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# Job Sharing Resource Guide

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## **Abstract**

Studies show that employees who equally value their work and family contribution are among their most committed and productive employees. For executive women who want to maintain acceleration in their career, but also want to spend more time with their family, job sharing programs offer a unique opportunity for companies and the women they are better able recruit and retain. Flexible work practitioners, foundations, non-profits, journalists and consultants have published an abundance of information to help employees and companies navigate all aspects of job share creation. This article highlights resources related to job sharing, from exploring and comparing flexible work options to selling and maintaining a successful job share.

# Job Sharing Resource Guide

## Introduction

In 2006, we cracked the nut in solving our personal work-family challenges while maintaining acceleration in our careers. In order for Laurie to avoid off-ramping and for Elaine to on-ramp back into the workforce, we suggested a job share arrangement to the Chief Marketing Officer at BEA Systems. The arrangement worked so well for the organization, our families and our own careers, we now aim to help more companies, women and communities benefit by highlighting helpful resources to facilitate change.

The Family and Work Institute's "**When Work Works – 2008 Guide to Bold New Ideas for Making Work Work**," gives a glimpse of the future according to employers whose employees rank them among the top 20% nationally. Collectively, "they find that that dual-centric employees – who contribute to their communities and are involved with their families – are among their most committed and productive employees." (<http://familiesandwork.org/3w/boldideas.pdf>) The study finds that top employers continue creating effective and flexible workplaces, especially during these times of volatility and change. Many flexible career options and work styles already exist. However, for senior level women who are dual-centric AND want to stay in the leadership pipeline, job sharing is the only real flexible work option. As the demand for job sharing increases, potential job share partners and HR executives will seek resources to: **explore flexible work arrangements, gain comprehensive knowledge about job sharing, learn through real job share examples, find a job share partner, sell a job share arrangement, and set up a successful job share.** Fortunately, current and former flexible work practitioners, foundations, non-profits, journalists and consultants have published an abundance of information to help employees and companies navigate all aspects of job sharing. This article shines a spotlight on the best of the best resources we could find.

## Exploring Flexible Work Arrangements

When faced with our own work-career balance challenges, we knew only about options familiar to us in our current and former workplaces. However, when initially considering job share programs, employers and employees can research a variety of potential solutions to the work-family challenge and compare the challenges and benefits for each. We recommend two resources for the exploration phase, a set of articles from Harvard Business School (HBS) and a study from the Family and Work Institute (FWI).

HBS published a collection of four articles titled "**Required Reading for Executive Women – and the Companies That Need Them**", including "Women and the Labyrinth of Leadership" by Alice H. Eagly and Linda L. Carli; "Executive Women and the Myth of Having It All" by Sylvia Ann Hewlett; "Off-Ramps and On-Ramps: Keeping Talented Women on the Road to Success" by Sylvia Ann Hewlett and Carolyn Buck Luce; and "Women and the Vision Thing" by Herminia Ibarra and Otilia Obodaru. These articles help companies learn how to systematically develop women leaders to avoid the ever-growing severity of a large-scale talent shortage.

In her article "**Executive Women and the Myth of Having It All**," Sylvia Ann Hewlett points out that 33% of ultra-achieving career women ages 41-55 are childless and 57% unmarried, compared to 19% childless and 17% unmarried ultra-achieving men. Two-thirds of highly educated businesswomen who choose to take time out want to return to work. In response to the resulting personal and overall economic toll of women who leave, she provides companies an overview of opportunities and approaches that enable women to get off conventional career ladders and get back on. Another article, "**Off-Ramps and On-Ramps: Keeping Talented Women on the Road to Success**" by Sylvia Ann Hewlett and Carolyn Buck Luce, describes ways companies can ensure women's talents are accessed long-term through alternative career tracks, to avoid off-ramping and better enable on-ramping their critical talent. They found only 5% of highly qualified women looking for on-ramps are interested in rejoining the companies they left. Next, Alice H. Eagly and Linda L. Carli highlight the stark difference between the 40% of women in management positions and only 6% in Fortune 500 top executive positions. Their article, "**Women and the Labyrinth of Leadership**," argues that women's leadership style is ideally suited to today's business

challenges and companies need to remove all barriers to women's advancement in every stage of the leadership pipeline in order to benefit. Lastly, "**Women and the Vision Thing**" highlights an analysis of thousands of 360-degree assessments showing women tend to outshine men in all areas but one: vision. In their article, professor Herminia Ibarra and doctoral candidate Otilia Obodaru discuss how aspiring women leaders can strengthen their strategic visioning skills.

The four articles all discuss various solutions, including flexible work arrangements and the specific issues they address. Most importantly, they go to the heart of the work-family subject: why evolving the workplace is so important for women and the organizations in which they work. (Set of four articles available for purchase at <http://harvardbusinessonline.hbsp.harvard.edu>, \$17.95).

FWI provides another comprehensive resource that gives insight into programs provided by American employers to address the changing needs of their employees, and reveals the benefits of flexible workplaces for both employers and employees. Their annual **National Study of Employers (NSE)** highlights practices, policies, programs and benefits throughout the U.S. and provides trend data on changes that have occurred over the past 10 years. The 2008 study showed that 29% of organizations allow some employees to share jobs, and companies less than 100 employees were more likely to allow all or most employees to share a job. However, the study covers everything from the trend in company's child care assistance programs to the main reasons companies implement work life initiatives, with employee retention at the top of the list. (available free at <http://familiesandwork.org/3w/2008nse.pdf>).

## Comprehensive Job Share Resources

Although a bit hard to find, there are a few books solely about job sharing. A few job share teams wrote comprehensive books attempting to cover the full range of job sharing information. The most recently published book still available through the Internet and libraries is entitled "**Job Sharing: Two Heads Are Better than One**" by Mary O'Hanlon and Angela Morella, who realized the potential for an integrated life by sharing a senior executive role themselves. This book covers everything from exploring the feasibility of sharing a job to convincing your employer to making your flexible working arrangement a success. Of particular interest, the book provides a set of hands-on activities, including worksheets to enable tangible results, and an assessment of job sharing feasibility within a particular organization. (Available at many libraries and for purchase, <http://www.amazon.com/Job-Sharing-Better-Making-Happen/dp/1865089648>, \$24.95)

While written back in 1985, **The Job Sharing Handbook** by Barney Olmsted and Suzanne Smith contains great advice equally relevant today, and provides detailed case study examples to illustrate key points. This book weaves worksheets and activities throughout each chapter, and even provides a sample cover letter for job share partners to apply for a new position. (Available at some libraries and for purchase used, <http://openlibrary.org/b/OL9306910M>, various prices)

A former job share team, who later formed a consulting practice supporting companies and women implement job shares, wrote a book about their experience called "**Share the Goals: How to Successfully Job Share.**" Team Shaggie shares their own detailed story as radio sales executives in New York City, along with tips for setting up and maintaining a successful job share. (contact Shari Ascher [[shari@wfuv.org](mailto:shari@wfuv.org)] to purchase a copy)

While all three books complement each other, if we had to recommend only one we would recommend "**Job Sharing: Two Heads are Better than One.**" The information is comprehensive, valuable, well-organized and also happens to be the most readily available.

## Real Job Share Examples

After learning about the job share concept, we were most interested in real-life examples in order to learn how a job share works from an actual job share team. We spoke with a few job share teams we knew personally, but many job share teams have made their stories public on the Web.

One article gives more detail than most. "**Two Executives, One Career**," published in February 2005 by Harvard Business Review, describes how two bank executives considered, created and sold a split job. Cynthia R. Cunningham and Shelley S. Murray shared an executive position for six years in the Foreign Exchange Group at Fleet Bank. Like many, they and their company valued the experience so much, they are now dedicated career partners and cannot imagine working any other way. (full article available from HBS \$6.50

[http://harvardbusinessonline.hbsp.harvard.edu/b01/en/common/item\\_detail.jhtml;jsessionid=ZQHFZTEYC EIZ2AKRGWDR5VQBKE0YIIPS?id=R0502H](http://harvardbusinessonline.hbsp.harvard.edu/b01/en/common/item_detail.jhtml;jsessionid=ZQHFZTEYC EIZ2AKRGWDR5VQBKE0YIIPS?id=R0502H))

Shorter, but a good addition to a proposal in order to demonstrate value, Tamara Straus profiled our story "**Firms Show Flexibility in Work-Career Balance**" in the San Francisco Chronicle. As two software executives on the West Coast, we shared marketing leadership positions at BEA Systems, now Oracle. The article demonstrates how a high-tech company can support on-ramping and on-ramping professionals who want to team together in fulfilling joint career and family goals. (available free at <http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2008/06/09/MN3C10KV8E.DTL>)

Similar to our success with a match-making boss, a visionary manager suggested a job share arrangement to two finance executives at Booz Allen Hamilton Inc. "They were working many more hours than they were comfortable with, but they were professionally successful and wanted to remain that way." Since then, the team has shared four jobs and been promoted together. Their story "**Matched Talents can Make Job Sharing Work**" compares job sharing to a marriage, as many people do. (<http://www.employmentdigest.net/2005/12/matched-talents-can-make-job-sharing-work/>)

Some stories relate to career tracks outside the corporate world, such as physicians, professors, and library directors. The Family Practice Medical Journal highlights "**A Job Share Model for the New Millenium**" discussing an approach to family practice. Two physicians provide detail of their job share model, and most interestingly quantifiable costs and benefits. (<http://www.aafp.org/fpm/20020900/29ajob.html>) For professors, the Chronicle of Higher Education shares a story called "**Balancing Act: Job Sharing on the Tenure Track**" about a married couple who proposed a job share during the interview phase at Harwick College in order to later start a family. The couple discusses shared responsibilities at work and at home, as well as their non-joint tenure evaluation process. (<http://chronicle.com/jobs/news/2004/02/2004020301c.htm>). Finally, a library director looking to cut the budget and off-ramp to spend time at home, candidly shares lessons learned from her job share in "**Job-sharing at the top: My life as a part-time director.**" In this case, the job share team opted out of health insurance in order to cut expenses and justify the job share arrangement. This article is interesting from both a "lessons learned" and business case perspective, although we wouldn't recommend that opting out of benefits is a viable solution. ([http://www.lisjobs.com/career\\_trends/?p=496](http://www.lisjobs.com/career_trends/?p=496))

## Finding a job share partner

We were lucky Laurie's manager had the vision, insight and flexibility to recommend Elaine for a temporary project, which we all hoped might lead to a job share arrangement. In lieu of a recommendation, or teaming with a fellow co-worker, job share partners can also find each other through websites and consultants that facilitate job share networking.

On the self-service end of the spectrum, **JobShareConnection.com** provides a network of people looking for partners to share a full-time position. The web service allows people to post job share profiles and search a network of individuals across the US seeking a job share partner. Select a region and state, and in most cases a fairly long list of hopeful job share partner profiles are available.

For hands-on assistance, **Career Partners** (<http://www.thecareerpartners.com>) provides an extensive range of services to help individuals apply, convert, match-make, or on-ramp into a job share. For individuals, this company provides full-service career partnering, placement, and coaching after first providing profile and personality information on-line. For organizations, Career Partners helps set up executive job sharing programs and recruit talent.

While not specific to job sharing, some companies have databases of executive talent interested in part-time project work. Similar to our experience, recruiting someone on a project basis with the mutual intent of assessing a potential job share arrangement is a great way to find a job share partner. **Flexperience** (FlexperienceConsulting.com) and **M2** (MSquared.com) both provide executive-level talent matching services from the San Francisco Bay Area. The Flexperience mission is promoting flexible work solutions, and as they put it, "forging a new path for today's workforce, one that successfully blends career and family." A surprising number of companies now offer talent placement and recruiting specifically for flexible positions. These firms have databases of highly qualified candidates interested only in flexible work arrangements. Rather than describe each one, here is a tabular overview:

Firm/Website	Location	Services	Other	Cost	Registration
<b>FlexibleExecutives.com</b>	Atlanta, GA	Executive-level recruiting	Benefits program, including billing coordination and discounted rates for nanny agencies	\$300 for candidates, free to client companies	on-line application and phone interview
<b>FlexibleResources.com</b>	Stamford, CT + NY, NJ, Boston, Chicago	Strategic Staffing, Recruiting	Founders published a book called "The End of Work as We Know It" available for \$14.95	none?	email resume
<b>FlexperienceConsulting.com</b>	Burlingame, CA (SF Bay Area)	Flexible talent placement	On-going forums/events	none	on-line talent profile
<b>MomCorps.com</b>	Atlanta, GA + Charlotte, New York, Boston, and Washington, DC	Staffing, job board, events, candidate services, corporate consulting	Newsletter, Mom Corps University is an educational workshop series, Your Own Life resource center	none	on-line registration
<b>On-Ramps.com</b>	New York, NY	Recruiting, Consulting for recruitment and retention	Candidate portal	none	on-line registration
<b>Flexworkconnection.com</b>	Southern CA	Recruiting and staffing, flexibility consulting	Events	none	email

When evaluating a potential match, job share partners need to assess their compatibility. Besides consulting groups such as **Career Partners** (above) who offer tailored evaluation and coaching, Women's Work posted an article called "**Meeting Your Potential Job Share Partner: Topics to Cover**" offering guidelines for topics to cover when first discussing a job share arrangement with a potential partner. Their suggestions for discussion topics provide good preparation for the next step, crafting a proposal. ([http://www.womans-work.com/meeting\\_job\\_partner.htm](http://www.womans-work.com/meeting_job_partner.htm)).

## Selling a job share arrangement

To help us pursue whether to pursue a job share, Elaine first began as a consultant. After a few months of working together we were both enthusiastic about pursuing a job share. When we proposed the specifics of our job share to the Chief Marketing Officer and HR representative for our department, we needed to demonstrate the rationale and details of our proposal. Like us, after finding the right match or establishing the need for a job share program, job share teams and HR professionals often look for data to show precedent for and prove the effectiveness of such an arrangement. To help craft and present a proposal, some organizations have made study results, business cases and proposal templates available.

### *Making the Case: Productivity*

For details on productivity, employees and employers can reference output results of job shares researched by the **UK's Resource Connection and the Industrial Society** showing that "70% of job sharing executives were perceived to have 30% increased output over one person doing the same job." ([http://www.hrmguide.co.uk/general/flexibility\\_senior\\_managers.htm](http://www.hrmguide.co.uk/general/flexibility_senior_managers.htm)). This is only reinforced by research showing that the more hours a person works, the less productive they become. In her New York Times article "**Time Wasted? Perhaps It's Well Spent**" Lisa Belkin cites a Microsoft study showing that American workers really only work 16 hours of the 45 hours/week they spend at work because efficiency decreases rapidly with time spent working. It logically follows that job share partners are able to contribute much more energy into one role since each only works 24 hours/week. It's no wonder productivity increases 30% in a job share! (<http://www.nytimes.com/2007/05/31/fashion/31work.html>).

### *Making the Case: Value of Women in Leadership*

Research by Catalyst shows that Fortune 500 companies with the most gender-balanced top management teams perform more than 40% better for both return on equity, and shareholder return. In "**The Bottom Line: Corporate Performance and Women's Representation on Boards**," Catalyst published statistical research showing that the number of women board directors is aligned with strong performance at Fortune 500 Companies (<http://www.catalyst.org/publication/200/the-bottom-line-corporate-performance-and-womens-representation-on-boards>).

### *Making the Case: Overcoming Issues*

For help in overcoming common management issues regarding job sharing, Management Issues provides an article called "**Unraveling the Myths of Job Sharing**" which provides counter-arguments to such issues as cost, management and accountability. In fact, the author points out that job sharing actually decreases management burden and increases accountability. "Job sharing is all too often dismissed by managers as being too expensive and difficult to manage – but it need not be." The author argues that managers try to avoid job sharing by citing issues which can be easily overcome if the job share is set up and managed well. (<http://www.management-issues.com/2007/5/10/research/unravelling-the-myths-of-job-sharing.asp>).

### *Making the Case: Full business case*

While the resources above are available at no cost, we have not yet found a full business case example that is free. However, corporations with paid membership to the Corporate Leadership Council can access a report to help build a business case, called "**Job Sharing: Impact and Implementation**," which outlines the benefits of job sharing for HR executives and management. Their findings discuss a wide range of topics in a fact-filled executive summary style perfect for managers, including the value of job sharing in attracting and retaining key talent, strategies for overcoming objections, internal and

external communications strategies, and proper implementation requirements.(must be purchased through Corporate Leadership Council, Executive Research Board)

If the funding exists to purchase an out-of-the-box business case, Career Partners provides a full **Job Share Business Case Presentation Package** for \$499 which includes the latest research findings and case studies to create a compelling business case and a win-win employment proposition. The presentation can be customized for a unique role. (available for \$499, <http://thecareerpartners.com/placement.php>)

#### *Proposal Resources*

There are also proposal templates which vary in cost from free to \$29.95. Workforce Management supplies, at no charge, a “**Sample Job Sharing Policy and Request Form,**” which includes a sample policy prepared by the division of human resources in the Colorado Department of Personnel & Administration. The policy and request form address more of an individual contributor or less senior level job share situation, addressing such things as specific work hours and focusing less on results-based goals. (<http://www.workforce.com/archive/article/23/33/23.php>). Also available at no charge, JobshareConnection.com posts a “**Job Share Proposal Guide,**” which is simply a high-level outline of basic proposal discussion points without a template or examples. ([http://www.jobshareconnection.com/jobshareconnection\\_proposal\\_guide.pdf](http://www.jobshareconnection.com/jobshareconnection_proposal_guide.pdf)).

On the other end of the spectrum, for a relatively small fee, WorkOptions offers a very robust “**Job Share Proposal Template**” at \$29.95. In addition to the template, WorkOptions provides steps for proposal preparation, tips for the actual meeting to propose the arrangement, advice how to respond to objections and a process for developing contingent negotiation strategy. Based on the amount of content and high quality of the WorkOptions package, we found this tool a tremendous value for the price. (<http://www.workoptions.com/flexsucc-js.htm>).

## **Setting up and maintaining healthy job shares**

After we agreed to a job share or program, we first established processes and worked with the IT department to develop failsafe logistics for communication, work completion, management and evaluation. Today’s technology for communication helped us enormously. Besides communication, however, many factors make a job share successful and meaningful for the organization and job share partners.

Drawing on our three years of job sharing experience plus the insights of many other accomplished job share teams, “**10 Keys to Job Share Success**” offers a range of advice from philosophical to tactical to help job shares succeed. The tips are intended to help new job shares ramp up more quickly, and existing job shares be even more successful. With less detail, but offered free on their web site, Women’s Work discusses the keys to “**Maintaining a Healthy Job Share Partner Relationship**” which focuses on communication and compromise. This provides a good quick reminder summary of focus areas for success ([http://www.womans-work.com/NewsInd/keeping\\_a\\_healthy\\_job\\_share\\_part.htm](http://www.womans-work.com/NewsInd/keeping_a_healthy_job_share_part.htm)). Of course the books referenced in the “Comprehensive Resources” section also provide insight into setting up and maintaining healthy job shares. In *Job Sharing: Two Heads Are Better Than One,* the authors dedicate half the book to this topic, including chapters on “Implementing Job Sharing” and “Put Job Sharing to Work.” (referenced above).

For organizations implementing job share programs, there are resources ranging from free reports to full-scale consulting services. To gain insight into setting up flexible policies and making them work, the Boston College Center for Work and Family conducted and published a study titled “**How 20 Leading Companies Are Making Flexibility Work.**” Based on interviews and analysis, the researchers present the biggest obstacles along with suggestions and best practices for overcoming them. For example, Hewlett Packard recommends surveying employees to understand their needs, working at the top and

getting approval and a champion when establishing job share policies.  
([http://www.bc.edu/centers/cwf/meta-elements/pdf/Flex\\_ExecutiveSummary\\_for\\_web.pdf](http://www.bc.edu/centers/cwf/meta-elements/pdf/Flex_ExecutiveSummary_for_web.pdf))

Some companies offer consulting to help build an infrastructure that promotes and facilitates successful job shares and other flexible work arrangements. **Work Family Directions (WFD)**, located in Boston, provides work-life and dependent care expertise in human resource strategy and management (<http://wfd.com>). WFD also publishes a range of research. Recently published research in the *Community, Work & Family Journal* on 25 leading organizations by work-life experts at WFD Consulting and academic scholars reveals that flexibility has a positive impact on employee engagement and retention, and reduces stress and burnout. Also East Coast based, **Rupert & Company** helps organizations build flexible solutions to critical workforce challenges such as retention efforts and flexible leadership. Their FlexWise toolkit even includes job sharing training to provide employees and managers insight into such issues as how to create partnerships and support job sharers career aspirations. (<http://www.rupertandcompany.com>).

Finally, job share teams and HR professionals can become members, access research and attend conferences through the many non-profit organizations and foundations working to promote work and family balance and women's advancement in the workplace. (Please see list at end of article)

## Conclusion

Fortunately for organizations and families today, job sharing has existed as a work option for over 40 years, and many resources have been created to those hoping to benefit from this type of work arrangement. Best practices and research helped launch our job share, and the experience of others created a strong foundation for our job sharing success. We encourage you to take a look at the research, best practices and assets available to help launch and support job share arrangements in your organization or career. Best of luck, and please send your input to [team@missionjobshare.com](mailto:team@missionjobshare.com) so that we might improve this guide to job sharing support information.

## NON-PROFIT ORGANIZATIONS

**Alliance of Work/Life Progress** (formerly the Alliance of Work/Life Professionals) is a membership organization for practitioners, vendors, corporations, labor groups, academics, government and students who work or are interested in the field of work/life.

**Alliance of Work/Life Progress**

14040 N. Northsight Blvd.  
Scottsdale, AZ 85260  
Phone: 480.922.2007; 800.874.9383 (toll free)  
[www.awlp.org](http://www.awlp.org)

**Catalyst** is a nonprofit organization that produces research on women's advancement in the workplace.

**Catalyst**

120 Wall Street  
New York, NY 10005  
212.514.7600  
[www.catalystwomen.org](http://www.catalystwomen.org)

**The Center for Work and Family** at Boston College links the academic community to leaders in employment settings who are committed to promoting workforce effectiveness.

**Center for Work and Family**

Boston College, Carroll School of Management  
140 Commonwealth Avenue  
Chestnut Hill, MA 02467  
617.552.2844  
[www.bc.edu/cwf](http://www.bc.edu/cwf)

**The Council on Contemporary Families** is a nonprofit organization geared toward family researchers, mental health and social work practitioners, and activists. The council focuses on understanding the needs of modern families.

**Council on Contemporary Families**

208 E. 51st Street, No. 315  
New York, NY 10022  
[www.contemporaryfamilies.org](http://www.contemporaryfamilies.org)

**The Families and Work Institute** is a nonprofit organization that provides high-quality research to policymakers, business leaders and researchers.

**Families and Work Institute**

330 Seventh Avenue, 14th Floor  
New York, NY 10001  
[www.familiesandwork.org](http://www.familiesandwork.org)

**The Institute for Women's Policy Research** is a public policy research organization that emphasizes issues affecting women and families such as poverty, welfare, earnings, domestic violence and civic participation.

**Institute for Women's Policy Research**

1707 L Street NW, Suite 750  
Washington, DC 20036  
[www.iwpr.org](http://www.iwpr.org)

**The Labor Project for Working Families at U.C. Berkeley** is an advocacy group that assists unions and members of unions with information on and tools on work/family programs and policies.

**Labor Project for Working Families**  
2521 Channing Way, No. 5555  
Berkeley, CA 94720  
[www.working-families.org](http://www.working-families.org)

New! from the Labor Project for Working Families:  
[NEW Flex Pack - How Unions Can Push for Worker Controlled Flexibility](#)

**MomsRising** is a grassroots, online organization that mobilizes people to advocate for social change on issues of concern to mothers and other family caregivers (including paid leave, flexible work, child and after-school care, healthcare for children, living wages, and caregiver discrimination).

**MomsRising**  
[www.momsrising.org](http://www.momsrising.org)

**Mothers and More** is a nonprofit organization that provides support, education, and advocacy for mothers and promotes the value of mothers' work.

**Mothers and More**  
P.O. Box 31  
Elmhurst, Illinois 60126  
630.941.3553  
[www.mothersandmore.org](http://www.mothersandmore.org)

**The National Partnership for Women and Families** works with multiple organizations and sectors to find solutions to work and family problems.

**National Partnership for Women and Families**  
1875 Connecticut Avenue NW, Suite 710  
Washington, DC 20009  
[www.nationalpartnership.org](http://www.nationalpartnership.org)

**The Sloan Work and Family Research Network at Boston College** is a major online resource for issues related to work and family, providing information for academics, researchers, workplace practitioners, state public policy makers, and individuals. Their website offers literature search capabilities.

**Sloan Work and Family Research Network**  
Boston College  
3 Lake Street Building, 2nd Floor  
140 Commonwealth Avenue  
Chestnut Hill, MA 02467  
<http://wfnetwork.bc.edu>

**The Sugar Law Center for Economic and Social Justice** is a national, non-profit organization, dedicated to providing legal support and advocacy for working people and their communities.

**The Sugar Law Center**

2727 Second Avenue, Suite 327  
Detroit MI 48201  
[www.sugarlaw.org](http://www.sugarlaw.org)

**The Third Path Institute** is a nonprofit organization emphasizing work redesign.

**The Third Path Institute**  
4918 Cedar Avenue  
Philadelphia, PA 19143  
[www.thirdpath.org](http://www.thirdpath.org)

**Wider Opportunities for Women** provides education and training to women.

**Wider Opportunities for Women**  
815 15th Street NW, Suite 916  
Washington, DC 20005  
[www.wowonline.org](http://www.wowonline.org)