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Circle No. 108



1837-1987
150

TURF CALENDAR

Holiday Inn Central, Omaha, NE. Contact: Don Ellerbee, executive director, Nebraska Turfgrass Foundation, 209 W. 9th, Hastings, NE 68901; (402) 463-5418.

14-19—American Society of Golf Course Architects Annual Meeting, Royal Lahaina, Maui, HI. Contact: Paul Fullmer, 221 N. LaSalle St., Chicago, IL 60601; (312) 372-7090.

16-17—Nebraska Association of Nurserymen's Annual Winter Meeting & Trade Show, Cornhusker Hotel, Lincoln, NE. Contact: Carol Westfall, P.O. Box 6306, Lincoln, NE 68506; (402) 423-4556.

17-19—Nebraska Weed Control Association Conference, Nebraska Weed Control Authorities, Holiday Inn, North Platte, NE. Contact: Jean Drawbaugh, 2921 W. Stolley Park Rd., Grand Island, NE 68801; (308) 381-5097.

18—The Annual Grounds Maintenance Short Course, South Carolina Landscape & Turfgrass Association, Sheraton Columbia NW, Columbia, SC. Contact: (registration) Tom Rapp, City of Aiken, P.O. Box 2354, Aiken, SC 29802; (803) 649-2504; (exhibitors) Gerry Bearman, Porter Brothers Inc., P.O. Box 807, Bluffton, SC 29910; (803) 757-3900.

18-19—Southwest Athletic Turf Clinic & Trade Show, Will Rogers Memorial Complex, Fort Worth, TX. Contact: Harold E. Clark, Athletic Turf Association, Inc., P.O. Box 1114, Hurst, TX 76053; (817) 282-4965.

18—Target Specialty Product's Annual Seminar & Exhibit, San Jose Convention Center, San Jose, CA. Contact: Marketing Communications Dept., P.O. Box 1117, Cerritos, CA 90702; (213) 865-9541 or (714) 821-9020.

18-20—Iowa Turfgrass Conference, Iowa Turfgrass Institute & Iowa State University, Des Moines Convention Center, Des Moines, IA. Contact: Dr. Michael Agnew, 105 Horticulture Building, Iowa State University, Ames, IA 50011; (515) 294-0027.

20—Target Specialty Product's Annual Seminar & Exhibit, Fresno Hilton, Fresno, CA. Contact: Marketing Communications Dept., P.O. Box 1117, Cerritos, CA 90702; (213) 865-9541 or (714) 821-9020.

21-22—Tampa Bay Horticultural Trade Show, Tampa Bay Wholesale Growers, Florida State Fairgrounds, Tampa, FL. Contact: Bette S. Walker, 8807 Roberts Rd., Odessa, FL 33556; (813) 920-4393.

23-24—Wisconsin Landscape Federation Annual Conference, Interlaken Resort, Lake Geneva, WI. Contact: Joe Phillips or Doris Raffaele, 5645 S. 108th St., Hales Corners, WI 53130; (414) 529-4705.

23-24—Arboriculture, Shade Tree Symposium, Americana Host Farm Resort, Lancaster, PA. Contact: Sara Attig, 1321 Squire Dr., Ambler, PA 19002; (215) 643-0413.

23-25—South Dakota Nurserymen's Association Annual Conference & Trade Show. Contact: Bruce R. Ellingson, 3309 E. 10th St., Sioux Falls, SD 57103; (605) 334-4767.

24—Target Specialty Product's Annual Seminar & Exhibit, Hyatt Regency, Phoenix, AZ. Contact: Marketing Communications Dept., P.O. Box 1117, Cerritos, CA 90702; (213) 865-9541 or (714) 821-9020.

24-26—Western Pennsylvania Turf Conference & Trade Show, Pittsburgh Expo Mart/Marriott Hotel, Monroeville, PA. Contact: Henry F. Meinert, Jr., Meinert Brothers Landscaping, 325 Dorseyville Rd., Pittsburgh, PA 15215; (412) 963-8801 or Christine E. King, Pennsylvania Turfgrass Council, P.O. Box 417, Bellefonte, PA 16823; (814) 355-8010.

26-27—Erosion Control: You're Gambling Without It, International Erosion Control Association, John Ascuaga's Nugget, Sparks, NV. Contact: Executive Director, P.O. Box 195, Pinole, CA 94564-0195, (415) 223-2134.

26-27—Landscape Industry Conference & Trade Show, Associated Landscape Contractors of Colorado, The Regency Hotel, Denver, CO. Contact: C. Diane Matt, 3895 Upham St., Suite 150, Wheat Ridge, CO 80033; (303) 425-4862.

27-28—1987 Florida Agribusiness Computer Short Course & Trade Show, University of Florida Reitz Union, Gainesville, FL. Contact: IFAS Conferences & Institutes, 1041 McCarty Hall, University of Florida, Gainesville, FL 32611; (904) 392-5930.

27-28—Target Specialty Product's Annual Seminar & Exhibit, Queen Mary, Long Beach, CA. Contact: Marketing Communications Dept., P.O. Box 1117, Cerritos, CA 90702; (213) 865-9541 or (714) 821-9020.

MARCH

2-4—Midwest Regional Turf Conference, Stewart Center, Purdue University, West Lafayette, IN. Contact: Dr. Clark Throssell, 2-443 Lilly Hall, Purdue University, West Lafayette, IN 47907; (317) 494-4785.

3-5—Landscape Exposition, O'Hare Exposition Center, Rosemont, IL. Contact: Dawn Pratt, HBJ Expositions & Conferences, P.O. Box 5555, 50 Washington St., Norwalk, CT 06854; (800) 243-2815.

3-5—Horticultural/Grounds Maintenance Seminar, University of Illinois Cooperative Extension Service, DuPage County Fairgrounds, IL. Contact: James E. Schuster, Senior 2, Extension Adviser, Horticulture; (312) 682-7486.

8-11—1987 Canadian Turfgrass Conference, Canadian Golf Superintendents Association, Saint John Trade & Convention Center, Toronto, Ontario, Canada. Contact: Mary Gurney, Conference Coordinator, CGSA, 698 Weston Rd., Suite 32, Toronto, Ontario, CANADA M6N 3R3; (416) 767-2550.

11—Professional Turf & Plant Conference, Nassau/Suffolk Landscape Gardeners Association, Nassau Veterans Memorial Coliseum. Contact: Walter Austin, 20 Robin Hill Place, Brentwood, NY 11717; (516) 231-9840.

12—Wildflower Identification Seminar, National Wildflower Research Center, Austin, TX. Contact: Pam Jones, National Wildflower Research Center, 2600 FM 973 North, Austin, TX 78725; (512) 929-3600.

13-14—Trees for Nebraska Conference, University of Nebraska, Lincoln, NE. Contact: Dave Mooter, Douglas County Extension Office, 8015 W. Center Rd., Omaha, NE 68124; (402) 444-7804.

18-19—Reinders Turf Conference, Reinders Bros., Inc., Waukesha County Expo Center, WI. Contact: Ed Devinger, 13400 Watertown Plank Rd., Elm Grove, WI 53122; (414) 786-3300.

23—Profitably Managing Landscape Dollars, University of California extension, University Theater, U.C. Riverside, Riverside, CA. Contact: Dick Maire or Ann Richwine, University Extension, Bannockburn, University of California, Riverside, CA 92521; (714) 787-4102.

25-27—Missouri Park & Recreation Association Annual Conference, Tan-Tar-A Resort, Lake Ozark, MO. Contact: David W. Ostlund, MPRA, 1203 Missouri Blvd., Jefferson City, MO 65101; (314) 636-3828.

27-29—Hawaii Association of Nurserymen Plant Sale, Neal Blaisdell Center, Honolulu, HI. Contact: Mordecai Hudson, P.O. Box 293, Honolulu, HI 96809; (808) 833-3369.

APRIL

5-9—Menninger Flowering Tree Conference, Edwin A. Menninger Foundation, Quality Inn, Cypress Gardens, FL. Contact: Jack Siebenthaler, P.O. Box 6524, Clearwater, FL 33518; (813) 446-3356.

5-9—Southern Tree Workshop, Edwin A. Menninger Foundation, Quality Inn, Cypress Gardens, FL. Contact: Jack Siebenthaler, P.O. Box 6524, Clearwater, FL 33518; (813) 446-3356.

9-11—1987 CCLA Conference & Trade Show, California Council of Landscape Architects, Sheraton Harbor Island East Hotel, San Diego, CA. Contact: Brad Walker, CCLA, 1121 L Street, #500, Sacramento, CA 95814.

13-14—Southeastern Turfgrass Conference, Georgia Coastal Plain Experiment Station with USGA Green Section & Southern Golf Association, Tifton, GA. Contact: Dr. Glenn W. Burton, Dept. of Agronomy, Coastal Plain Experiment Station, Tifton, GA 31793; (912) 386-3353.

24-25—Texas Wildflower Day, Texas Women's University, Denton, TX. Contact: Dr. Robert Collier, chairman, P.O. Box 22675-TWU Station, Denton, TX 76204; (817) 898-3326.

27-29—Turf & Landscape Institute, Southern California Turfgrass Council, Anaheim Convention Center, Anaheim, CA. Contact: Ed McNeill, 2492 E. Mountain St., Pasadena, CA 91104-3423; (818) 798-1715.

MAY

4—Mole Cricket Classic & Educational Seminar, Alabama Turfgrass Association, Oak Mountain State Park, Birmingham, AL. Contact: Judy P. Copeland, executive secretary, P.O. Box 70, Auburn, AL 36831-0070; (205) 887-6916.

7—Pest Control Workshop, Agricultural Center Auditorium, Sanford, FL. Contact: Uday Yadav, University of Florida, extension service, Sanford, FL 32771; (305) 323-2500 ext. 182.

13-16—American Horticultural Society Annual Meeting, Omni Park Central Hotel, New York City, NY. Contact: Harriet Sweeney, meeting planner, AHS, P.O. Box 0105, Mt. Vernon, VA 22121; (703)



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TURF CALENDAR

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15-18—Western Chapter, International Society of Arboriculture Annual Conference, Santa Cruz Holiday Inn, Santa Cruz, CA. Contact: Donald F. Blair, 1958 Latham St., Mountain View, CA 94040; (415) 967-4676.

20—North Carolina Turf & Landscape Field Day, NCSU Turf Field Center, Raleigh, NC. Contact: J.M. DiPaola, Box 7620, North Carolina State University, Raleigh, NC 27695-7620; (919) 737-2657.

21-24—Florida Ornamental Growers Annual Seminar, Orlando, FL. Contact: Dr. Benny Tjia, 1509 Fifield Hall, Dept. of Ornamental Horticulture, University of Florida, Gainesville, FL 32611; (904) 392-7935.

JUNE

16-19—New England Cemetery Association Conference, Sea Crest Resort, North Falmouth, MA. Contact: Frederick R. Lafond, secretary/treasurer, 15 Riverton St., Keene, NH 03431; (603) 352-7655.

17-20—American Association of Botanical Gardens & Arboretums, Chicago Botanical Garden, Chicago, IL. Contact: Susan H. Lathrop, AABGA, P.O. Box 206, Swarthmore, PA 19081; (215) 328-9145.

18—Iowa Turfgrass Field Day, Iowa Turfgrass Institute & Iowa State University, Horticultural Research Farm, Ames, IA. Contact: Dr. Michael Agnew, 105 Horticulture Building, Iowa State University, Ames, IA 50011; (515) 294-0027.

18—Turf Seed Inc. Field Day, Research Station, Hubbard, OR. Contact: Tom Stanley, P.O. Box 250, Hubbard, OR; (503) 981-9571.

25—University of Massachusetts Turfgrass Field Day, Turfgrass Research Center, South Deerfield, MA. Contact: Dr. R.J. Cooper, Dept. of Plant & Soil Sciences, Stockbridge Hall, University of Massachusetts, Amherst, MA 01003; (413) 545-2353.

JULY

8—Connecticut Nurserymen's Summer Meeting & Trade Show, Holdridge Farm Nursery, Ledyard, CT. Contact: Larry Carville, Room 109, 30 Lafayette Square, Vernon, CT 06066; (203) 872-2095.

13-15—NFSA Mid-Year Dealer Conference, National Fertilizer Solutions Association, Adam's Mark Hotel, St. Louis, MO. Contact: Robin Roberts, 10777 Sunset Office Dr., St. Louis, MO 63127; (314) 821-0340.

15-17—Florida Foliage Expo, Florida Foliage Association, Diplomat Hotel, Hollywood, FL. Contact: Ann King, P.O. Box Y, 57 E. Third St., Apopka, FL 32704; (305) 886-1036, in Florida (800) 342-0138.

19-21—American Association of Nurserymen Convention & Nursery Industry Exposition, Amway Grand Plaza, Grand Rapids, MI. Contact: Lawrence E. Scovotto, 1250 I St. NW, Suite 500, Washington, DC 20005; (202) 789-2900.

19-23—American Society of Plant Physiologists Annual Meeting, St. Louis, MO. Contact: Dr. M.J. Josephs, 15501-A Monona Dr., Rockville, MD 20855; (301) 251-0560.

21-22—Association for the Use of Native Vegetation In Landscapes Annual Meeting, Chicago, IL. Contact: Dr. Ray Freeborg,

Dept. of Agronomy, Purdue University,

West Lafayette, IN 47907; (317) 494-4784.

22—Kansas Turfgrass Field Day, Kansas State University, Manhattan, KS. Contact: Larry D. Leuthold, Horticulture Dept., Waters Hall, Kansas State University, Manhattan, KS 66506; (913) 532-6173.

28-30—Penn Allied Nursery Trade Show, Pennsylvania Nurserymen's Association, Valley Forge Convention & Exhibit Center, King of Prussia, PA 17102; (717) 238-1673.

29-31—ASPA Summer Convention & Field Day, American Sod Producers Association, Westin Hotel, Seattle, WA. Contact: Douglas H. Fender, ASPA, 4415 W. Harrison, Suite 309-C, Hillside, IL 60162; (312) 449-2890.

AUGUST

1-3—SNA Horticultural Trade Show, Southern Nurserymen's Association, Georgia World Congress Center, Atlanta, GA. Contact: Thomas L. Henegar, 3813 Hillsboro Rd., Nashville, TN 37215; (615) 383-5674.

2-5—Soil Conservation Society of America Annual Meeting, Sheraton & Northern Hotels, Billings, MT. Contact: Walt Peachatka, 7515 N.E. Ankeny Rd., Ankeny, IA 50021; (515) 289-2331.

3-8—Perennial Plant Symposium, Perennial Plant Association, Omni Hotel, Baltimore, MD. Contact: Dr. Steven M. Still, 2001 Fyffe Court, Columbus, OH 43210; (614) 422-6027.

4—Nebraska Turfgrass Field Day & Equipment Show, University of Nebraska ARDC, Mead, NE. Contact: Dr. Terry Rioridan, University of Nebraska, Dept. of Horticulture, 377 Plant Science, Lincoln, NE 68583; (402) 472-1142.

5—Illinois Landscape Contractors Association Summer Field Day, Bork Nurseries, Onarga, IL. Contact: Lucile M. Little, 2200 S. Main Street, Suite 301, Lombard, IL 60148; (312) 932-8443.

9-13—Botanical Society of America Annual Meeting, Ohio State University, Columbus, OH. Contact: Thomas N. Taylor, Dept. of Botany, Ohio State University, 1735 Neil Ave., Columbus, OH 43210; (614) 422-3564.

12—New England Nurserymen's Summer Meeting & Trade Show, Newport Growers, The Glen, Portsmouth, RI. Contact: Larry Carville, Room 109, 30 Lafayette Square, Vernon, CT 06066; (203) 872-2095.

14-17—TAN-MISSLARK Regional Nursery & Garden Supply Show, Texas Association of Nurserymen, Dallas Convention Center, Dallas, TX. Contact: Bill R. Fullingim, 512 E. Riverside Dr., Suite 207, Austin, TX 78704; (512) 444-7489.

16-19—Municipal Arborists & Urban Foresters Society, International Society of Arboriculture, Keystone Mountain Resort, CO. Contact: Cal Bundy, I.S.A., 5 Lincoln Square, P.O. Box 71, Urbana, IL 61801; (217) 328-2032.

25-27—Garden Industry of America Conference & Trade Show, Orange County Convention/Civic Center, Orlando, FL. Contact: B. Silverman/PEMCO, 2400 E. Devon Ave., Suite 205, Des Plaines, IL 60018; (312) 299-3131.

28-30—Northwest Nursery Industry Trade Show, Oregon Association of Nurserymen, Portland Memorial Coliseum, Portland, OR. Contact: Dan O. Barnhart, 2780 S.E. Harrison, Suite 204, Milwaukie, OR 97222; (503) 653-8733.

SEPTEMBER

2-4—Pacific Horticultural Trade Show, California Association of Nurserymen, Los Angeles Convention Center. Contact: Richard C. Staples, 1419 21st St., Sacramento, CA 95814; (916) 443-7373.

10-11—Alabama Turfgrass Conference, Alabama Turfgrass Association, Auburn Conference Center/Best Western, Auburn, AL. Contact: Judy P. Copeland, P.O. Box 70, Auburn, AL 36831-0070; (205) 887-6916.

11-13—Southwest Nursery & Landscape Show, Arizona Nursery Association; Ariz. Landscape Contractors Association; Ariz. Florists Association, Phoenix Civic Plaza Convention Center, Phoenix, AZ. Contact: Donald M. Johnson, 444 West Camelback Rd., Suite 302, Phoenix, AZ 85013; (602) 241-0317.

18-21—Annual Congress for Recreation & Parks, National Recreation & Park Association, New Orleans, LA. Contact: M. Susan McCarthy, NRPA, 3101 Park Center Dr., 12th Floor, Alexandria, VA 22302; (703) 820-4940.

21-24—Northwest Turfgrass Conference, Salishan Lodge, Gleneden Beach, OR. Contact: Roy L. Goss, Western Washington Research & Extension Center, Puyallup, WA 98371; (206) 593-8513.

25-27—Florida Nursery & Allied Trade Show, Florida Nurserymen & Growers Association, Orange County Civic Center, Orlando, FL. Contact: Susan Stoun, 5401 Kirkman Rd., Suite 650, Orlando, FL 32819; (305) 345-8137.

OCTOBER

6—Turfgrass Equipment, Irrigation, and Supplies Field Day, Golf Course Superintendents Association of New Jersey, Rutgers Stadium and Golf Course, NJ. Contact: Dr. Henry Indyk, Soils & Crops Dept., Cook College, New Brunswick, NJ 08903; (201) 932-9453.

7-8—Southern California Turfgrass/Landscape Equipment & Materials Education Exposition, Southern California Turfgrass Council, Orange County Fairgrounds, Costa Mesa, CA. Contact: Ed McNeill, 2492 E. Mountain St., Pasadena, CA 91104-3423; (818) 798-1715.

7-10—National Bark Producers Association's Annual Meeting, Kiawah Island Plantation, Charleston, SC. Contact: R.C. LaGrasse, 13542 Union Village Circle, Clifton, VA 22024; (703) 830-5367.

7-10—National Master Gardeners Conference, Cooperative Extension Service/Master Gardeners, Washington, DC. Contact: Pamela Marshall, CES/UDC, 1351 Nicholson St. NE, Washington, DC 20011; (202) 282-7410.

11-16—1988 Florida Turfgrass Conference & Show, Florida Turfgrass Association, Hyatt Regency Hotel, Tampa, FL. Contact: Ruth Shepherd, or William Nass, 302 S.

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TURF CALENDAR

Graham Ave., Orlando, FL 32803-6399; (305) 898-6721.

14-17—American Society of Consulting Arborists Annual Meeting, Red Lion Inn, Santa Barbara, CA. Contact: ASCA, 700 Canterbury Rd., Clearwater, FL 33546; (813) 446-3356.

25-28—1987 International Irrigation Exposition & Conference, Irrigation Association, Orange County Convention/Civic Center, Orlando, FL. Contact: Ann McClure, 1911 North Fort Myer Dr., Suite 1009, Arlington, VA 22209; (703) 524-1200.

28-31—International Trade Fair for Design, Equipping, and Care of Amenity Areas, Cologne, GERMANY. Contact: Willi Julich, Messe-und Ausstellungen-Ges.m.b.H. Koln, Postfach 210760, D-5000 Koln 21, GERMANY.

31-Nov. 3—American Society of Landscape Architects Annual Meeting & Educational Exhibit, Baltimore, MD. Contact: Pam Jensen, ASLA, 1733 Connecticut Ave., Washington, DC 20009; (202) 466-7730.

NOVEMBER

2-4—Kansas Turfgrass Conference, Kansas Turfgrass Foundation, Ramada Hotel, Wichita, KS. Contact: Larry D. Leuthold, Dept. of Horticulture, Kansas State University, Manhattan, KS 66506; (913) 532-6170.

4-6—NYSTA Turf & Grounds Exposition, New York State Turfgrass Association, Rochester Riverside Convention Center, Rochester, NY. Contact: Ann Reilly, 210 Cartwright Blvd., Massapequa Park, NY 11762; (516) 541-6902.

5-6—South Carolina Horticulture Society Convention, Sheraton NW, Clemson, SC. Contact: Dr. G. Ansel King Jr., Horticulture Dept., Clemson University, Clemson, SC 29634-0375; (803) 656-2789.

8-11—PGMS Annual Conference & Trade Show, Professional Grounds Management Society, Hyatt-Crystal City, Crystal City, VA. Contact: Allan Shulder, PGMS, 3701 Old Court Rd., Suite 15, Pikesville, MD 21208; (301) 653-2742.

8-12—National Institute on Parks and Grounds Management, Tulsa, OK. Contact: Barbara Bednaroski, Box 1936, Appleton, WI 54913; (414) 733-2301.

13-16—PLCAA Convention & Trade Show, Professional Lawn Care Association of America, San Antonio, TX. Contact: Douglas K. Moody, PLCAA, 1225 Johnson Ferry Rd. N.E., Suite B-220, Marietta, GA 30067; (404) 977-5222.

17-19—The Professional Landscape Contracting, Turf & Grounds Maintenance

Expo (Pro Show '87), Dallas Convention Center, Dallas, TX. Contact: Pro Show, 101 N. 7th St., Louisville, KY 40202; (502) 582-1672.

28—N.Y. Association of Landscape Contractors Annual Dinner Dance, Leonards of Great Neck, Long Island, NY. Contact: Tom McFadden or Frank Alberto, 1190 Lakeland Ave., Bohemia, NY 11716; (516) 589-3434.

29-Dec. 4—Annual Meetings of the American Society of Agronomy, Crop Science Society of America, & Soil Science Society of America, Atlanta, GA. Contact: ASA Headquarters Office, Convention Coordinator, 667 S. Segoe Rd., Madison, WI 53711; (608) 273-8080.

Late Nov.—North Carolina Irrigation Conference, North Carolina Irrigation Society, Inc.; N.C. Agricultural Extension Service, McKimmon Center, NCSU, Raleigh, NC. Contact: Ronald E. Sneed, Box 7625, North Carolina State University, Raleigh, NC 27695-7625; (919) 737-2675.

DECEMBER

7-9—USTC & TBA Technical Meeting & Trade Show, United States Tennis Court & Track Builders Association, The Fairmont Hotel, New Orleans, LA. Contact: Sharon Black, 223 W. Main St., Charlottesville, VA 22901; (804) 971-2860.

7-10—New Jersey Turfgrass Expo '87, Resorts Hotel, Atlantic City, NJ. Contact: Dr. Henry Indyk, Soils & Crops Dept., Cook College, New Brunswick, NJ 08903; (201) 932-9453.

8-10—North Central Turfgrass Exposition, Illinois Turfgrass Foundation, Chicago, IL. Contact: Alfred Van Horn III, 435 N. Michigan Ave., Suite 1717, Chicago, IL 60611; (312) 644-0828.

8-10—North Central Weed Control Conference Annual Meeting, Kansas City, MO. Contact: Robert Schmidt, 309 W. Clark, Champaign, IL 61820; (217) 356-3182.

11-12—Southern Nevada Desert Turfgrass Conference, Nevada Cooperative Extension, Las Vegas, NV. Contact: Bob Morris, 953 E. Sahara, STP #207, Las Vegas, NV 89104; (702) 731-3130.

11-14—NFSA Convention & Exposition, National Fertilizer Solutions Association, Kansas City, MO. Contact: Robin Roberts, 10777 Sunset Office Dr., St. Louis, MO 63127; (314) 821-0340.

14-16—Texas Turfgrass Association Conference & Show, Hyatt Regency, Houston, TX. Contact: Shirley Duble, 3606 Meadow Oaks, Bryan, TX 77802; (409) 268-0630.

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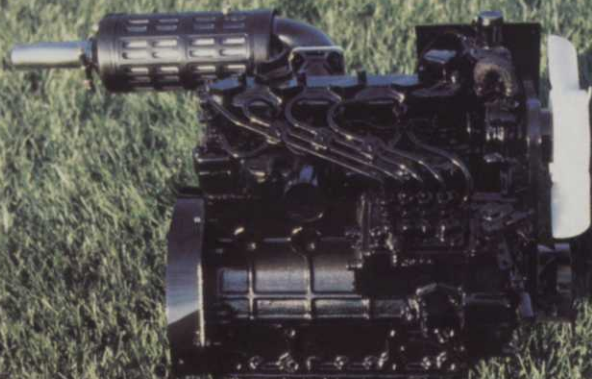
Next month . . .

GCSAA SHOW ISSUE

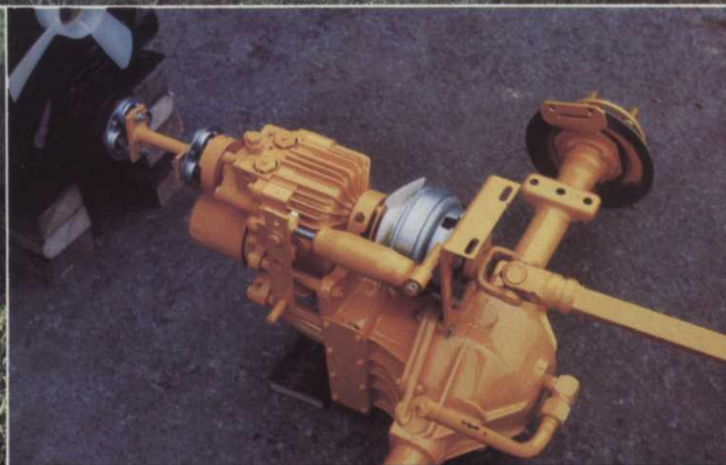
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annua. Hard-to-control broadleaf species like oxalis and spurge are also eliminated with the same rate.

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MOTIVATION TIPS

Getting the most out of employees is one key to a successful operation. A salary by itself will not provide the motivation necessary for optimal productivity.

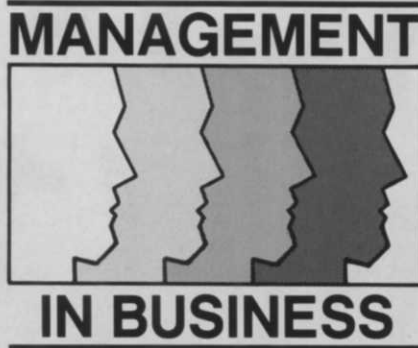
by Rudd McGary and Ed Wandtke

Most major motivational theories used to explain organizational life are applicable to green industry organizations. But this month we want to be more specific about issues you face in managing your staff.

Several basic concepts relate to the green industry. Let's examine each:

1. Salaries don't motivate. Giving someone a salary for performing a task isn't a motivational tool. We have heard managers in the green industry say that performance was going to be rewarded by "letting the guy keep his job." That's sort of an Attila the Hun approach to management. There is often a rise in productivity when a salary raise is given but it levels off quickly. Salaries don't motivate a workforce because they become expected rewards. Once something is expected and given on a regular basis, it ceases to be motivational.

2. Part-time employees are often harder to motivate than full-time. They enter during your peak time and aren't being protected by the organization over a whole year. Therefore they don't have the same motivation that your full-time people do, and you shouldn't expect it from them. In addition they are at the low end of the pay scale and probably don't have incentives built into their compensation. For these reasons, you shouldn't



expect the part-timers to have the same high-level motivation as full-time employees. They may have, but don't expect it.

3. Non-cash incentives may be more motivational than money. Most workers in the green industry aren't afforded executive perks but may respond to small amounts of money used as motivational incentives. Instead of giving someone a \$25 or \$50 bonus, try rewarding on a social basis. For instance: dinner for two at a nice restaurant or tickets to sports events. By getting these types of motivational rewards the employees get something that shows them that you are interested in them as people. This reward may also provide the individuals with some time off, an equally wanted reward in the heat of summer.

4. Rewards given for extraordinary performance are highly motivational. If someone simply does his/her job, it's hard to compensate in any exceptional manner. However, if they do the job well above expectations they should be rewarded.

5. Rewards are motivational only if they come close to the action being rewarded. If someone does well and you wait six months to reward them, they'll find the reward scarcely motivational. The event itself and the reward must be linked in the person's mind or they won't be motivated.

6. Everyone needs verbal pats on the head. (Also known as the famous "attaboys" or "attagirls.") Most managers who enjoy good relationships with their employees are very good at

giving both praise and criticism. We all need both. Since the employee is probably not as motivated as the manager, the manager's responsibility is to let the employee know how they are doing. It is surprising how motivational the simple phrase, "you did a good job today," is to most people.

7. Some rewards for performance should be stated, some can be given unexpectedly. If you have a specific task or project that has to be finished in a given time frame, you can offer rewards based on performance. State the rewards you're offering before work on the project begins. These bonuses are often very motivational. Bonuses or rewards given on an unexpected basis can be even more motivational. An unexpected bonus, particularly non-cash, will often be remembered long after the expected performance bonus is forgotten.

Manager/worker communication
Considering these factors, we can see patterns that are applicable to the green industry.

First, part-time people can be motivated but are less likely to be highly motivated all the time. This means that your spring or summer crews need to have more management communication, a responsibility that lies with management.

Second, don't use money as a motivator exclusively. You probably can't afford to give bonuses all the time but you can give non-cash incentives and rewards. They can be even more motivational than money.

Third, do the unexpected. It's extremely motivational. Timing is important and employees rewarded unexpectedly do remember.

Finally, don't expect the same level of motivation from your people that you have. You're the manager, you see more of the overall situation, and you have more control over it. In order for you to be successful, your people have to be motivated.

There are many opportunities in the green industry to use some of the concepts above. Good managers do. **WT&T**



Wandtke and McGary are senior consultants with All-Green Management Associates in Columbus, Ohio. Dr. McGary focuses on marketing and management issues. Wandtke focuses on operations and financial questions.