2017 Workforce Survey Results
Tennessee Results

Total responses: 27. Responses varied for some questions.

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

- Public building: 89%
- Private office: 85%
- Retail, warehouse, lodging: 74%
- Higher education: 70%
- K-12 School: 70%
- Hospital: 63%
- Manufacturing: 59%
- Multifamily residential: 48%
- Federal (e.g., VA, GSA, USACE, NAVFAC): 41%
- Other transportation (e.g., transit, airport): 41%
- Water/sewer: 37%
- Highway: 22%
- Power: 22%
2. What types of employees does your firm employ (mark all that apply)?

- Project managers/supervisors: 81%
- Estimating personnel: 70%
- HR/training personnel: 63%
- Safety personnel: 59%
- Tax/accounting/finance personnel: 59%
- Laborers: 56%
- Business development/sales personnel: 52%
- Superintendents: 52%
- Concrete workers: 37%
- Carpenters: 33%
- Engineers: 30%
- IT personnel: 30%
- Quality control personnel: 30%
- Truck Drivers: 26%
- Electricians: 26%
- Mechanics: 19%
- BIM personnel: 15%
- Bricklayers: 15%
- Cement masons: 15%
- Equipment operators-cranes, heavy…: 15%
- Installers-drywall: 11%
- Installers-other: 11%
- Roofers: 11%
- Iron workers: 7%
- Painters: 7%
- Pipefitters/welders: 7%
- Pipelayers: 7%
- Plumbers: 7%
- Sheet metal workers: 7%
- Millwrights: 4%
- Traffic control personnel: 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**
- Hourly office personnel: 36%
- Hourly craft personnel: 46%
- Salaried office personnel: 52%
- Salaried field personnel: 77%

**Yes, for replacement only**
- Hourly office personnel: 16%
- Hourly craft personnel: 15%
- Salaried office personnel: 15%
- Salaried field personnel: 15%

**No**
- Hourly office personnel: 36%
- Hourly craft personnel: 31%
- Salaried office personnel: 26%
- Salaried field personnel: 0%

**Don’t know**
- Hourly office personnel: 0%
- Hourly craft personnel: 8%
- Salaried office personnel: 8%
- Salaried field personnel: 7%

4. How would you describe your current recruitment situation?

- We are having a hard time filling some salaried office positions: 22%
- We are having a hard time filling some salaried field positions: 41%
- We are having a hard time filling some hourly office positions: 11%
- We are having a hard time filling some hourly craft positions: 74%
- We are having no trouble filling any positions: 4%
- We do not have any openings to fill: 7%
- 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):

- Estimating personnel: 47%
- Project managers/supervisors: 41%
- Business development/sales personnel: 29%
- Safety personnel: 6%
- Tax/accounting/finance personnel: 6%
- HR/training personnel: 0%
- No trouble filling: 36%

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: 60%
- Concrete workers: 50%
- Superintendents: 29%
- No trouble filling: 8%

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: 69%
  - Salaried: 44%
- It will become harder to hire:
  - Hourly craft: 15%
  - Salaried: 12%
- No change:
  - Hourly craft: 8%
  - Salaried: 8%
- It will continue to be easy to hire:
  - Hourly craft: 0%
  - Salaried: 0%
- It will become easier to hire:
  - Hourly craft: 0%
  - Salaried: 4%
- Don't know:
  - Hourly craft: 4%
  - Salaried: 8%

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

- Poor: 59%
- Fair: 26%
- Good: 4%
- Excellent: 4%
- Don't know: 7%
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
- African Americans
- Asians
- Native Americans/Indigenous Groups
- Women
- 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 local colleges/universities/vocational schools
- Outreach to community/industry groups
- Internships
- Targeted job fairs
- 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
- Mentorship or sponsorship programs
- Flexible work practices
- Defined career progression
- Diversity & inclusion training
- Formal initiatives/Employee resource groups
- Equity and diversity policy
13. Is your firm losing hourly craft or salaried personnel to other employers (mark all that apply)?

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Hourly Craft</th>
<th>Salaried</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, to other construction firms in our area</td>
<td>20%</td>
<td>33%</td>
</tr>
<tr>
<td>Yes, to other construction firms outside of our area</td>
<td>19%</td>
<td>24%</td>
</tr>
<tr>
<td>Yes, to other industries in our area</td>
<td>11%</td>
<td>12%</td>
</tr>
<tr>
<td>Yes, to other industries outside of our area</td>
<td>7%</td>
<td>4%</td>
</tr>
<tr>
<td>No</td>
<td>41%</td>
<td>56%</td>
</tr>
<tr>
<td>Don't know</td>
<td>0%</td>
<td>7%</td>
</tr>
</tbody>
</table>

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)?

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Hourly Craft</th>
<th>Salaried</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, our firm increased base pay rates</td>
<td>40%</td>
<td>56%</td>
</tr>
<tr>
<td>Yes, our firm provided incentives/bonuses</td>
<td>26%</td>
<td>32%</td>
</tr>
<tr>
<td>Yes, our firm increased our portion of benefit contributions and/or improved employee benefits</td>
<td>25%</td>
<td>28%</td>
</tr>
<tr>
<td>No, but we are considering increases in pay and/or benefits in the near future</td>
<td>15%</td>
<td>16%</td>
</tr>
<tr>
<td>No, and we are not considering increases in pay and/or benefits</td>
<td>7%</td>
<td>20%</td>
</tr>
<tr>
<td>Don't know</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>We do not employ or recruit</td>
<td>0%</td>
<td>4%</td>
</tr>
</tbody>
</table>
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)?

- Subcontractors: 52%
- Labor suppliers (craft): 41%
- In-house training: 37%
- Interns: 37%
- Staffing firms and professional employer organizations (noncraft): 37%
- Overtime hours: 33%
- Engage with career-building program (e.g., high school, college, career & technical education): 30%
- Executive search firms: 26%
- Lean Construction: 19%
- Unions: 15%
- Offsite prefabrication: 11%
- Labor-saving equipment, tools, machinery (e.g., drones, robots, GPS or laser-guided machinery): 7%
- Virtual construction methods (e.g., BIM): 4%
- Employee-based (non-immigrant) visas: 0%
- Shift work: 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: 7%
- Increased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 7%
- Increased number of workers compensation claims: 7%
- No change: 89%
- Decreased number of reportable injuries and illnesses: 4%
- 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: 4%
- We primarily operate as a union contractor, but not always: 11%
- We primarily operate as an open-shop contractor, but not always: 11%
- We always operate as an open-shop contractor: 59%
- We do not self-perform or directly hire craft personnel: 15%

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

- Yes: 74%
- No: 11%
- N/A: 15%

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

- 1-49: 44%
- 50-249: 41%
- 250-499: 4%
- 500-999: 0%
- 1,000 or more: 11%

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

- $10 million or less: 37%
- $10.1 million-$30 million: 26%
- $30.1 million-$50 million: 11%
- $50.1 million-$100 million: 15%
- $100.1 million-$500 million: 11%
- Over $500 million: 0%