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

- Public building: 55%
- Private office: 50%
- Retail, warehouse, lodging: 50%
- Manufacturing: 45%
- Federal (e.g. VA, GSA, USACE, NAVFAC): 40%
- Hospital: 40%
- K-12 School: 40%
- Higher education: 35%
- Power: 35%
- Water/sewer: 35%
- Highway: 20%
- Multifamily residential: 15%
- Other transportation (e.g. transit, airport): 15%
2. What types of employees does your firm employ (mark all that apply)?

- Project managers/supervisors: 85%
- Superintendents: 80%
- Estimating personnel: 70%
- Laborers: 65%
- Safety personnel: 60%
- Tax/accounting/finance personnel: 55%
- Pipefitters/welders: 55%
- Quality control personnel: 50%
- Carpenters: 45%
- Concrete workers: 45%
- Engineers: 40%
- HR/training personnel: 40%
- IT personnel: 40%
- Truck Drivers: 35%
- Electricians: 35%
- Equipment operators-cranes, heavy…: 35%
- Iron workers: 30%
- Pipelayers: 30%
- Sheet metal workers: 30%
- BIM personnel: 25%
- Business development/sales personnel: 25%
- Bricklayers: 20%
- Cement masons: 20%
- Installers-other: 20%
- Painters: 20%
- Plumbers: 20%
- Traffic control personnel: 20%
- Installers-drywall: 15%
- Mechanics: 15%
- Millwrights: 10%
- Roofers: 10%
3. In the next 12 months, do you expect your firm will hire additional or replacement:

- Hourly office personnel
- Hourly craft personnel
- Salaried office personnel
- Salaried field personnel

![Chart showing hiring expectations for different types of personnel.]

4. How would you describe your current recruitment situation?

- We are having a hard time filling some salaried office positions: 15%
- We are having a hard time filling some salaried field positions: 50%
- We are having a hard time filling some hourly office positions: 10%
- We are having a hard time filling some hourly craft positions: 70%
- We are having no trouble filling any positions: 15%
- We do not have any openings to fill: 20%
- Don't know: 5%
5. If your firm is having trouble filling salaried positions, please indicate the position types you are having trouble filling (responses shown for positions types employed by 10 or more respondents):

- Project managers/supervisors: 35%
- Estimating personnel: 21%
- Safety personnel: 17%
- Quality control personnel: 10%
- Tax/accounting/finance personnel: 0%
- No trouble filling: 41%

6. If your firm is having trouble filling craft professional positions, please indicate the position types you are having trouble filling (responses shown for positions types employed by 10 or more respondents):

- Laborers: 62%
- Pipefitters/welders: 45%
- Superintendents: 25%
- No trouble filling: 5%

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: 22%
  - Salaried: 22%
- It will become harder to hire:
  - Hourly: 33%
  - Salaried: 33%
- No change:
  - Hourly: 22%
  - Salaried: 33%
- It will continue to be easy to hire:
  - Hourly: 0%
  - Salaried: 0%
- It will become easier to hire:
  - Hourly: 0%
  - Salaried: 0%
- Don’t know:
  - Hourly: 6%
  - Salaried: 11%

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

- Poor: 30%
- Fair: 45%
- Good: 15%
- Excellent: 0%
- Don’t know: 10%
9. How would you rate the adequacy of the local pipeline for supplying craft personnel who are:

- Well trained/skilled
- Able to pass drug tests
- Able to pass background checks

With the following rating:
- Poor: 30% 0% 21%
- Fair: 40% 11% 5%
- Good: 55% 10% 5%
- Excellent: 63% 0% 5%
- Don't know: 0% 0% 0%

10. Which, if any, of these categories of workers does your firm make special efforts to recruit and/or retain (mark all that apply)?

- Veterans: 83%
- African Americans: 67%
- Native Americans/Indigenous Groups: 58%
- Women: 50%
- Formerly incarcerated individuals: 42%
- Asians: 33%
- People with disabilities: 33%

11. What methods does your firm use to recruit these categories of workers (mark all that apply)?

- Outreach to local colleges/universities/vocational schools: 71%
- Outreach to community/industry groups: 64%
- Outreach to local high schools: 50%
- Targeted job fairs: 36%
- Internships: 21%

12. What methods does your firm use to retain these categories of workers (mark all that apply)?

- Customized learning & development programs: 36%
- Defined career progression: 36%
- Diversity & inclusion training: 36%
- Equity and diversity policy: 36%
- Flexible work practices: 36%
- Mentorship or sponsorship programs: 36%
- Formal initiatives/Employee resource groups: 21%
13. 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 17%, Salaried 20%
- Yes, to other construction firms outside of our area: Hourly craft 11%, Salaried 10%
- Yes, to other industries in our area: Hourly craft 15%, Salaried 22%
- Yes, to other industries outside of our area: Hourly craft 5%, Salaried 11%
- No: Hourly craft 60%, Salaried 56%
- Don't know: Hourly craft 10%, Salaried 10%

14. 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 craft 47%, Salaried 36%
- Yes, our firm provided incentives/bonuses: Hourly craft 21%, Salaried 16%
- Yes, our firm increased our portion of benefit contributions and/or improved employee benefits: Hourly craft 26%, Salaried 21%
- No, but we are considering increases in pay and/or benefits in the near future: Hourly craft 5%, Salaried 11%
- No, and we are not considering increases in pay and/or benefits: Hourly craft 11%, Salaried 16%
- Don't know: Hourly craft 16%, Salaried 16%
- We do not employ or recruit: Hourly craft 0%, Salaried 0%
15. Have you increased your use of any of the following during the past year because of difficulty in filling positions (mark all that apply)?

- Subcontractors: 50%
- Labor suppliers (craft): 35%
- In-house training: 30%
- Overtime hours: 30%
- Engage with career-building program (e.g., high school, college, career & technical education): 25%
- Interns: 20%
- Staffing firms and professional employer organizations (noncraft): 15%
- Labor-saving equipment, tools, machinery (e.g., drones, robots, GPS or laser-guided machinery): 10%
- Unions: 10%
- Employee-based (non-immigrant) visas: 5%
- Lean Construction: 5%
- Offsite prefabrication: 5%
- Virtual construction methods (e.g., BIM): 5%
- Executive search firms: 0%
- Shift work: 0%

16. 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: 10%
- Increased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 5%
- Increased number of workers compensation claims: 10%
- No change: 90%
- Decreased number of reportable injuries and illnesses: 0%
- Decreased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 0%
- Decreased number of workers compensation claims: 0%
17. When you self-perform construction work, do you operate as a union contractor or an open-shop?

- We always operate as a union contractor: 10%
- We primarily operate as a union contractor, but not always: 5%
- We primarily operate as an open-shop contractor, but not always: 10%
- We always operate as an open-shop contractor: 70%
- We do not self-perform or directly hire craft personnel: 5%

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

- Yes: 75%
- No: 5%
- N/A: 20%

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

- 1-49: 40%
- 50-249: 30%
- 250-499: 10%
- 500-999: 10%
- 1,000 or more: 10%

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

- $10 million or less: 25%
- $10.1 million-$30 million: 30%
- $30.1 million-$50 million: 10%
- $50.1 million-$100 million: 10%
- $100.1 million-$500 million: 5%
- Over $500 million: 20%