

1990

## Volume 16

Canada-United States Law Journal

Follow this and additional works at: <https://scholarlycommons.law.case.edu/cuslj>

 Part of the [Transnational Law Commons](#)

---

### Recommended Citation

Canada-United States Law Journal, *Volume 16*, 16 Can.-U.S. L.J. Iss. (1990)

Available at: <https://scholarlycommons.law.case.edu/cuslj/vol16/iss/42>

This Front Matter is brought to you for free and open access by the Student Journals at Case Western Reserve University School of Law Scholarly Commons. It has been accepted for inclusion in Canada-United States Law Journal by an authorized administrator of Case Western Reserve University School of Law Scholarly Commons.



# Canada- United States Law Journal

VOLUME 16

1990

FEB 26 1991

CWRU LAW LIBRARY

CONFERENCE PROCEEDINGS

**LAW AND HUMAN RESOURCES  
IN THE CANADA-U.S. CONTEXT**

Conducted Under the Auspices  
of

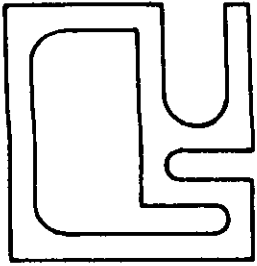
**THE CANADA-UNITED STATES LAW INSTITUTE**

and

**CASE WESTERN RESERVE UNIVERSITY SCHOOL OF LAW**

Cleveland, Ohio  
April 20-22, 1990

*Conference Chairman*  
Henry T. King, Jr.



Canada-  
United States  
Law Journal

Volume Sixteen  
1990

Case Western Reserve University  
School of Law

**Cite as:**  
**CAN.-U.S. L. J.**

The *Canada-United States Law Journal* is published by the Case Western Reserve Journal of International Law on behalf of the Canada-United States Law Institute. The *Journal* is currently an annual publication and subscription rates are \$10.00 per volume (domestic and foreign). Subscriptions are payable in advance. Back volumes may be purchased by contacting William S. Hein & Co., Inc., 1285 Main Street, Buffalo, New York 14290. The *Journal* welcomes submission of comments and correspondence from readers and authors. Address all correspondence to the Canada-United States Law Journal, 11075 East Blvd., Cleveland, Ohio 44106, U.S.A. Telephone: (216) 368-3291.

The *Journal* also welcomes submission of articles on topics in international and comparative law. Manuscripts should be submitted in duplicate, typed triple-spaced, and should conform to the *United States Government Printing Office Style Manual*. Footnotes should be double-spaced and should conform to *A Uniform System of Citation* (14th ed.). Unpublished manuscripts will not be returned to the author unless requested.

The *Journal's* policy requires that unless a claim for nonreceipt of a journal is received within 3 months after the mailing date, the *Journal* cannot be held responsible for supplying that issue without charge.

The opinions expressed herein are those of the respective authors and not of the *Canada-United States Law Journal*.

The *Journal* is printed by Joe Christensen, Inc., 1540 Adams, Lincoln, Nebraska 68521.

**Notice:** Subscriptions are renewed automatically unless timely notice of cancellation is received.

# CANADA-UNITED STATES LAW INSTITUTE

## *Canadian Director*

Jack Roberts  
Faculty of Law  
University of Western Ontario  
London, Ontario N6A 3K7  
Canada

## *United States Director*

Henry T. King, Jr.  
School of Law  
Case Western Reserve University  
11075 East Boulevard  
Cleveland, Ohio 44106

## ADVISORY BOARD

### *Chairman*

Sidney Picker, Jr.

### *Board Members*

Clive V. Allen  
David Brink  
Robert D. Brown  
William W. Falsgraf  
Paul Fraser  
W. C. Graham  
A. Mosby Harvey, Jr.  
R. M. Ivey  
Henry T. King, Jr.  
John Krajewski  
Monroe Leigh

Rosemary McCarney  
Myres S. McDougal  
J. H. Moore  
John R. Mullen  
Jack Roberts  
T. Bradbrooke Smith  
Louis B. Sohn  
Timothy F. Stock  
D. Carlton Williams  
Glenn W. White  
Sanford Yasowitz

On behalf of the Canada-United States Law Institute, the *Journal* gratefully acknowledges founding grants from the governments of Canada and the United States as well as the following foundations: The William H. Donner Foundation (U.S.); The Richard Ivey Foundation (Canada); The Cleveland Foundation (U.S.); The Ontario Bar Foundation (Canada); and The George Gund Foundation (U.S.).

**Case Western Reserve  
Journal of International Law**

**1990-91 Executive Board**

*Editor-in-Chief*  
James J. Merriman

*Managing Editor*  
Corinne Katz

*Executive Editor*  
Thomas C. Gilchrist

*Executive Editor/Canada-  
United States Law Journal Editor*  
Helen B. Probst

*Solicitations and Topics Development Editor*  
Karen A. Hoffman

*Executive Notes Editor*  
Christopher M. Ernst

*Business Editor*  
John G. Beck

*Editorial Board*

*Notes Editors*  
James Kanski  
Robert W. McKeon

*Articles Editors*  
Jean R. Crosmun  
Maura Norton  
Ramin Salehkhrou  
Alice L. Withaar

*Associates*

Solomon Balraj  
David Benson  
Joseph Cusimano  
David Dow  
Christopher Dwyer  
Sean Fahey

George Gamota  
Derek Kaesgen  
Newton Marshall  
Andrew Moore  
Swithin Munyantwali  
Forrest Norman

Scott Peters  
Gregory Scanlon  
Susan Steinle  
Michael Tonya  
Elizabeth Weed  
Andrew Zumbar

*Faculty Advisor*  
Sidney Picker, Jr.

*Advisory Board*

Francis A. Boyle  
Barry M. Fisher

Robert A. Frieland

Christopher C. Joyner  
Henry T. King, Jr.

*Secretary*  
Debra Hairston

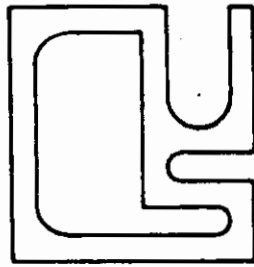
## EDITOR'S NOTES

The following are the proceedings of a Conference held under the auspices of the Canada-United States Law Institute and Case Western Reserve University School of Law. The Conference was held in Cleveland, Ohio on April 20-22, 1990. The theme of the Conference was *Law and Human Resources in the Canada-U.S. Context*.

The articles and discussions printed here have been compiled from transcripts of the Conference and papers provided by the speakers. Footnotes are provided only to the extent they were included in these papers. Questions regarding unfootnoted factual assertions should be addressed to the authors.

The views expressed within are those of the authors or Conference participants and do not necessarily reflect the opinions or policies of any organization, governmental agency, corporation, etc. with which they may be affiliated.

(The Editor would like to thank those people who have assisted in the production and printing of this volume. The Editor is especially grateful to Shelly Boone of Mizantin Court Reporters and Debra Hairston of the Case Western Reserve University Law School Staff.)



PROCEEDINGS OF THE CANADA-UNITED STATES  
LAW INSTITUTE CONFERENCE

LAW AND HUMAN RESOURCES IN  
THE CANADA-U.S. CONTEXT

Cleveland, Ohio  
April 20-22, 1990

|   |    |
|---|----|
| Conference Speakers.....  | i  |
| List of Conference Participants .....   | vi |
| Introduction and History of the Canada-United States Law<br>Institute                   |    |
| <i>Sidney Picker, Jr.</i> .....   | 1  |
| Conference Opening  |    |
| <i>Henry T. King, Jr.</i> .....   | 3  |
| Human Resources: The Key to Canada-U.S. Competitiveness                                 |    |
| <i>Anthony P. Carnevale</i> .....   | 7  |
| Discussion After the Speech of Anthony P. Carnevale .....                               | 23 |
| Impact of U.S. Immigration Law Based Upon International<br>Business                     |    |
| <i>Austin T. Fragomen</i> .....   | 29 |
| Canadian Immigration Law and Policy: A Study in Politics,<br>Demographics and Economics |    |
| <i>Ronald G. Atkey</i> .....  | 59 |
| Discussion After the Speeches of Austin T. Fragomen and<br>Ronald G. Atkey .....        | 79 |



|   |     |
|---|-----|
| <b>EC 1992: Human Resources in a Unified Market Implications<br/>for U.S.-Canada Competitiveness</b>  |     |
| <i>Charles M. Ludolph</i> .....   | 83  |
| Discussion After the Speech of Charles M. Ludolph .....   | 87  |
| <b>The Impact of the Free Trade Agreement on the Flow of Services<br/>Between Canada and the United States</b>  |     |
| <i>Colleen S. Morton</i> .....  | 91  |
| <b>The Impact of the Free Trade Agreement on the Flow of Services<br/>and Temporary Business Travel Across the Canada-U.S. Border</b>   |     |
| <i>Meriel V.M. Bradford</i> .....   | 107 |
| Discussion After the Speeches of Colleen S. Morton and<br>Meriel V.M. Bradford .....  | 113 |
| <b>Designing Retirement Programs</b>  |     |
| <i>William Napoli, Jr.</i> .....  | 119 |
| <b>Human Resources: A Comparative Look at the Legal and Tax<br/>Environment for Motivating and Compensating People in the<br/>United States and Canada (ESOP's, Profit Sharing, Pensions and<br/>Other Fringe Benefits, etc.)—Balance Sheet and Profit/Loss Sheet<br/>Effects of Same; Current Status and Future Trends</b> |     |
| <i>Donald A. McGrath</i> .....  | 125 |
| Discussion After the Speeches of William Napoli, Jr. and<br>Donald A. McGrath .....   | 133 |
| <b>Developing Human Resources: Participative Management and<br/>Employee Involvement: Slogans and Reality?</b>  |     |
| <i>Ben Fischer</i> .....  | 137 |
| <b>Participative Management and Employee Involvement: Slogans<br/>and Reality?</b>  |     |
| <i>William K. Rusak</i> .....   | 145 |
| Discussion After the Speeches of Ben Fischer and William<br>K. Rusak .....  | 149 |
| <b>Representation of Employees and the Role of Unions in the<br/>United States and Canada: The Union Response to Change in a<br/>Competitive Context</b>  |     |
| <i>Irving Bluestone</i> .....   | 157 |

|   |     |
|---|-----|
| Competitiveness and the Trade Response: The Internal and External Labor Market Linkages   |     |
| <i>Peter Warrian</i> .....  | 169 |
| Discussion After the Speeches of Irving Bluestone and Peter Warrian.....  | 177 |
| Legal Aspects of the Utilization of Human Resources in the Canada-U.S. Context: A Comparative Look at Hiring and Termination and Regulation of the Workplace  |     |
| <i>David J. Millstone</i> .....   | 181 |
| Hiring, Termination and Regulation of Employees in the Canadian Workplace   |     |
| <i>Roy L. Heenan and Thomas Brady</i> .....   | 183 |
| Discussion After the Speeches of David J. Millstone and Roy L. Heenan .....   | 205 |
| Comparative Competitive Aspects of Japanese Use of Human Resources vis-a-vis United States and Canada   |     |
| <i>Norihiro Takeuchi</i> .....  | 209 |
| Discussion After the Speech of Norihiro Takeuchi .....  | 213 |
| U.S. Taxation of U.S. Citizens Living in Canada and Canadians Subject to U.S. Taxes   |     |
| <i>Glenn W. White</i> .....   | 217 |
| The Comparative Impact of Direct Federal and State/Provincial Taxes on People Transfers in the Canada-U.S. Context: Tax Equalization                          |     |
| <i>Robert D. Brown</i> .....  | 227 |
| Discussion After the Speeches of Glenn W. White and Robert D. Brown .....   | 259 |
| Canada-U.S. Aspects of People as a Renewable Resource in the World Competitive Context: Public and Private Job Training and Retraining: A Motorola Case Study |     |
| <i>Susan P. Hooker</i> .....  | 261 |
| Canada-U.S. Aspects of People as a Renewable Resource in the World Competitive Context: Public and Private Job Training and Retraining                        |     |
| <i>T. Leslie Horswill</i> .....   | 269 |

|  |     |
|--|-----|
| Discussion After the Speeches of Susan P. Hooker and<br>T. Leslie Horswill .....   | 279 |
| Through the Looking Glass: Reforming Education and<br>Restructuring the Workplace to Improve Competitiveness<br><i>Peter Morici</i> .....                                | 283 |
| Laying the Educational Basis for a More Competitive North<br>American Society<br><i>H. Ian Macdonald</i> .....   | 301 |
| Discussion After the Speeches of Peter Morici and H. Ian<br>Macdonald .....  | 311 |
| Goal Setting Peoplewise for Canada-U.S. in the World<br>Competitive Context: What Should Our Goals Be and How Do<br>We Get There?<br><i>Stephen L. Schlossberg</i> ..... | 315 |
| Discussion After the Speech of Stephen L. Schlossberg .....  | 323 |
| Closing Remarks and Discussion<br><i>Henry T. King, Jr.</i> .....  | 329 |

## **Speakers at the Canada-U.S. Law Institute Conference on Law and Human Resources in the Canada-U.S. Context**

**Honorable Ronald Atkey** is a partner in the Toronto law firm of Osler, Hoskin & Harcourt, where he specializes in matters of governmental regulation and international business transactions. He is a former Minister of Employment and Immigration of Canada and currently serves as an adviser to the Mulroney Government on matters related to competition law and business immigration. He is a director of a number of Canadian corporations and earlier in his career was a professor of law at several leading Canadian law schools.

**Irving Bluestone** is a former Vice President of UAW where for ten years he was director of the UAW General Motors Department. In that capacity, he supervised activities related to negotiations and administration of the UAW-GM contract covering 400,000 workers. During his long career with the UAW, he was involved in national negotiations with all of the major automotive manufacturers as well as with auto supplier companies and aerospace firms. Mr. Bluestone joined the faculty of Wayne State University upon his retirement from the UAW where he is now University Professor of Labor Studies at the College of Urban, Labor and Metropolitan Affairs.

**Meriel V. Bradford** is Director of Government Relations for Alcan Aluminum Limited in Ottawa. In this capacity she is responsible for advising Alcan on all major national policy issues affecting the company. Before assuming her present position, Ms. Bradford was Services Negotiations Coordinator in the Trade Negotiations Office, where she was responsible for several chapters of the Canada/U.S. Free Trade Agreement, and for leading the Canadian delegation in the negotiations on trade in services in the Uruguay Round of the GATT.

**Robert D. Brown** is Vice Chairman of Price Waterhouse Canada and has overall responsibility for its tax consulting and trustee services as well as its accounting and auditing research and communications functions. He has been a speaker at numerous conferences in Canada and around the world, and has also written extensively on taxation, accounting, and policy topics.

**Dr. Anthony P. Carnevale** is currently Vice President of National Affairs and Chief Economist for the American Society for Training and Development (ASTD). At ASTD Dr. Carnevale manages the national

affairs and research efforts of the Association which represents over 50,000 training and human resource professionals in employer institutions. Earlier in his career Dr. Carnevale held important positions with both the executive and legislative branches of the government. He also served as Government Affairs Director for the American Federation of State, County and Municipal Employees (AFSCME). In 1981, he served as Co-Moderator for the White House Conference on Productivity. In 1987-88, Dr. Carnevale served as Chairman of the Fiscal Policy Task Force of the Council on Competitiveness. He has authored numerous research reports, books and articles on macro and microeconomic issues associated with national employment, training and competitiveness issues.

**Ben Fischer** has had a long career in the labor relations field. After holding important assignments with the United Steel Workers of America, the Aluminum Workers of America and the CIO, he was appointed Director of the Center for Labor Studies, School of Urban and Public Affairs, at Carnegie Mellon University where he is a Distinguished Public Service Professor. He is a member of the Governor's Labor Management Committee, Economic Development Partnership of Pennsylvania.

**Austin T. Fragomen** is the senior partner in Fragomen, Del Ray and Bernson, P.C., which is a New York-based law firm specializing in the field of immigration and nationality law, with offices in several other U.S. cities. A graduate of Case Western Reserve University Law School, he has written and spoken widely on immigration and nationality law-related subjects. From 1978 to the present he has been Chairman of the Practising Law Institute's Annual Immigration Institute.

**Roy L. Heenan** is Senior Partner in the Montreal law firm of Heenan, Blaikie, where he specializes in industrial relations. He has written widely on labor law matters and also is currently a lecturer on labor law at the Faculty of Law, McGill University. In his practice he has represented management in industrial relations, and in 1986 negotiated the first labor contract in Canada incorporating Japanese style work practices in the automotive industry. He has also been a government nominee in various conciliation boards.

**Susan P. Hooker** is Director of Planning, Evaluation and Retaining of Motorola University at Motorola Inc. At Motorola University she is responsible for managing the strategic planning process for corporate training; all formative and summative evaluation processes for the design and delivery of training and the implementation of new skills on the job; the development of corporate guidelines and strategies for the retraining and continuous education of Motorola's workforce worldwide. She

served as U.S. delegate to an Organization for Economic Cooperation and Development (OECD) management meeting in October 1988 on Training of the Adult Workforce in a Rapidly Changing Labor Market, and in October 1989 she gave testimony to members of the European Community's Commission on Social Policy on The Management of Human Capital, and in January 1990 she presented a paper on use of Training to Support the Development Acquisition and Application of New Technologies in a Six Sigma Quality Culture at an OCED meeting.

**T. Leslie Horswill** has been Assistant Deputy Minister, Policy and Development Division, Ministry of Skills Development, Government of Ontario, since May 1985. Between 1977 and 1986, Mr. Horswill served as Senior Communications Advisor to the Treasurer of Ontario, Policy Coordinator in the Cabinet Office, Executive Director in the Policy and Priorities Division of the Ministry of Industry and Trade, and Executive Coordinator for Policy and Development in the Ministry of Treasury and Economics. Mr. Horswill was educated at the University of British Columbia.

**Charles M. Ludolph** is Director of the U.S. Commerce Department's Office of European Community Affairs. In that position, he is responsible for analyzing trade barriers and developing the Department's trade investment activities with the European Community. He has been prominently involved in the U.S. efforts in Airbus, telecommunications and heavy electrical equipment, EC internal market, and the Uruguay Round. Mr. Ludolph has served in very international program administered by the Department from export promotion to U.S. trade law administration. In 1983, he took over Commerce programs concerning the European Community and has served in this capacity to date.

**H. Ian Macdonald** is a former President of York University. He has had a distinguished career in academia and government. He currently is a Professor of Public Policy and Economics at York University, and is also Director of York International. He has held a number of key positions with the Government of Ontario and has taught and lectured at several leading Canadian universities. He is a director of several Canadian and international companies and institutions. A Rhodes scholar, he is President of the Canadian Rhodes Scholars Federation.

**Donald A. McGrath** is a Vice President of Towers, Perrin, Forster & Crosby, specializing in both the design and financing aspects of employee benefits planning. Within Towers, Perrin, Forster & Crosby, he holds Practice Leader responsibilities for group insurance consulting. He is a past president of the Canadian Institute of Employee Benefit specialists.

**David J. Millstone** is a partner in the Cleveland-based law firm of

Squire, Sanders & Dempsey, where he practices labor law in both the private and public sectors. He has authored several publications in the labor field.

Colleen Morton is currently a policy analyst in the international group in the Washington D.C. office of Weil, Gotshal & Manges. Prior to her current association, Ms. Morton was the U.S. Director of the Canadian-American Committee, a committee of 120 Fortune-500 business from Canada and the U.S. that also includes labor representation. Earlier she served with the U.S. State Department as a political officer and served in Canada, New Zealand and Venezuela. She has authored a number of articles on bilateral and international trade issues.

Peter Morici, who currently teaches at the University of Maine, is a former Vice President and Research Director of the National Planning Association. He is a prolific writer on critical Canada/U.S. economic issues and he has spoken widely on Canada/U.S. topics.

William Napoli, Jr. is Vice President of Towers, Perrin, Forster & Crosby, assisting clients in actuarial and employee benefits matters. He serves as Senior Actuary of the Cleveland office as well as Practice Leader for the design and financing of retirement benefits.

William K. Rusak is Vice President, Corporate Services and Relations, of Dominion Textiles, Inc., where he is responsible for all aspects of human resources management, as well as public relations and communications. Prior to joining Dominion Textiles Inc., he was Vice President, Labor Relations at Firestone Tire and Rubber Company, Akron, Ohio.

Stephen L. Schlossberg is director of the Washington branch of the International Labor Office (ILO) and special advisor to the Director General of the ILO. He is the principal officer of the ILO regarding the U.S. government and union and employer organizations. Before his ILO appointment, Mr. Schlossberg was U.S. Deputy Under Secretary for Labor-Management Relations. He is a former General Counsel of the UAW and was appointed by President Reagan to the President's Commission on Industrial Competitiveness and by President Carter to the President's Advisory Board on Ambassadorial Appointments.

Norihiro Takeucki is Executive Vice President, Intercorporate Relations, of Bridgestone/Firestone Inc. He is a director of Bridgestone/Firestone Inc., and of Bridgestone Corporation. He graduated from Hitotsubashi Graduate School with a Master of Laws Degree and from George Washington University Law School with a Master of Comparative Law degree.

**Dr. Peter Warrian** is Executive Director of the Canadian Steel Trade and Employment Congress (CSTEC), a union/company co-venture between the United Steelworkers and Canada's steel companies. CSTEC seeks joint solutions to the trade and labour adjustment problems facing the Canadian steel industry. Prior to his present position, he was successively Canadian Legislative Director and Research Director of the United Steelworkers of America. Mr. Warrian is currently Visitor in Labour Studies at University College, University of Toronto.

**Glenn W. White** is Director of the Tax Department of Dow Chemical Company. He is the Chairman of the National Association of Manufacturers Tax Committee and Co-Chairman of the Tax Foundation Program Committee. He is also the U.S. representative of the International Chamber of Commerce Tax Commission in Paris.



## Speakers and Participants at the Canada-U.S. Law Institute Conference on Law and Human Resources in the Canada-U.S. Context

|                         |  |                          |
|-------------------------|--|--------------------------|
| George Alexandrowicz    | Queen's University                             | Kingston, Ontario        |
| H. Raymond Andrews      | Amway Corporation                              | Ada, Michigan            |
| Ronald G. Atkey         | Osler, Hoskin & Harcourt                       | Toronto, Ontario         |
| Joan E. Baker           | Cleveland-Marshall College of Law              | Cleveland, Ohio          |
| Irving Bluestone        | Wayne State University                         | Detroit, Michigan        |
| Meriel Bradford         | Alcan Aluminum Ltd.                            | Ottawa, Ontario          |
| Robert D. Brown         | Price Waterhouse Canada                        | Toronto, Ontario         |
| Anthony Carnevale       | American Society for Training &<br>Development | Alexandria, Virginia     |
| Laura Carlson Chen      | Business Laws, Inc.                            | Chesterland, Ohio        |
| Irene Christie          | Osler, Hoskin & Harcourt                       | Toronto, Ontario         |
| Susan M. Clark          | Reliance Electric                              | Mayfield Hts., Ohio      |
| Eugene K. Connors       | Reed, Smith, Shaw & McClay                     | Pittsburgh, Pennsylvania |
| Janice Corbett          | U.S. Dept. Commerce                            | Cleveland, Ohio          |
| Stanton G. Cort         | Weatherhead School Mgt.                        | Cleveland, Ohio          |
| Suzanne Crawford        | Bowling Green State U.                         | Bowling Green, Ohio      |
| Nancy Cronin            | Cuyahoga County Dept.<br>Development           | Cleveland, Ohio          |
| Jim Crowe               | Canadian Consulate                             | Cleveland, Ohio          |
| Mary Davis              | McDonald, Hopkins, Burke &<br>Haber Co.        | Cleveland, Ohio          |
| Charles A. De La Porte  | Eriks Corporation                              | Grafton, Ohio            |
| Brendan Delay           | Buckley, King & Bluso                          | Cleveland, Ohio          |
| Bruce A. DeVore         | Gen'l Electric-Lighting                        | Cleveland, Ohio          |
| Howard R. Dobson        | U.S. Dept. of Labor                            | Washington, D.C.         |
| Gary R. Donahee         | Northern Telecom                               | Mississauga, Ontario     |
| John E. Drotning        | Weatherhead School Mgt.                        | Cleveland, Ohio          |
| Richard Edwards         | University of Toledo                           | Toledo, Ohio             |
| Rodney Fields           | Dept. External Affairs                         | Ottawa, Ontario          |
| Ben Fischer             | Carnegie-Mellon Univ.                          | Pittsburgh, Pennsylvania |
| Austin T. Fragomen, Jr. | Fragomen, Del Rey & Bensen                     | New York, New York       |
| James C. Franklin       | Case Western Reserve U.                        | Cleveland, Ohio          |
| Perter Gerhart          | Case Western Reserve U.                        | Cleveland, Ohio          |
| Marcus Gleisser         | The Plain Dealer                               | Cleveland, Ohio          |
| A. Mosby Harvey, Jr.    | Bridgestone/Firestone                          | Akron, Ohio              |
| William A. Harwood      | Clifton Gunderson & Co.                        | Cleveland, Ohio          |
| Roy L. Heenan           | Heenan, Blaikie                                | Montreal, Quebec         |
| Katrin Hillner          | Organization of Resource<br>Counsellors Inc.   | New York, New York       |
| Susan Hooker            | Motorola, Inc.                                 | Schaumburg, Illinois     |
| T. Leslie Horswill      | Ministry of Skills Development                 | Toronto, Ontario         |
| Patricia A. Hujarski    | Canada/United States Law Institute             | Cleveland, Ohio          |
| Erik M. Jensen          | Case Western Reserve University                | Cleveland, Ohio          |
| Helen Jensen            | B.P. America                                   | Cleveland, Ohio          |
| Henry T. King, Jr.      | Canada/United States Law Institute             | Cleveland, Ohio          |
| Richard N. Kirby        | Cleveland World Trade Association              | Cleveland, Ohio          |
| Keith Langille          | Employment & Immigration<br>Canada             | Ottawa, Ontario          |

|                       |   |                        |
|-----------------------|---|------------------------|
| Sven A. Langmack      | Niagara Custombilt Mfg.                     | Cleveland, Ohio        |
| Lawrence D. Lederman  | Canadian Consulate                          | Cleveland, Ohio        |
| Charles M. Ludolph    | U.S. Dept. of Commerce                      | Washington, D.C.       |
| Richard Martin Lyon   | Seyfarth, Shaw, Fairweather & Geraldson     | Chicago, Illinois      |
| H. Ian Macdonald      | York University                             | North York, Ontario    |
| Pierre Marlais        | Action Auto Rental                          | Solon, Ohio            |
| Donald A. McGrath     | Towers, Perrin, Forster & Crosby            | Toronto, Ontario       |
| Michael Harvey        | Walter, Haverfield, Buescher & Chockley     | Cleveland, Ohio        |
| David J. Millstone    | Squire, Sanders & Dempsey                   | Cleveland, Ohio        |
| David S. Mockensturm  | Ohio Dept. Development                      | Columbus, Ohio         |
| Kamala Mohammed       | Case Western Reserve U.                     | Cleveland, Ohio        |
| Peter Morici          | University of Maine                         | Orono, Maine           |
| Colleen Shores Mcrton | Weil Gotshal & Manges                       | Washington, D.C.       |
| Corrine F. Murray     | Northern Telecom Ltd.                       | Mississauga, Ontario   |
| Bill Napoli           | Towers, Perrin, Forster & Crosby            | Cleveland, Ohio        |
| Richard F. Novak      | Cleveland-Cliffs Inc.                       | Cleveland, Ohio        |
| James O'Grady         | O'Grady & Young                             | Ottawa, Ontario        |
| Sidney Picker, Jr.    | Canada/United States Law Institute          | Cleveland, Ohio        |
| Henry Precht          | Cleveland Council on World Affairs          | Cleveland, Ohio        |
| Daniel A. Reifsnnyder | U.S. Department of State                    | Washington, D.C.       |
| William K. Rusak      | Dominion Textiles Inc.                      | Montreal, Quebec       |
| John W. Ryans, Jr.    | Kent State University                       | Kent, Ohio             |
| Stephen Schlossberg   | Int'l Labor Organization                    | Washington, DC         |
| Peter L. Schofield    | Bridgestone/Firestone                       | Akron, Ohio            |
| Victor Siber          | IBM   | Purchase, New York     |
| Calvin Sharpe         | Case Western Reserve U.                     | Cleveland, Ohio        |
| Phyllis Siersma       | Case Western Reserve U.                     | Cleveland, Ohio        |
| Charles H. Smith, Jr. | SIFCO Industries                            | Cleveland, Ohio        |
| T. Bradbrooke Smith   | Stikeman Elliott                            | Ottawa, Ontario        |
| George Spiro          | University of Massachusetts                 | Amherst, Massachusetts |
| Don Stanley           | U.S. Dept. Commerce                         | Cleveland, Ohio        |
| Al Stauffacher        | Employers Resource Council                  | Seven Hills, Ohio      |
| Charles Stebbins      | U.S. Dept. Commerce (ret'd)                 | Cleveland, Ohio        |
| Norihoro Takeuchi     | Bridgestone/Firestone                       | Akron, Ohio            |
| Edwin Teple           | Arbitrator                                  | Waite Hill, Ohio       |
| Jerry J. Torma        | Nordson, Inc.                               | Westlake, Ohio         |
| Sam Torrence          | Bridgestone/Firestone                       | Akron, Ohio            |
| Jacquest Vasseur      | Canada Employment & Immigrat'n Adv. Council | Hull, Quebec           |
| Joel P. Vujevich      | United Auto Workers                         | Cleveland, Ohio        |
| Robert E. Veilette    | Nordson Inc.                                | Westlake, Ohio         |
| Clem Von Kaschenbahr  | U.S. Dept. Commerce                         | Cleveland, Ohio        |
| Peter Warrian         | Canadian Steel Trade & Employment Congress  | Toronto, Ohio          |
| J.F.W. Weatherhill    | Canada Labour Relations Board               | Ottawa, Ontario        |
| Glenn W. White        | The Dow Chemical Co.                        | Midland, Michigan      |
| Dennis E. Wickie      | INCO Ltd.                                   | Toronto, Ontario       |
| Odyll K. Wittman      | Canadian Consulate                          | Cleveland, Ohio        |
| Ging Wong             | Employment & Immigration Canada             | Hull, Quebec           |
| Sanford Yosowitz      | Alcan Aluminum Corp.                        | Cleveland, Ohio        |
| Toby T. Zettler       | U.S. Dept. of Commerce                      | Cleveland, Ohio        |