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OUTLOOK

Last year there was a fatality in northern New Jersey. A tree climber was removing large dead limbs from a huge white oak in the backyard of a residential property. Another crew member was dragging the brush to the front of the property to be chipped.

It was hot and humid and the ground man wasn’t wearing a hard hat. When the climber told him to put it on, he said, “Why should I? It’s too hot. I’m watching you out of the corner of my eye. Nothing’s going to hit me.”

A falling piece of dead wood hit him in the head and fractured his skull. According to the medical examiner, he was killed instantly.

The company these people worked for was reputable, highly regarded by the industry, had been in business a long time, was active in industry affairs and was noted for its dedication to safety, training and professionalism. This was “a tree company’s tree company.”

The next morning, the man from OSHA began an investigation into the incident. The company received a citation stating that the death occurred as the result of a willful violation of OSHA requirements in allowing the employee to work without proper personal protection. The citation included a huge fine.

The company contested the citation and presented evidence that the employee had been issued a hard hat and had signed a document acknowledging that it was to be worn at all times.

OSHA didn’t want to hear it and the contest went to a hearing. At the hearing, the company made it clear that a valued employee and friend had lost his life, and all were sorry for that. However, the incident occurred as a result of the employee’s negligence.

In addition, the company had copies of citations in the employee’s personnel folder indicating that the employee had been reprimanded and penalized for violating safety requirements.

The judge ruled that the incident occurred as the result of “unpreventable employee misconduct.” The employee was responsible, not the employer.

Still, the company had to pay to prove its innocence. Between lawyers fees, expert witnesses, time lost by personnel and miscellaneous items, the firm spent about $30,000 to get to that point.

Sad as it might be, if the employee is at fault, shouldn’t the employer be responsible? You have to prune a lot of trees to earn $30,000, and how much would that $30,000 impact the company’s investment in future training?

I don’t think employers are always right, but they shouldn’t automatically be fair game. 

Robert Felix, Publisher
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ARBORICULTURE:

A Look To The Future

By Donald F. Blair
When I was growing up in the 1950s, the year 2000 was a mysterious symbol of the future. Articles in Popular Science and Popular Mechanics had us living like the popular cartoon show, the Jetsons. We were expected to commute to work in helicopter cars and live in futuristic communities with food grown hydroponically. Of course, there were also the doomsayers who predicted that we would have blown ourselves back to the Stone Age with nuclear bombs.

The year 2000 is pretty close right now. I'll probably still be making payments on my truck in the year 2000. There will be a bunch more people and a little less space but, overall, I don't think things are going to look like the Jetsons. I think Bartlett and Davey and McClanahan will still be working on a few of the estates that their companies were founded on in the early 1900s.

When the International Society of Arboriculture held its 1972 annual meeting at Newport Beach, California, Richard Alvarez asked my father, Millard F. Blair, to provide a retrospective on the past history of arboriculture. Having been an arborist since 1911, his firm, The M.F. Blair Tree Experts was in its 50th year. M.F. Blair said he'd speak, but only if his son, Don, who was just getting started in the profession, would follow with a look into the future.

And there I was, telling a room full of arborists that I felt like a tadpole being asked to tell what it was like to be a frog.

At that 1972 meeting, I attempted to look about 25 years into the future, or about now. Looking back, I was right about many things, but there were many things that I didn't mention because there were no clues in 1972 about what was to be among the most active decades of change the profession has seen since its inception at the turn of the century.

In 1972, at the age of 19, I could not have foreseen the explosive growth of the National Arborist Association and the ISA. I could not have foreseen the Tree Trimmers Jamboree that Dick Alvarez and Bailey Hudson would found in 1973. In 1972, I could not have foreseen the introduction of the Poulan XXV, the Stihl 020 or the Power Mac 6. In 1972, I could not have foreseen the effort made by the industry to educate itself through certification programs, slide and video programs and books and pamphlets.

In August 1972, I didn't know that the first ANSI Z-133 standard would be approved by ANSI as a standard in December 1972.

In 1972, I couldn't possibly have foreseen the torturous path that my own life and career would take. Who can?

As they say: "That was then and this is now." Here we are in 1995 and all these things have come to pass - and more.

The Jamboree is international. Richard Alvarez retired a few years ago; Bailey Hudson will retire this year. In 1972 Bob Felix was elected president of the NAA. Having been the executive vice president of the NAA since 1974, he is planning ahead to his retirement.

The PM6 is history, the 020 has been redesigned. A new generation of arborists will make their choices among the Stihl 020T, the Shindaiwa 357 and a saw that Husqvarna is still working on.

Looking ahead a quarter century carries with it the same risks that it did in 1972, but my "know how" and "know who" is a little more advanced than it was then.

There are certainties for the future. Arboriculture has a future, a bright and exciting one that will continue to evolve, change and frustrate all who enter it.

 Arboriculture has a future, a bright and exciting one that will continue to evolve, change and frustrate all who enter it.
premium for bi-lingual foremen and supervisors. I think it is great that many educational materials are available in Spanish.

Women have always had a role in arboriculture. Traditionally, that role has been in the office as the owner or secretary, but women’s roles in arboriculture are continuing to expand. There are as many roles for women in the field as there are in the office. Today, there are women climbers, sales representatives, plant health care technicians and consultants. I think it is worthy of note that in 1996, The NAA, the ISA and the American Society of Consulting Arborists will all have women presidents. I believe that each association is marking its first woman president. The fact that they are all in the same year is truly remarkable. Has anyone checked a horoscope lately?

Bob Felix doesn’t see much change ahead in the composition of the industry. He believes that 25 years from now there will still be huge, medium and small firms offering everything from line clearance to residential/commercial services. He does see computers continuing to grow in importance as business aids to sales and cost accounting.

I predict that enterprising arborists will figure out ways to tap into the so-called “Information Highway” that can’t be predicted at this time. It is entirely conceivable that arborist supply companies will go on-line, permitting customers to preview new products, place orders or take advantage of sales that might feature close-outs of products. You could check a supplier’s bulletin board for the “Special of the Day.”

Felix also expects labor to continue to be the great imponderable. Since the Dawn of Man, when some enterprising caveman began to trade firewood for nuts and berries, we’ve been plagued by a fickle and transient labor force. Robert Kirwin also noted of his work force that it was wise to plan on an average 3-year cycle. He figured that the first year was exciting, the second year was becoming a little more routine, but raises kept morale up. By the third year, the job was routine and the money was leveling off, so that was the year a worker would be most likely to head on down the road. That is just one man’s experience. Many old, family firms can point to men who have been with the firm for 40 or more years. Others check their watch before they tell you how many people they have. The point is, it isn’t going to change. Plan to recruit, train and replace.

Equipment

Arborist equipment is best divided into non-powered and powered equipment and powered equipment is everything from chain saws and blowers to awesome all-wheel drive aerial lifts. Non-powered equipment includes such things as our ropes, saddles and pruning tools. While Detroit kept changing the styles that drove us to work, our ropes and saddles didn’t change much over five or six decades. Change began after World War II with chain saws, chippers and bucket trucks, but we still climbed on manila and pushed Fanno No. 8s or pulled an Atkins Silver Flash.

A few of the most dramatic changes in arborist equipment over the past 25 years have been the shift from manila to polyester climbing line and from three-strand to braided construction; changes in tree saddles from homemade rope and leather belts to manufactured saddles using synthetic fibers; the development and acceptance of specialty rigging equipment and removal techniques; and the Japanese tri-edge pruning saw design.

Manila rope served industry and sailors for centuries before being replaced by synthetics. New synthetic fibers are continuing to be developed by the cordage industry. Both Susan Cook (Yale Cordage) and Randy Longerich (Samson Division, American Group) feel that although arborist ropes may undergo some refinement, 12- and 16-strand polyester fiber climbing lines will be with us well into the foreseeable future.

Although Longerich doesn’t predict any substantial changes in climbing line, he thinks that there will be continued experimentation with climbing techniques. Recent developments of practical splicing techniques for 16-strand rope has
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made the split-tail climbing method more popular.

Powered equipment is one area in which dramatic change is predictable. Richard Goforth, of Southco Industries, sees more use of computers in on-board systems. He feels that trucks will be equipped with dashboard instruments to indicate low tire pressure. Fuel mileage and tire life are greatly affected by improper inflation. At the International Construction Utility Equipment Exposition in Louisville, Kentucky, Goforth observed robotic arms as an option on aerial lift equipment. With such a device, a qualified worker could use an insulated robotic arm to pick a tree limb off an energized conductor. Felix said that he observed an experimental unit mounted on the end of a boom that looked like a cockpit. The operator manipulated controls that operated robotics. If robotics can be perfected for line clearance, it is entirely feasible to predict that tree work that once had to be performed by 185-pound Euc Men on the end of a rope may be carried out from an air-conditioned capsule by a 95-pound woman, or by a worker with a disability that once would have made a career in tree work impossible.

At the ISA annual meeting in Hilton Head, South Carolina, I witnessed the beginnings of interactive computer training. As programs become more sophisticated, I predict that it will be possible to create virtual reality simulators to train arborists in pruning or removal techniques without danger to the trainee, tree or adjacent property.

Practices

At present, there is a free exchange of ideas, tools and techniques between classic “American” climbing techniques, European techno-modern and other high-angle occupations. I would expect that out of this exchange a more-or-less standard method of climbing will evolve that will incorporate a practical blend of classic and modern techniques.

In the year 2022, the ANSI Z133.1 standard will celebrate its 50th anniversary and mark its 10th revision. The Z133.1-1994 ANSI standard is already scheduled for revision in 1999. Primary issues regarding the 1999 revision concern evolving climbing styles that use prusik loops, ascenders and carabiners. Provisions are already in place to study these methods and to make recommendations...
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to address changes in the next standard.

I think that arborists will still be using the tri-edge tooth on their pruning saws in 25 years. I think that certain classic hand tools cannot be improved upon. In advanced geezer-hood, I'll still be shuffling around the Old Arborists Home, snipping at shrubs with a Felco No. 2 and a Marvin pole pruner.

Arborists have been sinking lags and other hardware into trees to secure cabling systems since blacksmiths had to fashion the fittings at the forge and anvil. German arborists are currently experimenting with non-invasive methods utilizing slings as a replacement for lags. Such techniques may find some favor, but I fully expect cabling systems will continue to use old-fashioned cable and lags or through-bolts well into the 21st century.

The world of arboriculture is shrinking because it is expanding. I know that statement doesn’t make sense at first glance, so let me explain. For the past 70 or 80 years, arboriculture has been uniquely American in origin and focus. In years past at an ISA conference, three friends from Europe may have been a crowd but it wasn’t an international group. Times are changing. The ISA convened a large meeting in Germany in 1993 which included a Jamboree that numbered 58 competitors. They were at it again in September, in France. The ISA will hold its annual meeting in 1998 in England. The greatest amount of growth in the ISA is occurring in Europe and elsewhere. By the year 2022, the ISA could conceivably have more than 25,000 members in nearly every country in the world that has trees.

The ISA is putting in place now some programs that should have an impressive track record behind them by the year 2022. The Research Trust is focused on two major goals. The first is to increase funding dramatically. To date, funding efforts have been directed to members and chapters and suppliers of arborist equipment. Compared to the vast ocean of world financial resources, we’ve been fishing in a gold fish bowl. The Trust wants to solicit funds from those who enjoy the benefits of trees as well as those who benefit the trees.

The other project is called a “Living Laboratory.” The first three of 10 sites have been identified as Arlington National Cemetery, Virginia; Nebraska City, Nebraska; and The Presidio, California. The concept is to create demonstration plots of interest to the public and value to the profession. For example, a grove of mature trees in the shadow of the Tomb of the Unknown Soldier may be properly pruned and cabled. A self-guided tour with appropriate signs will inform the tour-taker of the benefits and appearance of correct pruning, cabling and fertilization. Researchers wanting to do an experiment involving sites, selection, root growth, whatever, can submit a request to establish a test plot at one or more of the Living Laboratories.

Millions of people a year visit Arlington and the Presidio. The value of public awareness education regarding trees over the next 25 years at these and other sites is inestimable.

This year the ISA will release my first full-length publication, Arborist Equipment. Over the next 25 years I expect to complete a five-volume series on arborist skills, preside over their revision and then die.
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Professional organizations

Brian Barnard, Government Affairs specialist for the NAA, and Bob Felix predict an equally bright future for the NAA. Founded in 1938, the NAA is arboriculture’s trade association. Membership is open to the owners of firms engaged in providing contract tree services. Among many benefits, the NAA supports its members with training programs, legislative action and training in business management and survival. On the public relations front, the NAA has been instrumental in organizing tree care projects at the Statue of Liberty, Independence Hall, Arlington National Cemetery, and other notable, historic sites.

Young professionals are going to continue to establish small residential/commercial tree services. Membership in the NAA will continue to grow as these people join to enjoy the benefits of the programs and the seasoned experience of established members.

I think that ASCA is really going to come into its own in the coming decades. The field of consulting has been in its infancy for over 50 years. It is time for the baby to leave the cradle.

John Duke, the executive director of ASCA, believes that a fundamental shift in the definition of the consulting arborist is already taking place. In the past, ASCA members were arborists who did some consulting. In the future, Duke sees the shift to trained consultants with a specialty in arboriculture.

In the past, a consultant might have been asked to give an opinion on the health or value of a tree to a client as a subset to traditional services of pruning, spraying and removal. Now consultants are being asked and will continue to be asked to provide expert opinions as their sole product. More and more opinions are being sought by persons seeking to resolve tree-related conflicts. People such as Dennis Yniguez, Victor Merullo and Joe Bilesci are emerging as leaders of highly specialized arborist-consultants - arborists who have passed the bar.

Duke hopes that certification programs will continue to be refined and strengthened in order to provide the best training possible for arborists.

Duke also sees fundamental change coming in the area of tree valuation and appraisal. In addition to the present method, he envisions the adoption of other systems to allow the appraiser to select an equitable method appropriate to the situation. Duke also feels that the field of appraisal will become more specialized and demanding. Persons wishing to assign values to trees will probably have to become more knowledgeable in the big picture of real estate values and the like.

My old friend, Leslie S. Mayne, said more than 25 years ago, "You simply can't have a $30,000 tree on a $5,000 lot!"

He’s right. The fact that the Internal Revenue Service and other ruling bodies very rarely accept CTLA formula values further strengthens Mayne’s unshakable position.

I try not to be redundant, but there are times such as this that call for it. Duke’s vision for the future of the consulting arborist is bright, challenging and virtually unlimited. That vision is also going to require professionals to get professional. Ed Irish once dressed down an entire room full of NAA people by screaming at us, "What are we, a bunch of down-the-road
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ham-and-eggers who don’t know our butts from page eight, or are we professionals?” The question is still begging to be answered.

**Regulation**

Dave Dahlstrom, Shindaiwa spokesman, says that the future promises almost shocking change in the outdoor power equipment market. Governmental and environmental regulation, not consumer demand, is going to drive these changes.

California has enacted legislation governing emissions called CARB, or Clean Air Resources Board, standards. These standards dictate the allowable emission levels that 2-cycle engines, such as chain saws and blowers, can produce. Although timetables for enactment have been postponed, the regulations are going to go into effect. The Environmental Protection Agency is expected to adopt California’s standard nationwide within a few years.

Dahlstrom predicts that these changes will force manufacturers to discontinue many 2-cycle engines that are quite popular today. He predicts that these changes will increase cost pressures on products and encourage the development of alternative power sources. I’m certainly impressed with the quality of battery-powered electric drills today, but I will be amazed if chain saws are developed that run on batteries with enough power to satisfy the Euc Man of the 21st century. In the year 2022, I’ll probably be an outlaw survivalist arborist with a cache of Poulan’s, Stihls, Shindaiwas and Huskys buried in my compound. You’ve seen such futuristic movies as “The Road Warrior” and “Waterworld.” Maybe there will be a similar movie called “Tree World” or “Tree Warriors.” In the future, diehard Euc Men will continue to cut trees with illegal chain saws and chip brush with ancient Asplundh chippers pulled by souped-up Dodge Power Wagons.

Getting back to reality, Dahlstrom also sees more development in 4-cycle engines as 2-cycle replacements. Shindaiwa sees the next 25 years of arboriculture as a great opportunity for product growth and development. Dahlstrom feels that the focus of manufacturing will continue to draw away from production logging saws to efficient, lightweight and mid-range saws. Guard your 090s!

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Malls, Disstons and real McCulloch chainsaws, noise was how we gauged their power. Currently, the Shindaiwa 357 is the quietest professional-grade climbing saw on the market. Power is always an issue with climbing saws. Sitting in on a focus group that Shindaiwa sponsored to get feedback from the field user, the consensus was, "...make the saw louder if that will make it cut faster." I don't know, it seems OK the way it is to me, but I'm not playing beat the clock any more with my tree work.

Blowers were the first pieces of equipment to be picked on by city councils; now I understand bans in some communities extend to lawn mowers, chain saws and brush chippers. We'll see how long some of these bans last after an ice storm or a hurricane.

Speaking of regulation, Barnard actually foresees some good news in that arena. For the past 25 years, OSHA has focused on the first sentence of the General Duty Clause, which states that the employer has to provide a workplace free of known hazards. Barnard thinks the coming years will focus more attention on the second sentence, which obligates the employee to take some personal responsibility for compliance. Randy Longerich thinks, and I agree, that the profession is far better off to maintain an aggressive, pro-active position on safety and training. We are far better off to set the example for the government than to wait for the government to tell us. As things stand now and should in the future, OSHA looks to ANSI Z133.1 for guidance on enacting regulations. The only seat with any control is the driver's seat. So far, the ISA and the NAA have done a good job of staying in the driver's seat. We need to do what we can to keep them there on our behalf.

**Globalization**

I can't help but think of global warming when I see such a word. The world is getting smaller. Manufacturers are spreading their investments around the world to insulate themselves better from fluctuations in international currency exchange.

I think the most significant trend towards globalization is not coming from Japanese or European manufacturers, but from American tree companies. Asplundh, Bartlett and Davey are all expanding into Europe, Australia and beyond. Mike Greene, a friend from the old Sohner organization, is transferring from San Rafael, California, to Bartlett's Great Britain office. Southco Industries is designing all-aluminum forestry bodies to fit the small lorries that Bartlett is going to use at Southern Tree Surgeons, the name of its operation there. This reveals something of the American style. Goforth figures that Southern probably makes a few million a year with two trucks. He's exaggerating to make his point. Now the operation will be "Americanized" with a huge fleet of new trucks, and it will still probably gross a few million a year.

No offense intended to any party, but it's true - compared to much of the rest of the world, Americans love equipment - big equipment, powerful equipment and highly specialized equipment. I used to take that as gospel until I saw German and Italian tree equipment. Some of the German bucket trucks are so huge they are mounted on self-propelled crane chassis.
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When used in cemeteries, they have been known to collapse burial vaults and overturn. Bartlett, Davey and Asplundh are going to fit in just fine in Europe and Australia.

As such firms establish themselves overseas, I would expect there to be an increased shuttling of arborists from Europe to America and vice-versa. I hope one quaint European custom doesn’t make it over to our shores - European-style regulatory practice. I used to look to such states as California, Massachusetts and New York for leading edge “crackpot” legislation. Compared to a Eucl Man’s interpretation of some German laws, American laws are still the most sane in the world. For example: It is illegal for a German national to use a chain saw in a tree. Foreign workers, however, can climb with chain saws. It is illegal to prune live wood from trees between March and September. Nesting birds might be disturbed. Noise ordinances and tree protection ordinances are more clearly defined and strictly enforced.

Nowadays, if I want to get a glimpse into the future of environmental law, I’ll look to Europe rather than California.

The not-so-distant future

2022. It seems like a long way off. It isn’t. Twenty-five years from now, World War II veterans will be as scarce as World War I veterans are today. As a matter of fact, the end of World War I occurred 77 years ago. In 2022, World War II will have been over for 77 years. Perhaps a writer for TCI International will choose to write an article on what it was like to run a tree service during the Vietnam War. There may be some faded photos of 1972 Ford F-600 chipper trucks, Wayne chippers and Skyworker aerial lifts. Some guy named Blair may be quoted for the comic relief of how wrong he was about the future of arboriculture.

The best advice I can give a young person just beginning to enter this profession is to start planning for your retirement now. You’d be amazed at how much a few bucks can accumulate to over a span of 40 or 50 years. I didn’t plan, and I wish I had. See you in the future.

Donald F. Blair, arborist, author and lecturer, owns and operates Sierra Moreno Mercantile in Big Pool, Maryland.
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TREE CARE INDUSTRY - NOVEMBER 1995
Story poses questions

I have several questions regarding Wayne Ringlaben's story in your September 1995 issue's "From the Field" column. I am no stranger to exaggerated tales of monolithic removals, having been a climber for 14 years myself (I may even have told a few of my own; but I feel a need to point out some of the more glaring problems in this particular fish story.

First, are the tree firms in Whitehall, Pennsylvania, so short-handed that they have taken to hiring the first guy to call from the local tavern? How did the job become an "emergency" if a crew has been there building an addition only inches from the tree? What "credentials" could be presented from the payphone at the bar?

Are there really 110-foot tall chestnut trees in Whitehall, Pennsylvania? Someone should tell the good people in Connecticut's extension service that their tireless work on a strain of hypo-virulent chestnut blight may be for naught. Was the oak really taller than 100 feet? It would have to be at least as tall as the "chestnut" to be of much use in lowering the top over a three-story building.

How could a climber with 10 years experience not be at least somewhat accustomed to drawing a crowd when doing large removals? It is, after all, a spectator sport for most laymen when they see a man in a tree with a chain saw running inches from his face.

How does anyone last 10 years in this profession without learning the value of a seasoned ropes man? Many's the day I could have kissed my groundman (if he weren't so butt-ugly) for making me look like my job was a lead pipe cinch for just plain saving my hide in a hairy situation.

I enjoy a good yarn as much as the next guy, but let's save them for taverns and not try to elevate them to the status of news in a professional trade magazine.

If I could meet Mr. Ringlaben in person, I would love to tell him about the time I single-handedly took down a 120-, no I mean a 150-foot silver maple over a three-story slate roof, no I mean a three-story greenhouse.

R. Brian Watkins
The Arborworks, Inc.
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The New OSHA

Over this past summer, Congress and President Clinton’s administration have wrestled with the task of reworking the Occupational Safety and Health Administration (OSHA). Each government body has taken steps toward a leaner, more effective federal safety agency.

The House of Representatives has been addressing a bill (HR 1834) introduced by Rep. Cass Ballanger (R-NY) to reform OSHA. Ballanger is the chairman of the House Economic and Educational Opportunities Subcommittee on Workforce Protections. The subcommittee has held several hearings on the bill, but no markup to the full committee is scheduled.

The National Association of Manufacturers has formed the “Coalition on Occupational Safety and Health” to help push the bill through Congress by the end of this year. Currently, more than 2400 coalition members, including the National Arborist Association, have joined the effort. A coalition representative said the group will send a letter of support to Ballanger urging him to move on the legislation.

Challenges remain, as the legislative calendar has little time open before year’s end. Even with success in the House, OSHA reform action in the Senate is still difficult to predict. Political arm-twisting is more pronounced here, and several versions of OSHA reform are circulating.

Sen. Judd Gregg’s (R-NH) bill (S 526) has been the focal point to date, with such features as barring OSHA from issuing fines of more than $25 for non-serious violations. Currently, OSHA can issue fines of up to $7,000 for non-serious items.

Besides Gregg’s bill and one introduced by Sen. Kay Bailey Hutchison, (R-TX), a bill drafted by Sen. Nancy Kassebaum (R-KS), the committee chairman, has been circulating among Senate Labor and Human Resources Committee members.

If introduced, Kassebaum’s bill will likely be the vehicle of choice, as it parallels Gregg’s bill in many respects. Further, the draft contains one particularly appealing section. Kassebaum is proposing that OSHA not be allowed to cite employers when they can show that violations are related to employee disregard for safety programs. The NAA applauded this move, and encouraged the senator to move forward with her legislation.

Secretary of Labor Robert Reich, an outspoken critic of OSHA reform legislation, and OSHA Administrator Joseph Dear say that reform legislation is not necessary. Rather, a more effective fix can be achieved through Vice President Gore’s re-inventing government theme.

Overhaul procedures the administration is attempting to implement include elimination of 1049 of the 3254 pages of the OSHA section in the Code of Federal Regulations. The other 39% of the pages would be “reinvented,” according to Secretary Reich.

Dear has issued several directives to compliance directors in the field. One incentive already implemented is the reduction of penalties for failure to hang required posters. “I told the field staff I didn’t want to see any more poster violations,” Dear told the Bureau of National Affairs, Inc. “I wanted to see them (compliance officers) giving posters to employers and putting them up.”

Although helpful for employers who attempt to meet all federal safety requirements, the problem with these types of changes is they may not be carried from one administration to the next.

With political races already heating up for the 1996 election, continued change in OSHA from the Clinton administration is expected, but the length of stay for these changes is uncertain. The full congressional calendar poses problems for both the House and Senate to address complete OSHA reform, but will be a topic of discussion for the next several months.

To keep track of the developments, try accessing the Library of Congress on “Thomas,” a new congressional information system. To access via the Internet, type http://thomas.loc.gov. for information on congressional members, committees, hearings, floor schedules, full text of bills, and the Congressional Record.

Multiple Citations Voided

A recent decision by the Occupational Safety and Health Review Commission could change OSHA’s attempts to cite employers on an employee-by-employee basis for violation of OSHA’s general duty clause.

The case stems from an explosion at a Louisiana fertilizer plant in 1992 in which several employees were injured. OSHA assessed a $50,000 penalty for each of the company’s 87 employees allegedly exposed to the hazard, for a total fine of $4.3 million. An administrative law judge struck down 86 of the 87 items.

In a 2-1 ruling, the commission said that neither the language of the general duty clause nor the intent of Congress supports the notion that each employee exposed to the same hazard was meant to be used as a multiplier for purposes of calculating penalties. OSHA’s general duty clause requires employers to maintain a workplace free of recognized hazards, and requires employees to adhere to safety procedures.

Brian Barnard is Government Affairs specialist for the National Arborist Association.
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Immigrant Hispanic workers are increasingly being recognized as a significant segment of the green industry field worker population. Consider these facts:

Even though the worker pool from which this industry has traditionally drawn its employees has shrunk, (Felix, 1986; Urbano, 1989), the number of Hispanics in the green industry labor force is increasing. In fact, Hispanics will probably account for 60% of the growth in the national labor force in the next five years (Katzman, 1989).

The 1990 Census revealed that in the last decade, Mexicans comprised about 17% of the total immigrant population of the U.S., the single largest group from more than 60 countries (Mattson, 1992).

A nationwide survey by the National Arborist Association found that 22% of member firms had Hispanic employees. The overwhelming majority (75%) of these workers were of Mexican origin (Anonymous, 1994).

I recently conducted a pilot study, sponsored by the University of Illinois, Department of Forestry, that yielded additional insights into Hispanic workers in the green industry. The goals of the study were three-fold: to explore the size and stability of the Hispanic field technician population in the Chicago area; to explore their current training; and to identify current obstacles to their training. Telephone and on-site interviews were conducted with participating companies. Responses from workers and managers suggested a large and stable population of immigrant Hispanic workers in the industry.

Although there are a few good, professionally developed training programs, the study found that the majority of the participating companies developed their own training materials. The following suggestions can help these companies and other organizations that may wish to develop educational materials for immigrant Hispanics.

**Overcome stress**

The study found that the Hispanic workers surveyed had few years of education, with the majority reporting that they had
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TREE CARE INDUSTRY • NOVEMBER 1995
attended school for six years or less. Similar responses are found in census information. Therefore, when initiating a training program, it may be necessary to alleviate the stress that workers feel as a result of a new classroom experience. The following suggestions can help.

1. Provide a trainee handbook
This needn't be a fancy production and may be created on a photocopy machine. Regardless of the format of the manual, the objectives, organization, philosophy, purpose, regulations and procedures (including disciplinary procedures) of the program should be outlined. Students can study the document at their leisure and will understand what to expect from the program, thus reducing the classroom uncertainty. Include any information that students might like to know but that they may be too shy to ask publicly.

Be sure to include in the front of the manual an encouraging greeting (and smiling photograph) from a respected personality. It is important that workers know that the company is rooting for their success. Emphasize the partnership between employees and managers that is necessary to achieve excellence in the workplace.

2. Normalize the setting
The setting for the training should be casual and familiar to the workers, such as a company lunchroom. It is preferable to use a round table so that workers can freely engage in discussion. Other basic requirements for the area include good lighting, good ventilation, low noise level and a comfortable temperature.

Optimally, lessons should occur early in the day and not last more than 30 minutes, as fatigue will reduce the effectiveness of your program. Avoid sessions directly following a meal.

3. Train by crew
Workers in the field usually function as a team and this group spirit should be preserved and encouraged in the classroom. Familiar people in a familiar setting will help reduce student apprehension and self-consciousness, allowing workers to pay full attention to the learning experience.

Training should continue from the classroom into the field. De-emphasize the distinction between the field and classroom. Activity between the two segments should flow easily to encourage workers to put into practice what they learn. Make it clear that you expect them to use their training to its fullest. Check up on workers periodically to ensure that they are using their new skills in the field.

An additional benefit to training by crews is that long after training has been completed, newly acquired skills will be reinforced by other workers in the field.

4. Train in Spanish
More than half of the workers participating in the study reported a low or very low proficiency in English. A mastery of English should, of course, be strongly promoted to workers, and an English as a Second Language (ESL) class at the local community college is an excellent place to start. However, the goal of training in the green industry is to instruct workers in the proper techniques for managing trees and other plant materials, not to teach English. Therefore, training materials should be presented in Spanish by
a native Spanish speaker, if possible. This should remove a great deal of the pressure that workers commonly feel while trying to learn job skills and overcome language difficulties at the same time.

Green industry employers will find that the number of professionally produced Spanish language training programs is limited. Employers who face the pressures of trying to train Hispanic workers with limited resources need to communicate their companies’ needs to their representative trade associations. Employers will find that their situations are not unique.

The International Society of Arboriculture and the National Arborist Association have taken a proactive approach to training Hispanic workers. Several programs are already available (see sidebar) and more are in the works. Call the associations to which you belong to express your support of the Spanish-language projects listed at right. Your requests are what drive the development and timing of such materials.

The ISA is considering producing an extensive English-Spanish glossary of terms used in the green industry. It will likely be an exhaustive listing of the scientific and field-related terminology associated with the green industry, including tree/plant anatomy, equipment, safety terms, management terms, techniques, common names, etc. The guide would facilitate communication between managers and workers. Effective communication means better training, which reduces economic loss due to misunderstandings, down time, accidents with equipment and injuries.

Other future ISA Spanish language projects include: “Tree Pruning Guidelines,” a 15-page bound booklet providing a thorough treatment of tree pruning technique for field personnel, expected later this year; public/consumer education brochures, a pack of 100 triple-folded brochures on a single topic (12 topics available), available with a display unit, expected early next year.

Parties interested in the ISA Spanish-English glossary or other upcoming projects should contact Jim Skiera, associate director of ISA, and voice their approval. He can be reached at P.O. Box GG, Savoy, Illinois 61874. Phone: 217-355-9681; FAX: 217-355-9516.

Electricity is a serious and widespread hazard to arborists. There is a moral imperative as well as a legal requirement that all arborists who must work more closely than 10 feet to energized lines be trained not only to avoid these hazards, but also to work safely around electrical conductors.

The trainer should be chosen carefully and may already be one of your present employees. Remember, however, that

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**Tree Care Training Materials in Spanish**

Developing your own training materials from scratch requires a lot of time and thought, but you needn’t reinvent the wheel. A few excellent training programs exist or are being developed by trade organizations in the industry. Take advantage of one of these professionally developed programs and adapt it to the specific needs of your company using the suggestions in the accompanying article.

**Title: Certified Arborist Manual**
**Date of publication: 1991**
**Publisher: ISA**
**Pages: Approx. 160**
**Price: ISA members $60, non-members $90**
**Content:** This manual is designed as partial preparation for the Certified Arborist Exam (also available in Spanish). Chapters cover a broad range of technical and safety information. Each chapter includes a workbook section and sample exam questions. Appendices include a glossary of terms and additional references.
**Contact:** 217-355-9681

**Title: Professional Tree Care Safety video series**
**Date of last revision: 1994**
**Publisher: NAA**
**Length: 90 minutes**
**Price: NAA members $180/set, non-members $270/set**
**Content:** The series is patterned after the ANSI Z133 Standard, covering terminology and basic concepts, personal protective equipment, the safe use of tools and equipment, and approved work practices.

**Title: Electrical Hazards & Trees**
**Date of last revision: 1994**
**Publisher: NAA**
**Length: 23 minutes**
**Price: members $, non-members $**
**Content:** This program familiarizes the worker with the characteristics of electricity, and techniques for avoiding as well as working safely around the hazard.

**Title: Aerial Rescue**
**Date of publication: 1989**
**Publisher: NAA**
**Length: 16 minutes**
**Price: members $, non-members $**
**Content:** When there is an emergency in a tree, the tree worker is usually the first, most qualified and best equipped person to respond. This program teaches several approved techniques for climbing and bucket rescues, and it points out the potential hazards associated with aerial rescue.

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**5. Choose the right trainer**

The trainer should be chosen carefully and may already be one of your present employees. Remember, however, that
bilingualism should not be the only criterion for such a pivotal role. Trainers must also be organized, patient and disciplined. If such a worker is not available, it may be necessary to consult with outside sources. It is important that workers see themselves in the trainers. This fosters a feeling of potential success..."If they can do it, then so can I!" If outside trainers are used, they should tell the trainees about themselves and emphasize commonalities. Outside trainers may also need to dress somewhat casually to avoid intimidating students.

Overcome limited skills
When workers were tested during the study, more than half demonstrated language skills at the fourth-grade level or lower. It is important to keep it simple when developing training materials for the immigrant Hispanic audience as some workers may be marginally literate. This can be accomplished by keeping in mind the following suggestions as you develop your program.

1. Create non-threatening study materials
Training materials should emphasize the graphic. Pages should incorporate lots of drawings, photos, diagrams and open space. Use simple language constructions, short sentences and basic words. Materials should also be 3-hole punched, colorful, eye catching and attractive so that workers will be able to show them off proudly at home. Beautiful training materials can be developed with the help of a computer, but even the smallest "mom and pop" operation can accomplish this with cutting and pasting, colored paper and creative manipulation of a photocopy machine.

2. Avoid excessive detail
Weigh the value of each piece of information before including it in your training materials. Use only those facts that are critical to understanding and that will have a direct bearing on the quality of workers’ performance. Don’t forget to include lessons on basic, but vital, everyday skills such as map reading, dealing with traffic authorities, coping with angry customers, etc.

Lessons should build on knowledge that trainees already have. Analogies can be extremely useful for this purpose. For instance, relate the upward movement of water and nutrients in the xylem to sucking on a straw. If the "suction" created by evapo-transpiration is lost, the liquid cannot rise. Relating old and new ideas will aid retention, however, care must first be taken to ensure that old techniques or ideas are clear and accurate.

3. Teach study skills
Since workers may have had little or no experience in school, they may lack the organizational, verbal, time management and study skills needed for training success. In order to overcome these obstacles, help workers develop basic study skills early in the program.

Consider handing out class notes to get workers used to picking out key ideas. This should be done at the end of each session. It is important that students interact, practice, watch and/or just listen attentively during valuable training time, not bury their noses in reading. Providing notes consistently has the benefit of allowing students to concentrate and dedicate more of their memory to processing new information. It also assures that all workers are studying the important points.

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Tree Care Industry - November 1995
In time, the instructor-derived notes may be phased out. If students are allowed to take their own notes, direct their attention to important ideas, words and techniques by prefacing your statement with a phrase, ideally in Spanish, such as “This is an especially important idea,” or, “Everyone should be sure to get this down.”

Assignments must encourage workers to explain their reasoning in depth. This will allow the instructor to identify lapses in understanding the subject. For instance, advanced students might be given the description of a landscape situation and be asked to pick out the important information, classify the information, define the goals and predict the outcome. Of course, this process must be modeled for the students by the instructor first. Being forced to consider a situation at length teaches the organizational skills and logic that will be needed for effective problem solving in the field.

Motivating workers

Workers should be told what they can hope to gain from participation in additional training.

1. Facilitate personal satisfaction

The personal satisfaction of employees depends on knowing that they are regarded as responsible, respected, valued workers, and that their input is vital to the success of the company. Training helps them to live up to their potential and differentiate themselves from the crowd. Employees should be evaluated regularly to give managers a chance to document the efforts and contributions of workers, or to suggest areas for improvement. Make sure to evaluate workers only on those facets of performance over which they have control and for which they have been given adequate tools to succeed.

Encourage crews to work together to review material learned in class.

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2. Provide incentives

Rewards also can motivate workers to participate in training. Make a fuss. Individuals who complete the program should be recognized with a small party, plaque, certificate, bonus, etc., depending on the resources of your company and the workers' investment of time and effort. Individuals assuming more responsibility as a result of training should get a wage increase! There is no substitute for higher wages when they are deserved. It will cost you more than the price of a raise to train a new worker if an employee leaves.

Conclusion

Hispanic workers are being recognized increasingly as a significant segment of the green industry work force. Your Hispanic employees may be the only direct contact your customer ever has with your company. Because a company can be only as good as its workers, field personnel must be able to respond to clients and accomplish their tasks professionally. This is accomplished through successful training.

Attending to the training needs of Hispanic workers presents a new challenge to businesses in the green industry, but one that can yield excellent, long-term results for your company. Remembering some of the suggestions above can help you to improve the quality of your in-house training and optimize the Hispanic work force at your operation.

Rachel Mendoza is a training consultant in Chicago. Her firm has provided guidance locally and at the national level to green industry organizations. She holds a master's degree in Forestry from the University of Illinois and is a certified (ISA) arborist. This article was excerpted from her presentation at the 7th National Urban Forest Conference, sponsored by American Forests, in New York City.

The author wishes to thank Jorge Balanzar for his invaluable assistance. Also sincere thanks to the many generous landscape, nursery and tree care professionals of northeastern Illinois who supported this project, including I. Guadalupe Aguilar, John Andresen, Robert Argent, Dennis Anderson, Rob Boyle, Jim Glazebrook, Bob Jay, Pam Hendricksen, Lee Keenan, Jim King, Dennis Marani, Tom Scheidt, John Sheenan, Don Tedeschi and Patrick Weicherding. Of particular note were the contributions of Nicholas Smith-Sebato, Dan Rogers and the Denny family.

References

Habits of a Top Salesperson

By Hal Becker

These habits for success were determined by Xerox a few years back. Observers analyzed 500 sales calls made by people selling a variety of products and services. Xerox found that the top salespeople, regardless of their product or service, consistently used five techniques.

Make a habit of these five techniques. They work for everyone. They will work for you. Let me sum them up very quickly.

Habit 1 - Successful salespeople spend more time asking questions and listening than they spend talking.

Habit 2 - Successful salespeople translate features into benefits.

Habit 3 - Successful salespeople probe for more information instead of jumping to conclusions.

Habit 4 - Successful salespeople address negative customer attitudes - objections, indifference and skepticism - promptly and directly.

Habit 5 - Successful salespeople identify closing signals and act upon them immediately.

These are skills and habits anyone can learn. If you apply these skills and make them a part of yourself, then you will be successful. You will become one of the few.

Xerox summed up its study this way:

Diligent application of selling skills can make the difference between an average salesperson and a successful salesperson.

From my own experience, I see how this works. On a typical day, 100 to 200 people attend my seminar. They all receive the same manual. They all hear me say the same things. A couple of these people will dig in and really apply the material. A couple of them will do nothing - they are just going through the motions. Everyone else is in the middle; they say: "I'll get around to it tomorrow."

How often have you tried to lose weight, work out or quit smoking? I belong to a health club and the one time I hate it is in January. I call January the Resolutionists' month. The place is crowded with everyone who made a New Year's resolution to shape up. By the middle of February, they've given up and the club is back to normal.

If you want an unbelievable body, you have to work out. If you exercise eight hours today and then do nothing until next September, nothing will happen. But if you do a little bit four times a week, you're not going to burn yourself out and you'll have dramatic results.

Whatever you want you can do, but you have to want it badly enough. The same is true in sales, business - anything. You've got to make it happen.

Habit 2 - Features never sold a thing

A feature is what the product does; features don't sell anything. A benefit is what's in it for the customer; benefits are what sell customers.

Successful salespeople talk about how their product or service can satisfy customer needs. This has become a truism of sales, but a surprising number of salespeople fail to apply this technique consistently. And, believe it or not, many salespeople have trouble distinguishing features from benefits.

By comparison, television commercials are very good at focusing on benefits. For example, the mouthwash Scope has an ingredient called T2-3; that's a feature of the product and the commercials don't spend a lot of time talking about T2-3. They do focus on what T2-3 does, on what the benefit is for the customer: Scope keeps your breath minty fresh. That's the benefit.

Strangely enough, we have no trouble identifying benefits when we are buying; it's just when we're selling that we somehow get so involved in our own process and product that we don't focus on the customer in front of us - we don't ask ourselves, "What does this human being really want?"

Back to your car. What brand of air
conditioning compressor do you have? You don’t care. You just want your car to keep you cool.

Every time you think of a company feature, follow through with the benefit: what’s in it for the customer. That’s all your customer cares about!

Habit 3 - Probing, or How Joe Found True Love.

Xerox found that probing makes a vital difference. Let’s return to the world of dating to see the difference between the person who probes and the person who doesn’t.

Here’s just-average Bo, who ignores probing entirely:

Bo: “Hey, Sue, let’s go out for a cup of coffee.”
Sue: “No.”
Bo (to himself): “Darn.”

Now here’s successful Joe, who uses probing effectively.

Joe: “Hey, Sue, how about going out for a cup of coffee?”
Sue: “No.”
Joe: “Can I ask you one more question?”

You have to find out what the customer wants and if you can give it to him.

Sue: Sure.”
Joe: “Why not?”
Sue: “I don’t think you’re interesting.”
Joe could have said, “I’m busy. I have to do laundry. Ask me again.” But Joe has to find out why she said no.

All of us who have been single have been dumped on at one time or another. At that point, you have two choices. You can think: “I’m depressed. I’m going to stay home and knit a car.”

Or you can say to yourself: “I’m going to make it happen. I’m going to call some friends and go on blind dates. I’ll go to health clubs, singles bars and singles night at the local supermarket.”

If you go out on one blind date, what are the chances of meeting someone you really like? Zip, probably. But if you go out on 10 blind dates, just 20 minutes for coffee, do you have a better chance of meeting someone? Absolutely!

What’s the difference? It’s a numbers game. The more numbers, the better your chances.

On a show called “Love Connections,” a guest said he dates 20 times a month. With 20 blind dates, he sure has a much better chance of meeting someone.

Back to Sue and Joe. When you get a no, all you want to do is to find the answer to one question: Why not?

Joe: “Sue, let me ask you some questions. What do you like to do?”
Sue: “I like to go to Club Coconuts every night and dance until four in the morning.”

If Joe’s a homebody and she wants to dance every night, is this a match made in heaven? No! But if Joe likes to go to Club Coconuts too, then he and Sue have some similar interests. Now it’s Joe’s job to get Sue to trust him and then, if pos-
Selling is an art form. Selling is not achieved through slick talking. It is achieved only through asking a series of questions.

Habit 4 - Address the negatives
Xerox found that successful salespeople address negative customer attitudes. Superior salespeople do not ignore any customer statements or body language indicating indifference, skepticism or objections. The successful salesperson deals with such negative attitudes directly and promptly.

If you're talking to a customer and the customer isn't saying anything, guess what - you're not selling anything! But when a customer objects: "That's more than I want to spend," what the customer is really saying is, "I'm interested, but you haven't found my price yet."

You're looking for the key that will unlock the door to the sale. And that key is an objection. Back to Joe and Sue.

Joe: "Why don't you want to go out?"
Sue: "I don't find you interesting."
Joe: "If I were more interesting to you, would you want to go out?"
Sue: "The answer is still no."

Guess what. Sue really isn't interested. Eventually Joe will find someone who is.

Habit 5 - A strong close is critical
Finally, Xerox found that a strong close

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is critical. As soon as true professionals identify a closing signal - even one as subtle as leaning back in a chair, they act immediately upon that signal and move to close the sale. They also realize that such a signal can occur at any time, even early in the call.

The most successful closing technique found in Xerox's study was this: a summary of benefits accepted by the customer and a plan requiring customer commitment, such as agreement to specific payment terms or a trial order.

The bottom line of this whole study and of careful reading of the expert literature is this: There are no real secrets to successful selling. The only secret, it seems, is how to get salespeople to apply these well-known and proven techniques on a consistent basis!

It's just like working out. If you work out a little every day consistently, you'll see results. Most salespeople don't know how to do this, or else they don't appreciate how much it will benefit them.

Keep in mind that with sales, as with anything, it takes time to get results. When you start building a new habit, it's uncomfortable, so be patient with yourself and persist until you reach a comfort level. If you're a parent, think back to the first time you changed a diaper. Weren't you scared? But soon you could almost do it in your sleep!

Do you remember your first kiss? Are you better now?

It's the same when you try to do anything new or when you have a new product or a new company. It's always uncomfortable. The key is practice and most salespeople don't practice!

Consistency and practice

I believe a good company is like a good coach with a good team. A team can't be good unless it has a good coach. What is a coach's job? The first job is to go out and find the best talent, and that means finding people who not only play well but who also have the best attitude: people who care. And the coach's second job is to see that those players practice - that they work their hearts out so that they maximize their potential.

Why do I say attitude is so important? Let me take a moment to talk about my dog. In two months I trained him to do what I wanted him to do. Eventually I could say one word, and that dog would listen to me and do what I wanted him to do.

If I can train a dog - an animal that doesn't understand English - to be a great pet, why can't I train every human being I work with to be a great salesperson?

The reason: To be a great salesperson, a human being must first have the desire. But most human beings don't have the desire, and nobody can train or teach desire. Without desire, I don't have a prayer of a chance to teach anyone.

Look at professional sports and you'll find some of the best examples of consistency and practice.

Gary Player, one of the best golfers ever, is 5'6" and weighs about 135 pounds - and shoots in the 60s. Larry Bird was
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basketball’s best foul shooter. What do you see them do before a match or a game? These top players practice. They have been playing for years, they’re the best in the field, and they never stop practicing. That’s how they stay at the top.

So why don’t salespeople practice?

It’s true that for many sports you have to be born with certain qualities. But in sales, I guarantee you can be a star if you really want to. You don’t need to be so tall or have a high I.Q. You just need to have the desire and have the tools to achieve your goal. Let me give you a couple of examples.

If you watch television late Sunday nights, you’ve probably seen Herbalife’s infomercial. In the audience are 400 or 5000 people, all of whom sell Herbalife products. The leader starts by asking, “How many people have sold $10,000?” The entire audience is on its feet. When he asks, “How many people have sold more than $200,000?” 10 or 12 people are still on their feet, and he calls them to the podium. The dialogue goes like this:

Leader: “How long have you been selling Herbalife?”

Seller: “Well, now, let me see, two years, give or take a couple months.”

Leader: “And what did you do before that?”

Seller: “I herded sheep in Utah.”

All the people in that audience bought the same sales kit for about $35. They all started on their friends and relatives. How did this ex-shepherd do so well? He’s just seeing more people and working harder. Let me prove it one more way. In Cleveland and its suburbs, some 9000 people have a real estate license, but only 40 or 50 make the list as top salespeople, and only one is always at the top. These people take real estate seriously. They work full-time at it, they’ve paid their dues over a period of years and they work hard.

Make it fun

Approach selling as something that’s fun. First of all, you want to enjoy your work. As I mentioned earlier, work should not feel like work. Of course, we have to do certain things we don’t want to do, but there are ways to make those things fun.

Second, we enjoy doing things we do well. Life is a game. The better we play it, the more fun we have, and the more we get out of life. You’ll enjoy the people around you more, and they’ll enjoy you.
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Plus, a recent independent survey of NAA members revealed that 91% were satisfied, very satisfied or DELIGHTED with their NAA experience. So, isn't it time you found the easier way of succeeding?

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Building a Collection Policy

A strong collection policy is essential to maintain a healthy cash flow, especially in a small business. Just as a builder needs a blueprint and materials to erect a building, a business owner needs tools, a solid foundation, framework and a collection plan in order to keep the cash flow constant.

Recently, a small business owner found himself with a backlog of accounts receivable that was getting older every month. When asked why he wasn’t trying to collect it he said, “I just got tired of dunning the customers month after month. I knew I’d never collect it all so I just gave up.”

Many business owners find themselves in the same frustrating position. Customers are slow to pay, many just don’t pay and it becomes harder and harder to persevere in the collection. They finally give up or, as a last resort, turn over the accounts to an outside agency.

A collection agency takes as its fee a percentage of what it collects. Adding this fee to a business’ general overhead and payroll expenses can mean reduced profit.

Some businesses collect 95% or more of what they bill. How do they do it? They start with a good, strong collection policy.

Laying a strong foundation

Everyone knows that a strong foundation is necessary if a building project is to be successful. This principle applies in the building of a collection policy as well.

Another small business owner decided to apply these principles to his business and within a few months increased his cash flow with successful collections.

He began by establishing an accurate and complete method of record-keeping. Without these records the job of collection becomes difficult. When a job is difficult, the staff or the owner becomes reluctant to do it. Too often collections are overlooked or put aside “for later” until a serious cash flow problem arises. At this point it is often too late to collect many unpaid balances.

In construction, the building is held together with cement. If the cement is not mixed correctly, the structure will have weaknesses and begin to crack.

Similarly, accuracy in paperwork directly affects the bookkeeping structure of a business. It must be built step by step with complete and accurate information as to who, how and what must be billed.

Whether your system is manual or computerized, it should provide a ready reference to all of your financial records. It should be maintained on a monthly basis, and the data entry system should ensure that the data is posted promptly and accurately.

Tools for collection

To build a sturdy collection foundation, all of the available tools should be used. They should be implemented by the owner or manager, used by the staff and not changed constantly so customers won’t become confused.

The first small business owner knew that collecting from his customers was the least favorable task for him and his staff. He felt shy and uncomfortable with phone calls. However, once his collection policy was established and his staff well trained, collections became part of the daily routine in the office.

He found that having the right person in the right job is extremely important when trying to collect money. The employee in charge of collections must be well trained in the accounting system; the collection policy as stated for the office; how to be firm, yet diplomatic (what is known as a “collection backbone”); not allowing emotion to interfere with discussing a collection issue with a customer; and understanding the customer’s objections to the payment of the account due.

He also found that collection became easier when he had all the paperwork at hand and it was correct and up to date. He told us, “I was spending more time on the phone explaining to my customers what they were being billed for than out doing the actual work. Now I have invoices that provide a clear, concise description of goods sold or the services rendered.”

Your regular customers will not become “problem accounts” if they receive regular, consistent statements.

Another tool that is helpful in collection is the aged accounts receivable
listing. It can show you at a glance the amount each customer owes and how long the amount has been owed. The older an account becomes, the more difficult it will be to collect until finally it becomes uncollectable. By using an aged accounts receivable list, you can keep up with the older accounts.

**Letters and phone calls**

Once the small business owner had established a good foundation for his collections, assembled the proper tools to get the job done and constructed consistent policies of obtaining payment, he could deal with those old “problem accounts.” The most effective methods are collection letters and phone calls.

The first demand for payment can be a friendly reminder note typed on the customer’s next statement. This note should be signed by the person sending the statement along with that person’s title. The second demand should be stronger, requesting the customer’s cooperation in sending prompt payment. If payment is not received, your staff should make you aware of the problem and keep you informed of the collection progress. A letter may be sent to request the customer to call the office to make payment arrangements. If there is still no response, a final letter can be sent stating that the account will be turned over for collection on a specific date unless payment is received. If you use this type of letter, be sure that you are familiar with the federal and local laws regarding collection. Avoid making libelous statements or threats to a customer regarding actions on his account.

When customers make their payments on a regular basis, it is a good policy to show appreciation for their promptness. It shows the customer that prompt attention to the debt owed is appreciated and verifies the fact that you are expecting future payments on the monthly due date.

The telephone is an effective tool in the collection process, but because they were collection shy, the small business owner and his staff spent little time collecting. So they set aside a portion of each day to make collection calls, creating a regular routine. They wrote out their dialogue on a piece of paper and always remained pleasant on the phone. This increased meeting their collection objectives almost immediately.

The following are hints to aid in telephone collection and help your staff to get positive results.

1. Make sure they speak with the responsible party.
2. Your staff should identify themselves and the business.
3. State the reason for the call.
4. Ask fact-finding questions, such as: Are there any extenuating circumstances that prevent payment being made, i.e., death, illness, job layoff, etc.
5. Present the payment plan.
6. At the close of a collection call, the payment plan should be summarized as agreed and the customer thanked.

**Dealing with objections**

The most difficult part of the collection phone call for the small business owner was dealing with customer objections.

Usually, the customer has many and varied objections to why he can’t send in

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Can I Have 5 Minutes of Your Time?, Hal Becker’s book on selling, will be provided to all attendees at no charge. Lunch will be served and is included in the price of the seminar.

**1995-96 SALES WORKSHOP DATES & LOCATIONS**

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**For More Information, Call the NAA at 1-800-733-2622**

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TREE CARE INDUSTRY - NOVEMBER 1995
a payment. Some types of objections can be overcome by suggesting a payment plan suitable to both the business and the customer. The customer should be asked when he feels that he will be able to meet his obligation and if he could send in a portion of the amount due immediately.

Other objections such as "the services or merchandise wasn't really what I wanted," or "the service really didn't help me" might be handled by the owner rather than the staff. Some are valid objections and a correction of the situation by the owner or manager is in order.

Some objections might be unfounded excuses for non-payment and the collector must maintain a business-like yet pleasant disposition when asking for the specifics of each situation. Once the facts have been assembled, a determination can be made if the objection is a valid one.

The most common objection is that the bill or amount due is incorrect. The following four steps will aid in solving this type of objection.

1. The collector should determine the part of the bill that the customer feels is incorrect. Statements or requests for payment should not be sent while the account is being disputed. However, collection may continue on the portion that is not being disputed.

2. The customer should be requested to provide the basis of his objection in writing. This request should be mailed to the office within 10 working days.

3. The owner or manager should take an active part in settling disputes once the written objective has been received. After the decision has been presented to the customer, payment should be requested immediately by return mail.

In addition, preplanning collection calls will greatly increase their effectiveness. All of the needed information should be assembled before the call is made, such as the name of the customer or responsible party, dates service was rendered or merchandise shipped, amounts currently due and past due. Keep a diary showing what collection procedures have already been done and what payment arrangements have been made.

The bottom line

In today's economy, all businesses are being affected by the shrinking dollar. The problems in the nation's construction and auto industries are well known. In the medical industry many private business owners are being hard hit. Many customers are unemployed and thereby uninsured and/or unable to pay their bills.

The bottom line is that all businesses must become acutely aware of how collectables are being made in their own offices. When our small business owner took a good look at his collection policies and began to make the necessary changes, his collecting became easier and his cash flow increased. Why not check your collection structure now and secure it today? It could make the difference between a financially solid business or a business headed for problems.

Chris Fisher and Harriet Wright are owners of Insights Unlimited, a management firm based in Los Angeles. They have co-authored many articles appearing in trade and professional publications.

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John Bean Sprayers... a new name

Durand-Wayland Machinery, Inc. purchased the FMC Sprayer Division in December of 1994. We've changed the name to John Bean Sprayers, but the product line and basic dealer network remain the same. Fortunately, a number of key FMC sales and customer service representatives made the move as well. We're confident the combined strengths of John Bean and Durand-Wayland will provide the building blocks for a very successful future. This acquisition has not been easy, nor has it progressed as smoothly as we would like - but real progress has been made. Since December we've purchased a new 60,000 square foot production and warehouse facility, moved, hired and trained new personnel, started up dual production lines, transferred tons of data to our computer system and established vital credit with new vendors. Our engineers are still busy getting acquainted with the product line, but we're moving full speed ahead. We've more than doubled our metal cutout capacity. We're expanding our offices to handle the extra workload. We've been filling old orders and taking new ones, producing new sprayers and learning a great deal about what we're doing. The challenges have been monumental. BUT NOW things are beginning to come together. Production is increasing. Our workers have a season behind them. Our sales team is ready, and we've got a solid dealer network already in place. So when you're ready to buy your next sprayer, look for the new John Bean Sprayer Dealer signs that will be going up at all the best dealerships across North America.
You Can Be Listed In CTLA's New Referral Registry

The CTLA Tree & Landscape Appraisers Referral Registry is being reworked in order to have an accurate and current list at the Council's new headquarters in Colorado.

To be listed in the Registry, a person must be a member of one of the five sponsoring organizations of the Council of Tree and Landscape Appraisers. Those organizations are: The American Association of Nurserymen, The American Society of Consulting Arborists, The Associated Landscape Contractors of America, The International Society of Arboriculture and the National Arborist Association.

The information requested must be submitted on the form to the right or a photocopy of it.

Call CTLA at 303-466-7657 if you have any questions or for further information.

To be listed in the CTLA Tree & Landscape Appraisers Referral Registry, complete & send to:

CTLA
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Westminster, CO 80030-2314

Name ___________________________ Phone ____________

Company _________________________ Fax _____________

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Member of (Circle) AAN ASCA ALCA ISA NAA

Number appraisals performed (Circle):

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# Years appraising plants: 0 1-10 10-20 over 20

# Times defended appraisals in court or depositions: 0 1-5 5-10 over 10

Plant appraisal workshop attended:

Where ______________________________ Sponsor _________

When ______________________________

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<td>Landscaping &amp; Replacement-size Trees</td>
</tr>
<tr>
<td>Both</td>
</tr>
</tbody>
</table>

Additional information:______________________________

Date: _______ ___________________________ Signed __________

You Can Be Listed In CTLA's New Referral Registry

The CTLA Tree & Landscape Appraisers Referral Registry is being reworked in order to have an accurate and current list at the Council's new headquarters in Colorado.

To be listed in the Registry, a person must be a member of one of the five sponsoring organizations of the Council of Tree and Landscape Appraisers.


The information requested must be submitted on the form to the right or a photocopy of it.

Call CTLA at 303-466-7657 if you have any questions or for further information.
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Circle 71 on the Reader Service Card
What is ArborNET? Quite simply, it is a collection of Internet information that TCI feels could be useful to arborists.

What is the Internet? The Internet is an international unification of some 12,000 electronically linked computer networks. Most of these networks are at universities, governmental agencies and corporations; collectively they connect 25 to 30 million computer users.

A personal or company electronic mail (E-mail) address, like a street address, identifies where the users can be located. There is no central repository of addresses for the millions of users, so the best way to find someone's E-mail address is to call them. Or, you can "surf" the Internet, using access software and key words to help you find information of interest.

The Internet uses a global network of satellites, fiber-optic cables, telephone lines and mainframe and desktop computers to exchange information. An E-mail message sent through the web of 12,000 computer networks is automatically sent via the fastest route. The cost of that message is relatively inexpensive. For instance, using CompuServe, the charge to read or send Internet messages is 15 cents for the equivalent of a 900-word document, and 5 cents for each additional 300 words. You could read this article as an E-mail message for a dime or less.

To access the Internet, you need a computer in the 386 or higher class with a modem and the proper communication software. Don't be intimidated. If you can use an automatic teller machine, you can send E-mail.

In addition to sending and receiving mail, you can tap into forums, information libraries, or bulletin boards that list government and corporate activities, rulings and legislation. And, you can tap into a Home Page or Web Site - think of these as stores or libraries where you can browse through information, even make purchases.

The National Arborist Association maintains a Home Page. The association's initial goal is to present the importance of large tree maintenance to the general public. Specific member services will soon be offered.

The Internet may well be the communication medium of choice in the not-too-distant future. We felt it was appropriate to introduce ArborNet in this issue, which looks at the future of the tree care industry.

This Internet address listing represents a very humble beginning. With your help, we plan to grow this feature into a comprehensive information source in the coming months. We plan to add university and extension, governmental, and commercial vendor listings. Contact TCI with any Internet addresses that you feel should appear in this listing, or drop us a note at 76142.463@compuserve.com!

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**E-mail & Website Addresses**

**Green Industry Associations**

- **The American Horticultural Society**
  - E-mail: garde@ahs.com
  - URL: [http://email.com](http://email.com)

- **American Society of Landscape Architects**
  - E-mail: landnet@asla.org
  - URL: [http://www.asla.org/asla/](http://www.asla.org/asla/)

- **International Society of Arboriculture/University of Illinois**
  - E-mail: isa@prairienet.org
  - URL: [http://www.ag.uiuc.edu/](http://www.ag.uiuc.edu/)

- **National Arborist Association**
  - E-mail: 76142.463@compuserve.com
  - URL: [http://newwww.com/rg/naa](http://newwww.com/rg/naa)

- **National Gardening Association**
  - E-mail: nga@together.org or: 76711.417compuserve.com
  - NGA manages the Garden Forum on Compuserve Information is available on the Hearst News Media page: [http://www.homearts.com](http://www.homearts.com)

**R.I.S.E. (Responsible Industry for a Sound Environment)**

- E-mail: lawder@acpa.org

**Colleges & Universities**

- **Cornell University** - home and garden insect fact sheets
  - URL: [http://www.cce.cornell.edu:80/](http://www.cce.cornell.edu:80/)

- **Purdue University** - general address
  - URL: [http://www.purdue.edu](http://www.purdue.edu)

**Vendors**

- **Ben Meadows Company, Inc.** - equipment & supplies
  - E-mail: mail@benmeadows.com
  - URL: [http://www.benmeadows.com](http://www.benmeadows.com)

**General Interest**

- **YAHOO**: Searching program in which one can look under science for (at last count) 48 forestry and 38 horticulture pages.
- **GardenNet**: [http://www.olympus.net/gardens/welcome.html](http://www.olympus.net/gardens/welcome.html)
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Circle 84 on the Reader Service Card
TREE CARE INDUSTRY - NOVEMBER 1995 47
If you can’t get to it safely you can’t prune it or otherwise work in a tree. NAA’s video orientation to ROPES, KNOTS & TREE CLIMBING provides:

- Essential information on the ropes, snaps, carabiners and saddles used.
- Basic instruction in the knots required for tree climbing.
- Various climbing techniques used for ascending into and working in trees.

All of the appropriate elements of the ANSI Z133-1994 are included.

NAA’s video training programs make actual on the job training much easier. After viewing an NAA video, a trainee can go into the field with basic background information. Repetitive viewing of NAA’s video training program reinforces the training provided in actual work situations.

Attendance sheets provided with this program allow an employer to easily document employee training which meets OSHA requirements. Tests are also provided to measure employee comprehension.

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simply photocopy this coupon and fill in the requested information or call the National Arborist Association Hotline at 1-800-733-2622.

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Non-member: ____@ $90 ea. = __________

Company Name: ____________________________
Name of Individual Ordering: ____________________
Title: ____________________________ Phone: ____________
Address: ____________________________
City: ____________ State: ____________ Zip: ____________

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The National Arborist Association
PO Box 1094, Amherst, NH 03031-1094
Phone 1-800-733-2622 Fax (603) 672-2613
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**December 1, 5, 7**
NAA Job Estimator’s Workshops
Contact: 1-800-733-2622
Dec. 1: Atlanta, Ga.
Dec. 5: St. Louis, Mo.
Dec. 7: Portland Ore.

**December 2**
LIAA Seminar: A New Tree Experience
Hofstra University
Hempstead, Long Island, N.Y.
Contact: 516-225-1569

**January 6, 13, 20, 27**
NAA Sales Workshops with Hal Becker
Contact: 800-733-2622
Jan. 6: San Francisco, Calif.
Jan. 13: Rockville, Md.
Jan. 20: Armonk, N.Y.
Jan. 27: Milwaukee, Wis.

**January 25**
Building With Trees
Houston, Tex.
Contact: The National Arbor Day Foundation, 402-474-5655

**February 5-7**
Trees & Utilities National Conference
Arbor Day Farm/Lied Conference Center
Nebraska City, Neb.
Contact: The National Arbor Day Foundation, 402-474-5655

**February 11-14**
ALCA Executive Forum
Pointe Hilton at Tapatio Cliffs
Phoenix, Ariz.
Contact: 703-620-6363

**February 13-18**
NAA Annual Management Conference
San Diego Hilton
Beach & Tennis Resort
San Diego, Calif.
Contact: 1-800-733-2622

**February 28-29**
Southern Illinois Grounds Maintenance School
Gateway Convention Center
Collinsville, Ill.
Contact: Ron Cornwell, 618-692-9808

**March 4-5**
Michigan Forestry & Parks Association
Winter Meeting
Holiday Inn South Convention Center
Lansing, Mich.
Contact: 517-482-5530

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TREE CARE INDUSTRY - NOVEMBER 1995
ISA Research Trust Allocates Funding To Project On Mature Trees

The International Society of Arboriculture Research Trust (ISART) recently allocated funding to a project that will help quantify the benefits of mature shade trees. At the ISART Trustees meeting in Hilton Head, South Carolina, the Trustees approved a $10,000 grant for an ongoing National Arborist Foundation project. The project is titled, "Developing an Individual Tree and Property Model to Demonstrate the Environmental and Economic Benefits of Large Tree Maintenance."

In 1991, the ISA conducted a "Research Summit" to determine the research needs of the tree care industry. At that time, almost every public penny was being spent on planting new trees without any consideration for the care of existing urban and suburban trees.

In 1994 the NAF, with the assistance of ACRT, submitted a proposal to the National Urban & Community Forestry Advisory Council and was awarded a $170,000 Forest Service grant under the "cost share challenge" grant program. The study funded by the 50/50 matching grant will produce regional models that a commercial or municipal arborist can provide to a client illustrating the benefits of large tree maintenance. These models will quantify the environmental and economic benefits to be gained by caring for their large trees.

The National Arborist Foundation is the research and education fund-raising arm of the NAA. The NAF's goal is to raise $85,000 for this project. The donation from the ISA Research Trust brought the amount already raised from private and corporate donations to just over $39,000.

ACRT representatives met with NAA staff and several arborist professionals in March, June and September to review the progress made in the project. The cooperating organizations expect the project to be completed by September 1996.

Project cooperators are convinced that the project will be of tremendous benefit to the environment and to the American people. Commercial arborists, in particular, will soon be able to input information about a property owner's trees into a model and output the environmental as well as economic impact of the tree or trees over time.

It is not the intent of this study to come up with an alternative shade tree evaluation formula. Rather, the data and model generated by this study will enable the arborist or urban forester to place a dollar value on the cooling, heat-saving, carbon sequestering and other benefits of mature shade trees.

Using the model, the arborist will be able to project the "return on investment" for tree maintenance procedures to help justify expenditures. The arborists who have studied the project feel that the end product will be a valuable sales tool to use with those clients who are proactive about tree care and environmental protection.

For more information, call the National Arborist Association at 1-800-733-2622; FAX: 603-672-2613, or E-mail to 76142.463@compuserve.com.
Speakers & Activities Scheduled for NAA Winter Conference

The theme of the 1996 National Arborist Association Winter Management Conference is "Meeting the Manpower Needs of the '90s and Beyond." The keynote speech, delivered by Michael Gerber of Gerber Business Development, contains a captivating message on how to achieve your personal and business goals.

The conference is being held at the San Diego Hilton Beach and Tennis Resort from February 13 to 18. For information or to receive a registration package, call the NAA at 800-733-2622, or write PO Box 1094, Amherst, NH 03031-1094.

Besides Gerber, theme speakers include Ward Peterson, "Personnel Trends and The Tree Care Industry"; Bob Spence, "How to Hire the Right People"; Dr. Bobbe Sommer, "Improving Employee Performance through Training"; and Dave Seibold, "Writing and Delivering Effective Performance Appraisals." Spence, Sommer and Seibold will be available on the day of their talk for optional afternoon round table sessions.

Supplementary management topics and speakers include Hal Slater, "Motivating Your Sales Team" and Larry Helms, "How to Change Change to Opportunity."

Social activities include a National Arborist Foundation-sponsored golf tournament; an excursion to Tijuana; sightseeing tour and behind-the-scenes view of the San Diego Zoo; and a spouse shopping and dining trip to the scenic La Jolla, known as the "Pacific Gem."

NAA/ISA Executive Committees Meet

Traditionally, the National Arborist Association and International Society of Arboriculture Executive Committees meet at the ISA Annual Conference to share plans and information. They also use the opportunity to plan and coordinate current and future activities that involve both organizations. As an example, this year the committees discussed a joint venture video project that will illustrate the new ANSI A300 Pruning Standard and complement the ISA Pruning Guideline.

Incidentally, the top three ISA officers for 1995 - Ken Meyer, Sharon Lilly and Al Cherry - are all principals in NAA member firms.

ISA President Ken Meyer, left, greets NAA President Art Batson.
Associations, EPA Give IPM Guide to Schools

Children and teachers aren’t the only ones scurrying across schoolyards and lunchrooms or sitting in classrooms. Schools provide a conducive environment for pest problems, and these problems trigger discussions about pesticide use.

RISE (Responsible Industry for a Sound Environment) recently teamed up with the National Pest Control Association (NPCA), Professional Lawn Care Association of America (PLCAA) and the Environmental Protection Agency (EPA) to develop an IPM (Integrated Pest Management) in Schools informational mailing. With the help of the National School Boards Association (NSBA), these materials were sent to school boards and other school-related organizations this past summer.

“IPM, including the use of specialty pesticides, assures that our children and school personnel can enjoy a safe and healthy academic environment,” says Allen James, executive director of RISE.

In response to questions about pest control policies and programs in schools, the EPA developed “Pest Control in the School Environment: Adopting Integrated Pest Management.” One of its purposes is to provide an understanding of IPM principles so that school officials can make a responsible decision regarding pest control options. It emphasizes that professional pest control and lawn care applicators are trained in the proper planning and implementation of an IPM program.

According to Dr. Janet Anderson, acting director of EPA’s Biopesticides and Pollution Prevention Division, it’s important that schools examine their pest management practices. The guide takes a step-by-step approach in helping school officials look at options for control concerns.

EPA had no funds to print or mail the guide, so RISE, along with the NPCA and the PLCAA, provided printing and distribution.

The mailing also included articles, such as “Why Schools Use Pest Control Products” and “Pesticide Registration and Regulation,” which explain the pesticide testing and registration process; a case study that discusses a city school district’s IPM program that made its pest control operation more efficient and effective; and an information sheet that defines the goal of an IPM system as a way to balance the benefits of control, costs, public health and environmental quality.

To receive IPM in Schools materials, contact NPCA, 8100 Oak Street, Dunn Loring, VA 22027, or call 800-678-6722.

About the associations

RISE addresses key issues affecting the specialty pest management products industry. Members include manufacturers, formulators, distributors and other industry leaders involved with specialty pesticide products used in turf, ornamental, pest control, vegetation management and other non-food/fiber applications.

NPCA represents specialists in the field of urban environmental pest control. Its members are involved in the prevention and control of destructive and disease organism-transmitting insects, rodents and other pests from homes, factories, food establishments, ships and other properties. Contact Bob Rosenberg at 703-573-8330 for more information on pesticide application in school buildings.

PLCAA provides information on environmental benefits of turf and proper lawn care practices. It sets standards and guidelines for professionals and homeowners to follow, disseminates information regarding laws and regulations affecting the industry and promotes compliance. Contact Tom Delaney at 404-977-5222 for additional information on outdoor pesticide applications around schools.

NSBA advocates excellence and equity in public education through school board leadership. Its 54 federation member state and territorial school board associations help school boards find solutions to the educational challenges they face each day in governing the nation’s 16,500 school districts. For information on school boards, call Jay Butler at 703-838-6225.
Wisconsin engines offer the most comprehensive "benefit package" to end users of industrial equipment. Nine gasoline models from 7.0 to 65.9 hp are available with numerous accessories to meet the requirements of the most demanding applications. To further diversify their usage, all models are designed to operate on LPG, dual fuel and natural gas. In addition to the flexible design, Wisconsin engines are built tough to keep your equipment working harder, longer. Design improvements are being made to current models, such as those shown for the V465D.

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Circle 83 on the Reader Service Card
Kay Busmann, one of Germany's top tree climbers, won the first UK/Ireland Arborist Skills Championship.

Jan Grzeda established himself as the top British climber with an overall second place and will be the automatic selection for the ISA International Tree Climbers' Jamboree in 1996.

Main sponsors and top UK Tree Company, Gristwood & Toms, supplied a new Stihl 020T for the winner and over 2000 British pounds (about $3300 U.S.) in prizes for all the climbers.

The competition was held at the Arboricultural Association's (AA) Annual International Conference at Lancaster University and will be included in future AA conferences. Robert Kennedy, the new AA chairman, said, "The Americans have led the way with developing the Jamboree concept and we are very pleased to have at last incorporated them into our European conferences. We have some of the most talented climbers in the world and it is now only a matter of time before we see a European go to America and become World Champion."

The final placings were: First - Kay Busmann (Germany); Second - Jan Grzeda (Great Britain); Third - Peter Schmeller (Germany); Fourth - Luke Steer (Great Britain); Fifth - Peter Styrnol (Germany); Sixth - Guy Thomas (Great Britain); Tie for Seventh - Jeremy Barrell and Craig Johnson (Great Britain); Ninth - Michael Kemp (Great Britain); Tenth - Noddy Knott (Great Britain).

"At the moment there are some fundamental differences between the European style skills competitions and the American Jamborees," commented Jeremy Barrell, the competition organizer and European representative on the ISA Jamboree Committee. "The European Chapters are working hard with the Americans to come up with an agreed set of competitions rules which will make the current ISA Jamboree a true World Championship. We expect to have achieved this goal in time for the first ISA Conference outside the American continent scheduled for Birmingham in 1998. The successful UK/Ireland competition takes us all one step nearer to that goal."

Drills and fills in one operation drilling a 1-1/2" diameter hole up to 14" deep, the unit depenses 4 ounces of granular fertilizer, reaching over 90% of the tree's feeder root system.

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Circle 70 on the Reader Service Card
Arborists Urged To Participate In Survey

The Forest Health Protection Unit of the USDA Forest Service is conducting a survey to assess the training and publication needs of persons working in the field of Urban Forestry as they relate to urban forest health issues.

Specifically, the group is interested in arborists' and urban forestry professionals' training and publication needs in the areas of insect and disease management, long-term tree care, hazard tree management, and natural disaster planning and mitigation. Survey results will be used to determine which educational materials and programs should receive the highest priority for inclusion in educational outreach programs.

The researchers are particularly interested in surveying the needs of private arborists. Those who are interested in receiving a copy of the survey may contact the researchers at USDA Forest Service, State & Private Forestry, 1992 Folwell Ave., St. Paul, MN 55108, Attn: Barb Spears, or call 612-649-5247.

The survey requires 15 minutes to complete and consists of 10 questions. Responses from the private sector will better enable the Forest Service to serve needs in that area.

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Built with features that reflect the needs of customers and changing power requirements, the new Cummins B Series engine includes a host of emissions control features and is designed to run quieter and require less maintenance. The B Series engines are also more powerful, with increases in horsepower from nine to 13 percent. In all, Cummins will offer approximately 30 different power ratings between the B3.9 (77-130 h.p.) and the B5.9 (115-200 h.p.) engines. Cummins Michigan, Inc., 41326 Vincenti Ct., Novi, MI 48050. Phone: 810-473-9000.

Circle 91 on the Reader Service Card

A new GEMPLER'S publication helps nursery growers and plant health care specialists learn how to save money by reducing unneeded sprays and by timing the sprays that are used for the best possible insect control. GEMPLER'S guide on “How Insect Pest Trapping Can Save You Money” takes the mystery out of using traps to monitor insect infestation. The guide explains the difference between visual, unbaited and pheromone baited traps, and shows users how to interpret the results - keeping losses due to pest injury at a minimum. The guide also lists resources for those interested in learning more about IPM. GEMPLER'S, Inc., Insect Trapping Guide, PO Box 270, Mt. Horeb, WI 53572. Phone: 800-382-8473.

Circle 92 on the Reader Service Card

Jonsered Power Products has introduced the new model 2083 Turbo chain saw. The 5.0 cubic inch/82cc engine develops 5.9 DIN h.p. with a powerhead weight of 14.9 lbs. Features include: Jonsered’s Turbo air filtration system; inertia-activated chain brake; coil spring AV system; compression release; and an isolated carburetor and fuel tank design, for reliable performance in hot climates. Jonsered’s products are imported and distributed by Tilton Equipment Company, PO Box 68, Rye, NH 03870. Phone 800-447-1152.

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Circle 34 on the Reader Service Card
Jordan David Safety & Health Products Company has announced significant improvements in "GRIPS," a line of high-traction footwear. GRIPS now feature an improved adhesive which bonds the aluminum oxide grit to the sole of the shoe or boot. This ensures high traction even under the most severe conditions and increases the useful life of the footwear. Jordan David also improved the flexibility of the adhesive. Now the special glue can take more flexing and bending under extreme temperatures without the threat of cracking or losing its hold on the grit. Other GRIPS strengths include: patented Angle Tred™ design which uses the natural bending motion of the foot as an agent for removing mud, slush and snow from the sole; heavy-duty PVC, one-piece construction, slip-coat liner and an extra-broad opening to make putting on and taking off GRIPS easier. Jordan David Safety & Health Products Company, PO Box 400, Warrington, PA 18976. Phone: 1-800-331-4268.

Stihl introduces the first earth auger equipped with an auger brake. When the auger hits something that it can't drill through, the Quickstop™ lever is triggered by backward pressure against the operator's thigh. This activates the brake and reduces the severity of a rotation of the powerhead in the operator's hands. The auger brake can also be triggered by hand so that the BT 106C can be started or carried without the auger turning. The lightweight, one-person auger can drill holes up to 8 inches in diameter. The BT 106C weighs 16.5 lbs. (without auger bit) and is powered by a 2.1 cubic inch (34.4 cc) engine. Other features include double gear reduction for improved torque; lifetime warranted electronic ignition; the Stihl multifunction handle which allows start, stop, and operation at the push of a thumb; and optional 17-inch shaft extension. Stihl Incorporated, PO Box 2015, 536 Viking Drive, Virginia Beach, VA 23450-2015. Phone: 1-800-467-8445.

Vermeer Manufacturing introduces the BC 1800 drum-style chipper - the largest in its line of brush chipper products. Equipped with 18-inch vertical feed rollers, the BC 1800 allows operators to pull in and chip material up to 18 inches on an intermittent basis. The BC 1800 is equipped with a 69-inch feed table. Curb-side controls are standard and live hydraulics allow the operator to reverse the feed rollers even if the cutters stop. Engine options include 81 h.p. and 102 h.p. Perkins diesels as well as a 116 h.p. Cummins diesel. The chipper has an extendible tongue that can be lengthened at 12 and 24-inch increments. The machine has a heavy-duty 8000 lb. axle and wide, 12-ply tires for better flotation on turf areas. Vermeer's Auto Feed II system, optional on the BC 1800, increases productivity and reduces the likelihood of drive line failures, stalls and jams. Vermeer Mfg. Co., PO Box 200, New Sharon Rd., Pella, IA 50219. Phone: 800-829-0051.

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Job seekers/employers - Job listings publication with new openings in arboriculture and nine allied fields. Published 2x mon. $22.95 for 6-issue subscription. (Ask about our free situation wanted ad offer. Employers $14.95 to post your openings. Ferrell’s "Jobs in Horticulture," 558 South Hanover Street, Suite 2, Carlisle, PA 17013. Phone: 800-428-2474; FAX: 800-884-5198.

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The Competition is

UNBALANCED

With PERKINS Engines, Balancers are Standard Equipment

Perkins 4.236 and T4.236 are Balanced as Standard Equipment. This Helps Prevent Broken Welds, Radiator, Muffler, Instrument Panel and other Miscellaneous Costly Failures Caused by Excessive Vibration.

Save your money and time for more important things like tree climbing, rollerblading, surfboarding, accounting, and other more balanced activities. Next time you look at the bottom line, Perkins will be the choice.

The Most Competitive Balanced Diesel Arbor Power!

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Circle 61 on the Reader Service Card

TREE CARE INDUSTRY - NOVEMBER 1995 73
Time to Fuse?

We all are born with 360 bones. By the time we reach our 25th year we have 206 bones left. We didn’t lose any, they fused together to make bigger and stronger bones – bones more able to take the wear and tear to which life will subject them.

If your activities, services offered, talents and resources are stretched thin or over extended, it might be time to fuse. Trying to be too many things or do too many things at once can stretch you to the breaking point. All this corporate downsizing and retrenchment we are reading about can more aptly be called “fusing.” The companies are trying to become strong enough to survive the future by focusing and condensing their strengths.

Who Is That?

The question should never need to be asked. No matter how large an organization is, a new employee should be introduced to everyone. New office staff should be introduced to every member of the production staff. New production people should be shown the courtesy of being introduced around the office.

Probably no one is going to remember names or what everyone does, but the feeling of belonging to an empathetic organization has begun. It is the first step in building a sound corporate culture; a good atmosphere. Courtesies extended early on reap big rewards later.

Spend $.32 and Save!

A 32 cent stamp can reduce the amount of working capital you need because your receivables come in more quickly.

When we invoice a client, we always enclose a stamped return envelope. We never use a postage permit. We use a regular stamp. We even try to keep up with seasonal or topical themes that the U.S. Postal Service may be featuring.

It is just a small personal touch that separates our firm’s correspondence from the run of the mill received from everyone else.

We think it works. Our receivables now average under 30 days. They used to run upwards of 46 days. 16 or 18 days doesn’t sound like much, but that can translate into thousands of dollars that we have in our hands sooner than we used to. We now borrow less for seasonal working capital.

Accident Prevention

Think of accident prevention in terms of a triangle. Ever notice when a commercial vehicle has broken down and parked on the shoulder of the road, orange/red triangle signs are placed out along with flares? Slow moving commercial and agricultural equipment will have the same orange/red triangle warning sign on the rear of each vehicle.

Why a triangle shaped warning sign? I am not sure, but the impact of unsafe acts and conditions, the cause of most all accidents, was impressed upon me years ago by using the triangle shape.

The insurance industry, the greatest statistician ever, has determined that for every 30 unsafe acts or conditions, there will be 3 minor non-lost-time accidents and one very, very serious lost-time accident.

The illustration given to me looked like this:

The triangle made a huge impression on me. I held a meeting with the production staff about what steps we could take to eliminate unsafe acts and conditions. A crew leader suggested a daily on-site “Hazard” check rather than weekly safety meetings in the yard. We implemented it immediately.

Nothing fancy. Just a simple list of potential unsafe conditions on the property and potential problems that the crew leader compiles while walking around the property prior to starting work. After the brief inspection, it doesn’t take long to go over the potential hazards with the crew.

It’s a simple procedure, but accidents did drop and ultimately our workmens compensation premium went down.

The Branch Office is compiled monthly by Howard Eckel and Dan Kinter.

Mr. Eckel is currently a Management Consultant to the Green Industry. He draws on over 25 years of experience, and was formerly Executive Vice President of Davey Tree Expert Company.

Mr. Kinter owns Kintercom, a business-to-business advertising agency, and has served the tree care industry for over 7 years.
Convention Time Has Arrived!

We're Celebrating The Success of Our

ANNUAL TREE CARE INDUSTRY TRADE SHOW &

With Special Thanks to our Sponsors,

All of the 151 Exhibitors,

our guest speakers, workshop panelists, product and equipment demonstrators, and every participant. Your attendance and contributions have made TCI EXPO '95 A GREAT SUCCESS!

YOUR TCI EXPO '95 CO-SPONSORS:
The National Arborist Association and The International Society of Arboriculture

OF SPURGEONS AND MEN

I came away with something more. I felt strangely lucky to have been bitten by such a fierce protector.

My boss, ever the professional, administered first aid (the little bugger bit clean through my finger), produced an insurance form and sent me to the hospital.

In my absence, the baby squirrels, lying vulnerable at the base of the tree, were covered with brush by my co-workers, and the area kept clear. I was told the mother returned and carried them to safety. We spent the next couple of weeks on this property. I was grateful that only one member of the landscape crew saw fit to call me “Squirrel Man” every time he passed me on the lawn.

So, what did I learn from all this? Most obviously: Don’t go reaching into those nests. But I came away with something more. I felt strangely lucky to have been bitten by such a fierce protector. I was moved by this animal’s willingness to attack a being 10 times her size in order to protect her young.

Many myths seem to involve wounding of some sort or another. If a person is lucky, the wound brings wisdom or a blessing. After the stitches came out, I realized this bite, seemingly inconsequential, was a tiny initiation, a small door into the world of animal love and survival. It was the sacred again, and it had teeth.
Built to handle the job from the ground up.

Now with an improved heavy-duty rope ring.

The Poulan PRO S25DA has been hanging around for a long time. And with good reason. The S25DA is a remarkable saw that gives you the same superior balance, great power curve and 38cc performance that's made the S25 series the tree care industry standard. And now this model also comes equipped with its own heavy-duty metal rope ring, so you don't have to improvise.

You won’t find a more durable ground saw than the hardworking Poulan PRO Model 505 or its smaller counterpart, the Model 425.

Both give you plenty of pure cutting power, yet both are well balanced, easy to handle and boast some of the lowest noise and vibration levels in their class. Their 83cc and 65cc engines are strong enough for even the toughest cutting jobs. And a SuperClean™ air filter system helps reduce maintenance. Add all that to Poulan PRO features like the DuraChrome® cylinder for longer engine life, an environmentally smart clutch-driven oiler for no oil output at idle, the anti-vibe leg brace, as well as an inertia chain brake and you have two ground saws that easily live up to all your day-to-day demands.

To get the lowdown on the entire line of high-quality Poulan PRO chain saws, get a closer look and a demo at your local Poulan PRO dealer. For the dealer nearest you, call 1-800-554-6723 or call 1-800-452-2827 ext. 3600. Poulan PRO

See us at TCI EXPO '95!

Please circle 60 on the Reader Service Card
The height of success is AERIAL LIFT INC.
of Milford, Connecticut

WE WILL NOT LET YOU DOWN

Aerial Lift Models available from 38' to 75'

More reach off the rear of the truck

AVAILABLE WITH:
• Saddle Boxes
• Tool & Rope Boxes
• Thru Boxes
• Plywood Holders
• And much, much more!

The rear mount is so compact, this vehicle can maneuver with ease through tight spaces and give additional working height.

Very compact with a short wheel base of 152". Back of the cab to center of the rear axle dimension is 84".

The staff of Aerial Lift has extensive experience since 1958 in research, engineering and design of aerial devices. We have an engineering staff member on the ANSI/SAE A92.2 subcommittee to insure the reliability, quality and safety of all aerial lifts, that a common goal of safer, more efficient aerial devices is upheld. Aerial Lift is constantly striving to provide our customers with the latest in aerial devices and the best service in the industry. It is our relentless effort in pursuit of these goals that assures our customers maximized operating economies.

50 foot side reach work can be performed without leaving the roadway.

From trimming to removals, you gain the extra height by working over the rear of the truck, enabling you to set up in smaller and tighter areas.

These 55', 58' and 60 foot working height vehicles are the most compact and maneuverable for doing (GTW) General Tree Work. The overall length of the unit is approximately 26 feet.

Aerial Lift Inc. is an authorized dealer and distributor of Greenlee Fairmont Textron® Fairmont "Limb-Lopper" tools. For tools, parts or service call us on our 800 numbers.

MINI-FOOT REAR MOUNTS

The best warranty in the business

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