



Job Profile Matrix

Line of Business: Customer Care / Customer Engagement/Customer Impact
Job Family: Customer Impact

Effective Date of Job Profile: 08/01/13
Last Updated: 08/01/13, 07/01/2014

Job Family Summary	<p>Manage and guide a team of subject matter experts and business process experts that work to improve the customer experience, particularly as it relates to large company initiatives and core service delivery. Manage business customer and community relationship service strategy and execution. Focused on service work related to a very specific set of high impact, highly visible customer impacting projects.</p> <ul style="list-style-type: none"> • Leadership, Coaching, Safety & Communication: Provide active support, coaching, and development of employees. Define and set organization objectives / goals / expectations, and communicate to applicable partnering departments. Provide fluid adjustments to team structure, expectations, and objectives, as needed / required by the customer and business. Drive a culture of safe work practices. Act on unsafe conditions and ensure others are acting safely. Drive focus on employee engagement. • Budget Management: Manage to and monitor budget expenditures monthly for assigned area of responsibility. Manage work and staffing levels appropriately. May be responsible for setting guidance to other partnering organization on sub-budgets within assigned area of responsibility. • Customer Strategy: Guide and ensure participation and influence in the development/review of company business process changes and initiatives that are expected to have a major customer impact, including the development of comprehensive customer education, customer outreach, and customer communications strategies. • Customer Recovery: Manage team to effectively participate in and support the response to escalated customer concerns, related to areas of expertise, in a timely and thorough manner, in accordance with customer needs. Communicate progress and noteworthy challenges to senior leadership, as applicable. • Subject Matter Expertise: Ensure team provides appropriate and timely technical/complex customer service support for the organization and other internal business partners on subject matter of expertise/assignment as needed. Monitor performance, course correct as needed, and communicate current trends/events/activities cross functionally. • Person to Person Service Enhancement: Ensure customer service needs of the immediate organization and other customer-facing groups are assessed proactively to influence, develop, or drive the development of new resources and tools for enhanced customer service. • Service Solutions Leadership: Guide team to provide support to the organization and ensure team has advanced knowledge of various service offerings, typically specializing in specific operational areas or local/regional business needs. Lead and coordinate unique and innovative service solutions for complex, technical service requirements using a network of internal and external resources. Regularly interface with partnering organizations to communicate and drive awareness of the customer experience, as it relates to service operations, and the goal of service excellence. • Person to Person Education: Provide guidance to team on appropriate participation/leadership in developing and hosting education centers, workshops, webinars, presentations and other vehicles for educating customers proactively regarding the area of expertise. 		
Job Title	Supervisor, Customer Impact	Manager, Customer Impact	Director, Customer Impact
Position Title	Supervisor, Customer Impact	Manager, Customer Impact	Director, Customer Impact
PGE Job Level	Supervisor	Manager	Director
SAP Job Code	50307608	50307518	50366407
Job Responsibilities	<ul style="list-style-type: none"> • Takes personal responsibility to maintain a safe environment by monitoring trends, identifying corrective actions, incorporating safe practices in work procedures, and encouraging others to act safely. • Develops and implements short term, tactical, operational plans for a team. Evaluates operation, recommends and implements improvements. • Ensures daily activity is carried out in accordance with established procedures & guidelines. • Reviews and analyzes operational reports and metrics that 	<ul style="list-style-type: none"> • Drives focus on safety for the team leveraging communications, training, trends, corrective actions, and work procedures. • Translates the Company, Customer Engagement and Operational Partner Organization's strategy and goals into short to medium to long-term strategic plan and vision for the direction and discipline of team(s) being managed. • Communicates Business Plans and strategies to all stakeholders. • Oversee operations and staffing plans to ensure work is properly aligned with resources. • Acts as customer interface for partner departments and promotes 	<ul style="list-style-type: none"> • Responsible for leading and championing a zero incident safety environment. • Leads various service related process improvement projects and deliverables in support of PG&E's goals and objectives. • Measures and evaluates Customer Impact's performance metrics across each Line of Business. • Evaluates trends, and identify major risks and potential problems. • Assesses activities and implementation of Customer Impact policies and goals and reports progress to Line of Business SVPs/VPs and other management on routine basis.



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	<p>provide status on team and individual metrics and goals.</p> <ul style="list-style-type: none"> Evaluates and corrects limited operational issues that arise; frames systemic or larger impact issues and presents solution based findings to Manager and leadership staff. Interfaces with key operational staff of other teams to build inter-organizational understanding and to achieve larger, collective goals. Meets frequently with key internal stakeholders and client operational staff, and develops decision-ready solutions to business issues and problems. Influences desired direction and outcomes. Participates on cross functional project and process/service improvement teams to develop increased operational effectiveness. Identify, and work cross functionally to resolve external, program implementation coordination and overlap issues; communicate to all parties. Coaches and directs team members through regular feedback, recognition, training, and engagement. Actively supports employee engagement to increase employee performance and satisfaction. Consults with HR to effectively address and resolve employee questions and issues. Interview, hire, and successfully onboard new team members. 	<p>innovation in solutions for the benefit of customers and other stakeholders.</p> <ul style="list-style-type: none"> Drives customer-centric decision making. Identifies, addresses and escalates issues requiring senior leadership review and action. Develops forecast and monitors expenditures to ensure compliance with operational budget. Communicates forecast and budget performance to operational partners to ensure awareness and agreement. Review variances and take corrective action as needed. Communicate with leadership regarding recommendations for significant mid-course adjustments. Interfaces with mid-level leadership of other teams to build inter-organizational understanding and to achieve larger, collective goals. Meets frequently with leadership of key stakeholders and operational staff to evaluate and approve solutions to business issues and problems. Responsible for leading performance assessment, coaching, feedback, recognition, and training within the team. Lead and support employee engagement leveraging results, feedback, planning, and activities to increase employee performance and satisfaction. Develop and implement robust succession planning. 	<ul style="list-style-type: none"> Partners with Line of Business senior management to define and communicate roles and responsibilities. Identifies critical skills sets and positions necessary to achieve Customer Impact objectives for each team. Ensures functional excellence across all staff. Manages Line of Business budget to execute programs within agreed limits. Maintain efficiency and productivity to provide timely logistics and planning services to internal clients. Participate in appropriate professional and trade organization/training programs to monitor industry best practices, trends and emerging technologies and programs. Establish and maintain effective partnerships with LOBs aimed at identifying and understanding the needs of the business and obtain their feedback on the quality and costs of such services. Review and evaluate current business practices and identify areas of opportunity for improvement, including standardization, driving efficiency across the entire Logistics process, focusing on spend reduction and service optimization. Identification of organizational, operational, market and business process drivers based on ongoing monitoring of trends, conditions and other key performance indicators. Develop and execute short and long-term plans within the resource requirements and budget to meet department goals and objectives including cost savings, customer service, employee engagement, supplier diversity, green procurement and safety. Develop and implement policies, procedures, guidelines, and standards to promote cost-effective performance of all planning, management, and operating activities. Sponsor employee engagement to increase employee performance and satisfaction. Develop and implement robust succession planning.
Supervisory Responsibility	Recruit/select, communicate expectations, foster employee engagement, coach, develop, mentor, recognize and reward employees in order to drive performance and results. Manages Professional employees	Recruit/select, communicate expectations, foster employee engagement, coach, develop, mentor, recognize and reward employees in order to drive performance and results. Manages Supervisor and Professional employees	Recruit/select, communicate expectations, foster employee engagement, coach, develop, mentor, recognize and reward employees in order to drive performance and results. Manages Manager, Professional & Support employees
Education Minimum	Bachelor's Degree or equivalent experience	Bachelor's Degree or equivalent experience	BS or BA degree in a business discipline, sciences, engineering, business, related discipline, or equivalent experience.
Desired	Advanced degree	Advanced degree	MBA or MS in business discipline, sciences, engineering, related discipline, or equivalent experience.
License/	Driver's License	Driver's License	Driver's License



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Certification Minimum			
Desired			<ul style="list-style-type: none"> • Project/program management training • Executive business management training
Experience Minimum	5 years of relevant experience Prior related experience in a customer facing organization	8 years of relevant experience Prior related experience in a customer facing organization	10 years of relevant experience
Desired	Prior supervisory experience	Prior supervisory/managerial experience	3 years of supervisory/managerial experience
Knowledge, Skills, Abilities Desired	<p>Safety: Ability to create, promote and manage a safe work environment</p> <p>Budget/Expenses: Ability to develop and manage dept. budgets, expenses, variances</p> <p>Communication: Ability to communicate and support company and organization policies, procedures, goals, objectives, vision and values</p> <p>Operations Management: Ability to manage day-to-day operations, identify and implement operational changes and improvements in support of the business</p> <p>Relationship Management: Ability to develop working relationships with customers and business partners where operations, service, support or other inter-dependencies exist</p> <p>Continuous Improvement: Ability to encourage employees to identify work process and system improvements, champion and overcome resistance to and facilitate change.</p> <p>Leadership Presence: Ability to convey credibility, confidence and sense of authority. Conveys messages simply, concisely and at right pace and tone for audience. Remains calm, controlled and productive when confronted by opposition or work stress.</p> <p>Functional Expertise: Ability to foster a learning environment and to develop employees to ensure backfills and successors. Has an understanding of PG&E's business to maximize results, limit risks and effectively lead group.</p> <p>Technical Knowledge & Expertise:</p> <ul style="list-style-type: none"> • Ability to effectively multi-task and work in a fast paced environment with extensive high impact initiatives/recovery efforts • Knowledge of core utility service delivery • Knowledge of regulatory process 	<p>Safety: Ability to create, promote and manage a safe work environment</p> <p>Budget/Expenses: Ability to develop and manage dept budgets, expenses, variances</p> <p>Communication: Ability to communicate and support company and organization policies, procedures, goals, objectives, vision and values</p> <p>Strategy: Has knowledge and skills to develop and implement short and medium-term strategy in support of company and organizational objectives</p> <p>Work Planning: Has knowledge and skills to develop and implement work plans in support of dept. goals</p> <p>Operations Management: Has knowledge and skills to develop operating policies and procedures; ability to monitor operations, identify and implement metrics, operational changes and improvements in support of the business;</p> <p>Relationship Management: Ability to develop working relationships with customers & business partners ensuring that work plans and operations are coordinated, aligned and support department and company goals and objectives; ability to persuade higher levels of leaders and leadership peers to change positions or approach based on situational need.</p> <p>Continuous Improvement: Ability to encourage employees to identify work process and system improvements, incorporate benchmarking and best practices, champion and overcome resistance to and facilitate change.</p> <p>Leadership Presence: Ability to convey credibility, confidence and sense of authority. Conveys messages simply, concisely and at right pace and tone for audience. Remains calm, controlled and productive when confronted by opposition or work stress.</p> <p>Functional Expertise: Ability to foster a learning environment and to develop employees to ensure backfills and successors. Has an understanding of PG&E's business to maximize results, limit risks and effectively lead group.</p> <p>Technical Knowledge & Expertise: Strong executive messaging skills</p>	<p>Safety: Ability to create, promote and manage a safe work environment</p> <p>Budget/Expenses: Has knowledge and skills to develop and manage dept. budgets, expenses, variances. Serves as key budget resource and guide to others.</p> <p>Communication: Has skills to support and communicate company and organization policies, procedures, goals, objectives, vision and values</p> <p>Strategy: Has knowledge and skills to develop and implement short, medium and long-term strategy in support of company and organizational objectives</p> <p>Work Planning: Has knowledge and skills to ensure that managers in the organization have established work plans that support dept. goals and objectives</p> <p>Operations Management: Has knowledge and skills to conduct operations review and planning and provide direction for changes and enhancements to ensure that operations support company and department strategy, goals and objectives</p> <p>Relationship Management: Has skills to develop working relationships with customers & business partners ensuring that work plans and operations are coordinated, aligned and support department and company goals and objectives; ability to persuade higher levels of leaders and leadership peers to change positions or approach based on situational need.</p> <p>Continuous Improvement: Ability to proactively recognize, plan and act on the need for innovation and improvement, helps groups and organizations to overcome resistance to change and uses benchmarking and best practices knowledge to set expectations and targets. Has change management knowledge, skills and abilities.</p> <p>Leadership Presence: Ability to exhibit comfort in interacting with senior executives. Ability to convey credibility, confidence and sense of authority. Conveys messages simply, concisely and at right pace and tone for audience. Remains calm, controlled and productive when confronted by opposition or work stress.</p>



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			<p>Functional Expertise: Ability to foster a learning environment and to develop employees to ensure backfills and successors. Has an understanding of PG&E's business to maximize results, limit risks and effectively lead group.</p> <p>Technical Knowledge & Expertise:</p> <ul style="list-style-type: none"> • Knowledge of Root Cause Analysis • Knowledge of process improvement discipline • Ability to work effectively in a team oriented environment • Knowledge of personal computer programs including Microsoft Word, Excel, Powerpoint and Outlook • Working knowledge of Utility construction practices and operations • Excellent and highly professional communication skills. Knowledge of California and Federal regulatory programs • Familiar with SAP • Strong strategic thinker, able to make linkages between projects and lines of business. • Working knowledge of gas and electric utility operations and facilities <p>Familiarity with regulatory compliance concepts.</p>
Other Minimum	<ul style="list-style-type: none"> • May Travel 40% of the time • Overnight travel may be required • Work before and after normal work hours may be required • Conference or workshop attendance to represent the company's leadership role externally may be required. 	<ul style="list-style-type: none"> • May Travel 40% of the time • Overnight travel may be required • Work before and after normal work hours may be required • Conference or workshop attendance to represent the company's leadership role externally is required. 	<ul style="list-style-type: none"> • May Travel 40% of the time • Overnight travel may be required • Work before and after normal work hours may be required • Conference or workshop attendance to represent the company's leadership role externally is required.
Desired	<p>Interactions With Others: Typical internal interactions are with supervisors and managers.</p>	<p>Interactions With Others: Typical internal interactions are with supervisors, managers and directors. May interact with senior directors and officers.</p>	<p>Interactions With Others: Typical interactions are with managers, directors, and officers.</p>