

future leaders

A survey of architects and engineers
with up to seven years of experience

focus

2007



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with up to seven years of experience

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Section 1: Introduction

Architectural and engineering firms, like many other kinds of firms across the U.S., are finding recruitment and retention of young employees to be one of the biggest challenges that they face today. Despite the challenge, it is imperative that firms attract exceptional, promising professionals or they will encounter serious staffing issues that will negatively affect their ability to deliver quality work to their clients and achieve financial success.

In an effort to assist architectural and engineering firms in facing this challenge, HR Advisors Group, LLC, conducted the Future Leaders Focus survey to explore the nuances of motivation and career satisfaction particular to young design professionals with up to seven years of experience in the field.

This report presents the findings of the survey conducted in 2007. Complete respondent demographics are detailed in Section 4; the survey basis and methodology is presented in Section 5.

In our consulting practices in human resources management and strategic planning to design firms across the country, one topic we hear repeatedly has to do with managers' perceptions that younger architects and engineers take a different approach to their work and careers than older generations. It follows that bridging any generation gaps and helping firm leaders better understand their workforce will only make design firms more successful. Through the 2007 Future Leaders Focus survey, HR Advisors Group explored what is keeping younger generations employed and engaged with their firms and what is important to them as they develop and grow in their design careers.

HR Advisors Group set out to discover the answers to numerous questions confronting our industry: What attracts young architects and engineers to a company? What keeps younger workers committed to the company? How do the younger generation's approaches to work and career differ from those of older generations? The first step to effectively answer these questions was to identify the various generations currently working together in the industry.

The Society for Human Resource Management groups today's workers (in all fields) into four different generational populations:

- Veterans (born before 1945, the World War II generation)
- Baby Boomers (born 1945-1964)
- Generation X (born 1965-1980)
- Nexters (born 1980-2000)

SHRM reports in its 2004 Generational Differences Survey that on average, the workforce includes about 10% Veterans, 44% Baby Boomers, 34% Generation X, and 12% Nexters. (The U.S. Department of Labor defines the generations somewhat differently, identifying those born between 1965 and 1975 as Generation X and those born between 1976 and 2001 as the Echo Baby Boom.)

Of specific interest to the design professions, in an article "Engineering by the Numbers," the American Society of Engineering Education notes that while the number of engineering bachelor's degrees has increased by more than 20% since 1999, the past two years have seen annual growth of less than one percent. If this trend continues, the industry will see greater competition for entry-level prospects as demand outpaces supply. When competition is heavy, it is essential that firms understand how to motivate and inspire the incoming workforce, which will consist primarily of the younger generations, in order to be able to recruit the talent needed for continued growth.

The results of this survey are intended to provide a clearer picture of what the younger generation's expectations, desires, goals, and objectives are in regard to their careers and employers. This will in turn assist architectural and engineering firms in analyzing their practices and procedures that affect the many areas that entice and retain much-needed talent in today's highly competitive market.



Section 2: Summary of Key Findings

The 2007 Future Leaders Focus survey was designed for graduate architects, engineers, environmental planners, landscape architects, interior designers, surveyors and others in the architectural/engineering industry with up to seven years of experience. A total of 706 eligible people responded to the survey, and throughout this report, we illustrate and analyze their responses to over 150 questions that relate to their needs, wants, and experiences in their careers to date. In this report, we quantify and compare the survey responses with illustrative figures and narrative. In addition, we include direct quotes from survey respondents that are representative of some of the important themes that emerge from the responses—these are shown in the red speech “balloons.” HR Advisors Group’s professional tips are also offered next to an icon depicting the graphic from the report cover for employers who are considering the results of the survey in relation to their own businesses.

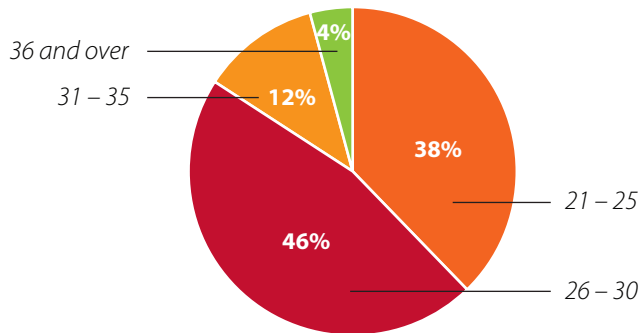
Profile of the Survey Respondents

Of the total of 932 responses to the survey that were received, 706 responses were identified as valid responses. The remaining 226 responses were from participants who stated that they have more than seven years of experience (the upper limit of the survey) and therefore were considered invalid and not included in this analysis.

Survey respondents represent companies from the smallest to the largest, and they work in every major geographical region of the U.S. As would be expected in professions that were traditionally undertaken by male workers, the majority of the survey respondents are male (64%), and 36% of the respondents are female. A complete overview of the survey respondent demographics is included in Section 4 of this report.

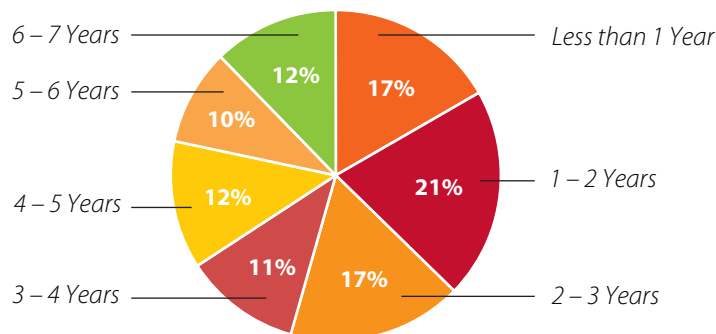
The participants in the Future Leaders Focus survey were mostly between the ages of 21 and 30 at the time they took the survey, with 38% between 21 and 25 (Nexters or Echo Baby Boomers) and 46% between 26 and 30 (Generation X or Echo Baby Boomers). While the survey was expected to include mostly younger workers because of the seven-year limit on years of professional experience, some 16% of the respondents were 31 years old or older.

Figure 1: **Respondents by Age**



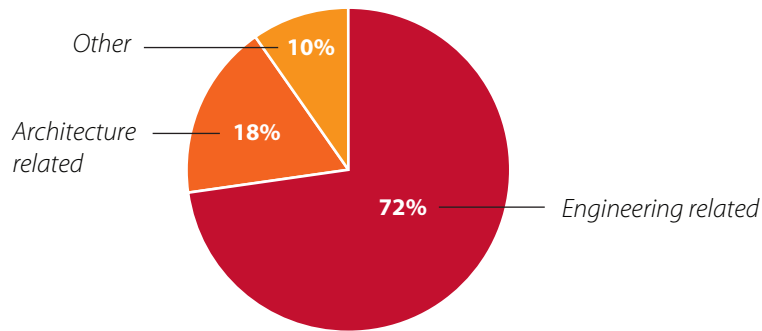
The survey respondents are divided fairly evenly in terms of the number of years of experience they have in architecture, engineering, or a related profession.

Figure 2: **Respondents by Years of Experience**



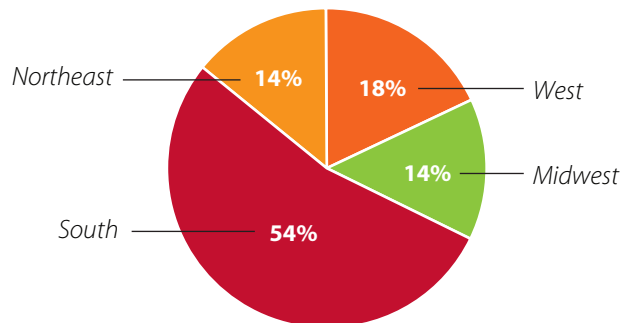
Most of the survey respondents report that they work in engineering-related disciplines, followed by those who work in architecture-related disciplines.

Figure 3: Respondents by Work Discipline



Respondents work in every major region of the U.S. as defined by the Bureau of the Census, with most of them working in the South. The survey demographics track with the general population spread in the U.S. in that the South is by far the most populous region, followed by the West, the Midwest, and the Northeast.

Figure 4: Respondents by Geographical Region



Key Findings

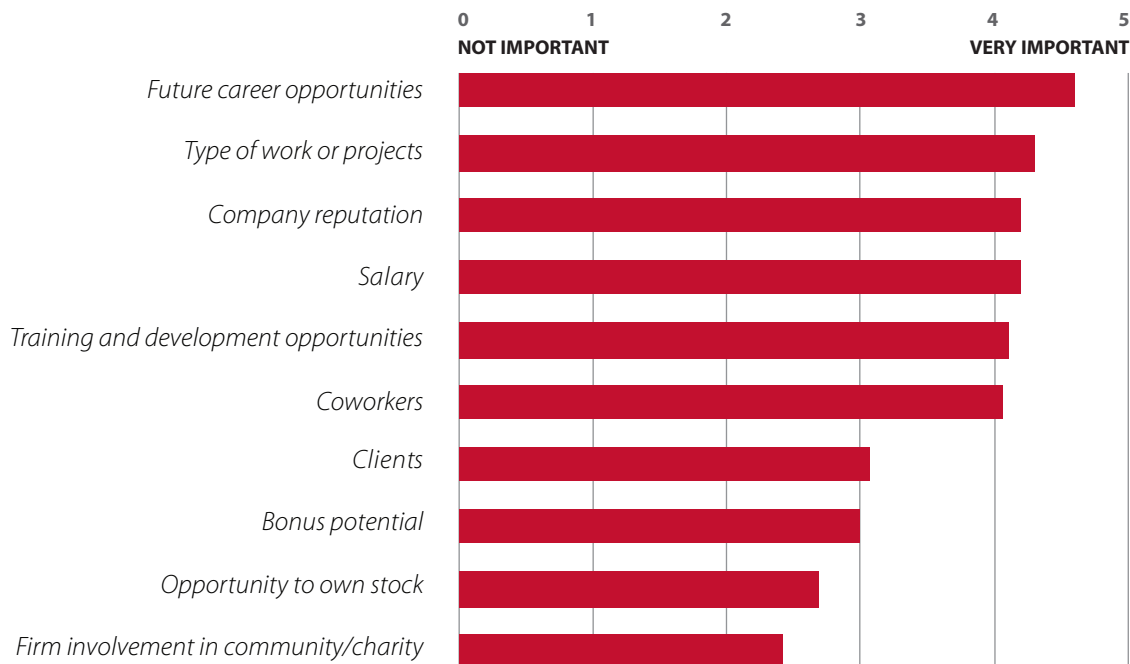
The survey respondents provided thoughtful, in-depth information on a wide variety of topics related to their careers, motivations and aspirations, employers, and work styles and preferences. Some of the most notable findings are summarized in the following charts. A complete analysis of the survey results is provided in Section 3 of this report.

Important Elements in Accepting Current Position

Respondents were asked to rate a list of 22 elements on a scale of 1-5 as to how important they were in accepting their current position (with 1 being “not important” and 5 being “very important.”) The highest- and lowest-rated responses listed in Figure 5 show that the participants were looking towards their future career development as indicated by the high ratings given to future career opportunities, types of work or projects, company reputation (which can ultimately affect the employees of the organization), and training and development opportunities. Although ranked in the top four elements, salary was not of the utmost concern to survey respondents in accepting their current position.

In contrast, the four lowest ranked elements, clients, bonus potential, opportunity to own stock in the company, and firm involvement in community/charitable activities, are also telling. These lower ratings perhaps point to the respondents’ inexperience in dealing with clients and external stakeholders based on their relative youth, as well as their lack of understanding of their potential financial rewards that would be tied to the firm’s performance.

Figure 5: **Important Elements in Accepting Current Position—Most Important and Least Important** *



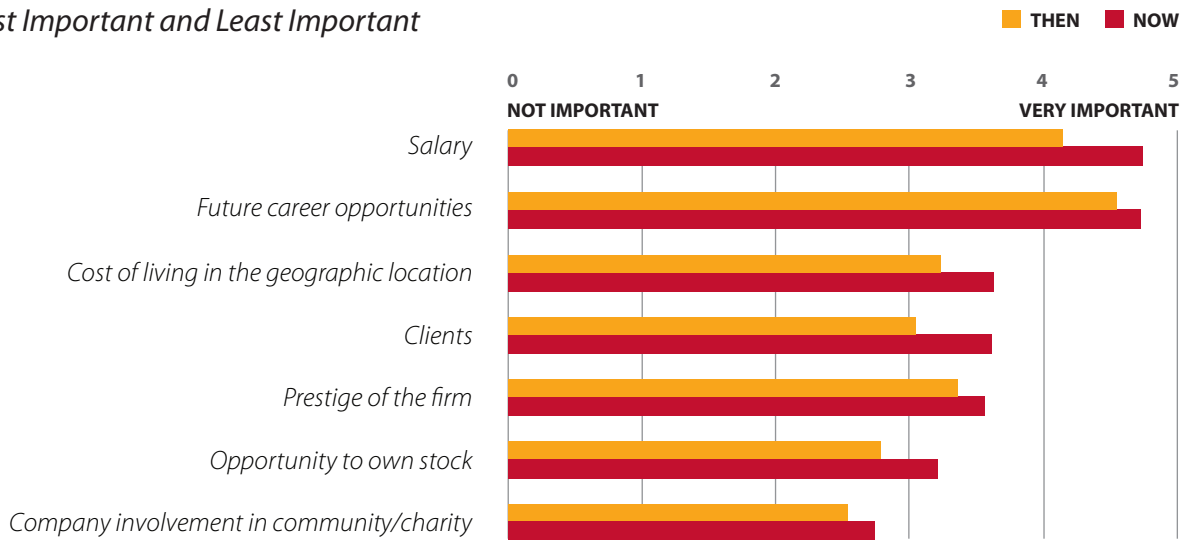
*Although the rating scale used in the survey was from 1 to 5, this chart and all additional charts that depict responses to rated questions use a scale of 0 to 5 in order to allow for easier graphical comparisons of responses and their relative importance.

Importance of the Same Elements in Accepting Current Position Compared to Their Importance if Seeking a New Position

Respondents were asked to rate the same list of 22 elements again on a scale of 1-5 (with 1 being “not important” and 5 being “very important”) as to how important each would be today if they were to be enticed to stay with their current company or seek a new position. Figure 6 depicts the most significant changes observed in a comparison between the two questions, that is, the importance of an element to the respondent when accepting their current position and how important that same element would be to them today (represented as “then” and “now” in the graph).

Although Figure 6 shows that there are increases in the importance of each and every element, there are some changes that are statistically significant. The ranking of salary not only increased in importance, it went from being the fourth element in importance to being the number one element in importance. The ranking of the bonus potential element changed most significantly of the 22 elements, rising from being the 20th most important element to being the 11th, reflecting a marked shift in thinking between “then” and “now.”

Figure 6: Importance of Elements in Accepting Current Position Compared to Their Importance if Seeking a New Position— Most Important and Least Important



Projects and company prestige do not pay the bills. Engineering and design have a high starting salary out of college but a low salary ceiling compared to other professions.

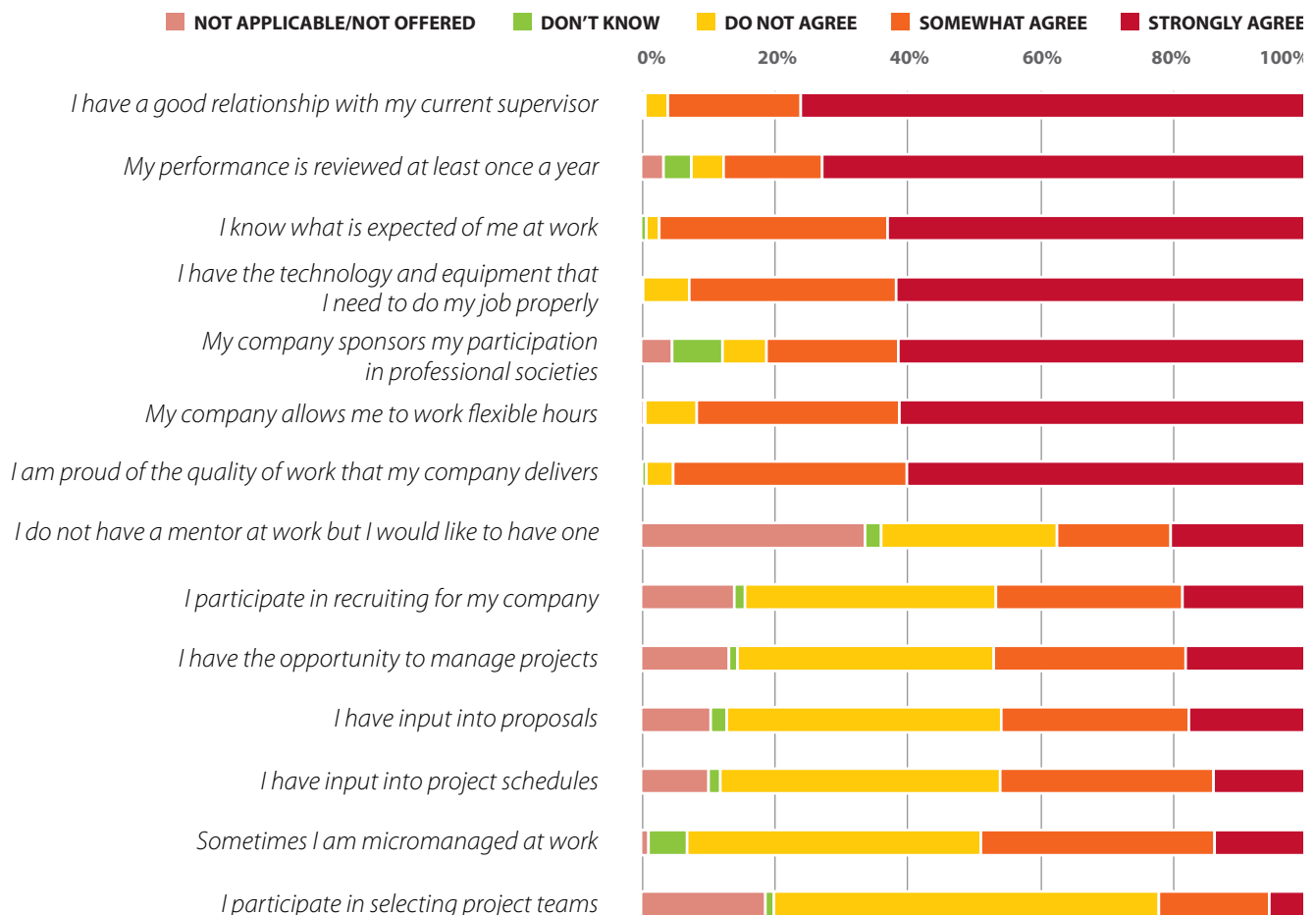
Respondents' Experience at Current Firm

The respondents evaluated a series of statements about various experiences that they may have encountered at their current firms in terms of “do not agree,” “somewhat agree,” and “strongly agree.” They also had the option to select a response of “not applicable/not offered” or “don’t know.”

The responses indicate that the majority of the participants either somewhat agree or strongly agree with the first seven statements, all of which are geared towards perceptions of organizational support, direction, and culture. The responses for the last six statements all show a much higher disagreement level by the participants. It is interesting to note that all six of these statements address areas that indicate a perceived involvement in management issues.

The one statement that needs to be examined separately is “I do not have a mentor at work but would like to have one.” Although fewer than 50% of the respondents reply that they somewhat or strongly agree with this statement, a significantly large population indicate that mentoring is not applicable/not offered or they don’t know. The combination of these four responses would seem to indicate that mentor programs are either not formalized or not in place at all in many organizations, or at least not functioning as planned.

Figure 7: Respondents' Experience at Current Firm—Selected Responses



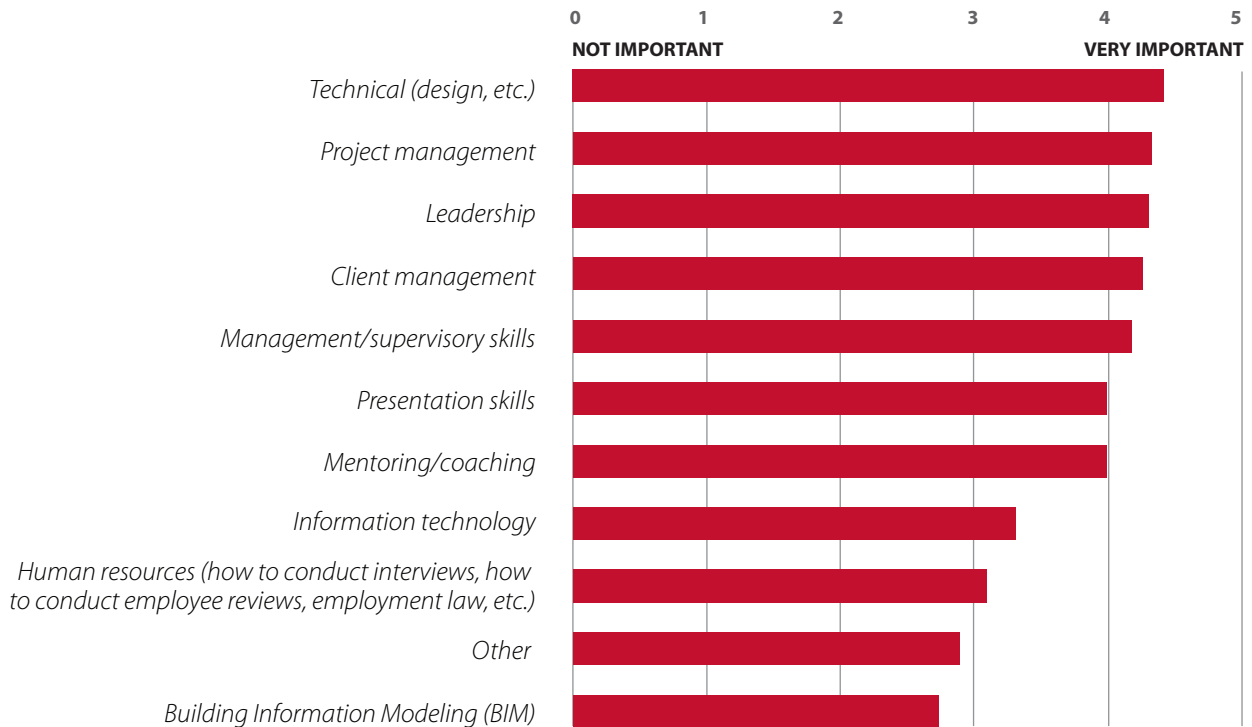
Training and Development Priorities

Respondents were asked to rate a list of training and development topics on a scale of 1–5 in terms of how important they would be in enhancing their current position (with 1 being “not important” and 5 being “very important”).

It is telling that although technical (design, etc.) training ranks first in importance, five out of the top seven most popular training topics involve dealing with people at some level. This would seem to indicate that even though the respondents recognize the importance of staying on top of the ever-evolving technical side of their jobs, they also acknowledge that technical skills alone are not sufficient to develop and grow their careers to their satisfaction. It is also notable that the most highly valued training topics involve skills that are needed to be a good project manager.

Of the least important four topics, only human resources (how to conduct interviews, how to conduct employee reviews, employment law, etc.), is an area that deals with people. It may be construed that with only seven or fewer years of experience in the field, the respondents are not at a supervisory level where such knowledge and skills are required.

Figure 8: Training and Development Priorities—Most Important and Least Important

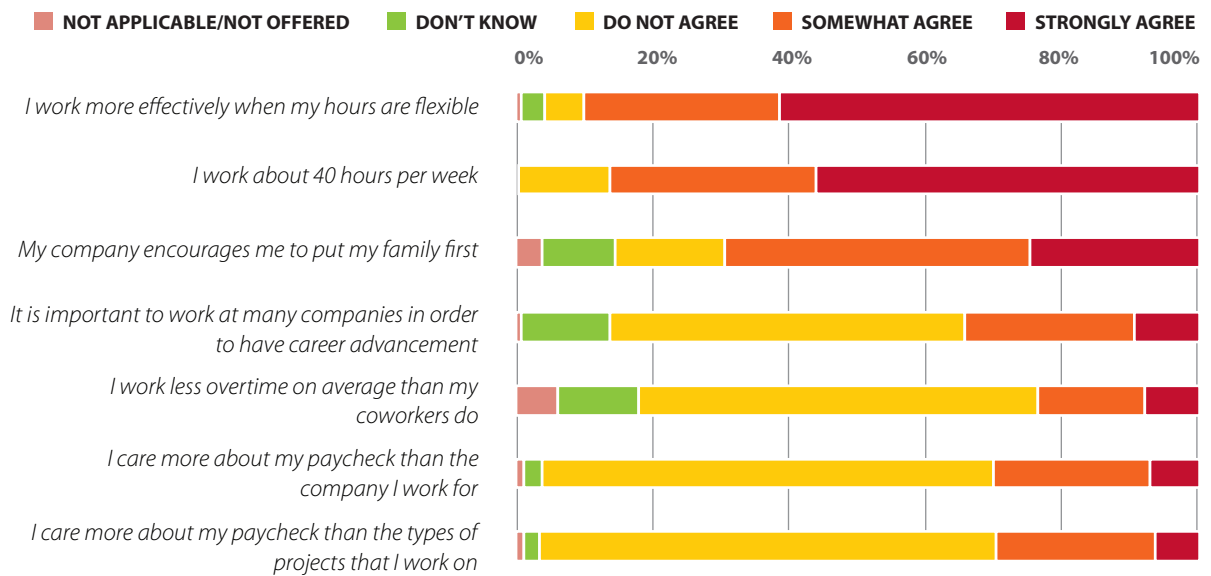


Respondents' Work Style

The respondents were asked to evaluate a series of statements about their work style using ratings of "do not agree," "somewhat agree," or "strongly agree." They also had the option to select responses of "not applicable/not offered" or "don't know."

It is interesting to note that the three statements with which the respondents most strongly agree indicate a perception of the employer as an understanding, flexible, and reasonable entity. The three statements with which survey respondents are least likely to agree indicate that they do not place supreme importance on a paycheck and that they are willing to work as much overtime as their coworkers do if necessary. The one response that stands alone suggests that participants do not feel it is necessary to work at many companies in order to have career advancement; this would seem to indicate that they believe that advancement within an organization is possible.

Figure 9: Respondents' Work Style—Selected Responses



Advancement and 'seniority' should be based on the quality of work you produce.

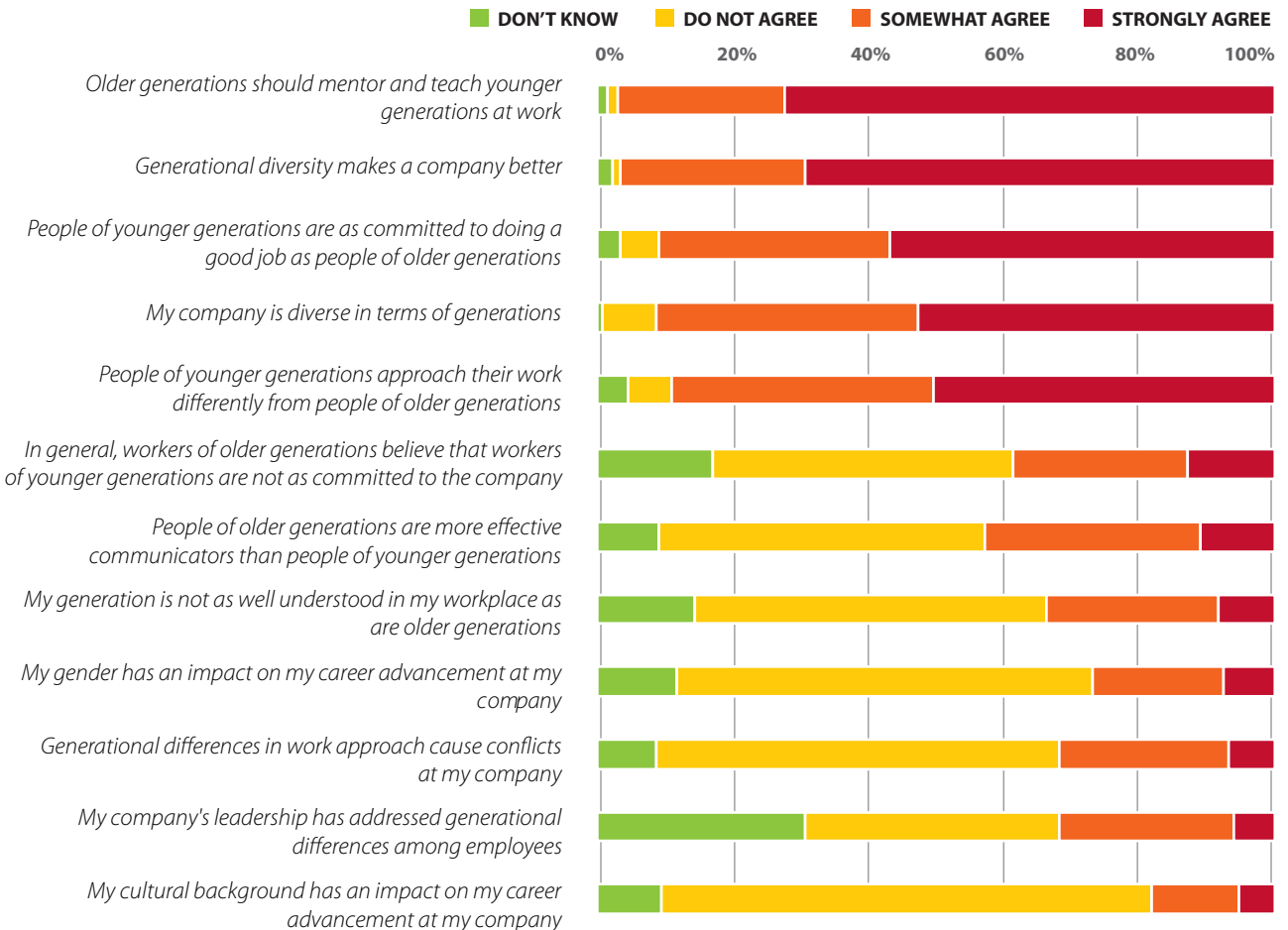
Respondents' Company Culture

The respondents were asked to evaluate a series of statements about the culture of their firm using ratings of “do not agree,” “somewhat agree,” or “strongly agree.” They also had the option to select responses of “not applicable/not offered” or “don’t know.”

When we analyze the responses to the first, second, fourth, and fifth statements, it is evident that the participants believe they have a strong understanding of generational diversity and its value in the workplace. This belief is there even though they do not feel that their company leadership has addressed the issue of generational differences. In response to the third, sixth, seventh, eighth, and tenth statements, the participants indicate that they are confident in their contributions to the firm compared with older generations.

The ninth and twelfth statements dealt not with generational issues, but rather with issues of gender and cultural background. While an overwhelming majority of respondents disagree with the statement that their cultural background has had an impact on their career, a slightly larger population indicates that their gender does impact their career advancement. A complete comparison of noteworthy responses by gender is included in Section 3 of this report.

Figure 10: Respondents' Company Culture—Selected Responses



Conclusions

Anecdotal evidence from our own practice indicates that the Nexter generation is different from older generations in work approaches and expectations, even when compared to when the older generations were first entering the profession years ago. The wide array of books, articles, and lectures available on generational differences in today's workplace—in any field—confirm that employers face a unique challenge in recruiting and retaining the Nexters.

Recognizing the differences and unique qualities that the youngest generation of design professionals—the Nexters—possesses will help employers be more successful in recruiting and retaining them. Compare the responses to this survey to the programs that your firm has created and see what, if anything, is missing that would make your firm a better place to work, as well as a place that does better work. The elements in a career and employer that survey respondents say mean most to them may be culturally foreign to your firm, but most of them are not insurmountably difficult or costly to implement:

- **Flexibility** is critical. If your company does not have flexible schedules, then create them—many of your clients and competitors already have. Your clients will accept a different work schedule as long as they see the benefits to their own projects in terms of available talent, staffing, and quality of design and deliverables. The realities of today's commutes and other influences may even make instituting flexible schedules more economical for your company, as your employees spend less time on the road and more quality time at work, and are less stressed overall. Survey respondents tell us emphatically that they work more effectively when their schedule is flexible. Other industries are rich in examples of successfully integrating more flexible schedules into their cultures and work arrangements.
- **Open communication and regular feedback** are necessary. Employee development constitutes more than just annual reviews, as important as those are. Employers that truly develop their employees do more than just inform; they teach, via mentoring, coaching, formal training, and every other available vehicle, and they communicate to employees how they're doing all the time, verbally and in writing, where appropriate. In addition, in order for communication to be effective between employers and employees, employers must be sure to *listen* to their employees so that they fully understand the employees' needs and concerns.
- **Diversity** is beneficial to your company. Survey respondents believe that diversity makes a firm better. In terms of gender diversity, our survey results indicate that career opportunities are equally important to both genders, but women are still a minority in the architectural and engineering professions. Smart companies will promote the attributes of their firm that appeal to women and communicate that architecture and engineering offer outstanding career opportunities for women.
- **Well-rounded managers** are sought after in today's highly competitive market. University programs in architecture and engineering do not necessarily focus on the fine points of managing people, so employers must. Through mentoring, coaching, workshops, seminars, and other training and development opportunities, companies need to help managers and employees enhance their interpersonal skills. The most difficult problems that firms have to solve today are people problems, not technical problems.

- **Salary** is valued highly—it always has been, and it always will be. Unfortunately, many younger employees are not aware of the value of the total compensation package and the intangible benefits of working for a great firm, even if it doesn't offer the highest salaries. Survey respondents report that they do not consider the larger picture in terms of potential bonuses, 401K plans, or fringe benefits very strongly when making a decision about accepting a position. Therefore, it would benefit any employer to communicate those additional pluses very clearly to younger employees. If your compensation structure must be below market, then you must communicate clearly to employees why their salaries are lower, and how the quality of the employment experience and career opportunity is higher. If employees understand their employers' compensation philosophy and strategy, they are less likely to spend time surfing the Internet for a more lucrative position.
- **Training and development** is important to participants, and continuous development is critical for the retention of staff. Firms should study their turnover ratios, i.e., how much money they "lose" as a result of an employee leaving versus what they gain for the expense of implementing training and development programs. Overhead may be higher than usual for a time while you initiate program improvements, but the long-term benefit you will realize is a well developed training program that will contribute to your firm's sustainability.
- **Future career opportunities** are high on the survey participants' list when they are looking for a position. Focusing on the many aspects of an employee's career development and providing training, mentoring/coaching, challenging projects to work on, and opportunities to have client contact will help employees achieve the professional growth necessary to succeed in their chosen field. Thus fulfilled, these employees are more likely to make their careers with the firms that provide such a path.

It is a fact that the youngest generation of design professionals possesses a wealth of talent and will be the future leaders of our profession. Employers who focus on developing and retaining these employees will reap rewards in personal, professional, and financial success.



Must an employer reshape its entire culture to accommodate the so-called Nexters? Absolutely not. However, it is crucial to understand the Nexters' culture and allow it to influence your own in positive ways. Most important to successful relationships with Nexters—or any generation in the workplace—is open and frequent communication. Only when your employees understand what you expect of them and what you are willing to do in exchange can they meet—and exceed—those expectations.



Section 3: Survey Results

This section presents a complete analysis of the survey responses by reporting overall ratings assigned to all of the statements and questions on the survey. A total of 706 responses of the 932 received were identified as valid responses and were therefore analyzed. The remaining 226 responses were from participants who stated that they have more than seven years of experience (the upper limit of this survey) and therefore were considered invalid and not included in the analysis. A copy of the survey instrument is included as the appendix to this report.

Important Elements in Accepting Current Position

The survey asked respondents to indicate how important a list of 22 elements—ranging from salary to the types of projects that they would be working on—were to them when they accepted their current position (in some cases, it would be expected that this is their first position in the architecture/engineering and related professions). Respondents rated the importance of each element on a scale of 1 to 5, where 1 is “not important” and 5 is “very important.”

At the time they were deciding to accept their current position, respondents say they were most concerned with the future career opportunities that would be available to them as well as the type of work or projects that they would have the opportunity to pursue. However, they were not comparatively as concerned with the actual clients that they would be working with.

In terms of financial opportunities, survey respondents collectively rank the salary they were offered fourth overall in terms of importance to them in accepting their current position. However, they report that they were far less concerned on average about the potential that they would have to earn bonuses, a major additional source of income for some employees, indicating that they weren’t necessarily anticipating the opportunity to earn a bonus. In addition, the opportunity to own stock in the company was, on average, not very important to the survey respondents when they accepted their current position.

Least important of all to these young employees when accepting their current position was the firm’s involvement in community and charitable activities.

Figure 11 summarizes the average collective rating given by survey respondents in terms of importance to each of the 22 elements, in descending order of importance.

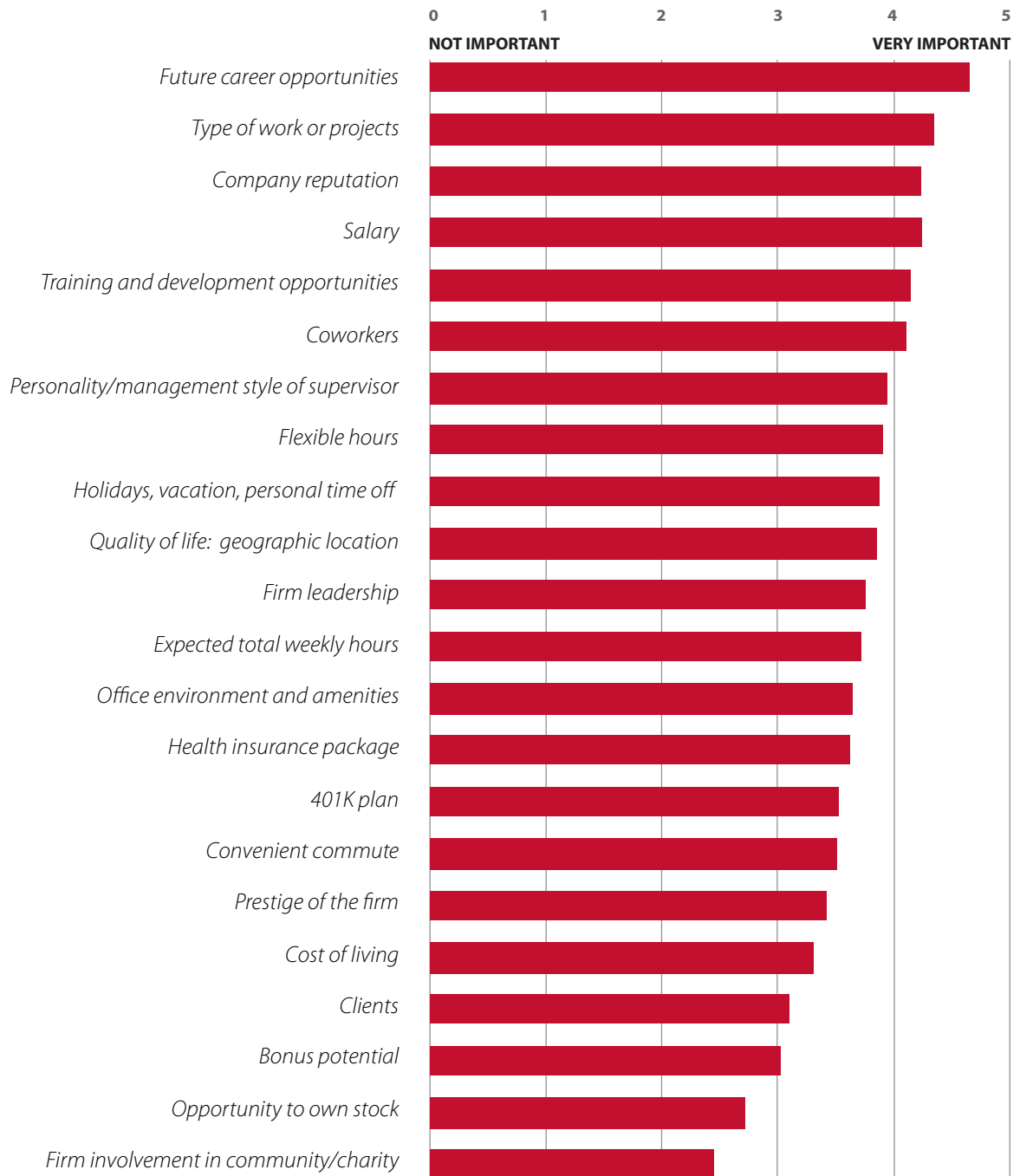
In looking for a position, I’d look for the opportunity to positively and directly affect the health of the global environment and the company’s commitment to sustainability.



Young professionals rated “future career opportunities” as the most important element in accepting their current position. Make sure that your organization not only has a formalized career path program in place, but also that it is adequately communicated to job candidates during the interviewing and selection process.

In terms of how important the following were to you in making the decision to accept your current position, please rate the following on a scale of 1 to 5, where 1 is “not important” and 5 is “very important.”

Figure 11: Important Elements in Accepting Current Position



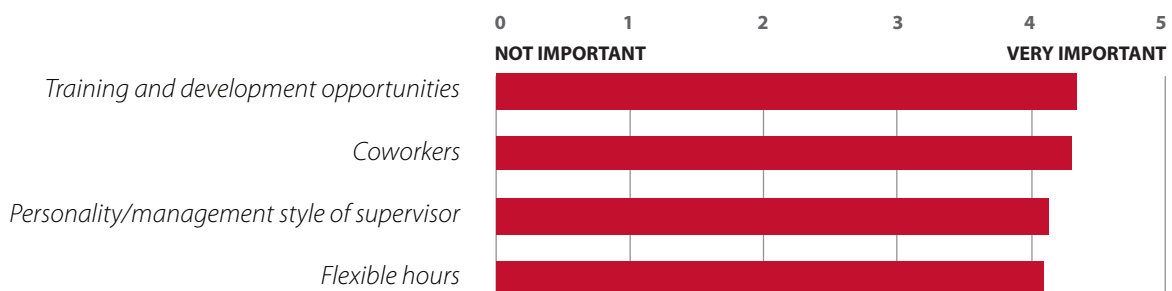
In Figures 12–17, we examine the respondents’ ratings of each of the elements more closely. Of the 22 elements that we asked respondents to rate in terms of importance when they were accepting their current positions, the ones that they identified as most important indicate that respondents were thinking about the quality of the job experience more than more quantifiable elements such as fringe benefits. In fact, the top three most important elements are future career opportunities, the types of work or projects that they would be assigned, and the reputation of the company they would be working for. Salary was only fourth in importance among the 22 elements when the survey respondents accepted their current positions.

Figure 12: **Important Elements in Accepting Current Position—Most Important Elements**



In line with their top priority on future career opportunities, survey respondents rated the training and development opportunities available to them as next most important in accepting their current positions. They also considered important their coworkers and the personality and management style of their direct supervisor. The opportunity to work flexible hours was also important to the survey respondents—a scenario that is much more commonly available (and therefore expected) to today’s entry-level design professionals than to their forebears as recently as even 15 years ago.

Figure 13: **Important Elements in Accepting Current Position—Next Most Important Elements**



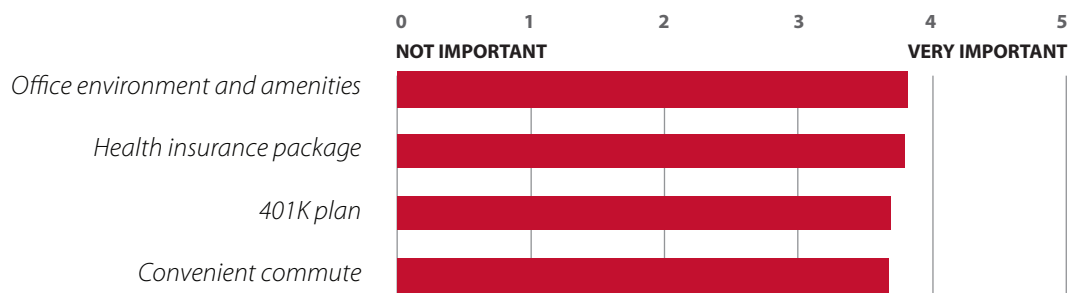
The first fringe benefit in importance to survey respondents when accepting their current position was the package of holidays, vacation, and personal time off offered by the employer. They were next most interested in the quality of life provided by the geographic location of the position, followed by the leadership of the firm. Another element contributing to “quality of life” is the total hours that the respondent would be expected to work per week, which they rated next most important.

Figure 14: **Important Elements in Accepting Current Position—Next Most Important Elements**



Of the 22 elements that they rated, the respondents placed the next-highest value on the physical office environment and amenities where they would be working. Two more fringe benefits appear at this level in importance: the health insurance package offered followed by a 401K plan. A convenient commute to and from work was next most important to respondents when accepting their current position.

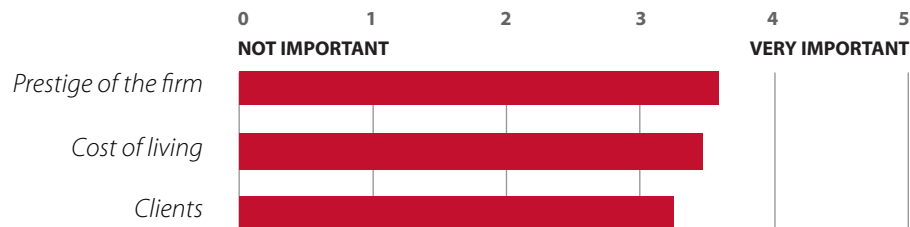
Figure 15: **Important Elements in Accepting Current Position—Next Most Important Elements**



The opportunity to work part time or to participate in a work-share arrangement and be eligible for benefits is important to me.

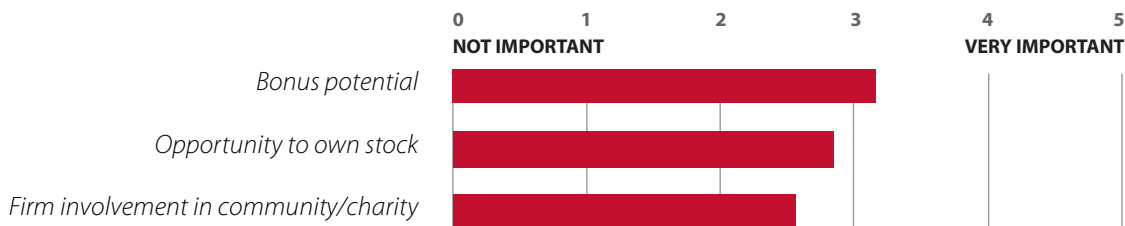
While respondents considered the reputation of the firm for which they would be working very important among the 22 elements when accepting their current position, they were less concerned with the perceived prestige of the firm. In addition, they considered salary more important than cost of living. Also as indicated in Figure 16, they considered the types of work or projects they would be assigned, their coworkers, and the personality and management style of their direct supervisor more important than the clients they would be working for.

Figure 16: **Important Elements in Accepting Current Position—Next Most Important Elements**



Of the three least important elements to respondents when they accepted their current position, two have to do with future income potential: their potential to earn bonuses and their opportunity to own stock in the company. Typically, both of these financial incentives are directly affected by the efforts and skills of a firm’s employees, although stock ownership—while considered a desirable benefit to many A/E firm employees—is a somewhat more risky prospect. Survey respondents were least interested in the firm’s involvement in community or charitable activities when accepting their current positions.

Figure 17: **Important Elements in Accepting Current Position—Least Important Elements**



Important Elements if Seeking a New Position

For comparison, the survey next asked respondents to rate on the same scale of 1 to 5, from “not important” to “very important,” how important the same 22 elements would be to them if they were making a decision today to either stay at their current company or accept a position at a new company. The ratings in this question should reflect the perspective that the respondents have gained from experience since accepting their current position.

If they were making this decision today, survey respondents report that salary would now be just as important to them as their future career opportunities. Once again, they are least interested in the opportunity to own stock in the company and the company’s involvement in community and charitable activities. However, all of the 22 elements are more important to the respondents today than they were when accepting their current positions.

Figure 18 summarizes the average collective ratings given by survey respondents in terms of importance to each of the 22 elements, in descending order of importance.

I’m looking for a creative team of young engineers to work alongside.

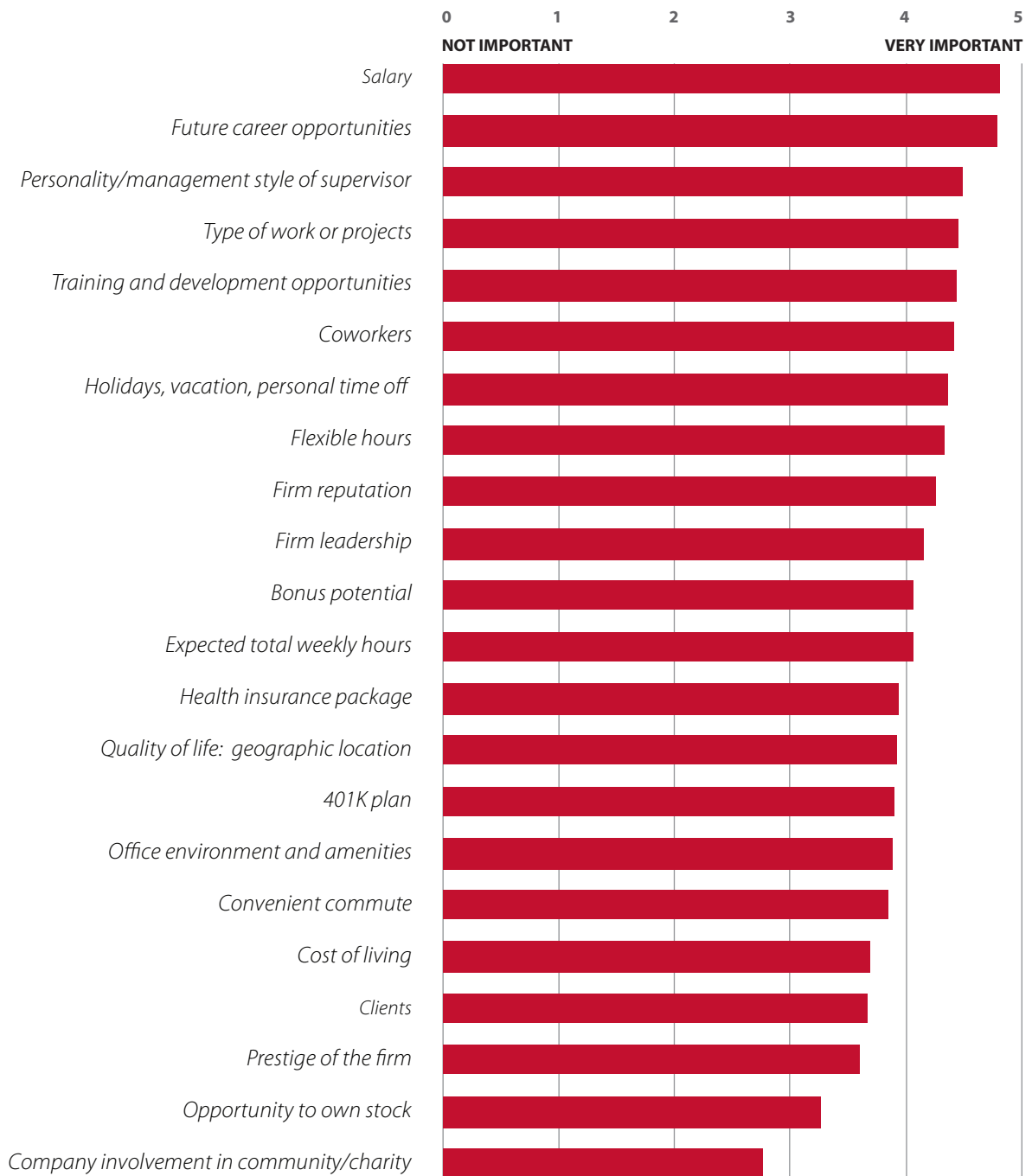
I’m interested in the company’s projected growth and future direction.



Young professionals rated “salary” as the most important element to accept a new position. Make sure that your organization’s compensation structure is at or above market to be able to attract and retain the best talent.

In terms of how important the following would be to you to keep you at your current company or to convince you to accept a position at a new company, please rate the following on a scale of 1 to 5, where 1 is "not important" and 5 is "very important."

Figure 18: Important Elements if Seeking a New Position



Importance of Elements in Accepting Current Position Compared to Their Importance if Seeking a New Position

When we compare the survey respondents' ratings of the importance of the 22 elements in accepting their current position to how important they would be today if the respondent were considering a new position (or staying with their current company), it is interesting to look not only at how the importance of each element has changed or not changed from "then" to "now," but also at the degree to which the importance of any given element has changed in the minds of the respondents.

For example, salary was important to the survey respondents when they accepted their current position—it ranked fourth in importance overall—but now salary would be the most important of the 22 elements if the respondents were to change jobs (or be convinced to stay with their current company). Future career opportunities were important to the survey respondents in accepting their current position and would continue to be important to them today. However, in terms of degree, salary is much more important today compared to how important it was when the respondents accepted their current position, while future career opportunities are only slightly more important today than they were then.

The biggest change in degree of importance of any one element between when the survey respondents accepted their current position to today is in bonus potential. While bonus potential is not among the very most important elements even today, respondents say that it is much more important to them now than it was when they accepted their current position.

Similar marked differences in degree of importance, which may be due to what the respondents have learned "on the job" since they accepted their current position—the additional professional wisdom that they have gained—occur when respondents rate the importance of the personality and management style of their supervisor, their coworkers, the amount of time off to which they will be entitled, the availability of a flexible work schedule, the leadership of the firm, the firm's clients, and the opportunity to own stock in the company.

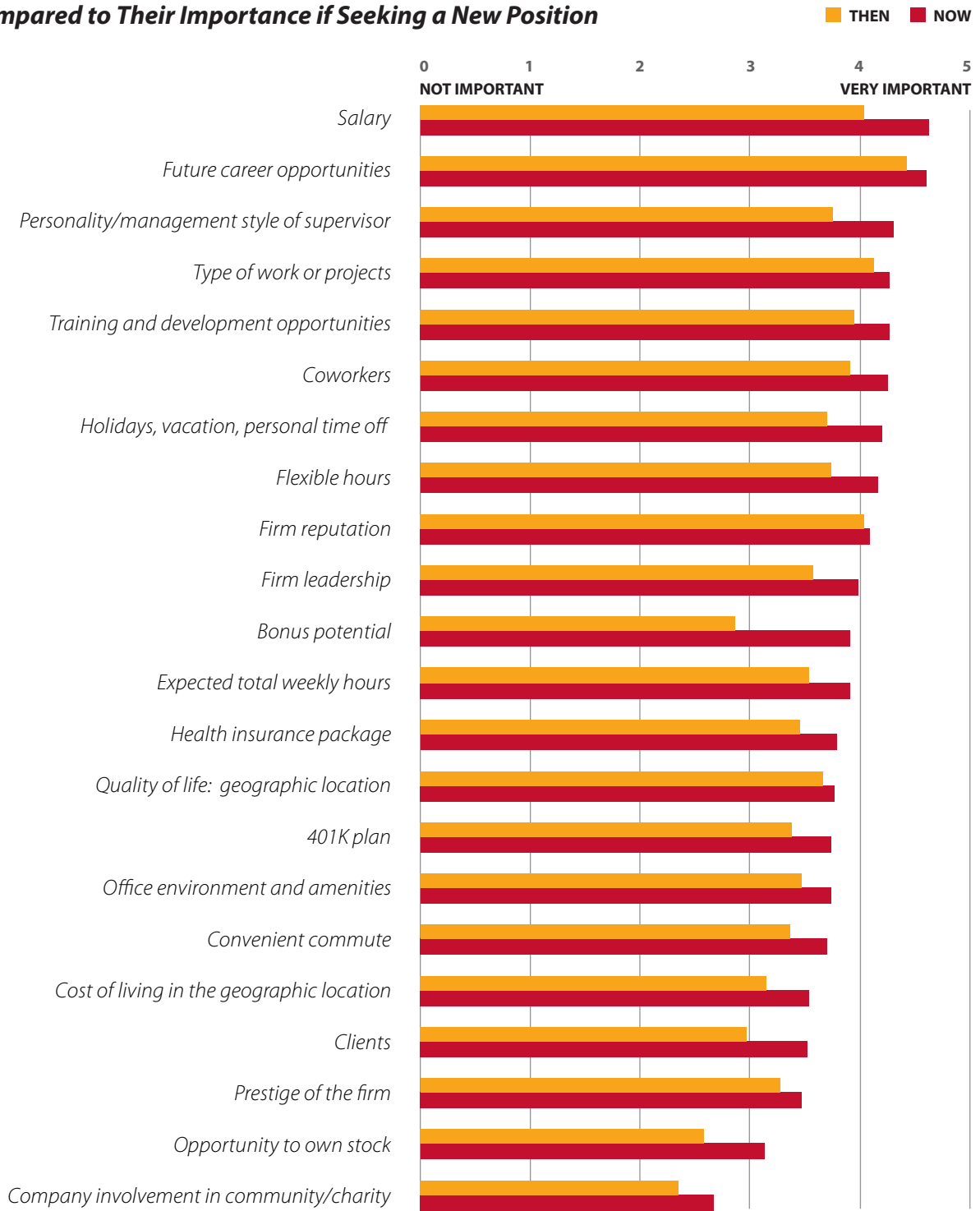
Figure 19 summarizes the average collective rating given by survey respondents in terms of importance to each of the 22 elements when they accepted their current position compared to how important those elements would be to them today, in descending order of importance.

In order to keep advanced talent, the company has to offer performance-based compensation directly linked to both personal performance and the company's overall performance.



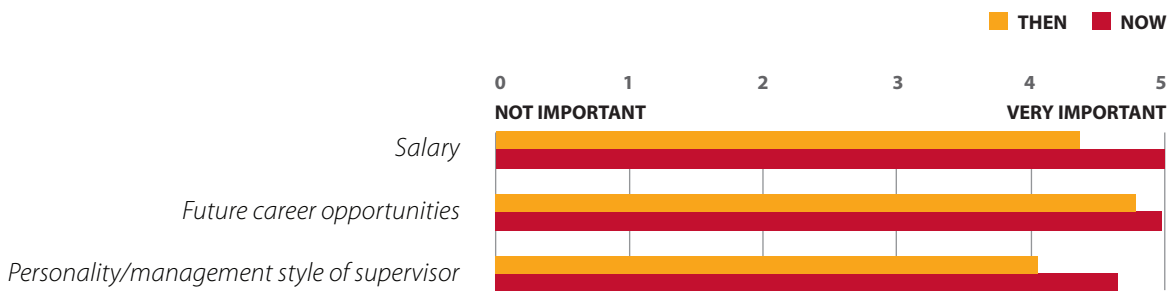
"Personality/management style of supervisor" became very important for many participants. Interpersonal skills are vital for good managers and often need to be fine-tuned. Training and coaching sessions to assist management in developing positive, effective interpersonal skills in the workplace are a practical way to assure good relationships with employees.

Figure 19: Importance of Elements in Accepting Current Position Compared to Their Importance if Seeking a New Position



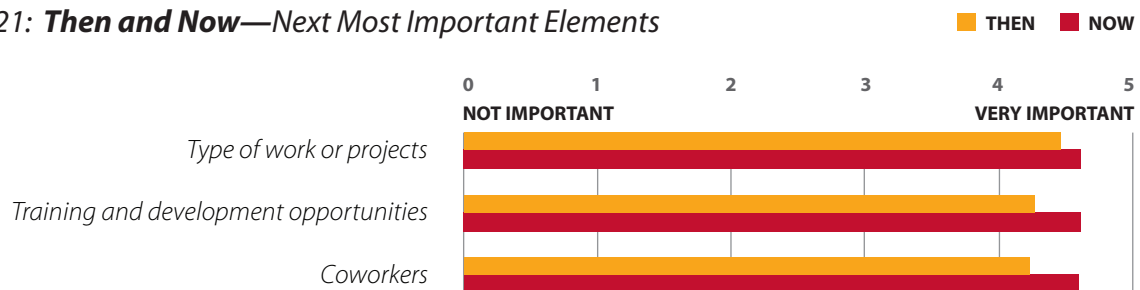
In Figures 20–26, we examine the respondents’ ratings of each of the elements more closely. Between the time when they accepted their current position to now, salary jumped from fourth in importance to survey respondents to first in importance. Future career opportunities, first in importance when accepting their current position, are still very important today and an extremely close second to salary. The personality and management style of the direct supervisor moved up from seventh in importance to round out the top three.

Figure 20: **Then and Now**—Most Important Elements



The type of work or projects that would be assigned to the respondent remains important, but drops from second position to fourth. Training and development opportunities remain fifth in importance, and coworkers remain in the sixth position.

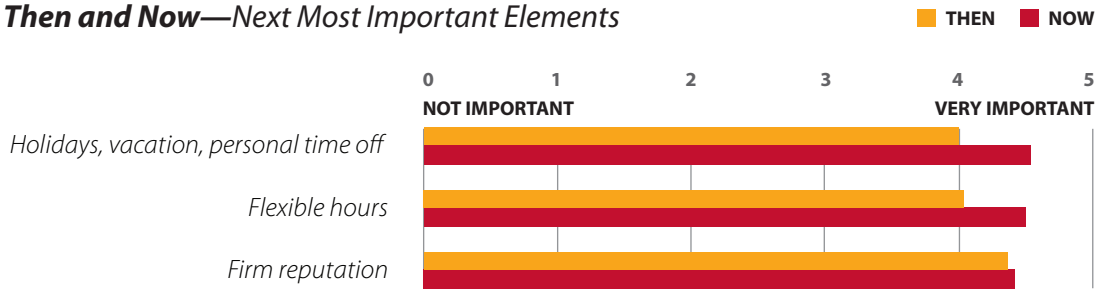
Figure 21: **Then and Now**—Next Most Important Elements



I'd value the company's commitment to helping me get licensed as an architect.

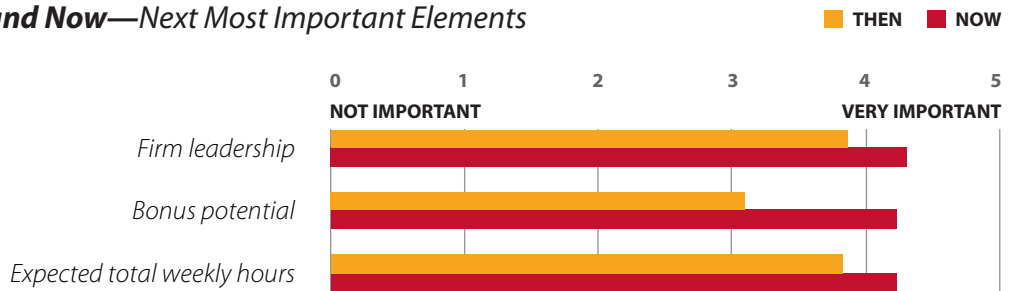
Whereas the holidays, vacation, and personal time off package was once ninth in importance to survey respondents, it is now seventh. The opportunity to work flexible hours remains eighth in importance. The reputation of the firm with whom they would be employed drops significantly from third in importance to ninth.

Figure 22: **Then and Now**—Next Most Important Elements



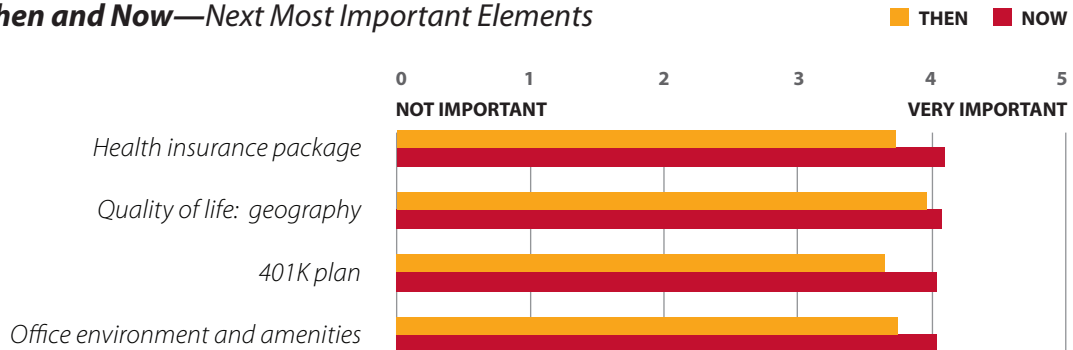
Survey respondents consider the firm’s leadership slightly more important today than they did when accepting their current positions, ranking this element tenth, up two positions from 11th. Their bonus potential now rises to 11th in importance, up from the 20th position. The number of hours that they would be expected to work each week remains 12th in importance.

Figure 23: **Then and Now**—Next Most Important Elements



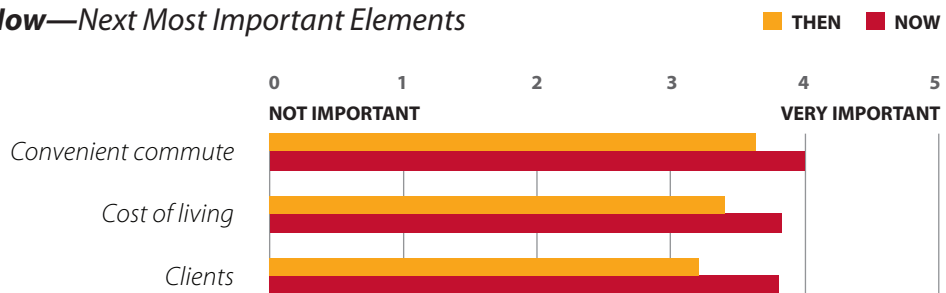
The next three elements in importance today were just somewhat important to respondents in the past; today they are very important, although their rankings relative to the other 22 elements remain the same or similar. The health insurance package moved up from the 14th to 13th position, followed by the quality of life offered by the geographic location of the position and the 401K plan. The office environment and amenities drops from 13th in importance to 16th.

Figure 24: **Then and Now**—Next Most Important Elements



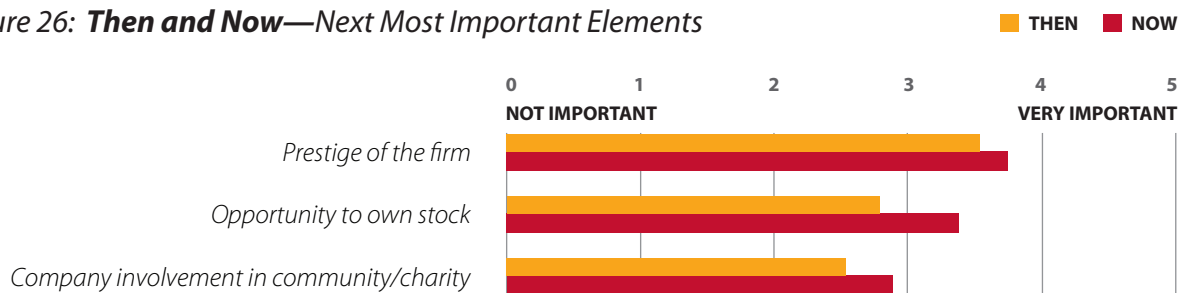
A convenient commute, while more important to respondents today than it was when they accepted their current positions, drops from the 16th to 17th position. The cost of living in the geographic location where they would be working remains at the 18th position, and the clients they would be working with remains at the 19th position.

Figure 25: **Then and Now**—Next Most Important Elements



The three least important of the 22 elements today are more important to respondents than they were when they accepted their current positions, but still are not very important: the prestige of the firm, the opportunity to own stock in the company, and the firm’s involvement in community and charitable activities.

Figure 26: **Then and Now**—Next Most Important Elements



Respondents' Experience at Their Current Firm

The survey asked respondents to characterize their agreement with 38 statements about their experience with the firm for which they currently work in terms of "do not agree," "somewhat agree," or "strongly agree." Respondents also indicated if they do not know if they agree with a given statement or if the subject to which the statement refers is not applicable to them or not offered by their company.

Of the 38 statements, respondents agree most strongly that they have a good relationship with their current supervisor, and that their performance is reviewed at least once a year. They know what is expected of them at work and they believe they have the technology and equipment that they need to do their jobs properly. They also agree that their companies sponsor their participation in professional societies.

Respondents also agree that their companies provide them the opportunity to work flexible hours, a perk that may not have been available to older workers at the beginning of their careers. Survey respondents also agree that they are proud of the quality of the work that their companies deliver, and they are excited about their career prospects in their chosen field.

Survey respondents are least likely to agree that they participate in activities including selecting project teams, developing project schedules, and contributing to proposals.

Figure 27 summarizes the survey respondents' degree of agreement with each of the 38 statements, in descending order from those with which they agree most strongly to those with which they agree least strongly.

Although I work longer hours and take on more work and responsibilities than others, my position within my group will be based only on my tenure with the company—the fact that I have been here for fewer years than others.



A high number of young professionals stated that they do not agree that "When I have a suggestion my company listens and responds to it." Employees grow when their ideas and suggestions are taken seriously by their firms. Examine your firm's culture—are all employees encouraged to submit ideas for consideration? Do you have mechanisms in place to allow employees' voices to be heard?

Please rate the following statements about your current position and company in terms of “strongly agree,” “somewhat agree,” “do not agree,” “don’t know,” or “not applicable/not offered.”

Figure 27: Respondents’ Experience at Current Firm—All Responses

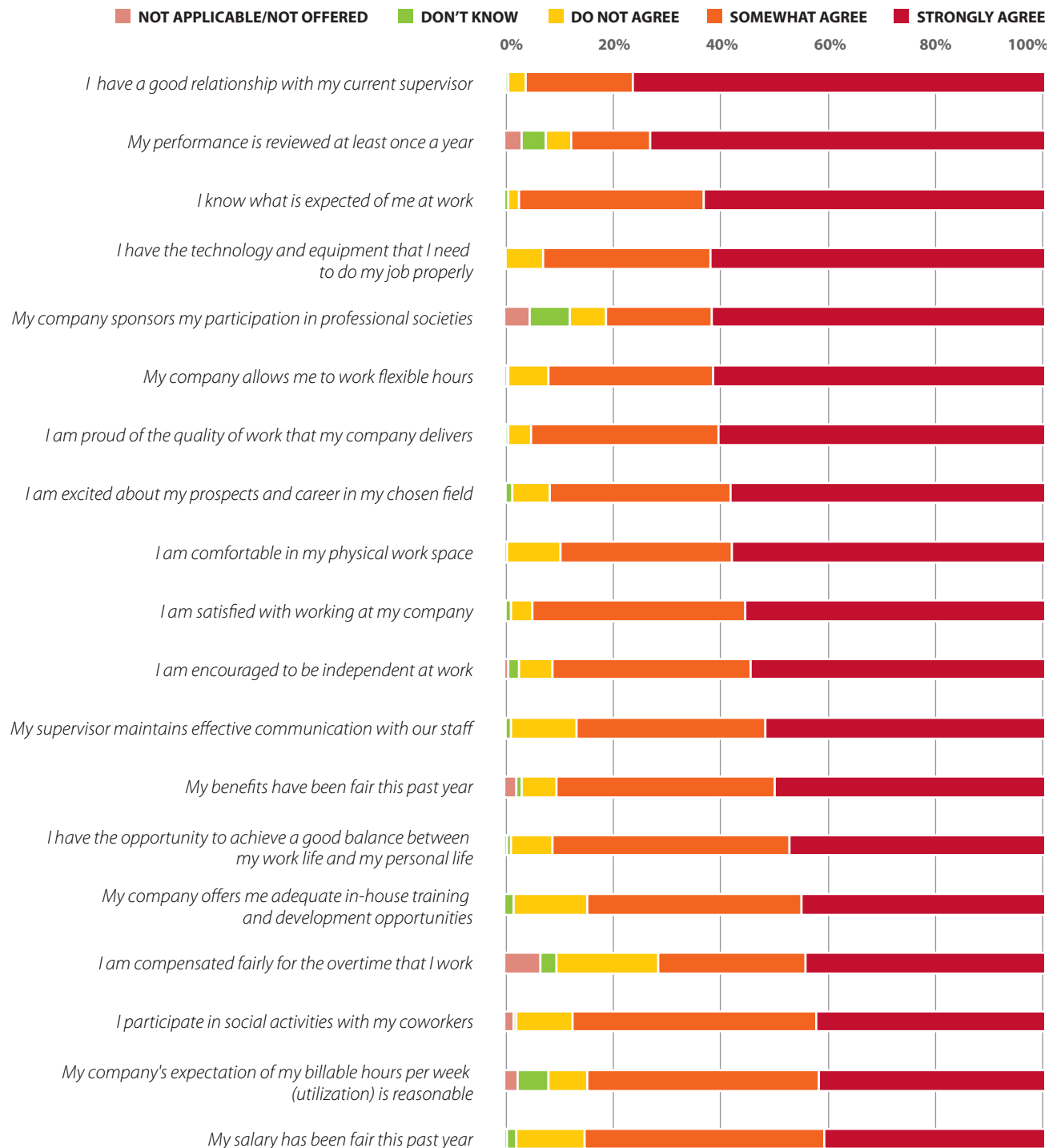
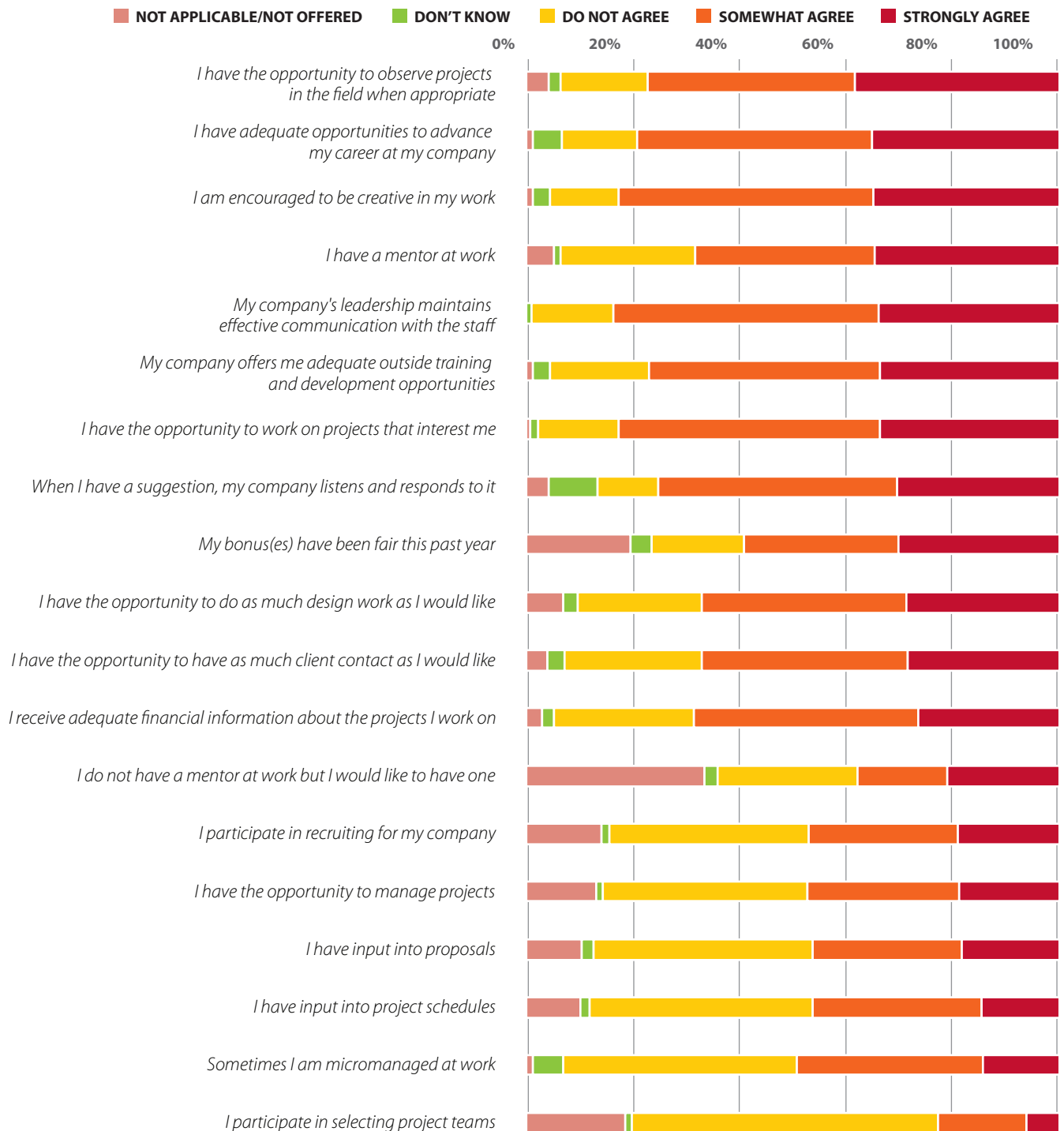
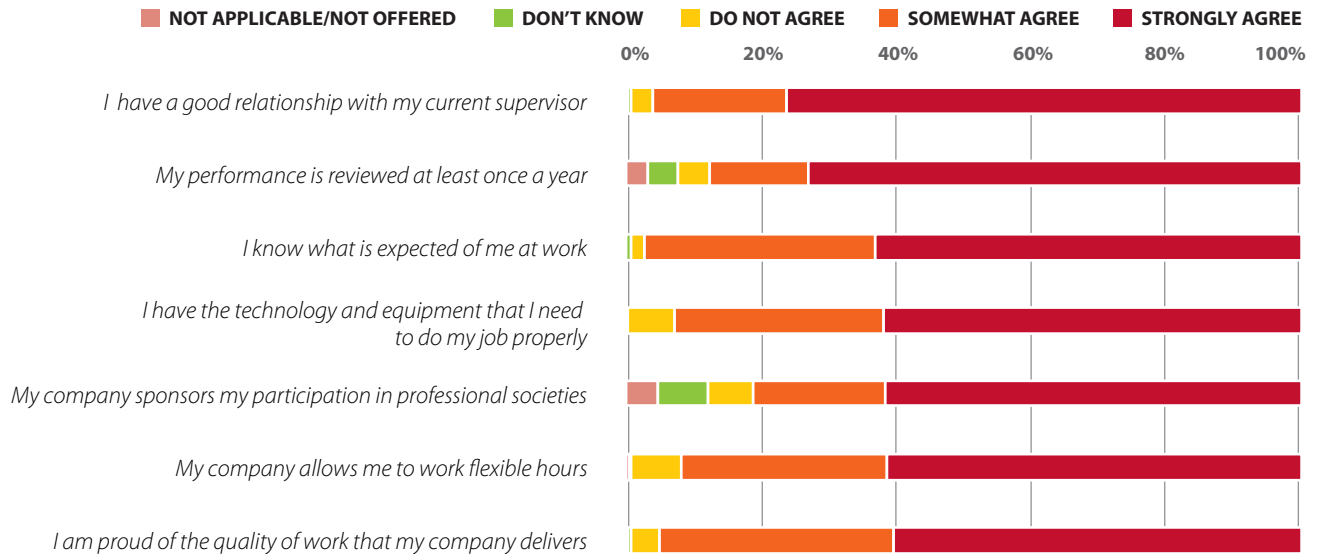


Figure 27 continued: **Respondents' Experience at Current Firm—All Responses**



Looking at the statements with which the survey respondents most strongly agree, we see that there are many things that companies are doing well in appealing to this population. In response to a previous question, survey participants stated that the personality and management style of their direct supervisor is very important to them, and in response to this question they relate that they indeed have a good relationship with their current supervisor, that their performance is reviewed at least annually, and that they know what is expected of them at work, indicating that communication between employees and supervisors is good. Another amenity that was very important to survey respondents as reported in response to a previous question is the ability to have flexible work hours. In response to the current question, over 90% “strongly agree” or “somewhat agree” that their employer provides this opportunity.

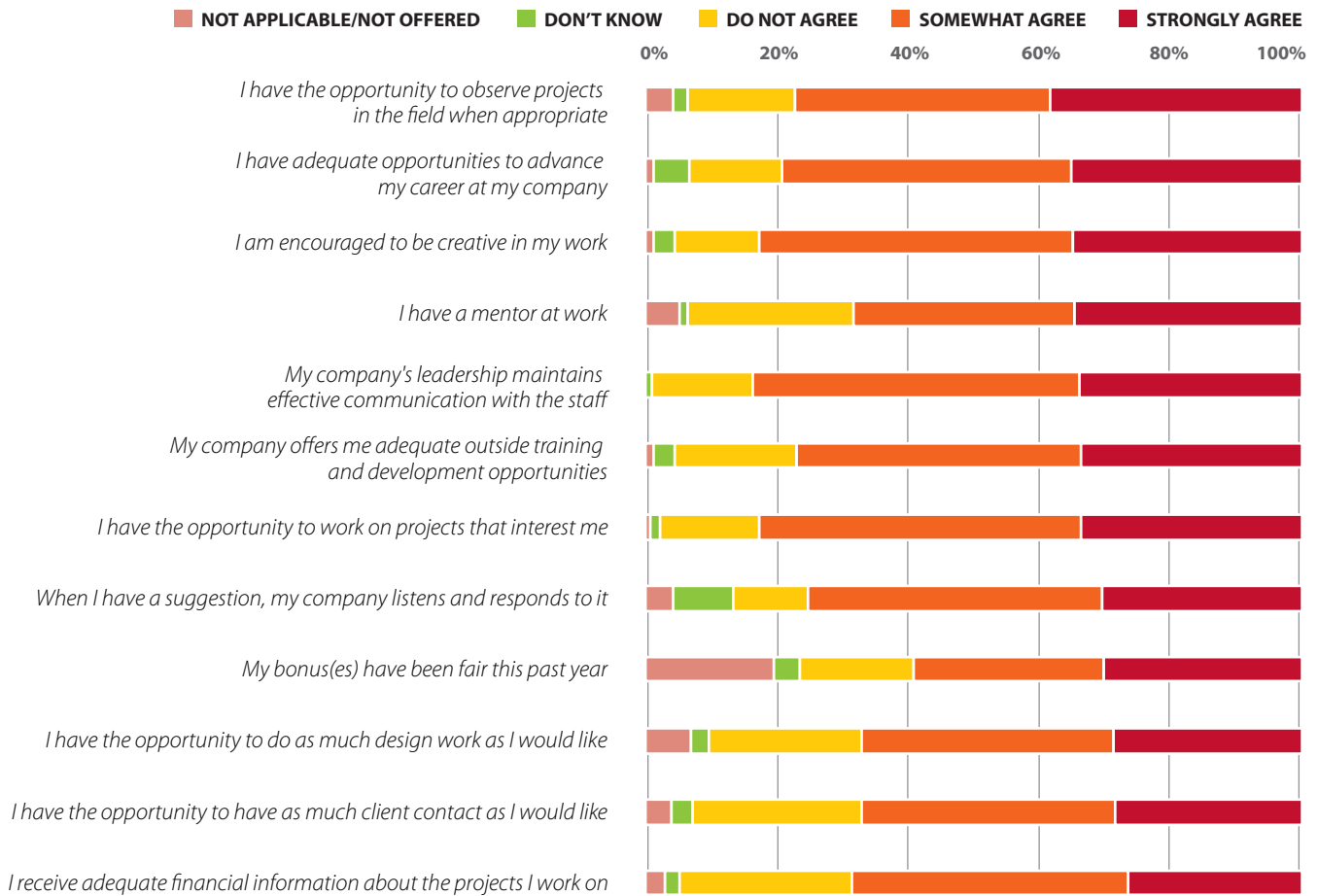
Figure 28: Respondents’ Experience at Current Firm—Top Responses



It is apparent that my company does not value loyalty. It is not rewarded with pay or position.

Looking at the statements with which the respondents are less likely to agree, we note that several of the perceived shortcomings on the part of employers have to do with career development. For example, “future career opportunities” is one of the most important elements to survey respondents when considering a new position, but fewer than 40% believe that they have adequate opportunities to advance their career at their current company. Similarly, the type of work or projects that they would be assigned is very important to respondents, yet fewer than 40% of them feel that they work on interesting projects, have the opportunity to do as much design as they would like, or are encouraged to be creative in their work. Overall, there is a significant drop-off in agreement of the statements in Figure 28 and the statements in Figure 29.

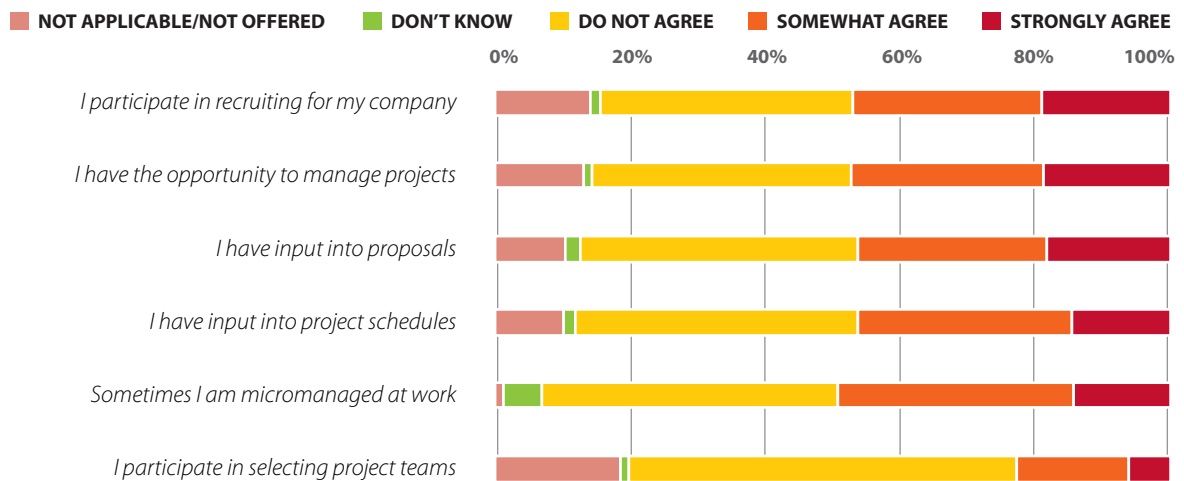
Figure 29: **Respondents’ Experience at Current Firm—Lower Responses**



Survey respondents look for career development opportunities, yet fewer than 40% of them have a mentor at work. As busy as senior staff are today, their coaching and mentoring nevertheless provide the guidance that the younger generations need and want in order to grow and to take over the reins as the Baby Boomers retire; this investment of time engenders loyalty. Mentoring is a winning proposition for everyone at the firm.

The statements with which respondents are least likely to agree have to do with activities that most management employees participate in. Perhaps because the majority of them are “pre-management,” fewer than 20% of the survey respondents participate in recruiting, proposal writing, project schedule development, or project team selection, but presumably most of them will someday be expected to be proficient in all of these activities.

Figure 30: **Respondents’ Experience at Current Firm—Lowest Responses**



In recruiting, it makes sense to place your entry-level employees in front of younger candidates. College students relate to someone of their generation and trust their opinions about what it is like to work for a company, what opportunities for development, mentoring, and advancement are available, and how the work experience matches up to the employee’s expectations. A firm’s own employees are the best “internal headhunters” when it comes to networking and recruiting future talent.

Training and Development Priorities

Survey respondents rated the importance of 20 different training and development topics. They indicate that they are most eager for training and development opportunities in technical topics, project management, leadership, client management, and people management. These responses align with the typical career development path of employees with less than seven years of experience, a population that has not yet or perhaps is just becoming involved in management activities.

The survey respondents are of a generation that is considered the most technologically savvy of all workers today; therefore, it is not surprising that they are less interested in training in information technology. In addition, their lower ranking of training in Building Information Modeling (BIM) may be due to its not being a significant factor in their work discipline or their confidence that they will not require special training in BIM.

While survey respondents do express great interest in learning management and supervisory skills, they rate the importance of specific training in HR topics such as how to conduct interviews, how to conduct performance evaluations, and employment law among the least important of the 20 topics.

Figure 31 summarizes the average collective rating given by survey respondents in terms of importance to each of the 20 training topics, in descending order of importance.

We need training in sustainability: in design, in the office, in the field, and in our lives.

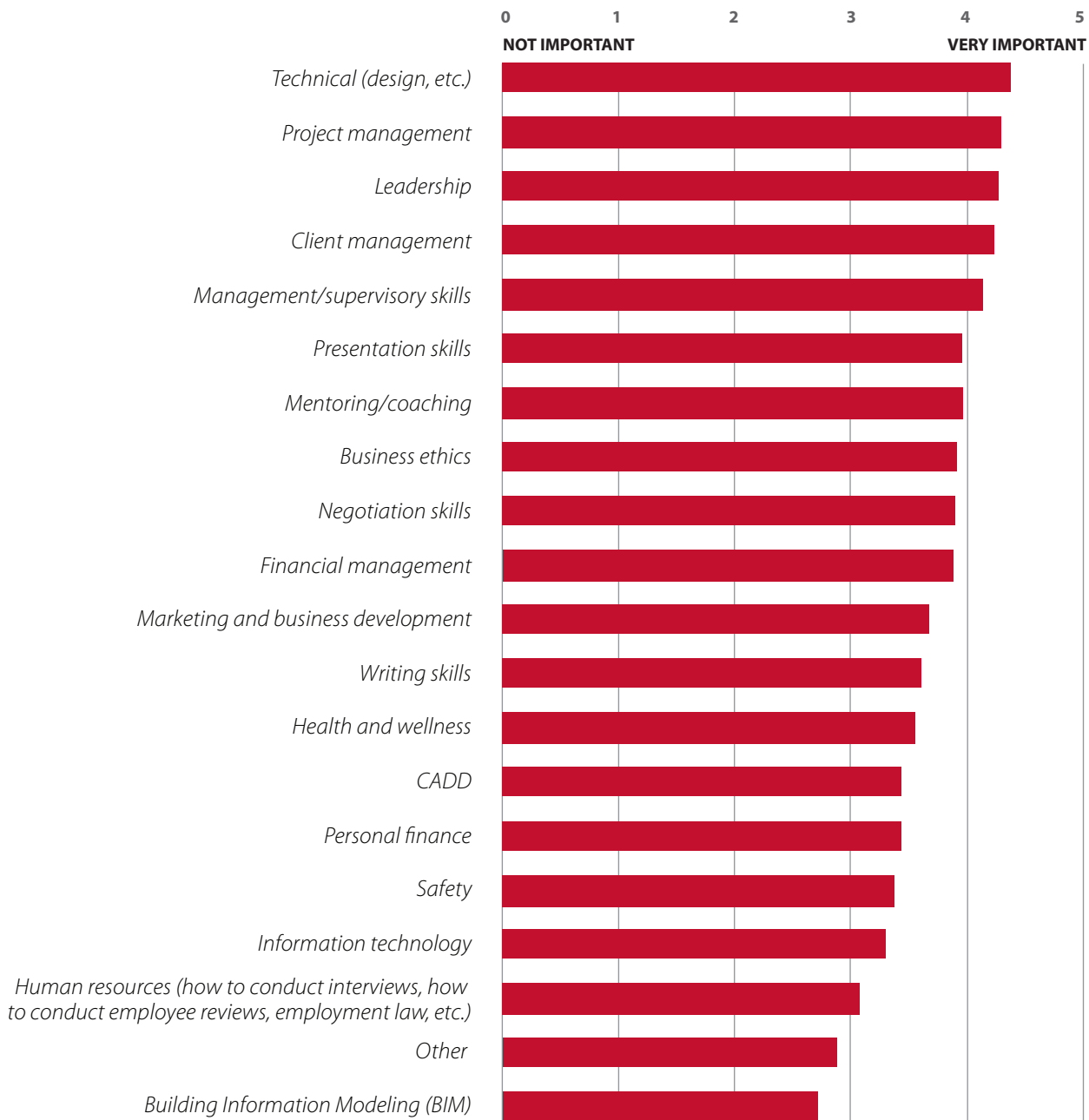
It is very important to me to get my license as a surveyor.



Given the survey respondents' concerns about the number of hours that they work and their desire for project management and leadership training and development, companies should consider involving younger employees in project schedule development, proposals, reporting activities, and other project management-related tasks.

Please rate the following training and development topics in terms of their importance to you on a scale of 1 to 5, where 1 is "not important" and 5 is "very important."

Figure 31: Training and Development Priorities



Topics listed by respondents under "other" included professional licensing, time management, balancing work and personal life, communication skills, federal contracting, and sustainability.

Respondents' Work Style

Survey respondents evaluated 12 statements about their personal work style and preferences and indicated their level of agreement with each in terms of "do not agree," "somewhat agree," or "strongly agree." They had the opportunity to indicate if they do not know how they would evaluate a particular statement or if a particular statement is not applicable or offered to them at their current companies.

Consistent with their earlier opinion that a flexible work schedule is important to them and would continue to be important to them if they were seeking a new position, survey respondents agree most strongly that they work most effectively when their hours are flexible. Over two-thirds of them say that they work about 40 hours per week. They also believe that they work as much or more overtime on average as their coworkers.

Respondents do not tend to agree that it is important for a person to work at many companies in order to have career advancement. They do not agree that their paycheck is more important to them than the company they work for or the types of projects that they work on.

Figure 32 summarizes the survey respondents' degree of agreement with each of the 12 statements about their work style, in descending order from those with which they agree most strongly to those with which they agree least strongly.

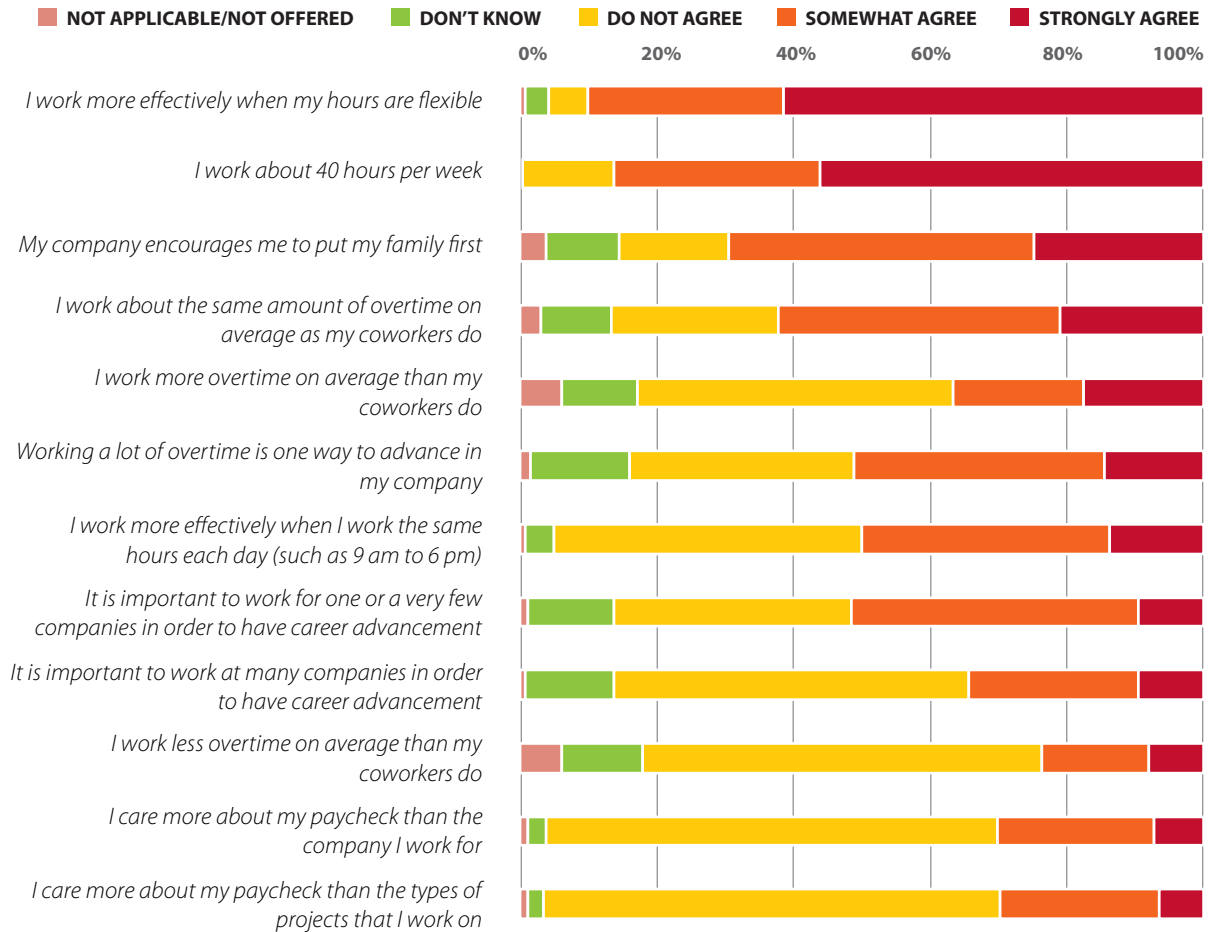
In the summer, I would like to have 'flex Fridays.'
A lot of other firms do this.



An April 2007 *Wall Street Journal* article calls the Nexters "The Most-Praised Generation." Firms are seeing that younger generations require and respond to praise differently from their forebears in the workplace. According to author Jeffrey Zaslow, "Employers say the praise culture can help them with job retention."

Please rate the following statements about your work style in terms of “do not agree,” “somewhat agree,” “strongly agree,” “don’t know,” or “not applicable/not offered.”

Figure 32: Respondents’ Work Style



As reported by FMI Corporation in *ENR* (May 16, 2007), “Firms attract people into their company but do not provide a clear path, so employees might not want to stay if they don’t know where they are going to be five years down the road.” When young employees are encouraged to observe and become at least marginally involved in the management-related details that supervisors deal with every day, they can see where they can aspire to grow in the coming years.

Respondents' Company Culture

Survey respondents considered 11 statements about the prevalent culture of the companies for which they currently work and indicated their level of agreement with each in terms of "do not agree," "somewhat agree," or "strongly agree." They also had the opportunity to indicate that they did not know about a particular aspect of company culture.

Respondents agree most strongly that older generations should mentor and teach younger generations at work. They believe that generational diversity makes a company better, and for the most part, their companies are generationally diverse.

Respondents agree that people of younger generations are as committed to doing a good job as people of older generations, but they believe that people of younger generations approach their work differently from people of older generations. They are not, however, universally convinced that the leadership of their company understands the different priorities of older and younger workers or has addressed generational differences among employees.

Respondents are least likely to agree that their cultural background has an impact on their career advancement at their company. They are only slightly more likely to agree that their gender has an impact on their career advancement.

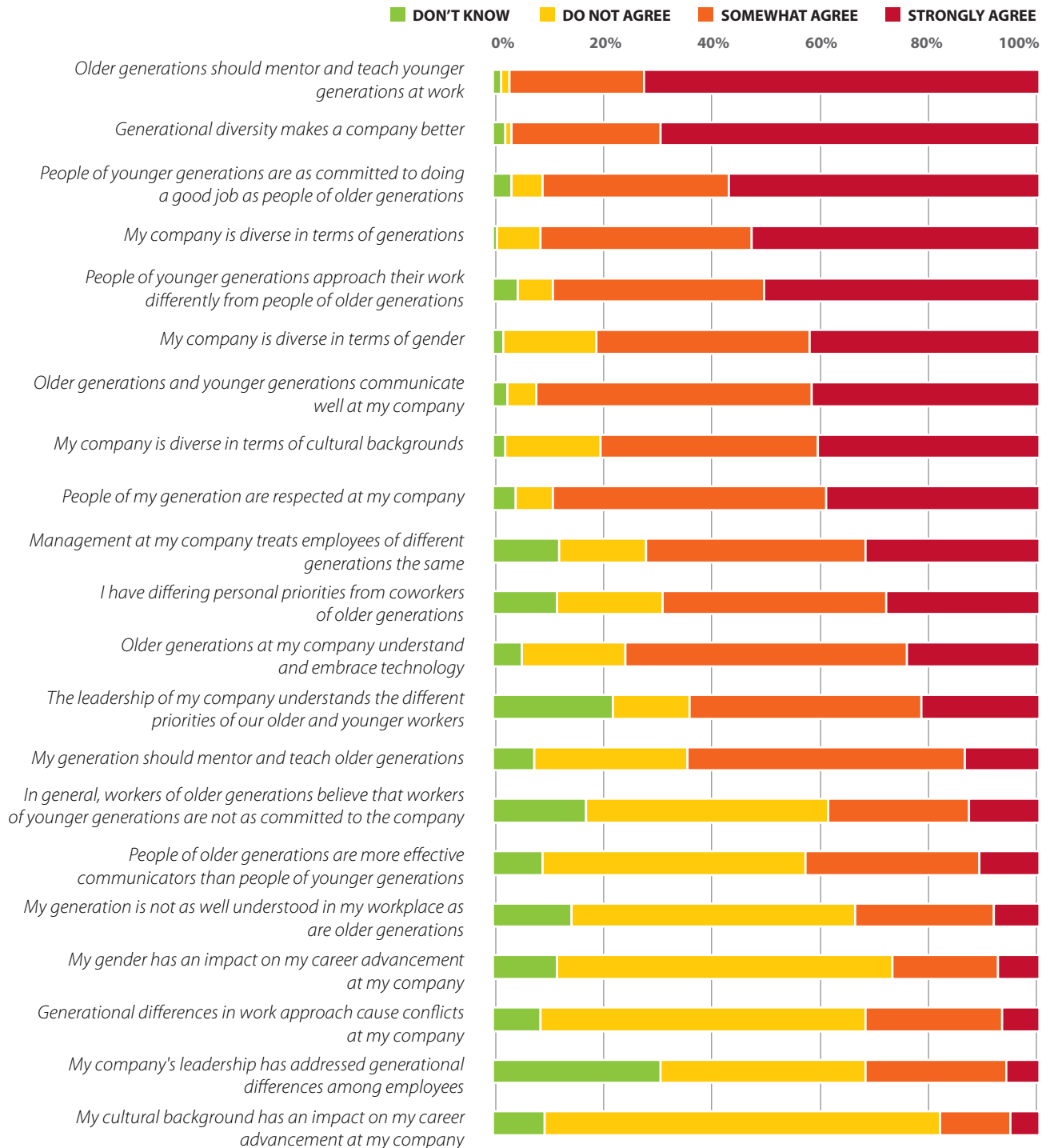
Figure 33 summarizes the survey respondents' degree of agreement with each of the 12 statements about their company's culture, in descending order from those with which they agree most strongly to those with which they agree least strongly.

There is a slight tension between the 'old school' generation and the younger, technology-minded generation, but the two could learn a lot from each other.

It's all about seniority at my company! If you are younger, you don't get as much respect.

Please rate the following statements about your company's culture in terms of "do not agree," "somewhat agree," "strongly agree," or "don't know."

Figure 33: Respondents' Company Culture



Responses by Gender

Fifty years ago, women made up a very small fraction of graduate architects in the United States, representing just 3% of the total number of students earning bachelor's degrees in architecture, according to the U.S. Department of Education, National Center for Education Statistics. Similarly, fewer women than men have traditionally earned engineering degrees over the years. Although more women seek architecture and engineering degrees today than they did in the past (42% of all bachelor's degrees in architecture), it has been reported that only 19.3% of engineering bachelor's degrees were awarded to women in 2005–2006 (American Society of Engineering Education). This is the lowest representation of females in engineering degrees since 1998.

Compare these numbers to the larger workforce, where, according to the National Center for Education Statistics, women make up 57% of the undergraduate college population. Many would agree that the architecture and engineering industries are behind the curve in gender diversity, and statistical data validate that belief. Of the respondents to the Future Leaders Focus survey, 36% are female and 64% are male. Among all of the respondents, 61% believe that their gender has an impact on their career advancement at their company.

Many of the issues that are of concern to the younger generation of architects and engineers today are of equal concern to both men and women. However, as the survey reveals, certain issues are of more interest to one gender than to the other. In Figures 34–39, we show the particular survey responses where the women's opinions differed somewhat to very significantly from the men's, organized in descending order of priority by the women's responses.

I am in a company where I feel as if I am pigeonholed due to my gender and age.



Nearly a third of all respondents believe that their gender has an impact on their career advancement at their company. Design firms must be diligent in assuring gender equality in matters such as project assignments, pay increases, work schedules, and promotions.

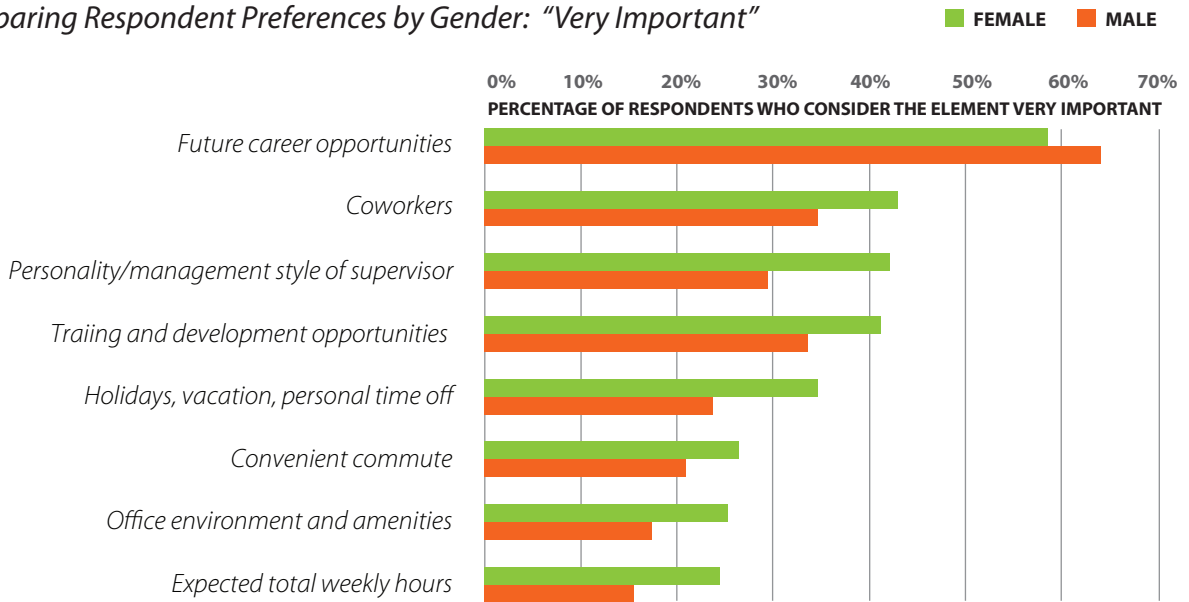
Important Elements in Accepting Current Position

In Figure 34, we compare the percentage of total survey respondents who say that a certain element was “very important” (5 on a scale of 1–5) to them when accepting their current position, broken out by men’s and women’s responses. Of the original 22 elements that survey respondents were asked to rate, 14 were rated very similarly by both genders; the eight elements in Figure 34, however, show that priorities can differ by the respondents’ gender.

Male respondents are more likely than females to say that future career opportunities was a very important element to them when accepting their current position, although the element is certainly very important to both genders. On the other hand, coworkers, the personality and management style of their direct supervisor, and training and development opportunities offered by the firm were more important to the women than to the men. Women also placed a higher level of importance on the holidays, vacation, and personal time off package offered by their current employer.

The physical environment and amenities of the office, while only somewhat important to either group, was nevertheless more important to the women. Women were also more concerned with the average number of weekly hours that they would be expected to work.

Figure 34: **Important Elements in Accepting Current Position**
Comparing Respondent Preferences by Gender: “Very Important”



Important Elements if Seeking a New Position

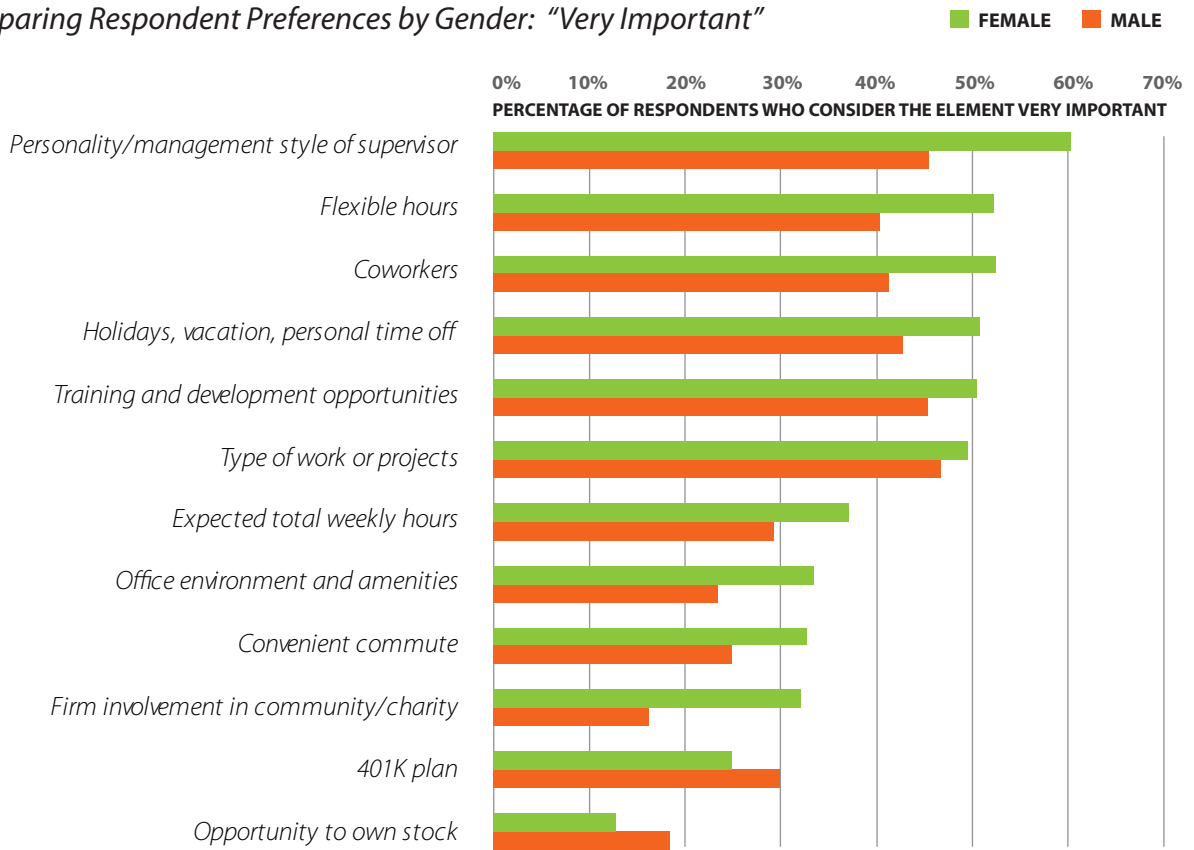
Given the experience that they have gained and what they know now compared to what they knew when they accepted their current positions, survey respondents' priorities change when they consider and rate the importance of the same 22 elements to them today if they were to accept a new position or be convinced to stay with their current firm. For example, the personality and management style of the direct supervisor is now even more important to the female respondents than to the males, though it is important to both groups.

The gap between women's priorities and men's priorities also increases in the next nine elements as shown in Figure 35, with women finding the availability of a flexible work schedule, their coworkers, holidays, vacation, and personal time off package, and training and development opportunities more important than their male counterparts. Women are slightly more concerned than men with the types of work or projects that they will be assigned, though they are quite a bit more concerned than men with the total number of hours per week that they will be expected to work.

Women are also more concerned than men with the physical environment and amenities of the office and with having a convenient commute to and from work. They care more about their potential employer's involvement in community and charitable activities.

On the other hand, the male respondents seem to consider more important than the females the 401K plan offered by the potential employer as well as the opportunity to own stock in the company, although neither of these elements is of particular importance compared to the other 20 elements they were asked about among either gender.

Figure 35: Important Elements if Seeking a New Position
 Comparing Respondent Preferences by Gender: "Very Important"



Note: company involvement in community or charitable activities responses above include both the "4" and "5" ratings by female and male survey respondents.

Respondents' Experience at Current Firm

Respondents evaluated 38 statements about their experience working at their current firm and indicated the level to which they agree with each. Of the 38 statements, we note that there are differences in 12 of the answers given by women as compared to men when we look at those statements with which each group "strongly agrees."

Female respondents are much more likely to agree that they are encouraged to be independent at work than their male counterparts. By comparison, the male respondents are more likely to say that they are encouraged to be creative in their work. The men also are much more likely to say that they have the opportunity to do as much design work as they would like.

Men are more excited than women about their prospects and careers in their chosen fields. They are also far more likely to say that they have adequate opportunities to advance in their careers.

Men, more than women, say that they receive adequate information about the projects they are working on, and they also have more opportunity to observe projects in the field.

Women are more likely than men to believe that they are compensated fairly for the overtime hours that they work, and they also are far more likely to say that their salaries have been fair this past year. Men are much more likely to say that they are allowed to work flexible hours at their current company.

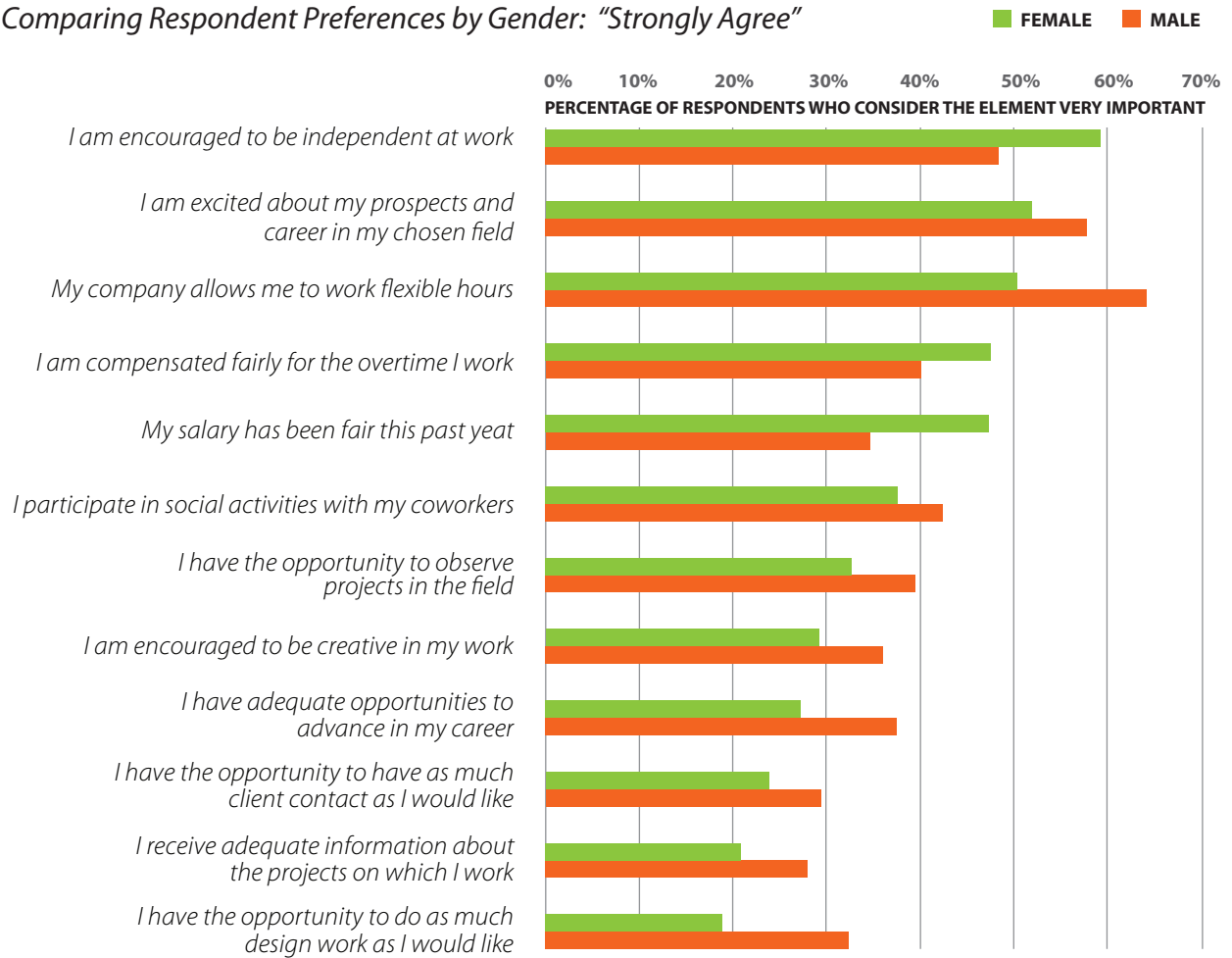
Men are more likely to participate in social activities with their coworkers than women. Men also say that they have more opportunity for client contact than the women.



Survey respondents say that diversity makes a company better. You may have noticed that your clients' organizations are more diverse than your own, especially in the public sector. Having a diverse team of your own helps you win projects, devise more creative solutions, and builds synergies that benefit your firm, your clients, the community, and the profession as a whole.

Figure 36: **Experience at Current Position**

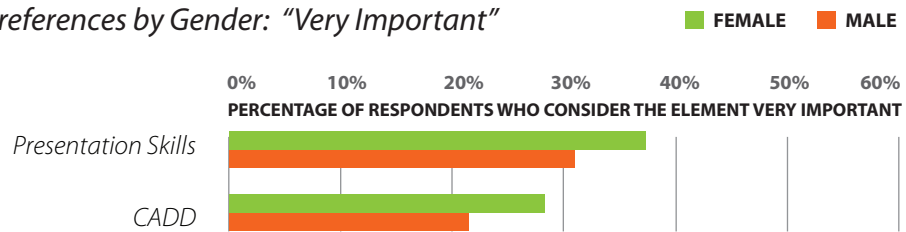
Comparing Respondent Preferences by Gender: "Strongly Agree"



Training and Development Priorities

Though we see gender differences in response to workplace issues and priorities, the men and women who responded to the survey have very similar priorities when it comes to training and development topics. Of 20 training and development topics that they rated in terms of importance to them, the male and female respondents differ in their priorities on only two: presentation skills and CADD training; women are more likely than men to say that those topics are “very important” to them.

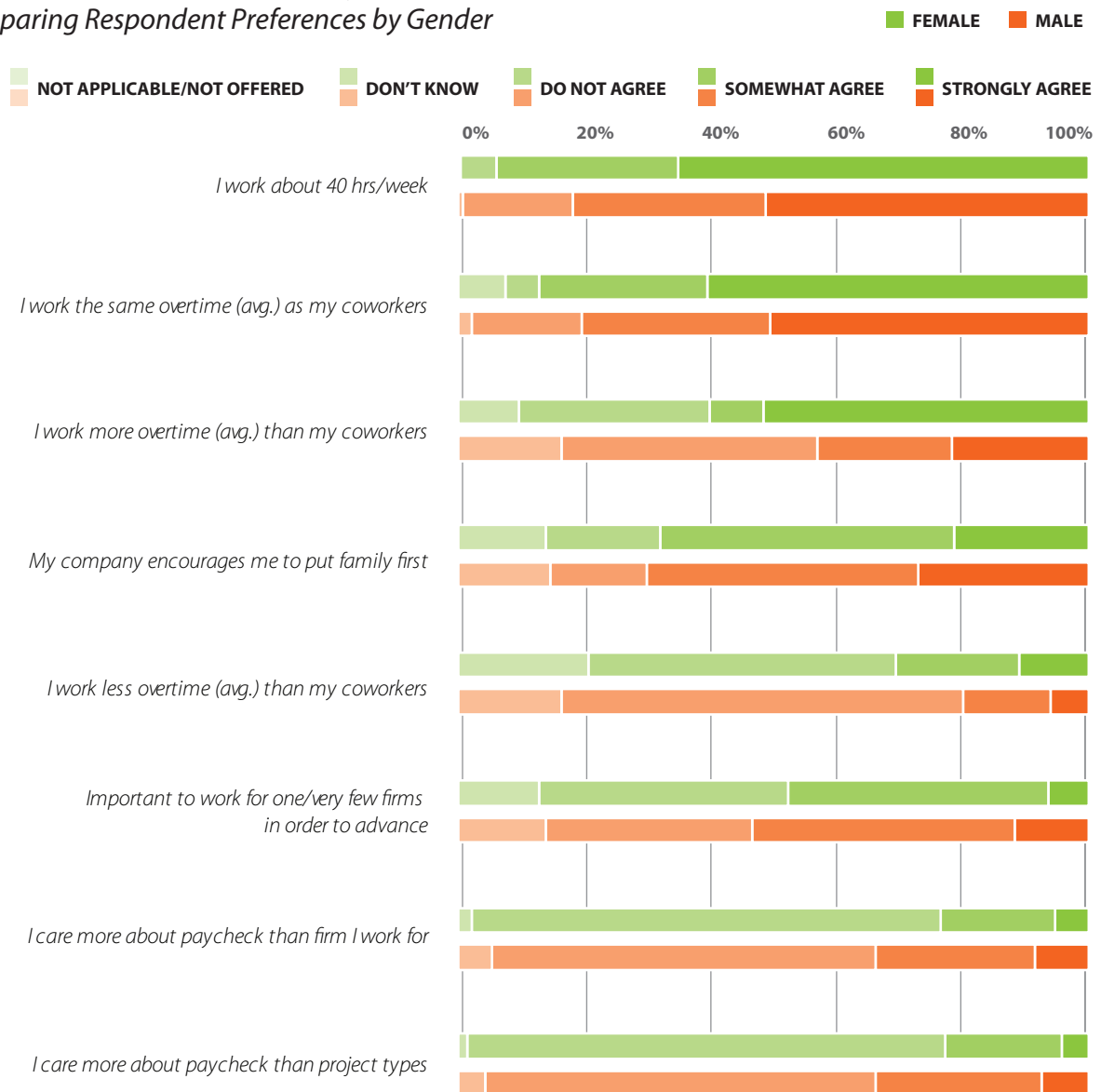
Figure 37: **Training and Development Priorities**
Comparing Respondent Preferences by Gender: “Very Important”



Respondents' Work Style

Women and men are fairly uniform in their responses to 12 statements about their work style. However, women are more likely to say that they work about 40 hours a week than men, although they are also more likely to say that they work more overtime on average than their coworkers.

Figure 38: **Respondents' Work Style**
Comparing Respondent Preferences by Gender

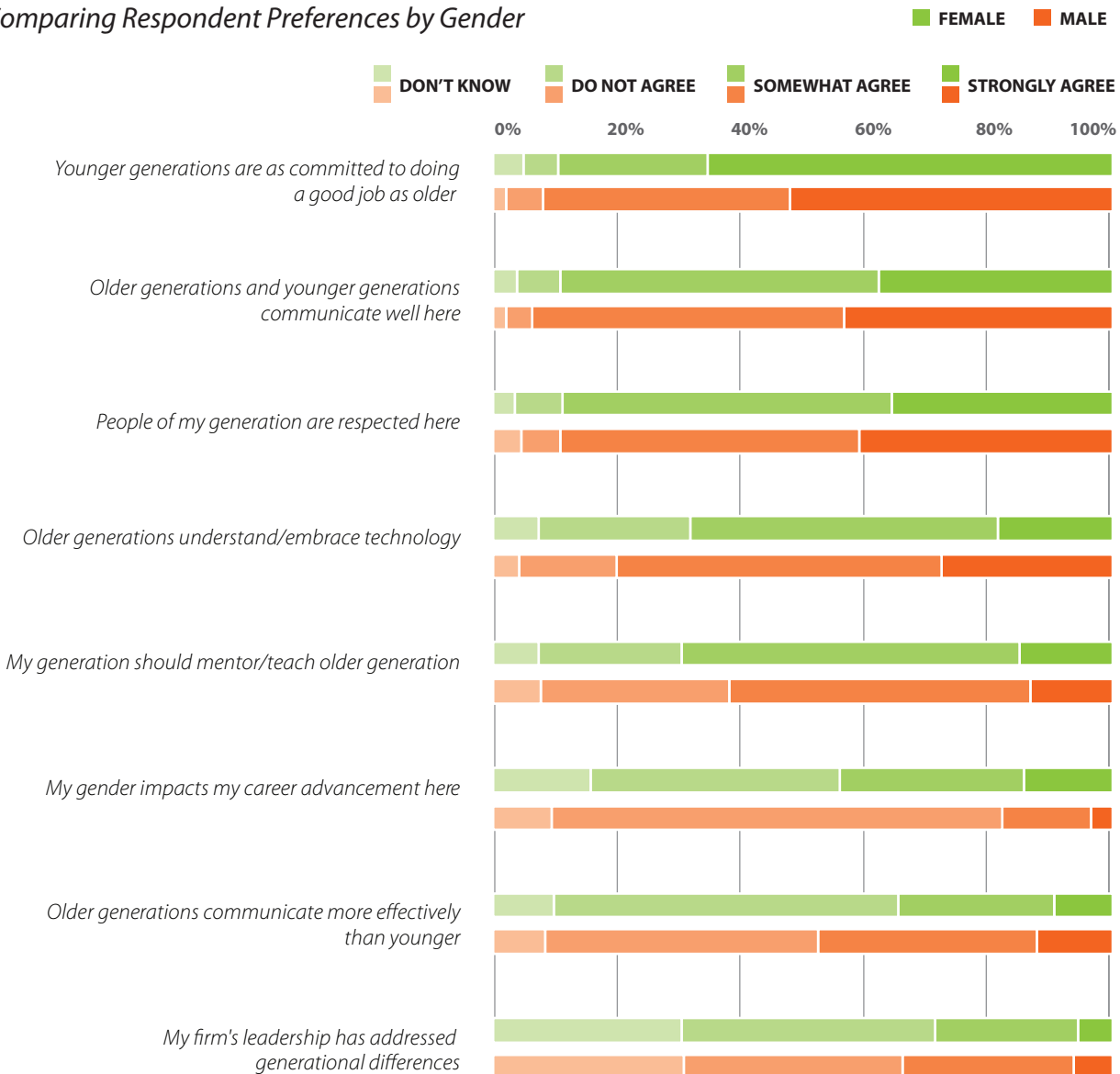


Respondents' Company Culture

When evaluating statements about the culture at their companies, male and female respondents reveal some differences in their perspectives about how older generations and younger generations work together, and how companies deal with generational differences in the workplace. Female respondents are more likely to strongly agree that younger generations are as committed to doing a good job as older generations than male respondents. In addition, female respondents are slightly more likely than males to strongly disagree that their firm's leadership has addressed generational differences at their companies.

Female respondents agree more strongly than males that their gender impacts their career advancement at their company.

Figure 39: Respondents' Company Culture
Comparing Respondent Preferences by Gender





Section 4:

Respondent Demographics

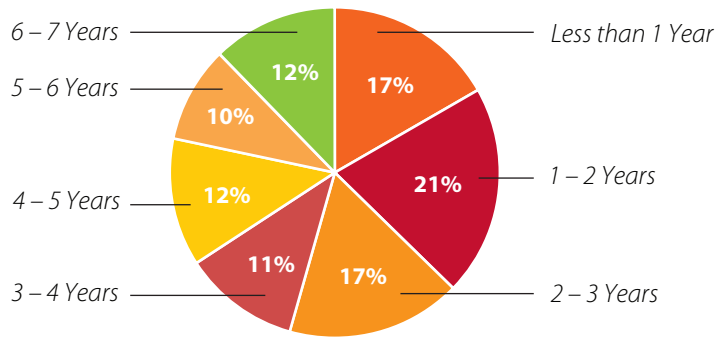
The Future Leaders Focus survey was open to graduate architects, engineers, environmental planners, landscape architects, interior designers, surveyors, and others in related design professions with up to seven years of experience. Survey respondents were anonymous, although they were invited to supply the name of the firm for which they work. Via direct mail and e-mail, HR Advisors Group invited firms across the U.S., including ENR Top-500 engineering firms and the 500 largest architecture firms, to distribute the survey invitation to their employees with up to seven years of experience in design and related professions. A total of 932 people responded to the survey; after certifying respondents' eligibility based on their years of experience, 706 responses were analyzed.

HR Advisors included a variety of background questions to supply firms with a clear understanding of the participants who responded to the survey. The responses to each of these demographic questions provide a wealth of information in and of themselves in addition to painting an overall picture of the source of the information provided by the survey.

Over half of the survey respondents, 55%, possess fewer than three years of full-time experience in architecture, engineering, or a related design field. (Responses from those who indicated that they had more than seven years of experience were excluded from the following analysis).

How many years' experience do you have in the architectural/engineering profession as a full-time employee?

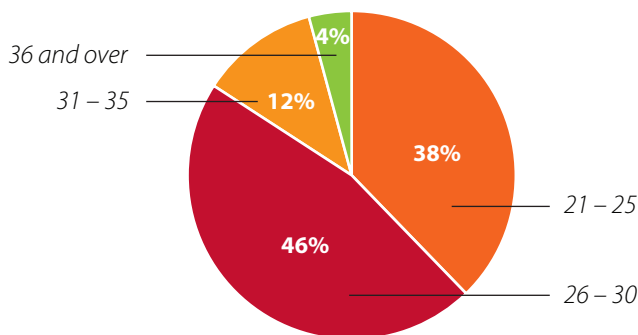
Figure 40: Respondents by Years of Experience



The majority of the survey respondents, 84%, were between 21 and 30 years old at the time they took the survey. More respondents were over 25 than under 25 years of age.

What is your current age?

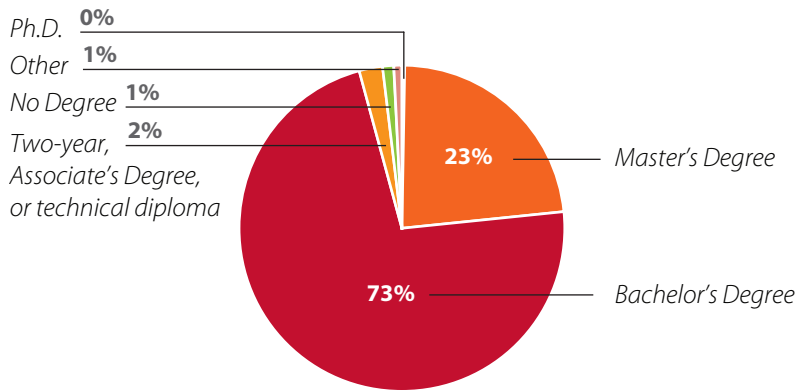
Figure 41: Respondents by Age



Most of the respondents, 73%, have earned bachelor's degrees, and an additional 23% hold master's degrees.

What is the highest level degree that you have obtained?

Figure 42: Respondents by Highest Degree Attained



Respondents with degrees in civil engineering make up the largest group of respondents, at 42%, followed by those with architecture degrees, at 12%.

Which of the following best describes the discipline or disciplines of your degree or degrees? (Please check as many as apply.)

Respondent Degrees by Discipline

Civil Engineering	297
Architecture	87
Environmental Engineering	77
Mechanical Engineering	70
Electrical Engineering	56
Structural Engineering	51
Environmental Science	37
Transportation Engineering	32
Urban Planning	22
Construction Management	21
Land Planning	18
Architectural Engineering	18
Landscape Architecture	17
Community Planning	11
Geotechnical Engineering	11
Other	116

Degrees listed by respondents under "other" include surveying, geomatics engineering, engineering management, chemical engineering, general engineering, geographic information systems, water resources engineering, geology, geography, computer-aided design and drafting, building science, emergency management, interior design, hazard mapping, biomechanics, agricultural engineering, biological sciences, historic preservation, aeronautical engineering, mining engineering, traffic engineering, project management, and construction administration.

Similarly, the largest group of respondents, 17.9%, is currently working in civil engineering, followed by 12.9% in architecture.

Which of the following best describes the area or field in which you work?

Respondents' Current Work Discipline

Civil Engineering	125	
Architecture	90	
Water/Wastewater	66	
Transportation Engineering	55	
Mechanical Engineering	54	
Environmental Engineering	42	
Electrical Engineering	38	
Power/Energy	35	
Land Development	33	
Aviation	24	
Building Structures	19	
Bridge Structures	16	
Landscape Architecture	13	
Construction Management	8	
Construction	7	
Hazardous Waste/Materials	6	
Land Planning	4	
Other	64	Disciplines listed by respondents under "other" include campus planning, land surveying, plumbing engineering, renewable energy, design engineering, process engineering, mapping, geographic information systems, mitigation planning, interior design, coastal engineering, mining, and aerospace.

Survey respondents report that they work in 41 of the 50 U.S. states. Outside the U.S., respondents work in Australia, Belgium, Canada, Chile, China, Mexico, Scotland, and New Zealand.

In which U.S. state or other location are you employed?

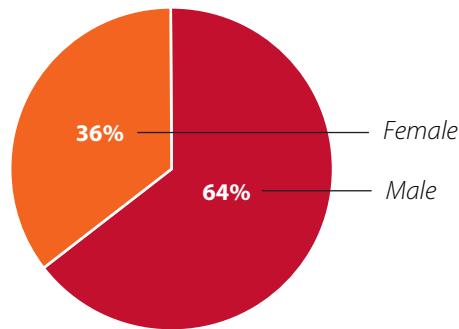
Respondents by Location

Virginia	128	Oregon	6	
Florida	68	Michigan	5	
California	61	Minnesota	5	
Maryland	45	Washington	5	
North Carolina	38	Arizona	4	
Colorado	35	New Mexico	4	
Massachusetts	32	Louisiana	3	
Missouri	24	Montana	3	
Illinois	22	South Carolina	3	
New York	22	Wisconsin	3	
Nebraska	21	Arkansas	2	
Pennsylvania	21	Maine	2	
Washington, D.C.	17	Oklahoma	2	
Idaho	17	West Virginia	2	
Texas	16	Alaska	1	
Tennessee	14	Hawaii	1	
Ohio	11	Kentucky	1	
Kansas	8	Mississippi	1	
New Jersey	8	South Dakota	1	
Georgia	7	Utah	1	
Connecticut	6	Other	18	Locations listed by respondents under "other" include Australia, Belgium, Canada, Chile, China, Scotland, and New Zealand.
Nevada	6			

The majority of survey respondents, 64%, are male, and 36% are female.

What is your gender?

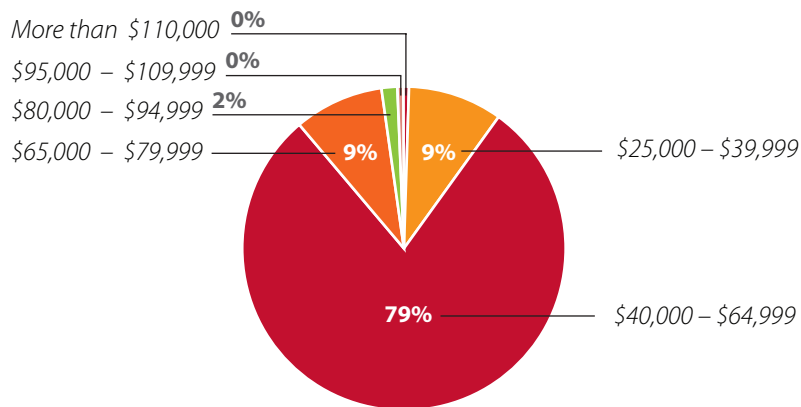
Figure 43: Respondents by Gender



Nearly 80% of survey respondents report that they earn between \$40,000 and \$64,999 in annual salary, excluding bonuses.

In which of the following ranges is your annual base salary, excluding any bonuses?

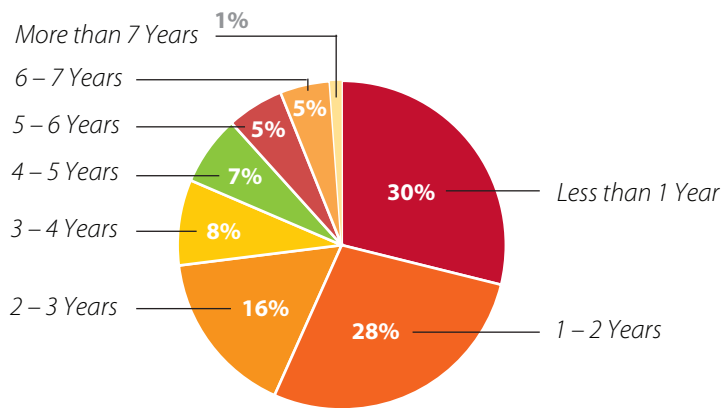
Figure 44: Respondents by Salary Range



The largest group of survey respondents, 30%, say that they have been with their current employers for under one year, followed by 28% who have been with their current employer for from one to two years, and 16% who have been there for between two and three years. Note that respondents who reported being with their current employer for more than seven years do not report that they have more than seven years of experience in a design profession; responses from those with more than seven years of experience in a design profession were deleted from the survey results.

For how long have you been employed at your company?

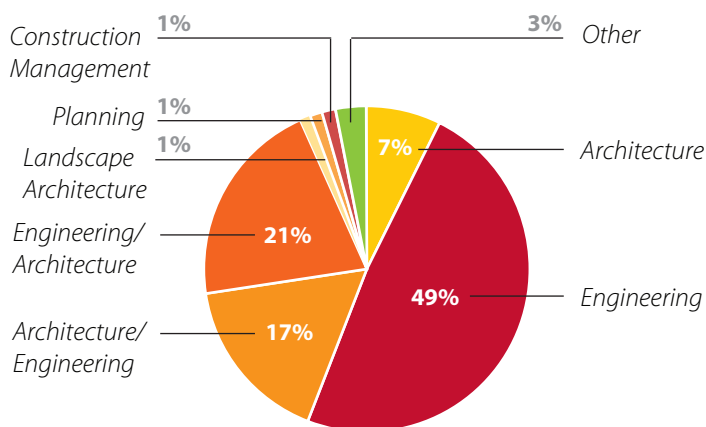
Figure 45: Respondents by Years with Current Employer



About half of the survey respondents work for engineering firms, followed by 21% who work for engineering/architecture firms, 17% who work for architecture/engineering firms, and 7% who work for architecture firms.

Which of the following best describes the services that your company primarily provides? (Choose only one)

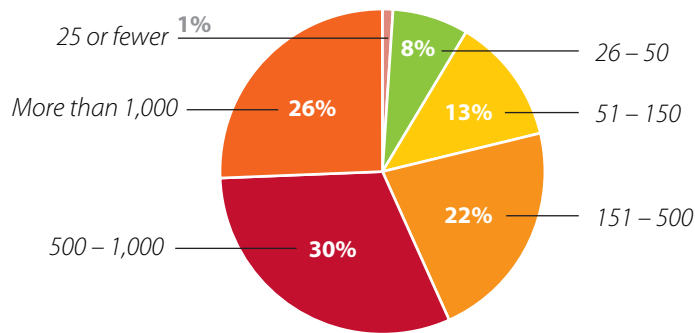
Figure 46: Respondent Firm's Primary Discipline



Survey respondents work for firms of all sizes, with 30% reporting that they work for firms with between 500 and 1,000 employees, 26% for firms with more than 1,000 employees, and 22% for firms with between 151 and 500 employees. Among smaller firms, 13% of respondents work for firms of from 51 to 150 employees and 8% work for firms of from 26 to 50 employees. Just 1% of survey respondents work for firms of 25 employees or fewer.

Approximately how many people does your company employ?

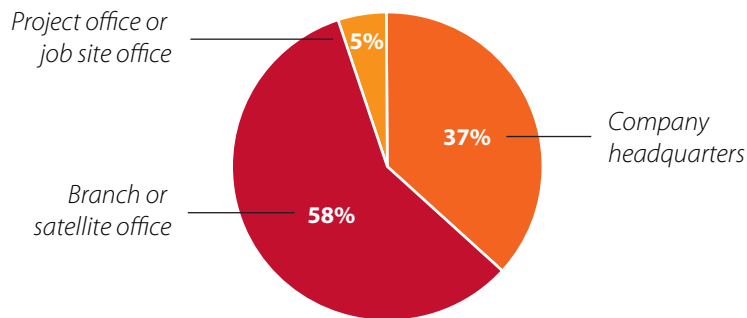
Figure 47: Respondent Firm Size



The largest group of survey respondents, 58%, work in a branch or satellite office of their company. The next largest group, 37%, work in their firm’s headquarters, and 5% work in a project office or job site office.

Which of the following best describes the office in which you are currently employed? (Choose only one)

Figure 48: Respondent Office Type



What is the name of your company? (HR Advisors Group, LLC, will use this information only for data sorting and publication purposes and will keep all individual survey participants anonymous. In addition, survey results will not compare responses by company.)

AECOM	Morris & Ritchie Associates, Inc.
Alliance Engineering	MWH
Anderson Mason Dale Architects	O'Brien & Gere Engineers, Inc.
Atwell-Hicks Development Consultants	Oculus Inc.
Ayers/Saint/Gross, Inc.	Olsson Associates, Inc.
Michael Baker Corporation	Osborn Engineering Company
Barton Associates Inc.	Patton Harris Rust & Associates
Baskervill	POWER Engineers Inc.
Baughman Company P.A.	PSA-Dewberry, Inc.
Cardozo Engineering	Reel Grobman & Associates
Delta Airport Consultants, Inc.	Reynolds Smith & Hills, Inc.
Dewberry	RTKL Associates Inc.
Draper Aden Associates, Inc.	SEA Consultants Inc.
Girard Engineering, PC	Smith Seckman Reid, Inc.
Greenhorne & O'Mara, Inc	Somerville, Inc.
H.F. Lenz Company	Spagnolo Gisness & Associates, Inc.
HadenStanziale PA.	SSR Eilers Inc.
Hankins & Anderson Consulting Engineers	Straughan Environmental Services, Inc.
Harrington and Cortelyou, Inc	TAYLOR
Harris & Associates	Tighe & Bond, Inc.
Hayes Seay Mattern & Mattern	TOLK, Inc.
KMD Architects (Kaplan McLaughlin Diaz)	Treanor Architects, P.A.
Kudrna & Associates, LTD.	Watershed Concepts
Mark Thomas & Company Inc.	Whitney, Bailey, Cox & Magnani, LLC
Merrick & Company	Wiss, Janney, Elstner Associates, Inc.
Mid-South Engineering	

Respondents from 51 firms participated in the survey.



Section 5: Survey Basis and Methodology

This report contains a detailed statistical analysis of the results of the survey titled *Future Leaders Focus: A Survey of Architects and Engineers With up to Seven Years of Experience*. HR Advisors Group, LLC, conducted this inaugural 2007 survey of young design professionals in response to the increasing frequency with which we hear that architectural and engineering firms are struggling to attract and keep young employees and that the youngest generation of design firm professionals have different expectations of their employers than older generations. Eligible design firm employees were invited to participate in the survey on a secure, dedicated website provided by Vovici.com. The survey was open to any eligible design firm employee in the U.S. or working for a U.S. company. Although survey respondents had the opportunity to identify the company they work for, their answers were anonymous.

This report includes answers from all eligible respondents who took the survey over a 14-week period from April to July, 2007. A total of 932 completed responses were received to the survey during this time; for the purposes of this report, 706 of the responses were analyzed after eliminating 226 responses from respondents who reported that they have more than seven years of experience in the design field.

The Future Leaders Focus survey is the only one of its kind, designed specifically to probe the needs and desires of architects, engineers, and other design professionals with up to seven years of experience. HR Advisors Group conducted a pilot study of National Society of Professional Engineers Professional Engineers in Private Practice HR Roundtable member firms in 2006 to gauge the challenges the A/E industry is facing today with recruiting and retaining talent. The results of the pilot study, which we presented to conferences of both the American Institute of Architects and the National Society of Professional Engineers, demonstrated that there are differences in how this generation approaches their work and personal lives compared to other generations. The 2007 Future Leaders Focus survey offers an opportunity to gain a comprehensive understanding of these issues, which employers must address in order to successfully recruit and retain young workers.

HR Advisors Group utilized the experience and talents of a select group of experts in architecture, engineering, and related fields to advise us and to examine the questions and format for the online survey. We thank these colleagues for taking the time to provide us with valuable feedback and input into the 2007 Future Leaders Focus survey.

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HR Advisors Group, LLC, is a Washington, DC consultancy focused solely on the architecture and engineering professions. Led by Barbara H. Irwin, President and Founder, a 20-year HR professional dedicated to the A/E industry and former Vice President of an ENR top-10 design firm, and Cara Bobchek, A/E management consultant and coauthor of 2007's *Strategic Planning for Design Firms*, HR Advisors Group, LLC, provides complete human resources strategies and solutions to support a firm's vision for success.

We welcome your comments and questions. Please contact us at www.hradvisorsgroup.com.



Appendix A: Survey Instrument

Future Leaders Focus: A Survey of Architects and Engineers With up to Seven Years of Experience

Welcome to Future Leaders Focus, a survey of architects, engineers, environmental consultants, planners, and landscape architects with up to seven years of experience. Please provide your answers to the following questions as directed; the survey should take no more than 20 minutes to complete. All survey participants will be kept anonymous.

If you cannot complete the online survey in one sitting and need to come back to it later, each page that you complete and click “next page” will be saved and a cookie placed on your computer. If you log back into the survey from the same computer at a later time, you will be taken to the next question that you have to complete. Remember, if you are going to leave the survey before you complete it and wish to return later and pick up where you left off, you must use the same computer.

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Your Background

1. How many years' experience do you have in the architectural/engineering profession as a full-time employee?

- 0-1 year
- 1-2 years
- 2-3 years
- 3-4 years
- 4-5 years
- 5-6 years
- 6-7 years
- More than 7 years

2. What is your current age?

- Under 21
- 21-25
- 26-30
- 31-35
- 36-40
- 41-45
- 46-50
- Over 50

3. What is the highest level degree that you have obtained?

- Ph.D.
 - Master's Degree
 - Bachelor's Degree
 - Two-year, Associate's Degree, or technical diploma
 - No Degree
 - Other (please specify)
- If you selected other please specify: _____

4. Which of the following best describes the discipline or disciplines of your degree or degrees? (Please check as many as apply.)

- Architecture
 - Architectural Engineering
 - Civil Engineering
 - Community Planning
 - Construction Management
 - Electrical Engineering
 - Environmental Engineering
 - Environmental Science
 - Geotechnical Engineering
 - Land Planning
 - Landscape Architecture
 - Mechanical Engineering
 - Structural Engineering
 - Transportation Engineering
 - Urban Planning
 - Other (please specify)
- If you selected other please specify: _____

5. Which of the following best describes the area or field in which you work?

- Aviation
- Architecture
- Bridge Structures
- Building Structures
- Civil Engineering
- Construction
- Construction Management
- Electrical Engineering
- Environmental Engineering
- Hazardous Waste/Materials
- Land Development
- Land Planning
- Landscape Architecture
- Mechanical Engineering
- Power/Energy
- Transportation Engineering
- Water/Wastewater
- Other (please specify)

If you selected other please specify: _____

6. In which U.S. state or other location are you employed?

- | | |
|--|---|
| <input type="checkbox"/> Alabama | <input type="checkbox"/> Montana |
| <input type="checkbox"/> Alaska | <input type="checkbox"/> Nebraska |
| <input type="checkbox"/> Arizona | <input type="checkbox"/> Nevada |
| <input type="checkbox"/> Arkansas | <input type="checkbox"/> New Hampshire |
| <input type="checkbox"/> California | <input type="checkbox"/> New Jersey |
| <input type="checkbox"/> Colorado | <input type="checkbox"/> New Mexico |
| <input type="checkbox"/> Connecticut | <input type="checkbox"/> New York |
| <input type="checkbox"/> Delaware | <input type="checkbox"/> North Carolina |
| <input type="checkbox"/> D.C. | <input type="checkbox"/> North Dakota |
| <input type="checkbox"/> Florida | <input type="checkbox"/> Ohio |
| <input type="checkbox"/> Georgia | <input type="checkbox"/> Oklahoma |
| <input type="checkbox"/> Hawaii | <input type="checkbox"/> Oregon |
| <input type="checkbox"/> Idaho | <input type="checkbox"/> Pennsylvania |
| <input type="checkbox"/> Illinois | <input type="checkbox"/> Rhode Island |
| <input type="checkbox"/> Indiana | <input type="checkbox"/> South Carolina |
| <input type="checkbox"/> Iowa | <input type="checkbox"/> South Dakota |
| <input type="checkbox"/> Kansas | <input type="checkbox"/> Tennessee |
| <input type="checkbox"/> Kentucky | <input type="checkbox"/> Texas |
| <input type="checkbox"/> Louisiana | <input type="checkbox"/> Utah |
| <input type="checkbox"/> Maine | <input type="checkbox"/> Vermont |
| <input type="checkbox"/> Maryland | <input type="checkbox"/> Virginia |
| <input type="checkbox"/> Massachusetts | <input type="checkbox"/> Washington |
| <input type="checkbox"/> Michigan | <input type="checkbox"/> West Virginia |
| <input type="checkbox"/> Minnesota | <input type="checkbox"/> Wisconsin |
| <input type="checkbox"/> Mississippi | <input type="checkbox"/> Wyoming |
| <input type="checkbox"/> Missouri | <input type="checkbox"/> Other (please specify) |
- If you selected other please specify: _____

7. What is your gender?

- Male
- Female

8. In which of the following ranges is your annual base salary, excluding any bonuses?

- Less than \$24,999
- \$25,000-\$39,999
- \$40,000-\$64,999
- \$65,000-\$79,999
- \$80,000-\$94,999
- \$95,000-\$109,999
- More than \$110,000

9. For how long have you been employed at your company?

- 0-1 year
- 1-2 years
- 2-3 years
- 3-4 years
- 4-5 years
- 5-6 years
- 6-7 years
- More than 7 years

Your Company

10. Which of the following best describes the services that your company primarily provides? (Choose only one)

- Architecture
- Engineering
- Architecture/Engineering
- Engineering/Architecture
- Landscape Architecture
- Planning
- Construction Management
- Construction/Contracting
- Other (please specify)

If you selected other please specify:

11. Approximately how many people does your company employ?

- 25 or fewer
- 26-50
- 51-150
- 151-500
- 500-1000
- More than 1000

12. Which of the following best describes the office in which you are currently employed? (Choose only one)

- Company headquarters
- Branch or satellite office
- Project office or job site office

13. In which U.S. State or other location is your company headquartered? (Choose only one)

- | | |
|--|---|
| <input type="checkbox"/> Alabama | <input type="checkbox"/> Montana |
| <input type="checkbox"/> Alaska | <input type="checkbox"/> Nebraska |
| <input type="checkbox"/> Arizona | <input type="checkbox"/> Nevada |
| <input type="checkbox"/> Arkansas | <input type="checkbox"/> New Hampshire |
| <input type="checkbox"/> California | <input type="checkbox"/> New Jersey |
| <input type="checkbox"/> Colorado | <input type="checkbox"/> New Mexico |
| <input type="checkbox"/> Connecticut | <input type="checkbox"/> New York |
| <input type="checkbox"/> Delaware | <input type="checkbox"/> North Carolina |
| <input type="checkbox"/> D.C. | <input type="checkbox"/> North Dakota |
| <input type="checkbox"/> Florida | <input type="checkbox"/> Ohio |
| <input type="checkbox"/> Georgia | <input type="checkbox"/> Oklahoma |
| <input type="checkbox"/> Hawaii | <input type="checkbox"/> Oregon |
| <input type="checkbox"/> Idaho | <input type="checkbox"/> Pennsylvania |
| <input type="checkbox"/> Illinois | <input type="checkbox"/> Rhode Island |
| <input type="checkbox"/> Indiana | <input type="checkbox"/> South Carolina |
| <input type="checkbox"/> Iowa | <input type="checkbox"/> South Dakota |
| <input type="checkbox"/> Kansas | <input type="checkbox"/> Tennessee |
| <input type="checkbox"/> Kentucky | <input type="checkbox"/> Texas |
| <input type="checkbox"/> Louisiana | <input type="checkbox"/> Utah |
| <input type="checkbox"/> Maine | <input type="checkbox"/> Vermont |
| <input type="checkbox"/> Maryland | <input type="checkbox"/> Virginia |
| <input type="checkbox"/> Massachusetts | <input type="checkbox"/> Washington |
| <input type="checkbox"/> Michigan | <input type="checkbox"/> West Virginia |
| <input type="checkbox"/> Minnesota | <input type="checkbox"/> Wisconsin |
| <input type="checkbox"/> Mississippi | <input type="checkbox"/> Wyoming |
| <input type="checkbox"/> Missouri | <input type="checkbox"/> Other (please specify) |

If you selected other please specify:

Your Career Choices

14. In terms of how important the following were to you in making the decision to accept your current position, please rate the following on a scale of 1 to 5, where 1 is "not important" and 5 is "very important."

	1	2	3	4	5
Bonus potential	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Company involvement in community or charitable activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Company leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Company reputation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coworkers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expected weekly total work hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexible hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future career opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Convenient commute	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of life offered by geographic location	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Cost of living in the geographic location

Health insurance package

Holidays, vacation, and/or personal time off package

Office environment and amenities

Opportunity to own stock in the company

Personality and management style of direct supervisor

Prestige associated with working for this company

Salary

Training and development opportunities

Type of work or projects

401K plan

Other (Please specify in "Comments" box below.)

Holidays, vacation, and personal time off package

Office environment and amenities

Opportunity to own stock in the company

Personality and management style of direct supervisor

Prestige associated with working for the company

Salary

Training and development opportunities

Type of work or projects

401K plan

Other (Please explain in "Comments" box below.)

15. In terms of how important the following would be to you to keep you at your current company or to convince you to accept a position at a new company, please rate the following on a scale of 1 to 5, where 1 is "not important" and 5 is "very important."

	1	2	3	4	5
Bonus potential	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Company involvement in community or charitable activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Company leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Company reputation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coworkers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expected weekly total work hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexible hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future career opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Convenient commute	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of life offered by geographic location	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost of living in the geographic location	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health insurance package	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Your Satisfaction With Your Current Position

16. Please rate the following statements about your current position and company in terms of “strongly agree,” “somewhat agree,” “do not agree,” “don’t know,” or “not applicable/not offered.”

	Do Not Agree	Somewhat Agree	Strongly Agree	Don't Know	Not Applicable/ Not Offered
I am satisfied with working at my company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I know what is expected of me at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My company offers me adequate in-house training and development opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My company offers me adequate outside training and development opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My company allows me to work flexible hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am encouraged to be creative in my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am comfortable in my physical work space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have the technology and equipment that I need to do my job properly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have a good relationship with my current supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My supervisor maintains effective communication with our staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My company's leadership maintains effective communication with the staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When I have a suggestion, my company listens and responds to it	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My salary has been fair this past year	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My benefits have been fair this past year	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My bonus(es) have been fair this past year	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am compensated fairly for the overtime that I work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am encouraged to be independent at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sometimes I am micromanaged at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have the opportunity to have as much client contact as I would like	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have the opportunity to do as much design work as I would like	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have the opportunity to work on projects that interest me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have the opportunity to observe projects in the field when appropriate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I receive adequate financial information about the projects I work on	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have input into proposals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have input into project schedules	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My company's expectation of my billable hours per week (utilization) is reasonable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I participate in selecting project teams	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have the opportunity to manage projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I participate in recruiting for my company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I participate in social activities with my coworkers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My performance is reviewed at least once a year	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have a mentor at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I do not have a mentor at work but I would like to have one	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have adequate opportunities to advance my career at my company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My company sponsors my participation in professional societies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have the opportunity to achieve a good balance between my work life and my personal life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am proud of the quality of work that my company delivers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am excited about my prospects and career in my chosen field	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Your Training and Career Development Priorities

17. Please rate the following training and development topics in terms of their importance to you on a scale of 1 to 5, where 1 is "not important" and 5 is "very important."

	1	2	3	4	5
Project management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mentoring/coaching	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business ethics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical (design, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management/supervisory skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human resources (how to conduct interviews, how to conduct employee reviews, employment law, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Writing skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Presentation skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Negotiation skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Client management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing and business development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CADD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Building Information Modeling (BIM)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health and wellness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please describe in "Comments" box below.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Your Work Style

18. Please rate the following statements about your work style in terms of "do not agree," "somewhat agree," "strongly agree," "don't know," or "not applicable/not offered."

	Do Not Agree	Somewhat Agree	Strongly Agree	Don't Know	Not Applicable/ Not Offered
I work about 40 hours per week	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I work about the same amount of overtime on average as my coworkers do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I work less overtime on average than my coworkers do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I work more overtime on average than my coworkers do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working a lot of overtime is one way to advance in my company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is important to work at many companies in order to have career advancement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is important to work for one or a very few companies in order to have career advancement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My company encourages me to put my family first	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I work more effectively when my hours are flexible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I work more effectively when I work the same hours each day (such as 9 am to 6 pm)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I care more about my paycheck than the types of projects that I work on	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I care more about my paycheck than the company I work for	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Your Company's Culture

19. Please rate the following statements about your company's culture in terms of "do not agree," "somewhat agree," "strongly agree," or "don't know."

	Do Not Agree	Somewhat Agree	Strongly Agree	Don't Know
My gender has an impact on my career advancement at my company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My cultural background has an impact on my career advancement at my company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My company is diverse in terms of gender	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My company is diverse in terms of cultural backgrounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My company is diverse in terms of generations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of younger generations approach their work differently from people of older generations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of my generation are respected at my company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of younger generations are as committed to doing a good job as people of older generations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Generational differences in work approach cause conflicts at my company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older generations at my company understand and embrace technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older generations and younger generations communicate well at my company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of older generations are more effective communicators than people of younger generations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have differing personal priorities from coworkers of older generations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older generations should mentor and teach younger generations at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In general, workers of older generations believe that workers of younger generations are not as committed to the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My generation should mentor and teach older generations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Generational diversity makes a company better	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My generation is not as well understood in my workplace as are older generations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My company's leadership has addressed generational differences among employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management at my company treats employees of different generations the same	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The leadership of my company understands the different priorities of our older and younger workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

For Survey Administration Purposes

20. What is the name of your company? (HR Advisors Group, LLC, will use this information only for data sorting and publication purposes and will keep all individual survey participants anonymous. In addition, survey results will not compare responses by company.)

Thank you for your participation in this survey. We appreciate your input. Please visit us at www.hradvisorsgroup.com for more information.

