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Grasshopper offers the broadest line of zero-turn front mowers, 12 to 25 hp, gas or diesel, cutting widths from 44" to 72", with mulching deck options, plus Quik-D-Tatch® grasscatching systems and year-round attachments.

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the ability to make all the right moves for mowing quality and time-saving productivity.

Zero-Radius Maneuverability



Outfront Reachability



Time-Saving Trimability



Square-Corner Turnability



Durability



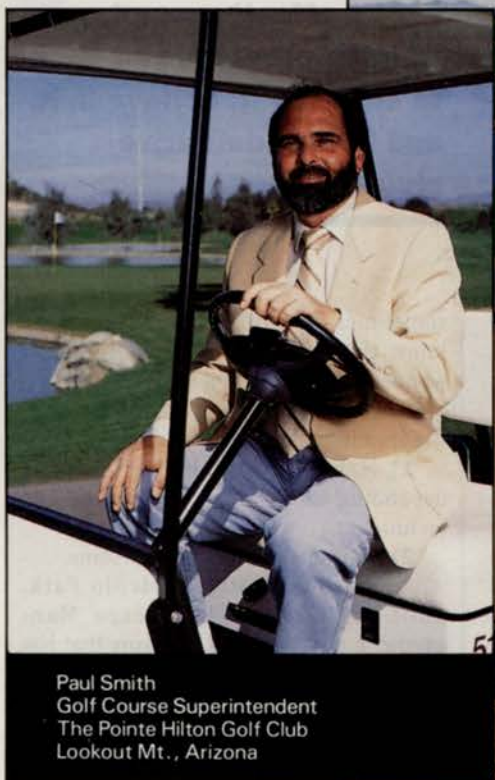
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SELECTED FLOWERING BULBS FOR FALL PLANTING IN THE U.S.

NAME	COLOR	LIGHT REQ.	PLANT. DEPTH	SPACING	FLOWER. PERIOD	PLANT HEIGHT	HARDI-NESS	ADAPTED ZONES (USDA)
Allium (ornamental onions)								
aflatunense	purple	sun	5"	4"	L	25"	H	3-8
caeruleum	blue	sun	5"	2"	VL	20"	S-H	4-8
christophii	purple	sun	5"	8"	VL	20"	H	3-8
cowanii	white	sun	5"	4"	L	16"	T	8-10
elatum	purple	sun	8"	8"	L	30"	H	3-8
giganteum	purple	sun	8"	8"	VL	40"	H	3-8
neapolitanum	white	sun	5"	4"	M	15"	T	7-10
Amaryllis (Hippeastrum)								
hybrids	various	sun	8"	10"	L	35"	T	7-11
Anemone								
blanda	various	sun	5"	2"	E	4"	H	3-7
coronaria	mixed	sun	5"	3"	M	10"	S-H	7-9
Brodiaea laxa								
"Queen Fabiola"	blue	s/psh	5"	4"	VL	12"	H	5-8
Crocus								
chrysanthus	various	s/psh	5"	2"	VE	3"	H	3-8
flavus	yellow	s/psh	5"	2"	E	3"	H	3-8
sieberi	blue	s/psh	5"	2"	VE	3"	H	3-8
tomasinianus	purple	s/psh	5"	3"	VE	4"	H	3-8
vernus	various	s/psh	5"	3"	E	4"	H	3-8
Eremurus								
various	pastels	sun	5"	12"	VL	30-70"	H	4-7
Galanthus								
(Snowdrops)	white	sun	5"	2"	VE	4"	H	3-8
Hyacinthus								
orientalis	various	sun	8"	4"	E	10"	3-8	
amethystinus	blue, wh.	sun	5"	4"	L	10"	H	3-8
Iris								
(English Iris)	purp/blu	sun	8"	6"	VL	20"	H	3-8
hollandica	various	sun	5"	4"	L	20"	S-H	8-10
reticulata	various	s/psh	5"	2"	VE	6"	H	3-8
Lilium								
(Madonna Lily)	white	s/psh	5"	6"	VL	20"	S-H	5-9
Muscari								
Grape Hyacinth	blue	sun	5"	4"	M	6"	H	3-8
azureum	blue	sun	5"	1"	E	5"	H	3-8
botryoides album	white	sun	5"	1"	M	5"	H	3-8
Narcissus spp.								
(Daffodils)	various	s/psh	5-8"	4-6"	E,M,L	10-14"	H	3-9
Paperwhites	white	sun	8"	4"	VE	14"	S-H	8-11
Oxalis spp.								
(Shamrock)	various	sun	1"	2"	M	6"	S-H	7-9
Scilla (Endymion)								
Span. blue-bells	various	s/psh	5"	4"	L	12"	H	3-8
Siberian Squill	blue	sun	5"	3"	E	5"	H	3-7
tubergeniana	white	sun	5"	3"	VE	6"	H	3-7
Sparaxis								
tricolor	various	sun	5"	3"	VL	10"	S-H	6-9
Tulipa spp.								
(Tulip)	various	s/psh	8"	4"	M/L	6-15"	H	3-9

ABBREVIATIONS: s/psh=sun, partial shade...purp/blu=purple and blue
 VE=very early...E=early...M=medium...L=late...VL=very late
 H=winter hardy...S-H=semi-hardy...T=tender.

Source: Netherlands FlowerBulb Institute



Paul Smith
Golf Course Superintendent
The Pointe Hilton Golf Club
Lookout Mt., Arizona



"ECHO TOOLS ARE A PERFECT FIT FOR OUR GROUNDS AND GREENS CREW"

"With all of the golf courses we compete with in this part of the world, it's critical that we keep our property looking first class all the time," says Paul Smith, Golf Course Superintendent at the lush Pointe Hilton Resort at Lookout Mt., Arizona.

"And with Echo power tools, the job is easy. Their back pack blowers, for example, are real workhorses for us and have saved us countless man hours.

"People always comment on how well groomed our property looks and a lot of the credit goes to our Echo hedge clippers, hand held blowers and trimmers. They're extremely well balanced and easy to handle and the results show.



"A real lifesaver for us is the Echo WP-1000 pump. A lot of our traps don't have drains and collect standing water in summer and winter months. That pump really dries the traps up fast.

"We never have downtime either. Even with heavy use, our Echo tools just keep running and running. When we do need parts we always get them along with quality technical assistance. Like their tools, Echo's service is outstanding."

For the Echo Dealer near you, call 1-800-432-ECHO (3246) or write: Echo Incorporated, 400 Oakwood Road, Lake Zurich, IL 60047.

* Survey results available on request.

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Circle No. 103 on Reader Inquiry Card

STAFF TRAINING: more than books



Joe Bowers helped write Willow Valley's training manual.

For an effective employee training program, you have to envision it, believe in it, and have a definitive philosophy.

by John B. Calsin, Jr.

■ What is staff training?

● Is it watching a Lesco video on "Rotary Spreader Calibration" or "Irrigation Maintenance & Troubleshooting"?

● Is it, as the Associated Landscape Contractors of America says in its Safety Resource Manual: "Tailgate meetings... informal, on-the-job training and discussion sessions that bring the hands-on approach" involving a foreman and technician?

● Is it attending one of the Southern California Turfgrass Council's annual Turf, Landscape & Sports Institute sessions, complete with Spanish translation?

● Is it studying during the Davey Institute of Tree Sciences' comprehensive, four-week tree care training course?

● Is it sometimes a pain in the neck?

● Or is it all of the above—and more?

Here's an overlooked basic: "Anybody who comes in contact with customers becomes your company. If they're not responding to clients and the clients' needs, (the employees) are giving an image you don't want to have." So says Gina Schlesinger, president of Catalyst Resource Group in Springfield, Pa., a company that specializes in communica-

tion skills.

Schlesinger believes that one aspect of training is to help employees understand that the service provided to a customer is crucial and may be pivotal. It can lead to customer dissatisfaction, excessive costs, or to lost business. On the other hand, if the employee really understands that he or she is the company, positive interaction will mean satisfied customers and a stronger bottom line.

Writing the manual—Joe Bowers is manager of grounds at Willow Valley, a resort/business-and-conference-center/golf course in the Amish countryside of Lancaster, Pa.

Working with his predecessor John Rowe, Bowers helped write Willow Valley's training manual. The manual has a section on turf, with a subsection on overall mowing techniques and standards, with a sub-subsection, titled "Crossing Paved Surfaces."

Bowers or other experienced employees train new employees on each piece of equipment, working up from the less technical and dangerous to the more complicated. "We take time to show them the individual pieces, even pole pruners, before we turn them loose," Bowers says.

However, "it does get nerve-racking

sometimes. I'm sitting in my office and I know there is a new guy out there...(I wonder) how he's going to do."

Bowers has two suggestions for writing training manuals:

1) Make them fluid, able to evolve depending on changing equipment and techniques.

2) Don't make them cumbersome.

Across the country in Menlo Park, Calif., is Gachina Landscape Management, a six-year-old company that has grown big and fast. General manager Lance Schendorf wants Gachina's customers to view his employees as professionals and "not just janitors that work outside." So the company became involved in the California Landscape Contractors Association's Certified Landscape Technician program.

Schendorf says that seven of 77 total employees have either completed the program or passed one or more of its written and practical parts.

Two languages—Gachina has another training program, too: English as a second language for its Hispanic employees. The classes, offered at a nearby vocational technical school, are organized in five-week units. The votech provides the instructor and the company pays the cost.

"This program is so rewarding," Schendorf says, "it gives us goose bumps. The employees want to learn. Their faces just light up."

Gachina also offers in-house, one-on-one training on skills like mower operation, in either English or Spanish.

In Kent, Ohio, Davey Tree Expert's training programs "have kept us on the cutting edge," according to Dr. Roger Funk, vice president of human and technical resources.

In the winter of 1908, Davey began its formal training program. It has evolved into including employee orientation, at the annual four-week Davey Institute of Tree Sciences (D.I.T.S.) that simulates a



Newer employees should be supervised by veteran employees during instruction.

university classroom environment.

Computers used in the D.I.T.S. "level the ground for everyone, no matter what their previous education level," Funk says. During the training, a 3-D animation of a tree trunk developing allows trainees to see the inner workings of the tree as it grows: physiological changes, cell division and the like. In other words, the tree grows right before the student's eyes.

A philosophy—A company, Funk believes, without a planned growth strategy (that includes education) is bound to develop inconsistent practices. Customers do not get the same quality and type service from site to site.

"For companies in today's world, training employees is important to satisfying and retaining customers," Funk contends. "Training is a means of acquir-

ing good employees and keeping them—without which there are no customers."

Staff training is a two-way street.: (1) management's attitude toward the employee and helping him or her do a better job; and (2) the employee's desire and then action to take advantage of management's willingness and helpfulness in learning more.

Staff training is not a matter of materials, courses or seminars. There are plenty of those. It is a philosophy with benefits for everyone.

— The author is a freelance writer based in West Chester, Pa.

He is a frequent contributor to LM. Training photos by Albin P. Dearing, Davey Tree Expert Co.

It's the atmosphere...

■ "Atmosphere makes a difference," says Dr. Roger Funk of the Davey Tree Expert Company, discussing employee training. The problem is how to fit a training area in between riding mowers, leaf blowers and the workbench.

Here are some possible suggestions:

1) Have a specific area set aside as a learning zone, training area or classroom.

2) Make sure the training area has desks or tables and chairs specifically for training.

3) Keep training manuals, professional publications (including *LANDSCAPE MANAGEMENT!*) and textbooks in this location.

4) Encourage employees to receive and read trade journals.

5) See *LANDSCAPE MANAGEMENT's* January 1994 issue ("Rainy Day Training") for training videos available.

6) Try and cultivate a positive attitude toward staff training.

7) Set up a budget line item specifically for training purposes.

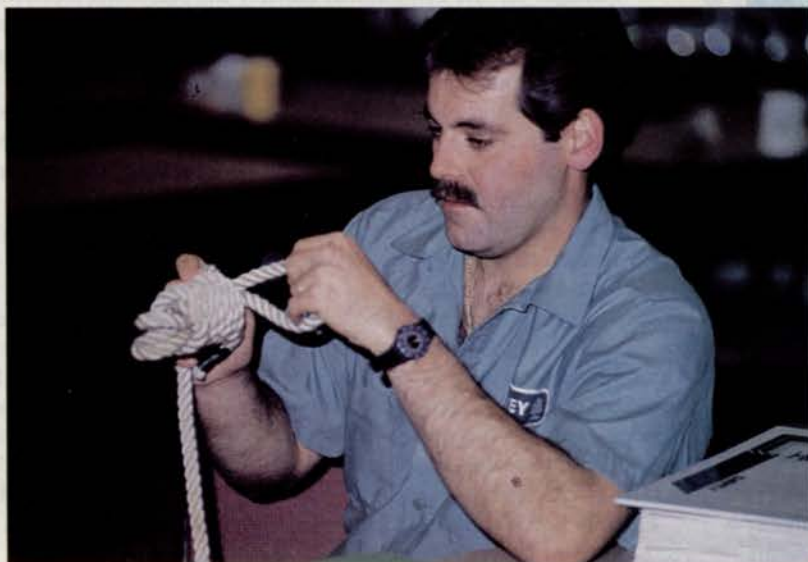
8) Encourage—and help pay for—attendance at "off-season" trade shows. This might be part of an employee incentive program or bonus to qualified employees.

9) If there is a college or university nearby, talk with the continuing education department about developing an internship program. For college credits, a student in the education department might help you set up a training program and then help conduct the training.

10) Most importantly, cultivate a training mind-set.

—J.B.C.

Even something as basic as rope-tying is covered in Davey Tree's training.



EPA's plan standardizes posting

Agency recommends posting for LCOs, parks, golf courses and homeowners; doesn't rule out federal posting law.

■ You have until Oct. 31 to write to the U.S. Environmental Protection Agency (EPA) and comment on its plan seeking standardized posting requirements for pesticide applications.

That was the date set in an EPA position paper that "strongly recommends" that pesticide posting programs be the same wherever they're instituted. The EPA's effort is aimed at the 19 states and the few local governments with posting. It also provides guidance for those jurisdictions considering posting.

The EPA's document is finding mixed reviews in industry. The biggest stumbling block: homeowner posting. EPA's recommendation suggests that homeowners post too. So far, only Connecticut and Prince George's County, Md., require homeowner posting.

Allen James of Responsible Industry for a Sound Environment (RISE) believes the

For golf courses:

CATEGORY C

PESTICIDES ARE PERIODICALLY APPLIED TO THIS GOLF COURSE

EPA "has overstepped" its purpose. "As far as we can tell, states have not asked the EPA for this type of guidance," he says.

"Rise will respond. There is no question about that," he says. The organization is contacting member companies for their views. Much of the RISE membership is chemical manufacturers and formulators.

But lawn care companies, long subject to posting, feel that standardization of posting is probably a good thing.

"Most importantly, standardization will facilitate education, especially of children, concerning the meaning of the signs and appropriate behavior to avoid exposure," says the EPA document.

Norm Goldenberg says his company, TruGreen/ChemLawn, favors standardizing warning sign and, in general, favors posting. "For the most part, the lawn care industry already posts," he points out.

For public parks, school grounds, recreational fields, cemeteries:

CATEGORY B

CAUTION, PESTICIDE APPLICATION. KEEP OFF

(LAWN TREATMENT DATE)



"I think it's terrific," adds John Buechner, director of technical services, Lawn Doctor Inc., Marlboro, N.J. "It's the fruition of years of work by a lot of lawn care people to get the EPA to recognize our concern over homeowner application."

Tom Delaney, government affairs manager for the Professional Lawn Care Association, however, thinks the EPA guidance paper may encourage states that don't have posting to consider it. And, he says, "it increases the likelihood that environmentalists in states with no regulations will get their hands on this." Delaney specifically mentioned Texas and Minnesota, states that have already considered posting.

EPA's guidance document divides posting into three categories:

Category A, private lawns and lawns surrounding publicly-accessible buildings: 4x5-inch sign, graphic design will include an adult, child and dog standing on a lawn within a circle slash;

Category B, public parks, school grounds, recreational fields, cemeteries: 8½x11-inch

CATEGORY A

For private lawns and lawns surrounding publicly-accessible buildings:

CAUTION, PESTICIDE APPLICATION. KEEP OFF

(LAWN TREATMENT DATE)



sign, graphic same as Category A;

Category C, golf courses: 2x3-foot sign with no graphic.

EPA recommends that the signs have a bright yellow background with black lettering. Category A and B signs can be made of rigid *recyclable* (their emphasis) plastic or coated cardboard. Sign and printing must remain legible for up to 48 hours. The bottom of the sign should be at least 18 inches above the ground.

Wording for Category A and B: "Caution, Pesticide Application. Keep Off" in two lines with a third, bottom line displaying the lawn treatment date. On golf courses, the EPA is recommending the wording "Pesticides are periodically applied to this golf course" in letters 2½ inches high plus other information.

For turf treatments in either Category A or B, signs should be posted at all common or conspicuous points of entry, at least one sign for every 10,000 sq. ft. of lawn treated. On golf courses, signs should be posted at first and 10th tees or at a central clubhouse location.

The EPA says professional applicators are responsible for supplying and posting signs, while do-it-yourselfers will get theirs from retailers as part of a "good neighbor" policy.

The EPA did not rule out the possibility of instituting a national mandatory posting program.


"At this time, EPA has not made any determination as to the necessity of instituting mandatory Federal posting program in order to reduce or prevent unreasonable adverse effects," said the position paper.

To comment in writing: Linda Leola P. Murray, Communications Branch (7506C), Field Operations Division, Office of Pesticide Programs, U.S. Environmental Protection Agency, 401 M Street, SW, Washington, DC 20460.

—Ron Hall

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One application in the spring to control billbugs and *Hyperodes* weevils, will effectively control grubs throughout the summer.

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