

JOE SCARCELLA

## Wants And Needs In Trade Personnel

The degree of personnel satisfaction and success plastering contractors will experience depends largely on the individuals they employ. Prepared and well trained employees that possess a positive attitude and aptitude about their career choice will undoubtedly reduce any opportunity for trouble in a company.

So what does a plastering contractor look for when hiring his next employee? While there are no easy answers, the success or failure of a new hire will largely depend on personal judgment and common sense. However, the following traits are positive attributes that should be sought out when hiring new employees. Knowing those specific qualities to look for in employees will not only positively influence contractors' hiring decisions, it can also help to identify and retain desirable personnel.

**Technical capability** — The better one's technical and mechanical skills and abilities, the easier it is to understand what needs to be done. This is an individual that can assess which set of procedures, tools or machines will produce the desired results. Such employees understand the overall intent and the proper procedures for setting up a job, and are able to prevent, identify and solve problems as situations arise.

An example of a technically proficient employee is one that very seldom makes errors and needs little or no direction. The work of these employees is consistently of very good or excellent quality. They are industrious individuals and know their job well. They also show a desire to learn more.

Conversely, a less capable employee would be one that is extremely careless and frequently inaccurate in their work. This employee is very slow in job performance, and total personal output is unsatisfactory. Additionally, these employees habitually waste time and have to be watched to be certain the desired tasks are accomplished.

**Dedication** — Without employee enthusiasm, honesty and loyalty, a company cannot operate effectively or efficiently. This type of individual partici-

pates as a team member, working cooperatively with others and contributing to the overall effectiveness of the organization. Through their leadership, they help others learn and work to satisfy company and client expectations. Also, they are individuals who work well with

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people of different ethnic, social and educational backgrounds.

For instance, a dedicated employee exerts a high level of effort and perseverance towards a company's mission and goals. They work hard to become excellent at doing tasks by setting high standards, paying attention to details and working well. They also display a high level of concentration even when given an unpleasant task. This is the type of employee that promotes their organization on or off the job or accomplishes additional tasks with little or no compensation.

On the other hand, a less dedicated employee does the minimum to get by. They are not concerned with company needs and disregard any additional responsibility associated with company needs. An employer's chief concern with this type of employee is whether or not they can be trusted.

**Positive attitude** — The attitude an employee has for their company, their job and the company product should be positive. Good employees offer suggestions for improvement rather than criticize those in command.

By way of illustration, positive employees are respectful, punctual

and dependable. They are courteous and respond positively to criticism to improve performance. They also exercise leadership through open communication, encouraging cooperation and persuading others to be adaptable and enthusiastic.

On the contrary, a negative employee is one that resents authority, is discourteous to public and staff and is not willing to learn. They take little or no initiative, are antagonistic to others and do not profit by criticism. They are also careless, and cannot adjust to changing situations.

**Reliability** — Employees with regular attendance, and who foster a healthy persona, both physically and mentally, can minimize cost in daily business operations.

For example, a reliable employee is one that is rarely absent or late to work, learns quickly and is fast and efficient. Their production is well above average.

On the other hand, an unreliable employee is one that cannot be counted on. Supervisors have to frequently watch over these employees to be certain they are not wasting time and that their work is being done. These employees need close supervision!

**Awareness** — Those who understand basic business operations, and can recognize the importance of both labor and management issues, will likely assume an "ownership" role in their company.

For instance, aware employees can assess and reflect on their own knowledge, skills, abilities and aptitudes, and direct their efforts accordingly. They set well-defined and realistic goals both on and off the job site, and regularly monitor goal attainment. They respond to feedback non-defensively and are self-starters.

Conversely, a self-absorbed employee is one that cannot be trusted to do the right thing. They do not recognize when they are faced with a decision, and will exhibit behavior that is unacceptable to the values of an organization. Additionally, they do not understand the impact of violating the beliefs and codes of others, and often

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choose an unethical course of action.

**Contentment** — Employees with inner security and who take pride in their trade practices are loyal and committed to their work. These employees believe in their own self-worth and maintain a positive attitude.

For example, these employees are perceptive to the overall "big picture" of the organization. They see systems and operations clearly and understand the flow of activities necessary to accomplish specific tasks. Moreover, they understand their place in the organization and use logic to draw conclusions. They know they are the change agents of their lives and that the company is only partially responsible for their destiny.

On the other hand, malcontents view the organization as the principle of their goal attainment. They do not work hard to become excellent at performing tasks by setting standards and paying attention to details. They believe the company owes them!

**Self starter** — These employees take the initiative and responsibility to perform at or above their training

level. They exercise leadership by cooperating with others and contributing to the group with ideas, suggestions and effort. They are able to work towards agreements that may involve exchanging specific resources or resolving conflicting interests.

For example, motivated employees need little or no direction and are resourceful. They look for things to do. They know how technological systems work and can predict the impact of action on job-site operations. They are able to diagnose situations and take the necessary action to correct them.

On the other hand, slack employees exhibit little or no effort beyond what is asked of them. They are not able to judge what set of procedures, tools or machines will produce the desired result. They do not understand the overall intent of the organization and the proper procedures for setting-up a job. They are there to be told what to do! Often, employers question their interest in their career choice.

With this in mind, the plastering industry benefits greatly when employees are competent in all areas of the

craft and when they are able to work without close supervision. If employees have learned to be self-directed, they will be more productive, flexible and adaptive to the changing and challenging needs of the contractor and plastering industry. The most important characteristic an employee could have is professionalism. They must be sensitive to performance obligations, and work towards providing service rather than just receiving compensation.

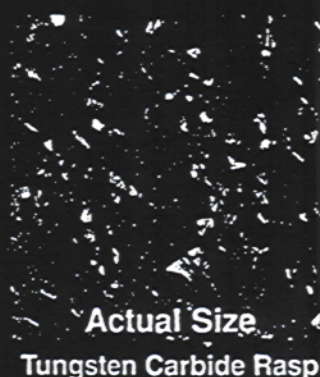
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have made it better  
would be to use real  
Diamonds!**



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