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

- Hospital: 75%
- Private office: 71%
- Higher education: 68%
- Public building: 68%
- Manufacturing: 63%
- Retail, warehouse, lodging: 59%
- Federal (e.g., VA, GSA, USACE, NAVFAC): 56%
- Power: 56%
- K-12 School: 49%
- Multifamily residential: 41%
- Other transportation (e.g., transit, airport): 41%
- Water/sewer: 41%
- Highway: 22%
2. What types of employees does your firm employ (mark all that apply)?

- Project managers/supervisors: 85%
- Estimating personnel: 78%
- Laborers: 78%
- Safety personnel: 73%
- Carpenters: 66%
- Superintendents: 66%
- Tax/accounting/finance personnel: 56%
- Business development/sales personnel: 51%
- HR/training personnel: 46%
- Quality control personnel: 46%
- Equipment operators-cranes, heavy...: 44%
- Engineers: 41%
- Concrete workers: 41%
- IT personnel: 39%
- Truck Drivers: 37%
- Mechanics: 37%
- Millwrights: 32%
- BIM personnel: 29%
- Installers-other: 29%
- Iron workers: 29%
- Cement masons: 27%
- Installers-drywall: 22%
- Electricians: 20%
- Painters: 20%
- Traffic control personnel: 17%
- Pipefitters/welders: 15%
- Bricklayers: 12%
- Sheet metal workers: 12%
- Pipelayers: 10%
- Plumbers: 7%
- Roofers: 7%
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
  - 80%
- Yes, for replacement only
  - 38%
- No
  - 27%
- Don't know
  - 5% 10% 13%

4. How would you describe your current recruitment situation?

- We are having a hard time filling some salaried office positions
  - 46%
- We are having a hard time filling some salaried field positions
  - 20%
- We are having a hard time filling some hourly office positions
  - 17%
- We are having a hard time filling some hourly craft positions
  - 71%
- We are having no trouble filling any positions
  - 10%
- We do not have any openings to fill
  - 2%
- Don't know
  - 2%
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):

- Safety personnel: 80%
- Estimating personnel: 41%
- Project managers/supervisors: 40%
- BIM personnel: 33%
- Engineers: 24%
- Quality control personnel: 16%
- Tax/accounting/finance personnel: 9%
- HR/training personnel: 5%
- Business development/sales personnel: 5%
- IT personnel: 0%
- No trouble filling: 28%

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: 59%
- Cement masons: 45%
- Concrete workers: 41%
- Laborers: 41%
- Equipment operators-cranes, heavy equipment: 39%
- Installers-other: 33%
- Iron workers: 33%
- Superintendents: 33%
- Truck drivers: 20%
- Mechanics: 13%
- Millwrights: 0%
- No trouble filling: 14%

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: 29%
- It will become harder to hire: 24%
- No change: 19%
- It will continue to be easy to hire: 34%
- It will become easier to hire: 21%
- Don’t know: 11%
8. How would you rate the adequacy of the local pipeline for supplying well-trained craft personnel?

- Poor: 22%
- Fair: 29%
- Good: 32%
- Excellent: 12%
- Don't know: 5%

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: 5%, 10%, 27%
- Fair: 10%, 22%, 28%
- Good: 12%, 27%, 49%
- Excellent: 10%, 12%, 51%
- Don't know: 5%, 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)?

- African Americans: 87%
- Women: 73%
- Veterans: 70%
- Native Americans/Indigenous Groups: 33%
- Asians: 13%
- People with disabilities: 10%
- Formerly incarcerated individuals: 7%

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

- Outreach to local colleges/universities/vocational schools: 62%
- Internships: 53%
- Outreach to community/industry groups: 53%
- Targeted job fairs: 50%
- Outreach to local high schools: 35%
12. What methods does your firm use to retain these categories of workers (mark all that apply)?

- Mentorship or sponsorship programs: 63%
- Equity and diversity policy: 50%
- Customized learning & development programs: 44%
- Diversity & inclusion training: 44%
- Flexible work practices: 28%
- Defined career progression: 25%
- Formal initiatives/Employee resource groups: 15%

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: 24%
  - Salaried: 34%
- Yes, to other construction firms outside of our area:
  - Hourly craft: 8%
  - Salaried: 16%
- Yes, to other industries in our area:
  - Hourly craft: 3%
  - Salaried: 13%
- Yes, to other industries outside of our area:
  - Hourly craft: 3%
  - Salaried: 3%
- No: 50% Hourly craft, 63% Salaried
- Don't know: 8% Hourly craft, 11% 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:
  - Hourly craft: 14%
  - Salaried: 23%
- Yes, our firm provided incentives/bonuses:
  - Hourly craft: 14%
  - Salaried: 28%
- Yes, our firm increased our portion of benefit contributions and/or improved employee benefits:
  - Hourly craft: 19%
  - Salaried: 18%
- No, but we are considering increases in pay and/or benefits in the near future:
  - Hourly craft: 8%
  - Salaried: 14%
- No, and we are not considering increases in pay and/or benefits:
  - Hourly craft: 19%
  - Salaried: 18%
- Don't know: 32%
- We do not employ or recruit: 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)?

- Interns: 44%
- Subcontractors: 41%
- Overtime hours: 37%
- In-house training: 34%
- Labor-saving equipment, tools, machinery (e.g., drones, robots, GPS or laser-guided machinery): 34%
- Engage with career-building program (e.g., high school, college, career & technical education): 29%
- Unions: 29%
- Lean Construction: 17%
- Executive search firms: 15%
- Labor suppliers (craft): 15%
- Offsite prefabrication: 15%
- Shift work: 12%
- Staffing firms and professional employer organizations (noncraft): 10%
- Virtual construction methods (e.g., BIM): 7%
- 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: 17%
- Increased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 7%
- Increased number of workers compensation claims: 5%
- No change: 73%
- Decreased number of reportable injuries and illnesses: 7%
- Decreased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 2%
- Decreased number of workers compensation claims: 2%
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: 63%
- We primarily operate as a union contractor, but not always: 7%
- We primarily operate as an open-shop contractor, but not always: 5%
- We always operate as an open-shop contractor: 22%
- We do not self-perform or directly hire craft personnel: 2%

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

- Yes: 63%
- No: 24%
- N/A: 5%

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

- 1-49: 22%
- 50-249: 37%
- 250-499: 32%
- 500-999: 5%
- 1,000 or more: 5%

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

- $10 million or less: 15%
- $10.1 million-$30 million: 15%
- $30.1 million-$50 million: 15%
- $50.1 million-$100 million: 22%
- $100.1 million-$500 million: 29%
- Over $500 million: 5%