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

- Public building: 57%
- Private office: 56%
- Hospital: 55%
- K-12 School: 51%
- Retail, warehouse, lodging: 51%
- Higher education: 46%
- Manufacturing: 39%
- Federal (e.g., VA, GSA, USACE, NAVFAC): 36%
- Multifamily residential: 33%
- Other transportation (e.g., transit, airport): 29%
- Highway: 28%
- Water/sewer: 26%
- Power: 18%
2. What types of employees does your firm employ (mark all that apply)?

- Project managers/supervisors: 84%
- Estimating personnel: 79%
- Safety personnel: 70%
- Laborers: 70%
- HR/training personnel: 55%
- Tax/accounting/finance personnel: 54%
- Superintendents: 52%
- Business development/sales personnel: 46%
- Quality control personnel: 44%
- Equipment operators-cranes, heavy…: 44%
- Engineers: 41%
- IT personnel: 41%
- Truck Drivers: 38%
- Mechanics: 34%
- Carpenters: 31%
- Concrete workers: 28%
- BIM personnel: 21%
- Electricians: 20%
- Traffic control personnel: 17%
- Installers-other: 16%
- Iron workers: 13%
- Cement masons: 11%
- Sheet metal workers: 11%
- Pipefitters/welders: 10%
- Pipelayers: 9%
- Plumbers: 8%
- Bricklayers: 5%
- Millwrights: 5%
- Installers-drywall: 4%
- Painters: 4%
- Roofers: 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:
- 33%
- 65%
- 41%
- 47%

Yes, for replacement only:
- 18%
- 16%
- 14%
- 22%

No:
- 13%
- 35%
- 27%
- 28%

Don’t know:
- 6%
- 14%
- 10%
- 11%

4. How would you describe your current recruitment situation?

- We are having a hard time filling some salaried office positions: 25%
- We are having a hard time filling some salaried field positions: 34%
- We are having a hard time filling some hourly office positions: 15%
- We are having a hard time filling some hourly craft positions: 69%
- We are having no trouble filling any positions: 12%
- We do not have any openings to fill: 11%
- Don’t know: 3%
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):

- Project managers/supervisors: 45%
- Engineers: 33%
- Estimating personnel: 25%
- BIM personnel: 18%
- Tax/accounting/finance personnel: 15%
- Safety personnel: 11%
- Quality control personnel: 10%
- Business development/sales personnel: 10%
- IT personnel: 8%
- HR/training personnel: 7%
- 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):

- Concrete workers: 66%
- Electricians: 61%
- Cement masons: 59%
- Carpenters: 57%
- Plumbers: 54%
- Installers-other: 52%
- Laborers: 46%
- Traffic control personnel: 44%
- Equipment operators-cranes, heavy...: 44%
- Truck drivers: 43%
- Mechanics: 42%
- Superintendents: 41%
- Iron workers: 40%
- Pipelayers: 36%
- Pipefitters/welders: 31%
- Installers-sheet metal: 28%
- No trouble filling: 3%
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)?

- Veterans: 78%
- Women: 66%
- African Americans: 62%
- Asians: 39%
- Native Americans/Indigenous Groups: 35%
- Formerly incarcerated individuals: 28%
- People with disabilities: 27%
- Asians: 40%
-Formerly incarcerated individuals: 20%

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

- Outreach to local colleges/universities/vocational schools: 49%
- Targeted job fairs: 42%
- Internships: 40%
- Outreach to community/industry groups: 51%
- Outreach to local high schools: 20%

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

- Customized learning & development programs: 44%
- Mentorship or sponsorship programs: 41%
- Defined career progression: 36%
- Flexible work practices: 32%
- Diversity & inclusion training: 27%
- Equity and diversity policy: 26%
- Formal initiatives/Employee resource groups: 16%
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: 34% Hourly, 28% Salaried
- Yes, to other construction firms outside of our area: 14% Hourly, 10% Salaried
- Yes, to other industries in our area: 26% Hourly, 15% Salaried
- Yes, to other industries outside of our area: 11% Hourly, 6% Salaried
- No: 30% Hourly, 48% Salaried
- Don't know: 11% Hourly, 8% 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: 57% Hourly, 44% Salaried
- Yes, our firm provided incentives/bonuses: 26% Hourly, 31% Salaried
- Yes, our firm increased our portion of benefit contributions and/or improved employee benefits: 23% Hourly, 24% Salaried
- No, but we are considering increases in pay and/or benefits in the near future: 10% Hourly, 7% Salaried
- No, and we are not considering increases in pay and/or benefits: 13% Hourly, 9% Salaried
- Don't know: 10% Hourly, 7% Salaried
- We do not employ or recruit: 4% Hourly, 3% Salaried
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: 47%
- Overtime hours: 46%
- Subcontractors: 43%
- Interns: 27%
- Labor suppliers (craft): 24%
- Executive search firms: 21%
- Labor-saving equipment, tools, machinery (e.g., drones, robots, GPS or laser-guided machinery): 21%
- Staffing firms and professional employer organizations (noncraft): 20%
- Engage with career-building program (e.g., high school, college, career & technical education): 16%
- Lean Construction: 16%
- Offsite prefabrication: 13%
- Shift work: 8%
- Unions: 8%
- Employee-based (non-immigrant) visas: 4%
- Virtual construction methods (e.g., BIM): 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: 10%
- Increased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 14%
- Increased number of workers compensation claims: 8%
- No change: 70%
- Decreased number of reportable injuries and illnesses: 10%
- Decreased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 5%
- 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: 8%
- 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: 66%
- We do not self-perform or directly hire craft personnel: 15%

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

- Yes: 68%
- No: 22%
- N/A: 9%

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

- 1-49: 32%
- 50-249: 33%
- 250-499: 15%
- 500-999: 10%
- 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: 20%
- $10.1 million-$30 million: 12%
- $30.1 million-$50 million: 13%
- $50.1 million-$100 million: 8%
- $100.1 million-$500 million: 13%
- Over $500 million: 13%