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## **An Evaluation of Monterey County's Lactation Policy**

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An Evaluation of Monterey County's Lactation Policy

Submitted by

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for

EMPA 396 Graduate Research Project in Public Management

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**Abstract**

Lactation in the Workplace Policies are currently administered by federal, state, and county governments to provide benefits for working parents and protections to women in the workplace when returning to work. Accommodations include designated lactation spaces and anti-discrimination supports for working parents. Monterey County has its own policy in place to support the many laws and acts protecting the rights of its employees. Detractors of the policy state the policy is not adequate and additional steps can be taken to enhance its accommodations and policy. Proponents of the policy state the County is in compliance with state and federal laws. A review of statistics via the use of surveys and key informant interviews can support in determining whether the current Monterey County Maternity Leave and Lactation Policy is effective.

## Chapter 1 Introduction

Returning to work after maternity leave can be both an exciting and stressful time for a working parent. Depending on how long the parent was able to physically recover and bond with their newborn can contribute to increased anxieties. If the parent has chosen to breastfeed their child, they may wonder, how am I going to keep this up? How will I continue to nourish my child while returning to work? Imagine your first day back at work to find the identified “lactation space;” a small, dark, dusty room with nothing but a table, lamp, and hard chair. You look around in search for something to wipe the dirty, stained table to place down your pump however there are no wipes, or even a trash can to be found. This experience is a true story which inspired the search for knowledge as it pertains to lactation in the workplace.

The demands of working parents have continued to reach an all-time high as parents, especially women, return to work at unprecedented time frames reducing bonding time with their newborns as well as a decreased likelihood of breastfeeding. Protective measures for pregnant women and women who have recently given birth include the prevention of exposure to health and safety hazards during and after pregnancy, entitlement to paid maternity leave and breastfeeding breaks, protection against discrimination in employment, including with respect to recruitment and dismissal, and a guaranteed right to return to the job after maternity leave (Addati et. al, 2014). Lactation support is also crucial to promoting maternal and child health.

In 1970, the percentage of infants breastfed at one week postpartum was at an all-time low of 25 percent. In 2000, 70.3 percent of infants were breastfed at birth and 34.5 were still breastfed at six months. Recent data indicates up to 81.1 percent breastfed at birth and 51.8 percent at six months (Boone 2018). Over the past 20 years, state legislatures have passed laws designed to support and encourage breastfeeding including protecting lactating employees in the

workplace.

### **Background and History**

Monterey County's Life Foundation Building (LFB), an office building of the Department of Social Services has a lactation room which can serve one mother at a time. Nursing mothers have identified that space needs improvement. The room is approximately six feet by eight feet, contains a small round table, a lamp, and well as a bookcase. Prior to some minor adjustments, the room did not contain a trash can, paper towels, or disinfecting wipes for sanitizing. The room locks from the inside however there is a small window in the room which oversees a conference room. The room also lacks ventilation. Nursing mothers have often reported having to cut their sessions short, or resort to expressing their breastmilk in their vehicles due to the room being occupied.

### **Purpose of the Study**

The purpose of this study is to evaluate Monterey County's Lactation in the Workplace Policy at the Life Foundation Building to assess the adequacy, incentivization, and comparability of such policies to determine in which areas the policy is in accordance with best practices as well as illuminate areas in need of improvement to better serve the employees of Monterey County's Life Foundation Building.

Monterey County's policy is to "strongly support and encourage the practice of breastfeeding by striving to accommodate the needs of employees, and by ensuring that employees are provided with adequate facilities for breastfeeding, and/or the expressing of milk for their children." The purpose of the policy is to "comply with state laws regarding breastfeeding and expressing milk for the nourishment of children." Employees shall be provided with the use of a

clean, comfortable space or "lactation area." If a designated lactation area is not available, vacant offices or conference rooms are possible options.

### **Statement of the Problem**

While lactation in the workplace is a human right, most U.S. counties, are still lagging in providing adequate employee accommodation, comparable benefits and employer incentives. Following a 2017 Monterey County Health Promotion Partnership Survey, 33% of respondents stated they were not informed of the lactation policy *prior* to their parental leave, 100% of the respondents shared they were unaware of the County's online training module specific to lactation in the workplace, and numerous employees emphasized the need for additional lactation space and shared having to go to "three different places to pump, clean, and store the milk."

Main Research Question: Is the current Monterey County Lactation Policy effective?

The following research sub-questions were also evaluated in this study:

- A. Adequacy: Are the Accommodations being recommended adequate from the perspective of the employee-beneficiary?
- B. Incentivization: Does the policy provide incentives for employer buy in?
- C. Compatibility: Is the policy comparable in scope and standards to other counties?

## **Chapter 2 Literature Review**

Human Resources in collaboration with the Health Promotion Partnership and Wellness Programs can work closer together in order to identify barriers nursing mothers have encountered while breastfeeding and expressing milk or while attempting to breastfeed and express milk in the workplace. County Human Resources can also work to adhere to the requirements of the set laws put in place to provide and protect working mother's right to adequate maternity leave to increase the bonding and overall health of her newborn child and increase employer/agency benefits during the process.

### **Existing Laws**

Several laws have been put in place by state and federal governments to provide working parents with protections around lactation support in the workplace upon return to work. The Fair Labor Standards Act (FLSA) was amended in 2010, which was aimed to provide reasonable break time for an employee to express breastmilk for her nursing child up to 1 year after birth. The act aimed to provide a place other than the restroom that is shielded from view and free of intrusion from coworkers and the public for lactation purposes (Boone 2018).

The Affordable Care Act required that organizations with 50 or more employees, are required to provide reasonable break time for employees to pump breast milk. If an organization had fewer than 50 employees, it could deny breacktime if it would pose "undue hardship, which the U.S. Labor Department considers to be a significant difficulty or expense." The organization is not required to compensate nursing mothers for breaks taken to express milk unless it falls during an employer's customary break time. The act requires appropriate lactation space. The space does not have to be permanent but can be a temporary space created or converted into a space for expressing breastmilk and is to be made or available when needed by a nursing mother. Theorists



believe this sudden push for legislation around lactation rights was sparked in part by the scientific evidence that breastmilk performs better on many indicators of health (Boone 2018).

Title VII's sex-discrimination protections also aims to safeguard nursing mothers as the Pregnancy Discrimination Act also protects medical conditions related to the pregnancy and as it is a "physiological result of being pregnant and bearing a child," lactation is a medical condition related to pregnancy (Rhinehart 2010). In Maine, laws state that an employer shall provide break time to permit an employee to express milk for her nursing child for up to 3 years following childbirth (Boone 2018). In Illinois' Right to Breastfeed Act parts read: "breastmilk offers better nutrition, immunity, digestion, and may raise a baby's IQ, and that breastfeeding offers other benefits such as improved mother-baby bonding, and its encouragement has been established as a major goal of this decade by the World Health Organization and General Assembly finds babies should be fed breastmilk, unless medically contraindicated in order to attain an optimal healthy start."

Assembly Bill 1025 requires California employers to provide "reasonable" amount of break time to accommodate an employee who wants to express breastmilk for her infant child. The bill introduced by Assemblyman Dario Frommer, D-Glendale, gained bipartisan support in both houses of the Legislature and was backed by various medical, women's and children's advocacy groups and labor unions (Walder). The law exempts employers whose operations would be seriously disrupted by providing break time to employees wishing to express milk. An employer found to be in violation of the law could be subject to a \$100 fine for each violation.

The California statute provides that: "The State Department of Health Services shall include in its public service campaign the promotion of mothers breastfeeding their infants" (Petersen 2004).

California Senate Bill 142 (“SB 142”), effective January 1, 2020, expands on existing labor code requirements for employee lactation accommodations and provides significant new consequences to employers for non-compliance. SB 142 amends California Labor Code section 1031 to require that private lactation spaces: must be safe, clean and free of hazardous materials; contain a surface to place a breast pump and personal items; contain a place to sit; and have access to electricity or alternative devices including extension cords or charging stations needed to operate a breast pump. Additionally, SB 142 requires employers to provide access to a sink with running water and a refrigerator (or cooler) to store milk in close proximity to the employee’s workspace. Further, if a multi-purpose room is used, then lactation purposes must take precedent over the other uses. Finally, SB 142 requires that employers in a multitenant or multiemployer worksite must work to respond to subcontractor requests if unable to provide lactation accommodations within their own workspace.

The Monterey County Lactation Policy States it is the policy of the County to strongly support and encourage the practice of breastfeeding by striving to accommodate the needs of employees, and by ensuring that employees are provided with adequate facilities for breastfeeding, and/or expressing milk for their children. Additionally, it is the policy of the County to provide support and awareness of the importance of breastfeeding to County employees and the community.

The policy further discusses how Human Resources will be responsible for designating Lactation Areas including the use of a clean, comfortable space or designated “lactation area” equipped with an electrical outlet, be in close proximity of the employee’s work area, and contain comfortable seating with a table or other flat surface to hold a breast pump. Windows should be

covered and should ideally be near a sink with hot water and soap for cleaning and have access to a refrigerator for storage of expressed breast milk.

### **Adequacy**

As employers aim to recognize the laws put in place to accommodate nursing mothers, they are met with the challenge of applying and enforcing the rules within the organization. Women who work full time typically wean early due to unsupportive work environments. Managing an adequate milk supply while separated from the infant can be difficult if accessing a private location and break time to adequately express milk is not always available (Boone 2018).

Reasonable accommodation can be easily debated as some women require more time to “adequately express” their milk. Breaktimes may differ depending on where the room is located from the individual's workplace, how long it takes the woman to set up the pumping device, the time it takes to express the milk, the time it takes to properly store the milk, clean up, and time to return to the workstation.

As stated in the Affordable Care Act, the employer is not required to compensate nursing mothers for breaks taken to express milk unless it falls during an employer's customary break time (Hyman 2014). Open conversations with your employer about accommodations “win lawsuits” and if an employer can show enforcement of policies combined with effort to work with an employee, most lawsuits rule in favor of the employer (Hyman 2014). As lactation spaces don't have to be permanent; employers can convert spaces into an area for expressing milk and made available to a nursing mother (Rhinehart 2010). Enforcement rules as set forth by the U.S. Department of Labor have yet to be put in place.

Walden's article describes a room in Aera's facility, dubbed the “heavenly” room, with two comfortable chairs and a CD player for playing soothing music. The outlets were waist-high,

so they make pumping milk easier, cabinets, a sink with hot water and a hospital Reasonable accommodation can easily be debated

Laws are perceived to protect the choice of a woman to breastfeed by providing security to those who do. Others may view lactation protections as protecting the “infants right to nurse” (Boone 2018). Breastfeeding is sometimes deduced as a site of tension, especially by equal treatment theorists as pregnancy and breastfeeding are characteristics of sex-specific differences (Fraser 2015). Such accommodations can also be perceived as preferential treatment to nursing mothers as men cannot lactate and therefore can claim discrimination.

Nursing laws can also often be viewed as “underinclusive” leaving without protection individuals with different circumstances such as women who give birth to stillborn babies as in the case of a teacher Amy Anderson who wished to donate her milk as most law’s language specifies protection of expressing milk for “her nursing child” (Boone 2018). As breastfeeding is a perceived element of “choice,” is generally not apparent in other areas of accommodation law, like disability (Boone 2018). Claiming protection under the Americans with Disabilities (ADA) has gained limited success as breastfeeding is not considered a physiological impairment. “Bodies are supposed to lactate” therefore cannot be claimed as an “abnormal function of the body, tissue, or organ.” Some mothers dislike pumping breaks as it “reduces milk to a physiological commodity” and observe that “issues of privilege and class intersect with feminist ideology (Fraser 2015) rather than viewing it as promoting physical connection between mother and infant.

Abdulloeva states in order to integrate the roles of breastfeeding mother and employee, women need practical advice, the encouragement and support of health care providers, and societal and workplace support. Prior to the 2010 federal law, only 24 states had already enacted worksite breastfeeding law supporting nursing mothers’ right to continue breastfeeding when returning to

work. Policy theory suggests that a combination of top-down and bottom-up policies are the most effective in putting policy into practice (Abdulloeva 2013). Some believe work has a negative impact on breastfeeding pattern, however, lesser working hours, breastfeeding breaks and support from employers may help in restoring some breastfeeding patterns (Raju 2014).

### **Incentivization**

Yarn emphasizes the importance of investigating the attitudes and concerns of employers and structural barriers to corporate lactation support. Different philosophies regarding the relationship between work and personal life lead to different types of lactation support. One side views work and family balance as an issue affecting all workers, supporting autonomy within the workplace providing onsite childcare and a well-developed lactation support program. The others viewed work and family balance as a women's issue and their policies supported autonomy outside the workplace providing longer paid maternity leaves, more part-time work, phase-back, and telecommuting (Yarn).

Monterey County's Policy Statement says Human Resources will be responsible for designating Lactation Areas. Alotaibi states that the "ability to take breastfeeding breaks was strongly related to facilitation by the employer." Employers play an important role in mothers' success with breastfeeding when these women work full-time. The policy outlines many benefits to promoting lactation in the workplace stating employers, employees, and society benefit by supporting a parent's decision to breastfeed and by helping reduce the obstacles of continuing to do so after returning to work. Employers are stated to benefit from lower healthcare costs, less employee absenteeism, and better morale (Monterey County Policy) The policy continues to emphasize the importance of promoting lactation in the workplace as most breastfeeding parents

are able to maintain their milk supply by expressing every 2-3 hours and if milk is not removed by the baby or expressed, a decrease in milk supply or an infection may occur.

Employers can also profit from a lactation program. Reduced health care and insurance costs have been noted by businesses that support breastfeeding mothers. The U.S. Breastfeeding Committee (2009) reports that for every \$1 invested to support breastfeeding, employers realize a cost savings of \$3 (Polston Mills 2009). Breastfeeding has been associated with a decrease in parental employee absenteeism as a result of a sick child. Improved morale, decreased turnover, and increased retention of experienced employees have all been noted as benefits to employers. Polston Mills, 2009 found that although employers recognized the benefits for the employee and employer, high priority was not placed on providing services.

Employees who have specialized knowledge and skills are an asset to companies and given the high cost of recruiting and training, employers may be willing to negotiate with breastfeeding employees. Employer support and "buy-in" is critical to the genesis of a lactation program. Most employers want a return on investment for any new program. Policies should also be developed to demonstrate and communicate support for a workplace lactation program by the employer. It is essential that policies outline the company's responsibilities to the mother, as well as the mother's responsibilities to the company (Polston Mills 2009).

Employers have unique opportunities to increase employee satisfaction and cost savings by supporting breastfeeding mothers. Employers benefit from taking proactive approach to supporting breastfeeding mother's needs after they return to work. It is possible that women can also choose to engage their employers in productive conversations for developing mutually agreeable solutions to help them continue to breastfeed and keep their jobs (Raju 2014).

The federal law requiring lactation support at worksites is an important step in influencing behavior. Education within the employer is also needed. Monterey County's Health Promotion Partnership provides trainings and a lactation pamphlet which shall be included in the new employee orientation packet, and the education packet which shall be provided to employees prior to their maternity leave. Information promoting benefits of breastfeeding shall be displayed in County Department break areas and be featured in the Employee Wellness Program's newsletter at least once a year. Enforcement of service delivery in these regards to lactation in the workplace is crucial to properly implement these services.

Santa Barbara County's Breastfeeding Friendly Workplace Policy introduces the policy by first emphasizing that the County of Santa Barbara is a breastfeeding friendly workplace for new mothers who choose to breastfeed and that all supervisors will support an employee's choice to breastfeed or pump breast milk. The County Department Directors also have the option to approve infants at the worksite for a specific period of time. The policy expects that an atmosphere of tolerance regarding breastfeeding in the workplace is always maintained. Information for the County's Equal Employment Opportunity Office (EEO) is also provided in the written policy to report any harassment or discrimination in employment or in access to employment.

Santa Barbara's policy also outlines the many benefits of helping women continue breastfeeding after they return to work as it supports: less employee absenteeism and turnover; faster return from maternity leave; reduced overtime or temporary worker costs; lower utilization of employee health benefits; improved employee morale and loyalty; improved image as family-friendly; improved recruiting for personnel; and a greater profitability for employers.

## **Comparability**

Lactation protection is a fundamental human right for work-family policies. Lactation protection offers numerous benefits including the achievement of infant developmental goals and the reduction of child mortality. The World Health Organization and General Assembly find babies should be fed breastmilk unless medically contradicted in order to attain an optimal healthy start (Addati et. al, 2014).

In July 2017, the Monterey County Health Promotion Partnership issued a Workplace Breastfeeding Support Survey to county employees asking questions including, what department they worked for, if they received information on lactation in the workplace prior to parental leave where 33.3% of respondents stated they were “neutral” and 16.6% stated the department’s response was poor. 100% of respondents shared they were unaware of the County’s online training module specific to lactation in the workplace. Numerous employees emphasized the need for additional lactation space at the LFB as the designated room is located on the third floor away from most offices and a distance from nearest restroom. One respondent shared having to go to “three different places to pump, clean, and store the milk” taking longer to return to her workstation.

More frequent employee surveys within the County as well as surrounding Counties can assist in identifying barriers to women’s success in lactation in the workplace. Additional education resources can be made aware and available on the County Website Wellness Program page. Access to a lactation specialist shall be made available at all worksite locations.

The Women Infant and Children (WIC) services provide education on the woman’s right to reasonable breaktime and a clean location. Information on these services should be more greatly



promoted. After speaking to various nursing mothers, it is clear there is often a disconnect in resource information dissemination.

San Luis Obispo County's Lactation Policy refers to Labor Code Section 1030 which states that every employer including the state and any political subdivision, must provide a reasonable amount of break time to accommodate an employee desiring to express breast milk for the employee's infant child. The break time shall, if possible, run concurrently with any break time already provided to the employee. Break time for an employee that does not run concurrently with the rest time authorized for the employee by the applicable wage order of the Industrial Welfare Commission need not be paid. The policy also refers to providing reasonable efforts and accommodations including providing a room other than a toilet stall in close proximity to where the employee normally works. The employer is not required to provide an employee with break time for purposes of lactating if to do so would seriously disrupt the operations of the employer. The policy provides the location of the lactation room and instructions on how to access the room as well as directions on how to schedule their break times with other lactating employees.

## **Chapter 3 Methodology**

This chapter will discuss the methods by which the research project will answer the project's main and sub questions. Mixed methods will be used to answer the research question including both quantitative and qualitative methods to capture trends and individual perceptions.

Quantitative research was conducted through the use of a twelve question, Likert Scale survey which assessed employees' experiences and knowledge of the Lactation Policy using the Likert scale responses: Excellent, Good, I don't know, Poor, and Very Poor. The quantitative analysis was focused on analyzing the survey results, interpreting the statistics using Survey Monkey, and creating descriptive statistics including bar graphs and pie charts to answer the research questions.

Qualitative research was conducted through the use of key informant interviews to determine the effectiveness of the County's Lactation Policy which assessed its adequacy of accommodations, incentivization to employers, as well as its comparability in scope and standards to other counties. The qualitative analysis was focused on transcribing interviews, identifying quotes, sentences, and sound bites later categorizing those quotes, sentences, and sound bites to answer the research questions.

### **Sampling**

The participants surveyed in this study included the Monterey County Family and Children's Services' 103 employees. Initially the intention was to survey *all* 448 Life Foundation Building employees however due to the current COVID-19 Pandemic, the Human Resources Department at the LFB did not allow the survey to be disseminated to all staff stating, "Now is not a good time to send such a survey."

The key informants interviewed in this study included: the Monterey County's Women Infants and Children (WIC) Breastfeeding Coordinator/Lactation Consultant, Human Resources/Lactation Services Representative at the Life Foundation Building, the Employee Lactation Instructor/Chronic Disease Prevention Specialist, Human Resource Analyst/Lactation Taskforce Leader for the Government Buildings in Monterey County, a Health Promotion Partnership Wellness Committee Representative, and the County Breastfeeding Coordinators for San Luis Obispo and Santa Barbara Counties.

### **Assumptions**

Assumption 1: IF recommended accommodations are adequate, THEN the Monterey County Lactation Policy is effective.

Assumption 2: IF the employer buy-in incentives are emphasized, THEN the Monterey County Lactation Policy is effective.

Assumption 3: IF the scope and standards are comparable to other counties, THEN the Monterey County Lactation Policy is effective.

### **Limitations**

The limitations of this research study include time, population size, and the number of variables that could affect survey outcomes considering the current COVID-19 Pandemic related challenges including employees working remotely. Challenges include low response rate, and access to surrounding county employees to assess for comparability. Additionally, the survey was disseminated late into the data collection process as numerous challenges were encountered with its dissemination including being denied the ability to survey to all of the employees within the Life Foundation Building by Human Resources.

**Data Processing and Analysis**

Overall, the research will be conducted with quantitative and qualitative methods to arrive at an objective conclusion to determine the County's overall effectiveness of its Lactation in the Workplace Policy by either confirming or refuting the stated assumptions. The data analysis from the surveys and key informant interviews will help reveal the areas in which the County is in accordance with overall best practices as well as illuminate areas in need of improvement to better serve the County's employees.

**Internal and External Validity**

The internal validity of the research may have been affected as survey response rates may have been impacted by the current COVID-19 pandemic. Employees who currently work in the office are working remotely and may not have had access to participating in the survey. Additionally, a larger population sample was prevented from being surveyed as the human resources department denied the survey's dissemination to all employees of the Life Foundation Building. Employees from other departments may have shed different experiences and knowledge of the policy. External validity should be fairly accurate due to the comparison of other agencies as the research questions and interviews can be applied to surrounding counties.

**Dependent and Independent Variables**

The measure of adequacy of accommodations, employer incentives, and comparability of scope and standards to surrounding counties are viewed as the independent variables in this research study. Their implementation has direct impact on the dependent variable, the effectiveness of Monterey County's Lactation in the Workplace Policy. This research analyzed the data to determine if the adequacy of accommodations, emphasis on employer incentivization, and comparability to other others had a direct impact on the policies' effectiveness.

## **Chapter 4 Results and Findings**

### **Introduction**

The purpose of this study was to determine whether or not the Monterey County's Lactation in the Workplace Policy at the Life Foundation Building is effective as assessed by the adequacy in its accommodations, emphasis and incentives for the employer, and its comparability in scope and standards to local counties' lactation policies in the area. Findings from the data collection will assist in providing recommendations to better serve lactating employees at the Life Foundation Building.

### **Survey Data Results and Findings**

The primary data was collected via Survey Monkey online survey sent to 103 Monterey County Family and Children's Services employees in June 2020. A total of 35 Family and Children's Services employees participated in the survey. The questions were divided into five categories: demographics, adequacy, incentivization, comparability, and suggestions for improvements.

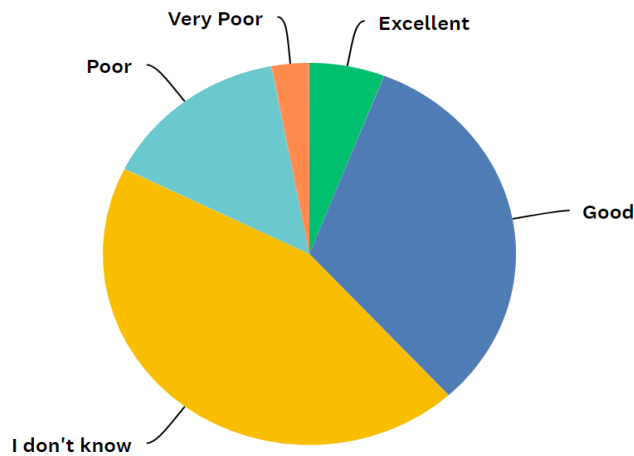
**Category 1: Demographics**

Sex	Gender Identity	Age
<p>82.35% of the survey respondents identified as female.</p> <p>14.71% of the survey respondents identified as male.</p> <p>0.0% identified as intersex.</p> <p>2.94% of the survey respondents preferred not to answer.</p>	<p>80.0% of the survey respondents identified as a woman.</p> <p>14.29% of the survey respondents identified as a man.</p> <p>2.86% identified as transgender.</p> <p>2.86% identified as genderqueer.</p>	<p>51.52% of the survey respondents identified being 25-34 years of age.</p> <p>27.27% identified as being 35-44 in age.</p> <p>15.15% identified as being between 45-54.</p> <p>3.03% identified being between the ages of 18-24.</p> <p>3.03% 65 and over.</p> <p>0.0% identified as being between the ages of 55-64.</p>

**Category 2: Adequacy**

Rate your experience/knowledge with the following:

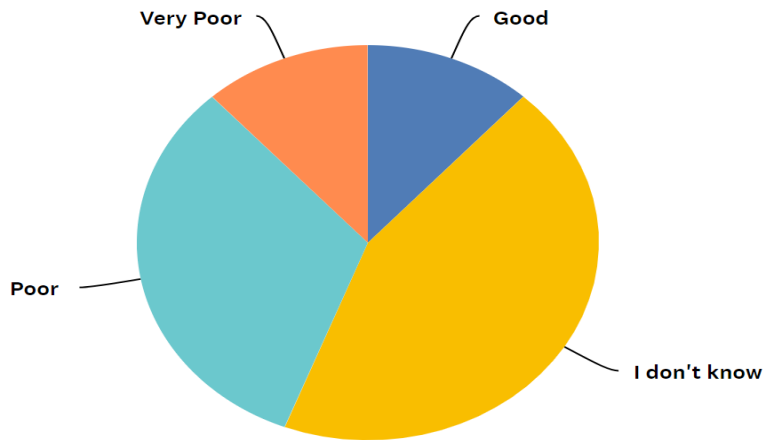
Question 8: Flexible hours or break times to accommodate pumping or breastfeeding



(n=35)

5.88% responded their experience was Excellent.  
32.35% stated their experience was Good.  
44.12 % indicated I don't know.  
14.71% indicated their experience was Poor, and  
2.94% indicated their experience was Very Poor.

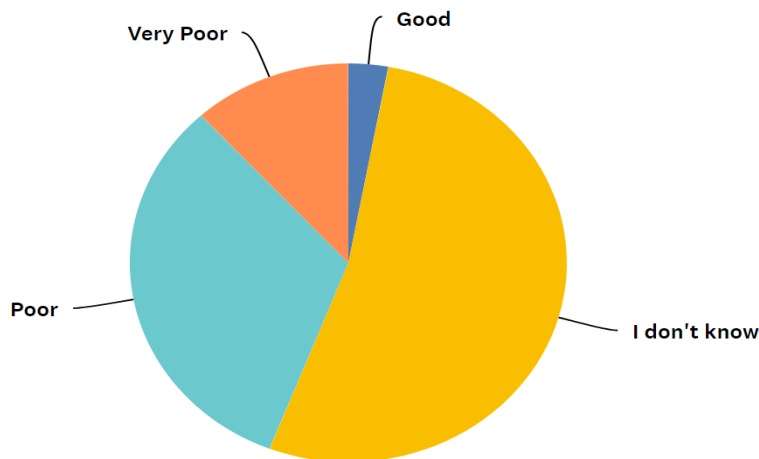
Question 9: Suitable space to pump or breastfeed at work



(n=35)

0% of responded their experience/knowledge was Excellent  
11.76% of the respondents indicated their experience/knowledge was Good  
44.12% indicated I don't know  
32.35% indicated their experience/knowledge was Poor, and  
11.76% indicated their experience/knowledge was Very Poor.

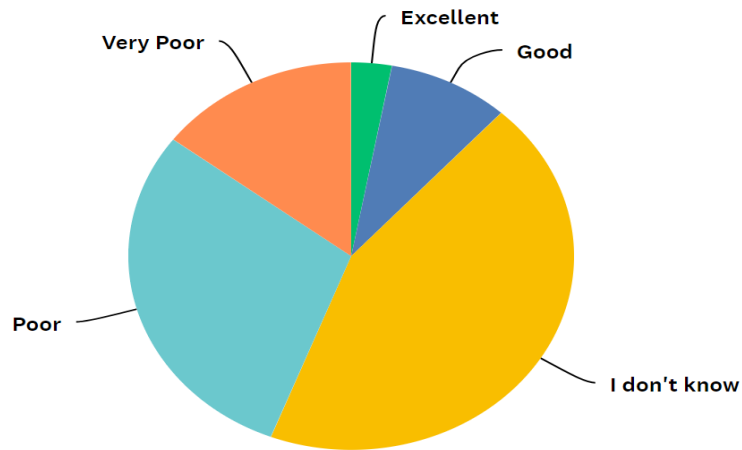
Question 10: Suitable space to clean and/or store parts



(n=35)

0% of responded their experience/knowledge was Excellent  
2.94% indicated their experience/knowledge was Good  
52.94% indicated I don’t know  
32.35% indicated their experience/knowledge was Poor, and  
11.76% indicated their experience/knowledge was Very Poor

Question 11: Suitable space to refrigerate milk

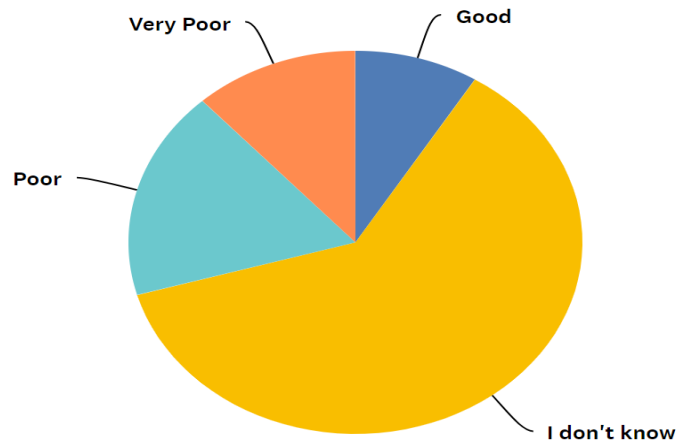


(n=35)

2.94% of responded their experience/knowledge was Excellent  
8.82% indicated their experience/knowledge was Good  
44.12% indicated I don’t know  
29.41% indicated their knowledge/experience was Poor, and  
14.71% Very Poor.



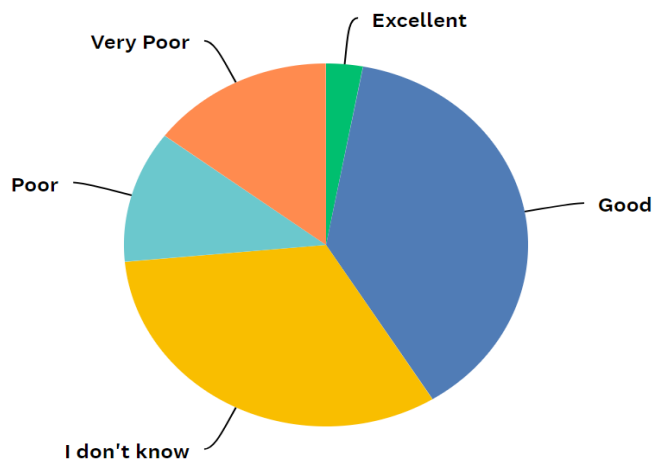
Question 12: Explanation of free breast pump through insurance benefits



(n=35)

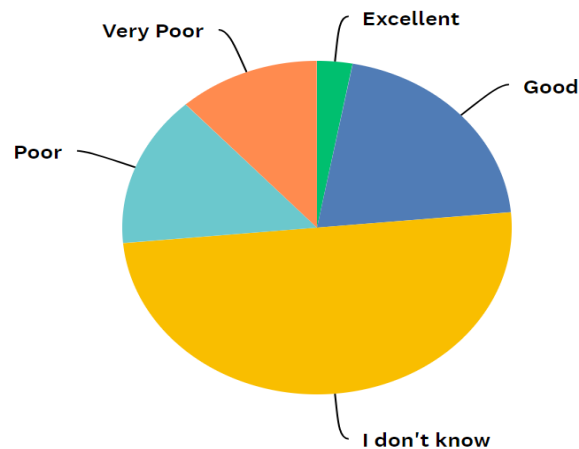
0% of responded their experience/knowledge was Excellent  
 8.82% indicated their experience/knowledge was Good  
 61.76% indicated I don't know  
 17.65% indicated their experience/knowledge was Poor, and  
 11.76% indicated their experience/knowledge was Very Poor.

Question 13: Knowledge of the Monterey County’s Lactation in the Workplace Policy



(n=35)

2.94% of responded their experience/knowledge was Excellent  
 38.24% indicated their experience/knowledge was Good  
 32.35% indicated I don't know  
 11.76% indicated their experience/knowledge was Poor, and  
 14.71% indicated their experience/knowledge was Very Poor.

Question 14: Knowledge of Monterey County's Lactation in the Workplace Online Training

(n=35)

2.94% responded their experience/knowledge was Excellent  
 20.59% indicated their experience/knowledge was Good  
 50.00% indicated I don't know  
 14.71% indicated their experience/knowledge was Poor, and  
 11.76% indicated their experience/knowledge was Very Poor.

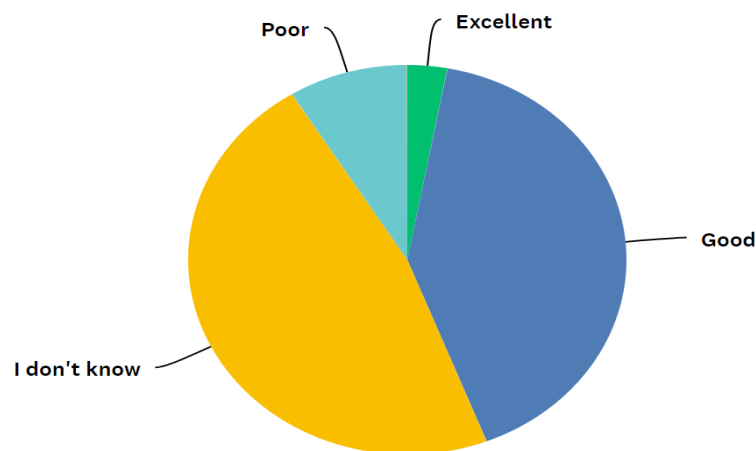
In order to determine the policy's adequacy of accommodations, several questions were asked relating to the employees' experience and/or knowledge of accommodations including flexible break time, a suitable space to pump and/or breastfeed, a suitable space to clean and/or store parts, a suitable space to store breast milk, the County's explanation of the free breast pump eligible through insurance benefits, the employees' knowledge on the County's Lactation in the Workplace Policy, and the employees knowledge of the online training relating to lactation in the workplace.

Results indicated that that 44% stated they did not know about flexible break time, suitable space to pump/breastfeed, and suitable space to refrigerate milk. 52% indicated they did not know about suitable space to clean/store parts, 61% did not know about the free breast pump with

insurance benefits, and 50% stated they did not know about the online lactation training. 38% stated their knowledge of the Lactation policy was "good." There was a contradiction in these results as the majority of responses to the questions resulted in I don't know answers however as it related to knowledge of the lactation policy, a higher number of employees stated their knowledge was good. The mere fact that employees stated they know the policy however did not know about the actual accommodations outlined in the policy is inconsistent.

### Category 3: Incentivization

#### Question 5: County attitudes or support for breastfeeding parents



(n=35)

2.94% responded their experience/knowledge was Excellent

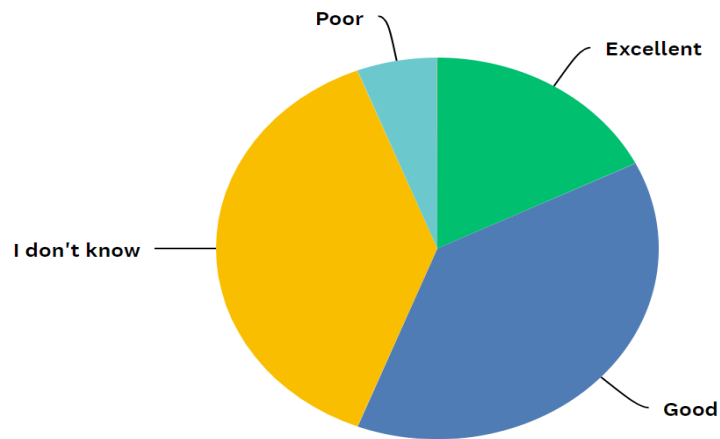
41.18% indicated their experience/knowledge was Good

47.06% indicated I don't know

8.82% indicated their experience/knowledge was Poor, and

0.00% indicated their experience/knowledge was Very Poor.

Question 6: Supervisor/Manager attitudes or support for breastfeeding parents



(n=35)

17.56% responded their experience/knowledge was Excellent

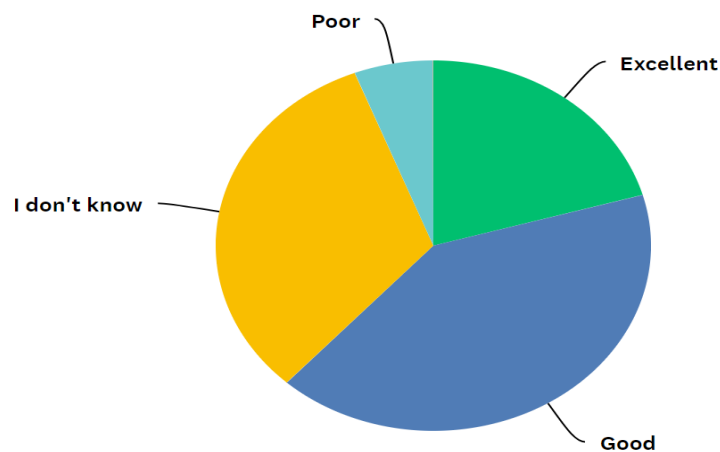
38.34% indicated their experience/knowledge was Good

38.24% indicated I don't know

5.88% indicated their experience/knowledge was Poor, and

0.00 % indicated their experience/knowledge was Very Poor

Question 7: Coworker attitudes or support for breast feeding parents



(n=35)  
20.59% responded their experience/knowledge was Excellent  
41.18% indicated their experience/knowledge was Good  
32.35% stated I don't know  
5.88% indicated their experience/knowledge was Poor, and  
0.00% indicated their experience/knowledge was Very Poor

In order to determine the policy's emphasis on incentivization, several questions were asked relating to the employees' experience and/or knowledge of the County's attitudes or support for breastfeeding parents, supervisor/managers' attitudes or support for breastfeeding parents, as well as coworker attitudes or support for breastfeeding parents.

Results indicated that 47% stated they "don't know" about the County's attitude/support for BF parents, 41% stated coworker attitudes and support for BF parents was "good." AND 38.24% stated supervisor/manager support for BF was both "good" and "unknown."

#### **Category 4: Comparability**

97.14% of the Survey Monkey respondents (n=35) stated they "Did not Know" anything about surrounding Counties' Lactation Policies.

2.86% of the Survey Monkey respondents (n=35) stated a surrounding county contained a designated lactation space that everyone was aware of.

#### **Survey Respondent Qualitative Data Results**

Question 15: Do you think Monterey Counties Lactation Policy is comparable to other counties?

Please elaborate.

- I'm not aware of Monterey County's Policy or the policies of other Counties.
- I don't know.

- Have not worked in other counties and are not familiar with other counties' lactation policy.
- I think we have come along way since I was in the position to be the one nursing. More support is still needed yet there has been a culture shift from breastfeeding being an "inconvenience" for supervisors to one of "expectation for staff return.
- Not sure. There isn't a designated space or room that says, "For lactation." I believe rooms are dual use in the LFB.
- No, something I have been concerned with due to age/no children.
- Unsure but compared to my previous job, there is a designated lactation room that all employees are aware of.
- Unknown. I don't have any knowledge about the Lactation Policy in other counties.
- I am not too familiar with other County's policy. However, I have heard that other buildings have provided lactation friendly rooms.
- I don't know it's not something that is really talked about much here in Monterey County.
- I am not aware of the county's lactation policy. I am only aware that the LFB does have a lactation location and nothing further.
- I honestly have no idea. However, I know my wife, who is also a county employee, did not ever tell me of any accommodations made for her.
- I have no idea.
- I am not familiar with other counties, but I do know of one other county that has more lactation rooms in their building than our county. This would be helpful in our office as it appears that the ration [sic] of one lactation room does not accommodate the number of employees.

In order to determine employee knowledge on whether the County's policy is comparable in scope and standards to surrounding counties, employees were asked whether they thought the policy was comparable and also asked to elaborate. 97.14 % of the respondents indicated they "did not know" anything about surrounding counties' lactation policies and 2.86% stated a surrounding county contained a lactation space everyone was aware of. Many of the respondents provided statements indicating how they were unaware and also how the policy is "not something that is really talked about here in Monterey County."

### **Category 5: Suggestions for Improvements**

Question 16: Any suggestions for improvements? Please elaborate

#### **Survey Respondent's Qualitative Data Results**

- Have a dedicated space on each floor of a multi-floor building. Have a dedicated refrigerator for storage of milk. Take into consideration lactating mothers who are in the field most of the day.
- More places, as in the LFB there is only one place to pump. Is hidden and not easy to access. Dingy and lighting is horrible.
- That we have a more supportive policy and that this issue be brought up through the union so staff can have the resources that they need.
- Have a designated room just for pumping instead of a conference room.
- Provide more private and assigned pumping places. Currently SW's use empty offices that may not have locks on the door. That would make me anxious if I was a new mom.
- Would be ideal if the training specified lactation rooms/pumping sites.

- I had my last child in 2015, and the lactation room back then was an empty, dusty office. I have become aware that there is now a formal lactation room in the building and have seen that the Monterey County has been making efforts to ensure that all employees are aware of the lactation policy by sending e-mails and providing online training.
- There needs to be a private identified location for Lactation and flexibility as to when one can pump. I would find myself having to attend mandatory training and would have to pump in a closet and another time in a kitchen. I also had someone look through the window of the office I was utilizing to pump (blinds were in the opposite office).
- Coming up with a better plan of a designated area for mothers to pump and store their milk that is clean and relaxing and encouraging for mothers to want to breast feed without the worries at the workplace.
- I can only speak based on what I have seen my co workers having to go through when they return to work from FMLA and need a space to lactate. There is not a suitable space for Lactating Mother's [sic]. The rooms they are given are uncomfortable and awkward. It is my opinion that lactating mothers' [sic] are not given sufficient time to allow them to do what they need to do throughout the day.
- I believe lactation policy and information has been limited. One positive first step would be awareness and information made readily available. This can only be done by sending informational emails on a consistent basis or posting flyers.
- Once in a while adding information to the agenda of unit meetings could have an impact. Someone could report out the policies to all county employees also.
- There needs to be more lactation rooms throughout the different departments.



- It would be adequate to have a designated area/private room for breast pumping that provides comfortable chairs, side table, lighting, a refrigerator, wipes, or other hygiene essentials.
- All employees must be made aware of the Lactation in the Workplace policy, even if it not an immediate need for the worker.
- More lactation rooms. Better accommodations such as chairs, tables, refrigerator, cleaning supplies, and privacy.
- Get people involved in the movement.
- There is only one room for the mothers to use. If there is more than one mother in need of use, one must wait and not always able to take another break due to heavy workload. There should be space for more than one-person use.

## **Significant Findings from Survey Research**

### **Category 1: Demographics**

Survey results indicated that 82.35% of the respondents identified as female, 14.71% identified as male, and 0.0% identified as intersex regarding their sex. 80.00% of the respondents identified as a woman, 14.29% identified as a man, 2.86% identified as transgender, and 2.86% identified as genderqueer regarding their gender identity. 51.52% of the respondents identified as being 25-34 years of age, 27.27% as being 35-44 in age, 15.15% as being between 45-54, 3.03% identified being between the ages of 18-24, 3.03% 65 years of age and over, and 0.0% identified as being between the ages of 55-64.

In analyzing this data, it is apparent that the majority of the respondents identified as female and as a woman and within the ages of 25-34 and 35-44 years of age. The data reflects that the

majority of the respondents are of not only women but also of childbearing age. This data indicates a higher probability that the women will be lactating at similar times.

### **Category 2: Adequacy**

Survey results indicated that the majority of the respondents did not know about the policies' accommodations as categorized by flexible break time, suitable space to pump, suitable space to clean/store parts, knowledge of the free breast pump with insurance benefits, and the online lactation training. The results also revealed an inconsistency in the results as a higher number of respondents indicated their knowledge of the policy was "good" however according to their knowledge on the various categories pertaining to accommodation, they "did not know."

### **Category 3: Incentivization**

Results of the survey as it related to employer incentivization provided mixed results with the majority of respondents not knowing about the County's attitude/support for breastfeeding parents, majority of respondents stating coworker attitudes and support for breastfeeding parents was "good" and split data as an equal amount of respondents stated supervisor/manager support for breastfeeding parents was both "good" and also "unknown."

### **Category 4: Comparability**

According to the survey data, the majority of survey respondents, 97.14% indicated they "did not know" anything about surrounding counties' lactation policies. A low number of respondents (2.86%) shared they knew of a surrounding county that provided a lactation space that everyone was aware of. This data demonstrates an overall lack of knowledge to other counties' policies surrounding lactation in the workplace.

## **Key Informant Interview Results**

A total of six interviews were completed with key informant interviews. Four subject matter experts are employed with Monterey County and have played an active role in Monterey County's Lactation in the Workplace Policy's development and/or implementation. Two key informants were from surrounding Counties to assess for comparability in scope and practice. Nine questions were provided to each subject matter expert and conducted through telephone, email, and Zoom. The answers to each question were all consolidated under each question below for the purpose of eliminating repetition for each question.

### **Interviewees**

#### **Interviewee #1**

Position: Monterey County Women Infants & Children (WIC) Breastfeeding Coordinator and Lactation Consultant

Conducted on June 5, 2020

Location: Via telephone due to COVID-19 restrictions

#### **Interviewee #2**

Position: Monterey County Human Resources Lactation Services Representative

Conducted on June 8, 2020

Location: Via telephone due to COVID-19 restrictions

#### **Interviewee #3**

Position: Monterey County Employee Lactation Instructor/Chronic Disease Prevention Specialist

Conducted on June 10, 2020

Location: Via telephone/email due to COVID-19 restrictions

#### **Interviewee #4**

Position: Monterey County Human Resources Analyst/Lactation Taskforce Leader

Conducted on June 18, 2020

Location: Via Zoom due to COVID-19 restrictions

#### **Interviewee #5**

Position: San Luis Obispo County Breastfeeding Coordinator

Conducted on June 23, 2020

Location: Via telephone due to COVID-19 restrictions

#### **Interviewee #6**

Position: Santa Barbara County Breastfeeding Coordinator

Conducted on June 24, 2020

Location: Via email due to COVID-19 restrictions

Question #1: In your opinion, do you think the Monterey County Lactation Policy be effective if recommended accommodations are adequate? Please briefly elaborate.

- This is a policy based on law.
- I do. We do what can be done, there's potential. We use what's provided, we meet the policy.
- Had a plain room with two chairs that looked like medical chairs where you give blood. People were using the room for breaks, to get away from people. We wanted to use the room for lactation, others wanted to use it for other reasons. The room was within restroom (it had a separate door) to enter, it started being used as storage including toilet seat covers and paper towels.

Question #2: How can the County improve their support for breastfeeding parents who are returning to work?

- Hand packet out. Have the Health Promotion provide more trainings and publications. Have the training recorded, provide a video so when employee comes back to work, they are aware.
- I was told that HR gave out a breastfeeding resource packet to pregnant county employees. I know I saw only a few of the pregnant county employees in my breastfeeding class, but very few had received the packet. Wouldn't it be great when a mom went on leave that she received a paper that said: We support and encourage breastfeeding in the workplace. At your worksite, possible locations include: (and this was filled in.) Would this be agreeable to you or would you suggest a different location?

- Room is not easily accessible. Its located on the first floor and only accessible to employees of that floor.

Question #3: What are the current practices used by the County to support lactation in the workplace?

- WIC donated the chair; I self-donated the refrigerator.
- There is a CD in the packet. We offer workplace accommodations, a room, time for accommodation, a refrigerator, wipes, and pamphlets on the bookshelf. They could use the room or other offices. Some have used their vehicle. We find middle ground.
- I work with coordinators with other departments and offices to coordinate rooms for them to use when in the field.
- Had a breastfeeding class. Do we make that virtual? Lactation rooms. I know the courthouse had one and a year or two ago some of my county breastfeeding students/employees were talking of “across the street” another room was being designed. The breastfeeding packets to pregnancy county employees (that didn't seem to get into their hands.) A breastfeeding book library (that Wellness has, but none of the students that came to my class seemed interested in that). An on-line class about the policy (but I don't know how many take this class since it isn't mandatory). The policy is reviewed. They had a policy before a lactation policy was required.
- We wanted to make a comfortable place. Worked with Janet to get furniture and materials, resources. Worked to post pictures of women with their babies on a corkboard, provide wipes to maintain cleanliness, and painted in there.
- We created a taskforce to provide perspectives not of a nurse perspective. When we have made decisions, we need to make sure we provide space and time.

- We use a small office called the “breastfeeding pod. It’s not difficult to figure out, we are a small county and a lot of staff are past child-bearing age
- If designated area is not in work area, the commute time is not calculated in their break.
- We strive to mimic MINDBODY’s Policy who won the Mother-Baby Friendly Workplace award in 2014.
- All supervisors will support an employee’s choice to breastfeed or pump breast milk.
- The County expects that an atmosphere of tolerance regarding breastfeeding in the workplace is maintained at all times.
- Explanation of Employer/Employee incentives to breastfeeding.
- Explanation of breastfeeding resources including videotapes, pamphlets, advice, and help.
- We have a pump not in our inventory if a pump breaks, if an employee gets in a pinch.

Question #4: How can the County improve policy information delivery and implementation?

- Policy needs to be updated. The learning module needs to be required for every employee, not just the new hires.
- Train employees, it’s their legal right.
- Board of supervisors must “officially approve” required trainings... it will change a lot.
- There’s a problem with promotion... send out reminders.
- More frequent output on knowledge program. Inform that program exists, offer lunch time trainings when preparing to go out, or when coming back, outside of the NEO training and when planning leave. Include the Health Department in promotion.
- Is there a certain checklist from HR when a pregnant mom goes on maternity leave. I believe they are required to turn in certain forms. Couldn’t one of those REQUIRED forms be their plan for lactation in the workplace.

- People were confused. There was only one available on the first floor. Taskforce needs to refine language that doesn't come off as criticism. Need to present more neutral.
- Create a shared calendar to reserve times for multiple use.
- One of the things managers/supervisors need to be aware and respond to key requests/discussions in way that won't violate a policy or discrimination.
- Whether it applies to you or not, we must create a culture of tolerance, don't need extra commentary. Promote initial onboarding and breastfeeding friendly.
- The Health Department and Lactation Department should have more regular check ins with HR teams. Should provide advice for issues that come up, remind HR of their role, have discussions with employers and employees so it doesn't get lost or forgotten. Annually share materials as there are often staffing changes, new info, and research.
- Mandate trainings directed towards all people not just a training for people who need accommodations, providing roles in support.
- What's supposed to be done. How can we accommodate you?

Question 5: In your opinion, do you think the County's lactation policy has sufficient employer buy-in incentives? Please briefly elaborate.

- Received a last-minute cancellation from the Management Counsel, stating they didn't think it was a topic anyone was interested in.
- One of the main barriers is Managers/supervisors are not knowledgeable about the policy and add commentary that aren't necessary.
- It brings the employee back. It is beneficial to mom and child. Employees must understand there are places to pump.

- Really the manager/employer's attitude can make such a difference if they see lactation in the workplace as a priority.

Question 6: What are the common issues you see with the County's Lactation Policy from a manager/employer's perspective?

- We receive a lot of push back. It is an emotional topic. There was a survey associated with the module; there was some positive feedback, most was very negative. Some weren't comfortable doing the module...some employees stated it's a controversial topic. One woman was not able to get pregnant and was emotional about that.
- Multiple staff needing to use space. Can't gauge amount of space needed. Even if we have two rooms, we may need three. Can try to schedule, but difficult, some employees need to go sooner...we work to locate space on first floor rather than third floor. We do what we can to support the employee.
- I think the policy is fair and covers what it should. Managers sometimes have problems with the implementation perhaps – when a clinic is busy. REALLY, the manager/employer's attitude can make such a difference if they see lactation in the workplace as priority. The clinic is super busy – “you need to take your break – go, we'll handle this” can be so supportive vs “we are really busy. Perhaps later.” – is such a different message.
- What are the parameters around breaks? What's too much? What's reasonable walk time?
- RMA is responsible for facilities.
- No one wanted to be in charge of the committee. No one wanted to make parameters around room. No one wanted to be in charge of it, couldn't ask questions or get clarification.



- New law passed in January. If no refrigerator is available, the employer must provide a small mini fridge, an ice chest, or cooler packs. Some departments including
- Environmental Health are often on the road, which may be challenging.
- Not calculating commute time can be a challenge for managers/supervisors to understand.
- Sinks with running water. Environmental Health are out and about, not in an office.

Question 7: What do you think County managers/employers could do to support their staff during the lactation period?

- Need additional verbiage as new laws passed. Needs revising yet again. New law requires businesses to have a policy.
- The CAO office needs to hash out proposed revision. Policy was updated then COVID hit, now it's on hold.
- View the policy for what it encompasses, legal issues, emotional issues, and scientific issues.
- Allow for flexibility to be able to do that... fifteen minutes is not enough time. Part of accommodation is what's reasonable, not get dinged for it. Work out extra time with supervisor. Health Department should help coordinate new hires, those preparing for LOA, make as comfortable as possible. Reach out to Janet if needed, when need for material.
- I think the policy is fair and covers what it should. Managers sometimes have problems with the implementation perhaps – when a clinic is busy. REALLY, the manager/employer's attitude can make such a difference if they see lactation in the workplace as priority. The clinic is super busy – “you need to take your break – go, we'll handle this” can be so supportive vs “we are really busy. Perhaps later.” – is such a different message.

Question 8: Do you think the County's lactation policy is comparable to other counties? Please briefly elaborate.

- In 2010, Monterey County was 1/5 in the state to have a countywide policy. Now its required so slowly others began to implement their own.
- Haven't had a chance to compare.
- I believe the policy has made LOTS of positive changes. Employees who have attended my breastfeeding class have shared that "another employee pumped and I'm going to do the same" when referring to a location. I remember when the Health Department had a designated room to pump but the room was also where the vaccines were kept for immunizations. Because of the POLICY which could be pointed at, a change was made. I believe because of the POLICY, lactation rooms were planned into the design at Schilling, at Seaside Family Health Center, at the Courthouse and other places. Policy makes changes. Laws make changes and holds administration accountable.
- I don't know this information.
- I believe we are more at the forefront; we were one of the first counties to have such a policy.

## **Significant Findings from Key Informant Interviews**

### **Category 2: Adequacy**

The data collected from the key informant interviews highlighted flaws in the policy as it relates to adequacy of accommodations as the responses indicated several challenges in implementing the policy including problems with access to lactation space, reasonable break time, and policy information and delivery.

**Category 3: Incentivization**

The data collected from the interviews emphasized the *lack* of focus on employer incentivization. Although one informant did share the policy “brings the worker back” and “benefits both mother and child,” most informants shared the various challenges that came from managers and supervisors as it pertained to awareness, knowledge, and implementation of the policy and how the policy benefits the employer in addition to the worker. Most responses highlighted the various ways the employers including managers/supervisors created barriers to implementation as they added personal commentary to discussions surrounding lactation as well as declined information sessions from lactation consultants and subject experts.

**Category 4: Comparability**

The data collected from surrounding counties indicated the policy is similarly written as far as its language when comparing accommodation and incentivization. The interviews drew attention to their counties' emphasis on creating a tolerance of acceptance and additional measures taken to accommodate employees who work in the field including providing coolers to store expressed breast milk. One county also described having a breast pump not in their inventory to support breastfeeding in the event an employee's pump experienced “glitches.” In sum, the data confirmed the policies are written similar however the implementation of the policies differed.

## Chapter 5 Conclusions and Recommendations

A review of the primary and secondary data collected indicate that in general, Monterey County survey respondents know *very little* about the County's Lactation Policy in the Workplace as most answered "I don't know" to survey questions. Although 38% of survey respondents indicated their knowledge of the policy was "good," 44% of the respondents stated they were unaware of the various ways in which the County is expected to provide accommodations.

### Conclusions:

**Adequacy of Accommodations:** *Both* Quantitative and Qualitative data collected *refuted* this assumption. *6/7 quantitative* survey questions resulted in a higher percentage of "I don't know" answers as well as the second highest percentage stating accommodations were *poor*. Additionally, most of the *qualitative* responses and interviews indicated that based on adequacy of accommodations, the policy is ineffective.

Based on personal observation, the County has made significant improvements since the initial survey was conducted in 2017 by the Wellness Committee as the room now includes a comfy chair, a foot stool, a white noise machine, a trash can, wipes, hand sanitizer, and a refrigerator. The problem that continues to remain is the County's ability to accommodate more than one lactating parent at a time. In a building which employs approximately 448 employees, one lactation room is not sufficient. The room is also located on the third floor of the building which takes several minutes to access and is not in close proximity to most workstations.

Implementation and information delivery continue to be a challenge as indicated in survey responses that most employees are unaware of what the policy has to offer. 50% of the survey respondents indicated they did not know about the online training designed for lactation in the workplace and 61.76% of respondents stated they were unaware of the free breast pump that is

available through their health insurance benefits. Training for all employees with an emphasis on supervisors and managers was a common response with key informants as many barriers to implementation of the policy were determined to be linked to supervisor/manager's lack of knowledge on the policy.

**Incentivization:** This assumption was *neither* confirmed nor refuted. The *quantitative* data *confirmed* the assumption as the survey responses resulted in a higher percentage of an overall "good" response in terms of supervisor, manager, and coworker support in the workplace AND the *qualitative* data *refuted* the assumption as most key informants stated the major barrier in implementing the policy was a lack of information on the policy and its incentives from managers as well as their "push back." 47% of survey respondents stated they "don't know" about the County's attitude/support for BF parents, 41% stated coworker attitudes and support for BF parents was "good," and 38.24% stated supervisor/manager support for breastfeeding parents was both "good" and "unknown."

Although the policy states many benefits to lactation in the workplace, key informants indicated many managers/supervisors were conflicted about the policy to the extent that an information session/training for the Management Counsel was cancelled last minute as they "didn't think it was a topic anyone was interested in." Managers/supervisors were also described by key informants to provide "push back" towards the policy as it is an "emotional topic." Managers/supervisors were stated to add commentary that are not necessary when discussing the policy.

**Comparability of Surrounding Counties:** This assumption was *neither* confirmed nor refuted. The *Quantitative* data collected from the survey *refuted* the assumption as most respondents answered "I don't know" in regard to their knowledge of other counties' policies *and* the

*Qualitative* data collected *confirmed* the assumption as both San Luis Obispo County and Santa Barbara County's breastfeeding coordinators indicated their policy was similar to Monterey County's in terms of its language and emphasis on supervisor support.

97.14% of the survey respondents indicated they "did not know" anything about surrounding counties' lactation policies and 2.86% of respondents stated a surrounding county contained a designated lactation space that everyone was aware of. Key informants from local counties shared their policies were similar in the language. A more thorough assessment would need to be conducted in order to determine the effectiveness of the policies in those counties by surveying employees on similar questions relating to adequacy of accommodations, incentivization, and comparability in scope and standards.

### **Recommendations**

Based upon the findings and conclusions, Monterey County shall institute the following recommendations to better serve the lactation needs of its employees:

#### **Adequacy of Accommodations:**

- The Human Resources Department and Breastfeeding Coordinator must collaborate with the Facilities Department to locate *two* additional spaces within the LFB for designated lactation (one for each floor), equip them with recommended items and identify a plan for its utilization by June 2021.
- The Human Resources Department, Staff Trainers, and Wellness Committee must increase efforts to inform employees on the lactation policy and its accommodations by sending more frequent emails, posting flyers with resources for free pumps with insurance benefits, providing access to the policy on multiple information sources including website, links,

supervisor communication, HR onboarding *and* mandating the policy be added to unit meeting agendas at least once every six months.

- The Breastfeeding Coordinator, Human Resources, and County Counsel must revise the current policy to include California Senate Bill 142 also including language of the County's responsibility to provide refrigeration in close proximity to the lactating employees' workspace.

**Incentivization:**

- The Board of Supervisors, the Human Resources Department, and frontline Managers/Supervisors must require *all* staff to complete a mandatory training on the policy with an emphasis on incentives to the County both at new employee orientation and once every year in conjunction with other mandatory Civil Rights Trainings.
- The County Administration Office and Human Resources Department must institute an atmosphere of transparency between employer, employee, and the Equal Employment Office, Civil Rights Office, Breastfeeding Coordinators, Wellness Representatives and local union stewards to discuss issues relating to lactation in the workplace as well as discuss any updates to the policy as it relates to employer incentives.

**Comparability:**

- The Breastfeeding Coordinator, Human Resources Representative, and County Counsel representative must collaborate with surrounding counties in order to develop and implement best practices as it relates to lactation in the workplace prior to every renewal period including participating in employer run breastfeeding trainings and touring local lactation rooms.

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**Appendix A: Lactation In The Workplace Employee Survey**

**Informed consent:** Hi! I am Ruby Salazar an Executive Master of Public Administration candidate of Golden Gate University and employee of Monterey County. My final thesis is on the effectiveness of Monterey County's Lactation in the Workplace policy (P-210). This anonymous, confidential, and secure survey and will only take approximately two minutes of your time. Please feel free to elaborate on your answers if you feel it necessary. I can be reached via: rsalazar@my.ggu.edu if you have any further questions. Thank you so much for your help!

1. Sex
  - a. Male
  - b. Female
  - c. Intersex
  - d. Prefer not to answer
  
2. Gender Identity
  - a. Man
  - b. Woman
  - c. Transgender
  - d. Genderqueer
  - e. Prefer not to answer
  
3. Age
  - a. 18-24
  - b. 25-34
  - c. 35-44
  - d. 45-54
  - e. 55-64
  - f. 65+

4. Department:

\_\_\_\_\_

Please rate your experience with the following:

5. County attitudes or support for breastfeeding parents
  - a. Excellent
  - b. Good
  - c. I don't know
  - d. Poor
  - e. Very Poor
  
6. Supervisor/manager attitudes or support for breastfeeding parents

- a. Excellent
  - b. Good
  - c. I don't know
  - d. Poor
  - e. Very Poor
7. Coworker attitudes or support for breastfeeding parents
- a. Excellent
  - b. Good
  - c. I don't know
  - d. Poor
  - e. Very Poor
8. Flexible hours or break times to accommodate pumping or breastfeeding
- a. Excellent
  - b. Good
  - c. I don't know
  - d. Poor
  - e. Very Poor
9. Suitable space to pump or breastfeed at work
- a. Excellent
  - b. Good
  - c. I don't know
  - d. Poor
  - e. Very Poor
10. Suitable space to clean and/or store pump parts
- a. Excellent
  - b. Good
  - c. I don't know
  - d. Poor
  - e. Very Poor
11. Suitable space to refrigerate breastmilk
- a. Excellent
  - b. Good
  - c. I don't know
  - d. Poor
  - e. Very Poor
12. Explanation of free breast pump through insurance benefits
- a. Excellent
  - b. Good
  - c. I don't know
  - d. Poor
  - e. Very Poor

13. Knowledge of Monterey County's Lactation in the Workplace Policy

- a. Excellent
- b. Good
- c. I don't know
- d. Poor
- e. Very Poor

14. Knowledge of Monterey County's Lactation in the Workplace online training

- a. Excellent
- b. Good
- c. I don't know
- d. Poor
- e. Very Poor

15. Do you think Monterey County's Lactation Policy is comparable to other Counties? Please elaborate.

16. Any suggestions for improvements?

**Appendix B: Monterey County Lactation Policy: Employer/Manager's Interview**

**Informed consent:** Hi! I am Ruby Salazar an Executive Master of Public Administration candidate at Golden Gate University and employee of Monterey County. My final thesis is on the effectiveness of Monterey County's Lactation in the Workplace Policy (P-210). This interview questionnaire will take less than 20 minutes and can be conducted in person, on the phone, by Zoom, or you could just email me your response at: [rsalazar@my.ggu.edu](mailto:rsalazar@my.ggu.edu) if you have any further questions. Thank you so much for your help!

1. In your opinion, do you think the Monterey County Lactation Policy be effective if recommended accommodations are adequate? Please briefly elaborate
2. How can the County improve their support for breastfeeding parents who are returning to work?
3. What are the current practices used by the County to support lactation in the workplace?
4. How can the County improve policy information delivery and implementation?
5. In your opinion, do you think the County's lactation policy has sufficient employer-provider buy-in incentives? Please briefly elaborate.
6. What are the common issues you see with the County's lactation policy from an manager/employer's perspective?
7. What do you think County managers/employers could do to support their staff during lactation period?
8. Do you think the County's Lactation Policy is comparable to other counties? Please briefly elaborate.
9. Any additional thoughts are welcome.