2022

Present and Future of Work in Engineering and Architecture

An in-depth study of the state of the industry and talent market — and how companies can compete in a fast-changing world.

ActionsProve

EMI
ENGINEERING MANAGEMENT INSTITUTE

New research from ActionsProve and the Engineering Management Institute uncovers what drives employee engagement, retention, and belonging at work.

A survey of over 300 engineers and architects in North America explores key workplace issues by age, gender, role, and years of experience. Its findings show how employers can attract and retain top talent amidst the Great Resignation, and position themselves for greater growth and prosperity.
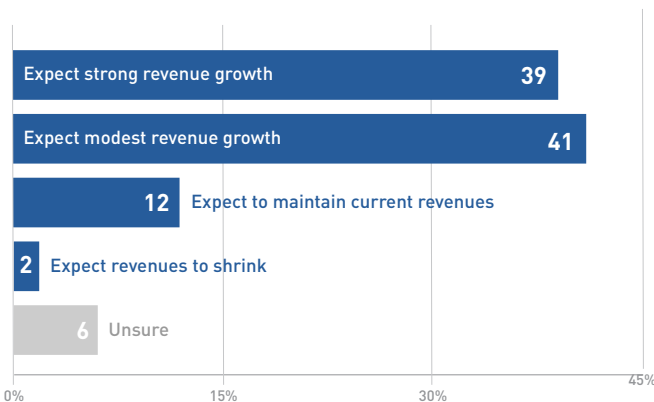
The Great Resignation isn't over yet

Our research shows turnover for engineering and architecture talent is still at record highs. What's driving the disruption, and how can firms improve hiring and retention?

Hiring engineers and architects has been challenging for at least a decade, but post-pandemic growth fueled by strong public and private sector spending, and the post-COVID "snapback" is exacerbating talent market pressures. Fully 80% of professionals we surveyed expect growth in 2022 — with nearly 40% predicting strong growth — despite inflationary pressures and ongoing supply chain slowdowns.

In a recent poll at the Environmental Financial Consulting Group's (EFCG) CEO conference, 90% of attendees cited the "war for talent" as the No. 1 trend affecting employer decision making.[1] And the research shows the Great Resignation in the A/E sector shows no signs of abating.

- **Nearly 2 in 3 (61%) say they would consider leaving their current employer in the next 12 months for the right opportunity**. And 26% would strongly consider leaving.

- **Turnover risk is higher among younger professionals:** 83% of those with less than five years' experience would consider leaving their current employer — and of that group, 40% would strongly consider resigning.

- **The share of professionals that are *unlikely* to leave may, in fact, be closer to 10%.** Even among those who say they're not considering resigning, 3 in 4 say they would consider it under certain circumstances — most often for substantially higher pay (40%) and/or quality of life improvements (32%).

Figure 1 **OPTIMISM ABOUT REVENUE GROWTH**

80% of those surveyed expect growth in 2022

Expect strong revenue growth	39
Expect modest revenue growth	41
Expect to maintain current revenues	12
Expect revenues to shrink	2
Unsure	6

0%   15%   30%   45%

Q. What is your company's revenue outlook for 2022? (Shown as %.)

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Nearly **2** in **3** A/E professionals are considering resigning in the next 12 months.

In other words, even those employees you think are unlikely to resign — whether due to longevity or some other factor — are not truly "safe."

Why are A/E professionals driven to switch employers? The biggest reason by a large margin is the search for career advancement opportunities (45% cite this). Across industries, the Great Resignation offers employees the chance to leapfrog to more attractive positions and advance their careers — and large numbers are seizing the opportunity.

Compensation, while important, ranks 15 points lower than the search for advancement opportunities.

"Many assume that increasing salary offers or bonuses will on its own retain top talent, but the research shows money isn't the primary reason A/E talent seeks out new jobs," says Peter C. Atherton, president and founder of ActionsProve. "Engineers and architects are in search of career development opportunities, as well as greater flexibility about the 'where' and 'when' of work — and companies that resist change in these areas will find themselves struggling to hire and retain top candidates."

Training and development: a win-win opportunity

Rather than hunting for scarce talent with the requisite experience and skills, many organizations are "in-sourcing" and training existing employees to grow into critical roles. This move to elevate internal talent also increases engagement and retention among employees, who value learning new skills. "We're seeing a lot of traction with internal mobility," says Kerry Gilliam, vice president of marketing, Jobvite. "Everyone is fearing the 'Great Resignation,' and companies are thinking about how to retain their best talent."[2]

Yet our research shows that training and development for A/E talent remains inadequate. Just 15% of professionals we surveyed reported training effectiveness at their company is "excellent." And half told us their in-house training is "average" or below.

Jean-Marc Laouchez, president, Korn Ferry Institute, believes best-in-class companies will more and more prioritize development programs — both as a way to make their existing workforce more resilient, and as a hedge against turnover. He explains, "Constant learning — driven by both workers and organizations — will be central to the future of work, extending far beyond the traditional definition of learning and development."[3]

> "
> Many assume that increasing salary offers or bonuses will on its own retain top talent, but the research shows money isn't the primary reason A/E talent seeks out new jobs."
>
> **Peter C. Atherton, P.E. | ActionsProve**

People-centric, data-driven talent management

Research guides efforts to attract and retain different employee groups.

In many industries, talent leaders have been using "people analytics" for a decade or more — that is, using data to make evidence-based decisions about recruiting, hiring, and managing talent. (In contrast to the traditional "hire and hope" approach to talent acquisition.)

It's time for more companies in the A/E sector to take a people-centric, data-driven approach to hiring and retaining talent. This means drilling down to understand specific segments within the market (e.g., differences by role, gender, race/ethnicity, and generation), and optimizing employer branding, recruiting, and hiring strategies based on those findings. Given that many company leaders entered the workforce 10, 20, or 30+ years ago, when expectations were radically different than they are today, a data-driven approach is also critical to shift internal mindsets and spur investments in talent management.
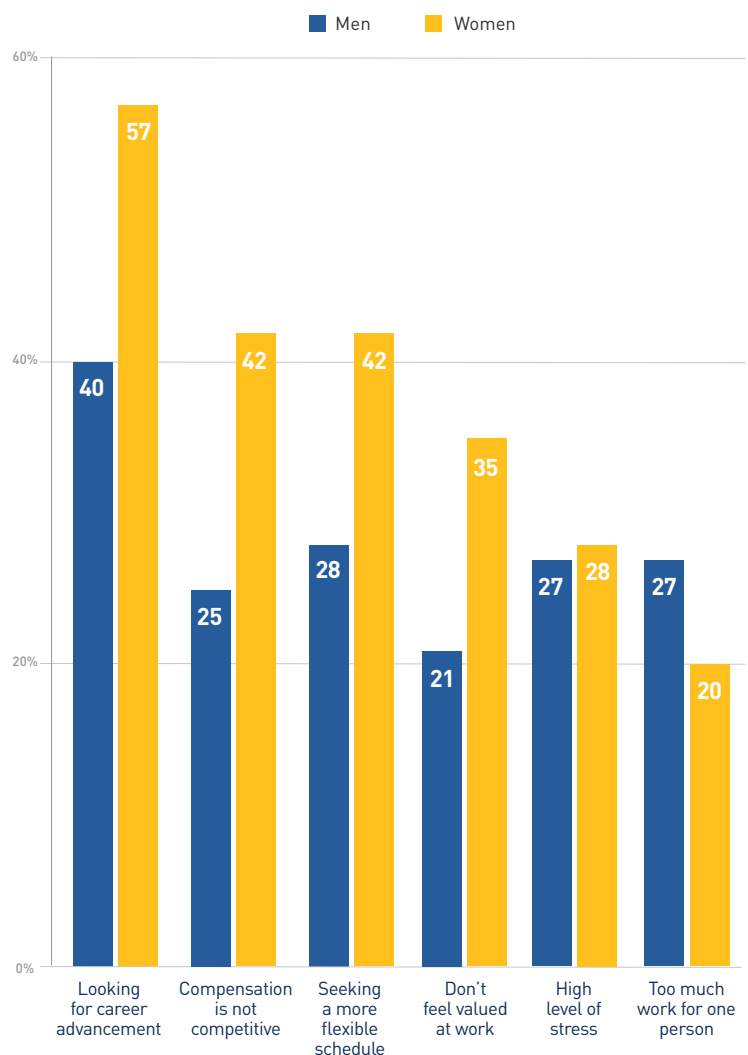
Women resign their jobs for different reasons than men

Our research shows women are *not* significantly more likely to say they're considering job-hopping when compared to men — but, like men, a high proportion are considering resigning in the next 12 months. Yet, their reasons differ:

- Women cite more reasons, and at higher rates than men (see Figure 2).

- Career advancement is a big motivator for women to leave, but so is compensation and the search for a more flexible work schedule.

Figure 2 **MOTIVATIONS TO LEAVE EMPLOYER BY GENDER**

Women in search of advancement, better compensation, and a flexible schedule

■ Men ■ Women

	Men	Women
Looking for career advancement	40	57
Compensation is not competitive	25	42
Seeking a more flexible schedule	28	42
Don't feel valued at work	21	35
High level of stress	27	28
Too much work for one person	27	20

Q. What factors do / would influence you to consider leaving your current employer? (Includes only those who indicated they would consider leaving employer in next 12 months. Shown as %.)

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Our study also asked what factors women consider when evaluating a new employer; 57% of women say quality of life is a factor when choosing a new employer, compared to 42% of men. Also, quality of life is nearly 20 points higher than compensation as a decision-making factor for women, and the potential for career advancement is 10 points higher than compensation. These are strong signals for employers intent on hiring and retaining women in A/E jobs.

There is no "one size fits all" approach to reducing turnover

Why do professionals leave their employers? Younger people are in search of career advancement opportunities and a more flexible schedule when they leave their employer. More experienced (read: older) professionals are most likely to cite stress as the key driver. They also feel overworked and unappreciated.

It's not hard to see how the pandemic has inflicted different burdens on newer versus more experienced professionals at work. "The unequal distribution of stress inside companies should be a red flag for company management," says Atherton. "Most older A/E professionals are not leaving their jobs at this time, yet they are more stressed, more overworked, and more likely to say they don't feel valued — a sobering generational and organizational divide."

Figure 3 **REASONS FOR JOB TURNOVER, BY GENERATION**

*New and mid-career employees seek out career advancement above all else.*

	YEARS OF EXPERIENCE			
	UNDER 10	**10–19**	**20 OR MORE**	**ALL**
Looking for career advancement	47	50	37	45
Seeking a more flexible schedule	34	35	24	32
My compensation is not competitive	30	32	29	30
High level of stress	21	29	40	27
Too much work for one person	23	21	32	25
Don't feel valued at work	27	12	32	25
Ineffective leadership team	17	15	37	19
Ineffective project team	17	21	21	19
Poor / toxic work culture	16	6	24	16

Q: What factors do / would influence you to consider leaving your current employer? (Question asked of those who indicated they would consider leaving their employer in the next 12 months. Showing responses that were chosen by at least 1 in 5. Shown as %.)

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Figure 4 **SUPPORT FOR CAREER DEVELOPMENT, BY AGE**

New and mid-career employees are significantly <u>less</u> likely to say they "strongly agree" their company supports their career development

<19 YEARS EXPERIENCE

24%
Strongly agree

≥20 YEARS EXPERIENCE

42%
Strongly agree
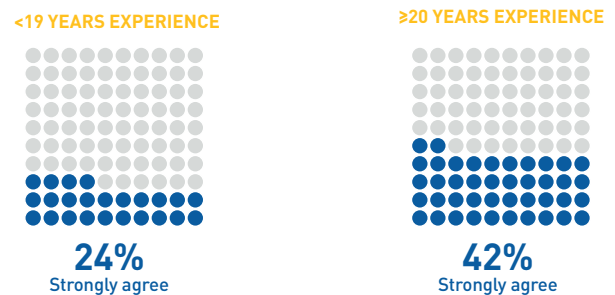
Q: My company supports my career development. (Showing "strongly agree"; expressed as a %.)

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> " The unequal distribution of stress inside companies should be a red flag for company management. Most older A/E professionals are not leaving their jobs at this time, yet they are more stressed, more overworked, and more likely to say they don't feel valued —a sobering generational and organizational divide."
>
> **Peter C. Atherton, P.E. | ActionsProve**

Identifying the opportunities and challenges of virtual work

The research shows many have not only adapted to working from home, but even thrived. In our study, nearly half of women (48%) say virtual working has had a positive effect on job performance, compared to 38% of men. Why the big gap? Research from Future Forum suggests in-office work reinforces the "in-crowd" mentality, benefiting people who are natural glad-handers and sidelining others. In a survey of 10,000 office workers, the study found women and people of color were significantly more likely to view working remotely as a plus compared to their white male colleagues.

In our survey, younger professionals are also much more likely to say virtual and/or hybrid working has had a positive effect on job satisfaction and performance compared to their older colleagues. For those with 20+ years of experience, however, the mindset is different. More than half in that group say virtual working has impaired their sense of belonging at work.

THE IN-OFFICE / OUT-OF-OFFICE QUESTION

The subject of returning to the office in some form is sparking debate among leadership and employees. The following is a sampling of comments from our survey, representative of the wide range of perspectives on the matter.

" I'm frustrated with hybrid environments. When some are in the office and some are out, things are uncomfortable and clumsy. I'd prefer all in or all out."

" If I return to work and my boss and others that I need input from are not there, what's the point?"

" There are workers who I believe have taken advantage of the situation. In other words, they have not been working when they reported they were working."

" Employees are getting lazy, they want to work at home so they can wake up late and do their own things."

" Returning to the office is sparking lots of arguments about things like interruptions, lack of control over schedule, feeling forced into the office when working remotely is more efficient, variations in in-person schedules among colleagues, etc."

" [Coming back to the office] is not necessary and therefore inefficient, which will breed resentment."

" I'm frustrated dealing with the grind of commuting and wasted personal time that is not directly compensated."

" Make it worthwhile for people to be in the office. With gasoline at $5 a gallon, people aren't going to be too happy about doing something in an office that they can do at home and virtually."

" Everyone is not the same, they have their own thoughts about their work life. Companies have to listen to their expectations of work life."

" This is a non-issue at our company. We are outcome focused with no location requirement."
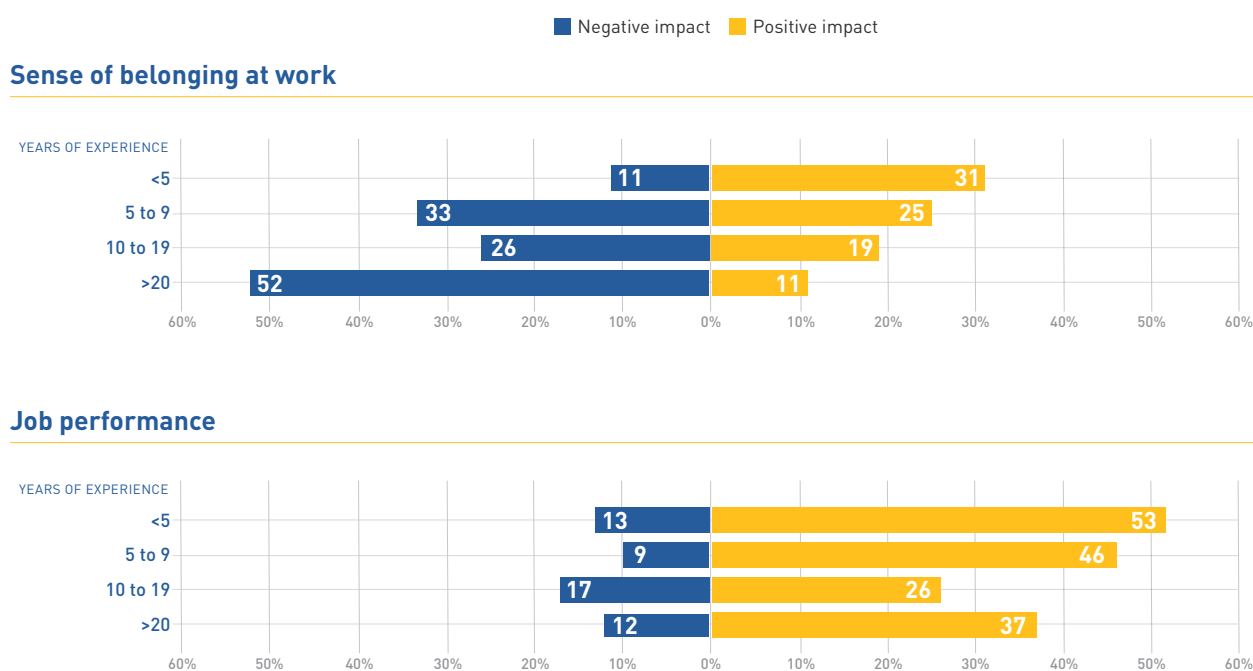
Anthony Fasano, president at the Engineering Management Institute, believes that many companies are still struggling to operationalize hybrid work. He explains, "Over the last two years, we've worked with dozens of employers to build leadership skills among engineers and architects. The majority have permanently pivoted to hybrid or virtual formats, but few offer targeted training for managers to oversee virtual team members. We suspect that some of these companies will incorrectly blame the hybrid model as ineffective, when the true problem is related to the lack of training."

The research bears this out. When asked what types of skills-based training would be most useful, most asked for people-management and leadership-skills training (63%), which scored 14 points higher than technical training.

Figure 5 **IMPACT OF VIRTUAL WORKING**

Significant differences in impact based on age & years of experience

■ Negative impact ■ Positive impact

Sense of belonging at work

YEARS OF EXPERIENCE

	Negative	Positive
<5	11	31
5 to 9	33	25
10 to 19	26	19
>20	52	11

60% 50% 40% 30% 20% 10% 0% 10% 20% 30% 40% 50% 60%

Job performance

YEARS OF EXPERIENCE

	Negative	Positive
<5	13	53
5 to 9	9	46
10 to 19	17	26
>20	12	37

60% 50% 40% 30% 20% 10% 0% 10% 20% 30% 40% 50% 60%

Q: How has virtual working (full-time or part-time) affected the following areas of work life? (Positive and negative ratings shown as a %.)

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> " The majority of employers have permanently pivoted to hybrid or virtual formats, but few offer targeted training for managers to oversee virtual team members. We suspect that some of these will incorrectly blame the hybrid model as ineffective, when the true problem is related to the lack of training."
>
> **Anthony Fasano, P.E. | Engineering Management Institute**

Leveraging independents to fill talent gaps

Businesses hire more independents as professionals' interest in freelancing grows

Hiring independent A/E professionals can help employers access scarce skill sets, and according to our research, more employers are choosing to hire independents to fill gaps.

More than half (53%) say they currently hire independent engineers and/or architects, a 13-point jump in one year. And a larger share than last year (24% vs. 19% in 2021) are not yet doing it but are open to the idea.

Figure 6 **DEPLOYING INDEPENDENT PROFESSIONALS**

Sharp uptick in share of companies that will leverage independent professionals

● 2021   ● 2022

Currently hire freelancers

Open to hiring freelancers

15% 20% 25% 30% 35% 40% 45% 50% 55%
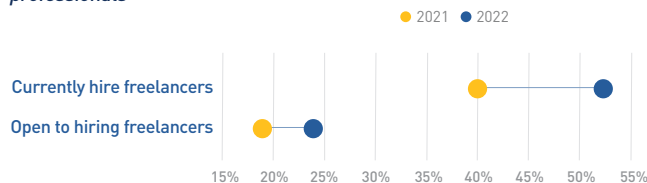
Q: Does your company currently hire independent contractors / freelancers in engineering or architecture positions? (Shown as %.)
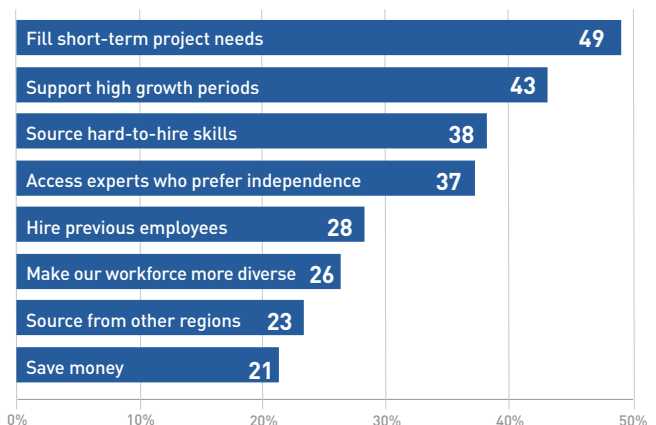
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This trend may be poised to continue, or even accelerate, based on our data. In 2022, 46% of engineers and architects we surveyed say they are either actively pursuing or highly interested in an independent/freelance career, up 28 points since last year.

Hiring independents boosts flexibility, but sourcing remains a challenge

Firms that hire independent A/Es are not driven by cost savings, but by the flexibility and agility independent professionals offer — whether to fill a short-term gap or to access hard-to-find skills.

Figure 7 **REASONS FOR HIRING INDEPENDENT A/E PROFESSIONALS**

Freelancers most often used for short-term needs

Fill short-term project needs	49
Support high growth periods	43
Source hard-to-hire skills	38
Access experts who prefer independence	37
Hire previous employees	28
Make our workforce more diverse	26
Source from other regions	23
Save money	21

0%   10%   20%   30%   40%   50%

Q: Why do you hire independent A&E professionals? (Shown as %.)
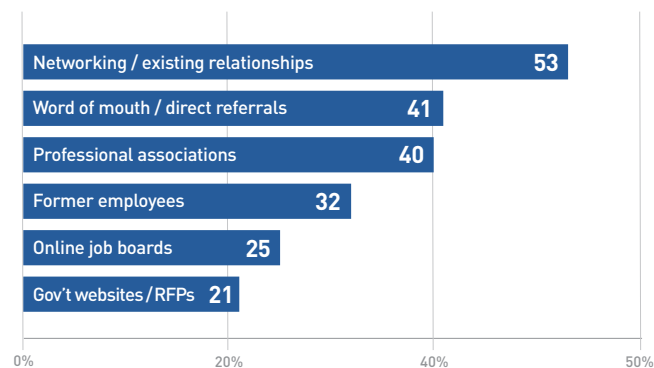
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46% of engineers and architects say they are actively pursuing or highly interested in an independent/freelance career, up 28 points in one year.

While this flexibility can help employers solve staffing challenges, it does pose a problem of its own: sourcing. The large majority of employers who hire independents still rely on existing, somewhat "closed" networks: pre-existing relationships and direct referrals. The largest share (53%) rely on their existing networks and relationships.

Since 2021, there has been a push to source talent more widely, such as relying on digital talent marketplaces (from 20% in 2021 to 25% in 2022), yet talent managers still overwhelmingly choose to tap existing networks. It signals that management is still taking an ad-hoc approach to hiring independents. Leveraging professional freelancers has the potential to be a competitive advantage, helping companies be much more agile by sourcing scarce skills, or reacting quickly to market volatility. But using freelancers this way requires a much more strategic approach to sourcing. Rather than treating each freelance engagement as a one-off position to fill, companies must intentionally build and maintain more diverse sourcing channels.

Figure 8 **SOURCING INDEPENDENT A/E PROFESSIONALS**

Most companies find independent talent from existing networks and relationships

Networking / existing relationships	53
Word of mouth / direct referrals	41
Professional associations	40
Former employees	32
Online job boards	25
Gov't websites / RFPs	21

Q: How does your company find independent contractors / freelancers? (Shown as %.)

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Also important: Employers should be aware of what independent A/E professionals look for in a new client relationship. We posed this question to independent contractors and freelancers: What do independent professionals value most when choosing a new engagement? Both believe flexibility is the highest priority for freelancers. Freelancers also say "interesting projects" is an important factor. (See Figure 9 for more details.)
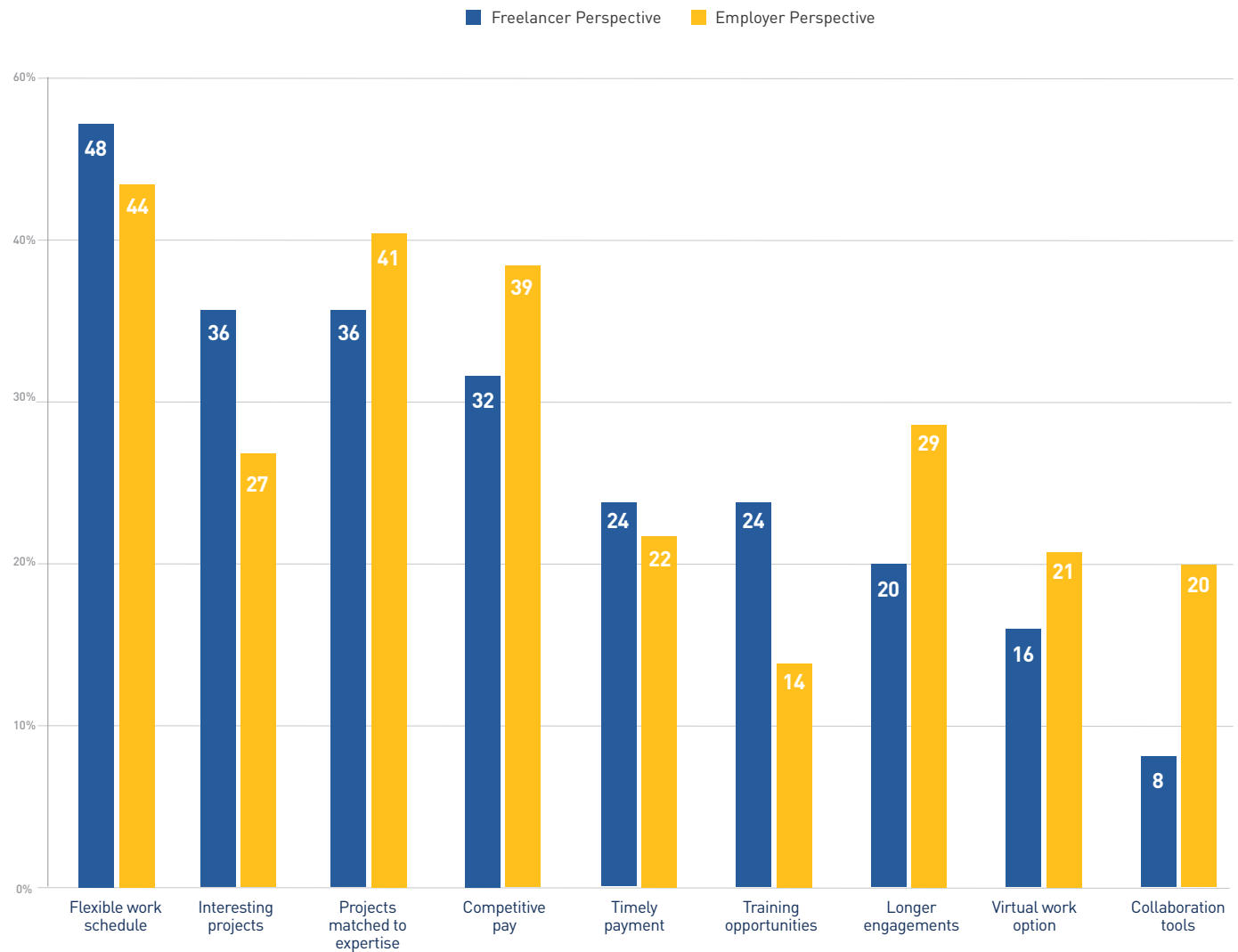
> "
> Recruiting and retaining talent is the top priority for any large [construction management] firm in the next five years. We're driven by finding the right people for long-term sustainable growth."

James Donaghy, Executive Chairman, STO Building Group, speaking to *Engineering News-Record*

Figure 9 **PRIORITIES FOR INDEPENDENT WORK (EMPLOYER VS. EMPLOYEE PERSPECTIVE)**

Flexibility ranks highest for independent talent

■ Freelancer Perspective   ■ Employer Perspective

	Freelancer Perspective	Employer Perspective
Flexible work schedule	48	44
Interesting projects	36	27
Projects matched to expertise	36	41
Competitive pay	32	39
Timely payment	24	22
Training opportunities	24	14
Longer engagements	20	29
Virtual work option	16	21
Collaboration tools	8	20

Employer Q: What do you think independent professionals value most when considering whether to work with your company? Employee Q: What are your highest priorities when choosing to work with a new company as a freelancer / independent professional? (Shown as %.)

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What do "people first" A/E companies do differently?

Let's explore how best-in-class companies create workplaces that attract top talent, reduce turnover and drive employee engagement

Even competitive, high-growth companies in the A/E sector must ask whether they are also highly competitive talent companies. Sustainable growth requires access to top talent, and in a time of scarcity, companies must position themselves as attractive "employer brands" to recruit high-value professionals.

The Great Resignation is not just about turnover; it's a wake-up call for companies to create more attractive, supportive, and dynamic workplaces. Firms that rely on A/E talent in large numbers have long expected employees to work long hours and deal with high levels of on-the-job stress — but how much is too much?

Nearly two-thirds (65%) of the professionals we surveyed say stress at work is affecting their physical and/or mental health — a 16-point jump from last year. Is this jump an anomaly? Likely not. Mental health stressors at work are part of a larger "shadow pandemic" felt by individuals and families across society. The CDC found that the share

of adults with recent symptoms of anxiety or depression increased by 14% in the six months ending in February 2021 — an unprecedented uptick.[4] And, in October 2021, a national emergency in children's mental health was declared by the American Academy of Pediatrics, the American Academy of Child and Adolescent Psychiatry, and the Children's Hospital Association.[5] Many health experts agree that stressors and traumas from COVID-19 (alongside other and/or related economic, social, and political stressors and pressures) have not yet peaked, and predict the mental and physical toll from the pandemic will persist for years.

The Great Resignation offers an opportunity to truly rethink the role work plays in employees' lives — and find ways to support quality-of-life improvements, whether in-office or outside the office. Given that the A/E sector relies on high-performing humans, supporting employees across all these areas is critical to maintaining performance and driving long-term success.

The share of engineers and architects who agree

"stress at work is affecting my physical and/or mental health" jumped 33% between 2021 and 2022.

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* We identified people-first companies by asking survey takers, "Consider your company's ability to attract and retain talent. Which of the following most accurately describes your current position re: talent competitiveness?" Answer options were highly competitive, moderately competitive, not very competitive and unsure. In this section, we identify those companies deemed "highly competitive" as "people-first" and compare them to companies deemed "not very competitive."

Lessons from people-first firms

What if we looked at what we call "people-first" firms — organizations that are highly competitive at attracting and retaining engineering and architecture talent?* What sets these companies apart from others? Why do professionals want to work for them?

A key reason is that people-first companies offer more opportunities for advancement and learning:

- Employees who consider their companies highly competitive at attracting and retaining talent are 1.6 times more likely to say their company supports their career development, and 2 times more likely to say they see a path for career advancement at their firms.

- 62% of those in people-first companies say their employee training & development programs are excellent or above average, compared to 23% of those who rate their companies "not very competitive" at attracting and retaining talent.

People-first companies also create a strong sense of community at work:

- 74% of those at people-first companies say they feel a sense of belonging at work, versus 42% of those at low-performing companies.

- 84% say their company has a mission or vision statement, compared to 63% of those who rate their companies as low performers. Yet it's not enough to simply have a mission statement spelled out. Companies must integrate the mission into work life and client service. Employees at people-first organizations are 3 times more likely to say the company's mission is reflected in client work, and nearly 2 times as likely to say they feel connected to the company's mission.

And, not surprisingly, people-first companies have much lower turnover risk:

- Just 23% of employees at people-first companies say they are strongly considering leaving their jobs, compared to 44% at companies considered "not very competitive" at attracting and retaining talent.

74% Professionals at *people-first companies* say they feel a sense of belonging at work.

Directive 2023

A/E employers must leverage data to create a futureproof, dynamic, human-centered workplace.

The research shows there is still significant work to be done to define new workplace norms and ensure those new norms power high performance for the organization.

1. Understand the "Great Resignation" is far from over

Instead, consider this an opportunity for a "Great Reset and Redesign." With demand for top talent continuing unabated, it's time to reimagine recruitment and retention practices, and revisit the way work gets done.

Among all professionals we surveyed, just 25% "strongly agree" that they see a path for career advancement at their company. Given that career advancement (or lack thereof) is the number one reason people switch employers, this finding should be troubling for many employers.

Now may also be a time to refine or even redesign project management practices and workflows. For example, adopting more lean and agile processes, leveraging new technologies to empower distributed teams, and reskilling managers to oversee hybrid teams. All of this is in service of more effective, efficient teams.

2. Commit to training and development as a strategic asset

Provide more support with essential "people skills" for engineers and architects. Our research shows 2 in 3 would find people-management and leadership-skills training useful — 14 points higher than technical training. For companies using a hybrid or virtual work model, this type of training is essential — not only to oversee a short-term pivot to virtual working, but to fuel long-term digital transformation, adjust to marketplace disruptions, and meet the growing complexity of client demands.

Figure 10 **SKILLS TRAINING A/E TALENT VALUES MOST**

Professionals want management and leadership training above everything else

People management & leadership **63**

Technical **49**

Project management **49**
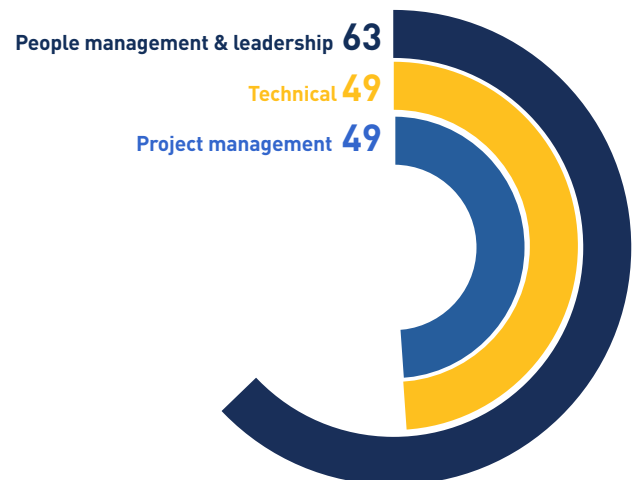
Q: In your current role, which of these types of trainings would be valuable? (Shown as %.)

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### 3. Use a people-centric, data-driven approach to surface "hotspots"

Diagnose workplace issues by engaging employees at regular intervals about their specific challenges at work, areas of dissatisfaction, and areas for growth. Use this data to address individual employees, but also consider aggregating the data to pull out important trends. For example, how are women faring in management roles? Is dissatisfaction higher on specific teams? Also, use stay and exit interviews to aggregate and discover the common variables driving both retention and turnover.

4. Consider quality of life as a critical benefit in the employee relationship

Top engineering and architecture talent don't want to settle for the traditional work trade-off: higher pay and career advancement in exchange for long hours and high degrees of stress. High rates of turnover are fueling a radical shift in workplace expectations. A/E talent today, especially the most sought-after talent, are not willing to sacrifice family life and hobbies to earn promotions or make partner. Employers that want to attract and retain the very best should similarly banish the either/or mindset — and help older, more stressed colleagues to do the same.

Our study shows 32% of engineers and architects are "always or often" burned out from their work — a startling finding. The pandemic has given people the chance to look critically at stress, burnout, and quality of life … and choose to work differently. Amy King Lewis, assistant professor of construction engineering technology at Oklahoma State University, explains, "Workers have had the chance to reevaluate life choices and many say they realize work was unfulfilling or expectations were unreasonable."[1]

BURNOUT AMONG A/E PROFESSIONALS AT WORK

32%
Always/often

47%
Sometimes

21%
Rarely/never
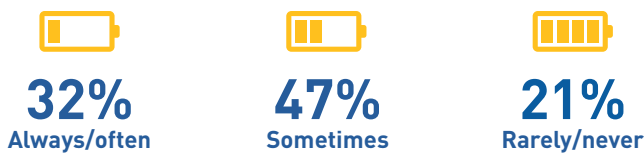
Q: Do you feel burned out at work?

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5. Revisit the company's mission and vision

Our research shows people-first companies are more likely to have a documented mission/vision statement. Employees at those companies are also much more likely to feel engaged with that mission. Consider how your company can not only create a desirable work environment, but create a higher sense of meaning and purpose at work. "We're witnessing a radical shift in career expectations: People want to win at both work and life — and do so while making a difference and having impact," says Atherton. "This has fundamentally changed how we need to lead and develop our teams and organizations."

6. Strengthen hiring practices for more part-time and freelance professionals

The research shows nearly half (46%) of engineers and architects are either actively pursuing or highly interested in an independent/freelance career, up 28 points since last year. Sourcing and deploying freelancers will soon be mission-critical for companies in the A/E sector. Find ways to leverage part-time and independent professionals more effectively by developing more robust sourcing methods, investing in technology to boost collaboration between employees and freelancers, and even exploring why your company may be resistant to tapping this valuable asset.

There are also professionals who have left or plan to leave full-time traditional employment — either to take time off or to care-give. Finding ways to welcome and integrate these professionals back in a part-time capacity will be an advantage.

> " We're witnessing a radical shift in career expectations: People want to win at both work and life — and do so while making a difference and having impact. This has fundamentally changed how we need to lead and develop our teams and organizations."
>
> **Peter C. Atherton, P.E. | ActionsProve**

7. **Design a future of work that is above all flexible**

We are witnessing a historic resetting of the employer-employee relationship, and our research shows that flexibility may be more important than any one tactic in 2022 and beyond. That means:

- Reshaping how and where work gets done, and giving employees more agency to find the right formula.

- Rethinking the role work plays in an employee's life, and supporting quality-of-life improvements, whether in-office or outside the office.

- Redefining workplace culture for engineers and architects — pushing back on long hours, high stress, in-person-only salaried employment.

"Organizations will lose talent if they don't adapt to candidate and employee expectations around these issues," says Amber Ferrari, marketing manager at Jobvite. "Some form of flexibility is becoming less of a perk and more of a real expectation."[2]

Ultimately, the goal is success from anywhere (SFA): a methodology to empower people no matter where or how they work. It should not matter whether someone is in-office or virtual, full-time, or part-time, employed or independent. What does matter is that the conditions are in place for teams to produce excellent results.

We believe this ethos — not just tolerating but empowering more flexible teams — will allow for more sustained growth and prosperity and help fuel a new generation of innovation in the industry.

For more information about positioning your teams and firm for greater success, contact Peter Atherton, P.E., at ActionsProve or Anthony Fasano, P.E., at the Engineering Management Institute.

Authors

Peter C. Atherton, P.E.
President and Founder of ActionsProve

ActionsProve serves the engineering, architecture, and construction (AEC) industry through strategic planning and advisory, executive coaching, leadership and management development, performance-based employee engagement, and corporate impact design. Learn more and check out the *AEC Leadership Today* podcast at www.ActionsProve.com.
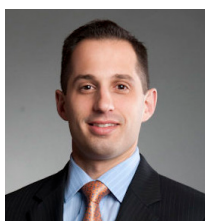
Anthony Fasano, P.E.
Founder of The Engineering Management Institute

Engineering Management Institute helps consulting firms build professional development systems to attract, develop, and retain an engaged workforce. To learn more about their proven process, call 800-920-4007 or visit EngineeringManagementInstitute.org.

Methodology

This research was sponsored by ActionsProve, LLC, and the Engineering Management Institute, and produced by Ravn Research. PSMJ Resources helped to distribute the survey.

The survey was fielded from January 28 to March 20, 2022, and 301 professionals in engineering and architecture completed the survey.

GENDER

Male	75%
Female	24%

YEARS OF EXPERIENCE

Less than 5 years	17%
5 to 9	28%
10 to 19	21%
20 or more	34%

PRIMARY DISCIPLINE

Electrical Engineering	16%
Mechanical Engineering	12%
Structural Engineering	10%
Transportation Engineering	10%
Building Architecture	10%
Water Resources Engineering	8%
General Civil Engineering	6%
Plumbing Engineering	6%
Geotechnical Engineering	3%
Environmental Engineering	3%
Land Surveying	3%
Instrumentation & Controls Engineering	2%
Construction Engineer	2%
Landscape Architecture	1%
Other	8%

Endnotes

[1] *Engineering News-Record*: "Industry Labors to Fill Growing Workplace Gaps," October 2021.

[2] Society for Human Resource Management: "Recruiters Will Continue to Adapt in 2022," November 2021.

[3] Korn Ferry: "The $8.5 Trillion Talent Shortage," May 2018.

[4] Centers for Disease Control and Prevention: "Symptoms of Anxiety or Depressive Disorder and Use of Mental Health Care Among Adults During the COVID-19 Pandemic — United States, August 2020–February 2021," Morbidity and Mortality Weekly Report (MMWR), April 2, 2021.

[5] American Academy of Pediatrics, American Academy of Child and Adolescent Psychiatry, and Children's Hospital Association: "AAP-AACAP-CHA Declaration of a National Emergency in Child and Adolescent Mental Health," October 2021.