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Communication Plan-

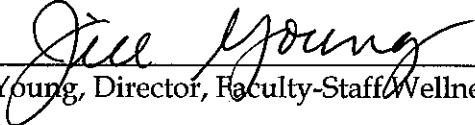
- **Breastfeeding Accommodations and Support in the Workplace**

Targeted Implementation Date: August 1, 2008

Office of Human Resource Services

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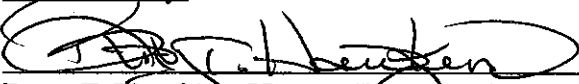


Jill Young, Director, Faculty-Staff Wellness

7/30/08

Date

Reviewed By:



Betsy T. Hawkins, Human Resource Services Director

7/30/08

Date

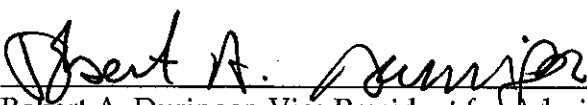
Approved By:



George M. Dennison, President

8-4-08

Date



Robert A. Durringer, Vice President for Administration and Finance

31 JULY 08

Date

OVERVIEW

On August 1, 2008, The University of Montana will implement a new policy called ***Breastfeeding Accommodations and Support in the Workplace***. This policy reflects The University of Montana's support for the practice of breastfeeding and provides avenues for managers to accommodate breastfeeding needs of employees.

All executive officers, deans, directors, chairs, managers and/or supervisors of The University of Montana must become knowledgeable and proactive regarding ways to demonstrate support of this new policy, which includes providing reasonable accommodations for flexible work schedules, finding suitable space, and assuring a convenient facility for milk storage for employees who wish to breastfeed or express milk in the workplace.

This communication plan provides information and specific guidelines on how to communicate, support and implement this policy for the benefit of all employees.

HISTORY AND IMPACT

The workplace has changed dramatically. More than 50% of adult women work and those with infants and toddlers are the fastest-growing segment of today's workforce. Two-thirds of new employees will be women starting or returning to work. Approximately 75% of working women become pregnant during their working lives and, although the American Academy of Pediatrics recommends that breastfeeding continue for at least 12 months, most of those return to work by the time their infant is only eight to 12 weeks old.

Workplace barriers can create added stress for a mother who is trying to do her best for both her employer and her baby. Because most women need to express milk three times during a typical eight-hour day, research studies show that many women discontinue breastfeeding early due to workplace constraints. Many others choose never to initiate breastfeeding at all due to concerns over how they will manage breastfeeding and working.

Breastfeeding support at the workplace can positively impact the bottom line by lowering health care costs, enhancing productivity, improving employee satisfaction, increasing retention and improving the employer's image. Employer support can make or break a woman's resolve to provide her child with the best nutrition that nature has to offer. Workplace support helps mothers, children, and society reap the immediate and lifelong health benefits of breastfeeding.

The University of Montana acknowledges and supports the benefits of breastfeeding for the following reasons:

Benefits of breastfeeding for the baby and mother

- Provides perfect infant nutrition for optimal physical and mental development
- Aids in the development of baby's immune system

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- Fewer ear and respiratory infections
 - Less likely to develop asthma, allergies, and diabetes
 - Protection against SIDS (Sudden Infant Death Syndrome)
 - Decreased risk of breast, ovarian, and endometrial cancers
 - Improved glucose metabolism for diabetic mothers
 - Saves money on food (breast milk is free; formula costs over \$1000/year)
 - Saves money on out-of-pocket health care costs
 - Strong early bonding between mother and baby

Benefits of breastfeeding for the employer:

- Increased productivity (less absenteeism) - breastfeeding mothers miss less work when their choice to breastfeed is accommodated by employers.
- Enhanced employee satisfaction, loyalty, and morale
- Decreased turnover as women are more likely to return after maternity leave
- Reduced healthcare costs since breastfed babies typically need fewer sick care visits, prescriptions and hospitalizations.

The Montana Senate Bill No. 89 was introduced for: "An act requiring break time and privacy for needs of breastfeeding mothers in state and county governments, municipalities, school districts, and the university system; and providing that it is discrimination to refuse to hire or employ, bar, or discharge from employment an employee who expresses breast milk or to discriminate in terms, conditions, or privileges or employment."

The bill was passed in October, 2007. In accordance with §§ 39-2-215, **Public employer policy on support of women and breastfeeding -- unlawful discrimination.**

(1) All state and county governments, municipalities, and school districts and the university system must have a written policy supporting women who want to continue breastfeeding after returning from maternity leave. The policy must state that employers shall support and encourage the practice of breastfeeding, accommodate the breastfeeding-related needs of employees, and ensure that employees are provided with adequate facilities for breastfeeding or the expression of milk for their children. At a minimum, the policy must identify the means by which an employer will make available a space suitable for breastfeeding and breast pumping for a lactating employee, including the provision of basic necessities of privacy, lighting, and electricity for the pump apparatus. The space does not need to be fully enclosed or permanent, but must be readily available during the term that the employee needs the space.

(2) It is an unlawful discriminatory practice for any public employer:

- (a) to refuse to hire or employ or to bar or to discharge from employment an employee who expresses milk in the workplace; or*
- (b) to discriminate against an employee who expresses milk in the workplace in compensation or in terms, conditions, or privileges of employment unless based upon a bona fide occupational qualification.*

The law goes on to define what the definition of adequate facilities:

- Private room with closable door - preferably lockable (e.g., private office, unused conference room).
- Suitable/comfortable chair (preferably with available table space)
- Electrical outlet
- Good or adequate lighting
- Access to a nearby, clean, and safe water source
- Access to a refrigerator or cooler to store breast milk
- Toilet stalls and closets are unacceptable

In order to comply with the above Montana code, The University of Montana initiated a steering committee on January 16, 2008 comprised of the following individuals.

- Betsy Hawkins, Chair
- Carley Squires, Project Manager
- Barb Denman, Support
- Jill Young
- Rita Garland
- Amy Kinch
- Rick Curtis
- Amanda Norgaard
- Brad Evanger
- Katie Dalessio
- Chris Fiore
- Mary Pittaway, Jennifer Stires, Kristin Rohfleisch; Missoula City/County Health Dept.

This committee's charge was to develop a policy, procedure and communication plan needed to comply with this new state law. Although initial discussions focused on finding suitable sites in each building, this concept was quickly abandoned because it seemed overwhelming and almost impossible. The committee decided to use a case-management approach, assuming most departments could find a suitable location, such as an office, which could meet the temporary requirements of a breastfeeding employee on an as-needed basis. Individual supervisors are required to insure adequate accommodations are made and a Case Manager was identified to assist both employees and supervisors in that process and assure compliance with the policy.

The attached policy and procedure was developed by the above committee and states that The University of Montana supports and encourages the practice of breastfeeding, accommodates breastfeeding needs of employees, and provides adequate facilities for breastfeeding or the expression of milk for the employee's child. The University of Montana will work with each employee individually to insure she is provided accommodations that encourage and support her choice to breastfeed.

OBJECTIVES OF COMMUNICATION PLAN

This plan has been prepared to support the implementation of The University of Montana's policy entitled, ***Breastfeeding Accommodations and Support in the Workplace***. The purpose of this plan is to document the framework, content and key messages needed to insure effective communication occurs for the following audiences.

Audience:	Communication Objectives:
Executive Officers	<ul style="list-style-type: none"> To approve the communication plan and insure it is effectively implemented.
Deans Directors Chairs	<ul style="list-style-type: none"> To understand UM's commitment to implement this policy and procedure using the key messages outlined in the communication plan. To implement effective communications with all subordinate managers and supervisors and insure compliance in the implementation of the policy.
Managers Supervisors	<ul style="list-style-type: none"> To utilize this communication plan with an intention of informing employees of the rights outlined in the Breastfeeding Accommodations and Support in the Workplace policy and procedure. To insure implementation of the policy via department meetings and/or 1-on-1 communications with interested female employees. They can consult with the Case Manager if needed for policy clarification and/or to explore other available breastfeeding locations on campus.
HR Liaisons	<ul style="list-style-type: none"> To support the department's leadership to implement effective communications in the departments as outlined in the Communication-At-Glance plan. To provide interested employees with information related to this policy.
Campus Community	<ul style="list-style-type: none"> To know that all employees have the legal right to a discriminatory-free employment setting due to a decision to breastfeed or express milk in the workplace based on an official policy. Resources and information is available for them to read on the HRS website and/or that they can speak to their manager for further information.
Interested Female Employees (those wishing to breastfeed or express milk in the workplace)	<ul style="list-style-type: none"> To proactively work with their supervisor or the Staff Wellness to provide employees support to balance work with family commitments. Any eligible employee will be provided with reasonable unpaid break time each day or allowed a flexible work schedule. Their manager or supervisor will find suitable space and accommodations (facility for milk storage) within close proximity to their workspace. A Breastfeeding Case Manager is available as a resource should it be needed to find a suitable space or to insure policy compliance.

KEY MESSAGES OF COMMUNICATION:

- The University of Montana acknowledges that a new law implemented October 2007 requires managers to accommodate an employee's choice to breastfeed. However, it is the belief of the President and Executive Officers that proactively supporting practices

which provide employees support to balance work and families is essential to the success of the University.

- The **Breastfeeding Accommodations and Support in the Workplace** policy and procedure was developed with an intention of providing the support and resources needed for employees to develop a customized, effective and flexible accommodation plan.
- Managers (including Directors, Chairs, Managers and Supervisors) will proactively find suitable accommodations for all employees wishing to breastfeed and/or express milk in the workplace.
- Managers will implement a communication plan that results in a consistent understanding of all employees regarding this new policy.
- The University of Montana has assigned the enforcer of this policy to the Faculty-Staff Wellness department. Angela Priest will be the primary contact (ext. 2027)
- Managers, Employees, HRS, and Faculty-Staff Wellness are all responsible in order for this policy to be effectively and efficiently administered.

CONTENT TO SUPPORT COMMUNICATIONS:

Please read the ***Breastfeeding Accommodations and Support in the Workplace*** procedure. It is expected that managers understand and can explain this procedure to employees. This policy and procedure is posted in HRS website.

There is also an informational flyer that can be used at department meetings and in meetings with employees. Please contact either the Benefits Specialist in the HRS department or Faculty-Staff Wellness (Breastfeeding Case Manager).

CONTACTS:

- **Angela Priest**, Faculty-Staff Wellness (Breastfeeding Case Manager): 243-2027
- **Jill Young**, Director, Faculty-Staff Wellness (Case Manager back-up): 243-2028
- **Betsy Hawkins**, Director, Human Resource Services (policy compliance): 243-5703
- **Rita Garland**, Benefits Specialist, Human Resource Services (FMLA, benefits): 243-4238

Communication Plan At-a-Glance

Audience	Purpose	Communication Vehicle	Frequency	Responsibility	Completion Date
Executive Officers	<ul style="list-style-type: none"> To inform them about the new policy and why it was developed. To create clarity regarding their role and to obtain support for the communication plan. 	<ul style="list-style-type: none"> XO Meeting 	1X	Betsy Hawkins	07/14/08
Directors, Deans	<ul style="list-style-type: none"> To inform them about the new policy and why it was developed. 	<ul style="list-style-type: none"> HR Campus Forum 	HR Forum: 1X	Jill Young	August 08
	<ul style="list-style-type: none"> To reinforce their role in the communication plan and to hold their managers accountable to communicate policy in department meetings with employees. 	<ul style="list-style-type: none"> HR Campus Forum 	Ongoing	Betsy Hawkins	August 08
	<ul style="list-style-type: none"> To provide a variety of resources for them to refer staff members for more information. See Purpose for Directors, Deans 	<ul style="list-style-type: none"> See Campus Community Written Materials (see below) Websites (see below) 	Ongoing	Betsy Hawkins	See above
Managers, Supervisors	<ul style="list-style-type: none"> To implement the communication plan for the benefit of employees in their departments. To demonstrate support and discuss accommodations to employees who express interest in breastfeeding upon return to work. 	<ul style="list-style-type: none"> Small Group Meetings: -Department or 1-on-1 1-on-1 meetings with interested employees 	Ongoing	Betsy Hawkins	Fall 08
HR Liaisons	<ul style="list-style-type: none"> To provide them information needed to support the communication plan. 	<ul style="list-style-type: none"> HR Liaison Forum 	1X	Betsy Hawkins	August 08
Campus Community	<ul style="list-style-type: none"> To inform all faculty and staff about the new policy and why it was developed. 	<ul style="list-style-type: none"> Department Meetings Staff & Faculty Senates HRS Policy Spotlights Written Materials: -Pres Dennison memorandum -Wellness marketing fyers -Policy fyers Websites: HRS & Wellness 	Ongoing	Managers Betsy Hawkins HR/Wellness	Completed through the Fall '08
Interested Female Employees	<ul style="list-style-type: none"> To insure they understand how to obtain support and accommodations 	<ul style="list-style-type: none"> See Campus Community 1-on-1 meeting with: -Manager/Supervisor -HR Benefits Specialist -Case Manager 	As needed	Employee	Ongoing