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

- Private office: 58%
- Public building: 58%
- Higher education: 52%
- Retail, warehouse, lodging: 52%
- K-12 School: 45%
- Hospital: 42%
- Manufacturing: 42%
- Highway: 33%
- Federal (e.g., VA, GSA, USACE, NAVFAC): 30%
- Water/sewer: 30%
- Multifamily residential: 18%
- Other transportation (e.g., transit, airport): 18%
- Power: 12%
2. What types of employees does your firm employ (mark all that apply)?

- Project managers/supervisors: 79%
- Estimating personnel: 76%
- Safety personnel: 67%
- Laborers: 67%
- Superintendents: 64%
- Tax/accounting/finance personnel: 61%
- HR/training personnel: 55%
- Equipment operators-cranes, heavy…: 48%
- Concrete workers: 45%
- Truck Drivers: 45%
- Mechanics: 45%
- Business development/sales personnel: 39%
- IT personnel: 39%
- Quality control personnel: 39%
- Engineers: 36%
- Carpenters: 36%
- Traffic control personnel: 24%
- Installers-other: 21%
- Pipelayers: 21%
- BIM personnel: 18%
- Electricians: 18%
- Pipefitters/welders: 18%
- Painters: 15%
- Plumbers: 15%
- Iron workers: 12%
- Cement masons: 9%
- Sheet metal workers: 9%
- Bricklayers: 6%
- Installers-drywall: 6%
- Roofers: 6%
- Millwrights: 3%
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
  - 37% Hourly office personnel
  - 50% Hourly craft personnel
  - 68% Salaried office personnel
  - 77% Salaried field personnel

- Yes, for replacement only
  - 13% Hourly office personnel
  - 22% Hourly craft personnel

- No
  - 33% Salaried field personnel

- Don't know
  - 6% Hourly office personnel
  - 17% Hourly craft personnel

4. How would you describe your current recruitment situation?

- We are having a hard time filling some salaried office positions
  - 33%

- We are having a hard time filling some salaried field positions
  - 64%

- We are having a hard time filling some hourly office positions
  - 18%

- We are having a hard time filling some hourly craft positions
  - 76%

- We are having no trouble filling any positions
  - 0%

- We do not have any openings to fill
  - 9%

- Don't know
  - 0%
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):

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):

7. Do you expect any changes in the availability of hourly craft or salaried personnel over the coming 12 months?
8. How would you rate the adequacy of the local pipeline for supplying well-trained craft personnel?

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

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
- Veterans
- Women
- Native Americans/Indigenous Groups
- Asians
- People with disabilities
- Formerly incarcerated individuals

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

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

- Customized learning & development programs: 68%
- Defined career progression: 50%
- Diversity & inclusion training: 50%
- Mentorship or sponsorship programs: 50%
- Equity and diversity policy: 27%
- Formal initiatives/Employee resource groups: 18%
- Flexible work practices: 9%

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 35% Salaried 50%
- Yes, to other construction firms outside of our area: Hourly craft 16% Salaried 23%
- Yes, to other industries in our area: Hourly craft 6% Salaried 17%
- Yes, to other industries outside of our area: Hourly craft 7% Salaried 10%
- No: Hourly craft 23% Salaried 48%
- Don't know: Hourly craft 6% Salaried 13%

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 53% Salaried 70%
- Yes, our firm provided incentives/bonuses: Hourly craft 23% Salaried 38%
- Yes, our firm increased our portion of benefit contributions and/or improved employee benefits: Hourly craft 30% Salaried 31%
- No, but we are considering increases in pay and/or benefits in the near future: Hourly craft 0% Salaried 6%
- No, and we are not considering increases in pay and/or benefits: Hourly craft 10% Salaried 16%
- Don't know: Hourly craft 3% Salaried 3%
- 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)?

- Overtime hours: 70%
- Subcontractors: 48%
- In-house training: 45%
- Engage with career-building program (e.g., high school, college, career & technical education): 36%
- Staffing firms and professional employer organizations (noncraft): 33%
- Labor suppliers (craft): 30%
- Interns: 27%
- Executive search firms: 24%
- Shift work: 24%
- Labor-saving equipment, tools, machinery (e.g., drones, robots, GPS or laser-guided machinery): 21%
- Lean Construction: 12%
- Offsite prefabrication: 9%
- Virtual construction methods (e.g., BIM): 6%
- Employee-based (non-immigrant) visas: 3%
- Unions: 3%

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: 9%
- Increased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 9%
- Increased number of workers compensation claims: 9%
- No change: 76%
- Decreased number of reportable injuries and illnesses: 6%
- Decreased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 3%
- Decreased number of workers compensation claims: 3%
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: 0%
- We primarily operate as a union contractor, but not always: 0%
- We primarily operate as an open-shop contractor, but not always: 12%
- We always operate as an open-shop contractor: 82%
- We do not self-perform or directly hire craft personnel: 6%

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

- Yes: 67%
- No: 15%
- N/A: 18%

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

- 1-49: 42%
- 50-249: 27%
- 250-499: 24%
- 500-999: 3%
- 1,000 or more: 3%

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

- $10 million or less: 33%
- $10.1 million-$30 million: 30%
- $30.1 million-$50 million: 3%
- $50.1 million-$100 million: 12%
- $100.1 million-$500 million: 12%
- Over $500 million: 9%