Announcing...

Aquascape Designs

Black Waterfall Foam

The latest innovation from Aquascape Designs is expanding Black Waterfall Foam. Expandable foam has been used for years as water feature installers searched for a better, easier way to seal waterfalls than traditional mortar or silicone. The biggest drawback to using foam as a sealant was its ugly yellow color when it dried. With the debut of Aquascape Designs' Black Waterfall Foam, installers no longer need to struggle trying to hide foam joints. The new black color looks like a natural crack or shadow in the stone even when left completely exposed!

Available in dispensing foam gun or individual cans for your convenience!

Once you use Black Waterfall Foam you'll wonder how you ever managed building a waterfall without it.

Circle No. 119 on Reader Inquiry Card

Aquascape Designs
1-800-306-6227 ext. 0018
continued from page 50
“The Texas Workforce Commission proved to the U.S. Department of Labor that this was not the case.”

Give yourself lead time
How long does H2B certification take? According to Bartlett, the average certification time frame is now 60 to 90 days.

For some contractors, the jury is still out. Several irrigation and landscape contractors admitted they were beginning to use the program, but were unwilling to make a statement at this time. Two major green industry trade associations said they could not officially endorse the program and preferred not to make an official comment.

Ed LaFlamme, branch manager of True Green LandCare in New Haven, CT, brought in 10 H2B workers in 1999. He had mixed results, noting that several workers asked to return to Mexico. “Before a contractor brings these workers all the way from Mexico, he should carefully screen them beforehand. You need to look for flexible people who are experienced and want to work in the landscape industry,” he adds.

Evans says the first step is to become a bilingual company. “Teach your staff Spanish and hold English classes for the Spanish-speaking workers.”

The second step is to recruit from friends and family of existing employees. “When the employee knows a person in your company, they can blend into the company and community much faster,” he says.

“It’s also important to prepare a welcome package for each H2B worker. Give them a company greeting letter and a company pad to write their families on their first day. Offer to mail the letters for them.”

Don’t forget the welcome meal. “After a long trip from Mexico, a meal is always appreciated,” says Evans.

Robert E. Reaves is a turfgrass specialist with Van Waters & Rogers Inc. in Austin, TX.

Increase your success rate
“One of the most difficult factors with H2B is figuring out how you will assimilate foreign workers into your community and your company,” says Scott Evans, owner of C. Scott, Inc., a labor placement firm located in Bay City, TX.

Ed LaFlamme
On turf, on ornamentals, on edible fruit trees...

EAGLE® is the only fungicide you need.

EAGLE®, one of the best systemic fungicides available for turf and ornamentals, now is labeled for edible fruit trees.

EAGLE controls important turf diseases like Brown Patch and Spring Dead Spot, as well as ornamental diseases like Powdery Mildew, Scab, Rust and Leaf Spot.

EAGLE has been tested on popular landscape ornamental plants, and is labeled for use on over 100 species, including crabapples, dogwood, roses, apples, apricots, cherries, peaches, plums, and grapes. Now a single, cost-effective product controls disease on turf, ornamentals and backyard fruit trees.

EAGLE fungicide. The one and only.
Develop your own career track

These companies took care of their employees, only to watch them grow into competent managers and supervisors. Can you do the same with your people?

BY GEORGE WITTERSCHEIN

It's hard enough just finding good people to hire but what about developing those who have more responsibility? How do you determine the laborer who has what it takes to be a foreman or the foreman who could grow into a middle manager?

How do you even hold onto people long enough to develop them? The good ones often leave to start their own businesses.

We visited with three companies who have answers to these questions:

Environmental Industries Inc.
Environmental Industries Inc., of Calabasas, CA, is the largest privately owned landscape contracting company in the United States. One of the areas in which they are known to excel is developing people from within into supervisors and then into managers. LM asked Bill Arman, EII's vice president for human resources, to explain that success:

LM: Developing people from within into supervisors and middle managers is something the industry traditionally does not do well. How do you do it?

Arman: The first step is to start with the end in mind. We try to visualize what types of businesses we are going to be in, what customers we are going to be relating with and what skill sets and technologies we will need.

Then we make our future thinking clear to the organization. We teach our people what the skill sets are that we will need for the future. We also have a process in place to analyze what they've learned so that the learning is stronger than just taking a one-day class and a two-day seminar.

LM: What kinds of things do you teach people as you develop them from within in this process?

Arman: We look at three main areas. The first area is the customer: how to look at the work from the customers' perspectives.

Second, how to deliver customers' concerns effectively and efficiently.

We look at production: How do we obtain it? We want to be well organized and to execute fundamentals (what we call Best Practices.)

Third, there is the culture. We try to create the culture in our organization that has people transferring this knowledge to others as they work. We create that culture by financial means, by recognition of people, by offering varied experiences and cool assignments.

LM: Do you have success developing people from within?

Arman: That's primarily what we do — develop from within. You measure success by retaining qualified people who are doing their jobs. You can't look at your overall retention because keeping people who are not doing their job is not a good thing either. You have to reward the good performers, give the others a chance to improve, and take those who don't improve and give them a chance to succeed elsewhere.

LM: And do you also learn from other industries?

Arman: Yes. We have "tours" where we visit other operations that are not related to our business; for example, UPS, Federal Express, Home Depot and large organizations that are successful with lots of people development. And we observe, watch, ask lots of questions, meet with their human resources people and learn everything we can.
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- Proven active controls most spots, blights and rots - over 50 in all
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Valdosta, Georgia 31603
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**TruGreen-LandCare**

Rex Gore is the south Texas regional manager for TruGreen-LandCare. Until last year, he was president of Clean Cut Inc., an Austin-based landscaping company that is now part of TGLC. Clean Cut grew at an average rate of 30% a year over a 13-year period, meaning their hiring and retention needs were staggering.

LM: So you had to retain the good people you had, hire new people and develop and promote people from within — in a way that sustained 30% growth year after year.

Gore: That growth rate means we retained most of the good people we had, and hired a bunch more.

LM: And you clearly succeeded.

Gore: I believe so. When we sold to TruGreen, we had become a $22-million/year business with 400 people. By the way, the business is still growing under TruGreen, and we're doing things much the same way, with some modifications to suit our corporate style.

LM: Do you hire supervisors and managers from outside or develop from within?

Gore: As far as managers, we have some people who came up through the ranks from crew positions. But more typically, mid- to upper-management comes from recruiting at colleges, especially more recently. In almost all cases, supervisors and foremen were hired as laborers within our companies. By displaying capabilities, and with some reasonably decent training, these are people who have developed into competent supervisory personnel.

LM: You must have had success retaining them long enough to develop them into supervisors?

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**5 ways to develop people**

Landscape Management talked to Dave St. John, GreenSearch, an Atlanta-based consulting firm that does both management personnel searches and HR consulting. He shared some of his observations about developing productive supervisors and managers.

What do the successful companies do differently from the rest of the green industry? Several things, St. John says:

- **Owner visibility and concern.** "The successful ones, where we've seen long-tenured people, are owners who personally stay involved. They're instrumental in hiring the people, they watch their progress and they look for the things in their behavior that indicate they can shoulder a heavier load."

- **People instinct.** "The successful owners we've seen also have an instinct about people. They know when someone is ready to move on to accept greater challenges. They can differentiate between technical challenges and the broader, more conceptual things which give a sense of supervisory ability."

- **Leadership observers.** "They watch for informal leaders who other people naturally start to follow."

- **Clear communication.** "Good owners have the ability to state what they want from people and not how the people are to do it. That gives the emerging supervisor a platform from which to be creative and show what he or she can do."

"There isn't a particular route for supervisory development, especially for companies that don't have well developed recruiting processes. The basic element is very good people judgment on the part of the owners and senior decision makers."

- **New responsibilities.** "As for growing people into middle management, it's like the NBA draft. The further up you go on the totem pole, the fewer people from which to choose. To bridge someone from supervisor to manager, start giving the candidates more diverse things to do — things that are new and different. You might have them run two different segments of the business, lead three different kinds of crews or deal with new customers."

"Diversity of task really tests their scope. The difference is that a manager now has to manage results, not activities. Management's a different game. A supervisor is a team player; a manager is the team coach. There's a big difference!"

— George Witterschein

**Dave St. John**

Continued from page 61
What does the California Air Resource Board Low Emission Regulations, known as C.A.R.B. Tier II, have to do with your bottom line?
### Fuel Savings Cost Comparison

RedMax® Strato-Charged™ versus standard 2-cycle trimmers

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**Estimated Fuel Savings Per Year**

$156.20
How Much Can RedMax® Strato-Charged™ Products Save You in Fuel Costs?

List the Number of Trimmers in Your Equipment Fleet

Multiply X Savings

Your Fuel $ Savings

RedMax® Strato-Charged™ BCZ2500S

Specifications

- Engine Displacement: 25.4cc
- Ignition System: Solid State
- Fuel Tank Capacity: 1.37 pint
- Drive Shaft: Solid Steel
- Dry Weight: 11.7 lbs
- Cutting Head: 4" Pro Head
- 8" & 9" Brushcutter Blades Available
On July 5, 1995, the U.S. Environmental Protection Agency (EPA), approved California's Air Resources Board's (ARB) authorization request, which made the **small off-road engine (including handheld equipment such as string trimmers & chain saws) regulations**, the first enforceable California off-road emission control regulations. Many manufacturers believed these strict standards would in effect outlaw two-cycle powered products. These manufacturers argued that the proposed standards were economically unattainable, and the cost to comply would be unacceptable to consumers.

**Komatsu Zenoah**, the parent company of RedMax®, with a corporate mission statement that says **"Ensuring a Green Earth with state-of-the-art Technology, we are Steadily Making Efforts to Create a CLEAN & GREEN 21st Century"**, challenged their engine design engineers to not only meet the proposed C.A.R.B. tier II standards but to exceed them.

In May 1998, two new-technology engines from RedMax® / Komatsu Zenoah were the first engines that were C.A.R.B. Tier II certified without using a catalytic muffler.

In July 1999, Komatsu Zenoah America introduced seven new RedMax® products powered by the C.A.R.B. Tier II certified, revolutionary, **Strato-Charged™ two-cycle engines**.

This new technology, state-of-the-art, RedMax® / Komatsu Zenoah engine reduces emissions by more than 70%, reduces noise levels by 5 decibels and increases fuel efficiency by 34.5%. The 34.5% increased fuel efficiency means the commercial land care operator can save over $156.00 per year by using any of these new RedMax® Strato-Charged™ low-emission products.

RedMax® Strato-Charged™ powered products include Trimmers, Edgers, Long Reach Hedge Trimmers, Short Reach Hedge Trimmers, Pole Saws, Reciprocator™ Scissors Cutting Edgers/Trimmers and a complete line of expandable split-boom products, the RedMax® EXtreme™.