



Communications Leadership, Corporate Affairs - Job Profile Matrix

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| Line of Business: Corporate Affairs Job Family: Communications Leadership Reports to (Job Title): Vice President, Corporate Relations and Chief Communications Officer | Effective Date of Job Profile: 12/01/2013 Last Updated: 12/01/2013 Updated By: Corporate Relations Leadership |
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| Job Family Summary | Responsible for the management, leadership, and direction of various PG&E communications programs including internal, external, executive, media, and/or online communications. Directs and manages the performance of communications strategies and initiatives with the goal of sustaining and advancing the company's reputable products and services with various internal and external stakeholders including but not limited to PG&E executives, employees, customers, clients, the media, and general public. Builds and sustains company-wide consensus and provides strategic counseling and communications expertise to all management and leadership levels within the company. Ensures and reviews that all communications programs, strategies, and support are aligned with the company's mission, vision, business strategy, brand, goals, and objectives. This job family is responsible for providing leadership for those involved in communications. As a manager of people, selects, develops, and evaluates staff to ensure the efficient operation of each department. | | | |
| Job Title | Manager, Communications | Senior Manager, Communications | Director, Communications | Senior Director, Communications |
| Position Title | Manager, Communications Manager, Media Communications Manager, Internal Communications Manager, Gas Communications Manager, Executive Communications | Senior Manager, Communications Senior Manager, Media Communications Senior Manager, Internal Communications Senior Manager, Gas Communications Senior Manager, Executive Communications | Director, Communications | Senior Director, Communications |
| PGE Job Level | Manager | Senior Manager | Director | Senior Director |
| SAP Job Code | 50010662 | 51581932 | 51581933 | 51581934 |
| Job Responsibilities | <ul style="list-style-type: none"> • Manages and approves strategic communication plans and provides recommendations on how to best address and align unified company communications to various internal and external key issues. • Manages communication integration plans focused on increasing employee engagement through the strategic communication of PG&E business strategy, priorities, mission, and vision. • Oversees all PG&E offices, locations, and facility communication strategies to ensure that signage is consistent with marketing and message. • Manages all business process improvements and projects through identification, analysis and documentation of activities and risks. • Oversees messaging development and relationship building through PG&E-wide and ensures messaging alignment with LOB goals and objectives. • Counsels and provides various PG&E's leadership levels, LOB, and external leaders with resources, tools, and techniques to remain current regarding challenges | <ul style="list-style-type: none"> • Develops the strategic goals, objectives, development, and execution of communication programs, initiatives, and strategies for PG&E. • Managers and develops communications strategies for PG&E's C-level, senior leadership and ensures the alignment of communication plans and messaging with company goals and objectives. • Ensures all communications are integrated and aligned with all PG&E departments, LOB, and external functions. • Provides strategic expertise, counsel, and resolution regarding communications programs, plans, and strategies to various management and leadership levels at PG&E, LOB, and external clients. • Manages and leads knowledge, skill, and competency exchange across functional and system boundaries to ensure seamless business process integration. | <ul style="list-style-type: none"> • Directs the strategic mission and vision of company-wide communications strategies that support, align, and advance corporate strategies, priorities, and employee engagement. • Provides executive communication counsel and support to CEO, COO and other C-Suite leadership. • Directs communication programs, strategies, processes, and tools to communicate PG&E business plans, goals, and objectives. • Acts as a lead, liaison, and spokesperson in representing the communications function within crisis and emergency response situations. • Influences PG&E's senior management and C-Suite executives and provides input to strategic planning and decision making. • Provides unbiased and impartial expertise, advice, and counsel within consistent | <ul style="list-style-type: none"> • Responsible for the strategic advancement and sustainment of all PG&E-wide communications and ensures growth and positive outcomes with corporate strategy, goals, objectives, and corporate brand. • Directs all strategic communications policies and programs for PG&E to the external media, customers, clients, federal, state, and local governments and/or agencies, and any other stakeholders. • Directs and leads credibility and sustains relationships across PG&E to earn and demonstrate trust and reputation with all levels within PG&E's management and leadership. • Provides strategic counsel, leadership, and direction regarding decision making, policy implementation, and communication programs to all levels of PG&E's management. • Acts as a PG&E spokesperson facilitating |



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| | <ul style="list-style-type: none"> and opportunities affecting the company and their employees. Manages and approves communications metrics to forecast, evaluate, and realign performance, goals, and objectives. Manages and leads the support for emergency communications. May manage and review the communications, content, usage, and user-friendliness for PG&E's external website including providing communication expertise and counseling for various offices, facilities, and locations. | <ul style="list-style-type: none"> Participates in representing the communications function within crisis and emergency response situations and serves on the PG&E's formal emergency response team. Administers and reports the department budget. | <ul style="list-style-type: none"> messaging to various competing interests. Directs the communications planning, efforts, and performance that impact the recruitment, retention, regulatory, and operational efforts. Manages, develops, and forecasts the department budget. | <ul style="list-style-type: none"> press conferences and events. Directs communications within crisis and emergency response programs and provides leadership within the emergency response team. Direct the allocation, responsibility, and accountability of the department budget. |
| Supervisory Responsibility | <ul style="list-style-type: none"> Manages, leads, coaches, mentors, and develops a departmental staff | <ul style="list-style-type: none"> Manages, leads, coaches, mentors, and develops a departmental staff | <ul style="list-style-type: none"> Directs, leads, coaches, mentors, and develops a departmental staff | <ul style="list-style-type: none"> Directs, leads, coaches, mentors, and develops a departmental staff |
| Education Minimum | <ul style="list-style-type: none"> Bachelor's (BA/BS) degree or equivalent experience | <ul style="list-style-type: none"> Bachelor's (BA/BS) degree or equivalent experience | <ul style="list-style-type: none"> Bachelor's (BA/BS) degree or equivalent experience | <ul style="list-style-type: none"> Bachelor's (BA/BS) degree or equivalent experience |
| Desired | <ul style="list-style-type: none"> Bachelor's degree (BA/BS) in Communications, Journalism, English, Advertising, Marketing, Public Relations, or related discipline Master's degree desired | <ul style="list-style-type: none"> Bachelor's degree (BA/BS) in Communications, Journalism, English, Advertising, Marketing, Public Relations, or related discipline Master's degree desired | <ul style="list-style-type: none"> Bachelor's degree (BA/BS) in Communications, Journalism, English, Advertising, Marketing, Public Relations, or related discipline Master's degree desired | <ul style="list-style-type: none"> Bachelor's degree (BA/BS) in Communications, Journalism, English, Advertising, Marketing, Public Relations, or related discipline Master's degree desired |
| License/Certification Minimum | <ul style="list-style-type: none"> Valid driver's license with a clean driving record | <ul style="list-style-type: none"> Valid driver's license with a clean driving record | <ul style="list-style-type: none"> Valid driver's license with a clean driving record | <ul style="list-style-type: none"> Valid driver's license with a clean driving record |
| Desired | <ul style="list-style-type: none"> Accredited Business Communicator (ABC) credential Accredited in Public Relations (APR) credential Professional Certified Marketer (PCM) credential | <ul style="list-style-type: none"> Accredited Business Communicator (ABC) credential Accredited in Public Relations (APR) credential Professional Certified Marketer (PCM) credential | <ul style="list-style-type: none"> Accredited Business Communicator (ABC) credential Accredited in Public Relations (APR) credential Professional Certified Marketer (PCM) credential | <ul style="list-style-type: none"> Accredited Business Communicator (ABC) credential Accredited in Public Relations (APR) credential Professional Certified Marketer (PCM) credential |
| Experience Minimum | <ul style="list-style-type: none"> Eight (8) years of corporate communications or related experience | <ul style="list-style-type: none"> Eight (8) years of corporate communications or related experience | <ul style="list-style-type: none"> Ten (10) years of corporate communications or related experience | <ul style="list-style-type: none"> Ten (10) years of corporate communications or related experience |
| Desired | <ul style="list-style-type: none"> One (1) year of management experience desired with an ability to manage staff and programs Utility industry experience desired | <ul style="list-style-type: none"> Three (3) years of management experience desired with an ability to manage staff and programs Experience leading and mentoring communications or marketing personnel and delegating to team members desired Utility industry experience desired | <ul style="list-style-type: none"> Five (5) years of management experience desired with an ability to manage staff and programs Experience leading and mentoring communications or marketing personnel and delegating to team members desired Utility industry experience desired | <ul style="list-style-type: none"> Seven (7) years of management experience desired with an ability to manage staff and programs Employment experience in public relations, Capitol Hill, and/or as a legislative reporter, corporate communications, or agency desired |



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| | | | | <ul style="list-style-type: none"> • Experience leading and mentoring communications or marketing personnel and delegating to team members desired • Utility industry experience desired |
| Knowledge, Skills, Abilities Desired | <ul style="list-style-type: none"> • Knowledge, understanding, and experience with organizational and business acumen • Knowledge and understanding of crisis communication management • Knowledge and experience with managing multiple projects simultaneously, providing resolutions to complex issues, and oversight of projects from conception to review • Ability to collaborate with and counsel senior management and/or corporate executives to support strategic planning and decision making • Ability to understand and interpret complex and controversial issues to internal/external audiences and lead effective campaigns • Consumer savvy skills to identify and satisfy their needs and expectations. • Consensus-building, collaboration, and negotiation skills • Analytical, strategic thinking, and logical reasoning skills • Fluency in oral and/or written communications of one or more (1+) demographic and/or non-verbal languages, not including English | <ul style="list-style-type: none"> • Knowledge, understanding, and experience with crisis communication management • Ability to counsel and provide communications expertise to all management and leadership levels internally/externally to support strategic planning and decision making • Ability to resolve complex and controversial issues and manage effective campaigns • Ability to understand and decipher multiple demographic and non-verbal languages • Consumer savvy skills to identify and achieve their needs, expectations, goals, and objectives. • Strategic communications planning and implementation management skills • Consensus-building, collaboration, and negotiation skills • Analytical, strategic thinking, and logical reasoning skills • Fluency in oral and/or written communications of one or more (1+) demographic and/or non-verbal languages, not including English | <ul style="list-style-type: none"> • Knowledge, understanding, and experience with strategic counseling and providing communications training to all management and leadership levels internally and externally • Knowledge, understanding, and resolution with crisis communication management • Knowledge, understanding, and communication of various demographic and non-verbal languages • Ability to influence and persuade win-win scenarios to various discussions and issues • Departmental mission and vision planning skills to align with corporate strategy • Transformation management and process reengineering skills | <ul style="list-style-type: none"> • Knowledge, understanding, and experience with strategic leveraging, communications lobbying, and advocacy with all management and leadership levels • Knowledge, understanding, and experience of communications to various demographic and non-verbal languages • Ability to influence and acquire unanimous consensus building from various issues • Management and leadership skills as a strategic communications chief to all departmental personnel • Transformation management, reorganization, and departmental reengineering skills |
| Supplemental / Other Minimum | <ul style="list-style-type: none"> • Occasional travel to company facilities and offices, field locations, and/or sites. | <ul style="list-style-type: none"> • Occasional travel to company facilities and offices, field locations, and/or sites. | <ul style="list-style-type: none"> • Occasional travel to company facilities and offices, field locations, and/or sites. | <ul style="list-style-type: none"> • Occasional travel to company facilities and offices, field locations, and/or sites. |
| Desired | None | | | |



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Optional

| Technical Competencies | Technical Competency Descriptions | Proficiency Level* | | | |
|------------------------------------|---|--------------------|----------------|----------|-----------------|
| | | Manager | Senior Manager | Director | Senior Director |
| Communication Strategy Development | Defines communication strategies in alignment with the defined stakeholder analysis required for each Release /Initiative. | Advanced | Advanced | Master | Master |
| Communication Management | Manages communication activities to ensure all communication pieces clearly and accurately describe information in common, understandable terms and are consistent with company guidelines, policies, and procedures. | Advanced | Advanced | Master | Master |
| Relationship Building | Develops and maintains work relationships, contacts, and networks; demonstrates skill in achieving cooperation from others in order to achieve a goal. | Advanced | Advanced | Master | Master |
| Advocacy and Persuasion | Effectively influences others to achieve understanding, acceptance, and commitment to act in support of ideas, programs or causes. | Advanced | Advanced | Master | Master |
| Public Advocacy | Represents PG&E in public when required on issues of high complexity and significant financial or policy impact, communicating PG&E's positions clearly and effectively. | Advanced | Advanced | Master | Master |
| Organizational Savvy | Grasps the workings of the total organization as a formal and informal system; aligns and maneuvers organizational resources and internal politics skillfully to solve problems or accomplish goals | Advanced | Advanced | Master | Master |
| People Management | Understands how to motivate, develop, and direct people as they work. Understands how to identify the best people for the job. | Proficient | Proficient | Advanced | Advanced |
| Emergency Response | Proactively prepares for emergency situations; supports company efforts during emergency situations; communicates deficiencies in emergency response / preparedness; and resolves issues quickly and efficiently using the correct resources. | Proficient | Proficient | Advanced | Advanced |

***Proficiency Levels**

Novice: Demonstrates general understanding of knowledge, principles, and/or applications of the area; is able to complete routine assigned tasks with minimal guidance or supervision.

Proficient: Demonstrates solid understanding of knowledge, principles, and/or applications of the area; is able to complete moderately complex projects, with minimal guidance and supervision.

Advanced: Demonstrates advanced understanding of knowledge, principles, and/or applications of the area; is able to understand complex ideas and make recommendations in this area. May guide efforts of others on the team.

Master: Demonstrates mastery of knowledge, principles, and/or applications of the area; is able to lead and direct others in this area.