2026 Analytics Maturity Assessment Survey

Survey closes at 11:59pm ET on March 31, 2026

Demographics

1. Organization Name
Provide the name of the organization this survey is being completed for.

2. First and Last Name
Provide the name of the main contact for this survey.

3. Title
Provide the title of the main contact for this survey.

4. Email
Provide the email address of the main contact for this survey. Responses and results will be sent to this email address.

5. Which functional groups will work together to complete this survey?
Including knowledgeable representatives from each applicable functional group encourages internal discussion and supports a more complete assessment of current practices.

☐ **Corporate**	Supports the organization through HR, safety, security, communications, governance, and strategic planning.
☐ **Customer Operations**	Manages the customer journey, including billing, service, complaints, and marketing.
☐ **Finance**	Oversees budgeting, accounting, forecasting, and financial risk.
☐ **Information Systems**	Maintains IT infrastructure, applications, cybersecurity, and data systems, including analytics not owned by other groups.
☐ **Infrastructure**	Designs and monitors physical systems that produce and deliver the product (e.g., plants, lines, and facilities).
☐ **Legal**	Provides legal counsel and representation to the organization.
☐ **Market Operations**	Oversees commodity trading and procurement in wholesale markets.
☐ **Supply Chain**	Procures materials, services, and equipment; manages vendor relationships and contract execution.
☐ **Workforce Operations**	Manages field work, construction, maintenance, and workforce deployment for product delivery.

6. Survey Team
This information is for your organization's use as you review the survey analysis and respond to future surveys. We recommend you list the name, title, and functional group of each survey team member.

7. Organization Type		
◯	**IOU**	An investor-owned utility whose stock is publicly traded, rate regulated, and authorized to achieve an allowed rate of return.
◯	**Public**	A utility operated by a municipality, state, federal, or other government agency.
◯	**Cooperative**	A utility legally established to be owned by and operated for the benefit of those using its service.
◯	**Other**	Not a utility, but supports, manages, regulates, or coordinates electric system reliability, markets, operations, technology, or services in the utility ecosystem. Please specify.

8. Select the service(s) your utility provides to customers.		
◯	**Electric Distribution**	Delivery of electricity from substations to end users at their buildings or facilities.
◯	**Electric Generation**	Production of electricity from various sources like power plants and renewable energy sources.
◯	**Electric Transmission**	Long-distance transport of electricity between generation sources and distribution networks, usually at high voltage.
◯	**Gas**	Delivery and management of natural gas through pipelines to end users at their buildings or facilities.
◯	**Water**	Provision and treatment of potable water, including wastewater collection and treatment.
◯	**Other**	Additional services not already listed above such as regulatory functions, system balances, broadband, and analytics. Please specify.

9. Customer Count				
◯ **0-100k**	◯ **101k-500k**	◯ **501k-1m**	◯ **1m-2m**	◯ **2m+**

10. Service Regions
Ordered alphabetically by country then state/territory.

Canada		United States			
☐	Alberta	☐	Alabama	☐	Nebraska
☐	British Columbia	☐	Alaska	☐	Nevada
☐	Manitoba	☐	Arizona	☐	New Hampshire
☐	New Brunswick	☐	Arkansas	☐	New Jersey
☐	Newfoundland and Labrador	☐	California	☐	New Mexico
☐	Northwest Territories	☐	Colorado	☐	New York
☐	Nova Scotia	☐	Connecticut	☐	North Carolina
☐	Nunavut	☐	Delaware	☐	North Dakota
☐	Ontario	☐	Florida	☐	Ohio
☐	Prince Edward Island	☐	Georgia	☐	Oklahoma
☐	Quebec	☐	Hawaii	☐	Oregon
☐	Saskatchewan	☐	Idaho	☐	Pennsylvania
		☐	Illinois	☐	Rhode Island
Hong Kong		☐	Indiana	☐	South Carolina
☐	Hong Kong	☐	Iowa	☐	South Dakota
		☐	Kansas	☐	Tennessee
		☐	Kentucky	☐	Texas
Turks and Caicos		☐	Louisiana	☐	Utah
☐	Turks and Caicos Islands	☐	Maine	☐	Vermont
		☐	Maryland	☐	Virginia
		☐	Michigan	☐	Washington
Other		☐	Massachusetts	☐	Washington DC
☐	Please specify.	☐	Minnesota	☐	West Virginia
		☐	Mississippi	☐	Wisconsin
		☐	Missouri	☐	Wyoming
		☐	Montana		

Leadership | Strategy

This section evaluates how intentionally the utility defines and applies an enterprise analytics strategy, including its alignment to corporate strategy, long-term goals, and key drivers.

11. To what degree does your utility treat, manage, and value data as a strategic corporate asset?

◯	**None**	Data is not treated as an asset.
◯	**Limited**	Data is treated as an asset in specific areas.
◯	**Embedded**	Data is embedded in strategy, governance, and decisions.

12. Select the top 3 drivers of your analytics initiatives.

☐	**Corporate strategy**	Align analytics with long-term goals and objectives.
☐	**Increase in data**	Leverage the growing volume of data available to guide decision-making.
☐	**Regulatory requirements**	Meet compliance standards and industry regulations.
☐	**Risk management**	Proactively identify and mitigate potential threats.
☐	**Internal cost efficiency**	Streamline processes and reduce operational costs.
☐	**Demographic changes**	Identify evolving customer wants and needs to continuously improve customer experience.
☐	**Environmental considerations**	Reduce the impact of or increase opportunities from an ever-changing environment.
☐	**Increase existing revenue streams**	Optimize existing products/services to improve profitability and customer satisfaction.
☐	**Develop new revenue streams**	Identify opportunities to launch new products/services.
☐	**Other**	Please specify.

13. How do you approach establishing long-term analytics direction and goals?

◯	**Reactive**	Immediate operational needs are addressed, but long-term goals are not documented.
◯	**Developing**	Long-term goals are being discussed or drafted but are not yet documented.
◯	**Annual**	Long-term goals are documented and established for the upcoming year.
◯	**Rolling**	Multi-year goals are documented, reviewed, and updated as needed.

14. Which components are included in the scope of your organization's analytics strategy?		
☐	**Alignment**	Ties clearly to business goals and priorities.
☐	**Model**	Defines how the analytics organization is structured and operates across the utility.
☐	**Governance**	Establishes oversight, standards, and accountability for analytics activities, including analytics roles.
☐	**Talent**	Identifies skill requirements, development plans, and workforce considerations.
☐	**Prioritization**	Provides criteria and process for selecting and sequencing analytics initiatives.
☐	**Communication**	Promotes awareness, alignment, and engagement through clear internal communication of the strategy.
☐	**Review**	Outlines the process and cadence for evaluating and updating the strategy.

15. To what degree do analytics influence the organization’s mission, vision, and strategic priorities?		
◯	**None**	Analytics does not inform or influence the organization’s mission, vision, or strategic priorities.
◯	**Informs**	Analytics informs, but does not influence, the organization’s mission, vision, or strategic priorities.
◯	**Influences**	Analytics informs and influences the organization’s mission, vision, and strategic priorities.

Leadership | People | Organizational Model

This section evaluates how leadership, people, and organizational structures are defined and applied to support enterprise analytics.

16. What is the highest level of leadership driving the analytics initiative at your organization?		
◯	**Executive**	C-Suite or equivalent title
◯	**Senior Leadership**	VPs, Directors, Sr. Managers
◯	**Department Managers**	IT, OT, Customer Operations, Finance, etc.

17. Choose the structure that most closely reflects how your utility organizes, or plans to organize, data and analytics teams across the utility.		
◯	**Centralized**	A single decision-making body manages and executes analytics across the organization.
◯	**Decentralized**	Independent analytics teams operate in select functional groups with little or no coordination.
◯	**Federated**	Independent analytics teams manage analytics locally but align through shared standards and peer coordination without centralized control.
◯	**Hybrid**	A central analytics body sets strategy and standards, while independent analytics teams execute locally.

18. Which stage best describes your current or planned data and analytics organizational model?		
◯	**None**	No current plans to create a formal structure for data and analytics.
◯	**Planning**	Exploring the need for analytics, defining goals, or planning a formal structure.
◯	**Operational**	A structure has been implemented and is in use in parts of the organization but is not yet applied consistently.
◯	**Established**	The data and analytics organization is fully operational, with a defined structure, assigned roles, and consistent execution appropriate to the structure in place.

19. For major analytics projects (those with enterprise, regulatory, operational, or strategic impact), at which organizational level are roles and responsibilities primarily determined?		
◯	**Project**	Roles are determined individually for each project without a defined organizational approach.
◯	**Functional**	Roles are established within a single functional group, without involvement from other groups.
◯	**Operational**	Roles are determined by operational leadership for initiatives that span multiple functional groups.
◯	**Enterprise**	Roles are determined using a consistent organization-wide standard.
◯	**Federated**	Roles are guided by an organization-wide standard and defined in coordination with functional groups.

20. Describe your organization's primary approach to innovation.		
◯	**External**	Vendor partnerships are relied upon to identify areas of opportunity or outside-of-the-box problem solving.
◯	**Informal**	Innovation is encouraged; no formal team has been established.
◯	**Specialized**	Dedicated teams are set up as needed for a specific purpose or specific functional groups.
◯	**Enterprise**	An enterprise-level team has been established for the sole purpose of exploring innovative solutions and opportunities.

Leadership | People | Analytics Resources

This section evaluates the quantity, capability, and development of staff supporting analytics across the organization.

- **Foundational:** Basic to intermediate skills, building capabilities, and applying them to core tasks.
- **Proficient:** Strong understanding of analytics, handling most tasks while building knowledge and skills.
- **Advanced:** Highly skilled in various areas, actively shaping the field through innovation and research.
- **N/A:** Not applicable because the utility does not include or provide services for a specific functional group.

21. Indicate the current overall data and analytics skill level for each functional group within your organization.

	Foundational	Proficient	Advanced	N/A
Corporate	○	○	○	○
Customer Operations	○	○	○	○
Finance	○	○	○	○
Information Systems	○	○	○	○
Infrastructure	○	○	○	○
Legal	○	○	○	○
Market Operations	○	○	○	○
Supply Chain	○	○	○	○
Workforce Operations	○	○	○	○

- **Insufficient:** Unable to meet current workload demands.
- **Constrained:** Meeting current workload demands but with little or no buffer.
- **Sustainable:** Meeting current workload demands with a stable, sustainable buffer.
- **Surplus:** Meeting current workload demands with significant unused capacity.

- **Business Analyst:** Interprets business needs into technical requirements.
- **Data Analyst:** Gathers, analyzes, and reports on data findings.
- **Data Architect:** Determines the efficient layout and flow of data within the organization.
- **Data Engineer:** Designs, deploys, and maintains data integrations.
- **Data Scientist:** Applies advanced analytics for predictive and prescriptive insights.
- **Systems Administrator:** Ensures stable infrastructure for hardware and software.

22. Describe your organization's staffing capacity for various job roles as defined for this survey.

	Insufficient	Constrained	Sustainable	Surplus
Business Analyst	○	○	○	○
Data Analyst	○	○	○	○
Data Architect	○	○	○	○
Data Engineer	○	○	○	○
Data Scientist	○	○	○	○
Systems Administrator	○	○	○	○

23. Identify the various ways your analytics organization acquires new analytics talent.		
☐	**Internal**	Develop analytics skills through training, promotion, and internal recruitment.
☐	**External**	Focus on hiring experienced analytics professionals from the external job market.
☐	**Vendors**	Primarily rely on external consultants or vendors for specific analytics projects or ongoing needs.
☐	**Partnerships**	Collaborate with universities or colleges for internships or joint research initiatives.

24. How does your organization actively invest in building and strengthening the skills of its analytics professionals?		
◯	**None**	No skill development opportunities or support are provided.
◯	**Informal**	Skill development occurs when requested or when a specific need arises but is not part of a consistent or planned program.
◯	**Structured**	Skill development follows a defined, intentional plan or program designed to maintain and grow analytics capabilities over time.

Leadership | People | Data Driven

This section identifies how data is used in decision-making by executives and employees across functional groups. Focus on how data is used in the majority of decisions, recognizing that exceptions can occur.

- **Validates:** Data is used to confirm or reinforce intuition.
- **Supports:** Data helps shape options and inform decisions.
- **Determines:** Data is the primary basis for decisions, even when counterintuitive.
- **N/A:** Not applicable because your utility does not include or provide services for a specific functional group.

25. How do executives (C-suite or equivalent titles) within each functional group typically leverage data for decision-making?

	Validates	Supports	Determines	N/A
Corporate	◯	◯	◯	◯
Customer Operations	◯	◯	◯	◯
Finance	◯	◯	◯	◯
Information Systems	◯	◯	◯	◯
Infrastructure	◯	◯	◯	◯
Legal	◯	◯	◯	◯
Market Operations	◯	◯	◯	◯
Supply Chain	◯	◯	◯	◯
Workforce Operations	◯	◯	◯	◯

26. How do employees (all job levels except for C-suite and equivalent titles) in each functional group typically leverage data for decision-making?

	Validates	Supports	Determines	N/A
Corporate	◯	◯	◯	◯
Customer Operations	◯	◯	◯	◯
Finance	◯	◯	◯	◯
Information Systems	◯	◯	◯	◯
Infrastructure	◯	◯	◯	◯
Legal	◯	◯	◯	◯
Market Operations	◯	◯	◯	◯
Supply Chain	◯	◯	◯	◯
Workforce Operations	◯	◯	◯	◯

Leadership | Data and Analytics Governance

This section assesses leadership roles and accountability for data and analytics.

- **Data and analytics governance** assigns accountability, standards, and controls for managing data and analytics assets across their lifecycle.
- **Analytics assets** include the artifacts, systems, and automations that collect, store, transform, represent, or act on data, including datasets, metadata, decision support tools, calculations, algorithms, automations, models, and artificial intelligence (AI).
- **Models** include **data models**, which structure data for quality, security, integration, and access, and **analytical models**, which apply mathematics and algorithms to analyze, estimate, optimize, simulate, or predict outcomes for a defined purpose.
- **AI** is an engineered or machine-based system that generates predictions, recommendations, or decisions for a given set of objectives to influence real or virtual environments with varying levels of autonomy.
- **AI** is incorporated throughout this section as an analytics asset, with additional questions addressing AI-specific risk management practices.

The following sources inform the definitions used in this section.

- **DAMA International.** *DAMA-DMBOK2: Data management body of knowledge* (2nd ed.). https://www.dama.org/dama-dmbok
- **National Institute of Standards and Technology (NIST).** *AI Risk Management Framework.* https://www.nist.gov/itl/ai-risk-management-framework
- **National Institute of Standards and Technology (NIST).** *AI RMF Playbook.* https://airc.nist.gov/airmf-resources/playbook/
- **The Data Administration Newsletter (TDAN).** Data and analytics governance: The backbone of AI adoption. https://tdan.com/data-and-analytics-governance-the-backbone-of-ai-adoption/32877
- **Utility Analytics Institute.** *A practical guide for establishing data governance in utilities.* https://utilityanalytics.com/document/a-practical-guide-for-establishing-data-governance-in-utilities/

27. Choose the structure that most closely reflects how your organization governs data and analytics.

◯	**Centralized**	A single decision-making body governs data and analytics across the organization.
◯	**Decentralized**	Governance decisions are made independently within functional groups with little coordination.
◯	**Federated**	Governance decisions are made locally but aligned through shared standards and coordination.
◯	**Hybrid**	Central governance sets strategy and standards, with governance execution managed across groups.

28. Which stage best describes your current or planned data and analytics governance model?

◯	**None**	No current plans to create a formal structure for data and analytics governance.
◯	**Planning**	Exploring the need for data and analytics governance, defining goals, or planning a formal governance structure.
◯	**Operational**	A governance structure has been implemented and is in use in parts of the organization but is not yet applied consistently.
◯	**Established**	The data and analytics governance organization is fully operational, with a defined structure, assigned roles, and consistent execution appropriate to the governance structure in place.

- **None:** The role is not recognized or defined, and no one is currently expected to perform this function.
- **Informal:** The role exists in practice but is not formally named or documented.
- **Defined:** The role is formally defined through job titles, charters, or documented responsibilities.

- **Executive Leaders:** Provide funding and resources, champion adoption, and align data strategy with business goals.
- **Governance Council:** Set priorities, approve policies, and resolve issues to ensure governance aligns with organizational needs.
- **Program Leaders:** Drive governance initiatives, manage execution, and support adoption across teams.
- **Business Stakeholders:** Provide oversight, define priorities, and represent business needs in governance decisions.
- **Data Stewards:** Define policies, maintain quality, and enforce standards for trusted data use.
- **Data Custodians:** Implement technical standards, security, and controls to manage and protect data.
- **Data Users:** Apply governed data for insights, decisions, and measurable outcomes.
- **Risk Officers:** Ensure governance meets legal, regulatory, and ethical requirements.

29. To what extent has your organization defined key data and analytics governance roles?

	None	Informal	Defined
Executive Leaders	◯	◯	◯
Governance Council	◯	◯	◯
Program Leaders	◯	◯	◯
Business Stakeholders	◯	◯	◯
Data Stewards	◯	◯	◯
Data Custodians	◯	◯	◯
Data Users	◯	◯	◯
Risk Officers	◯	◯	◯

- **None:** No practices in place.
- **Informal:** Informal practices occur but are inconsistent or undocumented.
- **Defined:** Standards/processes are documented but practices are applied inconsistently.
- **Established:** Standards/processes are embedded, and practices are consistently applied.

- **Data Quality:** Managing, prioritizing, and improving data accuracy, completeness, consistency, timeliness, accessibility, and relevance.
- **Metadata:** Discovering, documenting, prioritizing, updating, and publishing metadata with assigned ownership.
- **Data Models:** Designing and maintaining data models as shared assets to standardize meaning, structure, and relationships.
- **Data Architecture:** Designing and maintaining platforms for secure, scalable, recoverable, accessible, and cost-effective data storage and movement.
- **Data Integration:** Designing and maintaining secure, standardized, and reusable data flows and transformations.
- **Ownership:** Assigning ownership, stewardship, accountability, and decision rights for data and analytics assets.
- **Lifecycle Management:** Managing data and analytics assets from creation through maintenance and retirement.
- **Explainability:** Documenting logic, inputs, and lineage so analytical outputs can be understood, reproduced, and audited.
- **Interpretability:** Ensuring analytic outputs are interpreted and used appropriately within their intended context.
- **Transparency:** Tracing analytic outputs to sources and documenting transformations.
- **Business Value:** Measuring and communicating benefits, costs, and outcomes of analytics assets to guide priorities and decisions.
- **Ethical Use:** Applying principles and controls to promote ethical, bias-aware, risk-managed, and compliant use of data and analytics.
- **Change Management:** Managing, controlling, and communicating changes to data and analytics assets.

30. Choose the best description of your organization's practices for each data and analytics governance scope item listed below.

	None	Informal	Defined	Established
Data Quality	◯	◯	◯	◯
Metadata	◯	◯	◯	◯
Data Models	◯	◯	◯	◯
Data Architecture	◯	◯	◯	◯
Data Integration	◯	◯	◯	◯
Ownership	◯	◯	◯	◯
Lifecycle Management	◯	◯	◯	◯
Explainability	◯	◯	◯	◯
Interpretability	◯	◯	◯	◯
Transparency	◯	◯	◯	◯
Business Value	◯	◯	◯	◯
Ethical Use	◯	◯	◯	◯
Change Management	◯	◯	◯	◯

- **None:** AI is permitted or present, but this practice is not intentionally addressed.
- **Developing:** This practice is being defined or piloted in advance of, or alongside, AI use.
- **Operational:** This practice is applied inconsistently.
- **Established:** This practice is applied consistently.
- **N/A:** This practice is not applicable based on current organizational policy for AI use.

- **Controls:** Manage AI risks, compliance, monitoring, and safe deployment through established policies.
- **Accountability:** Assign executive ownership, roles, responsibilities, and training for AI risk management.
- **Oversight:** Establish human oversight roles and decision processes across the AI lifecycle.
- **Safety:** Identify, test, document, communicate, and mitigate AI risks and impacts.
- **Engagement:** Incorporate stakeholder feedback on AI risks and impacts.
- **Third-Party:** Manage AI risks from third-party data, models, and tools.

31. How does your organization establish and maintain a culture of AI risk management across teams, systems, and business processes?

	None	Developing	Operational	Established	N/A
Controls	○	○	○	○	○
Accountability	○	○	○	○	○
Oversight	○	○	○	○	○
Safety	○	○	○	○	○
Engagement	○	○	○	○	○
Third-Party	○	○	○	○	○

- **Scope:** Define and document AI system purpose, intended use, context, constraints, and potential impacts.
- **Design:** Define AI system tasks, methods, limitations, testing approaches, and expected human use and oversight.
- **Value:** Document expected benefits, costs, and value of AI systems relative to organizational goals and risk tolerance.
- **Risks:** Identify and document legal, internal, and third-party AI risks along with related controls.
- **Feedback:** Establish and document processes to collect and incorporate stakeholder feedback on AI impacts.

32. How does your organization define and document the purpose, scope, value, and risks of AI systems to ensure they are well understood before and during adoption?

	None	Developing	Operational	Established	N/A
Scope	○	○	○	○	○
Design	○	○	○	○	○
Value	○	○	○	○	○
Risks	○	○	○	○	○
Feedback	○	○	○	○	○

- **Metrics:** Define and document approaches and metrics to measure AI risks, including risks that cannot be quantified.
- **Assurance:** Evaluate AI systems against defined safety, performance, and impact criteria using documented methods and test data.
- **Detection:** Identify and track unanticipated or emergent AI risks based on real-world performance and stakeholder feedback.
- **Validation:** Document measurement results and validate AI performance in deployment contexts with domain experts and stakeholder input.

33. How does your organization measure and evaluate AI risks to verify and monitor safe and consistent performance throughout deployment?

	None	Developing	Operational	Established	N/A
Metrics	○	○	○	○	○
Assurance	○	○	○	○	○
Detection	○	○	○	○	○
Validation	○	○	○	○	○

- **Prioritization:** Identify, document, and prioritize AI risks based on impact, likelihood, and available resources, with defined risk response actions.
- **Mitigation:** Apply response and recovery actions, including non-AI alternatives, to reduce AI risks and address performance or outcome issues.
- **Monitoring:** Monitor AI risks associated with third-party components and pre-trained models using documented controls to detect risk indicators.
- **Sustainment:** Maintain processes for incident response, stakeholder feedback, and change management to support continuous improvement.

34. How does your organization prioritize, respond to, and monitor AI risks based on their projected impact across AI systems and business processes?

	None	Developing	Operational	Established	N/A
Prioritization	○	○	○	○	○
Mitigation	○	○	○	○	○
Monitoring	○	○	○	○	○
Sustainment	○	○	○	○	○

Technical Competency | Business Process Integration

This section evaluates the degree to which data and analytics drive business processes and inform business key performance indicators (KPIs).

- **None:** Business processes operate independently of data-driven insights.
- **Informal:** KPIs are occasionally used to investigate anomalies or irregularities.
- **Defined:** KPIs are defined and used to evaluate outcomes, such as the success of business processes or projects.
- **Established:** KPIs measure key business processes and are optimized with real-time data to drive ongoing refinement.
- **N/A:** Not applicable because your utility does not include or provide services for a specific functional group.

35. To what degree do data and analytics drive the development and measurement of business process KPIs across functional groups?

	None	Informal	Defined	Established	N/A
Corporate	◯	◯	◯	◯	◯
Customer Operations	◯	◯	◯	◯	◯
Finance	◯	◯	◯	◯	◯
Information Systems	◯	◯	◯	◯	◯
Infrastructure	◯	◯	◯	◯	◯
Legal	◯	◯	◯	◯	◯
Market Operations	◯	◯	◯	◯	◯
Supply Chain	◯	◯	◯	◯	◯
Workforce Operations	◯	◯	◯	◯	◯

- **Limited:** Access to data and analytics tools is restricted to the individual operational systems where the data is collected.
- **Adequate:** Basic analytics tools are available, but access control, support, or data limitations hinder full utilization.
- **Standardized:** Standardized analytics tools, data access, and support enable self-service analysis and informed decision-making.
- **N/A:** Not applicable because your utility does not include or provide services for a specific functional group.

36. Describe access to data and analytics tools by business users and process owners.

	Limited	Adequate	Standardized	N/A
Corporate	◯	◯	◯	◯
Customer Operations	◯	◯	◯	◯
Finance	◯	◯	◯	◯
Information Systems	◯	◯	◯	◯
Infrastructure	◯	◯	◯	◯
Legal	◯	◯	◯	◯
Market Operations	◯	◯	◯	◯
Supply Chain	◯	◯	◯	◯
Workforce Operations	◯	◯	◯	◯

Technical Competency | Analytics Capabilities

This section evaluates the organization's current analytics capabilities across functional groups.

The following sources inform the definitions used in this section.

- **TDWI.** *Descriptive analytics.* https://tdwi.org/pages/glossary/descriptive-analytics.aspx
- **TDWI.** *Diagnostic analytics.* https://tdwi.org/pages/glossary/diagnostic-analytics.aspx
- **TDWI.** *Predictive analytics.* https://tdwi.org/pages/glossary/predictive-analytics.aspx
- **TDWI.** *Prescriptive analytics.* https://tdwi.org/pages/glossary/prescriptive-analytics.aspx
- **TDWI.** *Convergence of big data, cognitive analytics, and IoT.* https://tdwi.org/articles/2015/11/17/convergence-of-big-data-cognitive-analytics-iot.aspx

- **ResearchGate.** *Artificial intelligence – Fuzzy logic and expert systems in business applications.* https://www.researchgate.net/publication/363044974_Artificial_Intelligence_-_Fuzzy_logic_and_Expert_Systems_in_Business_Applications
- **IBM.** *Supervised vs. unsupervised learning.* https://www.ibm.com/think/topics/supervised-vs-unsupervised-learning
- **IBM.** *Reinforcement learning.* https://www.ibm.com/think/topics/reinforcement-learning
- **IBM.** *AI vs. machine learning vs. deep learning vs. neural networks.* https://www.ibm.com/think/topics/ai-vs-machine-learning-vs-deep-learning-vs-neural-networks
- **IBM.** *Computer vision.* https://www.ibm.com/think/topics/computer-vision
- **IBM.** *Speech recognition.* https://www.ibm.com/think/topics/speech-recognition
- **IBM.** *Natural language processing.* https://www.ibm.com/think/topics/natural-language-processing

- **Descriptive:** Uses historical data to report on what happened using basic business intelligence tools.
- **Diagnostic:** Explores why events happened by drilling into data, identifying causes, and discovering patterns.
- **Predictive:** Leverages historical data with models and algorithms to forecast what will happen and when.
- **Prescriptive:** Uses advanced models, business rules, and optimization to identify optional courses of action.
- **Cognitive:** Applies self-learning systems to augment or automate decision-making at scale.
- **N/A:** Not applicable because your utility does not include or provide services for a specific functional group.

37. Which stage on the analytics maturity curve best reflects the current analytics capability in production for each functional group?

	Descriptive	Diagnostic	Predictive	Prescriptive	Cognitive	N/A
Corporate	◯	◯	◯	◯	◯	◯
Customer Operations	◯	◯	◯	◯	◯	◯
Finance	◯	◯	◯	◯	◯	◯
Information Systems	◯	◯	◯	◯	◯	◯
Infrastructure	◯	◯	◯	◯	◯	◯
Legal	◯	◯	◯	◯	◯	◯
Market Operations	◯	◯	◯	◯	◯	◯
Supply Chain	◯	◯	◯	◯	◯	◯
Workforce Operations	◯	◯	◯	◯	◯	◯

- **None:** Not currently used by the organization.
- **Exploring:** Learning about or evaluating potential use cases and value.
- **Piloting:** Limited trials or early use for specific purposes.
- **Production:** Used operationally within organizational tools or systems.

- **Vendor Apps:** AI capabilities embedded within vendor applications, without internal development or operation of AI models.
- **Expert Systems:** Rule-based decision-making systems that replicate expert judgment.
- **Fuzzy Logic:** Decision-making approaches that use approximate values to handle uncertainty and imprecision.
- **Supervised Learning:** Models trained with labeled data for prediction or classification.
- **Unsupervised Learning:** Models trained with unlabeled data for pattern discovery and grouping.
- **Semi-Supervised Learning:** Models trained with a mix of labeled and unlabeled data to improve prediction or classification tasks.
- **Reinforcement Learning:** Models trained through rewards or penalties for learning optimal actions.
- **Neural Networks:** Models that process information through layered structures representing complex patterns.
- **Computer Vision:** Techniques for extracting and interpreting information from images and videos.
- **Speech Recognition:** Techniques for converting spoken language into text.
- **Natural Language Processing:** Techniques for interpreting and generating human language in text form.

38. At what stage is your organization in using the following AI capabilities?

	None	Exploring	Piloting	Production
Vendor Apps	◯	◯	◯	◯
Expert Systems	◯	◯	◯	◯
Fuzzy Logic	◯	◯	◯	◯
Supervised Learning	◯	◯	◯	◯
Unsupervised Learning	◯	◯	◯	◯
Semi-Supervised Learning	◯	◯	◯	◯
Reinforcement Learning	◯	◯	◯	◯
Neural Networks	◯	◯	◯	◯
Computer Vision	◯	◯	◯	◯
Speech Recognition	◯	◯	◯	◯
Natural Language Processing	◯	◯	◯	◯

39. Please share how your organization is using or exploring AI for real-world solutions. These may include embedded capabilities in third-party software as well as custom-built solutions.

List as many as you can think of and separate each with a semi-colon (;).

40. What *additional* emerging technologies is your utility exploring?

Please separate each with a semi-colon (;).

Technical Competency | Technology & Tools

This section evaluates the organization's performance in establishing an enterprise analytics architecture, procuring the appropriate tools and technologies, and management of analytics technology adoption across the functional groups.

Enterprise analytics architecture is a framework of data policies, flows, and processing models that define how data is collected, governed, processed, and analyzed to drive organizational insight. This definition refers specifically to analytics architecture, which is a subset of broader enterprise architecture.

The following source was used to define enterprise analytics architecture.
National Institute of Standards and Technology (NIST). *Enterprise architecture (EA).*
https://csrc.nist.gov/glossary/term/enterprise_architecture

41. Which stage best describes your current or planned enterprise analytics architecture?

◯	**None**	No enterprise analytics architecture is in place or planned for the near future.
◯	**Developing**	An enterprise analytics architecture is being defined and implemented.
◯	**Established**	An enterprise analytics architecture is in place, fully functional, and expanding as needed.

42. To what extent is your organization integrating information from various sources across the organization?

◯	**Siloed**	Data remains isolated within individual systems, requiring manual extraction for analysis.
◯	**Connected**	Data flows exist between systems, enabling some automated transfer of information.
◯	**Focused**	Strategic data selection with automated refresh for key use cases.
◯	**Integrated**	Key data from major systems is consolidated into a common platform through automated data pipelines.

43. To what extent does your organization leverage external data sources?

◯	**None**	No external data sources are currently used.
◯	**Supplemental**	External data is used for targeted analyses or specific projects.
◯	**Embedded**	External data is routinely integrated into core analytics pipelines.

44. What is the hosting environment for your organization's data storage and analytics toolset, including data management?

◯	**On-Premise**	Local servers managed internally.
◯	**Cloud**	Cloud environment managed by a provider.
◯	**Hybrid**	Combination of on-premise servers and cloud environments.

45. Describe your organization's current analytics technology and toolset.		
◯	**Basic**	Primarily manual processes supported by spreadsheets or basic reporting tools.
◯	**Functional**	A stand-alone tool used mainly for dashboards, charts, and basic analytics.
◯	**Integrated**	A connected toolset that enables data integration, transformation, and analysis across systems.
◯	**Advanced**	A comprehensive environment with automated workflows, data transformation, advanced analytics, and real-time data processing.

46. How does your utility assess the need for updates or changes to your analytics toolset?		
◯	**Reactive**	Evaluation occurs when issues arise, such as limitations in capabilities, performance, security, or compliance.
◯	**Proactive**	Evaluation occurs on a consistent basis to ensure alignment with organizational strategic goals.
◯	**Exploratory**	Evaluation occurs continuously to identify new approaches and tools that could expand capabilities and deliver greater value.

47. How does the utility evaluate and select analytics technologies and toolsets?		
◯	**Impulse**	Decisions are made with limited consideration, often based on individual preference rather than defined criteria.
◯	**Structured**	Evaluation follows a defined process within a team or function, with requirements and available resources clearly specified.
◯	**Collaborative**	Cross-functional stakeholders are engaged in the evaluation to ensure alignment with organizational strategic goals.

Insights

Tell us about your survey experience.

48. Please provide suggestions for improvements to this survey and the insights derived from it.

49. How likely are you to participate in future Analytics Maturity Assessment Surveys?

0	1	2	3	4	5	6	7	8	9	10
Not at all likely										Extremely likely

Please submit one survey response per utility using the link provided to the designated UAI AMA contact. Responses are due by **March 31, 2026**.

Questions or comments: Contact Sandi Joralemon at sjoralemon@utilityanalytics.com.