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be motivated to greater efforts and loyalty. In no way are the prior statements meant to downgrade the importance of salaries, wages and fringe benefits as employee motivators. They are important in the total effort but their importance is dependent upon and interrelated with other factors that employees feel are also important to their life in the work organization. Let us look more closely at the nature of man and the factors that motivate him. Although we will observe him in the work climate, the goals relate to his behavior in whatever environment we find him.

To the individual, his goals are important and any failure of management to consider his goals as important will generate a negative reaction. Therefore, a major responsibility of every manager in the organization is to (1) recognize the goals of subordinates and (2) to coordinate and integrate the goals of employees with the objectives of the organization.

Common Employee Goals

What are the goals of employees in the organization? They will differ for each employee depending upon his needs and personality. I have found that *all* employees have some common goals that they hope to achieve. The following are a few of these common goals.

To Do A Good Job — I have never found a person in an organization who did not want to do a good job. However, many people were not doing as good a job as they were capable of doing because they were not motivated to do better. In fact, many employees suffered feelings of guilt and inner conflict because they were not doing the job they were capable of doing. This is not only a terrible waste of resources, but it violates the very dignity of man.

To Aspire For Something Better Than He Has — Again, I have found that all employees in the organization aspired for something that they didn't have or that they wanted more of. For a variety of reasons, including personality, health, age, social relationships, sex, motivation and factors internal and external to the organization, employees aspired for similar and dissimilar things. Many aspired for promotions and sincerely felt that they could do a better supervisory job than their bosses. Many aspired for a larger

salary, wage or fringe benefits. Some aspired for better job assignments while others aspired for better working conditions. The aspirations of people involved short and long-run time periods, impossible dreams and achievable goals. People aspire — even in organizations.

To Achieve Recognition — Every now and then employees like a little assurance (1) that what they are doing has some relevance in the overall achievement of organization objectives, (2) that they are doing the job expected of them and doing it well and (3) that their efforts are appreciated by peers, superiors, and subordinates. One doesn't have to be told too frequently that he is doing well, but an occasional compliment or word of assurance certainly does things for one's ego. Again the type or form of recognition is dependent upon the individual's personality, ambition, needs or goals. All too often, employees tell me that the only time they hear how they are doing is when they do something wrong.

Social Balance and Order — Many employees can't fully explain it, but they have goals that pertain to the maintenance of social order and balance in their work environment. Nothing is more upsetting to employees than management decisions that cause social frustrations and anxieties. Decisions to reorganize without thoroughly explaining the effect it will have on employees can be a very frustrating experience. Crisis management "austerity programs" that create personal survival anxieties can be very demotivational. Changing the physical environment of offices, departments or placements of desks, can create anxiety problems for employees beyond the understanding of most managers.

This does not mean that employees are not receptive to change. Quite the contrary, employees look forward to change if they understand the reasons for the change or are asked to participate in the change. It is axiomatic that people tend to fear the things they don't understand.

These are but a few of the common goals of employees that should be considered by managers in motivating people to the effort they are capable of achieving. It is a manager's responsibility to assist subordinates in the achievement of

these goals and to remove or eliminate obstacles that may prevent the achievement of the goals. Too frequently, managers may create obstacles to the goal achievement of subordinates.

Employee Expectations

In addition to assisting subordinates to achieve personal objectives, the manager should actively and sincerely create an organizational climate conducive to employee motivation. Research I have conducted has revealed that employees anticipate and expect certain things from their bosses that are necessary to their well-being in the organizational environment. Of the many expectations that employees anticipate from management, four of the most important will be discussed.

One of the most important expectations of employees is fairness. As important as salaries or fringe benefits, fairness is anticipated by all employees upon accepting a position with an organization. Without fairness, what sort of an organizational environment would it be? Distrust and suspicion would run rampant.

Fairness covers a variety of areas to the employee. He expects fairness in job assignments. In every organizational sub-unit the job assignments include work activities that are sought after and those that are less preferable. In addition to less preferable assignments, the work loads of some employees may exceed that of others. Employees become fully aware of any unfair allocation of work assignments and where such practices prevail it creates human problems.

Employees anticipate that they will be considered fairly when promotions become available in a department. Thus, managers should update the performance files of subordinates constantly if an equitable choice for promotion is to be made from eligible employees. In addition, employees anticipate that salary increments and other rewards or benefits will be given on the basis of fairness and equity.

A second factor is that of honesty. Almost as important as fairness, honesty ranks high in employees' expectations. Not only do employees expect the truth in answers to questions or problems encountered in the performance of their work,

(continued on page 28)



Scotts' President F. Leon Herron, Jr., addresses guests and company associates at the dedication of the Dwight G. Scott Research Center near Marysville, Ohio. The oil painting of Scott, unveiled at the ceremony, will hang in the reception area of the Center.

Scotts Dedicates New Research Center in Ohio

O. M. Scott & Sons recently dedicated a new research facility near Marysville, Ohio. F. Leon Herron, Jr., the company's president, made the dedication address and christened the building Dwight G. Scott Research Center.

The facility includes a colonial-style main building with modern laboratories, growth chambers, administrative offices, a library and seminar auditorium. A separate wing contains four greenhouses.

Over 100 professional and

specialist researchers, including plant pathologists, chemists, entomologists, agronomists, chemical engineers and geneticists, are housed in the new Center. The work is supplemented by regional screening and testing done at Scott's five research field stations strategically located across the U.S.

In addition to the research personnel, the administrative offices of the ProTurf Division are also located in the main building.

Turf Products Training Offered by Toro Company

The Toro Company will open its first turf products service training center in the Minneapolis suburb of Eden Prairie, Minn., in January.

The new school, now under construction, will be open tuition-free to employees of turf products customers in all markets and to service, sales and parts personnel of Toro distributors. There will be special courses for turf management students and vocational and technical school instructors. A total of 16 courses will be offered from January through June, with the first scheduled for Jan. 6 to 10.

Major elements of Toro's new service program, part of a five-year plan, include the following:

- Expansion of Toro mobile service units, fully-equipped vans staffed by highly-trained specialists, into additional distributor territories during 1975.
- Expansion of field service education into every turf distributor's territory. Training clinics cover such areas as techniques of mowing, engine and electrical systems maintenance, and troubleshooting. The field service education personnel will also conduct seminars for turf associations and at colleges and universities.
- A new warranty policy, extending the coverage period to one year.

Landscapers, Retailers Plan Joint Meeting

Nursery businessmen involved in landscaping and retailing will gather at the Galt House, Louisville, Ky., Feb. 16-20 for the first Joint Management Clinic sponsored by the National Landscape Association (NLA) and Garden Centers of America (GCA).

According to NLA President Tom Gilmore and GCA President Dan Capper, the two specialized fields — landscaping and retail garden centers — overlap in many areas, and rather than duplicating efforts with two separate meetings, it would prove much more valuable to the industry to hold a combined meeting.

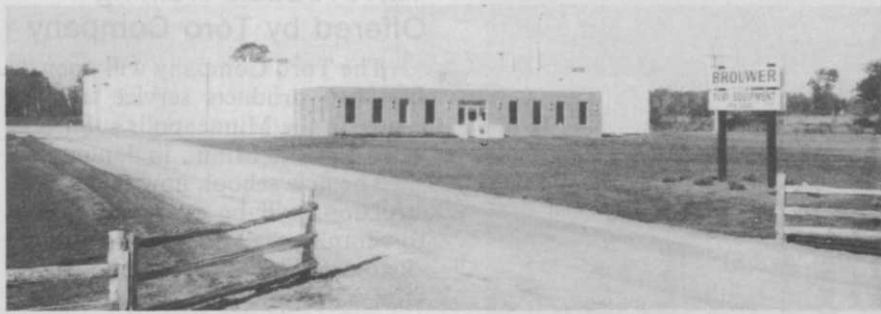
NLA will meet Feb. 16-17. NLA and GCA will hold the combined meeting Feb. 18 to noon on Feb. 19. GCA will meet from noon on Feb. 19 to Feb. 20.

Complete details and registration forms are available by writing NLA/GCA Joint Management Clinic, 230 Southern Building, Washington, D.C. 20005.



The Arborists Association of New Jersey recently named Harry P. Banker the 1974 "Arborist of the Year," the organization's highest honor. Banker (left), vice president of Trees, Inc., West Orange, N.J., is pictured with Emid Cardell, last year's award recipient, and Patricia Sheehan, New Jersey Commissioner of Consumer Affairs.

the commercial sod industry



In mid-1974, Brouwer Turf Equipment Limited, one of the largest producers of sod harvesters, opened this new plant near Keswick, Ontario. The facility provides 22,000 square feet of production space and 2,200 square feet of office space.

Sod Producers to Meet At Tucson in February

American Sod Producer Association (ASPA) members will soon be heading for the Doubletree Inn, Tucson, Ariz., for their annual mid-winter conference, Feb. 27 to 28.

According to conference chairman and ASPA vice president Paul Florence, the Association's legal counsel Bill Harding will discuss compliance with the latest interpretations of regulations administered by regulatory governmental agencies.

The conference will also feature a "show-and-tell" in which individuals in the industry will share their techniques, innovations and experience in an informal discussion atmosphere.

For more information, contact Bob Garey, Association Building, 9th and Minnesota, Hastings, Neb. 68901.

Northrup King Introduces Aquila/Parade Blend

Northrup King, Minneapolis-based seed company, has announced the introduction of two compatible Kentucky bluegrasses that together form a high-performance, low-maintenance blend.

Called Aquila/Parade, the blend is the product of ten years of research led by agronomist Howard Kaerwer. Northrup King, according to Kaerwer, "is firmly committed to seed blending, having long recognized the drawbacks of monoculture turf."

Aquila Kentucky bluegrass, by itself, holds its density and dark green color, and maintains a healthy, weed-resistant stand well beyond the turf establishment period, even under low to moderate nitrogen fertilization. It requires less moisture to maintain its color and shows tolerance to drought conditions. Its color and medium leaf width make it compatible with a broad range of turfgrasses.

Parade Kentucky bluegrass rapidly develops a tough sod. It withstands heavy traffic better than many bluegrasses and recovers quickly from injury, making it recommendable for high-traffic areas such as athletic fields and golf course fairways. It is similar in color and leaf width to Aquila.

The Aquila/Parade combination, according to Kaerwer, provides the turf professional with an attractive turf that establishes fast and lasts through into fall. It gives good disease protection and stands

up well under low management practices and heavy traffic.

Aquila/Parade as a single component can be blended with ryegrasses, fescues and other bluegrasses to give the turf professional a good combination of grasses to protect against disease and other stress factors.



Merrilyn Jacobs demonstrates the strong root system of healthy bluegrass sod during Maryland Turfgrass Association's (MTA) recent mini-tour for press representatives. Footmen for her "throne" are Dr. John R. Hall (left), extension turf management specialist, and Maurice H. (Gus) Day, seed and sod certification program supervisor for the State Department of Agriculture. Onlookers include (left to right): W. Lambert Cissel, Jr., owner-operator of Kimberthy Turf Farms, Inc.; Tom Stevenson, garden editor of the *Washington Post*; G. Laurence Moore, MTA president; and William T. Patton, chairman of the MTA publicity committee. Mrs. Jacobs is MTA executive secretary.

INSURANCE (from page 14)

basic contract. This umbrella contract is normally put over both auto and general liability.

Most arborists do have some equipment which should also be insured. Most insurance markets offer an all risk insurance contract for contractor's equipment. Although there are some exclusions on most any contract, this broad policy would cover a contractor's equipment against most losses. If this type of coverage on equipment seems expensive, the arborists may wish to look at high deductibles, which would decrease the premium and still cover the arborists against the catastrophic loss which may involve several pieces of equipment. This cost and deductible ratio will have to be closely examined and the arborist will have to decide how much of a loss he wishes to bear himself in order to save premium.

A mandatory insurance coverage if employees are involved, is workmen's compensation/employers liability. This is one of the most costly insurance coverages with which arborists are faced. Unfortunately, the experience of arborists has earned them the high rate which now prevails. The cost of back injuries, saw accidents and electrocution when working around power poles is still being paid for by the entire industry.

Reducing Costs

What is one to do about decreasing insurance costs and reducing his losses? The first step will be to make sure that the business is doing its best to eliminate such losses. No firm can hope to eradicate them, but their frequency and severity are definitely a function of safety awareness and this reflection will be passed along to the arborists in dollar savings and insurance pre-

mium. To eliminate losses, a safety program must be installed and carried out. If one doesn't know where to go to start such a program, he might check with his insurance agent or broker, who should be glad to help either through the insurance company or through the agent's own expertise.

Secondly, cost reduction is possible through your insurance costs, i.e., reduced premiums. There is a variation in price of insurance premium, just as no two arborists charge the same. Price will vary with service, experience and willingness of the insurance company to write the insurance agent's business. Needless to say, many insurance companies do not put arborists at the top of their list of priorities. Therefore, one should seek alternate insurance proposals. Remember to weigh the amount of service and expertise offered in the program along with the price. One might find in today's insurance market, the stability of his insurance carrier is as great a value as a 5-10% savings in insurance costs. Due to inflation, expensive money rates and adverse loss ratios, the insurance industry will be looking very closely at their portfolios. Many arborists will be requested by the insurance companies to find alternate insurance programs. This would be time-consuming and counterproductive for the arborist, unless the insurance agent is prepared and well-advised and can remarket the risk readily to another insurance company. Be sure that the company program selected is of good reputation and well-rated in the insurance industry. Ask for a rating from your agent, and ask for him to explain just what this rating means. He should be very happy to do so, and this will show him that you are looking for a quality program rather than a cut-rate insurance package.

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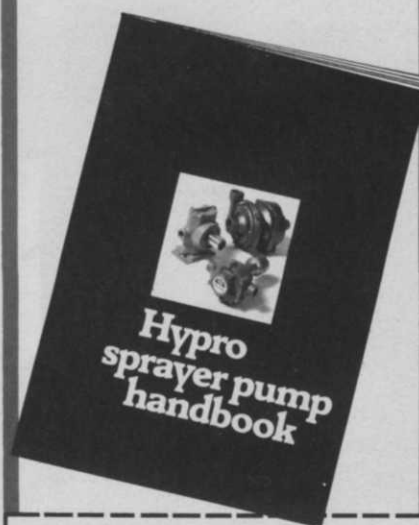
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meeting dates

Western Association of Nurserymen, trade show and 85th annual convention, Plaza Inn, Kansas City, Mo., Jan. 5-7.

Mid Atlantic Golf Course Superintendents Association, 46th annual educational conference, Baltimore Hilton, Baltimore, Md., Jan. 6-7.

Tennessee Turfgrass Association, annual conference, Sheraton South Motor Inn, Nashville, Tenn., Jan. 6-7.

Indiana Association of Nurserymen and Indiana Arborists Association, winter meetings, Stouffer's Indianapolis Inn, Indianapolis, Ind., Jan. 7-9.

Penn-Del Chapter, ISTC, annual symposium, Marriott Motor Inn, Philadelphia, Pa., Jan. 8-9.

Kansas State Shade Tree Conference, K-State Union, Kansas State University, Manhattan, Kans., Jan. 9-10.

14th Annual Michigan Turfgrass Conference, Kellogg Center, Michigan State University, Lansing, Mich., Jan. 14-15.

New York State Arborist Association, 1975 convention, Syracuse Hilton Inn, Syracuse, N.Y., Jan. 19-22.

27th Annual California Weed Conference, Sheraton Inn, Fresno, Calif., Jan. 20-22

1975 Arborist Seminar, Illinois Commercial Arborists and the Cook County Extension Service, Sheraton-O'Hare, Rosemont, Ill., Jan. 21.

New Jersey Recreation and Park Association, 9th annual symposium, Labor Education Center, New Brunswick Campus, Rutgers University, Jan. 21.

Southern Weed Science Society, 27th annual meeting, Sheraton-Biltmore Hotel, Atlanta, Ga., Jan. 22-24.

Rocky Mountain Regional Turfgrass Conference, Colorado State University, Fort Collins, Colo., Jan. 23-24.

Ohio Chapter, ISTC, 33rd annual meeting, Sheraton-Columbus Hotel, Columbus, Ohio, Jan. 26-28.

46th Annual Ohio State University Short Course, for arborists, turf managers, nurserymen, garden center operators and landscape contractors, Sheraton-Columbus Hotel, Columbus, Ohio, Jan. 26-30.

Associated Landscape Contractors of America, Inc., 13th annual meeting and trade exhibit, St. Petersburg, Fla., Jan. 27-31.

Turf Management Short Course, Nashville Center of the University of Tennessee, Nashville, Tenn., Jan. 27-31.

11th Annual Northern California Turfgrass and Environmental Landscape Exposition, San Mateo Co. Fairgrounds, San Mateo, Calif., Jan. 29-30.

Virginia Turfgrass Conference, Sheraton Motor Inn, Fredericksburg, Va., Jan. 29-30.

Weed Science Society of America, annual meeting, Statler-Hilton Hotel, Washington, D.C., Feb. 4-7.

Annual Turf and Landscape Conference, sponsored by the New York Turf and Landscape Association, the Long Island Gardeners Association and the Hudson Valley and Long Island Cooperative Extension Service, Tappan Zee Inn, Nyack, N.Y., Feb. 5.

CONEXPO '75, construction equipment exposition and road show, McCormick Place and International Amphitheatre, Chicago, Ill., Feb. 9-14.

Midwestern Chapter, ISTC, annual meeting, Plaza Inn, Kansas City, Mo., Feb. 11-13.

American Institute of Landscape Architects, convention, Marriott Inn, New Orleans, La., Feb. 13-15.

American Society of Consulting Arborists, 8th annual conference, Don CeSar Hotel, St. Petersburg, Fla., Feb. 13-15.

Joint Management Clinic, for nursery businessmen involved in landscaping and retailing, sponsored by the National Landscape Association and Garden Centers of America, Galt House, Louisville, Ky., Feb. 16-20.

National Arborist Association, annual winter meeting, Don CeSar Hotel, St. Petersburg, Fla., Feb. 16-20.

Golf Course Superintendents Association of America, international turfgrass conference and show, The Rivergate, New Orleans, La., Feb. 16-21.

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Arnold Meyer (standing, left), service school training director, and Ed Peterson (standing, right), conduct a lecture demonstration on product electrical systems during a service school session.

FMC Holds School for Distributor Service Managers

FMC Corporation's Outdoor Power Equipment Division, manufacturer of Bolens lawn and garden products in Port Washington, Wis., has completed its 25th annual series of three-day schools for distributor service managers and field service men from across the United States and throughout Canada.

The classes are designed to keep the distributor service personnel up-to-date on technological changes, service techniques, new product designs and improvements. Special attention is also focused on increasing consumer knowledge of

seasonal maintenance and safety features. In addition, the service representatives hear presentations from major suppliers and utilize simulated working conditions for troubleshooting and repair work. After the session, they are then qualified to instruct at similar schools for their dealers in their respective territories.

Arnold A. Meyer, service school training director, said, "These service schools play a vital role in qualifying our service people throughout the country in providing efficient service and promoting customer satisfaction."

Goodman Elected Fellow

Dr. Robert N. Goodman, chairman of the University of Missouri-Columbia (UMC) Department of Plant Pathology, has been elected a Fellow in the American Phytopathological Society.

Goodman was one of eight scientists selected for the honor from the 3,000-member society. Announcement of his selection was made at the society's recent annual meeting in Vancouver, British Columbia.

Recognized by the society as a distinguished scientist, writer and administrator, Goodman has just returned to UMC after presenting two invitational research papers in Japan.

In one of these, he reported his finding of the bacterial toxin that causes fireblight. In the other, he reported the discovery of a new disease defense system in plants. Both research findings are having a major impact on scientists' efforts to cope with plant disease problems now causing billions of dollars in food production losses around the world.

Goodman holds B.S. and M.S. degrees from the University of New Hampshire and a PhD from the University of Missouri.

MOTIVATING (from page 22)

but they expect to be completely informed — to provide only half-truths or partial facts will not suffice. Although the research placed honesty high in the expectations of employees, the writer found it difficult to comprehend situations in which managers might revert to the use of lies, half-truths or the withholding of information. However, a deeper evaluation of this factor revealed many situations in which the employee could substantiate such practices. In some cases, the follow-up revealed that managers often did not maliciously withhold information or relate half-truths but it was done for other reasons, many of which were later found to be poorly conceived. No matter the reason, once suspicion or a lack of confidence has been instilled in the mind of the employee it is a difficult attitude to overcome.

Third, employees expect the manager to provide opportunity in the organizational environment. Opportunity takes many specific

forms but generally it reflects the expectations of employees to improve their lot in life in the organization. It provides something for each person to "shoot for" in the organization. It avoids the maintenance of status quo in the progression of each individual in achieving personal objectives in the organization.

Opportunity provides for each employee being considered for advancement — technically or managerially. Opportunity may involve an increase in salary, a fringe benefit, or training for a better job in the organization. In the goal structure of the employee, opportunity might provide greater security on the job.

When opportunity does not exist in an organization, the employee has little to aspire for and little to motivate him to achieve higher goals. Opportunity helps provide the means for the individual to achieve goals or to set higher ones.

Fourth, employees anticipate that their efforts and performance will be recognized by management.

Recognition may be a simple pat on the back and a reassuring word that his contribution is appreciated.

Some managers stress the point that they reward employees on the basis of individual merit and contribution to the achievement of organizational objectives. Generally, most qualified employees prefer to have their performance evaluated separately and measured against that of other in competition for available rewards.

Although the aforesaid employee goals and managerial expectations do not exhaust the motivational methods available to managers, they do provide some guidance in managerial action. Demotivated employees are not productive and loyal employees. And demotivated employees create problems in manpower planning no matter how scientific or rational the planning process. The greatest waste of resources in our society is that of the undeveloped potential of demotivated people in the organization.

SHADE TREES (from page 10)

I started collecting materials and ordering hydraulic cylinders, valves, pumps and hoses in January, 1965. By the end of February we started welding. After many trials and frustrations, on June 26, 1965, we finally dug our first tree — a four-inch caliper live oak — with the new hydraulic tree spade. Thus the "Texas Tree Shovel" was born. Although the operation was a success, so to speak, this first patient died. Further improvement of techniques gave good tree survival and the next year was spent moving trees in Brazoria County, Tex., on a part time basis.

At the 1965 Texas Association of Nurserymen Convention in Houston, I met Ralph Kemna of Minneapolis, Minn. Kemna had traveled the country extensively selling specialized equipment to nurserymen and was well aware of the need for mechanization in the industry. He encouraged me to show the machine at the International Shade Tree Conference the following year at Cleveland, Ohio. During that convention, I first became acquainted with Carl Boat, vice president of sales for Vermeer Manufacturing Company of Pella, Iowa. In the winter of 1967, a more polished version of the machine was taken to the Landscape Contractors Convention at Dallas.

After the convention, several people from Vermeer Manufacturing Company, including Boat, Carl Van Roekel, and Garry Vermeer, came to Fort Worth to watch us move large pecan trees in an experiment with Dr. Benton Storey, the pecan expert from Texas A&M University. This method of transplanting normally difficult-to-move pecans was a decided success. We transplanted 35 five-to-six-inch diameter pecans and two years later still had 100 percent livability, with many of the trees bearing nuts the same year they were transplanted.

Garry Vermeer was impressed and immediately offered to manufacturer and market the tree digger under our patent when finally issued. A contract with Vermeer Manufacturing Company was signed in 1967 to build and sell a version of our hydraulic tree digger. Patent Number 3,364,601 was issued to Albert H. Korenek on Jan. 23, 1968, and it is under this patent that Vermeer builds their "Tree Spade."

My tree production and sales company was known as Instant Shade Trees until August, 1967, when it incorporated as Instant Shade Trees, Inc., a Texas corporation, and is still operating as such. We presently have 25,000 oak trees from two to ten-inch caliper located on three tree farms totaling 75 acres near Alvin, Waco, and Houston, Tex. In our present operation we have ten hydraulic tree digging machines varying from a 14-inch diameter ball, 12 inches deep, up to a six-foot diameter ball, four and one-half feet deep and weighing 12,000 pounds.

The largest tree we have successfully moved is a 16-inch caliper live oak, 40 feet tall which was done with a 13-foot square concrete box requiring a 50-ton crane to handle. The greatest number of trees dug for a single job was 2,035, two- to four-inch caliper, which were dug over a five-week period for a nursery chain and delivered to stores all over central and western Texas.

We are now mechanically boxing trees where in our nursery and have boxed 89 three-inch caliper in a single day. We have balled and burlapped 105 trees in a day with our crawler-mounted, 36-inch balling machine and have transplanted up to 14 of the six-foot diameter, six-ton ball trees in one day. Our largest big tree job to date is the Plaza del Oro development in Houston for Shell Oil Company where we planted 745 live oaks up to five-inch caliper and still have 600 more to plant in the next two years.

This past spring we transplanted 442 large native trees such as pine, magnolia, sweet gum, oaks, yaupon holly and viburnums on a project at Lake Conroe north of Houston. The developers were dissatisfied with poor livability of native trees transplanted earlier by others with smaller equipment. With our flat bottom ball and the extra depth of soil in proportion to the ball diameter, the trees have performed well. In our part of the country, we recommend 12 inches of ball diameter to one inch of caliper for moving native woods trees. With this formula we find that less than one percent of the trees moved are lost, provided they are properly maintained after transplant. Nursery grown materials are more adapted to transplanting and we have moved hundreds of 11- to 12-inch caliper oak, pecan and pine

trees with our equipment that are doing extremely well. Care after transplanting is extremely important on trees this large.

Our out-of-state business is expanding and we have dug trees with our equipment in Ohio, Michigan, Illinois, Tennessee, Mississippi and Georgia, in addition to jobs all over Texas. At present we have two diesel rigs capable of cross-country travel and are ready to go anywhere in the continental United States where trees need transplanting with this highly-specialized equipment. Although Vermeer Manufacturing Company has done an excellent job in supplying mechanized digging tools for an industry which needed more mechanization, I feel equipment for the large tree moving business is still in its infancy. With public concern of ecology and the present environmental movements, each day we are confronted with requests to move larger trees that are beyond the capabilities of even our super large equipment. I personally believe that with further developments we will be able to move 12- to 24-inch caliper trees on location almost as easily as we can move eight- to ten-inch caliper trees today.

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Merion, 0217® Fylking, Glade, Cheri, Nugget, S-21, Newport, Delta, Geary, Park, Six, and Troy Kentucky bluegrass; Rathdrum and Reubens Canada bluegrass; Norlea Perennial ryegrass, Public and private varieties of Creeping Red, Nova Rubra, Chewings, and Hard fescues.

And Jacklin has produced on contract: Pennfine, N.K. 100, N.K. 200 and Pelo Perennial ryegrass. Jacklin is also a prime* contract producer of: Adelphi, Warren's A-34 and O.M. Scott's Windsor Kentucky bluegrass.

Jacklin has built a reputation of fine quality and service for over 30 years. You can count on purity of content, high quality and sure germination.

*Available only through breeder and owner outlets.

Jacklin® Seed Company

Division of the Vaughan-Jacklin Corporation

people on the move

Tom Williams, appointed turf district manager for Rain Bird Sprinkler Mfg. Corp., a position created due to Rain Bird's sales force expansion to keep pace with its increasing turf market sales. In further company action, **Morgan Howard**, **Bruce Watson** and **Jim Hoover**, named district managers to handle turf irrigation sales.

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James P. Tubbs, promoted to vice president, operations, of Ted Collins Tree and Landscape, Victor, N.Y.

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I. Donald Rosuck, appointed vice president, finance, of Melnor's Turf Irrigation. **Malcolm Wayne**, appointed midwestern regional sales manager for Melnor lawn and garden products and underground turf sprinklers.

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Kevin Sullivan, promoted to marketing manager of Stanley Hydraulic Tools, Inc.

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Ali A. Akhavein, appointed product development supervisor for the agricultural chemical division of ICI United States Inc. He will be responsible for development of pesticide candidates for use in U.S. agriculture. Further moves within the division include: **John J. Lauber**, appointed registration supervisor and will coordinate assimilation of necessary data for EPA registration of agricultural chemical products; **George E. Glatz**, joined as technical sales representative.

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Eugene J. Gibbons, joined Disston, Inc. as manager of international sales operations.

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John I. Madigan, joined the agricultural division of Ciba-Geigy Corp. as railroad specialist in the industrial herbicide sales group and is responsible for developing marketing and sales programs for herbicides on railroads and petrochemical sites in the southwestern U.S.

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John J. MacFarlane, Jr., named technical director for Gustafson, Inc., a distributor of seed treatment chemicals, equipment and technology.

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Fred J. Meyer, promoted to executive vice president, finance and corporate operations, Sandoz, Inc. **Eugene A. De Felice**, promoted to vice president, corporate scientific development of Sandoz.

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John Skinner, Jr., joined sales staff of Leary Supply Co., Colts Neck, N.J., wholesale distributors of greenhouse and nursery equipment and supplies.

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Donald N. Arndt and **Howard A. Bacon**, elected corporate vice presidents of Walbro Corp. **Robert H. Walpole**, named vice president, international operations, and **L. E. Maxwell**, appointed marketing services manager.

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Harbans Singh Bhella, joined the Botanic Garden of the Chicago Horticultural Society as research horticulturist. He will conduct a program to evaluate ornamental plants for landscaping use in the Chicago area.