

**Testimony of Stephen W.T. O’Keeffe
Executive Director, Telework Exchange
before the:**

**House of Representatives, Committee on Oversight and Government Reform,
Subcommittee on Federal Workforce, Postal Service, and the District of Columbia**

**Hearing Titled:
“Telework: Breaking New Ground”**

November 6, 2007

Chairman Davis and Subcommittee Members, thank you for the opportunity to speak to you today and for your commitment and interest in promoting telework. My name is Steve O’Keeffe and I am the executive director of Telework Exchange, a public-private partnership focused on demonstrating the tangible value of telework and serving the emerging educational and communication requirements of the Federal teleworker community. Our partnership includes Federal agencies and leading private-sector companies. In that role, I have spent hundreds of hours listening to Federal employees talk about telework successes and challenges, as well as to industry experts who provide the technology that makes telework possible and easy to use. On behalf of Telework Exchange, its 14 industry members, six affiliates, and thousands of Federal, state, and local registrants, we are pleased to be here today to highlight telework programs in the Federal government, reasons some programs succeed, and offer insight on why telework is not being universally embraced and implemented by Federal agencies.

Telework Exchange facilitates communication among Federal teleworkers, telework managers, and IT professionals. We live and breathe Federal telework. We demonstrate the tangible value of telework through an online repository of resources, telework value calculators, and research studies that quantify the value of Federal telework to various stakeholders. We work closely with industry and government leaders to cross-pollinate telework best practices and facilitate more pointed conversations regarding telework.

Telework Exchange provides:

- **Commuting Costs and Telework Savings Calculators:** More than 6,000 Federal employees have registered at www.teleworkexchange.com to understand the cost of their commute, the amount of pollution they put into the environment, and the percentage of their after-tax income spent getting to and from work. Telework value calculators tally Federal telework potential cost savings and environmental dividends across Telework Exchange’s 6,000 plus registrants to show the impact and benefits of widespread government telework adoption. The calculators are available to registrants and can be used to present a business case for telework to management
- **Online Telework Eligibility Gizmo:** So who is eligible for telework? Telework Exchange conducted an analysis of Federal agencies’ telework eligibility policies and found that no consistent framework or eligibility criteria exist among agencies. Office of Personnel Management (OPM) reports 70 percent of the Federal workforce is eligible for telework, but 90 percent are not doing so.¹ On the contrary, a recent survey by CDW-G reveals that 79 percent

¹ Office of Personnel Management, “The Status of Telework in the Federal Government 2006,” June 2007.

of Federal employees would telework if given the option.² We thus created an Online Eligibility Gizmo, a quiz-based calculator that helps employees cut through the double-speak and ambiguity surrounding their eligibility to telework. Used in tandem with the Telework Exchange Commuting Costs and Telework Savings Calculators, the Online Telework Eligibility Gizmo empowers employees to make an integrated business case for telework to management. The Online Eligibility Gizmo is available at www.teleworkexchange.com/gizmo

- **Research Studies:** Often, Telework Exchange polls Federal employees, managers, executives, and IT professionals to report on pressing telework issues such as gas consumption and savings, telework and business continuity, overcoming management resistance, and myths associated with telework and security incompatibility. We leverage study findings to the Federal community and media to reveal Federal agencies' relative telework performance, challenges that remain, and offer recommendations on how to overcome barriers
- **Online Resource Center:** Includes a repository of useful tools for teleworkers, telework managers, and information technology professionals. The Resource Center provides information on Continuity of Operations (COOP), security, telework technology, telework options for workers with disabilities, telework management tips, Federal agency information, agency best practices, and legislative developments in telework
- ***The Teleworker.*** A bi-monthly news resource reporting exclusively on government telework. *The Teleworker* is available online and is distributed at no cost to thousands of government employees
- **Peer-to-Peer Discussions:** Telework Exchange's online Water Cooler is an interactive forum that allows employees to collaborate and discuss telework issues and share best practices. In addition, we hold bi-monthly Visionary Committee Meetings, which are face-to-face roundtable discussions focused on the latest telework developments
- **Promotional Events:** Telework Exchange hosts grass-roots campaigns such as the "Money Tree" and "I Scream for Telework" events. These promotional events generate significant "buzz" within the Washington D.C. area and aim to increase awareness of telework and initiate conversations with potential teleworkers and managers
- **Town Hall Meetings:** Semi-annual meetings that bring together hundreds of agency telework proponents, government telework managers, teleworkers, industry supporters, and affiliated organizations to provide attendees with the know-how required to adopt and expand telework programs. At the September 12, 2007 Town Hall Meeting, Lurita Doan, administrator, General Services Administration (GSA), announced an agency telework challenge. Her initiative calls for 50 percent of GSA's eligible employees to telework one or more days per week by 2010 – an aggressive goal given only 10 percent of eligible GSA employees currently telework. Our next Town Hall Meeting is scheduled for April 22, 2008 in Washington, D.C.

In an effort to further promote telework in the Federal government, Telework Exchange initiated dialogue with OPM regarding a Telework-Friendly Seal of Approval – a simple designation that agencies can attach to their job listings to identify a position as telework friendly on the USAJOBS Web site. This seal would empower agencies to attract personnel that find the telework option appealing. We are waiting to hear from OPM on their approval to promote a seal. That said, Telework Exchange will continue its telework-friendly job promotion efforts by launching an independent government telework-friendly job bank on its Web site in 2008.

² CDW, "2007 CDW-G Telework Report," March 19, 2007.

At the epicenter of Federal telework, we serve as an unbiased resource in the community and thank you for the opportunity to report on what can be done to push telework forward. Throughout Telework Exchange's testimony, I will offer insight on why telework is a viable option for agencies, highlight successful Federal telework programs, and where barriers remain.

Shifting Telework into Drive

As you appreciate, we firmly believe telework is a win-win-win proposition for Federal agencies, Federal employees, and America. Telework supports the Federal government's business continuity, pandemic planning, recruitment and retention, and real-estate savings goals. Additionally, telework can reduce greenhouse gas emissions and offer a remedy to employees' burdensome commutes. All these important drivers pave the road for telework.

Agency Benefits

- **Ensure Business as Usual – COOP:** The view from behind the wheel shows the Federal government will grind to a halt during an emergency situation – 73 percent of polled Feds assert that they will not show up at the office in the event of a pandemic.³ Telework ensures Federal agencies can operate during an extended emergency situation. The President's pandemic plan calls out telework as a central plank in preparedness.⁴ OPM's Human Capital Planning for Pandemic Influenza explicates that "telework allows the Federal government to remain responsive to the nation's needs at all times and should be an integral part of any agency's plans for COOP"⁵
- **Recruit and Retain Valuable Employees:** The government must work to retain a knowledgeable workforce while recruiting younger generation employees who demand greater flexibility and more work/life balance. According to OPM, 60 percent of the Federal government's General Schedule employees, and 90 percent of the Senior Executive Service will be eligible to retire in the next 10 years.⁶ Telework is a valuable tool that empowers the Federal government to recruit and retain a knowledgeable workforce. For example, the United States Patent and Trademark Office (USPTO) started their Trademark Work at Home program in 1997 with 18 participants. All but one of these original teleworkers are still with the agency
- **Reduce Office Space Requirements:** Telework is a viable solution to reduce physical office space. USPTO reports that at least 320 Patent examiners have relinquished their office space to work from home four days per week⁷

Environmental Benefits

- **Reduce Greenhouse Gas Emissions:** Americans are looking for more ways to go green – telework is a readily available alternative fuel that can reduce carbon footprints. According to Telework Exchange research, the average Federal employee who commutes five days a week

³ Telework Exchange, "Federal Contact: Bird Flu in America – A Federal Government Pandemic Flu Continuity of Operations (COOP) Preparedness Study," May 11, 2006.

⁴ Homeland Security Council, "National Strategy for Pandemic Influenza: Implementation Plan," May 2006.

⁵ Office of Personnel Management, "Human Capital Planning for Pandemic Influenza, Second Installment," July 7, 2006.

⁶ Office of Personnel Management, "Federal Human Capital Survey 2006," January 2007.

⁷ Danette Campbell, Senior Advisor for Telework, USPTO, Before the Subcommittee on the Federal Workforce and Agency Organization, Committee on Government Reform, U.S. House of Representatives, Hearing: "Telecommuting: A 21st Century Solution to Traffic Jams and Terrorism," July 18, 2006.

disperses 8 tons of pollutants into the environment each year.⁸ Congestion creates a \$78 billion annual drain on the U.S. economy inclusive of 2.9 billion gallons of wasted gas.⁹ Household vehicles account for 51 percent of CO² emissions in the air.¹⁰ Telework can significantly reduce carbon footprints by keeping cars off the roadways. For example, Telework Exchange research shows if all eligible Federal employees teleworked two days per week, we would spare the environment 3.3 million tons of pollutants each year¹¹

Individual Benefits

- **How Bad is the Commute?:** Washington D.C. traffic is ranked the second worst in the country.¹² Telework Exchange research finds that Americans spend more time commuting each year than on vacation¹³
- **Reduce the Burden on America's Wallet:** If all eligible Federal employees teleworked two days a week, they would collectively save \$781 million a year¹⁴
- **Improve Work/Life Balance:** If all eligible Federal employees telework two days per week they would realize 73.7 million hours collectively back in their lives each year¹⁵

Telework Roadblocks

With the pavement laid down, why are Federal telework “roadways” in disarray? The reality of Federal telework is large stretches of pot-holed, unmarked roads. According to OPM's most recent report on Federal telework, 70 percent of Federal employees' positions are eligible for telework, but 90 percent of them are not doing so.¹⁶ So, let's consider the roadblocks.

- **Rules of the Road:** In spite of Congressional mandates and a Federal Emergency Management Agency Federal Preparedness Circular, which encourages telework as a part of COOP, just 35 percent of Federal managers believe that their agencies support telework.¹⁷ Telework Exchange research finds managers have low awareness of telework's importance in COOP strategies, pointing to a management misalignment with agency priorities. If managers do not believe that their agencies support telework, then they have very little motivation to allow their employees to telework
- **Poor Policing:** We find that management resistance is the number-one obstacle to Federal telework adoption. Based on this observation, Telework Exchange, the Federal Managers Association, and TANDBERG polled managers on perceptions of telework. Our research finds that as managers' telework involvement increases, they express more favorable attitudes toward telework. Managers most involved in telework – i.e. those that telework themselves – report

⁸ Telework Exchange, “Federal Telework: No Free Ride,” November 16, 2005.

⁹ Texas Transportation Institute, “2007 Urban Mobility Report,” September 19, 2007.

¹⁰ Environmental Protection Agency, Fuel Smart Economy, http://www.fueleconomy.gov/feg/contentIncludes/climate_inc.htm.

¹¹ Based on 2007 Telework Exchange registrants' data.

¹² Texas Transportation Institute, “2007 Urban Mobility Report,” September 19, 2007.

¹³ Telework Exchange, “Federal Telework: No Free Ride,” November 16, 2005.

¹⁴ Based on 2007 Telework Exchange registrants' data.

¹⁵ Telework Exchange, “Federal Telework: No Free Ride,” November 16, 2005.

¹⁶ Office of Personnel Management, “The Status of Telework in the Federal Government 2006,” June 2007.

¹⁷ Telework Exchange, “Face-to-Face with Management Reality,” January 22, 2007.

favorable impressions with 21 percent greater frequency than managers who do not telework or manage teleworkers¹⁸

- **Not Enough Driver's Ed:** A major challenge we regularly hear from telework coordinators is the lack of time they have to devote to telework programs. Despite the fact that 100 percent of telework coordinators have experienced increased interest in telework from employees from 2005 to 2006, Telework Exchange research finds that only 47 percent of telework coordinators spend 50 percent or more of their time on telework.¹⁹ Many telework coordinators simply do not have the time to educate managers and employees about telework, provide necessary training, and update agency telework policies. As such, many agencies have out-of-date policies, and have not educated managers and employees on how telework can benefit them
- **Gridlock Score:** A common misperception we hear from government employees is that managers are worried about productivity. Studies have shown that productivity increases while teleworking. For example, USPTO documented an average of 10 percent higher productivity among examining attorneys in the Trademark Work at Home program.²⁰ An assessment of a telework program at the Immigration and Naturalization Service's administrative appeals office from 1998 to 1999 found productivity increased by approximately 71 percent²¹
- **Green Means Go:** As a result of last year's scandal surrounding the Department of Veterans Affairs laptop stolen from an employee's home, we heard many comments on the security pitfalls of telework. According to recent Telework Exchange research, Federal Chief Information Officers (CISOs) give telework the green light. While securing mobile devices is a top priority for these executives, 94 percent of CISOs do not consider official telework programs a security threat. Along these lines, Telework Exchange reveals that "unofficial teleworkers," who work at home on nights and weekends, are a data security Achilles heel as opposed to teleworkers in an official agency program. Agencies must audit and understand the full population of employees working from locations other than their primary work site, ensure all telework eligible employees are operating in official telework programs, and provide training and encrypted devices to all mobile workers²²
- **Driving Policy Confusion:** Our analysis of Federal agencies' telework eligibility policies found there is no consistent framework or eligibility criteria. OPM reports approximately 90 percent of eligible employees are not teleworking.²³ However, a recent survey by CDW-G reveals that 79 percent of Federal employees would telework if given the option, highlighting a clear gap between employees who are eligible and interested in telework and those who are actually teleworking.²⁴ Telework Exchange's Telework Eligibility Gizmo, launched on June 11, 2007, helps employees cut through the double-speak and ambiguity surrounding their eligibility to telework

Telework Driving Warranties

¹⁸ Telework Exchange, "Face-to-Face with Management Reality," January 22, 2007.

¹⁹ Telework Exchange, "The Telework Two-Step: Agencies Dancing Around the Issue," April 2, 2007.

²⁰ United States Patent and Trademark Office, "Trademark Work-at-Home,"

<http://www.uspto.gov/web/offices/com/strat21/action/waht09.htm>.

²¹ United States Department of Justice, "Report: Assessment of the Flexible Workplace Pilot Program at the INS Administrative Appeals Office," 1999.

²² Telework Exchange, "Feds Walking the Talk on Security?," June 4, 2007.

²³ Office of Personnel Management, "The Status of Telework in the Federal Government 2006," June 2007.

²⁴ CDW, "2007 CDW-G Telework Report," March 19, 2007.

In spite of all these roadblocks, we do have agencies that are speeding ahead. For the past two years, we have recognized agencies for excellence in government telework. In addition, we see overwhelming support from the Hill with the introduction of S.1000, the “Telework Amendment” included in H.R. 3221, Congressman Wolf’s proposal for a “National Telework Week,”²⁵ and GSA’s aggressive telework commitment goal.²⁶ But even with the fuel promoting adoption, only a few agencies are filling up.

Lack of a Federal mandate means that many agencies are not even considering telework options. Those agencies working towards telework adoption are failing due to a lack of internal support. Adoption usually initiates with a specific mission, need, or pilot program, but until telework has strong legislative support, agencies will fail to take the new road. Beyond policy, telework requires personnel, technology, culture, and training commitments to reap its myriad benefits. Like any program with return on investments, there are initial costs associated with development.

Some successful agencies include the Internal Revenue Service’s Wide Shared Services Virtual Office Program; Federal Aviation Administrations’ Flights Standards, Western Pacific Region, San Francisco International Field Office; and the Federal Deposit Insurance Corporation. Examples of agencies that took the right road with their telework programs include:

Defense Information Systems Agency (DISA), Department of Defense:

Faced with the challenge of relocating offices to Fort Meade, Maryland in 2010 due to Base Closure and Realignment Commission (BRAC), DISA implemented a robust telework program. Importantly, management did not solely implement telework because of BRAC and employee retention – they looked to telework as a great recruitment tool and wanted better work/life balance for employees.²⁷ Supporting telework 100 percent, DISA’s director, Lt. Gen. Charles Croom signed the agency’s new telework policy at the end of 2005.²⁸ In an effort to be aggressive with its approach, DISA chartered a telework “SWAT” team to get its new program underway.

The “SWAT” team was led by a senior human resources manager and a senior IT manager. Both leaders provided critical guidance and expertise to ensure the program was up and running within 90 days. The team made recommendations on the standard equipment for teleworkers and network security practices, and developed and provided training to DISA employees and management. DISA also developed an automated tool that allows for real-time tracking of applications with percentages of approvals, disapprovals, and pending requests.²⁹ To appease the security concerns associated with the telework program’s expansion, DISA made a significant investment in laptop computers with docking stations. The agency bought enough equipment to stay ahead of the increasing number of teleworkers.

²⁵ “Wolf Calls for National Telework Week,” October 2, 2007.

²⁶ “Administrator Doan Issues GSA Telework Challenge,” remarks by Lurita A. Doan, administrator, GSA, 2007 Telework Exchange Town Hall Meeting, Washington, D.C., September 12, 2007.

²⁷ *The Washington Post*, “High-Tech Defense Office Takes Lead On Telecommuting,” November 20, 2006.

²⁸ *Federal Computer Week*, “DISA Says ‘Yes, Sir’ to Telework,” March 27, 2006.

²⁹ *The Teleworker*, “Keeping Telework on Track: Automated Tracking Systems Enhance Accountability,” August 2007.

DISA opened a telework center at Fort Meade, Maryland to further promote telework. The DISA liaison facility/telework center has six workstations with Internet access, plus printing, faxing, and copying facilities, and meeting space. As demand grows, so will the center – as many as 30 employees eventually will work from there each week.³⁰

DISA also implemented a new policy for determining employee telework eligibility, yielding more than 2,000 additional eligible employees.³¹ This eligibility requirement is a fundamental attribute to the success of the program. DISA deemed half its workforce eligible for telework – 2,500 of its 5,000 employees. The agency’s goal is to ensure all eligible employees participate in the telework program.³²

The number of employees teleworking at DISA has grown 10-fold in the past 12 to 18 months. Approximately 1,200 employees now work at least part time from their homes.³³

Treasury Inspector General for Tax Administration (TIGTA):

TIGTA is a recognized leader among Federal agencies and incorporated telework as an integral part of its business continuity strategy. TIGTA’s telework program, in place for more than five years, allows employees to conduct audits of Internal Revenue Services (IRS) programs and systems as well as investigate waste, fraud, and abuse from alternate work locations nationwide.

TIGTA initiated a phased approach to telework with a comprehensive network of technical, human resources, and senior management support. The agency implemented its telework program in-tandem with an agency-wide technology upgrade, moving all employees from desktop to laptop computers. Security costs were also built in across the board. Additionally, the agency included a field in TIGTA’s management information system that tracks participation levels.³⁴

Currently, 95 percent of TIGTA’s 840 employees are eligible to telework with 740 employees participating in the program – nearly half of them telework two or more days each week. As a result, the agency has a robust COOP plan.³⁵ TIGTA’s human resources specialist and telework program manager credit the agency’s telework program for aiding employee retention and real-estate cost savings. Moreover, employees had positive responses to the program based on the agency’s employee satisfaction survey.³⁶

USPTO:

In 1997, USPTO initiated its Trademark Work at Home program which began as a feasibility pilot for 18 teleworkers. Additionally, in 2006 the agency initiated the Patents Hoteling Program for patent examiners. Rather than taking a “one-size-fits-all” approach, USPTO has over a dozen

³⁰ *The Teleworker*, “Telework News Updates,” August 2007.

³¹ *The Teleworker*, “Head of the Class –Telework Exchange 2007 Tele-Vision Awards,” August 2007.

³² *The Teleworker*, “DISA Makes Huge Strides in Telework Program,” February 2007.

³³ *Federal Computer Week*, “HR/CIO Link is Key to Telework Success, Says DISA Official,” August 16, 2007.

³⁴ Employer Telework Case Study, Commuter Connections, http://www.mwcog.org/commuter/Telework%20Case%20Studies_072706TIGTA.pdf.

³⁵ Recipient of the 2006 Telework Exchange, “Excellence in Telework Leadership” Tele-Vision Award, June 2006.

³⁶ Employer Telework Case Study, Commuter Connections, http://www.mwcog.org/commuter/Telework%20Case%20Studies_072706TIGTA.pdf.

additional formalized telework initiatives to address the specific needs of each business unit and their employees.³⁷

Telework programs include measurable goals in the evaluation of worker performance. All of these programs follow procedure set forth in the USPTO Enterprise-wide Telework Policy and are overseen by the telework coordinator.³⁸ In order to provide ongoing education about existing and new telework initiatives, USPTO created a Telework Resources Web Site on the agency Intranet site. In addition, USPTO established a Telework Working Group, comprised of business unit telework coordinators that meet on a quarterly basis to address eligibility issues, current trends in telework, and both IT and non-IT solutions to establishing telework programs within the agency. In addition, examiners working from home have access to collaborative communication technologies which engage them in more intimate communication among colleagues and supervisors.³⁹

Currently, more than 3,000 of USPTO's approximately 8,500 employees are participating in some form of telework. A recent survey found that 99 percent of trademark teleworkers reported increased job satisfaction because of telework and that participants are able to average four fewer sick hours per month than they would have if they worked on site.⁴⁰

All of these programs demonstrate executive leadership, management buy-in, allocation of dedicated resources, implementation of tracking systems, security, and identification of eligibility criteria. All of which are fundamental to the success of telework programs.

Driving Full Speed Ahead

In short, Federal agencies have been slow to adopt telework because of lack of mission, legacy management resistance, cultural and perceptual inertia, lack of time and resources among telework coordinators, and inconsistency among Federal agency telework eligibility policies and definitions. Addressing these concerns will be critical to moving telework forward.

I would also like to stress that telework is not an "all-or-nothing" proposition. Depending upon an employee's position and work duties, an employee might be able to telework from their home or telework center one or two days per week. However, there are other employees who might only have work that can be done while teleworking once a pay period. Telework Exchange recommends the following initiatives to drive telework forward:

³⁷ Recipient of the 2006 Telework Exchange "Telework Program with Maximum Impact on Government" Tele-Vision Award, June 2006.

³⁸ Jon W. Dudas, Director of UPSTO, Before the Subcommittee of Oversight of Government Management, the Federal Workforce, and the District of Columbia, "Assessing Telework Policies and Initiatives in the Federal Government," June 12, 2007.

³⁹ Jon W. Dudas, Director of UPSTO, Before the Subcommittee of Oversight of Government Management, the Federal Workforce, and the District of Columbia, "Assessing Telework Policies and Initiatives in the Federal Government," June 12, 2007.

⁴⁰ Jon W. Dudas, Director of UPSTO, Before the Subcommittee of Oversight of Government Management, the Federal Workforce, and the District of Columbia, "Assessing Telework Policies and Initiatives in the Federal Government," June 12, 2007.

- **Test Drive Continuity of Operations:** Telework is not a “break-glass-in-case-of-emergency” proposition – ongoing commitment from all angles is required. We recommend testing the Federal government’s ability to telework in the event of an extended emergency situation to determine lessons learned and level of preparedness. For example, Congressman Wolf’s “National Telework Week” would empower agencies to conduct COOP-related planning exercises that would test employee’s ability to engage in telework and test the scalability of IT infrastructures to see if they can handle increased bandwidth. Such exercises would pay significant dividends in ensuring that agencies have robust business continuity plans. The Department of Labor has a collaborative planning process ensuring all its branches develop agency plans that incorporate telework in response to pandemic planning⁴¹
- **Management:** Focus on management resistance to telework by educating management on the benefits of telework, as well as incorporating and encouraging telework programs that can address management concerns. We recommend agencies implement manager-specific pilot programs, educate all management levels on telework drivers and benefits, emphasize its importance to COOP strategies, implement performance-based review processes, build support gradually with a phased roll-out approach, and incorporate face-to-face technology solutions to ease concerns over disconnect
- **Allocate Resources:** Provide at least one full-time, senior-level telework coordinator, or Telework Managing Officer, per agency to focus exclusively on expanding or implementing agencies’ telework programs. Include COOP planning teams as well as IT departments when building a telework plan
- **Implement Tracking Systems for Telework:** Measure and evaluate telework programs to demonstrate the associated progress and tangible benefits
- **Address Security Misconceptions:** Agencies must adhere to security guidelines and provide training and encrypted devices to ensure a secure mobile environment. Agencies must audit and understand the full population of employees who work from locations other than their primary work site and ensure all telework-eligible employees are working within an official telework program. Note, employees working in an official telework capacity are more secure than those that work remotely on an ad-hoc basis
- **Address Eligibility:** Address eligibility issues by defining eligibility in a more consistent fashion across the Federal government and make it an opt-out rather than opt-in criteria for employees and their managers

Conclusion

Mr. Chairman, it is our sincere hope that telework continues to build momentum in the Federal government. Much room exists for improvement however. Our recommendations and observations are but a start toward getting telework established as a mainstream standard operating procedure in the Federal government. We are ready and willing to discuss our initiatives and recommendations and look forward to working with you and the Subcommittee to bring about additional improvements to telework in the Federal government.

⁴¹ “Pandemic Flu: If America Sneezes,” remarks by Pamela Budda, Work/Life Program Manager, Department of Labor, 2007 Town Hall Meeting, Washington, D.C., September 12, 2007.