

Economy Class

Go all the way with the compact Fleetline® 20+4 with big machine features!

Versatility at minimal cost. That's what you get in the 18 hp Fleetline 20+4. It has more big machine safety and performance features than anything in its class to do many jobs economically! The exclusive Mono-Stick puts complete control of speed, steering, directional travel and braking in one hand, and all attachments are operated from a single seat so you never leave the machine's controls. Full-time four-wheel Hydra-Static drive with limited-slip differentials offer instant forward/reverse with equal speeds in either direction and equal torque to all four wheels for straight trenches and exceptional tractive power. Hydraulic articulation with four-way pivot lets you maneuver with class, while providing ground-

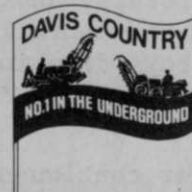
gripping stability. It trenches from 4" wide, 60" deep to 12" wide, 30" deep at infinitely variable speeds to 1200 fph! You can have either a fully hydraulic angle backfill blade: which provides direct-line vision to the trench, spoil and blade, or the SP-40 direct-burial Line-Layer for more profits in the underground. Either way, you can have the Davis Hydra-Borer. Of course, the Fleetline 20+4 is covered by the 6-months parts and labor warranty to save you money. In Davis Country, we don't just talk about economy. We're doing something about it. See your Davis trencher dealer or write Davis Manufacturing and see how economically you can go all the way through the underground.

Davis Manufacturing

Division of J I Case

A Tenneco Company

1500 South McLean Blvd.,
Wichita, Kansas 67213



FL20-1-1173



SP-40 direct-burial Line-Layer buries line, cable and flexible tubing to 24" deep.

Fully hydraulic backfill blade offsets to counter side thrust. Operator has direct-line vision to the job.



doing something about it.

DAVIS

For More Details Circle (109) on Reply Card



Government News / Business

Watch where you store paraquat. The Environmental Protection Agency is cautioning herbicide users to pay special attention to the label precautions on weed killers containing the compound paraquat. The EPA warning came in light of several reported poisonings, apparently involving accidental ingestion of the chemical. In Hawaii, one of the poisonings allegedly resulted in the death of a teenage boy. In California, another teenage boy is currently hospitalized in critical condition, the cause tentatively listed as paraquat. Both incidents apparently resulted from the boys drinking the paraquat herbicide from unmarked beverage containers.

Forecasts call for continued belt-tightening, around our gas tanks that is. Standard Oil Company prognosticators are predicting that, for some time to come, fuel conservation is going to be essential for the United States and the entire world. In '73, one barrel of every three came from foreign sources; dependency of the U. S. on foreign crude and refined products could rise to the 50 percent level by the early 80's, even with continued conservation, officials say. Standard has scheduled about \$954 million for exploration and development this year. Some 70 per cent is slated for the U. S. and Canada.

EPA plans effluent standards for nine poisonous substances by June. These will be the first federal limits on toxic materials in wastewater to apply across-the-board to all industries, municipalities and persons. The nine include four pesticides, aldrin-dieldrin, endrin, DDT and its derivatives, and toxaphene; two heavy metals, cadmium and mercury; two industrial chemicals, benzidine and polychlorinated byphenols (PCBs); and one compound, cyanide.

OSHA reports job safety and health inspections during February, 1974, were nearly double the weekly average a year earlier. The agency conducted an average of 1,695 weekly inspections during February, '74. Weekly average for the same period, '73, was 919. John H. Stender, who heads OSHA, reported 4,722 employer citations; alleging 26,668 violations and proposed penalties of \$520,072.

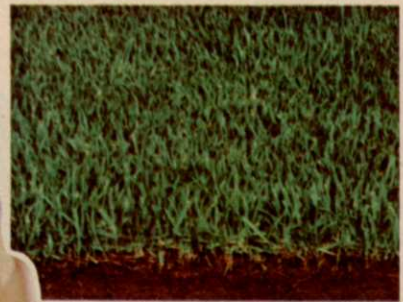
J. J. Mauget Company now serves their customers for tree injection products with a toll-free number at their Burbank, Calif. office. The new number is 800-423-2699.

EPA is sponsoring the first National Symposium on pesticide labeling. Date is June 3rd and 4th, '74. Intention is to open dialogue between federal and state regulatory people, user groups, pesticide producers, university personnel, environmental groups and other interested parties. Speakers from these various disciplines will present current labeling requirements, label problems, improving communications, reader motivations and an assessment on label style. The audience will be given opportunity to air specific problems during a panel discussion period.

WINNER in all categories

0217 brand Fylking Kentucky bluegrass is elite and exceptional in every way, proven in 12 years of international tests. Check and compare these Fylking virtues:

1. Fylking has superior disease-resistance to leaf spot (left), stripe smut (right), stem rust, and leaf rust, as rated by every major university and institution where tested.
2. Fylking's rhizome root system develops so thickly sod can be lifted in 90 DAYS. (see right)
3. Fylking seed tests show 97-99% purity, and 85% germination.
4. Fylking seeds germinate and grow faster. 11-day comparison with another elite bluegrass shown below right.
5. Fylking can be mowed at 3/4 inch (even 1/2 inch) and thrive.
6. Fylking greens up earlier in spring, stays greener in summer heat, remains green longer into fall.
7. Fylking is a superior mixer. With other lawn grasses it greatly improves turf quality and density.
8. Fine texture, short sheath and abundant tillering create luxuriant, deep-green, uniform appearance.



U. S. Plant Patent 2887. Another fine product of Jacklin Seed Company.

FYLKING

0217

KENTUCKY BLUEGRASS



Getting Acceptable

People who own or manage an ornamental horticultural business or a turf-grass oriented enterprise have the ability to manage more than their physical capacity will permit them to do. This requires the hiring of other people to assist them. These employees must now be managed as to acquire an acceptable job performance from each.

A person who works by and for himself alone is totally production oriented. When he hires someone to work for or with him his job changes. He now becomes concerned with a "people" problem. He must create an environment in which that person, he has hired, can produce at a maximum productivity level.

He must plan, organize, execute, control and coordinate time-consuming activities, materials, money and equipment. But, above all, he must create and maintain a high morale on the part of his employees. He must help them keep favorable attitudes towards the organization. He must crystalize elegant opinions in their minds. He must in reality be their assistant in accomplishing their assigned tasks.

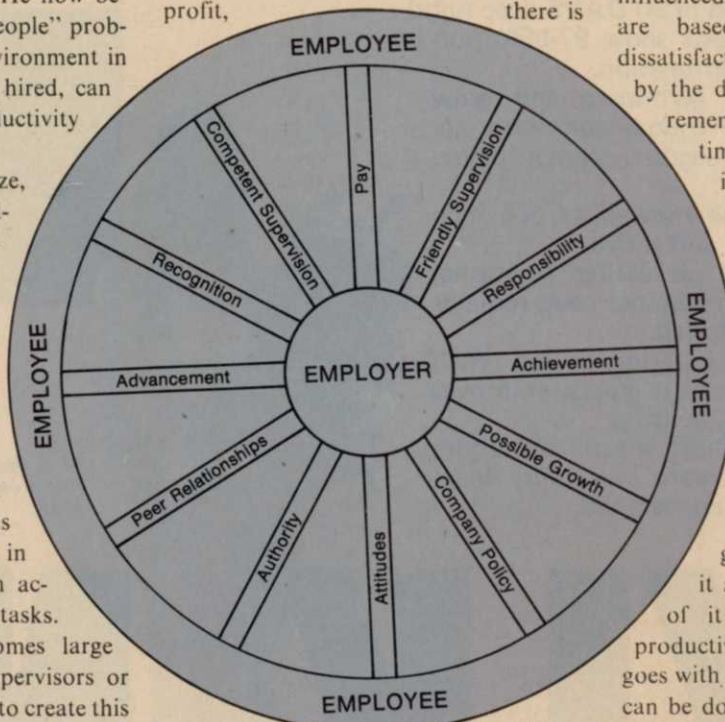
When a business becomes large enough to use first-line supervisors or foremen, then it is their job to create this environment. Top management, however, must make it possible for them to do this by extending the same type of treatment to the foreman as they expect the foreman to extend to the employees.

Top management attitudes are extremely contagious. When top management becomes gloomy, envious, or angry it takes only a very short time to detect the same feelings among the rank and file. When morale is the first consideration of management, it becomes evident that ordinary people can be trained to do extraordinary work.

The objectives of an enterprise such as a landscape contractor contribute greatly to the morale of the employees.

People just do not want to work for an organization that does not have significant objectives. It is not enough that the objectives exist but they must be known and understood.

When several objectives exist the order of their priority affect the attitudes of the personnel. For instance, if the objectives are (1) make a good product, (2) be a good place to work, (3) be an asset to the community, and (4) make a profit, there is



an entirely different psychological reaction than if they were arranged with profit as number one. In the latter case there is a mercenary attitude displayed by the company and the employees assume that they, too, can be mercenary even toward the company. This attitude is not as likely to be created in the former case, yet the importance of profit has not been affected.

Every managerial decision regardless of how small or insignificant has a behavioral consequence on the workers. To change seed suppliers can affect the behavior of the people. Rumors and specu-

lation of why this change was made can become paramount on the grapevine. Such reaction can often be averted if relevant information is plugged into the grapevine, before the decision is made.

Behavior is what personnel management is all about. The employee is constantly evaluating management by saying to himself: "Unless you can somehow affect my ability to satisfy my needs, you will not influence my behavior." Behavior is to a large degree influenced by attitudes. Attitudes are based upon satisfactions and dissatisfactions. These are measured by the duration of the time they are remembered and the frequency or times they are referred to during this duration.

Pay is a factor that is always involved in the work experience. It is essential and necessary but it is not a motivator. Pay, if anything, is a dissatisfier. If a person gets a raise he remembers it a very short time and talks very little about it. On the other hand, if he does not get the raise, he remembers it an awful long time and talks of it very frequently. Increased productivity very seldom, if ever, goes with a pay increase. A person's pay can be doubled and he still will not do any more work.

A motivator that excites people to want to come to work tomorrow and to try to accomplish more must be something that they can use on the job. Pay cannot be used on the job. It generally is never as much as the person wants. It must, however, be a going wage and one that satisfies the person's needs.

High pay generally creates great satisfaction on the part of the worker by permitting him to fulfill needs that he had never dreamed possible. Unfortunately, extremely happy and highly satisfied workers are not always the most productive. Strongly dissatisfied workers can be and generally are highly

Job Performance From Your Employees

By WALLACE A. MITCHELTREE, Extension Specialist, Cook College

non-productive or even disruptive. It is, therefore, more important to concentrate on removal of dissatisfactions rather than trying to supply satisfactions particularly, those satisfactions that do not have lasting qualities or those that might lead to even greater demands and greater dissatisfactions.

Competent Supervision is something that people do not seemingly appreciate as much as they should. They do not remember it long and seldom speak about it, but they sure remember and talk a lot about incompetent supervision.

Supervision is having people do what we want done, when we want it done, the way we want it done and having them want to do it for us. Until they want to do it for us it will not be done. It is a form of leadership and leadership is the act of influencing people to want to cooperate towards goals that are mutually acceptable. Influence, want and cooperate are all essential.

The power or control that a supervisor has over his people is informal — it stems from the people themselves. When the subordinate has a good opinion of his supervisor and holds him in high esteem, he will permit him to have a great deal of control over him. When he has a poor opinion of him and holds him in low esteem, he will give him little or no control over him. When the subordinate has a good opinion of his supervisor he also wants his supervisor to have a good opinion of him.



A person, in order to follow a leader, must have the tools to do the job, the skill to do the job, but most important the willingness to want to do the job. If the tools are lacking, expediency can often be employed. If skill is lacking rapid learning can frequently be effected, but when willingness is absent there is no hope. The degree of willingness is completely a function of supervision and management.

Authority is involved at this point. Authority is always sanctioned towards a more powerful person. If the subordinate does not in his own mind conceive of the supervisor as being more powerful than he, then he will not permit that person to validate authority over him. To be an owner or manager permits a person the right to exercise authority, but it is the people under him who will decide if they are to accept the authority.

Authority can be validated by four different manners. (1) By position — I am the boss — I am the owner. A very weak method. One slight mistake in speech, attitude, or behavior will break this invisible line of power. (2) By technical expertise — when that person wants to learn all he can from the supervisor so that he is as competent as the supervisor. A good way — mistakes can be made that will be overlooked. (3) By rapport. Sympathetic and harmonious working relationships. Many people demand harmonious circumstances and a supportive atmosphere. This is an excellent way. (4) The learning process. This is when the subordinate learns that acceptance of the supervisor's decisions reduces his anxieties and that the judgment of the supervisor is more sound than his own. A very effective way, particularly with younger people. All of which take time to establish. The supervisor cannot buy or demand but must earn his position of authority.

Employees insist upon a supportive atmosphere, a condition whereby some one will listen to them and help them with their problems — personal as well as otherwise. If a young man starts to work for the first time, he often is making more money than he ever saw before. He goes out and gets married, buys a new car, new furniture and rents an apartment. Suddenly he realizes that he cannot stretch his paycheck to meet all his bills — he's in trouble.

He asks for help from his boss. He wants him to listen to him and help him. The boss can say "You got yourself in

trouble get yourself out." The young man immediately formulates an unfavorable attitude — low morale and little appreciation for the boss.

The boss could pay off the boy's indebtedness — the worst thing he could do. The boy would expect others to always bail him out of trouble.

The boss could go to the credit agencies and through his influence arrange for extended payments which the young man could handle. The boss now becomes a powerful person — authority and control are granted him; the boy's morale is good . . . he wants to come back to work . . . wants to accomplish and produce.

This all took time on the part of the supervisor. Managers should always realize that personnel problems can never be handled in small chunks of time. It does not take long to fire a man but this is not solving the problem because when a person is fired the supervisor is only trading one set of bad habits for another.

To find the time he needs is a manager's biggest problem. It is one place we are all endowed equally — everybody has the same amount of time — some seem to use it better than others. Another thing about time. It is irretrievable — once it's gone it's gone, never to return. It helps if the manager logs his time to see where he is using it. He is generally surprised at how many things he has done and the amount of

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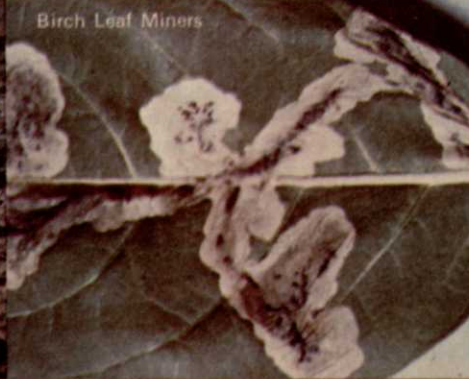




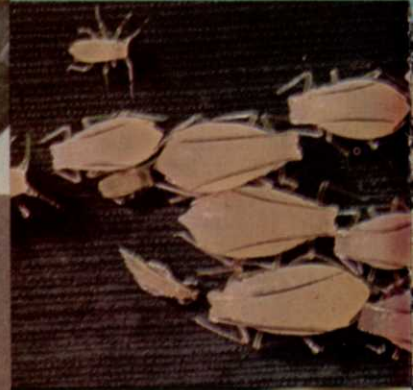
Silverfish



Sowbug



Birch Leaf Miners



Mosquito



Ant



Tent Caterpillars



1974 will be a bad year for bugs.

Bad for bugs of turf and ornamental plants. And bad for household and structural bugs. Because Dow has a pair of insecticides that will make their lives miserable. There's ZECTRAN* insecticide, a general use biodegradable insect killer that works on almost all major foliage-feeding insect pests—even the hard-to-kill kinds. Use ZECTRAN on over 600 different flowers, ground covers, trees, shrubs and turf. And then there's DURSIBAN* insecticide. Its effectiveness, economy, non-phytotoxicity and biodegradability make it the choice of professional turf men for golf greens, turf farms, home and



Looper



Spider



Grasshopper



Aphids



Whiteflies



Cockroach



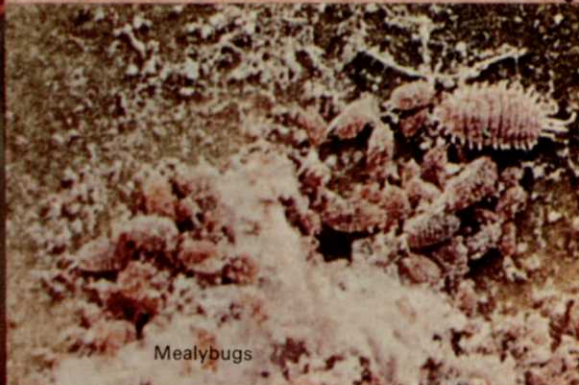
Cutworm



Hairy Chinch Bug



Bagworms



Mealybugs



Leafhopper

Ag-Organics Department, Midland, Michigan 48640

industrial lawns—or wherever grass and ornamentals are grown. It's especially effective to control the hairy chinch bug and sod webworm. DURSBAN insecticide is also preferred by PCO's for controlling household and structural pests—especially resistant roaches that laugh at other sprays. Please remember to read and observe all precautions on the product label. Bugs, get ready for 1974!

*Trademark of The Dow Chemical Company



DOW CHEMICAL U.S.A.

For More Details Circle (110) on Reply Card



Major participants in the recent ninth annual Maryland Sod Conference at the University of Maryland campus were: Dr. William H. Mitchell, extension agronomist at the University of Delaware; G. Laurence Moore, Florence, Md., president of the

Maryland Turfgrass Association, Inc.; Dr. James Miller, agronomy department chairman at the University of Maryland, and Jack L. Kidwell, Culpeper, Va., national president of the American Sod Producers Association.

TURFGRASS SPECIALISTS

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For More Details on Following Page Circle (103) on Reply Card

Aerial herbicide application over a field. The image shows a large orange metal frame of an aircraft in the foreground, with several green hoses extending from it. Multiple streams of white spray are being emitted from the aircraft, covering a vast field of green crops. The background shows a dense line of trees under a clear sky.

Aerial applicators: want to take off with this kind of drift control?

You can. Just use Lo-Drift™ spray additive the next time you fly on an Amchem herbicide.

What you see here ground-applied is what you'll get airborne—a major reduction of fines that can cause drift problems. Instead, the spray is made up of large, heavy droplets that fall faster, stay intact, and land where you want them. And stick better, too. Because Lo-Drift not only increases droplet size, it helps them to adhere to foliage.

Lo-Drift mixes readily and requires no special nozzles or mixing/spraying equipment. It won't corrode equipment, and clean-up is simple using just water.

Chemical cost? As little as a penny a gallon of mix. Is there a more economical way to help prevent drift problems from shooting you down? Ask your dealer for a Lo-Drift pamphlet. Or write: Marketing Manager, Industrial Products, Amchem Products, Inc., Ambler, Pennsylvania 19002.

LO-DRIFT™
SPRAY ADDITIVE



A. ROBER - AMCHEM COMPANY



AMCHEM PRODUCTS, INC. AMBLER, PA.

This is New! Low-Cost Drift

NALCO-TROL™

DRIFT CONTROL ADDITIVE



- ✦ Works with herbicides
- ✦ Easy to use—no special nozzles required
- ✦ Can be applied with standard available ground or aerial equipment
- ✦ Costs just pennies per acre
- ✦ Non-toxic—non-corrosive to spray equipment

Helps Keep Sprays Inside

A photograph showing three spray nozzles mounted on a horizontal bar, spraying a fine mist of herbicide onto a field of crops. The spray is captured in mid-air, creating a dense, conical pattern of droplets.

Puts More Herbicide Where