonated best across the board, although it was not always a powerful motivator, since it was seen as slightly more reward following engagement with the programme, than a strong driver to take up the offer. Employers tended to see this as a longer term incentive: once a quit smoking programme had been adopted, this was likely to be the eventual resulting reward.

The terminology used in this proposition worked well, being two positive concepts in the HR arena. They were motivating in all size companies.

*“That’s the two key elements of a successful business.”* Retail, Medium, Liverpool

*“You want to keep good staff... give them an incentive to stay with you and not go elsewhere.”* Manufacturing, Small, London

*“A bit of motivation has got to be good...I like to let the lads know if they’re doing a good job.”* Manufacturing, Large, Liverpool

Staff welfare initiatives tended to be seen as beneficial in themselves, promoting good relations and a harmonious atmosphere, as well as motivating for staff. In addition, in some companies, staff welfare initiatives were also used as a tool to compensate for low paid and unglamorous work. This was especially true of call centres and social care where outworkers were employed.

Once Employers had made the connection between this proposition and a quit smoking programme, they felt staff would appreciate this. One Large company with LSSS experience testified to staff enthusiasm for such initiatives, claiming that they were helpful in retaining staff.

*“We have a lot of competition here for staff, so we need to be proactive. This one (quit smoking) has worked well and we’re considering running our third series. Staff like what we do so much, they want to know what’s coming next.”* Communications, Large, Preston (LSSS experienced)

However, some drawbacks were seen with this proposition. Some had difficulty linking it with a Stop Smoking programme; they felt that ‘retention and motivation’ were overclaiming the impact such an initiative would have on their staff. Others

displayed reluctance to admit to issues in respect of retention and motivation; it felt more like a criticism of them and their working practices.

*“People aren’t leaving because of the smoking...We do exit interviews and they never say it’s because we do or don’t do stop smoking campaigns in the workplace.”* Legal Services, Medium, London

## **Retention and Motivation Routes**

### Show Them You Care

One of the main positives of this route was its use of humour; it raised a smile for many. Most acknowledged that it was important to demonstrate to employees that they were 'cared for', especially for Small company owners and female respondents. Additionally, the visual gave it stand out.

*"This one would catch my eye, it's just right."* Manufacturing, Small, London

However, some reacted more negatively. Men were more likely to find the visual of a man giving another man flowers 'silly', if not uncomfortable, especially men in the North.

*"Maybe if it was someone giving a bunch of fivers to the lads...But that's going a bit over the top."* Storage, Small, Liverpool

*"I think it should be a woman offering a man flowers or chocolates or the other way round...With two fellas, it's strange."* Restaurant, Medium, Liverpool

Moreover, the link to stop smoking was felt to be weak.

*You wouldn't know that was about stopping smoking* Retail, Medium, Liverpool

There also existed low key concerns at this stage as to whether employees would perceive quit smoking support as 'caring', or whether they might see it as interfering. Additionally, a minority were concerned that Employees might catch sight of this communication, thus resulting in the non-smokers amongst them feeling uncared for.

### Another Reason

One of the main reasons that this route was appreciated was Employers' acknowledgement that Employee retention was an important issue.

*"In an ideal world, you'd have a totally smokefree environment and smokefree staff."* Retail, Medium, Liverpool

Some companies were actively looking for employee perks and thus it particularly resonated with them.

Aesthetically, the absence of a visual contributed to low standout. Overall, it was lacking in motivation and looked dull.

### Better Place

Most Employers regarded smoke free employees and a smoke free workplace as a major improvement, thus the overall message resonated with many.

*"It would be (better) – cleaner, would smell better."* Restaurant, Medium, Liverpool

Whilst some noticed and appreciated the use of 'redundant' ashtrays in the image, a significant number failed to grasp the message, mostly due to a failure to realise that the goal posts were ashtrays.

*"Good idea, if you wanted one to stand out. So many lads here watch football. I like the idea that giving up smoking makes it a better place to work."* Transport, Storage and Communications, Medium, Birmingham

*"Is it meant to be that no-one's using the ashtray bins? It would take me a minute to work out."* Legal Services, Medium, London

### ***Cut the Cost of Business (initial proposition)***

This wording was only used in some initial depth interviews, due to receiving a negative response. It was replaced by Improve Your Productivity for the remainder of the sample – see below.

The problem with Cut the Cost of Business lay, in the first instance, in that it was deemed neither credible nor relevant in their workplace. In addition, it was sometimes interpreted as a potential criticism of their management. Finally, the phrase was too generic, often taken to refer to issues such as redundancies and overheads, for example.

*“I just don’t think the smokers cost the company anything.”* Manufacturing, Large, Liverpool

### ***Improve Your Productivity (improved version of proposition)***

#### **Proposition**

This issue of improved productivity was motivating for some, especially a few in the Manufacturing and Hotel and Restaurant sectors, but was equally likely to be rejected by others in those sectors.

*“From a company point of view, that would make us want to get involved with it.”* Hotel and Restaurant, Medium, Liverpool

There was a semantic difference compared to ‘cost of business’, with ‘productivity’ being more of an Employer concept.

*“It’s more a word that we use.”* Retail, Medium, Liverpool

However, many companies, both large and small, rejected it. The message was not credible for them as they did not perceive that smokers reduced company productivity. Many Employers (HR, CSR, Managers) with responsibility for initiating quit smoking sessions did not primarily think in terms of productivity. However, they did acknowledge that such a proposition might fit the mindset of the Finance Director better, or the MD.

## ***Improve Your Productivity Routes***

### Healthy

This route worked well even when respondents were not motivated by the 'Improve Your Productivity' proposition. It was motivating, fitting the wellbeing mindset of HR, CSR and Managers. However, there were a few for whom the issue did indeed ring true, that their smokers were less healthy which negatively impacted on productivity.

*"I agree with that...When we work in lofts, it's always the ones that are smoking who are huffing and puffing."* Storage, Small, Liverpool

Overall, there was little to disagree with in this route.

The exception to this was some negativity towards the image. It was restrictive in relevance to certain industry sectors / job roles only, as well as depicting a stereotype of workmen in a van.

### Clock

This route polarised response. For those liking it, the message rang true as they were already concerned about 'extra' or longer smoking breaks affecting productivity.

*"I've already worked it out...Especially when you make them yourself, it takes two minutes to make one then another two minutes to smoke it...If you smoke 10 a day, multiply that by five, then by 52..."* Restaurant, Medium, Liverpool

However, many found the message difficult to believe as they did not suffer from smokers taking extra / longer breaks. Moreover, the visual was too contrived for some, with the message losing impact as a result.

*"It just stands out as a clock really...It's not jumping out at me."* Legal Services, Medium, Bromley

*"Not as clear... You probably wouldn't read it."* Retail, Medium, Liverpool

*"But they should be entitled for some kind of break. If they're sat staring at the computer for hours, it's not good and how you spend that 10 minutes is up to you!"* Transport, Storage and Communications, Medium, Birmingham



### How Much?

Response to this route was fairly lukewarm. It did not perform strongly due to being less specific; there were no facts or figures to challenge perceptions, thus Employers needed to already be in this mindset for it to impact on them. The lack of visual also reduced impact.

*“But it’s a question not a statement, it could do with including the costs of someone smoking 5 a day in business time.”* Retail and Wholesale, Medium, Birmingham

*“Not for us. Before the smoking thing came in, when people were smoking in cars, it was definitely an issue. But it’s not affecting our work.”* Transport, Storage and Communications, Medium, Birmingham

### Sick Days

This route had least appeal of the four in this proposition, although a couple of medium sized companies found it credible and liked it. Even if it was deemed credible, it was not as powerful a message as that relating to smoking breaks (Clock). Most, however, did not think the message was credible in the first instance; even if they had concerns over the productivity of smokers relating to smoking breaks, they did not believe that their smoking Employees took any more sick days than their non smoking colleagues.

*“Even if they do (take more sick days), how can you say they’re sick through smoking?”* Restaurant, Medium, Liverpool

*“Really?! I don’t agree with that...If I saw that, I’d be quite offended as I’m never sick.”* Legal Services, Medium, Bromley

*“It’s a bit dated. When everyone smoked and everyone was off with chest infections and snotty noses... but we don’t have much bronchitis or pleurisy any more. I wouldn’t pick on the smoker... that suggests they are iller than the average person”* Manufacturing, Large, Birmingham

*“Is that proven that they take more sick days? I used to have less colds when I smoked!”* Transport, Storage and Communications, Medium, Birmingham

### **Good PR Proposition**

PR was an important and topical issue for a number of customer facing businesses, small companies as well as medium and large companies. The message resonated with those already concerned about the image of the company given by smoking employees, particularly in the Retail, Transport and Health and Social Care sectors, together with other companies employing drivers. There was relatively less resonance with Employers in the Hotel and Restaurant sector, where smoking was thought to be more part of the culture.

However, those working in non-public facing companies were not concerned with 'external image' due to the rarity of customers and the public seeing their staff smoke. These included Employers working in the Legal services, Storage, Communications, Manufacturing and Wholesale sectors, together with those in the Transport sector where employees were non public facing.

*"If I was public facing then yes, it doesn't make customers want to go in premises if people are smoking outside. Here it is 99% deliveries and not that sort of place. It's trade."* Retail and Wholesale, Medium, Birmingham

### **Good PR Routes**

#### Affecting Your Image

The use of an unattractive feature – the ashtray filled with cigarette butts - struck a chord for some, especially those who were particularly anti-smoking.

*"I like that a lot...I think that hits home. Who wants to look at that?"* Manufacturing, Large, Liverpool

*"It doesn't look good...Those boxes on the wall."* Restaurant, Medium, Liverpool

*"It's not true of our company, but I do hate this image... and one of our drivers does smoke outside his car..."* Transport, Small, London

However, those who were concerned about image were frequently more worried about the impression the employees themselves gave about the company, how they smelled and looked.

*"I'd probably have a member of staff walking into reception...And then the receptionist holding her nose because of the smell."* Storage, Small, Liverpool

Some were literal in their response; they did not have such a bin at their place of work so they did not have anything to worry about. And, for a minority, the visual reminded them of the ironic consequence of the smoking legislation.

### Make Your Company More Attractive

This route tapped into the mindset of those who already had concerns about the effect of their smoking Employees on the company's image.

*"Our image is the first person you see...The last thing you want is to have someone stinking."* Manufacturing, Large, Liverpool

However, it lacked an obvious link to smoking, being a vague, generic message on its own, without clarification. The absence of a visual compounded the problem. Moreover, for many, it was not a concern that they were 'unattractive'.

*"There's not a lot of clients who come in...It's not really an issue."* Legal Services, Medium, London

### ***Additional Routes***

Two additional, secondary routes were assessed, relating to the themes of smoking support in the workplace being free and there being flexibility in how and when it was delivered.

#### Free Company Perk

This route successfully combined two appealing concepts. In terms of being free, Employers were happy to hear that they did not have to pay to implement programme and that there was no ongoing cost. Even if it was assumed to be free, it was a useful reminder; and a minority were pleasantly surprised to hear that no financial investment was required.

The flexibility element of the message was reassuring, especially if logistical problems were envisaged. The message suggested that these could be overcome; it was appreciated that there appeared to be an understanding of business, that a 'one size fits all' offer was not appropriate.

*"Everywhere's different so that's good."* Manufacturing, Large, Liverpool

*"It takes away all the arguments."* Transport, Storage and Communications, Medium, Birmingham

However, the expression 'works around you' was not immediately obvious to all. Additionally, a minority (small companies) felt that 'free' was overclaiming. Their perception was that help provided in work time would affect productivity and thus cost them money.

*"It's costing me money if I'm giving them time off to go...That affects productivity...If I could claim that back off the government, that would be good."* Warehouse, Small, Liverpool

#### Doesn't Cost A Penny

The message that this offer would be free was well received, as with the Free Company Perk route. However, the double message in Free Company Perk was viewed as preferable in comparison, as the flexibility incorporated in that route was a popular and key issue for many. Moreover, the route Doesn't Cost A Penny suffered from lack of a visual.

### ***Straplines and Logos***

The straplines were helpful, comprising additional communication as to what was on offer. *Help your employees go smokefree* hinted at the existence of an actual programme.

The NHS and Smokefree logos were helpful, reassuring and authoritative.

## **EMPLOYEES' EVALUATION OF ADCEPTS**

### *Explanation of Process*

The adcepts comprised three propositions, each a verbal statement, and brought to life by a number of routes (visual and / or verbal). The three propositions and their accompanying routes were as follows:

Proposition: Getting quitting support at work is hassle free

Accompanying Routes:

- Visual of boardroom 'Want to quit smoking? Getting support at work is easy';
- Want to quit smoking? You'll be surprised how much support you can get at work;
- Visual of chef 'Want support while you quit?'

Proposition: Quit with your smoking buddies

Accompanying Routes:

- I'll do it if you do it
- Quit smoking together
- We're in it together

Proposition: Quit with the whole company cheering you on

Accompanying Routes:

- You don't have to quit alone
- Quit with the whole team behind you

In addition, one extra route was shown to Employees:

- What did you do at work today?

### ***Overview of Findings***

#### **Propositions**

Assessment of the Adcepts began with proposition evaluation, examining which of these best accorded with the Employees' mindset and thus was likely to prove the most motivating.

Whilst each of the 3 propositions performed fairly well, fitting with the mindsets of Employees in some of the sectors, a distinct front runner emerged.

**Getting Quitting Support At Work Is Hassle Free** performed the best overall. This fitted the Employee mindset regarding the workplace scheme and was preferred by the vast majority of employees, across all the sectors.

**Quit With Your Smoking Buddies** generated some enthusiasm, particularly amongst those in the Retail and Wholesale sector, but was reckoned less relevant since it was not workplace specific. In fact, such a sentiment might ring truer outside the workplace.

Some younger respondents in the Hotel and Restaurant sector empathised with **Quit With The Whole Company Cheering You On** but this was a proposition which was actively disliked by most others.

## **Routes**

Proposition evaluation was followed by an examination of each of the routes aimed at bringing the propositions to life. Two strong routes emerged within the preferred proposition: **Boardroom** and **Surprise**. However, some development was required to ensure immediate comprehension of the message, plus greater standout and impact.

For **Boardroom**, more readily understood visuals were needed to ensure clear communication of the message and to enhance impact. For **Surprise**, a visual was thought necessary to help to improve stand out.

However, the overall message, regarding stop smoking support in the workplace, did emerge in the preferred routes and whetted the appetite so employees wanted to discover more.

Subsequent reflection by respondents on the adcepts in their Post Task exercise, after the research had taken place, highlighted the importance of these routes having a clear message as well as stand out and impact.

### ***Getting Quitting Support At Work Is Hassle Free Proposition***

The initial proposition Quitting Is Hassle Free was largely rejected due to a sense of belittling the process.

*"It's not hassle free! You're coming down off something."* Manufacturing, Large, Liverpool

*"No – it's very stressful!"* Communications, Large, Liverpool

It was replaced with Getting Quitting Support At Work Is Hassle Free, a stronger proposition and one which resonated with Employees. It worked on two levels:

- It provided information that something new was available by introducing the concept of a workplace based initiative. This was genuine 'news' to many who were previously unaware of such initiatives.
- It also delivered the tempting promise of being '*hassle free*' which became perfectly credible, once the knee jerk reaction of incredulity that this should be offered in the workplace at all had been overcome.

Overall, this route was preferred by the majority of respondents.

### ***Getting Quitting Support At Work Is Hassle Free Routes***

#### Surprise

This route was particularly strong. It resonated with many who were in fact surprised by the idea of workplace-based stop smoking support. The idea was engaging and motivating, with Employees wanting to know more.

*"Show me!"* Health and Social Care, Medium, London

*"If it's true, go for it!"* Manufacturing, Large, Liverpool

However, it suffered from an absence of a visual, this reducing its standout and impact.



### Boardroom

The message was factual, clear and motivating, as well as appearing to taking the stop smoking approach seriously via its sober approach.

*"This really tells you what's available, through the picture and the words."* Health and Social Care, Medium, London

*"They're not all smiling... They're just talking."* Manufacturing, Small, Liverpool

Some were slow to grasp the message, however, due to misinterpretation of the visual. For some it looked like a generic meeting or even a boardroom meeting comprising managers and executives; they thus felt excluded from it. There was also some feeling that the route lacked standout.

### Want Support?

This was the least strong route of the three. Whilst Employees in the Hotel and Restaurant sector could relate to the visual of a chef, most rejected it. Being so sector specific alienated most. Just as problematic was the perceived over simplification of the quitting process *'just go to work'*.

*"It's hard work!"* Wholesale, Medium, Birmingham

*"I just don't believe this."* Retail and Wholesale, Large, Birmingham

The portrayal of a happy, enthusiastic employee was not felt to be true to life if the individual was in the throes of giving up smoking. There was also some confusion over exactly what the image represented.

*"Is he making buns?"* Manufacturing, Large, Liverpool

The overall message was unclear for some; the link to smoking was weak and they were uncertain how going to work related to stopping smoking.

*"I don't see the connection."* Communications, Large, Liverpool

### ***Quit With Your Smoking Buddies Proposition***

This proposition held some appeal for most Employees. However, it did not strongly resonate with everyone within the sessions, although post task findings did indicate good recall and improved appeal.

Appeal was mostly driven by an awareness of the accuracy of the proposition: that quitting with someone else could be easier than doing so alone.

*"They say it's easier quitting with someone else."* Manufacturing, Medium, Liverpool

*"It's friendly, isn't it, it makes you feel better about the whole thing (quitting)."* Health and Social Care, Small, London

However, more negatives persisted. There was some feeling that it was 'wrong' to 'rely' on other people, that quitting had to be undertaken alone.

*"I think if you're going to do it, you've got to do it yourself."* Manufacturing, Small, Liverpool

There was concern about quitting with other people in respect of potential failure.

*"(If you fail) you might feel you've let them down."* Hotel and Restaurant, Medium, London

Some Employees felt they did not have smoking 'buddies' at work; their work colleagues were simply 'other smokers' or else smoking was purely a solitary activity. Finally, they noted that colleagues were not present to provide support in the evenings and at weekends. As a result, this proposition was more applicable to friends outside work than colleagues.

### ***Quit With Your Smoking Buddies Routes***

#### **I'll Do It If You Do It**

This was an obvious message to assimilate and was a scenario with which many could relate.

*"Very me - even if I don't have a smoking buddy, it's true to life."* Health and Social Care, Small, London

There was some appreciation of the drive involved in laying down a challenge to each other. Some female employees related to the visual of two women.

However, the route also provoked some derision. Some felt that it contained innuendo, and it was not clear it was about smoking.

*“All kinds of meaning to that!”* Storage, Small, Liverpool

Some men also disliked the image of what they saw as women gossiping.

### Quit Smoking Together

The main positive of this route was its clear message. It was blatant about stop smoking rather than the meaning being covert..

*“You just get the message straight away.”* Manufacturing, Small, Liverpool

A twofold interpretation was witnessed – quitting with a buddy and / or as part of a group session.

*“This is giving you moral support.”* Health and Social Care, Small, London

Overall, however, the route was thought to lack impact and this reduced its overall appeal.

### We’re In It Together

Most understood and appreciated the idea behind this route. However, the visual was sector specific, thus alienating those R and M workers not in a transport role, although appealing to transport sector employees for whom it was relevant.

The lack of a clear stop smoking message meant that the visual could be misinterpreted as a drink-drive message or other campaign.

*“Could be about car sharing.”* Manufacturing, Small, Liverpool

*“it’s a bit social, makes me think of the pub.”* Retail and Wholesale, Medium, Birmingham

The overall message was not thought to be sufficiently powerful.

*“Not hard hitting enough.”* Storage, Large, Liverpool

### ***Quit With The Whole Company Cheering You On Proposition***

Although this proposition had some appeal, it was outweighed by negatives.

Of all Employees interviewed, the proposition appealed only to younger respondents. They appreciated the tone, seeing it as active, encouraging and dynamic. It also served to reassure them that management would be supportive.

Most, however, actively disliked the proposition. One of the main problems was credibility; employees did not really believe they would get support from colleagues. They anticipated ambivalence at best.

*"I can just see thirty people with their H and S in the air all smiling...Really fake."* Manufacturing, Large, Liverpool

*"It's cringe making."* Health and Social Care, Small, London

There were also concerns about the whole company being aware that they were giving up; there would be a lack of privacy. Many disliked the idea of being under the spotlight.

*"Everybody would know about you, including busybody non-smokers."* Retail, Large, Birmingham

*"The last thing you want is a grilling off your mates."* Manufacturing, Medium, Liverpool

Moreover, Employees tended to be uncomfortable with the idea of being 'monitored' by company management about their progress. They questioned what sort of reaction they would get if they failed.

*"It feels like it's Big Brother."* Social Care, Small, London

### ***Quit With The Whole Company Cheering You On Routes***

#### **Quit With The Whole Team Behind You**

This route had minority appeal only. It worked for those where their team also comprised their smoking buddies. Younger respondents like the active, dynamic

feel of the adcept. It was also a relevant setting for those in the Hotel and Restaurant sector, thus being easy to relate to.

Most, however, dismissed this route. Many criticised it for being unrealistic; such a supportive reaction was highly unlikely.

*"I can't see the lads at my place clapping me on a Monday morning."* Manufacturing, Small, Liverpool

*"I don't think non smokers are going to give smokers any sympathy or encouragement."* Transport, Large, Liverpool

The image was sector specific, thus alienating those in other sectors. There was also a danger of it presenting quitting in a comical tone of voice, instead of the serious tone felt to be more appropriate for quit smoking messages.

*"Stopping smoking isn't a joke."* Storage, Small, Liverpool

### You Don't Have To Quit Alone

This route had some appeal. It conveyed the idea of genuine support, together with a suggestion of the group method and how the initiative might work.

*"It's showing you you can do it in a group."* Manufacturing, Medium, Liverpool

*"They'd be your mates around you."* Retail and Wholesale, Large, Birmingham

The more sober tone of You Don't Have To Quit Alone, compared with Quit With The Whole Team Behind You, was felt to be more appropriate. Overall, the visual was reckoned more realistic of the support that was likely to exist, i.e. a select group comprising the smoker himself and fellow quitters.

*"It's closer knit."* Manufacturing, Large, Liverpool

Yet the adcept was still not entirely credible, even if interpreted as smoking buddy support, rather than whole company support. The overall tone was low key and there was a lack of impact. Some claimed that it was open to misinterpretation; it could be perceived as depicting bereavement counselling rather than stop smoking support.

### ***Additional Route***

One additional, secondary route was assessed, relating to the theme of surprise that smoking support could be delivered in the workplace. This communication proved impenetrable for respondents; they seldom appreciated the intended message.

#### What Did You Do At Work Today?

A minority were able to grasp the meaning, due to the context of the rest of the group discussion and exposure to the other adcepts, prompted by the strapline 'It's easy to get stop smoking support at work'.

However, the message was unclear for the majority. They failed to extrapolate the communication from the domestic scene. In addition, the link to stop smoking was weak.

*"Is it meaning that the family is stress free and the house is smoke free?"*  
Manufacturing, Large, Liverpool

### ***Straplines***

Three straplines were presented, with two performing well and one with potential.

*It's easy to get stop smoking support at work* was both motivating and relevant. With its focus on the key communication it was simple and straightforward. Importantly, it had an element of surprise, as it challenged previous expectations of stop smoking provision and whetted the appetite to find out more.

*Improve your chances of quitting - get Stop Smoking Support at work* contained two key ideas. Firstly, it acknowledged that smokers may have tried and failed on previous occasions and, secondly, it acknowledged that quitting was not an easy process. There was appreciation for this empathetic approach.

*You're up to 4 times more likely to quit with NHS support* appealed with its reference to NHS support. This carried authority and reassurance. However, where it performed less well was in its failure to reference the workplace overtly. Consideration could be given to re-framing it, and including key information relating to the workplace .

## **EVALUATION OF OTHER INITIATIVES**

### ***NHS Proactive Telephone Counselling Service for smokers***

#### **Employers**

The offer of a telephone service was appreciated in that offering choice of format was felt likely to increase options for take up. It could potentially help to overcome logistical barriers relating to off-site employees and shift workers as well as appealing to employees reluctant to attend group sessions.

*“This is better for us. I’d like our staff to be able to call and organise an appropriate time for a chat about quitting.”* Transport, Small, London

*“It’s more personal than meetings and if you definitely wanted to give up it might help.”* Transport, Storage and Communications, Medium, Birmingham

The method also acknowledged that quitting was not easy and that one-to-one counselling was often appropriate. Its most obvious use, however, was seen as a supplement to a face to face method, for employees who might need to talk to someone in the evening or at weekends.

However, there was not overwhelming support for the option as most reckoned that their Employees would prefer face to face contact. They felt that a telephone based service would be less ‘motivating’ than the team mentality fostered by group sessions. It was also easier to ‘avoid’ than the face-to-face medium - employees might decide not to answer the phone or claim that they were too busy to chat when the advisor called them, or find excuses not to make an outgoing phone call to an advisor.

*“It’s like someone ringing you up trying to sell you a patio – over the phone, it’s easy to avoid. Face to face is another matter – you try to get away from that person!”* Restaurant, Medium, Liverpool

*“You’d find reasons not to make the call.”* Legal Services, Medium, London

#### **Employees**

A telephone approach was viewed as the second best option for Employees. They preferred face to face contact overall, as well as believing it would be more effective. The idea of a ‘group’ or team with whom to go through the process had appeal. Moreover, some males expressed concern over 1 to 1 contact, fearing

that they would find it difficult to sustain such a discourse for 20 minutes and feeling apprehensive about 1 to 1 counselling. In addition, there was some minority aversion to 'strangers' having their telephone number.

*"How could I talk for 20 minutes?"* Retail and Wholesale, Large, Birmingham

Logistical problems also existed. Some had little, if any, easy access to a phone in work hours, especially customer facing employees. Some also envisaged it as being difficult to schedule an agreed time; this was particularly the case with on-call employees in small and some medium sized companies, principally within the Hotel and Restaurant and Health and Social Care sectors.



## **Incentives**

### **Employers**

A host of incentivising initiatives was put before Employers for swift assessment as to whether they felt these would motivate their Employees. None had universal appeal and indeed successful quitting was often felt to be its own reward.

Moreover, key concerns emerged. The potential cost to the company of any incentive concerned some, particularly small companies. Questions surrounded how to avoid alienating non-smokers within the company when it could appear as though favouritism was being shown to quitting / ex smokers.

*“From an employer’s point of view, theoretically I can’t offer the smokers something without offering non smokers an equal something- to the letter of the law.”* Retail and Wholesale, Medium, Birmingham

There was also complexity surrounding who would qualify – all participating in the initiative, those who did not revert during the programme or only those who did not revert after a certain period following completion of the programme. In addition, for a minority, incentivising quitters was felt to involve unacceptable levels of monitoring.

*“Naturally, we’d have to monitor their quitting, and this is where it starts getting personal. Do we want that sort of involvement in someone’s life? Not really, there’s a certain space we keep.”* Hotel, Small, Birmingham

Certain ideas were viewed as being taken for granted, as opposed to being motivating incentives. Free refreshments would be provided automatically, to a greater or lesser extent. Free lunch would be made available by a number if sessions were held in Employees’ lunch hour.

Three proposed incentives held some appeal. Marks and Spencer vouchers were thought to be likely to motivate Employees due to their monetary value and fit with a key ‘motivation’ for giving up – the financial cost of smoking. But some companies, both large and small, were concerned over the potential cost of executing this, perceiving it to be potentially high cost. Some questioned whether the cost could be split between the company and the NHS. This was also a key example of complications arising from the possible alienation of non-smoking staff and practicalities over who would ‘qualify’.

Time off to attend these sessions was thought likely to help and encourage time poor employees, who would otherwise struggle to find time to attend a quit smoking programme after work or at weekends.

*"I think a lot of people who smoke would do it in their own time if they could...But they don't find the time...We'd be happy for them to do it in work time."* Retail, Medium, Liverpool

Moreover, it was seen as a fair deal if the Employees were being encouraged by their Employer to attend. However, a number of Employers found it difficult to envisage how time off could be given, both logistically and without alienating non-smokers.

*"This doesn't work because they're self-employed"* Transport, Storage and Communications, Medium, Birmingham

Prescription costs being refunded was expected to be popular. Many respondents were aware that NRT was expensive, and refunds of the cost were expected to remove a barrier for many.

*"That's a decent incentive, that."* Warehouse, Small, Liverpool

*"Very good, excellent. They're more likely to try it."* Transport, Storage and Communications, Medium, Birmingham

Yet once again, some companies were concerned about the cost of such an incentive if there was no contribution from the NHS.

Other incentives held minority appeal for small numbers of respondents. Charity donations appealed to some Employers because they did not necessarily comprise an additional cost above and beyond what they were already contributing. However, they did question the extent to which this would motivate the Employees, although there were some instances (e.g. organisations with a significant proportion of Muslim employees) where the idea of charity donation would be popular.

*"I do think that would be motivating, it would work because we have a big Asian community and they do lots for charity. If we did a donation to the mosque they might all be interested"* Transport, Storage and Communications, Medium, Birmingham

The implementation of a healthy workforce hour met with some interest but there was some expectation it would fail due to lack of employee commitment. Some

had tried to implement such a programme already and had experienced ambivalence, if not negativity.

*"That's what we've offered... You can't force them to do it."* Restaurant, Medium, Liverpool

A certificate of completion only appealed to Employers in sectors where certificate giving was commonplace, such as residential homes and social care organisations.

*"They do get certificates for going on courses and things, and they do like them."* Health and Social Care, Medium, London

Evening entertainment for all Employees tended to generate interest from less formally structured and smaller organisations.

*"It gives you the bonding back and from an employer's side everyone is treated the same, there is nothing special for smokers. From my standpoint it was best."* Retail and Wholesale, Medium, Birmingham

Company matched sponsorship was expected to have appeal for a number of Employees, due to financial incentives being very attractive. However, there were concerns that such a scheme could end up expensive for the company, a particular concern for smaller organisations.

Three ideas were thought to have no real merit. Publicity in a local newspaper or company newsletter was not thought to be appealing to employees who, Employers reckoned, would not appreciate such attention. Evening entertainment for quitters would inevitably create resentment from non smokers.

*"You'd get people saying 'Hang on – we don't smoke, what do we get?'"* Retail, Medium, Liverpool

Time to attend split half and half between company time and the Employee's personal time was perceived to be messy and difficult to organise, and thus not worth considering.

## **Employees**

There existed a feeling amongst many that incentives were unnecessary to inspire participation and success. Quitting itself was the main incentive.

*"If I could give up, that's my incentive."* Health and Social Care, Medium, London

There was also some tendency to focus on the downsides of Incentives. In particular, there were concerns about alienating non smokers as well as logistical barriers such as when the incentive would be delivered and who would qualify. Moreover, a minority felt that the provision of an incentive could be seen as patronising.

Some incentives however looked to have a degree of appeal. Refunds on prescription costs were popular across the board. Marks and Spencer vouchers and evening entertainment were also appealing for Employees.

Time off to attend or even split half and half with their own time was interesting and motivating but a number questioned how realistic this was, especially Health and Social Care Employees. This of all the incentives was also thought to be most contentious with regard to upsetting non-smokers.

*"But what about the non smokers? What are they going to say?"* Manufacturing, Large, Liverpool

Time off at the end of the programme was well liked by many.

*"Yes, like a prize."* Restaurant, Large, London

Incentives with some appeal, albeit less widespread appeal, included the healthy workforce hour. It was felt to be fair, benefiting smokers and non-smokers alike and avoiding any resentment about favouritism. There was less enthusiasm for this in Liverpool (Manufacturing and Transport, Storage and Communications sectors) however, where it seemed to conjure up images of early morning group work-outs. Free refreshments tended to be taken for granted but did elicit some low key appreciation.

A small number of ideas were rejected. A certificate of completion was derided, even by younger Employees and those in the Health and Social Care sector. Many actively disliked the idea of being in the local newspaper or company newsletter, not wanting any attention or publicity. Sponsorship was seen to involve hassle to raise money which they neither needed nor wanted when trying to concentrate on giving up.

Employees were also asked for their response towards a 'member get member' programme where, once they emerged as successful quitters, they would actively encourage other smokers to seek support. Responses were low key on the whole, with only mild interest at best voiced at this stage (prior to experience of

the programme). Although they felt they would tell colleagues about their quitting achievement and discuss experiences of the quitting sessions, there was little enthusiasm for actively encouraging others to participate; they were reluctant to evangelise in case they started smoking again (and thus would lose credibility), together with a fear of being seen to preach.

## **CONCLUSIONS and RECOMMENDATIONS**

### **EMPLOYER FINDINGS**

- A positive response was received from the majority of Employers in respect of providing quit smoking workplace support. More motivations than barriers emerged, across the sectors, with motivations specifically comprising concern for staff welfare, general improved health and, for some, enhanced company image and improved productivity.
- However, some seemingly insurmountable barriers, generally logistical, were envisaged by some small companies, those with off site workers and the Hotel and Restaurant sector, in the main.
- Only a small minority cited other barriers, largely attitudinal, such as time is money and employee free will, plus one instance given where a quit smoking initiative had failed due to lack of sufficient employee interest.
- Key audiences to target amongst Employers comprise HR, plus general managers, and, in small companies, any directors and MD's. However, in addition to these, potential champions do exist at all levels and in many functions. A wide variety of roles emerged, where responsibility for welfare and wellbeing was part of the remit, including Corporate and Social Responsibility, Creative Director, Site Manager, After Sales Manager and many more.
- This testifies to the difficulty of identifying potential champions in individual companies. In fact, suitably motivated individuals are 'allowed' to propose initiatives, with the result that, almost anyone with a degree of interest can become a champion. There is evidence too of quit smoking activity outside the company motivating individuals to introduce the concept at work, and this outside activity can be used as a source of company entry for LSSS advisors.
- However, in spite of the fact that multiple points of entry exist, LSSS cannot go wrong if they address HR in HQ or locally, in spite of the fact that HQs tend to be more motivated by legislative requirements vs. welfare and wellbeing, and HR, either in HQ or locally, is not necessarily the initiator or champion of welfare and wellbeing initiatives. Within smaller companies, the MD or another Director should be targeted.
- Within companies, key decision making dynamics vary, according to company size: small companies are different from most medium and

- large, with the Owner or a Director often having autonomy in respect of welfare and wellbeing. In medium / large companies, any welfare and wellbeing initiative will be evaluated by the relevant individual and, generally, either implemented or put before the Board for ratification, particularly if a cost is involved.
- The most effective way to engage Employers is via the proposition **Retention and Motivation**; all related to it, especially HR, some employers in all sectors and small companies.
  - The remaining 2 propositions, **Good PR** and **Improve your Productivity**, do have appeal, but not across the board: Good PR only works for customer facing organisations, albeit of any size, whilst Improve your Productivity tends not to fit the mindset of HR or those responsible for Employee welfare and wellbeing.
  - In terms of executional routes, all 3 routes within Retention and Motivation - **Show them you care**, **Another reason** and **Better place** – had strengths, although no one had universal appeal. In addition, **Healthy Team** had potential, and was seen to fit with the Retention and Motivation proposition.
  - The extra routes, **Free Company Perk** and **Doesn't Cost a Penny** performed well, bringing to mind an important point (no charge) and highlighting the fact that there is understanding of business needs, namely that this support is flexible and 'works around business'. This mention of flexibility was vital and attacked an important logistical issue.
  - Other communications with appeal included various elements of the current Go Smokefree pack, and the 'HR powerpoint presentation', with the latter felt to be useful in convincing senior management that the programme was worth supporting.

## **EMPLOYEE FINDINGS**

- From the Employee perspective, initial response to workplace initiatives in respect of quit smoking programmes ranged from incredulity to rejection. However, this rapidly gave way to enthusiastic acceptance, as the concept of 'quit smoking support in the workplace' took hold.

- Realisation quickly dawned that, at one level, this must be a worth a try, since nothing else had worked. On a more positive level, there was recognition that this was motivating, since the workplace was a good arena for this initiative – easier at work than in own (limited) time; support would comes to them; and there was the additional motivation of fellow quitters.
- Overall, motivations are strong across the sectors towards obtaining quitting support in the workplace. Even the marginally less enthusiastic (Hotel and Restaurant, young employees) were still keen to quit.
- Although all were enthusiastic in theory, there was scepticism from some (some small companies and Hotel and Restaurant) about the likelihood of their Employers adopting the programme. They saw their Employers as solely business focused, with employee welfare being a relatively low priority.
- Employees in some small companies, off site workers and the Hotel and Restaurant sector had serious concerns about the logistics involved: principally, how could such a programme fit into their working day, given the lack of any scheduled breaks, the need to remain flexible to meet customers needs and the fact that off site workers were, by definition, rarely together with their Management / office support staff.
- The best way to engage Employees was via the proposition **Getting Quitting Support at Work is Hassle Free**. This had twofold appeal: it introduced genuinely new and surprising news, as well as delivering an encouraging promise, that the support is hassle free.
- The proposition, **Quit with your Smoking Buddies**, had emotional appeal and resonated with most, though not all. However, it was not workplace specific and thus omitted a powerful element of the communication.
- **Quit with the Whole Company Cheering You On** tended only to have younger employee appeal, rejected by the majority due to lack of credibility and fear of being monitored.
- 2 of the 3 routes attached to Getting Quitting Support at Work is Hassle Free were reckoned to have potential, although one – **Boardroom** – needed a clearer message via the visual and enhanced stand out, and the other – **Surprise** – lacked impact due to absence of a visual.



- The Go Smokefree pack was well received, especially its posters and the Health / Wealth wheel.

## **SHARED FINDINGS**

- Amongst both Employers and Employees, the response to *other means of support* was remarkably similar. The telephone helpline was felt to be second best after face to face counselling, whilst the incentives offered to quitters were felt to some extent to be unnecessary – quitting was its own reward.
- However, amongst Employees, those with some, though not universal, appeal were those offering time or money, e.g. vouchers; free NHS prescriptions; free entertainment; time off.
- Employers - although concerned with the cost, the possible alienation of non-smokers and who would qualify - nonetheless recognised that Employees would most appreciate those offering money or time.
- Overall, it must be said that offering quit smoking support in the workplace was motivating for Employers and Employees alike, and what barriers did exist were, in the main, logistical ones. However, these logistical barriers were seen as near insurmountable amongst some small companies, those with off-site workers and the Hotel and Restaurant sector. They will need especial hand holding if they are to succeed in implementing the programme.
- Other sectors however – Retail and Wholesale, Health and Social Care, Transport, Storage and Communications, and Manufacturing - plus Medium and Large organisations, will find the programme easier to implement.
- For all however, this programme has the potential to change behaviour and improve staff motivation and, possibly, retention.

## **APPENDIX**

### **Stimulus Material shown to Employers**

**Stimulus Material shown to Employees**

