### Missouri Results

**Total responses: 68, but number varies by question.**

1. **How has your firm's headcount changed as a result of the pandemic? (Mark all that apply)** Responses: 67

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Furloughed or terminated employees</td>
<td>27%</td>
</tr>
<tr>
<td>Terminated employees</td>
<td>18%</td>
</tr>
<tr>
<td>Furloughed employees</td>
<td>13%</td>
</tr>
<tr>
<td>Recalled or added employees</td>
<td>34%</td>
</tr>
<tr>
<td>Added employees</td>
<td>27%</td>
</tr>
<tr>
<td>Recalled employees</td>
<td>9%</td>
</tr>
<tr>
<td>No change</td>
<td>48%</td>
</tr>
</tbody>
</table>

2. **By what percentage has your firm’s headcount changed in the past 12 months?** Responses: 68

<table>
<thead>
<tr>
<th>Change in Headcount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduced headcount</td>
<td>49%</td>
</tr>
<tr>
<td>Increased headcount</td>
<td>28%</td>
</tr>
<tr>
<td>No change</td>
<td>24%</td>
</tr>
</tbody>
</table>
3. Did you furlough employees and then recall any? (Mark all that apply) Responses: 68

- No, did not furlough any employees: 72%
- Have not tried to recall furloughed employees: 9%
- Tried to recall furloughed employees: 19%

4. Among firms that tried to recall employees; Response: 13

- All furloughed employees reported when recalled: 54%
- Some recalled employees have refused to work: 46%
- Some cited preference for unemployment benefits: 38%
- Some cited virus concerns or family responsibilities: 23%
- Some cited other reasons (or unknown): 8%

5. How would you describe your current situation in filling hourly craft or salaried positions? Responses: 68
   - Salaried: 68
   - Craft: 19%

- We are having a hard time filling some or all positions: 51%
- We are having no difficulty filling any positions: 38%
- We have no openings for positions: 22%
6. How many unfilled hourly craft or salaried positions did you have on June 30, 2020? Responses: 68 Salaried; 67 Craft

7. Has your firm added or increased use of the following to provide workers in the last 6 months? (Mark all that apply) Responses: 68
8. Has your firm made changes in hiring, training or scheduling in the last 6 months? (Mark all that apply) Responses: 68

- No changes: 43%
- Have not tried to hire: 18%
- Increased use of learning program with a strong online/video component (e.g., held classes using Zoom and Teams): 22%
- Initiated or increased online or mobile training options: 21%
- Overtime: 13%
- Augmented/mixed/virtual reality training devices: 12%
- Lowered hiring standards (e.g., education, training, employment or arrest record): 12%
- Initiated or increased spending on training and professional development: 12%
- Trained personnel in Lean construction methods: 6%
- Added Lean construction personnel: 4%
- Raised hiring standards: 3%
- Decreased or eliminated spending on training and professional development: 3%
- Other: 0%
9. If your firm is having trouble filling salaried positions, please indicate all the position types you are having trouble filling (Mark all that apply): 28

- Project managers/supervisors: 82%
- Engineers: 43%
- Safety personnel: 18%
- Quality control personnel: 14%
- IT personnel: 7%
- Software/database personnel: 7%
- BIM personnel: 4%
- Environmental compliance professionals: 4%
- Architects: 0%
- Lean construction professionals: 0%
10. If your firm is having trouble filling hourly craft positions, please indicate all the position types you are having trouble filling (Mark all that apply). Responses: 44

- Equipment operators-cranes, heavy equipment: 45%
- Laborers: 45%
- Carpenters: 41%
- Concrete workers: 41%
- Cement masons: 27%
- Iron workers: 27%
- Truck drivers: 16%
- Pipelayers: 11%
- Mechanics: 9%
- Sheet metal workers: 7%
- Electricians: 5%
- Installers-drywall: 5%
- Installers-other: 5%
- Millwrights: 5%
- Painters: 5%
- Roofers: 5%
- Plumbers: 2%
- Bricklayers: 0%
- Pipefitters/welders: 0%
- Traffic control personnel: 0%
11. Has your firm adjusted pay and/or benefits for hourly craft or salaried personnel in the last 6 months? (Mark all that apply) Responses: 65

- Increased base pay rates: 34%
- Provided incentives/bonuses: 15%
- Increased our portion of benefit contributions and/or improved employee benefits: 8%
- Reduced base pay rates: 3%
- Reduced our portion of benefit contributions and/or scaled back employee benefits: 3%
- No change: 57%

12. What technologies (hardware or software) have you employed recently to help alleviate any labor shortages your firm has experienced? (Mark all that apply) Responses: 61

- Project Management: 16%
- Document / File Management (e.g., high school, college, career & technical education): 15%
- Field Collaboration: 15%
- Bidding: 13%
- Estimating: 13%
- Workforce Management: 13%
- Site Safety: 10%
- Virtual/Augmented/Mixed Reality: 5%
- Adopted or increased Lean construction methods: 3%
- Cost Management/ ERP: 3%
- Reality Capture: 3%
- Other: 2%
- No changes: 59%
13. What impact, if any, has the pandemic had on your firm’s projects? (Mark all that apply) Responses: 66

- Some projects have been halted, postponed or canceled: 73%
- Scheduled projects have been postponed or canceled: 65%
- Projects under way have been halted: 45%
- We have won additional projects or add-ons to current projects: 11%
- No impact: 15%
- Projects have taken longer than we anticipated: 27%
- Costs have been higher than we anticipated: 21%
- We have put longer completion times into our bids or contracts: 15%
- We have put higher prices into our bids or contracts: 9%
- Projects have taken less time or cost less than we anticipated: 5%
- Other: 12%

14. What impact, if any, has the pandemic had on your firm’s safety and health program or performance? Responses: 67

- More reportable injuries and illness: 6%
- More jobsite hazards (physical and or behavioral) identified in inspection reports: 4%
- More workers compensation claims: 0%
- No change: 84%
- Fewer reportable injuries and illnesses: 4%
- Fewer jobsite hazards (physical and/or behavioral) identified in inspection reports: 1%
- Fewer workers compensation claims: 0%
15. If Congress takes further action to address the economic fallout from the coronavirus, which of these measures would be helpful to your business? (Mark all that apply) Responses: 65

- Larger federal investment in infrastructure (e.g. transportation, schools, water, etc) 63%
- Enact a “safe harbor” set of protocols to provide firms with protection from tort or employment liability for failing to prevent a covid-19 infection 57%
- Funding for state departments of transportation to help prevent project delays as a result of lost revenue from the pandemic 46%
- Addressing federal unemployment benefits that serve as artificial barriers to returning people to work 45%
- Multi-year surface transportation reauthorization with higher funding levels 42%
- More funding for loan programs to maintain cash flows 34%
- Funding for direct federal and federal-aid construction projects to compensate employers during project delays or shutdowns due to coronavirus 28%
- Addressing the funding shortfalls for multi-employer pension plans 23%
- Enact a pandemic risk insurance/covid-19 business and employee continuity and recovery fund 23%
- No additional legislation is needed 8%
- Other 3%

16. When do you expect your firm’s volume of business will return to its normal level relative to one year earlier? Responses: 66

- Volume of business already matches or exceeds year-ago level 32%
- 1-6 months 17%
- More than 6 months (or never) 35%
- Don’t know 17%
17. How do expect your firm's headcount to change in the next 12 months? (Mark all that apply). Responses: 66

- Expect to furlough and or terminate employees: 15%
- Expect to terminate employees to reduce headcount: 11%
- Expect to furlough employees temporarily: 5%
- Expect to recall and or add employees: 56%
- Expect to add new employees: 53%
- Expect to recall employees: 3%
- No net change: 53%

18. How many total employees did your firm employ at all of its locations as of June 30, 2020? Responses: 66

- 1-49: 34%
- 50-249: 50%
- 250-499: 9%
- 500 or more: 7%
19. Estimate the total dollar amount of work your firm performed during the past 12 months. Responses: 68

- $10 million or less: 26%
- $10.1 million-$50 million: 35%
- $50.1 million-$500 million: 35%
- Over $500 million: 3%

20. Please indicate which of the following types of construction projects your firm performs (Mark all that apply) Responses: 68

- Building construction: 69%
- Federal and heavy: 50%
- Highway and transportation: 46%
- Utility infrastructure: 43%
- Other: 6%
21. When you self-perform construction work, do you operate as a union contractor or an open-shop contractor? Responses: 65

- **We always operate as a union contractor**: 60%
- **We primarily operate as a union contractor but not always**: 12%
- **We primarily operate as an open-shop contractor but not always**: 5%
- **We always operate as an open-shop contractor**: 18%
- **We do not self-perform or directly hire craft personnel**: 5%