



2023 Energy Workforce Survey

User's Guide for Completing the Survey

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INTRODUCTION

The Gaps in the Energy Workforce Survey is conducted every other year to determine the state of the natural gas and electric utility industry. All Edison Electric Institute (EEI), American Gas Association (AGA), American Public Power Association (APPA), Nuclear Energy Institute (NEI) and National Rural Electric Cooperatives Association (NRECA) member companies are invited to participate in the survey. The survey is the only one of its kind to provide a national look at key jobs in the industry in terms of attrition, hires and age/years of service.


In prior years, participant data was collected using a complex Excel spreadsheet. For the 2023 study, we are excited to announce that we are deploying a new streamlined and simplified data collection process using an online survey tool. We believe that the new process will significantly reduce the amount of time and effort required to participate and will also improve the accuracy and consistency of the output reports and company scorecards. The purpose of this user's guide is to provide a step-by-step illustration of the process to complete the survey from start to finish. There are many other participant support resources, including a recording of the kick-off webinar, a jobs definitions file, and a collection of frequently-asked questions (FAQ). All of those resources can be found on the CEWD Resources and Support page at the following link – <https://cewd.org/members-only/reports-and-data/survey-resources/>. If you need assistance with login credentials, please contact CEWD staff at staff@cewd.org. If you have questions related to the survey, please contact Quentin Watkins at ScottMadden at quentinwatkins@scottmadden.com.

As you start this work, please note that you should have received an email invitation to complete the survey from surveymanager@scottmadden.com, and note that the link you received in the invitation is unique to your company. The survey tool will save your work, and you can forward to other people at your company to complete certain parts of the survey, and the survey tool will save your work and save your place.

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DEMOGRAPHIC QUESTIONS

1. Input basic demographic data, including respondent's contact information and the type of company as illustrated below. Once complete, click "Next" to continue.



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All data submitted will be housed on the ScottMadden secure cloud and encrypted both in transit and at rest. The survey process does not include the submission of personally identifiable information.

Company Name:

Company Contact:

Contact Email:

Contact Phone:

Type of company:

☒ Investor-Owned Utility (IOU)

☐ Co-op

☐ Municipal Utility

Click "Next" to Continue


Next

Note that a link to the CEWD Resources page is embedded throughout the survey

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2. Select the functional areas of operation for the respondent company. Select all that apply. Once the company areas have been selected, choose the region where the company headquarters is located the dropdown menu. A reference table is provided at the bottom of the page indicating the which specific states comprise each region.

Once complete, click "Next" to continue.



2023 Gaps in the Energy Workforce Survey

Select areas of company operations:

- ☒ Nuclear
- ☒ Non-nuclear generation
- ☒ Electric T&D
- ☒ Gas T&D
- ☒ Emerging Technologies (e.g., Renewables, EVs, Storage, Data Science, etc.)

Select region where your headquarters are located from the following table:

West ▼

Dropdown menu for selecting the region

Reference Table:

Mid-Atlantic Region	Midwest Region	Northeast Region	Northwest Region	South Region	Southeast Region	West Region
Delaware	Illinois	Connecticut	Alaska	Arkansas	Alabama	Arizona
Maryland	Indiana	Maine	Idaho	Louisiana	Florida	California
Pennsylvania	Iowa	Massachusetts	Montana	Oklahoma	Georgia	Colorado
Virginia	Kansas	New Hampshire	Oregon	Texas	Mississippi	Hawaii
West Virginia	Kentucky	New Jersey	Washington		North Carolina	Nevada
Washington, DC	Michigan	New York	Wyoming		South Carolina	New Mexico
	Minnesota	Rhode Island			Tennessee	Utah
	Missouri	Vermont				
	Nebraska					
	North Dakota					
	Ohio					
	South Dakota					
	Wisconsin					

Click "Next" to Continue


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3. The next page in the survey has questions about Human Resources Information Systems (HRIS) and recent acquisitions, divestitures, or asset retirements. The HRIS questions are optional, but you may indicate which system your company uses for the purposes of networking. The last question is included as an opportunity to indicate any recent changes at your company that may have had an impact on staffing. If you select "Yes," a freeform answer block appears for you to provide a description of recent changes and associated impacts on staffing.

Once complete, click "Next" to continue.



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Which Human Resources Information System (HRIS) does your company use?

(Optional)

Would you be interested in connecting with others using the same system for the purpose of networking?

☒ Yes
☐ No

Have there been any acquisitions, divestitures, or asset retirements in 2021 or 2022 that would have had a material impact on staffing?

☒ Yes
☐ No


Please provide a brief explanation as to the nature of the activities and the affected key jobs

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DIVERSITY, EQUITY & INCLUSION QUESTIONS

4. The next page has a series of questions about Diversity, Equity, and Inclusion (DE&I) practices at your company. The information collected on this page will be important for CEWD to establish a baseline for the industry, so your care and attention to these questions is appreciated. For each practice listed, please select whether your company currently has the practice in place, is considering in the next year, may consider in the future, or has no plans to implement. If you are unable to answer the question, please refer to your company's leadership. If the answer is unknown, please select "No Plans to Implement."

Once complete, click "Next" to continue.



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For each of the following Diversity, Equity, and Inclusion (DE&I) topics, please indicate your company's status using the scale below. The information provided below will be important for CEWD to establish a baseline on where the industry is on planning and activities related to DE&I. If you are unable to answer any of the questions, please refer to your company's senior leadership. If the answer is unknown, please select "No Plans to Implement."

	Currently in Place	Considering for Next Year	May Consider in the Future	No Plans to Implement
Diversity, equity, and inclusion strategies and goals within the company	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
One or more employee councils in the DE&I area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
One or more ERGs (or similar) that provide community in the DE&I area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DE&I training for executives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
DE&I training for board	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Currently in Place	Considering for Next Year	May Consider in the Future	No Plans to Implement
DE&I training for all employees within the organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Programs to attract diverse talent for entry level positions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Standard practices at company to eliminate bias in talent processes such as recruitment, hiring, training, and retention (e.g. interview panel scorecards, removing names from resumes, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pathways and support for advancement of diverse talent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Person dedicated to managing DE&I	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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BUSINESS UNIT MAPPING

- The next page asks for participants to map their business units to the business units in the CEWD structure. This is the minimum level of mapping required as this will allow the administrator to apply logic to map your company's jobs to the CEWD jobs if you choose not to provide the detailed job-level mapping in the next step. The more detailed job mapping in the next step is optional.

The first step is to download the business unit mapping template, and please note that if you selected "Nuclear" as one of the functions for your company, there is a separate business unit mapping step required. Once downloaded, please follow the embedded instructions to map your company's business units to the CEWD business units, save the file, and then drag and drop the file into the gray area to upload it to the survey. Once complete the file name will appear in the gray box pictured below.

Once the file has been successfully uploaded, click "Next" to continue.

The screenshot shows the survey interface with the CEWD logo at the top left. The title is "2023 Energy Industry Workforce Survey". Below it is a link: "CEWD Survey Participant Resources Page". The main instruction reads: "The following section will collect information needed to map your HRIS data to CEWD organizational data. Using the template below, please upload the business unit mapping." Below this is a large gray area with the text "Drop files or click here to upload". At the bottom left, there is a link "BU Mapping Template.xlsx" which is highlighted with a red box and a red arrow pointing to it from the text "Link to the business unit mapping template". At the bottom right, there are two buttons: "Back" and "Next".

Snapshot of the Business Unit Mapping Template

Instructions

In Cell A12 (Header Row), fill in the field that you are mapping to the corresponding CEWD Organization

Note: This will typically be STRATEGIC, BUSINESS_UNIT, BUSINESS_UNIT, or DEPARTMENT - Select the highest level that maps reasonably well to the CEWD Organizations

Remove the examples, then copy and paste the applicable data into Column A of the table from your HRIS extract (e.g., BUSINESS_UNIT data)

Eliminate the duplicates by selecting the pasted data -> on the ribbon, click 'Data' -> Click the "Remove Duplicates" button

For each value in Column A, select the appropriate CEWD_Organization

Notes

If a unit relates to a business line outside electric and gas (e.g., Water Operations), leave the CEWD_ORGANIZATION field blank

If unclear on how to assign a particular group, please consult the Definitions Document that provides additional direction

BUSINESS_UNIT	CEWD_ORGANIZATION
Business Account Management	ADMIN - CUSTOMER SERVICE
Accounting	ADMIN - FINANCE
Benefits	ADMIN - HUMAN RESOURCES
Business Partners	ADMIN - HUMAN RESOURCES
App Continuous Improvement	ADMIN - INFORMATION TECHNOLOGY
Cyber Security	ADMIN - INFORMATION TECHNOLOGY
Comm Relations and Info Mgmt	ADMIN - OTHER
Enterprise Risk Mgmt	ADMIN - OTHER
Safety and Health	ADMIN - OTHER
DSM & Distr Energy Strategies	ELECTRIC T&D
SCADA	ELECTRIC T&D
Advanced Metering Technologies	EMERGING TECHNOLOGIES
Advanced Utilities	EMERGING TECHNOLOGIES
Cathodic Protection Program	GAS T&D
Plant Materials Handling	NON-NUCLEAR GENERATION
Plant Operations	NON-NUCLEAR GENERATION

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JOB MAPPING

- The next page asks for participants to provide job-level mapping to the key CEWD jobs. Note that this step is optional, but some participants may wish to provide these details in order to ensure that all jobs are mapped accurately. Note that if you have a job mapping matrix from previous years' surveys, you can upload that file instead of the template. Otherwise, you can select "Next" to skip this step, and the administrator will use the business unit mapping from the previous step to complete this using internal system logic.

The first step is to download the job mapping template, and please note that if you selected "Nuclear" as one of the functions for your company, there is a separate job mapping step required. Once downloaded, please follow the embedded instructions to map your company's jobs to the CEWD key jobs, save the file, and then drag and drop the file into the gray area to upload it to the survey. Once complete the file name will appear in the gray box pictured below.

Once the file has been successfully uploaded, click "Next" to continue.

The screenshot shows the survey interface for the 2023 Energy Industry Workforce Survey. At the top is the CEWD logo and the title "2023 Energy Industry Workforce Survey". Below this is a link to "CEWD Survey Participant Resources Page". A message states: "If you would like to also provide job level mapping, please do so using the template below (optional). Though this is optional, some participants may wish to complete this input in order to ensure all jobs are mapped accurately to CEWD categories." Below the message is a large gray area with the text "Drop files or click here to upload". At the bottom left of this area is a link "Job Mapping Template.xlsx" which is highlighted with a red box and a red arrow pointing to it with the text "Link to the job mapping template". At the bottom of the interface are two buttons: "Back" on the left and "Next" on the right.

Snapshot of the Job Mapping Template

The snapshot shows a spreadsheet template for job mapping. It has three columns: A (CEWD-ORGANIZATION), B (KEY_JOB_CATEGORY), and C (JOB_TITLE). The rows are numbered 1 through 28. Rows 1-11 contain instructions and notes. Rows 12-25 contain a list of CEWD organizations and their corresponding key job categories and titles. Rows 26-28 are blank for additional entries.

	A	B	C
1	Instructions		
2	- Filter for the CEWD_ORGANIZATION field to those that apply to your Company		
3	- Add the Job Title that applies to the KEY_JOB_CATEGORY in the "JOB_TITLE" field as it is displayed in your HRIS system		
4	- If there is more than one job title that applies, add a row to the table and copy/paste the applicable values in columns A-C, then repeat the previous two steps		
5			
6			
7	Notes		
8	- If a role does not apply to your company, leave the "JOB_TITLE" field blank		
9	- Please include job titles performing the role up to and including the first-line supervisor (i.e., in the field and may perform the work)		
10	- Exceptions: Engineers and Data Scientist please include Managers, Directors, and VPs		
11			
12	CEWD-ORGANIZATION	KEY_JOB_CATEGORY	JOB_TITLE
13	Electric T&D	Line Worker	
14	Electric T&D	Technician	
15	Electric T&D	Load Dispatcher	
16	Electric T&D	Engineer	
17	Emerging Technologies	ET Technician	
18	Emerging Technologies	Engineer	
19	Emerging Technologies	Data Scientist	
20	Gas T&D	Plant Operator	
21	Gas T&D	Technician	
22	Gas T&D	Engineer	
23	Non-Nuclear Generation	Plant / Field Operator	
24	Non-Nuclear Generation	Technician	
25	Non-Nuclear Generation	Engineer	
26			
27			
28			

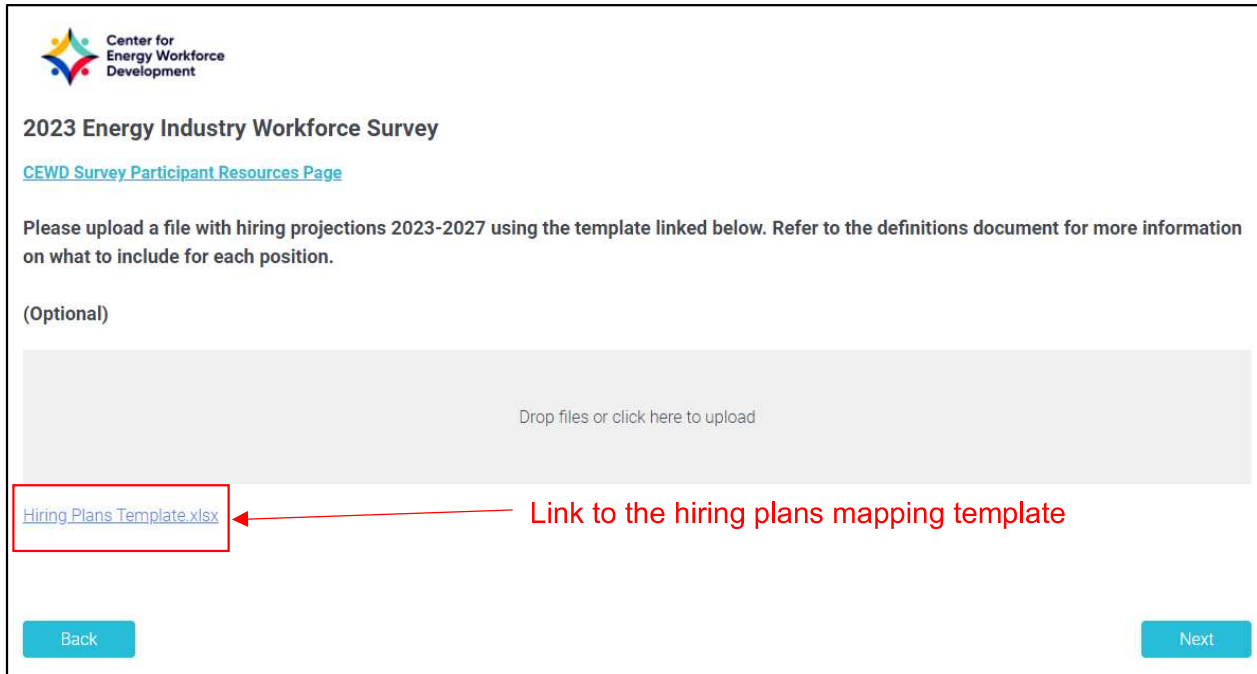
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HIRING PLANS

7. The next page asks for participants to provide hiring projections for each of the key CEWD jobs. Note that this step is optional. If your company is unable to provide hiring projections, you can select "Next" to skip this step, and the administrator may be able to extrapolate hiring plans based on your company's historical data.

The first step is to download the hiring projections template, and please note that if you selected "Nuclear" as one of the functions for your company, there is a separate hiring plan step required. Once downloaded, please follow the embedded instructions to provide your company's hiring plans, save the file, and then drag and drop the file into the gray area to upload it to the survey. Once complete the file name will appear in the gray box pictured below.

Once the file has been successfully uploaded, click "Next" to continue.



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Please upload a file with hiring projections 2023-2027 using the template linked below. Refer to the definitions document for more information on what to include for each position.

(Optional)

Drop files or click here to upload

[Hiring Plans Template.xlsx](#) → Link to the hiring plans mapping template

Back Next

Snapshot of the Hiring Plans Template


Instructions		# of Planned Hires per Year				
- Filter for the Primary Area of Company Operations that apply to your Company (include 'Total Company')						
- For each year, fill in the number of planned hires for the given role						
Notes						
- If there are no planned hires for a particular year, enter '0'						
- For the Roles labelled as 'All', fill in the planned full-time hires for all roles supporting that segment of the business; Total Company refers to planned full-time hires companywide						
- Refer to the Definitions Document for additional specifics on what to include with particular roles						
CEWD_ORGANIZATION	KEY_JOB_CATEGORY	2023	2024	2025	2026	2027
Electric T&D	Line Worker					
Electric T&D	Technician					
Electric T&D	Load Dispatcher					
Electric T&D	Engineer					
Electric T&D	All Jobs					
Emerging Technologies	Emerging Technology Technician					
Emerging Technologies	Data Scientist					
Emerging Technologies	Engineer					
Gas T&D	Plant / Field Operator					
Gas T&D	Technician					
Gas T&D	Engineer					
Gas T&D	All Jobs					
Non-Nuclear Generation	Plant / Field Operator					
Non-Nuclear Generation	Technician					
Non-Nuclear Generation	Engineer					
Non-Nuclear Generation	All Jobs					

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HRIS EXTRACT

8. The next page asks for participants to provide at least two years of historical data from your company's HRIS system. If your company was able to submit hiring plans, select the option for two years of data. If your company is unable to provide hiring plans, please select the option to provide five years of historical data, and the administrator may be able to extrapolate hiring plans based on historical data.

The first step is to download the HRIS template, and note that there are embedded links on this page to the HRIS template, as well as a detailed list of the fields and rationale for each. Once downloaded, please click "Next" to continue. The file upload options will be provided on the following page based on your answers to the questions on this page.



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Please upload HRIS extracts in Excel representing snapshots of the last two years of organizational data as of 12/31/22 and 12/31/21. If you are not supplying projections, upload the last five years if possible so that we may be able to extrapolate projections using your historical data. Separate files can be uploaded for each year or a single file with a Year Ending field indicating the year to which it pertains. To the extent possible, all fields listed below should be included in the extract.

[HRIS Extract Template.xlsx](#)

Prior to uploading your HRIS data, refer to the sample data linked below for specific fields, descriptions, and rationale. Those can be printed by pressing Control + P from the window that pops up.

[Sample Data](#)

How many years are you uploading data for?

☐ 2 years (2022 & 2021)

☐ 5 years (2018-2022)

Do you need to upload your departures in a separate file?

☐ Yes

☐ No

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Snapshots of the HRIS Extract Template

	A	B	C	D	E	F	G	H	I	J
1	Instructions									
2	- Fill in each field based on your HRIS extract; alternatively, you may rename the headers in your HRIS extract with those listed below and submit that file in the survey									
3	- Refer to the 'Fields' tab for the definitions for each field									
4										
5										
6	Notes									
7	- If data for a particular field does not exist, leave the field blank									
8	- If masking records for Vice Presidents and above, change the Job_Title to "Senior Leader"									
9	- A separate file should be submitted for each calendar year-end to reflect the roster at that point in time									
10	- If not using the Job Mapping Template or providing the job mapping directly in the survey, please complete the optional orange fields to map employees to the CEWD.									
11										
12	EID	EMP_STATUS	FULL_PART_TIME	STATE	JOB_TITLE	JOB_CLASS	UNION	SOC_CODE	STRATEGIC_BUSINESS_UNIT	BUSINESS_UNIT
13										
14										
15										
16										

	A	B	C	D
	Column Name	Data Field	Description	Rationale
	EID	Employee ID	Unique ID for each record	Unique identifier allows us to ask clarifying questions while specifying particular records (Not a SSN), and ensure no duplicates
	EMP_STATUS	Employment Status	Indicator of whether employee is active or in a non-active status	Allows us to filter out non-active employees
	FULL_PART_TIME	Full Time or Part Time	Employee is full time, part time, or contract	Allows us to filter full time employees only
	STATE	Location - State	The state where the employee works	Will be used to allocate employees to regions
	JOB_TITLE	Job Title	Employee's job title	Will be used to classify employees into the designated key role categories
	JOB_CLASS	Job Class	Employee's job class as exempt, non-exempt, union, management, etc.	Will be used to classify management vs. individual contributors
	UNION	Union	The union an employee belongs to, if applicable	Will be used for analysis of craft labor positions
	SOC_CODE	Standard Occupational Classification Code	Standard occupational classification code applicable to employee's job	Will be used to classify jobs based on the SOC code according to the Definitions Document
0	STRATEGIC_BUSINESS_UNIT	Strategic Business Unit / Operating Unit	Highest level breakout of company operations	Will be used to classify employees into the designated groupings (e.g., Nuclear, Electric T&D, Gas T&D, etc.)
1	BUSINESS_UNIT	Business Unit	Next level breakout of company operations	Will be used to classify employees into the designated groupings (e.g., Nuclear, Electric T&D, Gas T&D, etc.)
2	DEPARTMENT	Department	Department level breakout of company operations	Will be used to classify employees into the designated groupings and key role categories
3	ORG_UNIT	Organization Unit / Group / Team	Organization level breakout of company operations	Will be used to classify employees into the designated groupings and key role categories
4	COMPANY	Company	Company the employee is assigned to	Will be used to classify employees into the designated groupings (e.g., Nuclear, Electric T&D, Gas T&D, etc.) where companies are not reported separately (see FAQ)
5	HIRE_DATE	Hire Date	Date the employee was initially hired	Will be used in calculations around length of service
6	REHIRE_DATE	Rehire Date	Date the employee was last re-hired	Will be used in calculations around length of service
7	SERVICE_LENGTH	Length of Service	Length of time the employee has been with the company	Will be used in calculations around length of service
8	BIRTH_DATE	Date of Birth	Employee's date of birth	Will be used to classify employees into age groups
9	GENDER	Gender	Employee's gender	Will be used to classify employees into gender groups

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Snapshots of the Detailed List of Fields

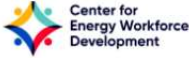
Column Name	Data Field	Description	Rationale
EID	Employee ID	Unique ID for each record	Unique identifier allows us to ask clarifying questions while specifying particular records (Not a SSN), and ensure no duplicates
EMP_STATUS	Employment Status	Indicator of whether employee is active or in a non-active status	Allows us to filter out non-active employees
FULL_PART_TIME	Full Time or Part Time	Employee is full time, part time, or contract	Allows us to filter full time employees only
STATE	Location - State	The state where the employee works	Will be used to allocate employees to regions
JOB_TITLE	Job Title	Employee's job title	Will be used to classify employees into the designated key role categories
JOB_CLASS	Job Class	Employee's job class as exempt, non-exempt, union, management, etc.	Will be used to classify management vs. individual contributors
SOC_CODE	Standard Occupational Classification Code	Standard occupational classification code applicable to employee's job	Will be used to classify jobs based on the SOC code according to the Definitions Document
STRATEGIC_BUSINESS_UNIT	Strategic Business Unit / Operating Unit	Highest level breakout of company operations	Will be used to classify employees into the designated groupings (e.g., Nuclear, Electric T&D, Gas T&D, etc.)
BUSINESS_UNIT	Business Unit	Next level breakout of company operations	Will be used to classify employees into the designated groupings (e.g., Nuclear, Electric T&D, Gas T&D, etc.)
DEPARTMENT	Department	Department level breakout of company operations	Will be used to classify employees into the designated groupings and key role categories
ORG_UNIT	Organization Unit / Group / Team	Organization level breakout of company operations	Will be used to classify employees into the designated groupings and key role categories
COMPANY	Company	Company the employee is assigned to	Will be used to classify employees into the designated groupings (e.g., Nuclear, Electric T&D, Gas T&D, etc.) where companies are not reported separately (see FAQ)
HIRE_DATE	Hire Date	Date the employee was initially hired	Will be used in calculations around length of service
REHIRE_DATE	Rehire Date	Date the employee was last re-hired	Will be used in calculations around length of service
SERVICE_LENGTH	Length of Service	Length of time the employee has been with the company	Will be used in calculations around length of service
BIRTH_DATE	Date of Birth	Employee's date of birth	Will be used to classify employees into age groups
GENDER	Gender	Employee's gender	Will be used to classify employees into gender groups
ORIENTATION	Sexual Orientation	Employee's sexual orientation	Will be used to classify employees into groups by sexual orientation
ETHNICITY	Ethnicity	Employee's ethnicity	Will be used to classify employees into groups by ethnicity
RACE	Race	Employee's race	Will be used to classify employees into groups by ethnicity
VETERAN	Veteran	Employee's veteran status (Yes / No)	Will be used to classify employees into veteran / non-veteran groups

**Note: If participants prefer not to provide the EID, any unique identifier may be used instead (e.g., 1, 2, 3, etc.).*

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- The last page of the survey provides fields to upload data based on your responses to the questions on the previous page. If you selected two years of data, there will be two fields provided for two files to be uploaded. If you selected five years of data, five fields will be provided. And, if you indicated that departures need to be provided in a separate file, there will be a separate field for that file to be provided. The picture below displays all possible fields, but you should only be prompted for those you need to provide.

Once the corresponding files have been successfully uploaded, click “Next” to complete and submit all of your responses to the survey. **Please note that navigating beyond this page will prevent further edits from being made.**



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HRIS Data as of December 31, 2018 (Including 2018 Departures)

Drop files or click here to upload

HRIS Data as of December 31, 2019 (Including 2019 Departures)

Drop files or click here to upload

HRIS Data as of December 31, 2020 (Including 2020 Departures)

Drop files or click here to upload

HRIS Data as of December 31, 2021 (Including 2021 Departures)

Drop files or click here to upload

HRIS Data as of December 31, 2022 (Including 2022 Departures)

Drop files or click here to upload