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

- Highway: 50%
- Federal (e.g., VA, GSA, USACE, NAVFAC): 35%
- Other transportation (e.g., transit, airport): 35%
- Power: 35%
- Private office: 30%
- Water/sewer: 30%
- Manufacturing: 25%
- Higher education: 20%
- K-12 School: 20%
- Retail, warehouse, lodging: 20%
- Public building: 15%
- Hospital: 10%
- Multifamily residential: 10%
2. What types of employees does your firm employ (mark all that apply)?

- Project managers/supervisors: 90%
- Estimating personnel: 85%
- Safety personnel: 75%
- Laborers: 70%
- HR/training personnel: 65%
- Superintendents: 65%
- Equipment operators-cranes, heavy equipment: 60%
- Tax/accounting/finance personnel: 55%
- Mechanics: 55%
- Business development/sales personnel: 50%
- Quality control personnel: 50%
- Truck Drivers: 45%
- IT personnel: 40%
- Concrete workers: 40%
- Electricians: 40%
- Engineers: 30%
- Pipefitters/welders: 30%
- Carpenters: 25%
- Pipelayers: 25%
- Traffic control personnel: 20%
- Cement masons: 15%
- Iron workers: 15%
- Painters: 10%
- Sheet metal workers: 10%
- Installers-drywall: 5%
- Roofers: 5%
3. In the next 12 months, do you expect your firm will hire additional or replacement:

- Yes, for expansion
- Yes, for replacement only
- No
- Don’t know

4. How would you describe your current recruitment situation?

- We are having a hard time filling some salaried office positions
- We are having a hard time filling some salaried field positions
- We are having a hard time filling some hourly office positions
- We are having a hard time filling some hourly craft positions
- We are having no trouble filling any positions
- We do not have any openings to fill
- Don’t know

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
- Estimating personnel
- Tax/accounting/finance personnel
- Quality control personnel
- HR/training personnel
- Safety personnel
- No trouble filling
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):

- Equipment operators-cranes, heavy equipment: 75%
- Superintendents: 62%
- Laborers: 43%
- Mechanics: 27%
- No trouble filling: 11%

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 55%
- It will become harder to hire: Hourly craft 35%, Salaried 35%
- No change: Hourly craft 5%, Salaried 15%
- It will continue to be easy to hire: Hourly craft 0%, Salaried 0%
- It will become easier to hire: Hourly craft 0%, Salaried 0%
- Don't know: Hourly craft 5%, Salaried 5%

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

- Poor: 35%
- Fair: 35%
- Good: 15%
- Excellent: 0%
- Don't know: 15%

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

- Poor: Well trained/skilled 10%, Able to pass drug tests 10%, Able to pass background checks 42%
- Fair: Well trained/skilled 10%, Able to pass drug tests 35%, Able to pass background checks 45%
- Good: Well trained/skilled 11%, Able to pass drug tests 35%, Able to pass background checks 45%
- Excellent: Well trained/skilled 0%, Able to pass drug tests 10%, Able to pass background checks 10%
- Don't know: Well trained/skilled 0%, Able to pass drug tests 0%, Able to pass background checks 5%
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: 100%
- Women: 73%
- African Americans: 60%
- Native Americans/Indigenous Groups: 60%
- Asians: 53%
- People with disabilities: 47%
- Formerly incarcerated individuals: 27%

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

- Outreach to community/industry groups: 87%
- Outreach to local colleges/universities/vocational schools: 73%
- Targeted job fairs: 53%
- Internships: 33%
- Outreach to local high schools: 33%

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

- Mentorship or sponsorship programs: 57%
- Defined career progression: 50%
- Customized learning & development programs: 43%
- Equity and diversity policy: 29%
- Diversity & inclusion training: 21%
- Flexible work practices: 14%
- Formal initiatives/Employee resource groups: 14%
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: 20% (Hourly craft), 11% (Salaried)
- Yes, to other construction firms outside of our area: 15% (Hourly craft), 5% (Salaried)
- Yes, to other industries in our area: 20% (Hourly craft), 21% (Salaried)
- Yes, to other industries outside of our area: 5% (Hourly craft), 15% (Salaried)
- No: 42% (Hourly craft), 40% (Salaried)
- Don't know: 0% (Hourly craft), 0% (Salaried)

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: 68% (Hourly craft), 60% (Salaried)
- Yes, our firm provided incentives/bonuses: 26% (Hourly craft), 40% (Salaried)
- Yes, our firm increased our portion of benefit contributions and/or improved employee benefits: 16% (Hourly craft), 15% (Salaried)
- No, but we are considering increases in pay and/or benefits in the near future: 10% (Hourly craft), 16% (Salaried)
- No, and we are not considering increases in pay and/or benefits: 5% (Hourly craft), 5% (Salaried)
- Don't know: 11% (Hourly craft), 10% (Salaried)
- We do not employ or recruit: 0% (Hourly craft), 0% (Salaried)
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: 55%
- In-house training: 45%
- Overtime hours: 40%
- Executive search firms: 30%
- Interns: 30%
- Labor suppliers (craft): 25%
- Engage with career-building program (e.g., high school, college, career & technical education): 20%
- Labor-saving equipment, tools, machinery (e.g., drones, robots, GPS or laser-guided machinery): 15%
- Shift work: 15%
- Staffing firms and professional employer organizations (noncraft): 10%
- Employee-based (non-immigrant) visas: 5%
- Lean Construction: 5%
- Unions: 5%
- Labor suppliers (noncraft): 0%
- Offsite prefabrication: 0%
- Virtual construction methods (e.g., BIM): 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: 15%
- Increased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 10%
- Increased number of workers compensation claims: 20%
- No change: 75%
- 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: 0%
- We primarily operate as an open-shop contractor, but not always: 5%
- We always operate as an open-shop contractor: 75%
- We do not self-perform or directly hire craft personnel: 10%

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

- Yes: 85%
- No: 15%
- N/A: 0%

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

- 1-49: 25%
- 50-249: 40%
- 250-499: 15%
- 500-999: 5%
- 1,000 or more: 15%

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: 20%
- $30.1 million-$50 million: 15%
- $50.1 million-$100 million: 10%
- $100.1 million-$500 million: 25%
- Over $500 million: 5%