1. Please indicate which of the following types of construction projects your firm performs (mark all that apply)?

- Private office: 57%
- Retail, warehouse, lodging: 55%
- Public building: 48%
- Hospital: 39%
- K-12 School: 39%
- Multifamily residential: 39%
- Higher education: 36%
- Federal (e.g. VA, GSA, USACE, NAVFAC): 32%
- Manufacturing: 30%
- Highway: 23%
- Water/Sewer: 20%
- Other transportation (e.g. transit, airport): 18%
- Power: 9%
2. What types of employees does your firm employ (mark all that apply)?

- Project managers/supervisors: 82%
- Estimating personnel: 70%
- Laborers: 64%
- Safety personnel: 52%
- Superintendent: 50%
- HR/training personnel: 43%
- Carpenters: 43%
- Tax/accounting/finance personnel: 39%
- Concrete workers: 32%
- IT personnel: 27%
- Equipment operators-cranes, heavy...: 27%
- Truck drivers: 25%
- Business development/sales personnel: 23%
- Engineers: 23%
- Mechanics: 20%
- Regional/divisional managers: 18%
- Quality control personnel: 16%
- Cement masons: 16%
- Pipelayers: 14%
- BIM personnel: 9%
- Painters: 9%
- Electricians: 7%
- Traffic control personnel: 7%
- Installers-sheet metal: 7%
- Iron workers: 5%
- Millwrights: 5%
- Pipefitters/welders: 5%
- Plumbers: 5%
- Roofers: 5%
- Installers-drywall: 2%
- Installers-other: 2%
- Bricklayers: 0%
- Linemen: 0%
3. In the next 12 months, do you expect your firm will hire additional or replacement:

- Yes, for expansion: 64% (Hourly office personnel: 32%, Hourly craft personnel: 32%, Salaried office personnel: 40%, Salaried field personnel: 40%)
- Yes, for replacement only: 53% (Hourly office personnel: 15%, Hourly craft personnel: 19%, Salaried office personnel: 44%, Salaried field personnel: 44%)
- No: 44% (Hourly office personnel: 10%, Hourly craft personnel: 10%, Salaried office personnel: 40%, Salaried field personnel: 40%)
- Don't know: 7% (Hourly office personnel: 10%, Hourly craft personnel: 10%, Salaried office personnel: 10%, Salaried field personnel: 10%)

4. How would you describe your current recruitment challenges?

- We are having a hard time filling some salaried office positions: 34% (Hourly office personnel: 9%, Hourly craft personnel: 8%, Salaried office personnel: 18%, Salaried field personnel: 18%)
- We are having a hard time filling some salaried field positions: 32% (Hourly office personnel: 10%, Hourly craft personnel: 10%, Salaried office personnel: 22%, Salaried field personnel: 22%)
- We are having a hard time filling some hourly craft positions: 75% (Hourly office personnel: 0%, Hourly craft personnel: 0%, Salaried office personnel: 0%, Salaried field personnel: 0%)
- We are having a hard time filling some hourly office positions: 18% (Hourly office personnel: 7%, Hourly craft personnel: 7%, Salaried office personnel: 11%, Salaried field personnel: 11%)
- We are having no trouble filling any positions: 5% (Hourly office personnel: 2%, Hourly craft personnel: 2%, Salaried office personnel: 2%, Salaried field personnel: 2%)
- We do not have any openings to fill: 9% (Hourly office personnel: 2%, Hourly craft personnel: 2%, Salaried office personnel: 2%, Salaried field personnel: 2%)
- Don't know: 2% (Hourly office personnel: 2%, Hourly craft personnel: 2%, Salaried office personnel: 2%, Salaried field personnel: 2%)

5. If your firm is having trouble filling salaried positions, please indicate the position types you are having trouble filling:

- Engineers: 50% (Hourly office personnel: 20%, Hourly craft personnel: 20%, Salaried office personnel: 20%, Salaried field personnel: 20%)
- Project managers/supervisors: 42% (Hourly office personnel: 10%, Hourly craft personnel: 10%, Salaried office personnel: 12%, Salaried field personnel: 12%)
- Estimating personnel: 39% (Hourly office personnel: 10%, Hourly craft personnel: 10%, Salaried office personnel: 12%, Salaried field personnel: 12%)
- No trouble filling: 37% (Hourly office personnel: 10%, Hourly craft personnel: 10%, Salaried office personnel: 12%, Salaried field personnel: 12%)
6. If your firm is having trouble filling craft professional positions, please indicate the position types you are having trouble filling:

- Carpenters: 84%
- Superintendent: 59%
- Concrete workers: 57%
- Laborers: 57%
- Truck drivers: 45%

7. Do you expect any changes in the availability of hourly craft or salaried personnel over the coming 12 months?

- It will continue to be hard to hire: 60%
- It will become harder to hire: 40%
- It will continue to be easy to hire: 3%
- It will become easier to hire: 2%
- Don't know: 21%

8. How would you rate the adequacy of the local pipeline for supplying well-trained craft personnel?

- Poor: 43%
- Fair: 48%
- Good: 2%
- Excellent: 0%
- Don't know: 7%

9. Is your firm losing hourly craft or salaried personnel to other employers (mark all that apply)?

- Yes, to other construction firms in our area: 30%
- Yes, to other construction firms outside of our area: 23% 2% 5%
- Yes, to other industries in our area: 9% 10% 5% 5%
- Yes, to other industries outside of our area: 5% 5% 5% 5%
- No: 56% 73%
- Don't know: 5% 5%
10. Has your firm increased pay and/or benefits for hourly craft or salaried personnel in the last year because of difficulty in filling positions (mark all that apply)?

- Yes, our firm increased base pay rates: Hourly 51%, Salaried 55%
- Yes, our firm provided incentives/bonuses: Hourly 24%, Salaried 38%
- Yes, our firm increased our portion of benefit contributions and/or improved employee benefits: Hourly 22%, Salaried 28%
- No, but we are considering increases in pay and/or benefits in the near future: Hourly 10%, Salaried 5%
- No, and we are not considering increases in pay and/or benefits: Hourly 10%, Salaried 20%
- Don’t know: Hourly 7%, Salaried 8%
- We do not employ or recruit: Hourly 5%, Salaried 3%

11. Have you increased your use of any of the following during the past year because of difficulty in filling positions (mark all that apply)?

- Engage with career-building program (e.g. highschool, college, career & technical education): 36%
- Executive search firms: 23%
- In-house training: 39%
- Interns: 25%
- Labor-saving equipment, tools, machinery (e.g.) drones, robots, GPS or laser-guided machinery: 11%
- Labor suppliers (craft): 23%
- Lean Construction: 11%
- Offsite prefabrication: 7%
- Overtime hours: 32%
- Staffing firms and professional employer organizations (noncraft): 18%
- Subcontractors: 11%
- Unions: 14%
- Virtual construction methods (e.g. BIM): 2%
12. If your firm is experiencing staffing challenges, how would you describe the impact on your company's safety and health program or performance?

- Increased number of reportable injuries and illnesses: 18%
- Increased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 14%
- Increased number of workers compensation claims: 7%
- No change: 77%
- Decreased number of reportable injuries and illnesses: 0%
- Decreased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 2%
- Decreased number of workers compensation claims: 0%

13. When you self-perform construction work, do you operate as a union contractor or an open shop?

- We always operate as a union contractor: 32%
- We primarily operate as a union contractor but not always: 7%
- We primarily operate as an open-shop contractor but not always: 9%
- We always operate as an open-shop contractor: 43%
- We do not self-perform or directly hire craft personnel: 9%

14. Would/ do you encourage your children to pursue careers in construction?

- Yes: 77%
- No: 16%
- N/A: 7%

15. How many total employees does your firm employ at all of its locations?

- 1,000 or more: 2%
- 500-999: 2%
- 250-499: 5%
- 50-249: 32%
- 1-49: 59%

16. Estimate the total dollar amount of work your firm performed during the past 12 months.

- $30.1 million-$50 million: 2%
- Over $500 million: 2%
- $50.1 million-$100 million: 5%
- $100.1 million-$500 million: 14%
- $10.1 million-$30 million: 27%
- $10 million or less: 50%