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

- Private office: 56%
- Public building: 56%
- Retail, warehouse, lodging: 53%
- Hospital: 48%
- K-12 School: 48%
- Higher education: 47%
- Manufacturing: 42%
- Federal (e.g., VA, GSA, USACE, NAVFAC): 40%
- Multifamily residential: 30%
- Highway: 28%
- Water/sewer: 27%
- Other transportation (e.g., transit, airport): 25%
- Power: 17%
2. What types of employees does your firm employ (mark all that apply)?

- Project managers/supervisors: 83%
- Estimating personnel: 76%
- Laborers: 72%
- Safety personnel: 67%
- Superintendents: 59%
- Tax/accounting/finance personnel: 54%
- HR/training personnel: 53%
- Equipment operators-crane, heavy: 44%
- Business development/sales personnel: 43%
- Truck Drivers: 43%
- Quality control personnel: 41%
- Engineers: 37%
- Carpenters: 37%
- IT personnel: 35%
- Concrete workers: 35%
- Mechanics: 34%
- BIM personnel: 20%
- Electricians: 19%
- Pipefitters/welders: 17%
- Traffic control personnel: 17%
- Installers-other: 15%
- Pipelayers: 15%
- Iron workers: 14%
- Sheet metal workers: 14%
- Cement masons: 13%
- Plumbers: 11%
- Bricklayers: 8%
- Installers-drywall: 8%
- Painters: 8%
- Millwrights: 7%
- Roofers: 6%
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**
  - Hourly office personnel: 31%
  - Hourly craft personnel: 42%
  - Salaried office personnel: 53%
  - Salaried field personnel: 70%

- **Yes, for replacement only**
  - Hourly office personnel: 18%
  - Hourly craft personnel: 20%
  - Salaried office personnel: 14%
  - Salaried field personnel: 16%

- **No**
  - Hourly office personnel: 36%
  - Hourly craft personnel: 28%
  - Salaried office personnel: 23%
  - Salaried field personnel: 20%

- **Don’t know**
  - Hourly office personnel: 6%
  - Hourly craft personnel: 10%
  - Salaried office personnel: 15%
  - Salaried field personnel: 11%

4. How would you describe your current recruitment situation?

- **We are having a hard time filling some salaried office positions**
  - 27%

- **We are having a hard time filling some salaried field positions**
  - 38%

- **We are having a hard time filling some hourly office positions**
  - 14%

- **We are having a hard time filling some hourly craft positions**
  - 70%

- **We are having no trouble filling any positions**
  - 10%

- **We do not have any openings to fill**
  - 10%

- **Don’t know**
  - 2%
5. If your firm is having trouble filling salaried positions, please indicate the position types you are having trouble filling:

- Project managers/supervisors: 44%
- Estimating personnel: 31%
- Engineers: 30%
- BIM personnel: 18%
- Quality control personnel: 12%
- Business development/sales personnel: 10%
- Safety personnel: 10%
- Tax/accounting/finance personnel: 10%
- IT personnel: 6%
- HR/training personnel: 5%
- No trouble filling: 35%

6. If your firm is having trouble filling craft professional positions, please indicate the position types you are having trouble filling:

- Carpenters: 62%
- Electricians: 62%
- Concrete workers: 60%
- Plumbers: 57%
- Cement masons: 56%
- Bricklayers: 56%
- Laborers: 47%
- Pipelayers: 46%
- Iron workers: 45%
- Truck drivers: 44%
- Pipefitters/welders: 44%
- Installers-other: 44%
- Equipment operators-cranes, heavy...: 44%
- Roofers: 43%
- Installers-drywall: 43%
- Superintendents: 42%
- Mechanics: 41%
- Millwrights: 41%
- Painters: 37%
- Installers-sheet metal: 36%
- Painters: 36%
- Traffic control personnel: 30%
- No trouble filling: 4%
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: 30%
  - Salaried: 45%
- It will become harder to hire:
  - Hourly craft: 21%
  - Salaried: 18%
- No change:
  - Hourly craft: 39%
- It will continue to be easy to hire:
  - Hourly craft: 0%
  - Salaried: 1%
- It will become easier to hire:
  - Hourly craft: 2%
  - Salaried: 2%
- Don't know:
  - Hourly craft: 8%
  - Salaried: 10%

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

- Poor: 46%
- Fair: 31%
- Good: 11%
- Excellent: 2%
- Don't know: 11%

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: 47%
  - Able to pass drug tests: 18%
  - Able to pass background checks: 23%
- Fair:
  - Well trained/skilled: 41%
  - Able to pass drug tests: 33%
  - Able to pass background checks: 41%
- Good:
  - Well trained/skilled: 24%
  - Able to pass drug tests: 23%
  - Able to pass background checks: 23%
- Excellent:
  - Well trained/skilled: 3%
  - Able to pass drug tests: 3%
  - Able to pass background checks: 1%
- Don't know:
  - Well trained/skilled: 9%
  - Able to pass drug tests: 9%
  - Able to pass background checks: 12%
10. Which, if any, of these categories of workers does your firm make special efforts to recruit and/or retain (mark all that apply)?

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Veterans</td>
<td>79%</td>
</tr>
<tr>
<td>African Americans</td>
<td>64%</td>
</tr>
<tr>
<td>Women</td>
<td>63%</td>
</tr>
<tr>
<td>Native Americans/Indigenous Groups</td>
<td>38%</td>
</tr>
<tr>
<td>Asians</td>
<td>33%</td>
</tr>
<tr>
<td>Formerly incarcerated individuals</td>
<td>27%</td>
</tr>
<tr>
<td>People with disabilities</td>
<td>24%</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Method</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outreach to local colleges/universities/vocational schools</td>
<td>55%</td>
</tr>
<tr>
<td>Targeted job fairs</td>
<td>44%</td>
</tr>
<tr>
<td>Internships</td>
<td>42%</td>
</tr>
<tr>
<td>Outreach to community/industry groups</td>
<td>55%</td>
</tr>
<tr>
<td>Outreach to local high schools</td>
<td>28%</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Method</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customized learning &amp; development programs</td>
<td>46%</td>
</tr>
<tr>
<td>Mentorship or sponsorship programs</td>
<td>38%</td>
</tr>
<tr>
<td>Defined career progression</td>
<td>35%</td>
</tr>
<tr>
<td>Flexible work practices</td>
<td>31%</td>
</tr>
<tr>
<td>Diversity &amp; inclusion training</td>
<td>25%</td>
</tr>
<tr>
<td>Equity and diversity policy</td>
<td>25%</td>
</tr>
<tr>
<td>Formal initiatives/Employee resource groups</td>
<td>16%</td>
</tr>
</tbody>
</table>
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 36% | Salaried 24%
- Yes, to other construction firms outside of our area: Hourly 13% | Salaried 9%
- Yes, to other industries in our area: Hourly 23% | Salaried 14%
- Yes, to other industries outside of our area: Hourly 8% | Salaried 5%
- No: Hourly 34% | Salaried 55%
- Don't know: Hourly 6% | 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 57% | Salaried 44%
- Yes, our firm provided incentives/bonuses: Hourly 29% | Salaried 24%
- Yes, our firm increased our portion of benefit contributions and/or improved employee benefits: Hourly 23% | Salaried 23%
- No, but we are considering increases in pay and/or benefits in the near future: Hourly 11% | Salaried 9%
- No, and we are not considering increases in pay and/or benefits: Hourly 14% | Salaried 10%
- Don't know: Hourly 9% | Salaried 7%
- We do not employ or recruit: Hourly 3% | Salaried 4%
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: 46%
- Overtime hours: 46%
- Subcontractors: 46%
- Interns: 29%
- Labor suppliers (craft): 29%
- Employee-based (non-immigrant) visas: 24%
- Executive search firms: 21%
- Staffing firms and professional employer organizations (noncraft): 21%
- Labor-saving equipment, tools, machinery (e.g., drones, robots, GPS or laser-guided machinery): 20%
- Lean Construction: 14%
- Offsite prefabrication: 12%
- Shift work: 8%
- Unions: 7%
- Virtual construction methods (e.g., BIM): 6%
- Engage with career-building program (e.g., high school, college, career & technical education): 5%

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: 11%
- Increased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 11%
- Increased number of workers compensation claims: 10%
- No change: 73%
- Decreased number of reportable injuries and illnesses: 8%
- 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: 5%
- We primarily operate as a union contractor, but not always: 3%
- We primarily operate as an open-shop contractor, but not always: 9%
- We always operate as an open-shop contractor: 72%
- We do not self-perform or directly hire craft personnel: 10%

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

- Yes: 69%
- No: 19%
- N/A: 11%

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

- 1-49: 37%
- 50-249: 37%
- 250-499: 11%
- 500-999: 7%
- 1,000 or more: 8%

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: 24%
- $30.1 million-$50 million: 10%
- $50.1 million-$100 million: 11%
- $100.1 million-$500 million: 12%
- Over $500 million: 9%