

Employee Turnover In The Construction Industry

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**Prepared Exclusively For Our
Contractor Clients**

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Source

The information provided in this PAS special report is based on the 2005
Benefit Survey For Contractors

Results are compiled from the reports of over 400 Contractors

Positions Surveyed

Project Managers
Estimators
Safety Directors
Marketing & Sales Positions
Superintendents

Regional Codes

Region 1	CT, MA, ME, NH, RI, VT
Region 2	NJ, NY
Region 3	DE, MD, PA, VA, WV, DC
Region 4	AL, FL, GA, KY, MS, NC, SC, TN
Region 5	IL, IN, MI, MN, OH, WI
Region 6	AR, LA, NM, OK, TX
Region 7	IA, KS, MO, NE
Region 8	CO, MT, ND, SD, UT, WY
Region 9	AZ, CA, HI, NV
Region 10	AK, ID, OR, WA

Survey Questions

1. In the past twelve month period,

What was your average staffing level?

How many employees terminated employment for whatever reason?

2. Would you describe your turnover for the positions listed in this survey as:

Low Turnover (Virtually non-existent)

Some Turnover (Causing some work disruption)

High Turnover (Causing serious work disruptions)

This survey is being continually up-dated at the PAS Customer Care Center. If you would like to participate in this survey, go <http://www.pas1.com>. Click on the Customer Care button. When at the the Customer Care Front Page, click on Surveys and then click on On-line surveys.

EMPLOYEE TURNOVER

Type of Construction	Total	Building	Highway	Heavy	Industrial	Municipal Utilities	Residential
Twelve Month Experience							
Number of Employees Leaving	24.85	30.16	40.17	36.98	39.56	34.43	10.52
Number of Staff Employees	173.93	199.96	299.38	256.39	280.40	258.66	64.64
Turnover Rate	13.9%	15.6%	10.5%	12.6%	14.0%	12.3%	15.2%
Project Managers							
High Turnover	9.3%	11.9%	2.6%	11.8%	9.8%	5.9%	4.8%
Some Turnover	29.7%	32.1%	25.6%	37.3%	28.4%	29.4%	28.6%
Low Turnover	61.0%	56.0%	71.8%	51.0%	61.8%	64.7%	66.7%
Estimators							
High Turnover	6.2%	8.0%	****	5.9%	6.1%	3.0%	5.3%
Some Turnover	17.2%	16.0%	28.9%	27.5%	18.2%	18.2%	15.8%
Low Turnover	76.7%	76.1%	71.1%	66.7%	75.8%	78.8%	78.9%
Safety Director							
High Turnover	1.5%	0.7%	****	4.4%	3.2%	****	****
Some Turnover	6.4%	7.0%	5.4%	4.4%	7.4%	3.6%	2.8%
Low Turnover	92.2%	92.3%	94.6%	91.1%	89.4%	96.4%	97.2%
Marketing & Sales							
High Turnover	4.5%	4.8%	****	2.4%	5.5%	****	12.5%
Some Turnover	15.2%	17.0%	19.4%	21.4%	15.4%	17.9%	12.5%
Low Turnover	80.3%	78.2%	80.6%	76.2%	79.1%	82.1%	75.0%
Superintendent							
High Turnover	9.1%	10.2%	****	10.2%	12.1%	3.1%	10.0%
Some Turnover	35.1%	33.7%	46.2%	46.9%	35.4%	37.5%	32.5%
Low Turnover	55.8%	56.0%	53.8%	42.9%	52.5%	59.4%	57.5%

EMPLOYEE TURNOVER

Type of Contractor	Total	General Contractor	Electrical Contractor	Construction Manager	Mechanical Contractor	Design/Build Contractor	Specialty Contractor
Twelve Month Experience							
Number of Employees Leaving	24.85	28.82	11.86	53.85	7.71	49.18	19.98
Number of Staff Employees	173.93	202.07	112.38	386.25	72.59	341.92	141.87
Turnover Rate	13.9%	14.2%	13.0%	16.5%	11.7%	15.7%	12.7%
Project Managers							
High Turnover	9.3%	10.6%	10.7%	12.7%	7.5%	15.7%	9.1%
Some Turnover	29.7%	32.9%	25.0%	38.0%	12.5%	38.6%	29.5%
Low Turnover	61.0%	56.5%	64.3%	49.3%	80.0%	45.7%	61.4%
Estimators							
High Turnover	6.2%	6.5%	7.1%	6.0%	7.7%	6.1%	6.8%
Some Turnover	17.2%	20.3%	7.1%	28.4%	5.1%	25.8%	13.6%
Low Turnover	76.7%	73.2%	85.7%	65.7%	87.2%	68.2%	79.5%
Safety Director							
High Turnover	1.5%	1.4%	****	1.7%	5.3%	1.7%	****
Some Turnover	6.4%	7.2%	4.0%	8.3%	2.6%	10.2%	2.6%
Low Turnover	92.2%	91.3%	96.0%	90.0%	92.1%	88.1%	97.4%
Marketing & Sales							
High Turnover	4.5%	3.0%	****	4.8%	10.8%	8.3%	4.9%
Some Turnover	15.2%	19.4%	18.2%	17.7%	5.4%	20.0%	9.8%
Low Turnover	80.3%	77.6%	81.8%	77.4%	83.8%	71.7%	85.4%
Superintendent							
High Turnover	9.1%	10.6%	3.7%	12.7%	7.9%	12.9%	9.5%
Some Turnover	35.1%	38.5%	29.6%	40.8%	18.4%	42.9%	31.0%
Low Turnover	55.8%	50.9%	66.7%	46.5%	73.7%	44.3%	59.5%

EMPLOYEE TURNOVER

By Revenue Size	Total	Up To 5 Million	5 To 25 Million	25 To 100 Million	100 To 250 Million	250 To 500 Million	Over 500 Million
Twelve Month Experience							
Number of Employees Leaving	24.85	2.17	3.61	7.91	21.65	37.20	211.69
Number of Staff Employees	173.93	17.83	23.09	55.88	136.55	282.55	1,494.44
Turnover Rate	13.9%	12.8%	15.1%	12.7%	15.4%	13.9%	13.6%
Project Managers							
High Turnover	9.3%	****	5.4%	10.6%	17.9%	****	12.5%
Some Turnover	29.7%	25.0%	26.8%	25.5%	28.2%	42.1%	56.3%
Low Turnover	61.0%	75.0%	67.9%	63.8%	53.8%	57.9%	31.3%
Estimators							
High Turnover	6.2%	****	7.4%	5.5%	12.8%	****	****
Some Turnover	17.2%	25.0%	13.0%	9.9%	20.5%	26.3%	50.0%
Low Turnover	76.7%	75.0%	79.6%	84.6%	66.7%	73.7%	50.0%
Safety Director							
High Turnover	1.5%	****	2.4%	2.5%	****	****	****
Some Turnover	6.4%	****	7.1%	3.8%	10.3%	5.3%	13.3%
Low Turnover	92.2%	100.0%	90.5%	93.8%	89.7%	94.7%	86.7%
Marketing & Sales							
High Turnover	4.5%	****	5.0%	6.5%	2.6%	5.3%	****
Some Turnover	15.2%	****	12.5%	9.1%	23.7%	15.8%	37.5%
Low Turnover	80.3%	100.0%	82.5%	84.4%	73.7%	78.9%	62.5%
Superintendent							
High Turnover	9.1%	****	11.3%	9.6%	15.4%	****	****
Some Turnover	35.1%	40.0%	26.4%	28.7%	41.0%	47.4%	68.8%
Low Turnover	55.8%	60.0%	62.3%	61.7%	43.6%	52.6%	31.3%

EMPLOYEE TURNOVER

By Region	Total	Reg 1	Reg 2	Reg 3	Reg 4	Reg 5	Reg 6	Reg 7	Reg 8	Reg 9	Reg10
Twelve Month Experience											
Number of Employees Leaving	24.85	87.76	79.17	55.19	48.80	40.64	67.66	69.31	74.39	64.94	81.64
Number of Staff Employees	173.93	627.97	539.57	380.11	333.93	277.86	457.42	473.14	515.24	433.11	554.59
Turnover Rate	13.9%	12.3%	14.6%	13.4%	13.9%	14.2%	15.8%	14.6%	14.0%	15.9%	14.9%
Project Managers											
High Turnover	9.3%	7.9%	6.8%	8.3%	12.8%	9.8%	12.9%	14.6%	14.9%	12.9%	9.3%
Some Turnover	29.7%	31.6%	40.9%	36.1%	35.1%	33.3%	40.3%	39.6%	36.2%	45.2%	41.9%
Low Turnover	61.0%	60.5%	52.3%	55.6%	52.1%	56.9%	46.8%	45.8%	48.9%	41.9%	48.8%
Estimators											
High Turnover	6.2%	2.6%	4.7%	4.2%	5.4%	3.1%	6.5%	4.2%	4.3%	6.7%	2.3%
Some Turnover	17.2%	21.1%	23.3%	19.4%	20.4%	19.6%	24.2%	18.8%	27.7%	25.0%	23.3%
Low Turnover	76.7%	76.3%	72.1%	76.4%	74.2%	77.3%	69.4%	77.1%	68.1%	68.3%	74.4%
Safety Director											
High Turnover	1.5%	****	2.4%	1.5%	3.5%	2.3%	5.1%	7.0%	2.2%	****	****
Some Turnover	6.4%	11.8%	9.8%	5.9%	7.1%	8.0%	10.2%	9.3%	11.1%	14.0%	12.8%
Low Turnover	92.2%	88.2%	87.8%	92.6%	89.4%	89.8%	84.7%	83.7%	86.7%	86.0%	87.2%
Marketing & Sales											
High Turnover	4.5%	3.0%	5.0%	4.5%	5.9%	4.3%	6.7%	7.0%	2.2%	3.6%	2.6%
Some Turnover	15.2%	12.1%	12.5%	14.9%	14.1%	16.3%	13.3%	14.0%	19.6%	23.2%	23.1%
Low Turnover	80.3%	84.8%	82.5%	80.6%	80.0%	79.3%	80.0%	79.1%	78.3%	73.2%	74.4%
Superintendent											
High Turnover	9.1%	2.6%	7.1%	8.3%	11.7%	10.1%	14.5%	18.8%	17.0%	13.1%	11.9%
Some Turnover	35.1%	44.7%	42.9%	40.3%	40.4%	35.4%	50.0%	41.7%	42.6%	47.5%	40.5%
Low Turnover	55.8%	52.6%	50.0%	51.4%	47.9%	54.5%	35.5%	39.6%	40.4%	39.3%	47.6%