

# ACCLAIM® KILLS CRABGRASS ALL SEASON LONG.

## FEBRUARY



Use ACCLAIM® 1EC Herbicide **instead of a pre.** Don't gamble that your pre will still be around to prevent crabgrass

emergence—skip it entirely. And in new or reseeded turf where pre's aren't an option, ACCLAIM is ideal.

*Skip your pre!*

## MARCH



You can skip the first pre treatment and save early round costs. Use ACCLAIM later in the season along with your usual pre.

*Killed postemergence.*

## MAY



Use ACCLAIM postemergence on crabgrass along borders, sidewalks and ornamentals where you know popu-

lations are heaviest. This is the ideal way to prevent callbacks later, and this program costs less than 90 cents a lawn.\*

(\*Assumes 1500 sq. ft. of treated area.)

*Zapped in May!*

## JULY



Retain customers by killing crabgrass before it becomes a callback. ACCLAIM kills crabgrass with just one application, and it won't harm your turf. It's also a great tool for winning new customers.

*Eliminate crabgrass escapes.*

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JULY

ACCLAIM® 1EC Herbicide is a safe, effective product for postemergence control of crabgrass. And you can use it anytime after the one-leaf stage.

Whatever your current program, remember that no other herbicide gives you such flexibility in controlling crabgrass. Make ACCLAIM part of your lawn care service today, and keep your customers satisfied.

**ACCLAIM®. Because your turf is always on display.**



**Special Bonus Savings:**

Buy 3 gallons of ACCLAIM before March 16, and get 1 gallon free.

next decade.

"I've talked to four other associations," notes Terry Peters, formerly of the Associated Landscape Contractors of America (ALCA). "Everybody sees labor force-related problems, and they've been exacerbated by the new immigration laws."

Peters says that ALCA will attack the lack of career-oriented landscape workers. The organization hopes to establish a national certification program which can be transferred between states. "It certifies demonstrable skills that can be used as a career base," Peters notes. "We're at the point of having a proposal ready,

Vegas. Almost six hours of educational sessions will be devoted to the subject, including part of a two-hour panel discussion, "Issues of the '90s," on Nov. 7.

#### The trained

ALCA, which cooperates with 18 colleges and universities, notes a significant decline in horticulturally-oriented students. The organization's annual field day—a two-day series of landscape-related tests given graduating seniors—is becoming what Peters calls "horrendous competition" for the services of able students.

According to Clarence Davids of

the junior and senior high school levels. They've recently received help from the Future Farmers of America (FFA).

"We have had insufficient emphasis in the turf/landscape area," says Dr. Alan R. McDaniel of Virginia Tech, FFA contest supervisor. A new contest, beginning in 1991, "represents an introduction to horticulture, landscaping and turf at the high school level.

"We must introduce more students to the personal and career rewards in landscape horticulture," McDaniel observes. "But we really need to 'turn on' these students (to horticultural careers) before they start college."

#### The untrained

Unskilled, untrained labor could be in even shorter supply than trained people. *Business Week* says that the number of 18- to 24-year-olds will fall nearly 10 percent by 1995 while jobs available will increase by more than 10 percent. Few occupations will be unaffected, it says. "In suburbs across the country, gas stations, fast-food outlets and retailers are already offering up to \$6.50 an hour for jobs that elsewhere pay the \$3.35 minimum wage."

Peter F. Drucker, a noted author of books on business management, has his own concerns:

"In all developed societies, the able, intelligent and ambitious members of the working class stay in school beyond the point at which they are eligible for manual work. Young manual workers of today start out with a feeling of failure, a conviction of being second-class citizens. They need responsibility to overcome their feelings of insuperiority.

"To make a living is no longer enough. Work also has to make a life (career)."

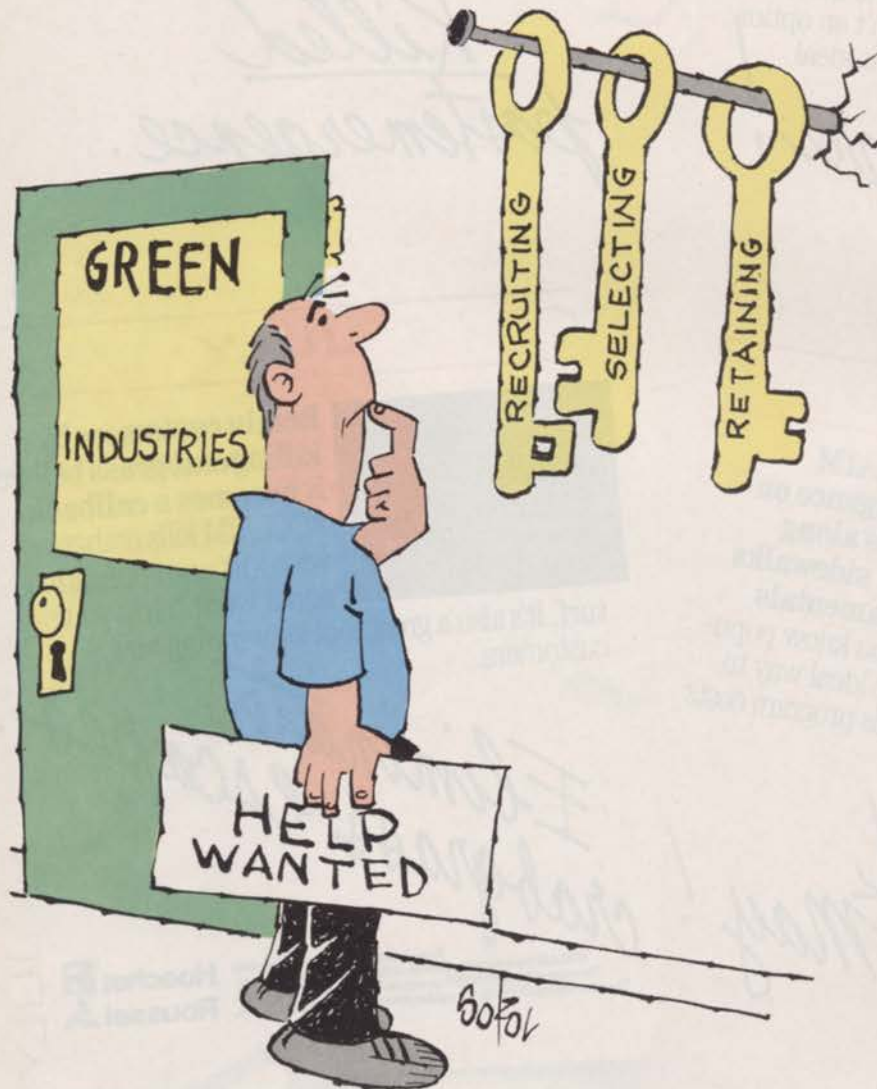
There is an additional factor, according to Jim Brooks, the PLCAA's executive vice-president.

"The people aren't coming from the farm any more," he observes. "One of the comments that I've heard is that, because (potential workers) are not coming from the farm, what they know about pesticides is what they've been reading. There could be some that choose not to even apply.

"I've heard of companies in the Northeast, where unemployment is at four percent, not getting any applicants after running newspaper ads."

#### Hands-on help

For individual green industry operations, the three keys are recruiting, selecting and retaining (see related article). Technology, too, will make a



and we could have it up and running in the next year or so."

The Professional Lawn Care Association of America (PLCAA), meanwhile, will deal with the predicted labor shortage in great detail at its annual convention Nov. 4-7 in Las

Clarence Davids & Sons, Blue Island, Ill., "Many universities estimate that a student has an average of seven job offers upon graduation."

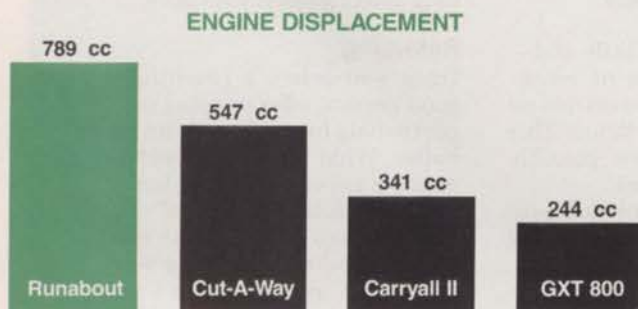
So, more and more, the professional organizations are realizing that young people must be called upon at



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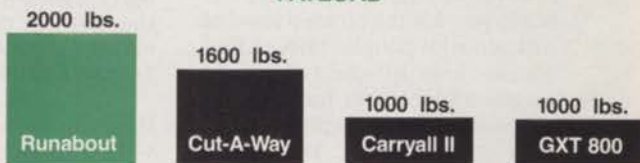
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**BUILT TO LAST**

# SOLUTIONS TO THE WORKER SHORTAGE

Improving the American workforce during the next 15 years is critical to economic growth.

In fact, to the extent that economic growth depends on an educated workforce, it is estimated that we must upgrade the skills of some 25 million American workers by 40 percent by the end of the century if we are to maintain a growth rate of even three percent.

As it is, there promises to be a shortage of skilled workers and high unemployment in many categories. White males will make up only 15 percent of the additions to the labor force between now and the year 2000. The rest will be women, minorities and immigrants.

The result could be a workforce desperately in need of education to meet the demands of higher skilled jobs and a significant population of inadequately educated employees for even entry level jobs.

## A system

U.S. Lawns Inc. franchises landscape maintenance companies. When the company began three years ago, the greatest concern of our franchisees was in estimating and sales help. We provided heavy support in this area. As they matured and grew, we provided help with bookkeeping, cash flow, customer service and technical problems. Now, however, the major concern for our franchisees (and the area in which we are trying to provide the greatest level of assistance) is people. How to find people, how to select the right people and how to train people efficiently are all major issues with our franchisees. We at U.S. Lawns try to solve these very different problems in three very different ways.

## Recruiting

The first and most obvious problem is recruitment. Some companies import workers from areas where there is a surplus, like Texas. Workers can also be imported from South America or Mexico under temporary work permits.

Another source of help, especially in the summer, is the school system. Coaches and guidance counselors are very helpful in supplying names of interested students, particu-

larly those coaches who wish to keep their players in shape over the summer. Landscape maintenance is a wonderful way to keep athletes "fine-tuned" over a summer vacation.

Work study programs are also appropriate, especially when hours are flexible. Our largest franchise is experimenting with working at night on commercial properties with high-powered lights. It is cooler; some individuals like to work



Dr. Cabot L. Jaffee is the chief executive officer of Electronic Selection Systems of Orlando, Fla. He is also Chairman of the Board of U.S. Lawns Inc., a company that franchises landscape maintenance services. Dr. Jaffee, who has been on the faculties of the University of Tennessee and the University of Central Florida, is a member of the American Society for Training and Development.

the evening or night shift; and—with the exception of weeding—activities can be carried on with high-powered lights. This is opening up a new possible market for employees.

Many cities have youth programs which provide a source of potential employees.

For many people in drug rehabilitation and offender programs, work is a wonderful opportunity to deal with their problems in a positive way and develop job skills.

Boys' and girls' clubs also provide a source of good potential workers who are interested in learning workable skills.

Perhaps the most exciting and innovative approach so far

has been our "High Potential Franchise Program" in which talented high school, college or vocational school graduates are assigned to work for an existing franchise for two years. Money is withheld from their salaries and placed in an account for them. U.S. Lawns matches the amount withheld; at the end of the two years, they purchase a franchise themselves. (If they withdraw from the program before the two years is up, their money is returned with interest.)

Obviously, there are many other ways to source a good workforce for the industry. Speaking at schools, participating in career days, getting involved in community activities—all open up potential sources of workers.

## Selecting

After you find workers, the next step is selecting the ones who are likely to be successful. This is especially important at the foreman or supervisor level as these people significantly influence the turnover rate. U.S. Lawns applies this same philosophy when selecting franchisees.

A good selection test to determine people most likely to be good supervisors will go a long way in decreasing turnover. We recommend to our franchisees that they check references, interview applicants carefully and use tests we supply them to help select good supervisors.

## Retaining

Once you select a potentially good person, offer ongoing support to help him or her do the job better. What we recommend is ongoing supervisory training in how to coach and counsel employees, how to discipline employees and how to make sure employees' problems are dealt with fairly and quickly.

When we are competing with fast food companies, service companies and so many others, the importance of reducing turnover is great. We try to create a feeling among our workers that they can move up in the organization and become supervisors themselves.

If at all possible, profit-shar-

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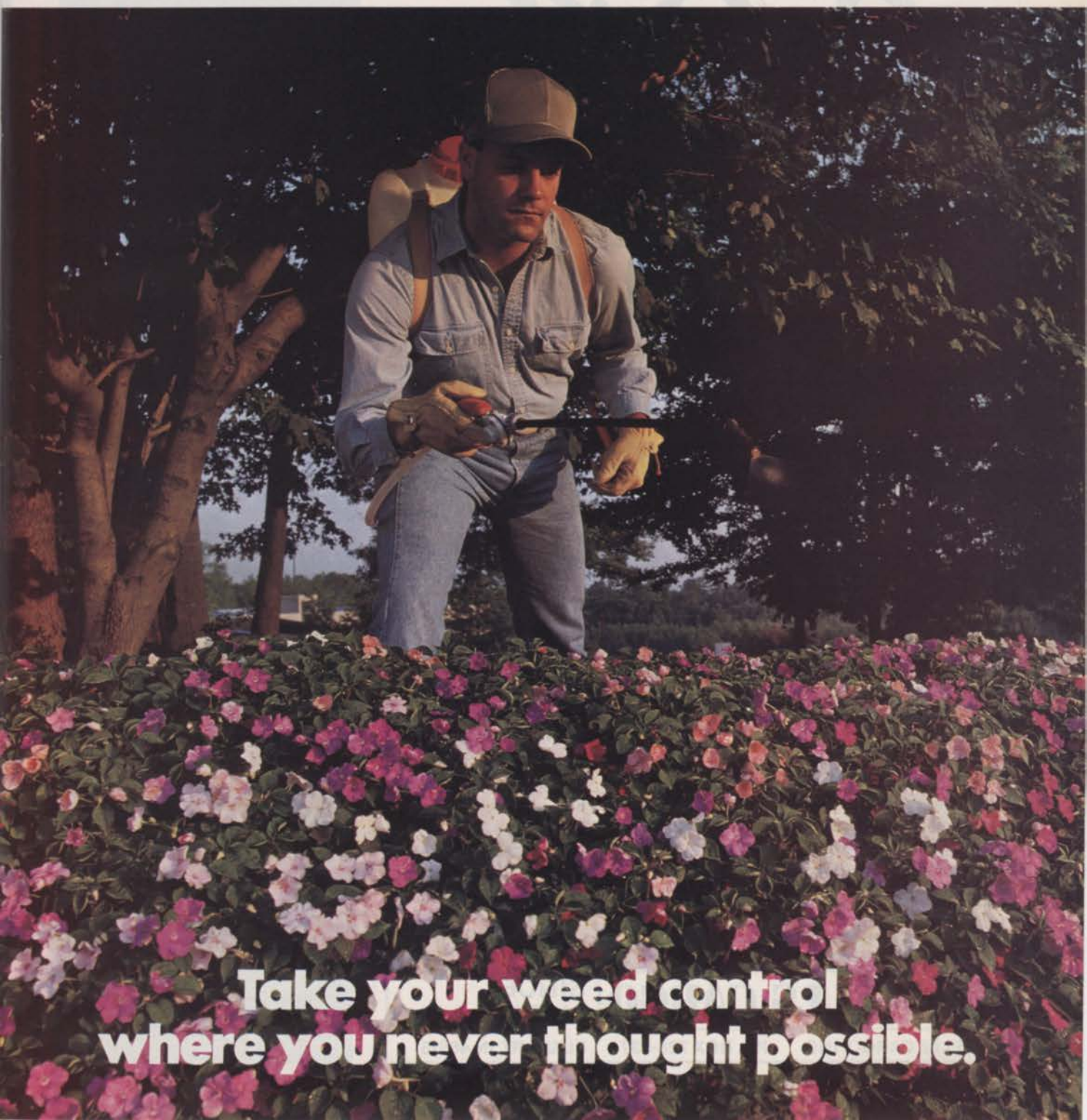
even in heavy rainfall, to provide outstanding weed control. Yet it's gentle enough to spray over the top of 175 different ornamentals.

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where you never thought possible.**



## MANPOWER from page 24

ing or other types of incentive plans help retain workers. These plans make them feel as if they are contributing to the overall success of the company and are being rewarded for it. The keys to retaining employees are good supervisors—and good supervisors come from selecting people with good skills and training them as much as possible.

A lesson of the '80s that will only grow in importance is that

*People, rather than machines or capital, are the critical factors in the service economy.*

people rather than machines or capital are the critical factors in fueling this needed growth in the service economy. It is also clear that education relates very strongly to individual opportunity. People who receive job training earn 25 percent more than individuals who do not.

This is the message we must give to our employees. We will help teach them valuable skills, we will offer them career opportunities and perhaps, most importantly, we will treat them in a way which makes them feel rewarded by what they do.

So, what appeared to be a simple and straight-forward problem is really not. It's not just a problem of finding people. It's a problem of selecting and developing good supervisors in order to cut down on turnover and therefore create less need to find new people. It's also a problem of what each organization must do to create feelings of career opportunities among all employees—which will also cut down on turnover.

No one part can totally solve the problem.

There will be shortages of employees. Innovative approaches will be necessary. But the successful organizations will be the ones that do the best job of keeping their people.

—Cabot L. Jaffee, Ph.D. □

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5-speed	Standard	N/A	Standard	Standard	Standard
Automatic transmission	Optional	N/A	Optional	N/A	N/A
Double-wall cargo bed	Standard	Standard	Standard	Standard	Standard
Tinted glass	Standard	Optional	N/A	Standard	Optional
Steel-belted radials	Standard	Standard	Standard	Standard	Standard
Full carpeting	Standard	N/A	N/A	N/A	N/A

To find out even more ways Mazda outperforms the competition, contact:  
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\* J.D. Power & Associates 1986 and 1987 Compact Truck CSI and 1988 Light-Duty Truck CSI customer satisfaction with product quality and dealer service.  
\*\* Warranty coverage without deductible. See your Mazda Dealer for limited warranty information.  
† GM's 36-month/50,000-mile "Bumper-to-Bumper Plus" Warranty requires \$100 deductible per visit after 12 months/12,000 miles.  
†† Comparisons with other makes based upon available competitive data.



# OPEN HEAVENS CAN'T CLOSE OPEN COURSE

Superintendent Joe Hahn faced the challenge of his life when rain pelted his course for 12 days before the U.S. Open championship.

by Ann Reilly



Players took to the practice green after play was suspended Friday because of excess water.

**T**he 1989 U.S. Open golf championship will not be remembered by Oak Hill Country Club superintendent Joe Hahn for Curtis Strange's second straight Open victory. It'll be remembered for the rain.

"That was the worst it's ever been for me," Hahn observes now. "The challenge was there, as I imagine it was for a lot of superintendents at major events last summer."

Nothing short of a miracle kept the Open on schedule through that Sunday afternoon. Before practice rounds started in Rochester, N.Y. that week, six inches of rain had already fallen during the first 12 days of June. Almost one-half inch of rain fell that Tuesday morning, and the skies burst open again on Wednesday morning.

By then, the decision had already been made not to allow automobile parking on the West Course in fear of

seriously damaging it, leaving 6,500 drivers scrambling to find alternative places to park. On Wednesday afternoon, a line of spectators had to wait for more than an hour to catch shuttle busses to nearby and not-so-nearby parking facilities.

On Friday, play was suspended for 45 minutes while the crew squeegeed the greens. Leaves that had fallen during the rain also had to be blown away (although the crew was not drying the greens with blow dryers as a television reporter suggested).

If things weren't already bad enough, so much rain fell on Friday night that a creek on the sixth hole overflowed. The sixth hole, the main entry road and parts of the fifth, seventh and eighth fairways were left under water.

USGA officials were ready to suspend play on Saturday and revert to their contingency plan: play 36 holes on Sunday. But Hahn convinced them that the course could be readied.

Local fire trucks were brought in to pump 1,000 gallons of water a minute off the course. Squeegees, which were a common sight all week, were manned by other local superintendents to remove water. After being given two more hours by the USGA to cut the greens, the crew had the course ready. Play started at noon Saturday on both nines. Some of the fairways were completely cut; others were cut around wet spots.

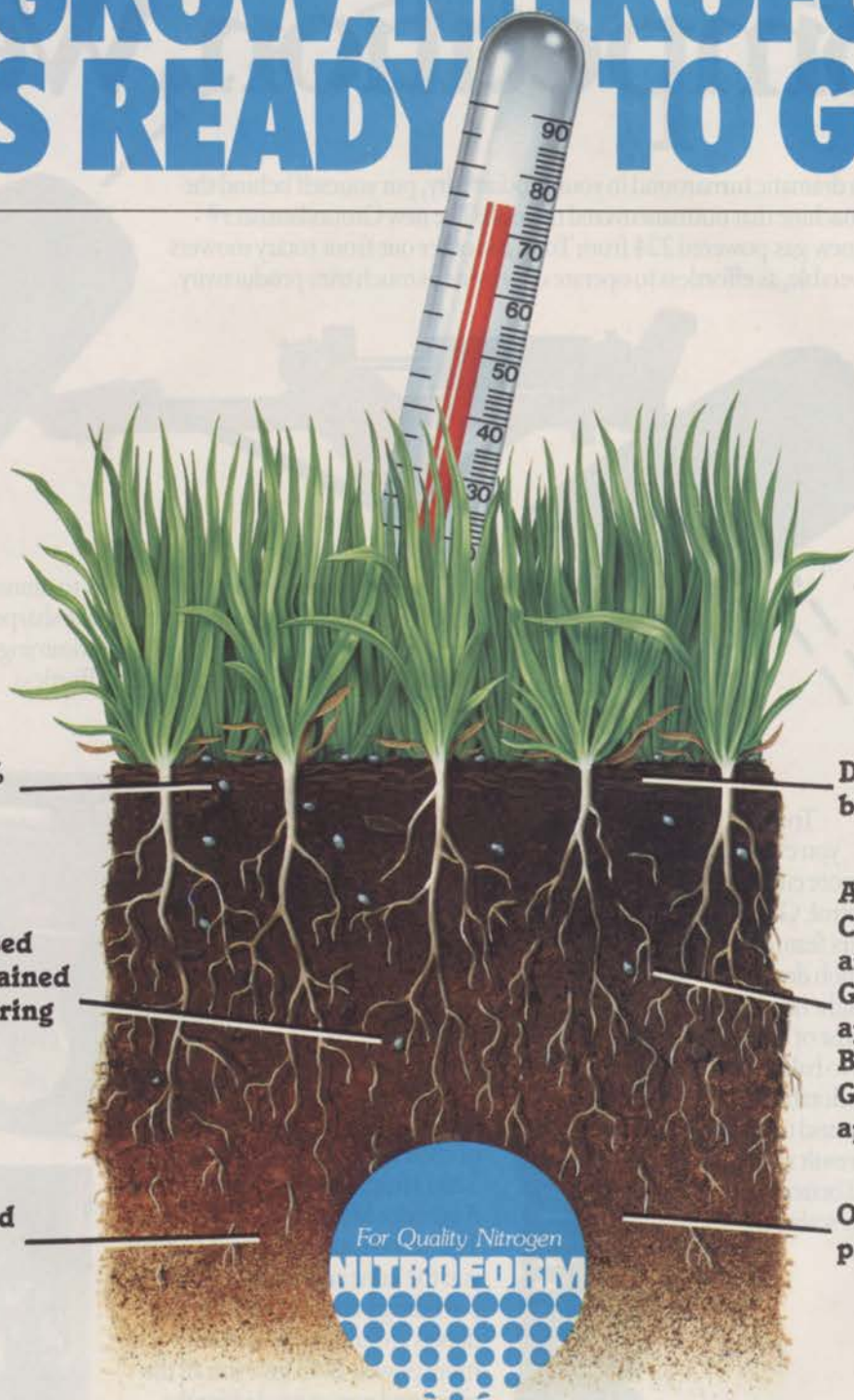
"ABC-TV said the golfers thought the course was very playable," Hahn notes. "But I don't think a person would want to go through that every year. It's a lot of fun to meet the challenge, but if you had the adverse conditions and you had to do it every year, it'd get old quick."

There was no joy in Mudville for either players or spectators at Oak Hill Country Club this summer during the U.S. Open.

*continued on page 32*



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The Groundsmaster 220 also is available with a 20 hp air-cooled gas engine.

