May 2003

This card is void after July 15, 2003

1. My primary business at this location is: (fill in ONE only)
   - O Yes  O no
   - LANDSCAPE MANAGEMENT
     - tree each month:
       - O Yes  O no
       - I would like to receive (continue receiving)
         - Other Titled and Non-Titled Personnel
           - (please specify)
           - 16  O 50
           - - Forester, Consultant, Agronomist, Pilot, Instructor, Researcher, Horticulturist.
           - 15  O 40
           - Specialized
           - 14  O 30
           - Government Commissioner, Agent, Other Government Official
           - 13  O 20
           - Manager/Superintendent
           - 12  O 15
           - Arborist, Architect, Landscape/Grounds Manager, Superintendent, Foreman, Supervisor
           - 11  O 10
           - Executive/Administrator - President, Owner, Partner, Director, General Manager, Chairman of the Board, Purchasing Agent, Director of Physical Plant
           - 10  O 5
           - 5  O 0 Other (please specify)

2. Which of the following best describes your title? (fill in ONE only)
   - SUPPLIERS AND CONSULTANTS
     - Other Contractors/Service Companies (please specify)
     - 16  O 50
     - - Certified Specialist
     - 15  O 40
     - Board, Purchasing Agent, Director of Physical Plant
     - 14  O 30
     - Foreman, Supervisor
     - 13  O 20
     - Landscape Design
     - 12  O 15
     - Turf Weed Control
     - 11  O 10
     - Paving, Deck & Patio
     - 10  O 5
     - Irrigation Services
     - 9  O 0
     - Landscape/Grounds Care Facilities
     - 8  O 0
     - Snow Removal Equipment
     - 7  O 0
     - Fertilizers
     - 6  O 0
     - Chemical Applicators (ground & air)
     - 5  O 0
     - Turf Insect Control
     - 4  O 0
     - Turf Disease Control
     - 3  O 0
     - Turf Aeration
     - 2  O 0
     - Turf Fertilization
     - 1  O 0
     - Mowing
     - 0  O 0 Other (please specify)

3. Which of the following services does your company provide? (fill in ALL that apply)
   - 23  O 6 Turf Disease Control
   - 22  O 5 Turf Aeration
   - 21  O 4 Turf Fertilization
   - 20  O 3 Turf Weed Control
   - 19  O 2 Turf Insect Control
   - 18  O 1 Tree Care
   - 17  O - Ornamental Care
   - 16  O - Irrigation Services
   - 15  O - Landscaping/Grounds Care Facilities
   - 14  O - Landscaping/Management
   - 13  O - Irrigation Contractors & Consultants
   - 12  O - Manufacturers
   - 11  O - Executives/Service Companies
   - 10  O - Sod Growers, Turf Seed Growers & Nurseries
   - 9  O - Companies
   - 8  O - Schools, Colleges & Universities
   - 7  O - Sports Complexes
   - 6  O - Park Districts
   - 5  O - Manufacturers
   - 4  O - Government Commissioner, Agent, Other Government Official
   - 3  O - Executive/Administrator - President, Owner, Partner, Director, General Manager, Chairman of the Board, Purchasing Agent, Director of Physical Plant
   - 2  O - Turf Turf Management
   - 1  O - Landscape Design
   - 0  O Other (please specify)

4a. Do you specify, purchase or influence the selection of landscape products?
   - 49  O - Yes  O no
   - O Other (please specify)

4b. If yes, indicate which products you buy or specify: (fill in ALL that apply)
   - 48  O - Yes  O no
   - O Other (please specify)

5. Do you have Internet access?
   - 57  O - Yes  O no
   - O Other (please specify)

6a. If so, how often do you use it?
   - 56  O - Daily  O Weekly
   - 55  O - Weekly
   - 54  O - Biweekly
   - - Occasionally
   - 53  O - Occasionally
   - 52  O - Occasionally
   - 51  O - Occasionally
   - 50  O - Occasionally

7. If yes, indicate which products you buy or specify: (fill in ALL that apply)
   - 59  O - Yes  O no
   - O Other (please specify)

8a. If so, how often do you use it?
   - 58  O - Daily  O Weekly
   - 57  O - Weekly
   - 56  O - Biweekly
   - - Occasionally
   - 55  O - Occasionally
   - 54  O - Occasionally
   - 53  O - Occasionally
   - 52  O - Occasionally
   - 51  O - Occasionally
   - 50  O - Occasionally

9. Do you have Internet access?
   - 59  O - Yes  O no
   - O Other (please specify)

10. If yes, how often do you use it?
    - 58  O - Daily  O Weekly
    - 57  O - Weekly
    - 56  O - Biweekly
    - - Occasionally
    - 55  O - Occasionally
    - 54  O - Occasionally
    - 53  O - Occasionally
    - 52  O - Occasionally
    - 51  O - Occasionally
    - 50  O - Occasionally

11. If yes, indicate which products you buy or specify: (fill in ALL that apply)
    - 59  O - Yes  O no
    - O Other (please specify)

12. Do you have Internet access?
    - 59  O - Yes  O no
    - O Other (please specify)

13. If yes, how often do you use it?
    - 58  O - Daily  O Weekly
    - 57  O - Weekly
    - 56  O - Biweekly
    - - Occasionally
    - 55  O - Occasionally
    - 54  O - Occasionally
    - 53  O - Occasionally
    - 52  O - Occasionally
    - 51  O - Occasionally
    - 50  O - Occasionally

14. If yes, indicate which products you buy or specify: (fill in ALL that apply)
    - 59  O - Yes  O no
    - O Other (please specify)

15. Do you have Internet access?
    - 59  O - Yes  O no
    - O Other (please specify)

16. If yes, how often do you use it?
    - 58  O - Daily  O Weekly
    - 57  O - Weekly
    - 56  O - Biweekly
    - - Occasionally
    - 55  O - Occasionally
    - 54  O - Occasionally
    - 53  O - Occasionally
    - 52  O - Occasionally
    - 51  O - Occasionally
    - 50  O - Occasionally

17. If yes, indicate which products you buy or specify: (fill in ALL that apply)
    - 59  O - Yes  O no
    - O Other (please specify)
<table>
<thead>
<tr>
<th>Service Details</th>
<th>Numbers</th>
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<tbody>
<tr>
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<td>Tree Care</td>
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<tr>
<td>Mowing</td>
<td>23</td>
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<tr>
<td>Turf Weed Control</td>
<td>28</td>
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<tr>
<td>Pest Control</td>
<td>22</td>
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<tr>
<td>Irrigation Services</td>
<td>20</td>
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<td>Aeration</td>
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<td>Turf Insect Control</td>
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<td>Landscape Design</td>
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<td>Snow Removal</td>
<td>31</td>
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<tr>
<td>Other</td>
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<td>Irrigation Contractors &amp; Consultants</td>
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<td>32</td>
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<tr>
<td>Fertilizers</td>
<td>38</td>
</tr>
</tbody>
</table>
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Pick ‘big picture’ things

BY BRUCE WILSON

Most Green Industry companies struggle with developing and implementing training programs. It’s always a topic at industry conferences. Like most companies, we’ve done things that have worked and things that haven’t worked. What we’ve learned can certainly be useful as you try to improve your company training.

Identify weak spots

Start by identifying where a lack of training shows up in your operations. Focus on the things that affect the customer experience, result in accidents, show up in lost profits and cause stress in the organization. In doing this, pick “big picture” things, not isolated aggravating incidents. After all, mistakes will happen even after training. Also, create a list of improvements you want to focus on correcting mistakes you see on your jobs. For example, if your mowing crews aren’t creating good mowing patterns, take pictures showing what the finished product should look like if it’s done right. Also, take some pictures of the unacceptable mowing job to show the wrong way.

Pick your best crews to train and orient new hires. Starting out a new employee with the right habits is the best way to go. For group training, train in short doses. Short training meetings on simple topics tend to work better than long training sessions. Remember to target your trouble spots.

Tie pay increases to learning new skills. You want the employees to want to learn new things.

Set up a training area with a TV and a VCR. Many tapes are available through ALCA and through equipment suppliers.

Keep in mind that training is an investment. Untrained employees cost you in many ways: lost profits, lost customers and accidents that kill your insurance rates. Make sure your investment is a wise one.

To comment on this month’s “Best Practices” column by Bruce Wilson, contact him at bwilson@wilson-oyler.com. Wilson spent 30 years with Environmental Care, Inc., before partnering with Thomas L. Oyler to form the Wilson-Oyler Group, which offers consulting services. Visit www.wilson-oyler.com.