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

- Private office: 58%
- Hospital: 56%
- Retail, warehouse, lodging: 55%
- Higher education: 53%
- Public building: 53%
- Manufacturing: 52%
- K-12 School: 50%
- Highway: 36%
- Water/sewer: 34%
- Federal (e.g., VA, GSA, USACE, NAVFAC): 33%
- Multifamily residential: 30%
- Other transportation (e.g., transit, airport): 29%
- Power: 27%
2. What types of employees does your firm employ (mark all that apply)?

- Project managers/supervisors: 87%
- Estimating personnel: 84%
- Laborers: 74%
- Safety personnel: 73%
- Superintendents: 65%
- Tax/accounting/finance personnel: 57%
- HR/training personnel: 55%
- Carpenters: 51%
- Truck Drivers: 49%
- Business development/sales personnel: 48%
- Equipment operators-cranes, heavy...: 48%
- IT personnel: 46%
- Concrete workers: 44%
- Engineers: 43%
- Mechanics: 39%
- Quality control personnel: 35%
- Cement masons: 24%
- BIM personnel: 21%
- Iron workers: 20%
- Traffic control personnel: 17%
- Installers-drywall: 16%
- Millwrights: 14%
- Installers-other: 12%
- Pipefitters/welders: 12%
- Pipelayers: 12%
- Electricians: 11%
- Bricklayers: 9%
- Painters: 9%
- Plumbers: 7%
- Sheet metal workers: 7%
- Roofers: 4%
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

Yes, for expansion: 45% Hourly office, 47% Hourly craft, 31% Salaried office, 31% Salaried field

Yes, for replacement only: 21% Hourly office, 21% Hourly craft, 20% Salaried office, 18% Salaried field

No: 5% Hourly office, 25% Hourly craft, 31% Salaried office, 27% Salaried field

Don't know: 4% Hourly office, 9% Hourly craft, 9% Salaried office, 7% Salaried field

4. How would you describe your current recruitment situation?

- We are having a hard time filling some salaried office positions: 41%
- We are having a hard time filling some salaried field positions: 38%
- We are having a hard time filling some hourly office positions: 19%
- We are having a hard time filling some hourly craft positions: 72%
- We are having no trouble filling any positions: 8%
- We do not have any openings to fill: 6%
- Don't know: 3%
5. If your firm is having trouble filling salaried positions, please indicate the position types you are having trouble filling:

- Project managers/supervisors: 55%
- Estimating personnel: 39%
- Engineers: 32%
- BIM personnel: 24%
- Quality control personnel: 13%
- Safety personnel: 11%
- Business development/sales personnel: 10%
- IT personnel: 7%
- Tax/accounting/finance personnel: 5%
- HR/training personnel: 4%
- No trouble filling: 26%

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):

- Carpenters: 68%
- Plumbers: 63%
- Bricklayers: 61%
- Electricians: 54%
- Concrete workers: 54%
- Cement masons: 51%
- Roofers: 50%
- Equipment operators-cranes, heavy: 49%
- Laborers: 45%
- Pipelayers: 45%
- Iron workers: 44%
- Installers-drywall: 43%
- Pipefitters/welders: 43%
- Superintendents: 41%
- Truck drivers: 39%
- Installers-other: 37%
- Millwrights: 30%
- Mechanics: 28%
- Installers-sheet metal: 25%
- Traffic control personnel: 22%
- Painters: 14%
- 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
- It will become harder to hire
- No change
- It will continue to be easy to hire
- It will become easier to hire
- Don't know

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

- Poor
- Fair
- Good
- Excellent
- Don't know

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
- Fair
- Good
- Excellent
- Don't know
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%
- Women: 77%
- African Americans: 72%
- Native Americans/Indigenous Groups: 43%
- Asians: 31%
- People with disabilities: 21%
- Formerly incarcerated individuals: 17%

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

- Outreach to local colleges/universities/vocational schools: 65%
- Outreach to community/industry groups: 58%
- Targeted job fairs: 54%
- Internships: 48%
- Outreach to local high schools: 41%

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

- Mentorship or sponsorship programs: 44%
- Customized learning & development programs: 42%
- Defined career progression: 37%
- Equity and diversity policy: 35%
- Flexible work practices: 32%
- Diversity & inclusion training: 31%
- Formal initiatives/Employee resource groups: 17%
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 27%, Salaried 37%
- Yes, to other construction firms outside of our area: Hourly 14%, Salaried 12%
- Yes, to other industries in our area: Hourly 19%, Salaried 14%
- Yes, to other industries outside of our area: Hourly 5%, Salaried 4%
- No: Hourly 35%, Salaried 49%
- Don't know: Hourly 12%, 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 41%, Salaried 39%
- Yes, our firm provided incentives/bonuses: Hourly 21%, Salaried 29%
- Yes, our firm increased our portion of benefit contributions and/or improved employee benefits: Hourly 17%, Salaried 21%
- No, but we are considering increases in pay and/or benefits in the near future: Hourly 11%, Salaried 12%
- No, and we are not considering increases in pay and/or benefits: Hourly 18%, Salaried 12%
- Don't know: Hourly 15%, Salaried 15%
- We do not employ or recruit: Hourly 1%, Salaried 2%
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)?

- In-house training: 48%
- Overtime hours: 46%
- Interns: 42%
- Subcontractors: 41%
- Engage with career-building program (e.g., high school, college, career & technical education): 33%
- Labor-saving equipment, tools, machinery (e.g., drones, robots, GPS or laser-guided machinery): 29%
- Unions: 29%
- Executive search firms: 24%
- Labor suppliers (craft): 21%
- Lean Construction: 18%
- Staffing firms and professional employer organizations (noncraft): 17%
- Offsite prefabrication: 13%
- Shift work: 11%
- Virtual construction methods (e.g., BIM): 8%
- Employee-based (non-immigrant) visas: 2%

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: 16%
- Increased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 12%
- Increased number of workers compensation claims: 11%
- No change: 71%
- Decreased number of reportable injuries and illnesses: 7%
- Decreased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 4%
- Decreased number of workers compensation claims: 4%
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: 46%
- We primarily operate as a union contractor, but not always: 7%
- We primarily operate as an open-shop contractor, but not always: 4%
- We always operate as an open-shop contractor: 36%
- We do not self-perform or directly hire craft personnel: 6%

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

- Yes: 70%
- No: 18%
- N/A: 8%

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

- 1-49: 24%
- 50-249: 44%
- 250-499: 17%
- 500-999: 7%
- 1,000 or more: 7%

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

- $10 million or less: 19%
- $10.1 million-$30 million: 20%
- $30.1 million-$50 million: 15%
- $50.1 million-$100 million: 16%
- $100.1 million-$500 million: 24%
- Over $500 million: 7%