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

- Public building: 61%
- Retail, warehouse, lodging: 61%
- K-12 School: 52%
- Private office: 52%
- Hospital: 48%
- Federal (e.g., VA, GSA, USACE, NAVFAC): 43%
- Higher education: 39%
- Highway: 35%
- Other transportation (e.g., transit, airport): 35%
- Water/sewer: 35%
- Manufacturing: 26%
- Multifamily residential: 26%
- Power: 13%
2. What types of employees does your firm employ (mark all that apply)?

- Laborers: 74%
- Estimating personnel: 70%
- Project managers/supervisors: 65%
- Safety personnel: 43%
- Tax/accounting/finance personnel: 43%
- Truck Drivers: 39%
- HR/training personnel: 35%
- Equipment operators-crane, heavy equipment: 35%
- Installers-other: 35%
- Superintendents: 30%
- Quality control personnel: 26%
- Mechanics: 26%
- Carpenters: 22%
- Concrete workers: 22%
- Business development/sales personnel: 17%
- IT personnel: 17%
- Iron workers: 17%
- Cement masons: 13%
- Pipelayers: 13%
- Sheet metal workers: 13%
- Traffic control personnel: 13%
- Electricians: 9%
- Pipefitters/welders: 9%
- BIM personnel: 4%
- Engineers: 4%
- Bricklayers: 4%
- Millwrights: 4%
- Plumbers: 4%
- Roofers: 4%
- Installers-drywall: 0%
- Painters: 0%
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

4. How would you describe your current recruitment situation?

- We are having no trouble filling any positions: 9%
- We do not have any openings to fill: 4%
- Don’t know: 4%
- We are having a hard time filling some hourly office positions: 26%
- We are having a hard time filling some hourly field positions: 35%
- We are having a hard time filling some salaried field positions: 22%
- We are having a hard time filling some salaried office positions: 43%
- We are having a hard time filling some salaried craft positions: 83%

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: 47%
- Estimating personnel: 19%
- Safety personnel: 10%
- Tax/accounting/finance personnel: 10%
- No trouble filling: 43%
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 and No trouble filling chart]

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

![Availability of hourly craft or salaried personnel chart]

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

![Adequacy of local pipeline chart]

9. How would you rate the adequacy of the local pipeline for supplying craft personnel who are:

![Adequacy of local pipeline for specific craft personnel qualities chart]
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: 80%
- Formerly incarcerated individuals: 70%
- African Americans: 50%
- Asians: 50%
- Native Americans/Indigenous Groups: 50%
- People with disabilities: 50%
- Women: 50%

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

- Outreach to community/industry groups: 53%
- Targeted job fairs: 47%
- Outreach to local colleges/universities/vocational schools: 41%
- Internships: 35%
- Outreach to local high schools: 18%

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

- Defined career progression: 47%
- Mentorship or sponsorship programs: 47%
- Customized learning & development programs: 40%
- Flexible work practices: 40%
- Diversity & inclusion training: 20%
- Equity and diversity policy: 20%
- Formal initiatives/Employee resource groups: 0%
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 11%, Salaried 11%
- Yes, to other construction firms outside of our area: Hourly craft 13%, Salaried 11%
- Yes, to other industries in our area: Hourly craft 9%, Salaried 6%
- Yes, to other industries outside of our area: Hourly craft 6%, Salaried 6%
- No: Hourly craft 22%, Salaried 61%
- Don't know: Hourly craft 4%, Salaried 6%

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 83%, Salaried 63%
- Yes, our firm provided incentives/bonuses: Hourly craft 39%, Salaried 47%
- Yes, our firm increased our portion of benefit contributions and/or improved employee benefits: Hourly craft 22%, Salaried 21%
- No, but we are considering increases in pay and/or benefits in the near future: Hourly craft 4%, Salaried 11%
- No, and we are not considering increases in pay and/or benefits: Hourly craft 4%, Salaried 5%
- Don't know: Hourly craft 4%, Salaried 11%
- We do not employ or recruit: Hourly craft 9%, Salaried 5%
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)?

- Overtime hours: 74%
- In-house training: 48%
- Subcontractors: 39%
- Engage with career-building program (e.g., high school, college, career & technical education): 35%
- Interns: 35%
- Labor-saving equipment, tools, machinery (e.g., drones, robots, GPS or laser-guided machinery): 30%
- Labor suppliers (craft): 30%
- Executive search firms: 22%
- Staffing firms and professional employer organizations (noncraft): 17%
- Lean Construction: 9%
- Offsite prefabrication: 9%
- Shift work: 9%
- Employee-based (non-immigrant) visas: 4%
- Virtual construction methods (e.g., BIM): 4%
- Unions: 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: 26%
- Increased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 9%
- Increased number of workers compensation claims: 22%
- No change: 57%
- Decreased number of reportable injuries and illnesses: 13%
- Decreased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 0%
- Decreased number of workers compensation claims: 9%
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: 87%
- We primarily operate as a union contractor, but not always: 0%
- We primarily operate as an open-shop contractor, but not always: 0%
- We always operate as an open-shop contractor: 13%
- We do not self-perform or directly hire craft personnel: 0%

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

- Yes: 57%
- No: 22%
- N/A: 17%

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

- 1-49: 57%
- 50-249: 43%
- 250-499: 0%
- 500-999: 0%
- 1,000 or more: 0%

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

- $10 million or less: 43%
- $10.1 million-$30 million: 35%
- $30.1 million-$50 million: 9%
- $50.1 million-$100 million: 0%
- $100.1 million-$500 million: 4%
- Over $500 million: 9%