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If you've been using organophosphates or carbamates, you'll like the fact that Talstar® delivers consistent results without the unpleasant odor. And you'll use less product because it's extremely effective at very low rates.

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**FMC**

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# EMPLOYEES: your biggest assets

*So treat them as such, with opportunities to grow within the company.* by JON EWING

**A**t Landtrends, San Diego, Calif., employee retention has been regarded as a very important element to the success of our business.

I believe employee retention begins when *you believe* it is important.

You must understand that employees are your "biggest asset." This is a philosophy I learned from Ken Cook, founder of Springtime Growers, and president and founder of Signature Trees.

#### **Sports analogy fits**

"You're only as good as your worst player," is an observation that is as true as the concept that employees are your biggest asset. A strong firm can only grow, represent itself, complete quality projects and service a multitude of clients with a good staff.

Let your staff know that they are important to you. I tell my employees that my number one responsibility in the business is to provide them with a "growing opportunity." It is imperative that I create an atmosphere which enables my employees to grow.

#### **Levels of growth**

You'll find there are varying levels of desired personal growth. Some employees strive to be great gardeners, sales people, managers, or, perhaps, supervisors. You, as an owner or business manager, should assess a person's interests, and provide a road map for his or her success, not drive the car. The employee must drive his or her own vehicle. They're the one who makes it happen.

You first have to know why employees are your biggest asset. Then, set an example, by complimenting employees in front of others, and privately.

Keep employees informed with notes and letters the firm receives from clients or other industry professionals. Involve them. Spread out responsibilities.

Help individuals succeed by giving them attainable goals, then praising their efforts. Set the next goal a little further out and make it just a little more challenging. Make it a pleasure for your employees to realize the satisfaction of attaining their goals.

Set company goals and objectives with your staff's

input. Their input will result in their buying in to the purpose of these efforts.

#### **Clear road map**

Have a clear organizational chart and then break-out the responsibilities and criteria of each position. List each area of responsibility and think of what characteristics and knowledge are required. Define the roles your field crews serve. At Landtrends, we no longer use the term "laborer." We now break out our field staff as follows: novice employee, gardener, advanced gardener, leadman, foreman, supervisor.

Manage them well, develop work opportunities within the desired product range. Sell good jobs that fit your business focus.

Develop evaluation forms that clearly define the individuals current capabilities and illustrates what their areas for improvement are. **LM**

*Jon Ewing is president of Landtrends, Inc., specialists in landscape services, San Diego, Calif. The company's "Landscape Maintenance Training Program" has become one of the models for the green industry.*

## Is turnover an opportunity?

There are things employers can do to reduce their turnover rates and take advantage of the vacancies.

—Who does the hiring? Do they understand the critical success factors that determine the best fit between the applicant and the job? Sit in on the next interview they conduct and see for yourself.

—Do you conduct pre-employment screening on new people? Do you believe everything they tell you? Have you checked back with the previous supervisor?

—Do you have a formal employee orientation session? Do employees understand where they fit in, and how important their performance is to your business?

—Does anyone sit down with new employees and see how things went after their first week on the job?

—Track "turnovers" in regard to: how long they worked for you, who they worked for, what kind of work they performed.

Track this for a while and you'll get an interesting slant on your turnover trends.

—Dave St. John and Larry Fish, FSJ Services, Inc. FSJ is an Atlanta-based human resource consulting firm.

# Leadership in selection

Bill Hoopes, of Barefoot Grass, Worthington, Ohio, says there are many reasons to believe that you can hire and retain productive, long-term employees, but it starts with the selection process.



Hoopes: give the interview process high priority.

Hoopes says business owners and managers want to know:

- 1) How can I attract more winners?
- 2) How can I get people in the door that have a high probability of staying with me?
- 3) Where does interviewing come in?

### How do you advertise?

People are surprised by job seekers they attract, and the reason is often found in company classifieds.

"If you want sharks, you'll get sharks," insists Hoopes, "because they're hungry! An ad that promotes

quality and reputation tends to attract people who have a higher probability of staying with you. Ads have to target candidates with qualities that you want, not what somebody told you you're going to get. When we run focus groups with homeowners," says Hoopes, "one thing they say to us is, 'we like to deal with the same person again and again,'"

### Priority to applicants

Hoopes says company managers don't prepare for interviews.

"When it gets down to hiring, it's something you might do at the end of the day when you're tired and dirty and pooped out, if there's time," says Hoopes, "and it's wrong!"

The applicant's first interview confirms things that are most important to the candidate, things he or she is looking for.

"People have beliefs, values and standards. They will look at you to see if you're the kind of outfit they want to work for. Be honest about job responsibilities. You have to be honest about the work, but always end on a positive note."

### Open-ended questions

Hoopes relies on "probing questions" to get to know people beyond the 'yes' and 'no' answers.

- ▶ 'What about the people you worked with; how did you feel about them?'
- ▶ 'Why did you leave?'
- ▶ 'What kind of experience have you had that would make you better than anybody else off the street?'

- ▶ 'What do you like about yourself?'
- ▶ 'On your last performance review, was there anything they told you you needed to improve? How did that grab you?'

▶ 'If I give you this job, will you give me your word that you'll stick with me for six months, because it's gonna take that long to teach it to you? Can you give me that commitment today?'

"The ones that work there are ones who *want to work there*," says Hoopes. "And those are the ones that have the highest probability of success."

Terry McIver

## 10 steps to 'positive' employees

1. 'Thank you' is often more important than a raise. Studies show employees on average respond better to praise than they do to raises.

2. You may consider providing certificates commemorating advancement and your employees position within the company.

3. We annually conduct an Employee Appreciation Dinner and a multi-media presentation that includes shining examples of employees efforts.

4. Send occasional thank you notes and personalized letters to thank employees for special activities.

5. Employee barbecues are relatively inexpensive ways to reach out to the entire staff, and offer a good opportunity to create a "Team" atmosphere.

6. Create an organization employees can take pride in.

7. Keep your vehicles clean.

8. Organize and maintain your offices and compounds.

9. Require a professional dress code.

10. Offer educational and/or training seminars that assist in employee advancement.

J.E.



Ewing: if you settle for less, why should your staff settle for anything different?



PHOTO COURTESY DAVID J. FRANK LANDSCAPING.

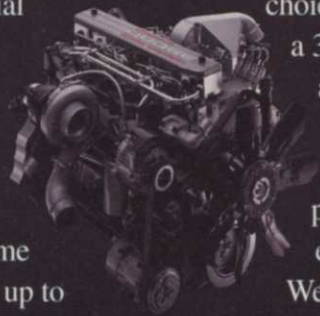
Training and personal attention is a way to make employees feel like part of the team.



# It's any bod

Whether you go with a regular bed or a special body, Dodge Ram is one truck that means business.

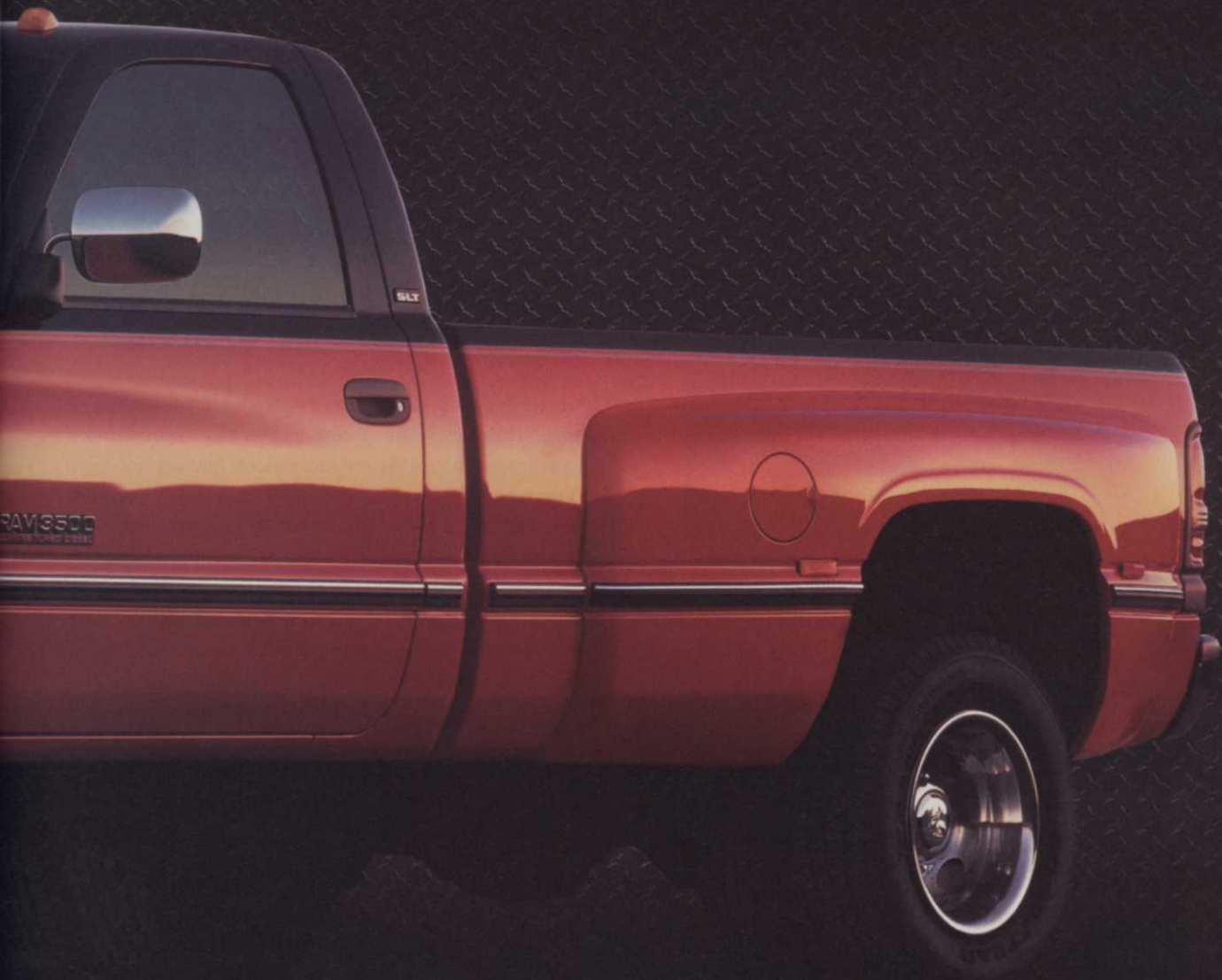
Because Ram starts with a rock-solid, ladder-type frame that handles payloads up to 5,695 pounds. And there's plenty



of Magnum® muscle, too, with a choice of two available V-8s, a 300-horsepower V-10, and a Cummins Turbo Diesel that are part of what's, overall, the most powerful line of pickup engines on the planet. We also gave Ram the roomiest regular and extended

cabs of any full-size pickup... to comfortably handle a crew of 3 to 6 people with tools and equipment. A driver's airbag is standard. And so is better resale value than Ford, Chevy or GMC.†

Add the fact that your Dodge dealer can work with a local special equipment upfitter



# y's business.



to meet your specific needs, and you've got the ideal truck for just about any body. Dodge Ram.

For still more information, call 1-800-WORK RAM or visit our Web site at <http://www.4adodge.com>

Always wear your seat belt for a fully effective airbag.

† We calculated resale using avg. trade-in values for '94-'95 full-size models vs. MSRPs, published in Jan. '95-July '96 N.A.D.A. Official Used Car Guide® monthly editions.

America's Truck Stop



The New Dodge



The Gandy Company overseeder holds 100-125 lbs. seed and seeds a width of 42 inches. Several Gandy models available.



Verti-Seed overseeders in models with 34-inch and 50-inch working-widths. Compatible with tractors with at least 17 hp.



Here's a unit from Great Plains Manufacturing for really big seeding jobs. Smaller Landpride models also available.

# SEEDING FOR GREAT TURF

Decisions you make before you begin a turfgrass seeding project will determine your success. That's why experienced turfgrass managers break the seeding process into several steps:

- ▶ Determining the types of turfgrasses best suited for your conditions and purposes. This includes obtaining quality seed from a reliable supplier.

- ▶ Preparing the soil to give the seed its best chance for establishment—leveling, debris removal, tilling, smoothing, covering the seed with an appropriate layer of soil, rolling.

- ▶ Seeding at the most opportune time(s) for establishment and survival for a particular location or climate. In the northern United States the best time to seed is late summer or early fall although early spring seeding can be successful too. In the warmer regions, the preferred time is in the spring as soon as the soil is warm enough for turf to green up.

- ▶ Post-germination care including irrigation and fertilization.

Although none of the steps is any more critical than any of the others, the most laborious involves soil preparation and the seeding process itself.

Fortunately, turfgrass managers can choose from a wide range of equipment, including precision seeders, to make seeding projects affordable and more likely to succeed. Check out these labor savers:

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**Aer Way**  
(800) 457-8310; for Pacific Coast: (800) 663-8196  
Circle No. 250

Pull-behind turf harrows in 4, 4½ and 6-foot widths. Can be hooked together to 24-foot wide. Often used to work in seed and fertilizer.

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**Bannerman**  
(800) 325-4871; Canada (800) 665-2696  
Circle No. 251

Easy to handle six-foot seeder, Model No. BTNS6, ideal for thickening turf and filling in worn or bare spots. Drag mat to work in and cover seed. Optional spring tith tines or cut grooves with ground-driven star wheels.

---

**Bush Hog Corporation**  
(205) 872-6261  
Circle No. 252

RT Series Rotary Tillers, 38 to 80-inch tilling widths. For 12- to 70-hp tractors. Also 6400 Series Rolling Cultivator, and 6401 Disc Better prepares beds in 30 and 40-inch row spacings.



**Level Best Grading System consists of grader box, laser transmitter and tripod, laser signal receivers, and an on-board control panel.**

**Emrex Incorporated  
(717) 288-9360  
Circle No. 253**

Two models Verti-Seed overseeder, one with 34-inch working width, the other a 50-inch working width with cutting depth up to 1¼ inches. Seed density fully adjustable. Smaller model requires tractor of 17 hp, the larger a tractor at least 22 hp.

Also from Emrex, Rotadairon heavy-duty soil renovators in working widths from 40 inches to 120 inches. At least six different models. Increase versatility by adding stainless steel precision seeder for fine seeding.

**Finn Corporation  
(800) 543-7166  
Circle No. 254**

Ground-Hog landscape tillers in 60 and 80-inch widths with spiral-mounted steel teeth to prepare seedbeds. Adjustable 3-way hitch. From-the-seat control. Instant depth control. Replaceable skid shoes.

The Ground-Hog's "business end" has spiral-mounted steel teeth that turn soil up to 4 inches deep. The tilling rotor churns into the soil against the running direction. No tire tracks mar the seedbed.

**First Products Inc.  
(912) 382-4768; outside of GA  
(800) 363-8780  
Circle No. 255**

Seeder roller and rake attachments available for the AERA-vator available in Model AE-60 (60-inch swath) and Model AE-80 (80-inch swath). AERA-vator: as the rotors freely roll, the PTO powers the tines to vibrate rapidly in burrowing motion to penetrate and fracture harder soils.

**Gandy Company  
(800) 443-2476  
Circle No. 256**

Two overseeders. Choice of Model 2848SS to include disc assembly or Model 2848SA to include shoe assembly. Steel

20-gauge, 42-inch with cover. Hopper capacity 3.5 cu. ft. volume (100-125 lbs. seed). Seed rows two inches.

**Glenmac  
(800) 437-9300  
Circle No. 257**

Roller Packer Wheel fits all Pro-6 & 8 and T-6 & 8 rakes to firm up soil and leave a perfect "dimpled" seedbed to hold seed and fertilizer.

**Great Plains Manufacturing Inc.  
(913) 823-3276  
Circle No. 258**

Landpride Turf Solid Stand Seeders. Model OS1548 with 51-inch seeding width; OS1572 with 72-inch seeding width; PS35120 with working width of 120 inches. Slices through turf, meters all varieties and sizes of seed, proper placement of seed to surface. Ground-driven seed metering. Plant two varieties at once with optional second seed box with independent seed rate adjustment handle.

**John Deere  
(704) 588-3200  
Circle No. 259**

Tillers for compact utility tractors. The 550 tiller has a working width of 50 inches and the 660 a working width of 60 inches. Working depth up to 8 inches. Offset design lets you center the JD tiller or

offset it to the right when working close to obstacles.

**Lesco  
(800) 321-5325  
Circle No. 260**

The Renovator 20 seeds, slices and dethatches turfgrass. 8-hp Honda engine. Approximately 35 lb. capacity, 1½ cu. ft. hopper. Seeding width 20 inches. Precise metering with independent, ground-driven rotor-bar agitation. Seed metered and dropped before slicing for optimum incorporation into the soil.

**Massey Ferguson  
(414) 284-8669  
Circle No. 261**

MF landscape rakes available in 5 to 8-foot widths. Tandem disc harrows, front and rear disc gangs adjust to four angle settings for penetration in widely varying soils. Working widths from 52 to 83 inches.

**McMillen  
(800) 234-0964  
Circle No. 262**

The Eliminator TR3 3-in-one grading tool—scarifier, box scraper and grading rake, all in one. Floating dragbar gives the operator the ability to push soil backwards and pull off rocks.

**New Holland  
(717) 355-1371  
Circle No. 263**

Tiller, box scraper, blades and landscape rake attachments matched to 25 and 30 Series "Boomer" New Holland tractors (25 to 34 gross engine hp).

**Toro 205 Seeder with patented Delta Reel blades to cut slits. Powered by a 5-hp Briggs and Stratton engine.**



**Power Trac  
(800) 843-9273  
Circle No. 264**

The PT-184 four-wheel hydrostatic drive tractor has over 20 different attachments including a 48-inch tiller, 60-inch aeration roller, and a 60-inch rake.

**Precision Laser Services  
(401) 785-1671  
Circle No. 265**

The Level Best Grading System's computer-aided earth moving technology allows a level of accuracy within 0.25 inches compared to the generally accepted industry standard of one inch. The Level Best allows one man to do in one day what it used to take three men to do.

**Ransomes  
(800) 228-4444  
Circle No. 266**

Mataway Overseeder/Dethatcher. Disc-tower delivery system feeds the seed directly into the slits for uniform seed/ground contact. Powered by 11-hp Kohler engine. Working width 19 inches. Hopper capacity 0.83 cu. ft. Seed density fully adjustable. Seed gate automatically shuts off when unit is raised.

**Steiner  
(216) 828-0200  
Circle No. 267**

Terra rake and tiller attachments for all five Steiner tractors, from the 16-hp Model 410 to the 23.5-hp Model 525.

**Toro  
(800) 348-2424  
Circle No. 268**

Toro 205 Seeder. Seeding width 18 inches. Patented Delta Reel blades cut a slit in soil where seed is deposited in precisely measured amounts. A flap on back of unit covers seed with thin layer of soil. The 205 features a 5-hp B&S engine and handle-mounted automatic safety clutch control.

# Cool-season insect control:

## *know the symptoms*

by J. KEVIN MATHIAS, Ph.D.

**P**rior to a turfgrass field day, a number of entries in a Kentucky bluegrass study were turning brown. The facility manager suspected herbicide drift and the turfgrass pathologist leaned toward summer patch. An entomologist found the real culprit: billbugs. It's important to properly diagnosis the cause of turfgrass damage.

When monitoring:

- ▶ you need to know key pests and key plants,
- ▶ use effective sampling techniques and
- ▶ become familiar with insect damage symptoms.

Key plants are plants most likely to be damaged by insects. For the cool-season turfgrasses, the non-endophytic grasses such as the Kentucky bluegrasses, creeping bentgrasses and some of the fine fescues are more likely to be damaged by surface-feeding insects such as chinch bugs, sod webworms and cutworms. Shallow or poorly rooted turfgrasses are also considered key plants since root-feeding insects will easily damage these plants.

Key insects are the insects which occur most often within a geographic region. In Maryland, the Japanese beetle and masked chafer grubs are the predominant white grub

species. In New York, the European chafer is one of the most damaging grubs in home lawns. Learn the key pest insects within your area. Sampling techniques such as irritant soap flushes, black light trapping, flotation, pit-fall traps, and soil sampling alert you to the presence of insects, but they can also help determine if action thresholds have been reached. Action thresholds are the number of insects per unit area, in which damage will



occur if some type of control action is not taken.

Scouting for white grubs can be as easy as pulling back a piece of turf.

Action thresholds for turfgrass insects can vary due to differences in the host plants or the level of plant stress from environmental conditions or management practices. (See page 30 for monitoring, diagnosis and control strategies.) □

*The author is associate professor of entomology at the University of Maryland.*

## Some new control products

**Talstar** (bifenthrin) is a synthetic pyrethroid recently labeled for the turfgrasses. It joins other pyrethroids such as Tempo (cyfluthrin); Scimitar and Battle (lambda-cyhalothrin); Mavrik (fluvalinate) and Astro (permethrin). Talstar comes in different formulation and labeling (restricted and general use) for golf course and home lawn uses. Talstar will control surface-feeding insects such as chinch bugs, sod webworms, adult billbugs, adult annual bluegrass weevils, armyworms, cutworms and atae-nius adults. Nuisance pests such as ticks, fleas and ants are also covered in Talstar labeling.

**MACH 2** (halofenozide) is awaiting final registration and may be available for the 1997 season. This product mimics the insects' molting hormone—ecdysone—and will cause premature molting. In field tests it has provided consistent and excellent control for a number of white grub species.

Like Merit, this product can be applied early (May-July) and provide season-long control. The level of control is greater on first instar grubs than on later instar grubs. It also has activity against lepidopteran pests, such as sod webworms and cutworms. RohMid will be marketing this product and it will be initially available as a 2SC formulation.

**Conserve SC** is a new product developed by DowElanco and is in a chemical family known as spinosyn. The active ingredient of this product consists of fermentation products or metabolites of a specific bacterium found to have insecticidal properties. Current labeling is for Conserve to be formulated as a soluble concentrate to control sod webworms, black cutworms and armyworms.

Conserve SC will be active against all larval instars with rates ranging from .08 lb. to 4 lb. of active ingredient per acre. Current plans are to have it available by mid 1997.

**Cruiser** is a new nematode product from Ecogen labeled for white grub control.

Cruiser contains the nematode *Heterorhabditis bacteriophora* and has good to excellent activity against white grubs. Current recommendations are at the 1.0 to 1.5 billion nematodes per acre rate, and the product is effective on all larval instars. Supply is limited for Cruiser in 1997 with increased production planned for 1998. □





ONE CRAB WE CONTROL.  
THE OTHER ONE'S UP TO YOU.

In your business two types of crabs are a fact of life. New Acclaim® Extra Herbicide provides excellent control of the crabgrass escape type. Even more concentrated than the original Acclaim, Acclaim Extra is 14% stronger. So lower rates give you the same dependable spot treatment control without damaging your existing turf.

Plus, Acclaim Extra also lets you reseed fescue and ryegrass immediately after the spray dries.\* It can also still be

used on bluegrass, ryegrass, zoysiagrass, fine fescue and tall fescue. And Acclaim Extra controls crabgrass escapes from the 1-leaf stage right up to just before seed head formation.



No preemergence herbicide is perfect, so make postemergence Acclaim Extra a part of your season-long crabgrass control program. As for that other type of crab . . . sorry, but you're on your own. \* Wait 3 weeks for bluegrass, zoysiagrass.

**Acclaim® Extra**  
HERBICIDE



# MONITORING, FIELD DIAGNOSIS AND CONTROL PROGRAMS, COOL-SEASON INSECTS

## INSECT PEST

### Billbugs

#### Field diagnosis/monitoring

Adults begin to move from overwintering sites into turf in April/May. Use pitfall traps to determine spring activity. Billbug larvae will bore into crown and stem tissue and then exit into the soil. Look for sawdust-like material in stems. Also, plants, when pulled will sever at the crown. Damage visible by June on key plants, such as Kentucky bluegrass, zoysiagrass.

#### Control action

Preventive applications if pitfall traps indicate high adult counts (2-5/day). Use Dursban, Tempo, Battle, Talstar and Scimitar for adult control in April/mid-May. Control difficult when larvae are in the stem. Vector or Merit can be used at this time. Soil insecticides such as Sevin, Turcam, Oftanol, Diazinon, Crusade, Mocap, Mainstay and Triumph are labeled. Cool, wet summers favor a fungal disease outbreak of *Beauveria* sp., which will reduce billbug populations. Plant endophyte enhanced grasses.

## INSECT PEST

### Black turfgrass ateniensis

#### Field diagnosis/monitoring

Adults begin to move from overwintering sites into turf in late March/April. Adults are attracted to lights. Damage by first generation grubs will be seen by late June. Second generation grub damage will be seen by late July/early August. A serious problem on golf course turf where annual bluegrass and creeping bentgrass are grown.

#### Control action

Preventive applications may be done if past history dictates it with Dursban and Talstar in April or Merit in May. Soil insecticides such as Proxol/Dylox, Turcam, Crusade, Triumph, Mocap, Oftanol and Mainstay are recommended in June to September period.

## INSECT PEST

### Chinch bugs

#### Field diagnosis/monitoring

Prefer warm, dry, sunny locations. Emerge from overwintering sites as temperatures reach 70 degrees F. Flotation sampling is effective. Damage symptoms are irregular brown areas, often seen from July through September. Fine fescues are very susceptible. Other key plants are the creeping bentgrasses and Kentucky bluegrasses.

#### Control action

Preventive application in April/mid-May for habitual problem sites. Dursban, Diazinon, Sevin, Triumph, Tempo, Oftanol, Mainstay, Battle, Talstar, Astro and Turcam are labeled for control. Cool, wet weather during summer favors fungal pathogens which control chinch bugs. Plant endophyte-enhanced grasses. Big-eyed bug is a beneficial predator.

## INSECT PEST

### Cutworms/armyworms

#### Field diagnosis/monitoring

Consists of five main species and may be seen (caterpillars and adults) from May to September. Turfgrass thins. Irritant sampling techniques will flush insects to surface. Common problem on bent-

grass putting greens. Adults are attracted to lights.

#### Control action

The following are labeled for control: Sevin, Dursban, Battle, Diazinon, Proxol/Dylox, Scimitar, Tempo, Talstar, Crusade, Triumph, Mainstay. Biorational insecticides include: Steward, Dipel, Vector, Cruiser, and Turplex Bioinsecticide. Light irrigation to work material into thatch may be required for some of these. Plant endophyte-enhanced grasses.

## INSECT PEST

### Sod webworms

#### Field diagnosis/monitoring

More than 20 species of sod webworms in the U.S. Defoliation damage visible from May to September. Webbing and frass noticeable from larval feeding. High risk period is July to late Sept. Irritant sampling techniques flush larvae to surface.

#### Control action

Refer to insecticide list for cutworms and armyworms. Oftanol, Astro, Turcam and Orthene are labeled for sod webworm control. Plant endophyte-enhanced grasses.

## INSECT PEST

Grubs: Japanese beetle, masked chafers, European chafer, Asiatic garden beetle, oriental beetle

#### Field diagnosis/monitoring

These white grub species cause root damage. Damage symptoms are brown turf which can be easily pulled up. Begin to monitor in late July to early August for the presence of grubs at or near soil surface. Light trap or pheromone trapping can indicate potential

high risk site area for some of these grub species.

#### Control action

Soil insecticides will give good to excellent control if watered in with half-inch of water. Product labeled are: Dylox/Proxol, Turcam, Mocap, Mainstay, Crusade, Oftanol, Sevin, Diazinon and Triumph. Can be applied mid August/September or in the spring, April-mid May period. Merit applications perform better if applied preventively or during egg laying period. The new nematode product Cruiser is labeled for white grub control.

## INSECT PEST

### Greenbug aphid

#### Field diagnosis/monitoring

Kentucky bluegrass is the major host for this insect. Worst outbreaks appear after mild winters followed by cool, wet springs. Feeding damage causes leaves to turn yellow-orange in color.

#### Control action

Orthene, Dursban and Diazinon for control in June-September period. Treat if yellowing occurs to turfgrass stand. □

SOURCE: DR. MATHIAS. OMISSION OF ANY PRODUCTS IS UNINTENTIONAL. PRODUCTS LISTED FOR INFORMATION ONLY, AND ARE NOT CONSIDERED TO BE ENDORSEMENTS.