



EMPLOYMENT POLICY WHITE PAPER

WHAT IT MEANS TO WORK AT SUPERIOR 1 SERVICE PLUMBING:
CULTURE, ETHICS, AND CRAFTSMANSHIP IN THE TRADES

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INTRODUCTION

Why Culture Matters in the Trades

At Superior 1 Service Plumbing, we believe plumbing is a people-first profession. Yes, we fix pipes, stop leaks, and install systems — but we do it inside people’s homes, around their families, during moments of stress or need. That means who we are as people matters just as much as what we know as plumbers.

In industries like ours, workplace culture can often be an afterthought. But at S1S, we’ve built our company with culture at the center — not the sidelines. Why? Because research consistently shows that organizational culture isn’t just “nice to have” — it directly impacts performance, customer trust, employee retention, and long-term sustainability (Cameron & Quinn, 2011; Kotter & Heskett, 1992).

This paper outlines the principles behind the company we’re building — and the people we’re looking to build it with.



CORE VALUES AT S1S

At Superior 1 Service Plumbing, values aren't just words we print on a wall — they're behaviors we train for, hire for, and reward. The following five principles guide how we work, how we serve, and how we grow.

Craftsmanship

We take pride in precision — in doing the job right the first time, with an eye for quality and a respect for the tools and materials we use. Whether it's repairing a leak or designing a rainwater catchment system, every task is treated as a skill-based profession, not a gig.

Research on **job embeddedness** shows that when workers feel their skills are respected and developed, retention and performance go up (Mitchell et al., 2001). Craftsmanship turns routine tasks into meaningful work — and that shows in the results.

Character

We show up on time. We follow through. We speak honestly and treat people respectfully — regardless of role, income, or background. Our word means something, and we're committed to work that doesn't cut corners.

This reflects the foundation of **ethical leadership**, which is positively associated with trust, morale, and customer satisfaction (Brown & Treviño, 2006). At S1S, character is the baseline, not the bonus.

Conservation

Water is life — and how we use it matters. We help our clients reduce waste through efficient systems, gray water recapturing, and sustainable design. We also give back through educational partnerships that promote water-wise gardening and food security in local communities.

This aligns with research on **sustainable business practices**, which show that companies with strong environmental ethics experience higher employee commitment and public trust (Glavas & Piderit, 2009). Conservation is more than a service — it's a stewardship.

Curiosity

Whether you're a new apprentice or a master plumber, there's always more to learn. We encourage questions, share knowledge, and invest in tools that make us better. Growth mindset isn't a slogan — it's how we evolve together.

According to Dweck (2006), a **growth mindset** culture promotes resilience, continuous improvement, and adaptive performance in dynamic industries. In plumbing — as in life — curiosity keeps you sharp.

Connection

This isn't just a job. It's a team. We support each other, listen to feedback, and take pride in being part of something bigger than ourselves. Our workplace culture is built on mutual respect, shared accountability, and a sense of belonging.

Strong team cultures — particularly in small businesses — improve collaboration, reduce burnout, and increase customer loyalty (Edmondson, 1999). When our people feel connected, our clients feel it too.

THE ROLE OF A.I. AT S1S PLUMBING



At Superior 1 Service Plumbing, we believe that technology should serve people — not replace them, pressure them, or spy on them. That’s why we’ve developed **Lucía**, our AI-powered assistant, to help make scheduling and communication easier for everyone involved. She’s **bilingual (English and Spanish)**, available via both **chat and phone**, and built on principles of fairness, consent, and transparency.

Lucía exists to make things smoother — for our clients, for our team, and for our operations — without ever getting in the way of **human judgment or connection**. We don’t believe in black-box tech. We believe in tools you can trust.

Why AI Has a Place in the Trades

Skilled trades are human-first industries. But smart tools — when built with care — can make the work more efficient and less stressful. That’s what Lucía does: she **automates the repetitive stuff**, so our people can focus on what actually requires skill, empathy, and problem-solving. Research on **human-centered AI** confirms that when tech supports people rather than replaces them, everyone benefits — from job satisfaction to client experience (Amershi et al., 2019).

What Lucía Does (and Doesn’t Do)

Lucía helps with:

- Appointment scheduling and confirmations
- Routine customer inquiries
- After-hours message intake
- Connecting urgent calls to on-call staff

She does *not*:

- Set pricing or make judgment calls
- Replace human dispatch or customer service roles
- Gatekeep access to people
- Track or share data outside our system

Lucía is a **support system** — not a filter, a wall, or a trick. We believe in **informed engagement**, and we build that into how our systems operate.

Trust, Privacy, and User Respect

While we’re still in the early stages of building full integration, Lucía’s logic and data are already being handled with care. Her systems are secured, her behavior is monitored for fairness and accuracy, and her purpose is clearly communicated at every step.

The guiding principle is simple: **If it would make us uncomfortable, we don’t do it to others**. Our philosophy applies to our customers, our employees, our job applicants, and our community partners. Everyone deserves to know what they’re getting into — and to feel safe, seen, and respected.

BUILDING A TEAM – HIRING WITH INTENTION

We don't hire to fill slots. We hire to build something.

Superior 1 Service Plumbing isn't just looking for people who can "do the job." We're looking for people who care about the work they do, how they treat others, and how they show up — because that's the kind of company we're building.

We understand that every new hire adds a thread to the fabric of our culture. That's why we take our time, ask meaningful questions, and try to be as transparent as possible about what it's like to work here — and what we expect in return.

We treat our applicants and employees with the same respect we show our clients:

- No ghosting.
- No bait-and-switch job roles.
- No performative culture statements that don't match reality.

If we're lucky enough to bring someone on board, we consider that a mutual commitment — not just a paycheck. In return, we promise mentorship, meaningful work, a voice at the table, and leadership that's actively working to improve.

We also understand that work is personal — and that real people bring their whole selves to the job. That's not something we try to shut down. It's something we honor.

What We Look For

- A desire to grow, learn, and be proud of your work
- A mindset that sees plumbing as a profession, not a hustle
- An appreciation for environmental stewardship and sustainable design
- Comfort using technology respectfully and responsibly (we'll train you!)
- A collaborative spirit that sees value in different roles and perspectives

What We Offer

- A culture that treats people like people, not parts
- Training and mentorship from experienced professionals
- Opportunities to contribute to community outreach (like our Learn & Grow partnerships)
- A say in how we evolve and improve as a team
- A work environment built on trust, not micromanagement

Whether you're in the field, in the office, or somewhere in between — you're part of the story we're writing here. And we're writing it with care.



CONCLUSION: PLUMBING IS CULTURE, TOO

At Superior 1 Service Plumbing, we work with water — but what we're really doing is protecting people's homes, supporting their families, and keeping their lives flowing.

That's not just about pipes. It's about people.

Culture, like plumbing, is often invisible when it's working well — but you always know when it's not. That's why we've put as much thought into how we build our team as we put into how we fix a broken line. We care about the system. We care about the flow.

Whether you're applying to join us, partnering with us, or just exploring how we operate, we hope this document gave you a clear picture of what S1S is building: a values-driven, skill-honoring, human-first company that sees plumbing as both a profession and a purpose.

Thanks for taking the time to learn more. We'd be honored to work alongside you.

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