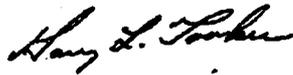


NLWJC- Kagan

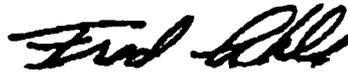
Counsel - Box 008 - Folder 011

TEAM Act [2]

The President  
June 21, 1996



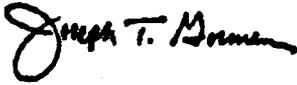
Gary L. Tooker  
Vice Chairman and CEO  
Motorola, Inc.



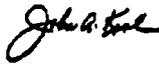
Fred Ahle  
President and CEO  
Kwik Kopy Printing



J.W. Marriott, Jr.  
Chairman of the Board and  
President  
Marriott International



Joseph T. Gorman  
Chairman of the Board and CEO  
TRW, Inc.



John A. Krol  
President and CEO  
DuPont Company



Bussey C. Bonner, Jr.  
President and CEO  
Coca-Cola Bottling Company  
West, Inc.



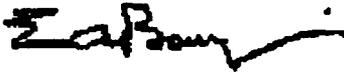
Roger G. Ackerman  
Chairman & CEO  
Coming Incorporated



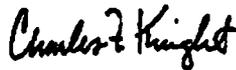
Gordan E. Moore  
Chairman  
Intel Corporation



J. Dwane Baumgardner  
Chairman and CEO  
Donnelly Corporation



E.A. Bourque  
President & CEO  
Lasertechnics Marking Corp.



Charles Knight  
Chairman, President & CEO  
Emerson Electric Co.



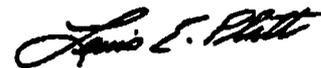
Chuck Lee  
Chairman & CEO  
GTE Corporation



Allen Questrom  
Chairman & CEO  
Federated Department Stores, Inc.



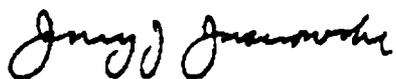
David R. Whitwam  
President and CEO  
Whirlpool Corp.



Lewis E. Platt  
Chairman, President & CEO  
Hewlett Packard Co.



David F. Manchester  
President  
The J.E. Baker Company



Jerry J. Jasinowski  
President  
National Association of  
Manufacturers



Richard Ayers  
Chairman and CEO  
The Stanley Works

The President  
June 21, 1996



William P. Weber  
Vice Chairman, Acting  
President & CEO  
Texas Instruments



Jerry E. Dempsey  
Chairman & CEO  
PPG Industries, Inc.



Don R. MacPherson  
Chairman & CEO  
Red Devil, Inc.



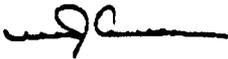
Peter F. McCloskey  
President  
Electronic Industries Association



Richard L. Leshner  
President  
U.S. Chamber of Commerce



John R. Walter  
President & CEO  
R. R. Donnelley & Sons



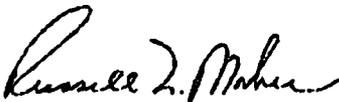
Walter A. Elisha  
Chairman & CEO  
Springs Industries



John Level  
Vice President & GM  
Hi Rel Labs, Inc.



John Stiglmeier, Jr.  
President & CEO  
Aqua Clear Industries, Inc.



Russell N. Mosher  
President  
American Boiler Manufacturers  
Assoc.



H. William Lichtenberger  
President & CEO  
Praxair, Inc.



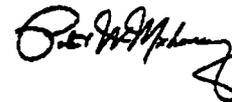
Kenneth O. Decko  
President & CEO  
Connecticut Business &  
Industry Association



Jimmie T.G. Coulson  
President and CEO  
The Coeur d'Alenes Co.



Albert E. Davis  
President & CEO  
Diemakers



Robert W. Mahoney  
President and CEO  
Diebold, Incorporated



Christopher T. Fuldner  
President  
EFCO Corporation



K. T. Derr  
President & CEO  
Chevron Corporation



W. E. Bradford  
President & CEO  
Dresser Industries, Inc.

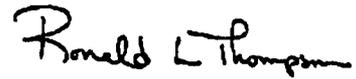
The President  
June 21, 1996



J. Christopher Ronay  
President  
Institute of Makers of  
Explosives



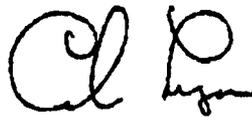
Paul A. Stroup, III  
President and CEO  
Lance, Inc.



Ronald L. Thompson  
President & CEO  
Midwest Stamping



Randall J. Brown  
President and CEO  
Niagara Business Alliance,  
Inc.



Ed Ligon  
President  
Orbit Valve International,  
Inc.



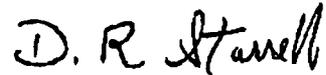
Charles J. Ohl  
President  
Penn Aluminum  
International, Inc.



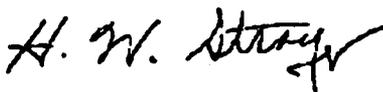
Ronald P. Sandmeyer  
Chairman of the Board  
Sandmeyer Steel Co.



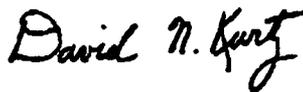
Rodger M. Glos  
President  
Timber Operators Council



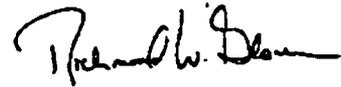
D. R. Starrett  
Chairman and CEO  
The L.S. Starrett Company



H.W. Strayer  
President  
Erie Strayer Company



David N. Kurtz  
President  
TAM Ceramics, Inc.



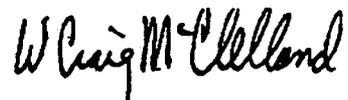
Richmond W. Glover  
President and COO  
Theis Precision Steel Corp.



James R. Wilson  
Chairman and CEO  
Thiokol Corporation



Murray B. Yarmark  
President  
Triboro Electric Corporation

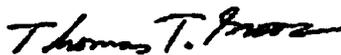


W. Craig McClland  
Chairman and CEO  
Union Camp Corporation

The President  
June 21, 1996



Randolph K. Rolf  
Chairman, President and CEO  
UNITOG Company



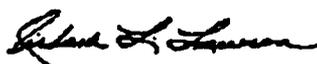
Thomas T. Groos  
President  
The Viking Corporation



Michael A. Schuler  
President and CEO  
Zippo Manufacturing Co.



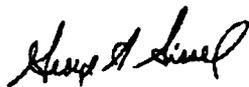
William J. Hudson  
CEO and President  
AMP Incorporated



Richard L. Lawson  
President & CEO  
National Mining Assn.



Tim Hammonds  
President and CEO  
Food Marketing Institute



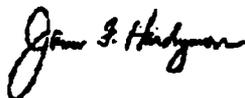
George A. Sissel  
Chairman, President & CEO  
Ball Corporation



Phillip W. Farmer  
Chairman, President & CEO  
Harris Corporation



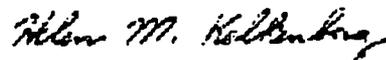
M. Thomas Moore  
Chairman and CEO  
Cleveland-Cliffs Inc.



James F. Hardymon  
Chairman and CEO  
Textron Inc.



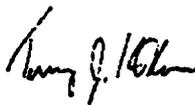
Dennis J. Moore  
Chairman and CEO  
ESCO Electronics Corp.



Helen M. Kelkenberg  
President & CEO  
Tyler Truck Lines Inc.



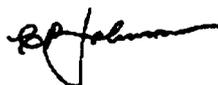
H. Neal Johnson  
CEO  
Prime Technological Services, Inc.



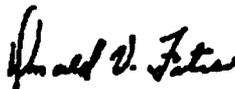
Terry J. Kohler  
CEO  
North Sails Group, Inc.



M. Anthony Burns  
Chairman, President & CEO  
Ryder System, Inc.



Charles P. Johnson  
Chairman and CEO  
General DataComm Industries, Inc.



Donald V. Fites  
Chairman  
Caterpillar Inc.



T.J. Rogers  
President and CEO  
Cypress Semiconductor

Mr. President  
June 21, 1996



Robert Belter  
President  
Sortage Newspaper Supply Co.



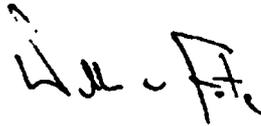
J.W. Kisling  
President  
Multiplex Co., Inc.



William F. Kovacs  
President  
Sheet Metal Products, Inc.



Lalit K. Sarin  
President  
Shelby Industries, Inc.



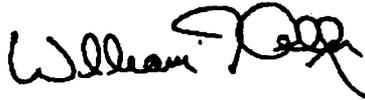
William C. Foote  
Chairman, President & CEO  
USG Corporation



J. Stephen Larkin  
President  
Valve Manufacturers Assn. of America



Melvin R. Goodes  
CEO  
Warner-Lambert Company



William F. Allyn  
CEO  
Welch Allyn, Inc.



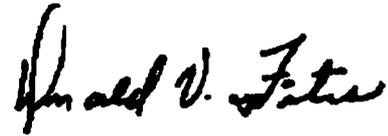
Frank H.W. Schoenwitz  
CEO  
Weldun International



Rodger S. Lawson  
CEO  
Alliance of American Insurers



William A. Sebastian  
President  
American Society of Employers



Donald V. Fites  
Chairman  
Caterpillar, Inc.



David R. Buchanan  
President & CEO  
Three-Five Systems, Inc.

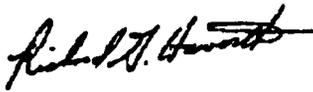


Edward McLaughlin  
CEO  
Dey Dey Corporation



Brian Bargenquest  
CEO  
Dahlgren USA, Inc.

The President  
June 21, 1996



Richard G. Haworth  
Chairman and CEO  
Haworth, Inc.



Herbert C. James  
CEO  
Jesco



Robert W. Cardy  
Chairman, President & CEO  
Carpenter Technology Corp.



Donald Hare  
CEO  
Doran Manufacturing Co. Inc.



Charles E. Conner  
CEO  
Alcon Tool Co.



Chris Dugle  
President  
Deltec Incorporated



Clyde R. Moore  
President  
Thomas & Betts Corp.



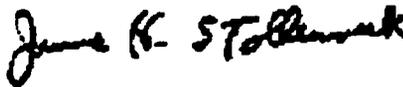
Edward Schmocker  
CEO  
Winter Woods, Inc.



Kerry Paulson  
CEO  
The JUGS Company



David A. Ladd  
President - Owner  
Walnut Hollow



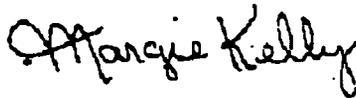
James H. Stollenwerk  
President and Secretary  
Construction Industry Manufacturers  
Assn.



Thomas K. Isaacs  
President  
Amole, Inc.



Wendell L. Christoff  
CEO  
Chadalee Farms, Inc.



Margie Kelly  
President & CEO  
Stover Quality Water Inc.



Chet L. Walthall  
CEO  
Heat - Treating Inc.

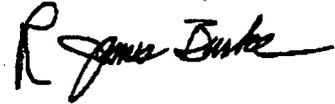
The President  
June 21, 1996



William W. Lane  
CEO  
Atlas Electric Devices Co.



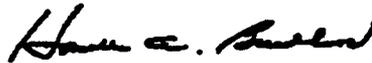
Alan L. White, Sr.  
CEO  
The Alan White Company



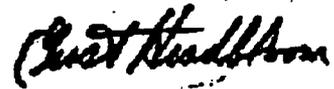
R. James Burke  
President  
Drive Train Industries



Douglas R. Strief  
CEO  
Control Works, Inc.



Howell A. Breedlove  
President and CEO  
J&L Structural, Inc.



Gust Headbloom  
CEO  
APEX Broach & Machine Co.



James Jennison  
CEO  
Jennison Industries, Inc.



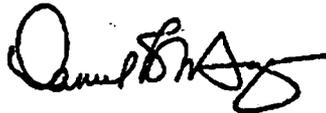
Gary S. Hirsch  
CEO  
Chicago Fineblanking Corp.



R. Peter Haentjens  
CEO  
Hazleton Pumps, Inc.



James A. Peterson  
CEO  
Bimet Corporation



David P. McGregor  
CEO  
Rose City Mfg. Inc.



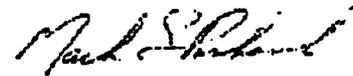
K. Wayne Long  
CEO  
Enviro-Industries, Inc.



Harry Merigian  
CEO  
Merico Marketing, Inc.



James Parmelee  
President  
Parmelee Associates

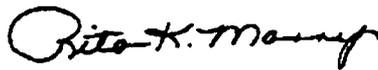


Mark Puskarich  
President  
Atlantic Systems Electronics

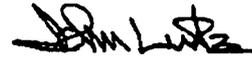
The President  
June 21, 1996



Ernest A. Walen  
President  
Heatbath Corporation



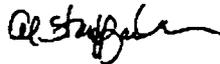
Rita K. Manny  
President & CEO  
Employers Association of Florida



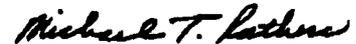
John Lutz  
President & CEO  
Elco Textron, Inc.



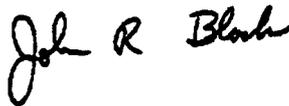
William L. Hart  
President and CEO  
Employers Resource Assoc.



Albert H. Stauffacher  
President and CEO  
Employers Resource Council



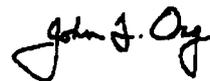
Michael T. Rathes  
President  
High Pressure Equipment Co.



John R. Block  
President  
Food Distributors International



Duane J. Cassidy  
President & CEO  
Georgia Employers Assoc.



John D. Ong  
Chairman & CEO  
BF Goodrich



T. F. Gundlach  
Chairman & CEO  
T.F. Gundlach Machine Co.



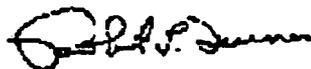
Paul A. Stroup, III  
President and CEO  
Lance, Inc.



Kenneth R. Phillip  
President  
Kenneth R. Phillips, D.D.S.



Ed Turner  
Owner  
Turner WSD

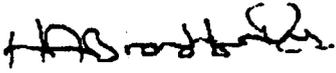


Robert L. Turner  
Chairman  
R.L. Turner Corp.



Orrin Valente  
President  
A.L. Griffin, Inc.

Mr. President  
June 21, 1996



Hank A. Brandtjen III  
CEO  
Brandtjen & Kluge, Inc.



Melvyn London  
CEO  
London Litho Aluminum Co., Inc.



C.J. van Gemert  
CEO  
Planax North America, Inc.



Joseph Martinez  
CEO  
Dynamic/DYC Supply Co.



Evans Kostas  
CEO  
Publishers Equipment Corp.



Larry R. Bowman  
CEO  
F.P. Rosback Co.



J.M. Murray  
CEO  
Brackett, Inc.



Leo Lehrer  
CEO  
Graphic Tech Inc.



William S. Colehower  
CEO  
Jomac, Inc.



Regis J. Delmontagne  
CEO  
NPES



David R. Beckerman  
CEO  
Polyfibrion Technologies, Inc.



Jeffrey P. Green  
CEO  
Printing Developments, Inc.



Robert S. Steffens  
CEO  
Cronite Machinery Corp.



Don Trytten  
CEO  
Resource Net Distributors



Michael J. Grauel  
CEO  
Baumfolder Corp.

Mr. President  
June 21, 1996



Peter H. Hickok  
CEO  
W.O. Hickock Manufacturing Co.



Clifford L. Allen  
CEO  
Termes Register System



W. Bruce Goodwin  
CEO  
Glunz & Jenson, Inc.



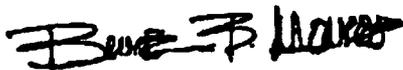
Eric S. London  
CEO  
London Litho Aluminum Co., Inc.



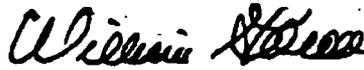
Ernest Ohlig  
CEO  
Olec Corporation



Marc Wolstenholme  
CEO  
Iselann-Moss Industries, Inc.



Bruce B. Monroe  
CEO  
The Johnson Corp.



William Golde  
CEO  
MBM Corp



Gerald J. McConnell  
CEO  
AB Dick Company



Harry Royse  
CEO  
Royse Manufacturing Co.



Peter Butkis  
CEO  
Sitmo USA, Inc.



Robert M. Adams  
President  
Trux Inc.



Herman Albrecht III  
President  
Southern Lumber & Millwork Corp.



Charles Alby  
CEO  
American Bin & Conveyor, Inc.



V. Harold Alessio  
Chairman  
A-H Mechanical Contractors, Inc.

The President  
June 21, 1996



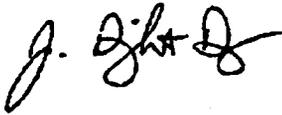
Richard W. Douglas  
President  
Greater Dallas Chamber



L. F. Dudenhoefter  
President/CEO  
Klein Plating Works, Inc.



Kelly Durose  
CEO  
D.C. Metals and Recycling



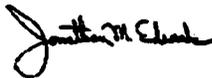
J. Dwight Dyess  
Chairman of the Board  
Area Development Partnership



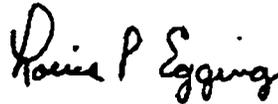
Ross J. Eckert  
President & CEO  
Pine Hill Materials Corp.



George Eiker  
President  
Design & Build Corp.



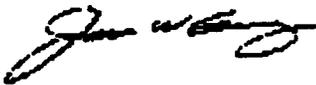
Jonathan M. Edwards  
President  
Edwards Oil Co. of  
Lawrenceburg, Inc. & South  
Tennessee Oil Co., Inc.



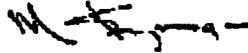
Louis T. Egging  
President/CEO  
The Egging Co.



Gerald Edlund  
President  
Edlund Associates, Inc.



James W. Elsey  
President  
Buckeye Hone Co.



Marshall Elzinga  
Co-Chairman  
Elzinga & Volkers



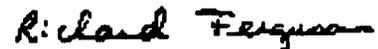
Bob Eubank  
President  
Temp Staff, Inc.



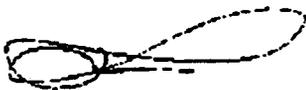
David C. Ewing  
President  
Actronica Inc.



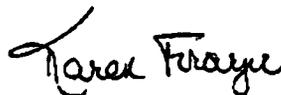
Joseph A. Falcone, Jr.  
CEO  
F. W. Capacitors Inc.



Richard Ferguson  
President  
Marvin A. Smith Company, Inc.



Robert Feroldi  
President  
Evergreen Surveying Inc.



Karen Frayer  
CEO  
Sta-Brite Electronics

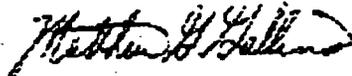


Stuart Freides  
President  
Mistico Inc.

The President  
June 21, 1996



William Joseph Frodsham  
President  
Beam Contracting, Inc.



Matthew G. Gallins  
President  
Gallins Vending Co., Inc.



James P. Garber  
President  
R. L. Turner Corporation



Dan Gatchet  
President  
West Coast Trucking



John E. Gates  
President  
Aerospace Lubricants, Inc.



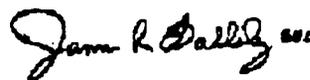
H. R. Gentsch  
President and Chief  
Executive Officer  
Harrisonville Telephone Co.



Barry B. George  
President  
Toby Food Group, Inc./  
Group Enterprise Inc.



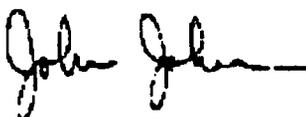
Patricia A. Godo  
President  
Godo & Godo, Inc.



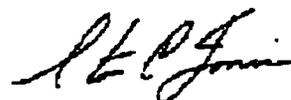
James R. Golladay  
CEO  
Ohio Pet Foods, Inc.



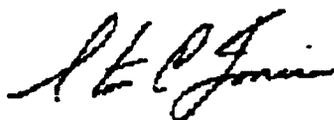
Don Johnson  
CEO  
Arizona Contractors Assn.



John W. Johnson, Jr.  
President  
His Life Woodworks



Donald E. Jones, Jr.  
President  
Pioneer Oil Co., Inc.



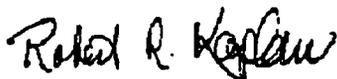
Stan C. Jones  
CEO  
Wausau Manor



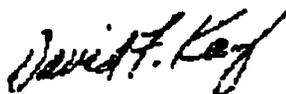
Dewie D. Jordan  
President  
Advanced Recovery Technologies  
Corporation



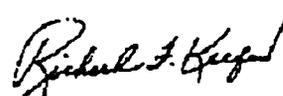
Richard L. Jurgena  
President  
Mail Advertising Services,  
Inc.



Robert R. Kaplan  
President & CEO  
Super Salvage Inc.

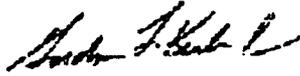


David F. Kay  
President  
Optech, Inc.

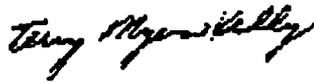


Richard F. Keefer  
President  
Keefer Printing Co., Inc.

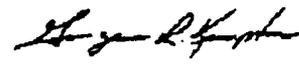
The President  
June 21, 1996



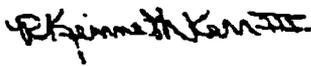
Gordon F. Keeler, Jr.  
President/CEO  
Ferriot Inc.



Terry Myers Kelly  
President  
LBM Construction, Inc.



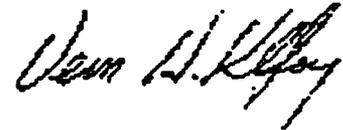
George R. Kempton  
Chairman and  
Chief Executive Officer  
Kysor Industrial Corp.



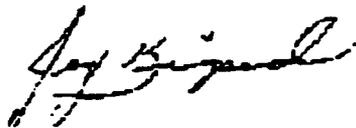
R. Kenneth Kerr III  
President  
Kerr Companies



Allen Kibby  
President  
Mission Music



Vern H. Kilfoy  
CEO/President  
Pioneer Electric Power Co.



Jerry Kingseed  
President  
Slagle Mechanical  
Contractors Inc.



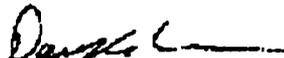
Tracey B. Kirsch  
President  
Electromedical Products  
International, Inc.



Steven G. Knorr  
President  
Wisconsin Valley  
Concrete Products Co.



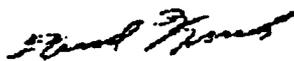
Thomas J. Koch  
President - CEO  
Signko



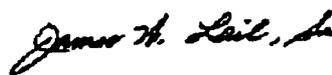
Daryle Kraige  
President  
DGH Enterprises



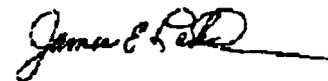
Harold Kuller  
CEO  
Minnesota Knitting Mills



David Kurk  
President  
David Kurk, Inc.

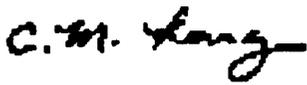


James W. Lail, Sr.  
President  
Raines Brothers, Inc.

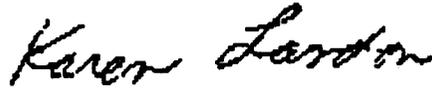


James E. Lakin  
Chairman  
Timpte Industries, Inc.

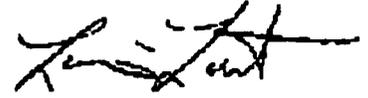
The President  
June 21, 1996



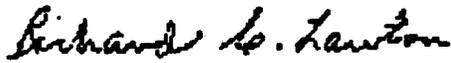
C.M. Long  
President  
Reliable Paving, Inc.



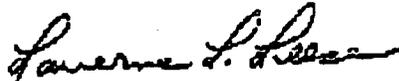
Karen Landon  
CEO  
Aztec Wire Inc.



Lorraine M. Lavet  
President and CEO  
Fairfax County Chamber of Commerce



Richard C. Lawton  
President  
Buell Automatics, Inc.



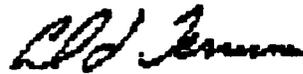
Laverne L. Leese  
President  
Littonian Shoe Company



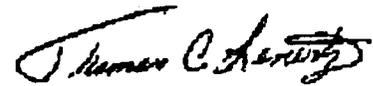
Matt Lemieux  
President  
Certco, Inc.



Eugene Lemke  
President  
Lemke Machine Products



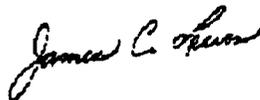
Cecil L. Lemma  
President  
Military Distributors, Inc.



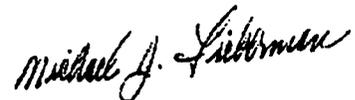
Thomas C. Lenertz  
President  
Riverview Healthcare Assn.



Fred A. Lewis  
President and CEO  
Mtf. Corp.



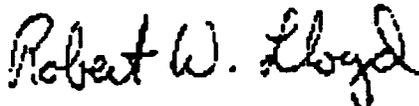
James C. Lewis  
President  
Mr. & Mrs. Tire of West Lafayette, Inc.



Michael J. Lieberman  
Executive Vice President  
Lieberman-Appalucci Adv.



M. Newton Little  
President  
Ace Glass Co., Inc.

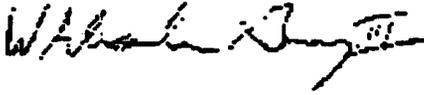


Robert W. Lloyd  
President and CEO  
Bodine Aluminum, Inc.

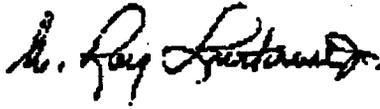


Stephen R. Lounsberry  
President and CEO  
Pinnacle East, Inc.

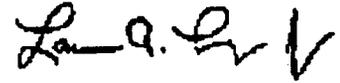
The President  
June 21, 1996



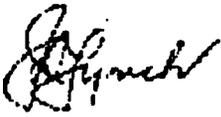
W. Alexander Gray III  
CEO  
American Hardwood Co.



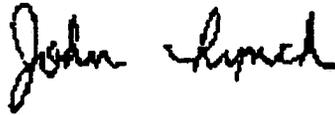
W. Ray Luttaull, Jr.  
President  
First & Farmers Bank



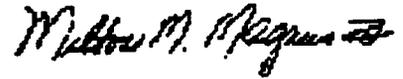
Lauren A. Lydis, Jr.  
President  
B.E. Fit, Inc.



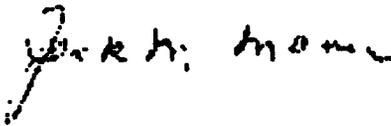
J.D. Lynch  
President  
Iroquois Paving Corporation



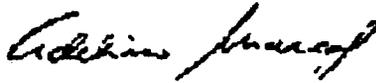
John Lynch  
President & CEO  
Wright Environmental Services, Inc.



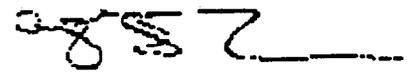
Milton M. Magnus III  
President and CEO  
M & B Metal Products Company



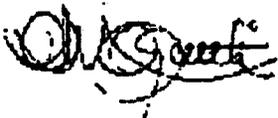
Jack M. Mann  
President  
The Made-Rite Co.



Adelino M. Marcal  
President  
Pyramid Flooring, Inc.



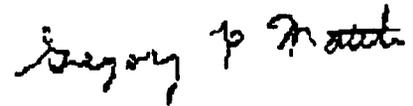
Cynthia F. Marks, MD  
Sole Proprietor  
Cynthia F. Marks MD



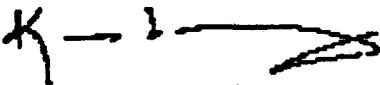
Eladio Marquetti  
CEO  
Pet Products Associates



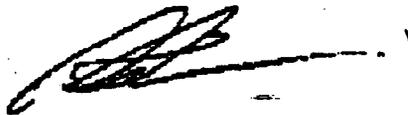
John S. Martin  
President  
American Brush Co.



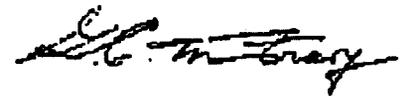
Gregory P. Mattli  
President  
Alliance Water Resources, Inc.



Kevin L. McCaffery  
President  
RKB Enterprises, Inc.

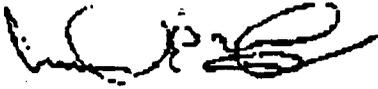


Ken McClanahan  
President and CEO  
Cross County Bank

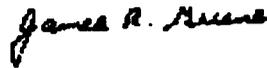


Giles C. McCrary  
President  
McCrary LTD

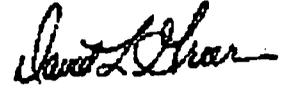
The President  
June 21, 1996



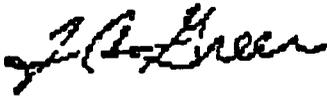
Michael E. Green  
President  
Neat-Line Co., Inc.



James R. Greene  
President  
James Green Trk., Inc.



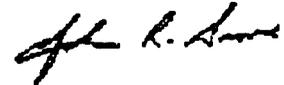
David Greer  
President  
Wire Belt Co. of America



F.C. Greer  
President and CEO  
The Citizens Bank



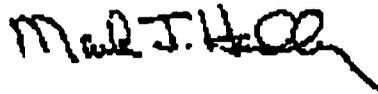
John E. Griffin, Jr.  
President  
United Electric Co. of Jacksonville



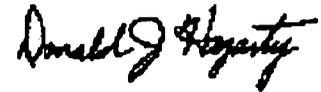
John R. Grove  
President  
K.H. Graphics, Inc.



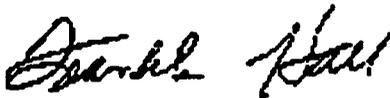
Richard Gwin  
President  
Woodford Builders, Inc.



Mark J. Hadley  
President  
Hadley's Office Products, Inc.



Donald J. Hagarty  
President  
Ultra Forge, Inc.



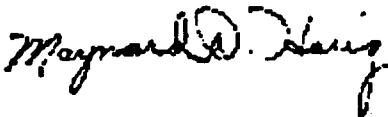
Franklin Hall  
President  
Hall & Sons Funeral Home



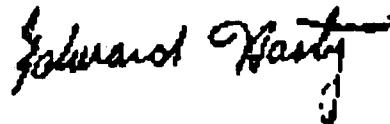
Wayne W. Hall  
President  
Keystone Construction Specialist, Inc.



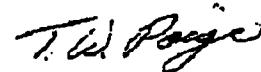
Jack Hammontree  
President & CEO  
Knoxville Chamber of Commerce



Maynard D. Harig  
President  
Gladwin Floor Covering, Inc.



Edward Hasty  
Chairman & CEO  
Hallsmith Sysco Food Services, Inc.

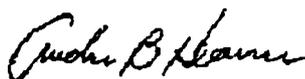


Theodore W. Paige  
President  
Temaron Co., Inc.

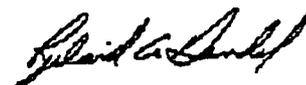
The President  
June 21, 1996



David C. Hatch  
President  
Risk International



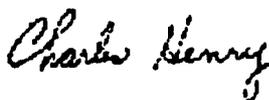
Andrew B. Hearn  
President and CEO  
Wilson T.V.



Richard A. Henoel  
CEO  
Joseph A. Hendel Inc.



Kenneth A. Hendricks  
President and CEO  
ABC Supply Co. Inc.



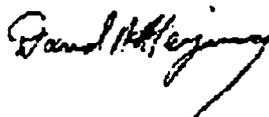
Charles Henry  
President and CEO  
Bloomdale Plastics Co.



A. W. Herman  
President  
Cleveland Foundry &  
Manufacturing Co. Inc.



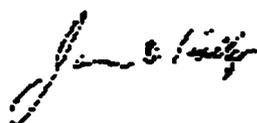
Lew Herndon  
President  
Talicor, Inc.



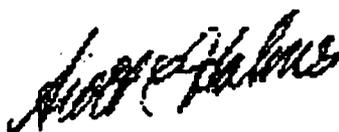
David R. Heying  
President & CEO  
Bank One, West End



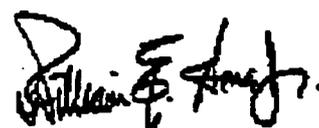
Del Holley  
President  
Tiocco Filtration Systems



James D. Holey  
President  
Holley's Incorporated



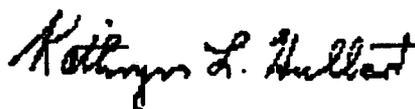
Scott C. Holmes  
CEO  
NSI



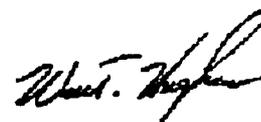
William E. Home, Inc.  
President  
ANEL Ind., Inc.



E. Keith Hubbard  
President  
E. Keith Hubbard

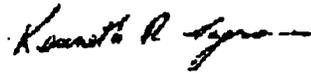


Kathryn L. Hulbert  
President  
Front Range Plumbing Co., Inc.



William T. Hughes  
President  
Falcon Design & Mfg.

The President  
June 21, 1996



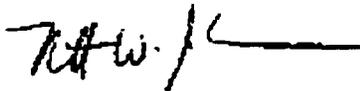
Kenneth R. Ingram  
President  
The Valv-Trol Company



Cesar C. Iriarte  
President  
Saratoga Tire & Service, Inc.



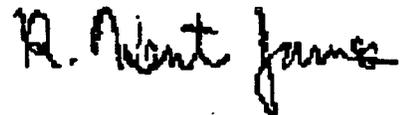
Cletis M. Jackson  
President & CEO  
Hi-Tek Manufacturing, Inc.



Robert W. Jackson  
President & Co-Owner  
Mountain Oil, Inc.



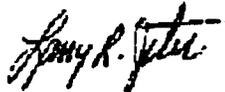
Robert Jacobsen  
President  
Lloyd Lumber Co., Inc.



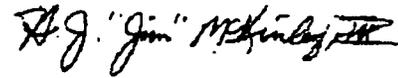
R. Kent James  
President  
Quadtek, Inc.



Roy Jaskowski, Sr.  
President  
Matt-A-Matic, Inc.



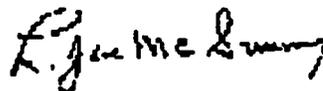
Larry R. Jeter  
CEO  
Sycamore Shoals Hospital



Harold J. "Jim" McKinley, III  
President  
McKinley Funeral Home, Inc.



M.C. McNeill III  
President  
Bill's Bookstore, Inc.



L. Joe McSweeney  
President  
McSweeney's Inc.



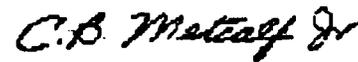
Thomas L. Meade  
President  
Collegiate Furnishings, Inc.



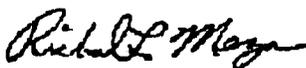
Donald L. Menchhofer  
President  
Fabri-Tech, Inc.



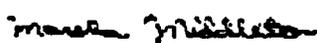
J.E. Eliot Merk  
President  
J.E. Merk & Associates, Inc.



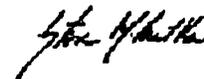
C.B. Metcalf, Jr.  
President  
C.B. Metcalf Co.



Richard L. Meza  
President  
JEM Machine

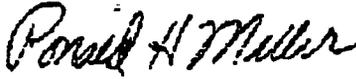


Marsha Middleton  
President  
Wirebenders, Inc.



Steve Mikulks  
President  
CTN/Ramapo Travel

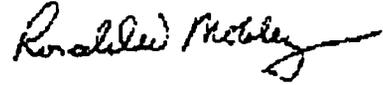
The President  
June 21, 1996



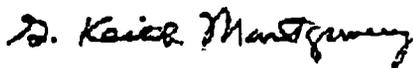
Ronald H. Miller  
President  
Patron Plastics, Inc.



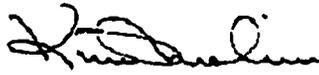
Charles A. Mionske  
President  
Charles A. Mionske, Inc.



Ronald W. Mobley  
President  
Pro Rentals, Inc.



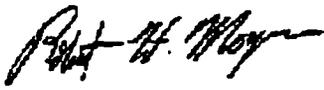
G. Keith Montgomery  
Executive Director  
Oklahoma Allergy & Asthma Clinic



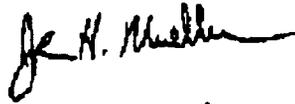
Kim Moline  
President  
S & D Wire Co.



Michael A. Morris  
Chief Operating Officer  
Rangaire, Inc.



Robert H. Moyer  
Chairman of the Board  
Mosser Construction, Inc.



John H. Mueller  
President  
G&W Electric Company



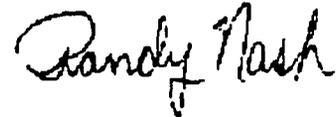
Margaret V. Munoz  
President  
Overseas Transport Co.



Robert A. Murdock  
President  
Murdock, Inc.



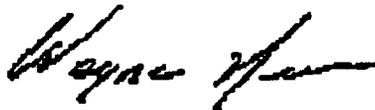
Richard Muth  
President  
Muth Electric, Inc.



Randy Nash  
President  
R & R Hardwood Floors



Roger H. Naylor  
President  
Lv-Tech, Inc.

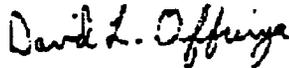


Wayne Neu  
President  
Neuko Construction Co., Inc.



Rayburn Norling  
President  
Willmar Poultry Co.

The President  
June 21, 1996



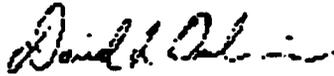
David L. Offringa  
President  
Woodland House of  
Kitchens, Inc.



Leroy J. Ogg, Jr.  
President  
Signal Maint., Inc.



Vern Oltmer  
CEO  
Sunbelt RV Center



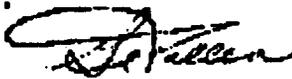
David L. Onerheim  
President  
Color Dynamics, Inc.



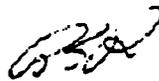
Chris Scott Opp  
President  
Opp Art, Inc.



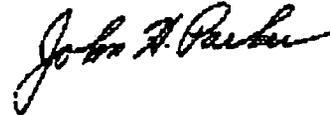
Robert E. Orchard  
President & CEO  
State Heat Treat,  
Inc.



Gil Pallen  
President  
Pallen Enterprises, Inc.



Robert E. Panza  
President  
ProPage



John H. Parker  
President  
Parker Motor Freight, Inc.



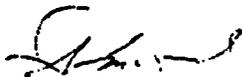
Robert Patrician  
President  
Quality Sign &  
Banner



S. Joel Perry, Jr.  
President  
Derrick Co., Inc.



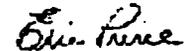
Roger E. Paters  
Executive Director  
Ft. Walton Beach  
Chamber of Commerce



Sam McDonald  
CEO  
Quality Computer  
Products, Inc.

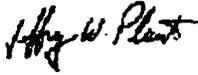


Kevin Perthman  
President  
Allied Modular  
Building Systems



Fred Pitzer  
President  
P&F Automotive Whse

The President  
June 21, 1996



Walter A. Poggi  
President  
Retlif Testing  
Laboratories



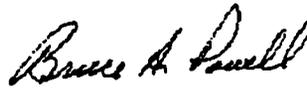
Frank Poma  
General Manager  
Micro Surface  
Finishing Product



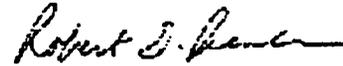
Michael D. Poole  
President  
MJ Mechanical



Gail Popiolek  
President  
Pyramid Aluminum, Inc



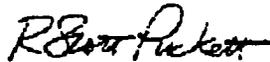
Bruce A. Powell  
President  
Marking Devices,  
Inc.



Robert D. Prentice  
President  
A.F.K. Corp.



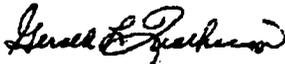
Edward Pruc  
President  
T&B Foundry Co.



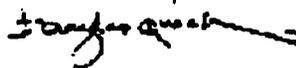
R. Scott Puckett  
President  
Wesley Manor, Inc



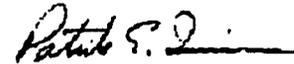
Larry Pugh  
President  
L. Pugh &  
Associates, Inc.



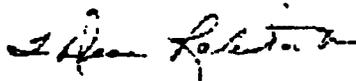
Gerald L. Qualheim  
President  
Gerald L. Qualheim  
Enterprises, Inc.



J. Douglas Quick  
President & CEO  
Lakeside Foods, Inc.



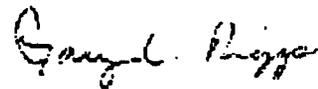
Patrick E. Quinn  
President  
U.S. Xpress  
Enterprises, Inc.



T. Dean Rabitsch  
CEO  
Poly Tech  
Industries, Inc.



S.W. Reeder  
Chairman & CEO  
Direct Repair  
Laboratories



Gary L. Riggs  
President  
Mid-Continent  
Airmotive, Inc.

The President  
June 21, 1996



David E. Reiber  
President  
Mechanical Western  
of Lincoln, Inc.



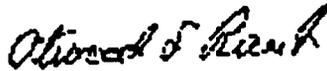
E. Paul Reichard  
President  
Holt and Reichard,  
Inc.



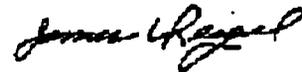
D.M. Reese  
Doorking of Texas Inc.



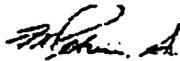
Jolene E. Reith  
President  
Titan Plastics



Atwood L. Rice, Jr.  
Chairman  
Byrne, Rice &  
Turner, Inc.



James L. Reigel  
President  
Paget Equipment Co.



F.X. Petrini, Sr.  
Petrini Realty &  
Insurance Co.



Raymond C. Robertson  
President  
Robertson Metal  
Fab, Inc.



Robert C. Rodenburg  
President  
Paxton-Mitchell Co.



Donald J. Roder  
President  
GarGraves Trackage  
Corp.



Gayle Rodgers  
President  
Preferred Bindery  
Company



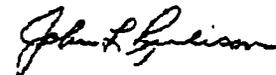
Walter Roskuszka  
President  
Kwik Copy Printing  
DBA Roskuszka  
& Sons



R. Fred Rouse  
President  
Duluth Paper &  
Specialties



David L. Rowe  
President  
Smith-Rowe, Inc.



John L. Rulison  
President  
Raven Services Corp.

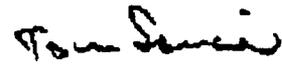
The President  
June 21, 1996



L. Donald Rushing  
President  
Fisher Brown, Inc.



Arlon J. Sandbulte  
President  
Joe's Ready Mix, Inc.



Tom Saucier  
President & CEO  
Laurel Oil & Supply Co. Inc.



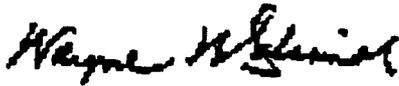
Scott Schang  
President  
American Printer  
Repair



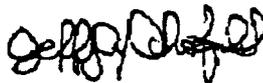
Philip E. Schlenker  
President  
Schlenker Developments  
Inc.



Grace L. Schmidt  
CEO  
Life Industries  
Corp.



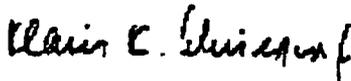
Wayne W. Schmidt  
CEO & Editor  
Fire and Police  
Personnel Reporter



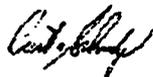
Jeffrey A. Schofield  
President  
Subway #6067, Inc.



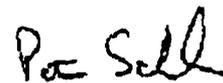
R.E. Schuchardt  
President  
B&C Die Cast,  
Inc.



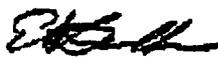
Klaus K. Schuegraf  
President & CEO  
Tystar Corp.



Curt D. Schulze  
Schultze Manufacturing



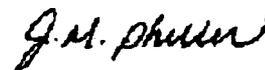
Pete Schwab  
President  
Schwab Company



E.W. Scollen  
President  
Scollon Productions

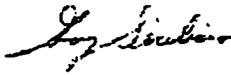


W. James Sessoms, Jr.  
President  
Gilded Mirrors, Inc.



James M. Shiller  
President  
Shiller Electric  
Co., Inc.

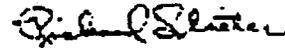
The President  
June 21, 1996



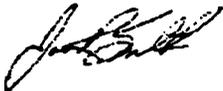
Gary Siciliano  
President & COO  
Logan Metal  
Stamping



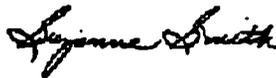
Danny Sims  
President  
Sims Pottery Inc.



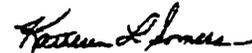
Richard Slieter  
President  
Owatonna Hospital



Jan R. Smith  
President  
Jan R. Smith  
Construction Co.



Suzanne Smith  
President  
Stat Medical of  
El Paso



Kathleen L. Somers  
Executive Director  
Associated Builders  
& Contractors,  
Ohio Valley



Donald Spaulding  
President  
March Intl Sales Ltd.



Donald F. Stahr  
President  
CKE, Inc.



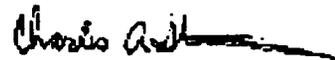
C. Harry Stanley  
President  
SECO Machine Tool  
Co., Inc.



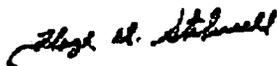
David P. Stanyo  
Micro-E Company



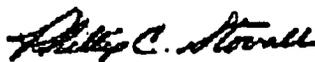
Raymond Steck  
President  
Steck Mfg. Co. Inc.



Charles Strauss  
President  
Majestic Ind. Inc.



Floyd D. Stillwell  
President  
Marsh Aviation Co.

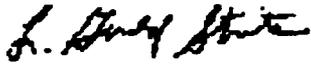


Phillip Stovall  
President  
Higgins-Spencer,  
Inc.

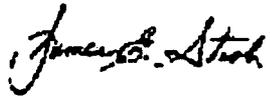


James Steffke  
President  
Contract Transport  
Services

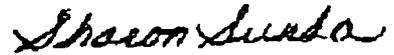
The President  
June 21, 1996



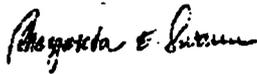
L. Gerald Strite  
President  
Shenandoah Mfg. Co.



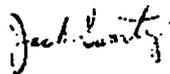
James E. Stroh  
President & CEO  
Malco, Inc.



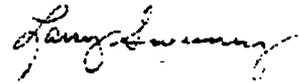
Sharon Sunda  
President  
Orange County  
Speaker, Inc.



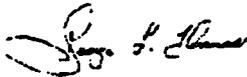
Margareta Swann  
Owner  
Swann Ent/The  
Golden Swann



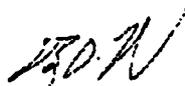
Jack Swartz  
President  
Nebraska Chamber  
of Commerce



Larry Sweeney  
President  
Sweeney Bros.  
Tractor Co.



George L. Thomas  
President & CEO  
Thomas Acoustics



Barry Thompson  
KAJN Radio



James W. Thompson  
President  
Thompson Diesel,  
Inc.



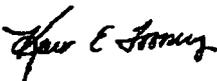
Michael D. Thompson  
President  
BJB Electric Corp.



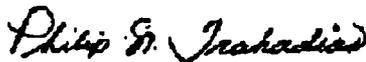
Robert C. Thompson  
President  
JTR Enterp. Inc



Donald R. Tomeny  
President  
B&L Wholesome  
Supply, Inc.



Kent E. Toomey  
Darling Store  
Fixtures



Philip Trahadias  
President  
Atlantic Photo  
Processing Inc.



Robert W. Tracy  
President  
Tracy Electric, Inc.

The President  
June 21, 1996



Piet Provo Kluit  
CEO  
Akzo Inc.



Donald K. Younker  
CEO  
Felker Brothers Corp.



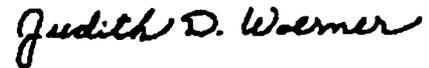
Robert F. Kearns  
CEO  
B.H. Aircraft Company, Inc.



David W. Davies  
CEO  
D.W. Davies & Co., Inc.



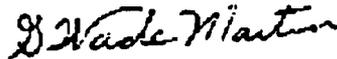
Michael D. Murrell  
CEO  
Protective Coatings, Inc.



Judith D. Woerner  
Vice President  
Woerner Engineering, Inc.



Jennifer L. Carey  
CEO  
JLC Environmental Consultants, Inc.



G. Wade Martin  
CEO  
Nut Tree, Inc.



Don Butler  
President and CEO  
The Employers Group



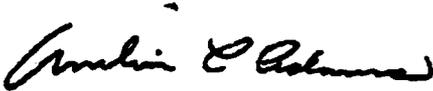
L. David Black  
Chairman, President & CEO  
JLG Industries, Inc.



Phil Tredway  
CEO  
Erie Molded Plastics, Inc.



T.J. Keating  
CEO  
Hi-Lex Corporation



Melvin L. Adams  
CEO  
Recreation Vehicle Products, Inc.



G. J. McGrath  
President  
Mico, Inc.



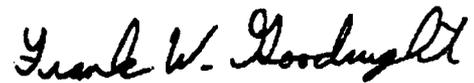
Ronald T. Stafford  
CEO  
Kiva International



N. David Landreth  
CEO  
Jones Exhaust Systems, Inc.



P. Grey Cane, Jr.  
CEO  
Kemko, Inc.



Frank W. Goodnight  
President and CEO  
Diversified Graphic, Inc.

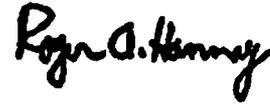
The President  
June 21, 1996



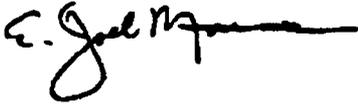
R.W. Van Sant  
CEO  
Lukens Inc.



Jean-Paul Valles  
Chairman and CEO  
Minerals Technologies Inc.



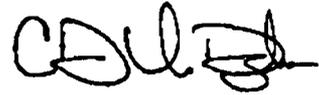
Roger A. Hannay  
CEO  
Hannay Reels, Inc.



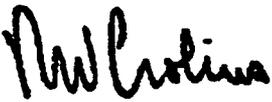
E. Joel Martin  
CEO  
GKN Walterscheid Inc.



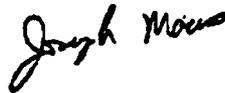
Joseph P. Forte  
CEO  
Uniflo Conveyor, Inc.



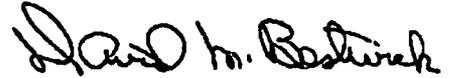
Charles Day Van Dyke  
CEO  
Western Textile Products Co., Inc.



Robert W. Crolius  
President  
The Refractories Institute



Joseph Maas  
CEO  
J.T.M. Provisions



David M. Bestwick  
CEO  
Tray-Pak Corp.



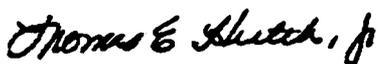
Donald Brent Leedon  
CEO  
Crossroads Tool & Manufacturing Co.



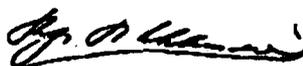
John M. White, Jr.  
CEO  
Morrison Textile Machinery Co.



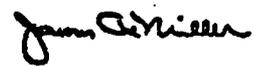
Allan E. Concoby  
CEO  
Erie Forge and Steel, Inc.



Thomas E. Hutca, Jr.  
CEO  
Aerolite Extrusions Co.



Helge H. Wehmeier  
President & CEO  
Bayer Corporation



James A. Miller  
CEO  
Herr & Sacco, Inc.

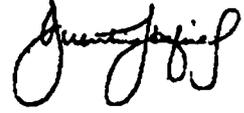
The President  
June 21, 1996



Curt D. Schulze  
CEO  
Schulze Manufacturing



Warren F. Gast  
CEO  
Gast Manufacturing Corp.



Quentin Hatfield  
CEO  
K-Products Inc.



Willard T. Walker, Sr.  
CEO  
Walker Forge, Inc.



H. John Riley, Jr.  
Chairman, President & CEO  
Cooper Industries



Stephen Stepanian  
President  
Printed Circuit Corporation



Melvin Lesikar  
President/Owner  
Cyclone Steel Services, Inc.



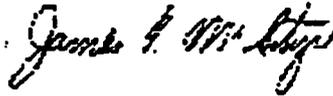
Robert S. Lee  
CEO  
Hotwatt, Inc.



Gary Keeney  
CEO  
Prochem



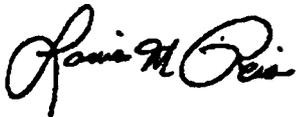
Georgia Berner  
CEO  
Berner International Corp.



James E. McIntyre  
President  
West Florida Natural Gas Co.



Christian H. Poindexter  
Chairman of the Board  
Baltimore Gas and Electric Company



Louis M. Reis  
President  
Advanced Conversion Technology, Inc.



Jack Hiler  
President  
Stripco Sales



James F. Cameron  
President and CEO  
Tubesales

The President  
June 21, 1996



Don Nieward  
President-Owner  
Valley Steel & Wire Co.



Allen Applegate  
President  
Viking Materials, Inc.



Edman L. Gray  
President  
Ward Steel Service Co.



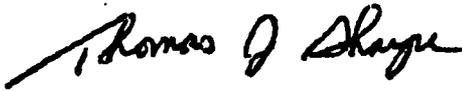
Arthur M. Robinson  
President  
West Coast Wire & Steel



Charles F. Prine  
President  
Westfield Steel, Inc.



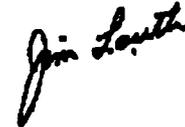
Gregory A. Liebovich  
Chairman  
Liebovich Brothers, Inc.



Thomas J. Sharpe  
President  
Bergsen Incorporated



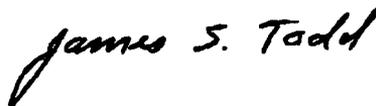
John P. Benedict, Jr.  
President  
Benedict-Miller, Inc.



James E. Louth  
President  
Certified Metals, Inc.



Robert E. Courmoyer  
President and CEO  
C.C. Lewis Co.



James S. Todd  
Chairman  
The Cininnati Steel Products Co.



William J. Ring  
Executive Vice President  
Dalco Metals, Inc.



L. Doss  
President  
Coilplus-Alabama



Michael J. Emerson  
President  
Huntington Steel

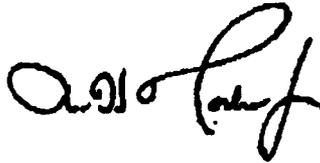


David S. Soble  
President  
Interstate Steel Company

The President  
June 21, 1996



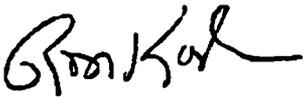
David M. Deinzer  
President and CEO  
Denmann & Davis



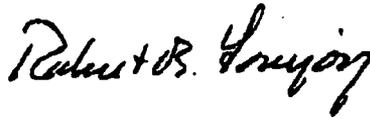
R.H. Monks, Jr.  
CEO & Chairman of the Board  
Faitoute Steel Company, Inc.



Herbert I. Byer  
President  
Frederick Steel Company



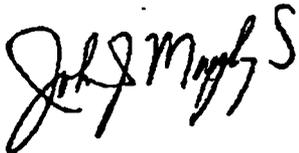
Roger Kasle  
President and CEO  
Asle Steel Corporation



Robert B. Lovejoy  
President  
Lovejoy Industries



William D. Allen  
President and CEO  
Metal Bars, Inc.



John J. Murphy, III  
V.P. & Treasurer  
Murphy & Nolan, Inc.



Bruce E. Meyer  
President  
Spec Steel



A.W. Bradburd  
Chairman and CEO  
Interstate Steel



John H. Watson  
President and CEO  
Genzink Steel Company



Neven M. Jergensen  
President and CEO  
Earle M. Jergensen, Co.

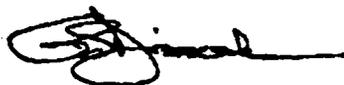


Curtis E. Boriack  
President  
Curtis Steel Corp.

The President  
June 21, 1996



Norman E. Gottschalk, Jr.  
President  
Marmon/Keystone Corporation



George S. Dibble, Jr.  
President and CEO  
Colorado Assn. of Commerce & Industry



Kenneth R. Hutton  
President  
Wood Machinery Manufacturers of America



Max Gonzenbach  
CEO  
Valley Queen Cheese Factory, Inc.



Tom E. Mitchel  
President  
Mitchel & Scott Machine Co., Inc.



Fred A. Lewis  
CEO  
MTE Corporation.



A.J. Koller, Jr.  
President  
Koller Enterprises, Inc.



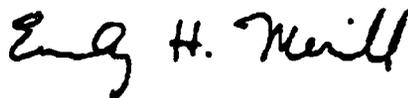
Cliff Feldman  
President  
Feldman Engineering & Mfg. Co.



John Council  
Vice President & General Mgr.  
Council Tool Co.



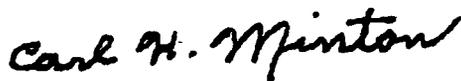
Clifford I. Anderson  
CEO  
Crown Iron Works Company



Emily H. Merrill  
CEO  
Brystie, Inc.



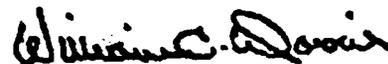
Fred Berndt, Jr.  
President  
Arden Architectural Specialties, Inc.



Carl H. Minton  
President  
A D S Machinery Corp.



Lawrence O. Selhorst  
CEO  
American Spring Wire Corp.



William C. Dorris  
President  
Associated Packaging, Inc.

The President  
June 21, 1996



Jean-Pierre Rodier  
Chairman and CEO  
American National Can Company



Richard T. Vallin  
CEO  
Advanced Manufacturing Technologies, Inc.



Carl Hagan  
CEO  
Air Filtration Co., Inc.



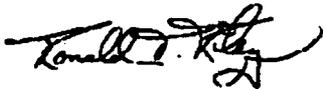
Robert R. Norton  
President  
Beef America Operating Co., Inc.



Robert Kaminski  
CEO  
Continental/Midland Inc.



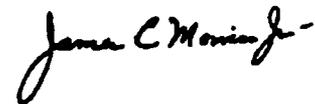
Robert N. Burt  
Chairman and CEO  
FMC Corporation



Ronald Riley  
CEO  
Filterite Business Group/Memtec  
America Corp.



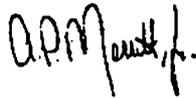
Stephen P. Lyon  
President  
Halm Industries Co., Inc.



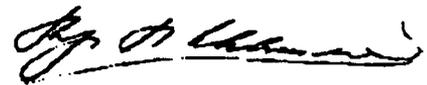
James C. Morriss, Jr.  
CEO  
JCM Industries, Inc.



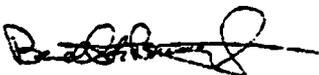
Beverly J. Campbell  
CEO  
Magnatone



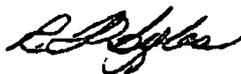
A.P. Merritt, Jr.  
President  
Merritt Tool Company, Inc.



Helge H. Wehmeir  
President and CEO  
Bayer Corporation



Bennett Bussey, Jr.  
President  
Cinema Races, Inc.



R.V. Byles  
CEO  
R.V. Byles Enterprises, Inc.



Ralph Call  
Chairman and CEO  
Winco, Inc.

The President  
June 21, 1996



James Ronald Carpenter  
President  
Superior Slitting, Inc.



William E. Carroll  
President  
Alpha Security Products, Inc.



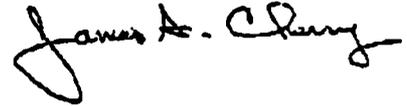
Doris F. Carter  
President  
Ariel Nursing Service, Inc.



Jeffrey S. Chambers  
President  
Chambers Environmental Group



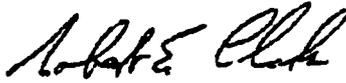
Joseph J. Charvat  
CEO  
Valley Distributors, Inc.



James A. Cherry  
CEO  
Greater Hot Springs Chamber of Commerce



Jerald Clark  
President  
Atlas Industries, Inc.



Robert E. Clark  
President  
Letter Press Services, Inc.



Diana L. Clay  
Co-Owner  
Clay Enterprises



Eileen L. Clemente  
President  
Clemente-McKay Ambulance



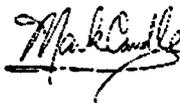
Larry H. Colin  
President  
Colin Service Systems, Inc.



Dale Conant  
President  
Healthline Laboratories, Inc.



Carl A. Caspers  
Owner  
Certified Prosthetist & Orthotist



Mark Candle  
President  
Kiwi



Peter J. Canning  
President  
GEO Logic, Inc.

The President  
June 21, 1996



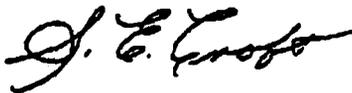
John Cooke  
President  
J.P. Cooke Company



Henry Craighead  
Owner  
Computer Support Services



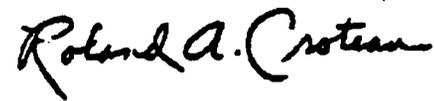
Jeff H. Cramer  
President  
Table Top To-Go, Inc.



Samuel E. Croft  
President  
Craft & Son Manufacturing, Inc.



Dick Croxton  
President  
Electronic Service Center, Inc.



Roland A. Croteau  
Owner  
Tower International



Karen Crum  
Executive Director  
Independent Distributors Assn.



Michael K. Dailey  
President  
Prescott Aerospace, Inc.



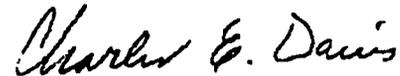
Jerome T. Daley  
President  
EGR Products Co.



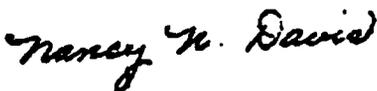
J.P. Darr  
President  
Darr Industries, Inc.



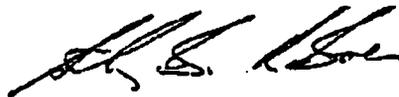
Robert P. Dathe  
President  
Benda Tool/Ast B Die Casting



Charles E. Davis  
President  
Davis and Watson, P.A.



Nancy N. Davis  
President  
Buckeye Stationery Co.



Sidney B. DeBoer  
President  
Lithia Automotive Group

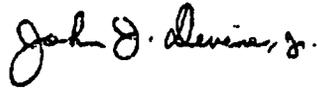


D.M. Dekeyser  
Owner  
Dekeyser's Custom Roofs

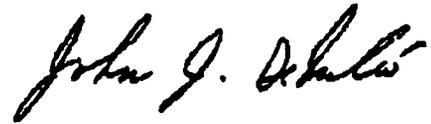
The President  
June 21, 1996



Lester Demaline  
President  
Willoway Nurseries, Inc.



John J. Devine, Jr.  
President  
Devine Insurance Agency, Inc.



John J. Detulio  
President  
John J. Detukio Co.



William J. Di Bui  
President  
Rumsey Electric Company



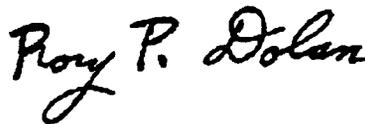
Martin Dingman  
President  
American Strap, Inc.



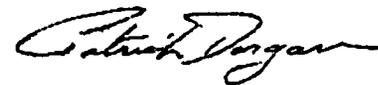
B. Lees Divine  
President  
Divine Brothers Co.



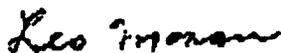
John F. Dolan  
President  
Fairfax Lumber & Millwork Co.



Rory P. Dolan  
President  
Atlas Elevator Co.



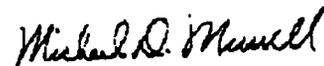
Patrick Dorgan  
President  
The Leather Institute



Leo Moran  
President  
Reichert Enterprises, Inc.

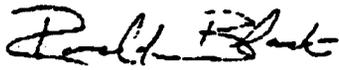


John C. Mullis  
President  
Hearn Graphics Finishing, Inc.

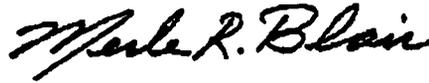


Michael D. Murrell  
President  
Protective Coatings, Inc.

The President  
June 21, 1996



Ronald Black  
President  
Avalon Welding Supply



Merle R. Blair  
President & CEO  
Greater Topeka  
Chamber of Commerce



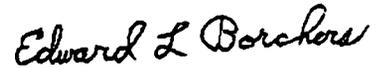
Hugh D. Blocker  
President



Jerry Bohannon  
President & CEO  
Cleveland/Bradley  
Chamber of Commerce



J. C. Bradley  
President  
American Literary  
Press, Inc.



Edward L. Borchers  
President  
Superior Aluminum  
Products, Inc.



Donald D. Brandt  
President  
Bitrode Corporation



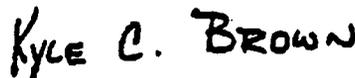
Harren Brannon  
President  
Owasco Meat Co.



Al Braswell  
President  
Vista Pacifica



Marco A. Brizzolare  
President  
Brioschi, Inc.

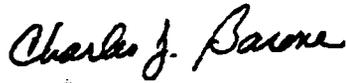


Kyle C. Brown  
President  
B-Line Enterprises,  
Inc.

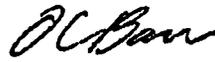


William O. Browning  
President & CEO  
Peoria Area Chamber  
of Commerce

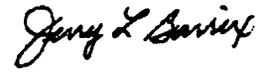
The President  
June 21, 1996



Charles J. Barone  
President  
Barone's Office  
Supply & Equipment



O. C. Barr  
President  
Kestron  
International



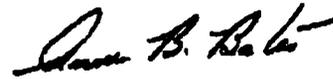
Jerry L. Barrix  
President  
Wade Electric  
Company, Inc.



William Bartram  
President  
Brookdale Motors, Inc.



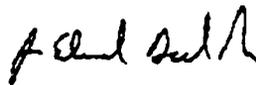
L. Allen Barwick  
President  
Shuford Mills, Inc.



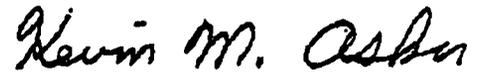
Anne B. Bates  
President  
Bristol County Chamber of  
Commerce



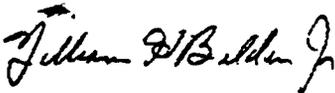
Robert C. Beam Jr.  
President  
Staunton Steam Laundry



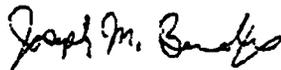
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President  
Bitrek Corporation



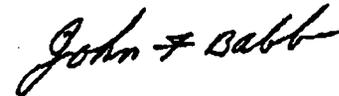
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Asker's Harvest Foods



William Belden Jr.  
Chairman & CEO  
Belden Brick Co.



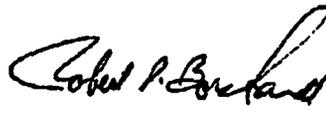
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US Food Service  
CP Division



John Babb  
CEO  
J&S Oil Incorporated



Eugene Benyo  
President  
Northeast Fabricators, Inc.

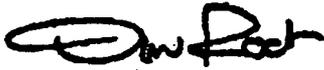


Robert P. Borchardt  
President  
CBS Construction  
Services, Inc.



Ralph E. BeVard  
President  
Eraser Company

The President  
June 21, 1996



Dan Root  
Chairman & CEO  
GM Nameplate



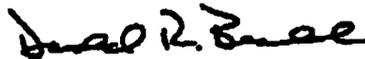
Ken Oilshlager  
President & CEO  
Kentucky Chamber of Commerce



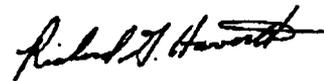
Gregory C. Pulido  
Chairman and Chief  
Executive Officer  
HUMCO



Stephen R. Hardis  
Chairman and Chief  
Executive Officer  
Eaton Corporation



Donald R. Beall  
Chairman of the Board and  
Chief Executive Officer  
Rockwell International  
Corporation



Richard G. Haworth  
Chairman and Chief  
Executive Officer  
Haworth Inc.



Larry Liebovich  
President  
Liebovich Steel & Aluminium



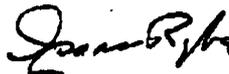
Clifford I. Anderson  
President & CEO  
Crown Iron Works Company



T. Ray Looper  
General Manager  
Haskins Steel Co., Inc.



Michael Simpson  
Chairman of the Board  
A.M. Castle & Go



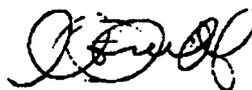
Isaac Ruba  
President/CEO  
Allied Steel Corporation



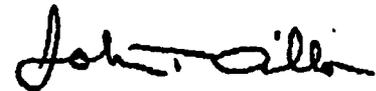
Louis A. Nivert  
Executive Vice President  
Nivert Metal



Roy Berlin  
Executive Vice President  
Berlin Metals, Inc.



Daniel Greiff  
President  
Bellesteel

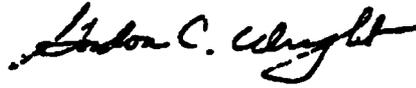


John T. Dillon  
Chairman and  
Chief Executive Officer  
JTD International Paper

The President  
June 21, 1996



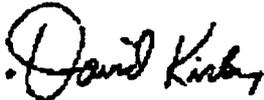
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CFO  
Celtech Corp.



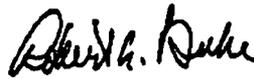
Gordon C. Wright  
President & CEO  
21st Century  
Plastics Corp.



Thomas R. Harrington  
President & CEO  
National Technologies Inc.



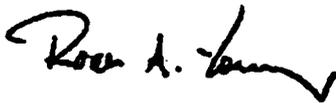
David Kirby  
President & CEO  
Kirby Specialties Corporation



Robert A. Beebe  
President & CEO  
Acme Abrasive Co.



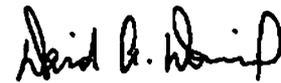
Sid Smith  
President & CEO  
National Association of Hosiery  
Mfrs.



Roger A. Young  
President & CEO  
Bay State Gas Co.



L. Rickard  
President & CEO  
Rickard Circular Folding Co.



David A. Daniel  
President & CEO  
Piedmont Associated Industries,  
Inc.



Earlyn Church  
President & CEO  
Superior Technical  
Ceramics



Michael Baly III  
President & CEO  
American Gas Association



Keith E. Bailey  
Chairman & CEO  
The Williams Companies,  
Inc.

The President  
June 21, 1996



Donald L. Hoover  
President  
American Linc Corp.



David A. Meierhoff  
Vice-President  
Didde Corporation



Richard J. Juneau  
President  
IMR, Inc.



Robert J. Schundler  
President & CEO  
The Schundler Co.



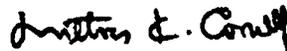
Edward Proc  
President & CEO  
T & B Foundry Co.



Daniel Merkel  
President & CEO  
American Orthodontics Corp.



William Kuchera  
President & CEO  
Kuchera Industries



Milton K. Cornell  
President & CEO  
Cornell Iron Works,  
Inc.



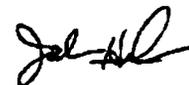
Jack D. Michaels  
President & CEO  
Hon Industries, Inc.



Monty Kruttlin  
President & CEO  
Alcona Tool &  
Machine, Inc.

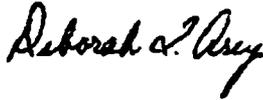


Leroy R. Knuths  
President & CEO  
Rosco Manufacturing Co.



John Herslow  
President & CEO  
Bill Cocks Plastics

The President  
June 21, 1996



Deborah Q. Arey  
President  
Earth Exploration



Steven J. Thomas  
President  
Syscon International Inc.



Grant D. Young  
President & CEO  
Special-Lite, Inc.



Dave Gray  
President  
Ripon Community Printers



Glenda Y. Allen  
President  
Alco Contractors, Inc.



David W. Ankeny  
CEO  
Elein Manufacturing, Inc.



Greg Anderson  
President  
Design Service  
Corporation



James E. Anderson  
President & CEO  
Ellis Stone  
Construction Co., Inc.



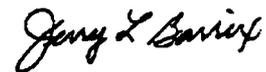
Les Anhalt  
President  
SSI Incorporated



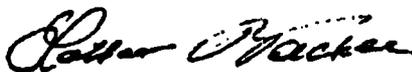
Charles J. Barone  
President  
Barone's Office  
Supply & Equipment



O. C. Barr  
President  
Kestron International



Jerry L. Barrix  
President  
Wade Electric  
Company, Inc.



Lothar Bacher  
President  
Wheeling Metal  
Processing LTD.



Alex Banderas  
President  
Alcar Cabinet Co.,  
Inc.

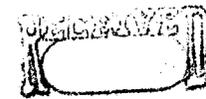


Miles Barefoot  
President  
Albion Associates,  
Inc.

International Business Machines Corporation  
6710 Rockledge Drive  
Bethesda, MD 20817



Ms. Alexis M. Herman  
Second Floor, West Wing  
The White House  
Washington, DC 20500



PHOTOCOPY  
PRESERVATION

Draft letter to CEO's.

Dear Sirs:

~~as~~ under ~~consideration~~ [at this time]

I want to thank you for your letter regarding the Teamwork for Employees and Managers (TEAM) Act. I agree wholeheartedly with your call for enhanced cooperation between employees and management. As I have stated previously, however, I will veto the TEAM Act because it would undermine the system of free collective bargaining that has served this country well for many decades.

I strongly support workplace practices that promote cooperative labor-management relations. I believe that in order for the United States to be globally competitive in the next century, ~~that~~ employees must recognize their stake in their employer's business, ~~that~~ employers must value their employees' labor, and ~~that~~ each must work in partnership with the other. Cooperative efforts, by promoting mutual trust and respect, can encourage innovation, improve productivity, and enhance the efficiency and performance of American workplaces.

Current law, as articulated in recent NLRB decisions, leaves room for a wide variety of cooperative workplace efforts. Employers can set up committees or other structures to address matters such as quality, efficiency, ~~or~~ productivity. They can delegate significant managerial responsibilities to employee work teams, arrange for brainstorming sessions with groups of employees, and solicit individual employees' suggestions and criticisms regarding particular working conditions. Today, 30,000 workplaces across the country ~~have~~ employment involvement plans. According to one recent survey, 96% of large employers already have established such programs.

I am all in favor of further encouraging labor-management teamwork. As part of this effort, I ~~support attempts to clarify~~ current law -- to let employers know, with no fuzziness or confusion, how far they can go in this area. The NLRB may well have opportunities in the near future to make any needed clarifications. If the NLRB does not do so, I would support legislation to achieve this object -- although I think such legislation also ought to include associated proposals ensuring that employees have ready access to collective bargaining. I would have signed S.     , the alternative to the Team Act which clarified the wide scope of appropriate workplace cooperation under the NLRB's decisions.

~~I will not, however, sign~~ the Team Act, ~~because it would~~ allow unscrupulous companies -- however few in number -- to interfere with employees' rights to establish independent unions and engage in collective bargaining through them. The TEAM Act would ~~allow~~ management to establish company-dominated organizations ~~company~~

that such cooperation efforts are appropriate and to specify outside the clarity directly

apply & clarification of on this regard

(1)

~~unions~~ to address any issue whatsoever -- even where employees have elected, or are deciding whether to elect, an independent union to represent them. This bill however well-intentioned many of its supporters, thus threatens the nation's collective bargaining system.

I look forward to working with you in the future to encourage real workplace cooperation. I know that we share the same goals; I am confident that, acting together, we can further promote the kind of cooperative workplace practices that will strengthen both labor-management relations and the economic health of American companies.

VP speech on the New Job of  
3/29/94 the Federal Executive

THE EFFECTS OF THESE DEVELOPMENTS  
ON THE ROLE OF FEDERAL EXECUTIVES

These two new developments have combined to transform the job of the federal executive. It is now possible to transform the nature of management in the federal government. So, what is the new job of the federal executive? I see it as embodying seven characteristics:

DEVELOPING A CLEAR VISION

In the old way of doing things, federal executives were expected to know best, and they often created special offices at the top of their organizational charts to manage change and create innovation – largely apart from the rest of the organization. They would call it the “office of strategic planning.” In the new way, federal executives need to involve all employees in developing a clear vision and a shared sense of mission.

In this administration, we want managers and employees to work together to paint a clear vision and articulate a compelling mission. A shared vision – supplemented with clearly understood goals and shared values among everyone in the organization, from top to bottom – can be the basis of intelligent decisions. This approach results in the empowerment of all employees – managers as well as workers – to innovate and ensure a high level of performance. It ensures that everyone “buys into” the vision and is part of the process for creating it so that goals can be developed together.

I’ve seen this in action. A couple of weeks ago, for example, I visited the Department of Veterans Affairs. I met Joe Thompson, the New York Regional Office Director. He described how he helped create a vision for his staff. He took his benefit determination staff to nearby Veterans hospitals and let them meet actual cus-

tomers face to face. As a team, these employees then developed a vision of how they wanted to change the process from a 23-step sequential process to one that was run by a set of small teams serving specific beneficiaries. This new eight-step process has resulted in a savings of 20 percent in processing costs and has cut waiting time for veterans who want to see a claims counselor from 30 minutes to three minutes. The veterans like it better because they deal with a recognizable, familiar human being from the beginning to the end of the process. The employees like it better because they are able to see their work from the beginning to the end, not as an isolated fragment in a disconnected whole.

CREATING A TEAM ENVIRONMENT

In the old way, federal executives were expected to keep staff working within organizational boundaries. In the new way, federal executives will need to help staff cross boundaries to work effectively with other organizations. The federal executive of the Eisenhower era found, according to Professor Bernstein, that “much of his work is designed to protect his agency and the integrity of its programs.”

This can no longer be seen as the path to success. As organizational theorists Gifford and Elizabeth Pinchot have observed, teamwork is now the other hallmark of success. “Bureaucracy keeps teams isolated, focused on their task assigned from above.” In intelligent organizations, teams and their members must reach out through voluntary collaboration to create a more integrated organization. This administration is committed to doing just that. For example, the fiscal year 1995 budget creates a government-wide approach to job training, a cross-agency attack on homelessness, an innovative approach to ecosystems management, and a government-wide effort to implement new information technology.

Recently the Commerce Department created a cross-organizational team to promote export assistance. The department has piloted several centers around the country to create "one-stop" centers for businesses seeking markets overseas for their products. Under the old approach, a company would go from agency to agency to get the information and support it needed. In the center recently opened in Baltimore, the U.S. Department of Commerce, the Export-Import Bank, the Small Business Administration, and the Maryland state government are co-located. A business can now get information on overseas markets as well as apply for financial assistance. Representatives from these agencies are cross-trained and actually visit businesses to become familiar with their special needs.

#### EMPOWERING EMPLOYEES

In the old way, federal executives were expected to circumscribe discretion with rules because employees were not to be trusted. In the new way, federal executives must empower their employees to achieve the goals of the organization, within statutory constraints and the agreed upon vision of the organization.

Recently, I had the privilege of introducing a woman named Joan Hyatt to President Clinton. She and some of the field staff at the Occupational Safety and Health Administration (OSHA) proposed cutting its 400-page field manual down to 93 pages. Ms. Hyatt told the President, "This is our field operations manual. ... [It] tells us exactly what kind of documentation we need to provide. It also tells us how to put one foot in front of the other and walk down the aisle of a workplace to do our inspections." The revised manual, she said, will allow OSHA's workplace inspectors to spend more of their time assuring that American workplaces are safe and much less of their

time doing paperwork. OSHA found – like many of America's most successful corporations have found – that those who are closest to the problem are often in the best position to make dramatic improvements.

#### PUTTING CUSTOMERS FIRST

In the old way, federal executives were expected to protect and enlarge their operations and to satisfy higher levels of management. In the new way, federal executives will need to work to satisfy their customers. In the past, federal executives were presumed to know what the citizen wanted. The idea of a customer survey would have seemed ridiculous to federal executives. Moreover, if you saw one customer, you could safely assume you had seen them all. Rules were standardized to ensure uniformity and equality. This rigid approach was nominally intended to provide quality service, but over time it failed to keep up with customers' evolving needs.

Last September, President Clinton signed a customer service executive order that creates an entirely new relationship between the federal government and its customers. It calls on agencies to set and publicly post standards so that people can know exactly what they should expect. For example, the Miami Customs Service Office has set standards for clearing shipments into the United States. It made major shippers, like American Airlines, partners in its enforcement strategy. It showed shippers how to conduct self-enforcement. Customs in Miami is now able to focus on high-risk targets and spot check others. As a result, customers are no longer inconvenienced by delays, and cargo moves much more quickly through the port. Interdiction is up because the law enforcement effort is now targeted more appropriately to where it is needed.

Frank Cairns

4:00 meeting -

8:26

Internet indocency.

K's office

John Hickey -

sitting for  
Response

1. he <sup>is</sup> simply supported  
ER-EE 0007.

2. studies in some current  
NCRB decisions there is some  
ambiguity

3. he supports leg to clarify the  
ambiguity in NCRB decisions

4. But TEAM Act is too

broad ~~is~~ +

+ subjects CB process +  
could be used  
being used to undercut

CB by unscrupulous business

THE WHITE HOUSE  
WASHINGTON

CEOs - Mr to Pres.  
- TEAM ACT -

response +  
talking points.

Bruce Lindsey

E X E C U T I V E   O F F I C E   O F   T H E   P R E S I D E N T

02-Jul-1996 05:04pm

TO:           (See Below)

FROM:         Jennifer M. O'Connor  
              Office of The Chief of Staff

SUBJECT:      TEAM Act memo

Attached is a draft TEAM Act memo. It tries to incorporate Gene's and John's comments and has a one page summary on top. Please get me John Hilley's and any other comments as soon as you can. Harold is also reviewing it. I presume that if it is necessary, this memo will be put before the President by the end of this week by Harold and those of you who also want to be part of the discussion. I personally want to be done with it by 5pm tomorrow so I can leave for a little break. Thanks.

Distribution:

TO:           John Hilley  
TO:           John C. Angell  
TO:           Gene B. Sperling  
TO:           Tracey E. Thornton

CC:           Elisa M. Millsap  
CC:           Jason S. Goldberg

E X E C U T I V E   O F F I C E   O F   T H E   P R E S I D E N T

03-Jul-1996 12:03pm

TO:           (See Below)

FROM:         Jennifer M. O'Connor  
              Office of The Chief of Staff

SUBJECT:     TEAM Act memo

Here is a new version of the TEAM Act memo, which now incorporates John Hilley's comments too. At this point it now has comments from Hilley, Angell and Sperling. Please let me know by 5pm if any more changes are needed. At that point, I will hand it off to Harold.

Distribution:

TO: John Hilley  
TO: John C. Angell  
TO: Gene B. Sperling  
TO: Tracey E. Thornton  
TO: Elena Kagan

CC: Elisa M. Millsap  
CC: John O. Sutton  
CC: Jason S. Goldberg

July 2, 1996

Attached is a memorandum that describes the current legislative status of the TEAM Act, a Democratic alternative to the TEAM Act and four options for a public strategy on the TEAM Act. The TEAM Act will be debated next Tuesday, July 9, and voted on on Wednesday, July 10, so this issue is pressing.

The options range from simply supporting labor-management partnerships but not recommending any changes to the law, to supporting the Democratic alternative bill. They are summed up below. Option 1, which is the only option that would not seriously anger labor constituents, suggests no changes to the law. Each of options 2-4 would utilize the same message points as option 1, but would have an additional element supporting changes in the law.

- 1) **Continue to express support for labor-management cooperation without explicitly endorsing changes to current law.**
  - The President strongly supports labor-management cooperation.
  - The President has been able to visit with and applaud many companies engaged in labor-management partnerships because they are currently legal. The law currently allows all labor-management partnerships except the very few we think should appropriately be illegal -- those where the labor-management committee is infringing on the collective bargaining process and on employees' rights to independent representation.
  - The TEAM Act is the wrong approach because it doesn't clarify this law -- rather it undermines the sixty year tradition of collective bargaining in this country and undermines employees' right to democratically elect their own representatives.
- 2) **Endorse the Democratic alternative.**
- 3) **Invoke some of the Dunlop Commission recommendations as evidence that a variety of changes to current labor law might need some review.**
- 4) **Endorse principles for an alternative bill, without endorsing an alternative bill.**

The TEAM Act is scheduled to come up in the Senate for debate on July 9 and a vote on July 10. Senators Daschle and Kennedy have developed a strategy in which Democrats vote for an alternative to the TEAM Act and then vote against the TEAM Act, giving the President a margin to sustain a veto of the TEAM Act. The White House, Department of Labor, congressional staffs and the AFL-CIO have worked together on the alternative. Daschle's and Kennedy's staffs believe most moderate Democrats are supportive of this alternative and the strategy. The AFL-CIO is not publicly supportive of the alternative bill, and some affiliate unions are actively lobbying Senators to vote against it because they believe any change to current law could make it harder for them to organize new workplaces. Below is a description of the alternative bill and options for a public strategy for the President on this issue.

### The Alternative Bill

The alternative bill aims to codify current case law and thus to "clarify" which labor-management cooperation arrangements are legal. It states that employers may:

- 1) Engage in discussions with employees as a group or individually to discuss any issue of mutual concern;
- 2) Assign employees to work teams and discuss issues related to the work responsibilities of the team; these teams may discuss work conditions occasionally;
- 3) Set up quality circles and productivity teams to discuss such issues as improving productivity and quality of products, methods of work organization, sales; these teams may discuss work conditions occasionally;
- 4) Set up independent labor-management committees to discuss work conditions, but not to negotiate collective bargaining agreements; the employees must be able to select their own representatives to the committee through a democratic voting process, and employees must be able to choose whether or not to participate in the committees.

The alternative also provides that an employer may not establish a work unit or committee while a petition for a union election is pending before the NLRB. If, after the establishment of a labor-management committee, a union seeks to organize the employees, the union will be given the same rights of access to the employees as the labor-management committee. The alternative's rules would apply only to non-unionized workplaces.

This alternative is quite different from the TEAM Act. The TEAM Act permits employers to establish and control any type of employee organization that addresses any matter, including working conditions, and permits the employer to select the employee representatives for the committees and to discipline employees who participate in or refuse to participate in the committees. It would apply even in unionized workplaces. It thus goes beyond clarifying the current law and instead changes it to permit company domination of employee organizations, even in workplaces in which the employees have elected a union.

## Public Strategy for the President

The President and Vice President have stated on several occasions since February, 1995, that the President would veto the TEAM Act, attempts to "weaken" § 8(a)(2) of the NLRA and attempts to "create company dominated unions." The Statement of Administration Policy for the TEAM Act in the House said that Secretary Reich would recommend a veto. Thus there is no question in the minds of Democratic Senators and various constituents that the President would veto the TEAM Act. What hasn't been clarified, however, is whether the President would endorse any changes whatsoever in §8(a)(2).

A threshold issue is what degree of prominence this issue will be given. On the one hand, there may never be any push for the President to endorse changes to current law. Democratic Senators are currently comfortable with the alternative bill strategy and are not asking for public presidential support for the alternative bill. The labor community does not want the President to endorse the alternative bill because they feel such support would provide momentum to attempts to change 8(a)(2) and upset the delicate balance they have achieved with the alternative bill legislative strategy. To endorse any changes to 8(a)(2) will likely seriously harm our relationship with this constituency. The TEAM Act coalition of businesses will not appreciate presidential support for an alternative because they want him to sign the TEAM Act and will be angry when he vetoes it, no matter what he says.

On the other hand, if this issue takes on a larger symbolic prominence in the public debate next week, we will be hard pressed to explain why the President is not supporting an alternative bill supported by 202 Democratic House Members.

Depending on the tenor of the public debate, there are four options for the President. All but the first will probably seriously damage our relationship with labor constituents.

- 1) **Continue to express support for labor-management cooperation without explicitly endorsing changes to current law.**

An Administration position would have the following components:

**The President strongly supports labor-management cooperation.** Increased participation by employees in decisionmaking is one of the key ingredients in the recipe for creating high performance workplaces. For American to be globally competitive in the 21st century, employees and management must work in partnership -- employees must recognize their stake in the company and employers must value their employees. Labor-management cooperation can improve productivity, encourage innovation and increase employee satisfaction.

**The President has been able to visit with and applaud many companies engaged in labor-management partnerships because they are currently legal.** According to the legislative findings in the TEAM Act, there are more than 30,000 employee involvement plans up and running today. A recent study by the Labor Policy Association suggested that 96% of large employers have employee involvement programs. Under current law, employers who want to know about a particular working condition or idea for change can ask

their employees individually, in groups or in a committee. Employers can invite employee suggestions, ideas, comments and criticisms, share information with employees or brainstorm with them. Employers can set up quality circles or other teams to discuss how to improve quality, efficiency and productivity. They can set up troubleshooting committees to deal with workplace safety and other issues. Because all of these kinds of partnerships are legal, there are only an average of three companies per year who are ordered by the NLRB to disband committees which violate 8(a)(2). [This compares to roughly 10,000 cases per year in which an employer is found by the NLRB to have unlawfully discharged an employee for supporting a union.] The law currently allows all labor-management partnerships except the very few we think should appropriately be illegal -- those where the labor-management committee is infringing on the collective bargaining process and on employees' rights to independent representation.

**The TEAM Act is the wrong approach.** The only thing the TEAM Act changes about current law is it opens the door for the small number of ill-motivated companies that want to keep their employees from electing their own representatives.<sup>1</sup> It undermines what has been a traditional principle in this nation since the 1930s -- that employees ought to be able to democratically elect representatives if they choose to. Allowing companies to prevent their employees from electing representatives is the opposite of the corporate responsibility principles championed by the President.

#### Pros

- Makes a strong case for employee involvement without upsetting the congressional strategy in the Senate.

#### Cons

- Some in the business community argue clarification is needed and this position does not address that concern.
- Could be viewed as giving in to labor constituents.
- Doesn't provide an answer to why the President is not supporting a bill that 202 Democrats voted for in the House.

---

<sup>1</sup> This idea could be expanded upon by also arguing that if any clarification to 8(a)(2) is needed, the NLRB is the appropriate body to clarify the law. We would argue that for 60 years, the NLRB has developed case law which has maintained a careful balance of employer and employee interests. There are several cases currently pending before the NLRB which concern employee involvement programs. We should allow the administrative agency charged with interpreting the NLRA to issue those decisions and issue any clarifications of 8(a)(2) it deems necessary. This argument would have to be crafted so it is not inconsistent with the premise that the current law is adequate.

## 2) Endorse the Democratic alternative

An Administration position would have the same components as option 1) above, with the addition of the following component:

**If some people think clarification is needed, the Democrats in the Senate have the right kind of approach.** The Administration believes that labor-management participation is legal and is flourishing. But we are sympathetic if some businesses feel the law is not clear enough for them. Senate Democrats have introduced a balanced bill that spells out clearly for employers what kinds of labor-management partnerships are allowed under the current law. It also goes further -- allowing employers to establish committees that can talk to employees about their wages, benefits and other conditions of work -- but only if the employees are able to freely and democratically elect their representatives -- and only if there are protections so employers can't use these committees to prevent their employees from forming unions.

### Pros

- Enables the President to point to a legislative proposal he supports instead of the TEAM Act.

### Cons

- Businesses will not view support of the alternative as a positive step because of the provisions for democratic elections of labor-management committees and the provision allowing union representatives to have the same access to the premises as labor-management committee members.
  - Labor constituents will be furious. They believe there are scores of problems in the labor laws that need to be fixed (such as 10,000 cases each year where an employer is found guilty of illegally discharging an employee due to the employee's support of a union). Because only 3 employers a year are ordered to disband labor-management committees, they see the §8(a)(2) issue as a tiny problem relevant only to the small number of employers who want to break a union or prevent its formation. In the scope of labor-management problems, they would view a fix to this particular problem as a one-sided gift to business with no corresponding provision for labor.
  - Would likely upset the congressional strategy in the Senate by encouraging moderate Democrats to try to find a deal that the President could sign. This would cause labor unions to lobby against the Democrats who would vote for the deal, and would split Democrats. Could result in a bill the President could sign, which would anger labor even more.
- 3) Invoke some of the Dunlop Commission recommendations as evidence that a variety of changes to current labor law might need some review.

An Administration position would have the same components as option 1) above, with the addition of the following component:

**Maybe this and some other aspects of labor law need to be reviewed.** While the Administration believes the law allows employee participation, some businesses have said it is unclear just what is allowed under current law. We're sympathetic -- because businesses should be encouraged to participate in these valuable committees. The Dunlop Commission suggested there might be ways to make this law clearer -- but it said that if the law against company unions were changed all by itself, without addressing other areas of labor law as well, that labor-management cooperation would get worse, not better. If the TEAM Act were a balanced bill that addressed business' concerns about clarification, and employee concerns as well, then the Administration would be for it.

### Pros

- Enables the President to state that he supports the kinds of clarifying changes that businesses say they need without putting the Administration on the record in support of a particular bill.
- Neutralizes a potential charge that the Administration is not willing to help struggling businesses with a simple fix.

### Cons

- Could upset the congressional balance in the Senate. At present, Democrats are comfortable voting so that the alternative bill fails and the TEAM Act passes and is vetoed. A signal from the President that he would sign a bill if it were the right bill could generate an effort to shift that strategy.
- Could generate expectations that the Administration would introduce comprehensive labor law reform in the second term.
- Doesn't address the true concerns of the businesses that wrote to the President. The Dunlop Commission recommended that changes to 8(a)(2) be coupled with changes to other aspects of labor law that are pro-labor. In saying the administration will revisit the Dunlop Commission report, the administration would be saying pro-business reforms need to be coupled with pro-labor reforms.
- Will anger labor constituents. They did not like the Dunlop Commission's approach to 8(a)(2) because it recommended clarification. They believe that any change to 8(a)(2) could make it harder to organize new workplaces.
- Opens door to question of which legislative changes we would approve of.
- Doesn't adequately answer question of why we can't change 8(a)(2) by itself and fix the other problems at a later date.

**4) Endorse principles for an alternative bill, without endorsing an alternative bill.**

An administration position would have the same components as option 1) above, with the addition of the following component:

**If clarification is needed, then the Administration would be for reasonable clarifications.**

The administration believes that labor-management participation is legal and is flourishing. But we are sympathetic if some businesses feel the law is not clear enough for them. The Administration believes it is possible to clarify the law without upsetting the delicate balance between labor and management built up over the 60 year history of the NLRB. We know that work teams and quality circles and productivity teams are all legal under current case law -- that can be spelled out so that small businesses that can't afford to hire in house counsel can easily see what kinds of activities are legal -- and which are not. Employers should be able to talk to their employees, as they do today, about virtually anything -- so long as they do not dominate a work committee that deals with them on working conditions. If employers want to discuss working conditions with employees, there is a simple answer -- employees ought to be able to democratically elect representatives who can discuss these matters with the employer. And there must be protections so employers can't use these committees to prevent their employees from forming unions.

Pros

- Enables the President to point to principles he supports instead of the TEAM Act.

Cons

- Same as 2) above.