

**Thomas Smith:** Training and communication are buzzwords.

sovereign immunity, which means that the government cannot be held financially liable in many cases. Losing much of their sovereignty means that governmental agencies are being forced more often to pay for accidents on their property.

"Risk management is a profession unto itself," notes Bourne. "The two primary (factors) are public negligence and public liability. It's a popular aspect of today's social climate that if you can win a suit against the government, you can retire and be independently wealthy for the rest of your life."

Not only will government landscapers be subject to these new risk management policies, but so also will private contractors doing business with the government, Bourne says.

"The boilerplate of contracts with government has suddenly become about an inch-and-a-half thicker," he notes from experience. "There are now an incredible amount of forms dealing with the risk of you doing business with the government. That's a part of your business as a contractor that you're going to have to live with. And it's simply going to continue to get worse."

Bourne notes that most public agencies are moving toward self-insurance. Each unit in his division, for instance, has to ante about \$500 per year per vehicle into a "kitty," the funds of which are used to pay damages incurred in accidents. "So the cost of doing business with government and the cost of government doing business is escalating," Bourne concludes.

With stricter rules concerning the



**Jeffery Bourne:** Fewer educated entry-level employees in the future.

application of pesticides, landscape managers will be faced with further restrictions on their businesses, the panel contends.

"By 1995, every ounce of hazardous materials must be traceable through its entire life," Bourne notes. "And you are a part of that chain of responsibility."

This will mean an increase in paperwork and an edict that pesticide handlers be more than "spray-and-fly" jockeys. With these new regula-

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*Not only will government landscapers be subject to new risk management policies, but so also will private contractors doing business with the government, Bourne says.*

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tions, Bourne says, "chemical maintenance will become more proper and more restrictive. It may well be relegated to time-consuming areas only."

Adds Smith: "We have to be taking a selective and responsible approach with chemicals. MSDS sheets are going to become increasingly important, along with right-to-know, chemical toxicity, LD<sub>50</sub> values and IPM. We're going to be looking at the entire landscape ecosystem 10 years down



**John Michalko:** The number of 18-year-olds in U.S. is declining.

the road, and not just try to control one particular problem at a time."

**Futurevision**

Smith also says that the mindset of the landscape manager will play an increasing role in the effectiveness of his or her organization.

"The companies that continue to look for new and better ways of doing things will be the ones that will spiral up," he notes.

"We've got to find new ways to keep the (landscape's) original essence. You can never quit thinking about automation. Anything that implies that the status quo is better than change gives the wrong impression. The good companies like IBM are always fixing things that aren't broken. They're finding better ways of doing things, cutting costs and improving quality—even when current performance is good, because they know it could be better. In Japan, any operation that will affect any other operation by 1/10ths of one second is looked at."

Most of all, changing for the better implies making your employees better employees, Smith continues:

"'Training' and 'communication' are two buzzwords as we look into the future. Training should be a continual process; that's the way you're going to keep good people. You've got to learn to get things done through others while building them in the process, and then teach them to do the same thing.

"Certain things won't change as we move forward. People need respect, attention and love, and they always will. Give people the opportunity, and they'll feel their opinion is valued." **LM**

# WORKING OVERTIME ON MORALE

By eliminating 'demotivators,' you can improve employee morale and production during the long weeks of spring and summer.

by E.T. Wandtke

**T**he long, busy hours of spring are bound to put additional pressure on your employees. For them to remain motivated and maintain high morale, management needs to introduce incentives so their employees can work hard yet feel good about themselves and their work.

Management tends to overlook the need to introduce motivational incentives for employees, even though they're a simple, effective way to improve morale among workers who are working long hours under high pressure conditions.

An easy, effective first step is to allow employees to think for themselves. Let them make the field decisions that you usually made in the past.

While you're at it, get rid of the rules or management techniques that act as constraints to innovative or creative thinking by your employees. Employees are not robots, so don't treat them as if their sole purpose is to produce. Let them think while they work on a customer's property.

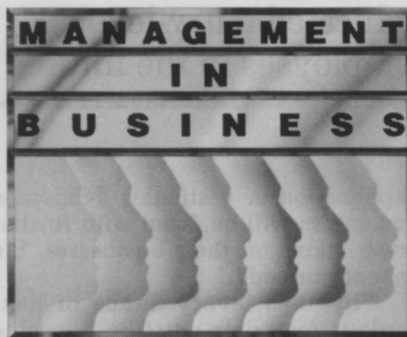
Many "demotivators" exist in green industry companies. Finding and getting rid of them will help improve employee morale this spring.

Exactly what are these "demotivators"?

**Decisions that are singularly beneficial.** Avoid making decisions that are for the benefit of only one employee or appear to benefit the owner of the company.

Often the urgency of problems in spring result in management making decisions that may be divisive to the company. For example, pressure to increase spring production may result in employees' only concern being to get the job done quickly—often with little regard to the quality of their work.

**Stressing individual effort.** Ours is a team business. Failure to promote team thinking generally results in your employees approaching their work with a one-on-one attitude. You lose the feeling that you're a part of



the company.

A lack of team attitude develops if and when you make decisions that seem inconsistent with the facts or previous decisions. Another sign is a sloppy, unkempt office area. This careless attitude about the appearance of the work area often carries over into the employees' attitude about customer service.

Spring is the time to change this approach to your workforce. Bring them together and re-establish the team concept. Have a pizza party or similar social event and let your employees know that you want them to work together as a team. Remind them that the uniform they wear is of your company and, as such, they are looked at by the community as a team.

**Playing favorites.** By singling out one or two individuals who seem to be carrying the company, you're creating a divisive environment. A few of your employees appear to be doing all of the work while other employees appear to be under-producing.

Eliminating these divisive actions will go a long way to improving the team attitude of your employees.

**Manager passing of the buck.** What happens when a supervisor voices his objections to your instructions in front of employees? Demotivation. Monitor managers to see if this condition exists. If it does, it must be corrected in order to remotivate your

employees and rekindle in them a belief in the company.

**Lack of employee communication.** Spring often means employee turnover, and a lack of training of the new hires frequently exists. Having a workforce that is under-trained and not sure of its job frequently leads to employee frustration.

Meet with your employees during the early summer months and be certain they understand what you expect of them. This will go a long way toward relieving employees' anxiety.

**Remote management.** Another area of frustration and demotivation of employees is when a company is forced to deal with absentee owners. If you own a lawn care company but have not been actively involved with it, take the time to visit the company and introduce yourself to employees.

Individuals who work for absentee owners are often uncertain of their future opportunities and the direction of the company. Meeting the brains behind the operations will improve their job motivation.

**Lack of employee recognition.** If you do not have some method of recognizing outstanding employee performance, now is the time to do it. When an employee sees their name on a plaque, receives a day off, or gets a preferred parking place for a period of time, they'll strive for a higher level of performance.

Give your employees the opportunity to shine among their peers.

Owners who notice a declining attitude of their employees during the spring need to determine what demotivators exist within their company. With work demands high and the hours long, demotivators are out there lowering employee morale.

By reinforcing the team concept and paying attention to personnel's needs, you can remotivate and encourage your employees, while increasing your company's profitability. **LM**

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## Fabric lends harmony to nutritional rivalry

Traditionally, trees and turf have been considered complementary of each other in the landscape. However, when placed side by side on certain areas of the golf course, an intense rivalry can develop between them for essential water and nutrients.

In effect, when trees are located too close to greens, tees, fairways or sand traps, they have the potential to cause tree root competition.

In these areas, trees have an excellent ability to absorb water and nutrients from the surface layers of the soil. This often robs the turf of these vital elements. In fact, a tree's feeder roots are located in the same soil as grass roots and the roots of ground covers and other plants.

All of this can be troubling for superintendents who want vigorous, deep-rooted, playable and aesthetically pleasing turf stands.

Putting surfaces are usually cut closer than collars or approach areas, and these areas are often more affected by competition from roots. If the turf shows stress due to tree roots, some relief can be obtained by raising the cutting height and implementing proper management techniques.

At times, however, it is necessary to prune tree roots to stop their unwanted invasion. Unfortunately, this practice is only temporary because tree roots can regrow quickly. A better solution to root problems is to use a root barrier after root pruning.

A new type of root barrier called Typar Biobarrier, marketed by DowElanco, offers several significant advantages over other barrier methods, especially long-term control.

Biobarrier is a multi-year root control system consisting of herbicide time-released nodules permanently attached to a permeable geotextile fabric. This fabric creates a vapor barrier that stops plant root encroachment into golf course greens, tees, fairways, sand traps, cart paths and other areas.

When installed vertically between the tree roots and the green, tee, fairway or paved surface to be protected, Biobarrier's control will be the most effective.

By pruning tree roots and installing Biobarrier, it is possible to reduce shock to the tree in the long run because repeated root pruning every

few years can be eliminated.

Mike O'Connell, superintendent at the Maketewah Country Club in Cincinnati, Ohio, installed Biobarrier around some of his greens, fairways and roughs.

### Subsurface competitors

In the past, his only method of control was to prune tree roots occasionally as needed. This proved time consuming and disrupted play too much in some areas, and the roots returned in just a



The Biobarrier system provides long-term prevention of root encroachment.

few years.

"We think Biobarrier will control our root problem for many years," says O'Connell, "which will lead to improved moisture conditions in troublesome turf areas."

Before installation, tree roots grew unobstructed into turf areas. This meant that O'Connell had to use more water in some locations to compensate for the great amount of water taken by trees.

In fairways, for example, maple and oak tree roots were growing under the turf, causing dry areas and taking water and nutrients away from the turfgrass.

### Short greens require more

At the Hole in the Wall Country Club in Naples, Fla., Buddy Carmouche installed 200 feet of Biobarrier next to a green that was competing with oak and ficus trees for water and nutrients. Because the turf can't always handle the combination of lower cutting height and tree root competition, the cutting height must often be raised in the summer just to maintain grass in some areas.

"We recently rebuilt a bunker that has ficus trees growing about 30 feet away," Carmouche says. "So when we dug the bunker out deeper, we

used the opportunity to cut the tree roots on the greens side and on the bunker lip side and just pull the roots out. We then installed Biobarrier, curving it along the new lip. We already see some results from last summer's installation. If this continues, we will probably use it on all the greens next year."

### Cutback in cutting

Root cutting was a ritual for Dale Caldwell, superintendent at Minneapolis Golf Club. He'd use a trencher or vibratory plow every four or five years to sever problem roots.

"We're using Biobarrier now in our roughs bordering our fairways," explains Caldwell, "plus along our greens, sandtraps and bunkers to keep the roots from encroaching those areas and sapping the nutrients and moisture from the turf."

And Caldwell reports dramatic change. "In the rough, the turf is dried out; the trees are taking a lot of their moisture. But beyond the trench where we put Biobarrier, the turf is green and looking healthy."

### Saving cart paths

Cart paths can also fall prey to errant roots. What's more, structural damage can be compounded by a lawsuit if a golfer is injured due to faulty pavement.

Dick Naccarato of the Naples Beach Hotel and Golf Club in Naples, Fla., is attempting to solve his root problems on cart paths by installing Biobarrier along certain areas.

"Some people prune tree roots on a regular basis to help alleviate the problem temporarily," says Naccarato. "But I'd have to do this so often that I'm afraid I'd be taking away too much of the tree's support system. That's why I really haven't been able to do much about roots until now."

Naccarato bought several rolls of Biobarrier to install along cart paths next to troublesome trees. The course contains a total of four miles of cart paths, but only certain areas must be replaced regularly. Because the cart paths are asphalt, tree roots grow easily into them, creating cracks and bumps in a few years. Naccarato plans to install Biobarrier in those areas, in the hope that it will forestall as much as \$5000 in cart path replacement costs. **LM**





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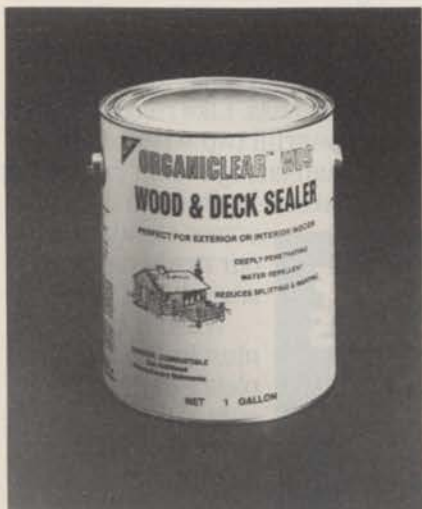
Circle No. 113 on Reader Inquiry Card



# PRODUCTS

## Wood, deck sealer for dimensional stability

Standard Tar Products new USOL Organiclear WDS wood and deck sealer is a penetrating, weather resistant sealer specifically formulated to



help preserve the dimensional stability of untreated and pressure-treated wood.

The ingredients penetrate deeply

into the wood to form moisture-guard barriers that repel water droplets, yet allow the wood to breathe. Since it penetrates the surface, WDS will continue to provide water repellancy long after the initial surface beading has receded.

The WDS formulation protects wood from damage due to the elements: sun, sleet and wind-driven rain. Helps prevent wood from splitting, warping, cracking, swelling or shrinking.

The clear finish highlights the wood's natural grain.

If a touch of color is desired, one of several stains may be used. The stains contain inorganic pigments that resist color changes due to exposure to ultraviolet radiation as well as reduce the surface degradation of the wood.

**Circle No. 191 on Reader Inquiry Card**

## New training programs for pesticide applicators

Pesticide Compliance and Training Services, Inc. of North Kingstown, R.I. offers an easy-to-use, verifiable and up-to-date way to train service technicians.

Companies can save payroll and time by using cost-effective training programs which cover numerous aspects of training. Areas covered include pesticide safety and handling, agronomic and horticultural issues, customer sales and service, driver safety, and current federal and state regulations.

PCTS says re-certification of its are often available for certified applicators. PCTS also offers regulatory/environmental compliance audits for the green industry. Items inspected include OSHA, SARA, RCRA, DOT and other pesticide-related responsibilities.

**Circle No. 192 on Reader Inquiry Card**

## Fungicide is pre-mixed, pre-measured, proven

New TwoSome flowable fungicide from Lesco is a combination of chlorothalonil and fenarimol, two proven ingredients for contact and systemic control of most fungal turfgrass diseases.

According to Lesco, TwoSome offers one-container convenience and

# EASY COME.



Top row: Leaf-feeding caterpillar, Mealy bug, Japanese beetle, Bagworm, Gypsy moth. Bottom row: Cankerworm, Leaf skeletonizer, Tent caterpillar, Webworm.



accuracy. Chlorothalonil, a contact fungicide and fenarimol, a systemic fungicide, are specifically formulated in a pre-measured 16:1 ratio to form a liquid product package in a one gallon container. The general use rate of one



gallon per acre aids in measuring convenience.

Lesco says TwoSome effectively controls a broader spectrum of

turfgrass plant diseases like summer patch, leaf spot, dollar spot, brown patch and gray snow mold.

Circle No. 193 on Reader Inquiry Card

### California accepts product for lawns, ornamentals

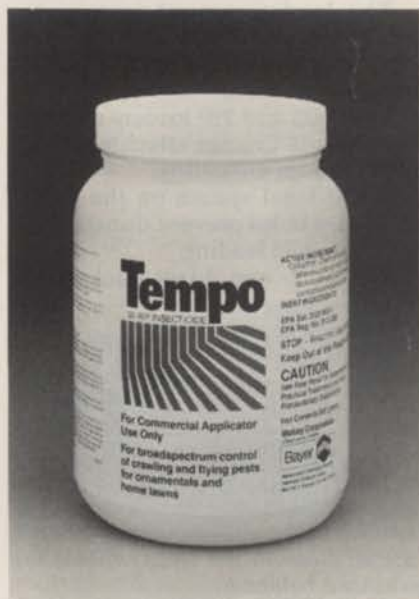
California has accepted registration of Tempo 20 WP insecticide for use on home lawns and ornamentals, according to a report from Mobay Corporation.

Mobay says that Tempo, a synthetic pyrethroid, controls more than 40 of the toughest turf and ornamental insects, including aphids, armyworms, whiteflies, thrips and ticks, with significantly less active ingredient than standard insecticides.

"Tempo performs as well as or better than standard insecticides at a competitive price, with up to 80 percent less active ingredient, minimizing environmental impact," notes Dan Meek, Mobay turf and ornamental product manager.

"Excellent insect control with less

active ingredient and low human toxicity are tremendous benefits in such an environmentally sensitive state," says Meek.



Circle No. 194 on Reader Inquiry Card

continued on page 58

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But with new TEMPO® insecticide, they're stopped dead in their tracks. On arrival. With excellent residual



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It's really a simple idea. Ornamentals need protection when insects mount their attack. With new TEMPO, the battle is over before it's even started. No contest.

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Circle No. 137 on Reader Inquiry Card

### New loaders compatible with popular tractor

Du-Al's new model 205 and 210 loaders are compatible with the Case-IH models 5130 and 5140 Maxxum tractors.

The loaders mount in minutes thanks to a patented Spee-D-Tach system, which operates with a couple turns of a wrench.

The 2025 and 210 loaders also feature Spee-D-Change attachments for quick-change versatility.

A self-level system on the Du-Al 210 loader helps prevent unnecessary spillage while loading.

The 6-, 7- and 8-foot buckets are



located close to the front wheels for good load balance.

Du-Al's 205 and 210 loaders are designed for low maintenance, convenience and operator safety and are available for 2-wheel drive tractors as well as front-wheel assist models.

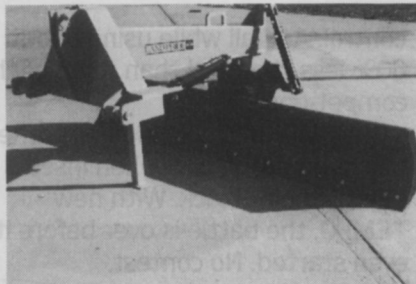
Circle No. 195 on Reader Inquiry Card

### New heavy-duty blades hydraulic and adjustable

Land Pride has developed two new series of heavy duty rear blades. The series 45 and 55 rear blades are for 90-hp and 150-hp tractors.

Each blade can be hydraulically offset and hydraulically tilted, and are manually adjustable.

Both the series 45 and 55 blades can



be angled as much as 45° for road grading and windrowing.

A heavy-duty, rolled 19" mold-board creates consistent and constant dirt flow.

All cutting edges are high carbon, heat-treated and replaceable. A retractable parking stand allows easy hookup.

The full range of options for Land Pride heavy duty rear blades in-

cludes skid shoes, side plates and gauge wheels.

Circle No. 196 on Reader Inquiry Card

### Mower models feature heavy-duty engines

The Excel Hustler 400 and 440 out-front rotary mowers use liquid-cooled, four-cylinder Ford gasoline engines.

The Hustler 400 sports a 45-hp engine, while the 440 is powered by a 54-hp engine.

Excel reports that both engines are factory-set at 3000 rpm for peak performance and long life, and feature a distributor-less ignition system which reduces routine maintenance.

Both the 400 and 440 feature the Hustler dual-hydrostatic drive system, which is combined with twin-level steering for true zero-degree radius turning. One-hand control provides unmatched maneuverability in braking and forward and reverse turns.



Circle No. 197 on Reader Inquiry Card

### Control products available in quart-sized containers

Ciba-Geigy introduces new quart containers for its Triumph insecticide, Banner fungicide and Pennant herbicide.

The new quart containers are an advantage primarily to first-time and small-quantity users of the products, according to Larry Dull, senior group leader of packaging application and development.

"The new containers make the products more convenient for users who don't need a gallon or more of the products on hand," says Dull.

"In addition, first-time users can sample the products easily, small quantity use is simpler and site-to-site transportation is easier."

Recent label amendments allow Banner to be used to control gray leaf-spot on St. Augustinegrass, and gray and pink snow mold on all labeled grasses. The new label also allows the product to be used for broad-spec-

trum disease control on virtually all nursery (field) ornamental plants.

Pennant's new label allows use on virtually all landscape and nursery planting, including residential land-



scapes. In addition, Pennant can be used on more ornamental plants to control more weeds and grasses.

Triumph is a restricted-use insecticide for use only by certified applicators for insect control in lawns.

Circle No. 198 on Reader Inquiry Card

### Mower improvements for easy operation

The Toro Company has introduced improvements to its heavy-duty line of ProLine mowers which increase ease of operation and performance.

Toro has added a new self-propelling system for longer life, a new fuel tank which is 33 percent larger and Vac-U-Power blades for improved bagging.

Toro reports that in tests with commercial cutters, the new self-propelling system lasted three times longer than standard systems.

The redesigned transmission includes new needle bearings with grease seals on the output shaft for increased durability.

The transmission's center pull engagement allows for equal load on the bearings instead of loading one side.

The reversed gear sequence has a third gear in the center to match up with the center pull engagement to allow for equal load on the output shaft.

Also included in the new self-propelling system are plastic double-seal wheel covers and sealed pivot arms which keep out sand and debris.

Circle No. 199 on Reader Inquiry Card

continued on page 62



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10,484	BODY FASHIONS/INTIMATE APPAREL	15,686	OPHTHALMOLOGY TIMES
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Circle No. 131 on Reader Inquiry Card

## PRODUCTS from page 58 Hill climbing a specialty with four-wheel drive

Jacobsen's versatile Turfcut T422D now features an on-demand four-wheel drive. A differential lock gives the T422D even greater traction to tackle slopes too steep for two-wheel



drive mowers.

Jacobsen reports that the Turfcut T422D has a low maintenance, liquid-cooled diesel engine for years of trouble free service. A high efficiency hydraulic implement drive provides smooth, quiet power to attachments.

The Turfcut can be equipped with front mounted 60- and 72-inch rotary mowing decks, or Jacobsen's 60-inch fine-cut flail. In addition, a snow thrower, straight blade, blower or rotary brush can be connected to the T422D for all-season

maintenance work.

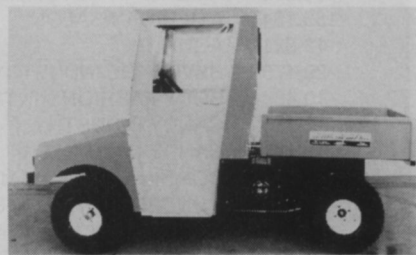
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## New four wheeler priced to be competitive

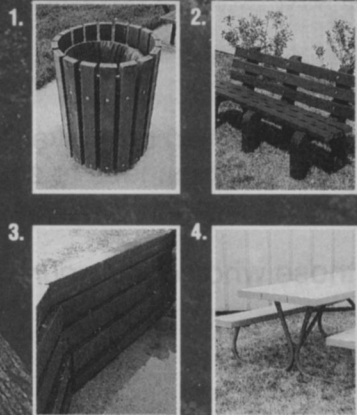
Haul Master has introduced a four-wheel utility vehicle for use in governmental, municipal, commercial and industrial applications.

The model HX-4480F-B is equipped with a 16 hp, 440 cc, overhead valve Briggs & Stratton engine. Haul Master says it is offered at a lower price than any comparable vehicle on the market.

Standard features include electronic ignition, automatic transmission, automotive style controls and steering wheel, hydraulic disc brakes and more. Options include dual fuel tanks, steel cab, turn signals, and hydraulic tilt cargo bed.



Circle No. 201 on Reader Inquiry Card



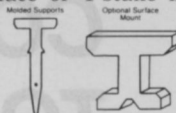
Many other quality products  
from Hammer's are available.

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5. Hi-back Bench  
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