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

- Higher education: 49%
- K-12 School: 49%
- Retail, warehouse, lodging: 47%
- Multifamily residential: 43%
- Private office: 43%
- Public building: 43%
- Federal (e.g., VA, GSA, USACE, NAVFAC): 42%
- Highway: 34%
- Hospital: 34%
- Manufacturing: 26%
- Water/sewer: 26%
- Other transportation (e.g., transit, airport): 25%
- Power: 13%
2. What types of employees does your firm employ (mark all that apply)?

- Project managers/supervisors: 81%
- Estimating personnel: 77%
- Laborers: 77%
- Safety personnel: 66%
- HR/training personnel: 51%
- Tax/accounting/finance personnel: 51%
- Superintendents: 51%
- Business development/sales personnel: 36%
- Engineers: 36%
- Quality control personnel: 36%
- Carpenters: 36%
- Truck Drivers: 36%
- Equipment operators-cranes, heavy...: 34%
- IT personnel: 32%
- Mechanics: 25%
- Concrete workers: 23%
- Traffic control personnel: 21%
- BIM personnel: 13%
- Iron workers: 13%
- Pipelayers: 13%
- Cement masons: 11%
- Electricians: 11%
- Pipefitters/welders: 9%
- Installers-other: 8%
- Millwrights: 8%
- Sheet metal workers: 8%
- Bricklayers: 6%
- Installers-drywall: 6%
- Plumbers: 6%
- Roofers: 6%
- Painters: 2%
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:
- Yes, for expansion: 39%
- Yes, for replacement only: 20%
- No: 18%
- Don't know: 22%

4. How would you describe your current recruitment situation?

- We are having a hard time filling some salaried office positions: 36%
- We are having a hard time filling some salaried field positions: 30%
- We are having a hard time filling some hourly office positions: 8%
- We are having a hard time filling some hourly craft positions: 79%
- We are having no trouble filling any positions: 11%
- We do not have any openings to fill: 8%
- 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):

- Project managers/supervisors: 53%
- Estimating personnel: 39%
- Engineers: 32%
- Quality control personnel: 21%
- Tax/accounting/finance personnel: 15%
- Safety personnel: 11%
- IT personnel: 6%
- Business development/sales personnel: 5%
- HR/training personnel: 0%
- No trouble filling: 38%

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: 74%
- Concrete workers: 67%
- Laborers: 56%
- Equipment operators-cranes, heavy equipment: 56%
- Truck drivers: 53%
- Superintendents: 44%
- Mechanics: 38%
- Traffic control personnel: 36%
- No trouble filling: 0%

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: 67%
- It will become harder to hire: 45%
- No change: 19%
- It will continue to be easy to hire: 19%
- It will become easier to hire: 2%
- Don’t know: 15%
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)?

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

- Defined career progression: 49%
- Customized learning & development programs: 46%
- Equity and diversity policy: 32%
- Flexible work practices: 32%
- Mentorship or sponsorship programs: 32%
- Diversity & inclusion training: 22%
- Formal initiatives/Employee resource groups: 19%

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 27%, Salaried 44%
- Yes, to other construction firms outside of our area: Hourly 4%, Salaried 17%
- Yes, to other industries in our area: Hourly 15%, Salaried 21%
- Yes, to other industries outside of our area: Hourly 2%, Salaried 17%
- No: Hourly 27%, Salaried 46%
- Don’t know: Hourly 12%, Salaried 17%

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 61%, Salaried 50%
- Yes, our firm provided incentives/bonuses: Hourly 24%, Salaried 20%
- Yes, our firm increased our portion of benefit contributions and/or improved employee benefits: Hourly 22%, Salaried 25%
- No, but we are considering increases in pay and/or benefits in the near future: Hourly 18%, Salaried 10%
- No, and we are not considering increases in pay and/or benefits: Hourly 4%, Salaried 4%
- Don’t know: Hourly 14%, Salaried 10%
- We do not employ or recruit: Hourly 6%, 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: 64%
- Subcontractors: 49%
- In-house training: 47%
- Interns: 42%
- Executive search firms: 30%
- Unions: 30%
- Engage with career-building program (e.g., high school, college, career & technical education): 26%
- Labor suppliers (craft): 23%
- Staffing firms and professional employer organizations (noncraft): 23%
- Lean Construction: 15%
- Labor-saving equipment, tools, machinery (e.g., drones, robots, GPS or laser-guided machinery): 13%
- Shift work: 11%
- Virtual construction methods (e.g., BIM): 9%
- Offsite prefabrication: 6%
- Employee-based (non-immigrant) visas: 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: 26%
- Increased number of jobsite hazards (physical and/or behavioral) identified in inspection reports: 9%
- Increased number of workers compensation claims: 26%
- No change: 62%
- Decreased number of reportable injuries and illnesses: 6%
- 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: 40%
- We primarily operate as a union contractor, but not always: 6%
- We primarily operate as an open-shop contractor, but not always: 6%
- We always operate as an open-shop contractor: 47%
- We do not self-perform or directly hire craft personnel: 2%

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

- Yes: 75%
- No: 15%
- N/A: 8%

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

- 1-49: 36%
- 50-249: 42%
- 250-499: 11%
- 500-999: 8%
- 1,000 or more: 4%

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

- $10 million or less: 36%
- $10.1 million-$30 million: 13%
- $30.1 million-$50 million: 13%
- $50.1 million-$100 million: 19%
- $100.1 million-$500 million: 15%
- Over $500 million: 4%