There were a total of 357 responses; not all respondents answered every question.

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

- **Public building** 50%
- **Private office** 49%
- **Federal (e.g. VA, GSA, USACE, NAVFAC)** 45%
- **Retail, warehouse, lodging** 45%
- **Higher education** 41%
- **Hospital** 39%
- **K-12 School** 39%
- **Water/Sewer** 33%
- **Highway** 32%
- **Multifamily residential** 32%
- **Other transportation (e.g. transit, airport)** 32%
- **Manufacturing** 27%
- **Power** 20%
2. What types of employees does your firm employ (mark all that apply)?

- Project managers/supervisors: 80%
- Estimating personnel: 75%
- Laborers: 69%
- Safety personnel: 62%
- Superintendent: 53%
- HR/training personnel: 51%
- Tax/accounting/finance personnel: 47%
- Carpenters: 45%
- Equipment operators-cranes, heavy...: 43%
- Truck drivers: 40%
- IT personnel: 39%
- Quality control personnel: 36%
- Business development/sales personnel: 35%
- Engineers: 35%
- Concrete workers: 32%
- Mechanics: 31%
- Regional/divisional managers: 29%
- Traffic control personnel: 21%
- BIM personnel: 19%
- Pipelayers: 19%
- Cement masons: 18%
- Electricians: 16%
- Pipefitters/welders: 15%
- Installers-other: 15%
- Iron workers: 14%
- Painters: 11%
- Plumbers: 10%
- Installers-drywall: 6%
- Installers-sheet metal: 6%
- Millwrights: 6%
- Roofers: 4%
- Bricklayers: 3%
- Linemen: 2%
3. In the next 12 months, do you expect your firm will hire additional or replacement:

- Yes, for expansion: 40% (Hourly office personnel), 44% (Hourly craft personnel), 50% (Salaried office personnel), 71% (Salaried field personnel)
- Yes, for replacement only: 18% (Hourly office personnel), 18% (Hourly craft personnel), 19% (Salaried office personnel), 19% (Salaried field personnel)
- No: 32% (Hourly office personnel), 30% (Hourly craft personnel), 28% (Salaried office personnel), 7% (Salaried field personnel)
- Don’t know: 4% (Hourly office personnel), 9% (Hourly craft personnel), 10% (Salaried office personnel), 10% (Salaried field personnel)

4. How would you describe your current recruitment challenges?

- We are having a hard time filling some salaried office positions: 36%
- We are having a hard time filling some salaried field positions: 40%
- We are having a hard time filling some hourly office positions: 19%
- We are having a hard time filling some hourly craft positions: 71%
- We are having no trouble filling any positions: 8%
- We do not have any openings to fill: 9%
- Don’t know: 2%
5. If your firm is having trouble filling salaried positions, please indicate the position types you are having trouble filling:

- Project managers/supervisors: 56%
- Estimating personnel: 41%
- Engineers: 35%
- BIM personnel: 19%
- Quality control personnel: 19%
- Regional/divisional manager: 13%
- Safety personnel: 10%
- Tax/accounting/finance personnel: 9%
- Business development/sales personnel: 7%
- HR/training personnel: 4%
- IT personnel: 2%
- No trouble filling: 25%

6. If your firm is having trouble filling craft professional positions, please indicate the position types you are having trouble filling:

- Bricklayers: 67%
- Carpenters: 64%
- Installers-other: 62%
- Electricians: 60%
- Roofers: 54%
- Installers-drywall: 52%
- Installers-sheet metal: 51%
- Pipelayers: 51%
- Linemen: 50%
- Plumbers: 48%
- Laborers: 45%
- Superintendent: 43%
- Concrete workers: 41%
- Equipment operators-cranes, heavy...: 40%
- Pipefitters/welders: 38%
- Painters: 37%
- Cement masons: 36%
- Millwrights: 33%
- Iron workers: 31%
- Truck drivers: 31%
- Mechanics: 26%
- Traffic control personnel: 16%
- No trouble filling: 6%
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
  - Hourly craft: 55%
  - Salaried: 44%
- It will become harder to hire
  - Hourly craft: 20%
  - Salaried: 19%
- It will continue to be easy to hire
  - Hourly craft: 4%
  - Salaried: 4%
- It will become easier to hire
  - Hourly craft: 4%
  - Salaried: 5%
- Don’t know
  - Hourly craft: 16%
  - Salaried: 29%

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

- Poor
  - Hourly craft: 36%
- Fair
  - Hourly craft: 42%
- Good
  - Hourly craft: 11%
- Excellent
  - Hourly craft: 1%
- Don’t know
  - Hourly craft: 10%

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
  - Hourly craft: 34%
  - Salaried: 24%
- Yes, to other construction firms outside of our area
  - Hourly craft: 8%
  - Salaried: 8%
- Yes, to other industries in our area
  - Hourly craft: 14%
  - Salaried: 9%
- Yes, to other industries outside of our area
  - Hourly craft: 3%
  - Salaried: 4%
- No
  - Hourly craft: 45%
  - Salaried: 56%
- Don’t know
  - Hourly craft: 7%
  - Salaried: 11%
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: 43% (Hourly) / 40% (Salaried)
- Yes, our firm provided incentives/bonuses: 16% (Hourly) / 24% (Salaried)
- Yes, our firm increased our portion of benefit contributions and/or improved employee benefits: 23% (Hourly) / 22% (Salaried)
- No, but we are considering increases in pay and/or benefits in the near future: 12% (Hourly) / 11% (Salaried)
- No, and we are not considering increases in pay and/or benefits: 18% (Hourly) / 14% (Salaried)
- Don’t know: 9% (Hourly) / 10% (Salaried)
- We do not employ or recruit: 3% (Hourly) / 4% (Salaried)

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)?

- In-house training: 50%
- Overtime hours: 46%
- Engage with career-building program (e.g. high school, college, career & technical education): 35%
- Interns: 34%
- Subcontractors: 31%
- Executive search firms: 24%
- Staffing firms and professional employer organizations (noncraft): 23%
- Unions: 20%
- Labor-saving equipment, tools, machinery (e.g.) drones, robots, GPS or laser-guided machinery: 19%
- Labor suppliers (craft): 18%
- Lean Construction: 14%
- Offsite prefabrication: 14%
- Virtual construction methods (e.g. BIM): 6%
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: 16%
- Increased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 11%
- Increased number of workers compensation claims: 8%
- No change: 76%
- Decreased number of reportable injuries and illnesses: 3%
- Decreased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 2%
- Decreased number of workers compensation claims: 2%

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: 25%
- We primarily operate as a union contractor but not always: 8%
- We primarily operate as an open-shop contractor but not always: 10%
- We always operate as an open-shop contractor: 50%
- We do not self-perform or directly hire craft personnel: 8%

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

- Yes: 63%
- No: 22%
- N/A: 13%
15. How many total employees does your firm employ at all of its locations?

- 1-49: 39%
- 50-249: 32%
- 250-499: 13%
- 1,000 or more: 9%
- 500-999: 6%

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

- $10 million or less: 36%
- $10.1 million - $30 million: 23%
- $30.1 million - $50 million: 17%
- $100.1 million - $500 million: 10%
- $50.1 million - $100 million: 10%
- Over $500 million: 8%
- $10.1 million - $30 million: 23%