



Energy Solutions & Service Leadership - Job Profile Matrix

Line of Business: Customer Care / Customer Engagement/ES&S Job Family: Energy Solutions and Services Leadership	Effective Date of Job Profile: 08/01/13 Last Updated: 07/31/2013
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Job Family Summary	Manage business customer and community relationship strategy and execution within assigned geographic location or customer segment. Manages and leads a team that has assigned or unassigned Commercial, Industrial, and Agricultural (CIA) customers, state and local government customers, trade professionals, and business groups and associations.			
Job Title	Supervisor, Energy Solutions & Service	Manager, Energy Solutions & Service	Senior Manager, Energy Solutions & Service	Director, Energy Solutions & Service
Position Title	Supervisor, Energy Solutions & Service	Manager, Energy Solutions & Service	Senior Manager, Energy Solutions & Service	Director, Energy Solutions & Service
PGE Job Level	Supervisor	Manager	Senior Manager	Director
SAP Job Code	51548139	51548137	51553337	51548134
Annual Revenue Managed	Less than \$800 Million		More than \$800 Million	
Job Responsibilities				
Safety Leadership	Monitors trends, hazards, incidents and near misses, and directs staff to take corrective actions Takes personal responsibility to maintain a safe work environment by providing assistance and encouraging others to act safely. Integrates safety into work processes and measure results.	Continuously drive safety performance using training, tools, initiatives and other resources provided to improve safety. Use available communication tools and resources to inform and engage employees about the importance of safety at PG&E and employee accountability regarding safety. Embrace and model the PG&E Safety Pledge and ensure compliance with all company work procedures and safe work practices. Identify and mitigate unsafe work conditions.	Continuously drive safety performance using training, tools, initiatives and other resources provided to improve safety. Use available communication tools and resources to inform and engage employees about the importance of safety at PG&E and employee accountability regarding safety. Embrace and model the PG&E Safety Pledge and ensure compliance with all company work procedures and safe work practices. Identify and mitigate unsafe work conditions.	Responsible for leading and championing a zero incident safety environment.
Budget Management	Monitors expenditures to ensure compliance with operational budget.	Manages budgets, expenses and resources to ensure that services are provided at the lowest possible cost consistent with client expectations and safety considerations.	Manages budgets, expenses and resources to ensure that services are provided at the lowest possible cost consistent with client expectations and safety considerations.	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.
Operations Management	Resolves day-to-day operational issues such as program issues, employee issues, Client-Satisfaction issues, and coordinating employee schedules. Ensures that department is operated in compliance with all applicable regulations. Consistently meets deadlines and delegates effectively when necessary. Assists manager on projects as assigned	Translate Company and Customer Energy Solutions strategy and goals into actions and initiatives considering the unique needs of the customers and communities within assigned geography or segment Monitors customer satisfaction, service and sales performance and takes actions to maximize and improve results vs. goals Manages activities to ensure parties meet state and federal regulations as well as company policies on	Translate Company and Customer Energy Solutions strategy and goals into actions and initiatives considering the unique needs of the customers and communities within assigned geography or segment Monitors customer satisfaction, service and sales performance and takes actions to maximize and improve results vs. goals Manages activities to ensure parties meet state and federal regulations as well as company policies on	Measures and evaluates ES&S performance metrics across each Line of Business. Evaluates trends, and identify major risks and potential problems. Assesses activities and implementation of ES&S policies and goals and reports progress to Line of Business SVPs/VPs and other management on routine basis. Partners with Line of Business senior management to define and communicate ES&S roles and responsibilities.



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	<p>Evaluates operation and recommends departmental improvements. Fulfill emergency response role as the Customer Care Advocate.</p>	<p>compliance Acts as the PG&E single point of contact for senior business leaders and local stakeholders Communicates Business Plans and strategies to all stakeholders. Recognizes and reinforces PG&E Corporate and line of business objectives Identifies, addresses and elevates issues requiring senior review and action Drives best practice sharing across the Division Fulfill emergency response role as the Customer Care Advocate.</p>	<p>compliance Acts as the PG&E single point of contact for senior business leaders and local stakeholders Communicates Business Plans and strategies to all stakeholders. Recognizes and reinforces PG&E Corporate and line of business objectives Identifies, addresses and elevates issues requiring senior review and action Drives best practice sharing across the Division Fulfill emergency response role as the Customer Care Advocate</p>	<p>Identifies critical skills sets and positions necessary to achieve ES&S objectives of each Line of Business. Ensures functional excellence across all Line of Business staff. 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. Identification of organizational, operational, market and business process drivers based on ongoing monitoring of trends, conditions and other key performance indicators. Leads various process improvement projects and deliverables in support of PG&E's goals and objectives. 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. 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. Fulfill emergency response role as the Customer Care Advocate</p>
<p>Customer Satisfaction</p>	<p>Provides leadership and coaching to Division-level ES&S employees to deliver superior customer service Supports and leads proactive outreach and education on customer impacting initiatives</p>	<p>Acts as key Customer interface for all departments in the organization. Maintains a high degree of compliance awareness among Customer Care departments. Communicates regularly with PG&E senior management and key stakeholders. Is relentless on delivering a superior external customer experience aligned with brand Ensures proactive outreach and education on customer impacting initiatives Drives customer-centric decision making through participation and leadership in the DLT</p>	<p>Acts as key Customer interface for all departments in the organization. Maintains a high degree of compliance awareness among Customer Care departments. Communicates regularly with PG&E senior management and key stakeholders. Is relentless on delivering a superior external customer experience aligned with brand Ensures proactive outreach and education on customer impacting initiatives Drives customer-centric decision making through participation and leadership in the DLT</p>	<p>Drives customer-centric strategy and decision making through participation and leadership in the RLT Exercises significant influence on the development and review of company initiatives that are expected to have impact on customer experience</p>



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		Builds integrated team and fosters teamwork at all levels especially between assigned area, across the department and with LOB units to ensure Customer Satisfaction is number one priority. Links across other functions and coordinates cross-unit staffing where necessary for project execution.	Builds integrated team and fosters teamwork at all levels especially between assigned area, across the department and with LOB units to ensure Customer Satisfaction is a number one priority. Links across other functions and coordinates cross-unit staffing where necessary for project execution.	
Local Presence Leadership	Supports and provides leadership for engaging local community and implementing local presence plan	Plays a leadership role with businesses, economic development & business organizations, and customers Demonstrates community commitment by participating in local community and service organizations Convenes and leads Division Leadership Team (DLT) team meetings on a regular basis to drive improvements in key PG&E local metrics	Plays a leadership role with businesses, economic development & business organizations, and customers Demonstrates community commitment by participating in local community and service organizations Convenes and leads Division Leadership Team (DLT) team meetings on a regular basis to drive improvements in key PG&E local metrics Develop and coordinate implementation of an overlapping local presence plan for multiple Divisions as needed	Participate in Region Leadership Team (RLT) meetings on a regular basis to drive improvements in key PG&E local metrics Develop and coordinate implementation of an overlapping local presence plan for multiple Regions as needed Work with local area leadership to identify and coordinate partnership opportunities to support of local presence initiatives
Supervision, Leadership & Employee Engagement	Recruit/select, communicate expectations, foster employee engagement, coach, develop, mentor, recognize and reward employees in order to drive performance and results. Manages Professional and Support employees Trains mentors, develops and rewards subordinates. Employee engagement: Manages employees to ensure maximum performance to meet departmental goals. Consistently recognizes good performance and identifies and corrects unacceptable performance as necessary. Consults with Human Resources and Labor Relations Departments to resolve employee issues.	Recruit/select, communicate expectations, foster employee engagement, coach, develop, mentor, recognize and reward employees in order to drive performance and results. Manages Supervisor, Professional and Support employees Lead and support employee engagement efforts to increase employee performance and satisfaction. Develop and implement robust succession planning	Recruit/select, communicate expectations, foster employee engagement, coach, develop, mentor, recognize and reward employees in order to drive performance and results. Manages Supervisor, Professional and Support employees Lead and support employee engagement efforts to increase employee performance and satisfaction. Develop and implement robust succession planning	Recruit/select, communicate expectations, foster employee engagement, coach, develop, mentor, recognize and reward employees in order to drive performance and results. Manages Sr. Manager, Manager, Professional and Support employees Lead and support employee engagement efforts to increase employee performance and satisfaction. Develop and implement robust succession planning
Education Minimum	BS or BA degree in an business discipline, sciences, engineering, business, related discipline, or equivalent experience	BS or BA degree in an business discipline, sciences, engineering, business, related discipline, or equivalent experience.	BS or BA degree in an business discipline, sciences, engineering, business, related discipline, or equivalent experience.	BS or BA degree in an business discipline, sciences, engineering, business, related discipline, or equivalent experience.
Desired	Bachelor's degree in Business, Engineering, Construction Management, or related discipline	MBA or MS in business discipline, sciences, engineering, related discipline, or equivalent	MBA or MS in business discipline, sciences, engineering, related discipline, or equivalent	MBA or MS in business discipline, sciences, engineering, related discipline, or equivalent experience.



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	or equivalent experience.	experience.	experience.	
License/ Certification Minimum	Drivers License	Drivers License	Drivers License	Drivers License
Desired	<ul style="list-style-type: none"> Project/program management training Registered professional auditor training 	<ul style="list-style-type: none"> Project/program management training Registered professional auditor training 	<ul style="list-style-type: none"> Project/program management training Registered professional auditor training 	<ul style="list-style-type: none"> Project/program management training Executive business management training
Experience Minimum	5 years of relevant experience	8 years of relevant experience	8 years of relevant experience Previous leadership experience with customer base generating \$800M or more in revenue	10 years of relevant experience
Desired	Prior supervisory experience	Prior supervisory/managerial experience	2 years of 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</p>	<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</p>	<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 that affect multiple teams or a large work unit representing multiple disciplines</p> <p>Work Planning: Has knowledge and skills to develop and implement work plans in support of dept. goals that affect multiple teams or a large work unit representing multiple disciplines</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 business strategies, goals and objectives</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</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</p>



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	<p>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. 	<p>facilitate change. 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"> • Convening and leading a cross-functional teams to drive local collaboration of internal teams to solve internal and customer issues • Problem solving skills • 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 • Familiarity with regulatory compliance concepts. 	<p>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:</p> <ul style="list-style-type: none"> • Convening and leading a cross-functional teams to drive local collaboration of internal teams to solve internal and customer issues • Problem solving skills • 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 • Familiarity with regulatory compliance concepts. 	<p>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> <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 • Familiarity with regulatory compliance concepts.
<p>Other Minimum</p>	<ul style="list-style-type: none"> • May Travel 40% of the time • Overnight travel may be required 	<ul style="list-style-type: none"> • May Travel 40% of the time • Overnight travel may be required 	<ul style="list-style-type: none"> • May Travel 40% of the time • Overnight travel may be required 	<ul style="list-style-type: none"> • May Travel 40% of the time • Overnight travel may be required



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	<ul style="list-style-type: none"> • 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"> • 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"> • 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"> • 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	Interactions With Others: Typical internal interactions are with supervisors and managers	Interactions With Others: Typical internal interactions are with supervisors, managers and directors. May interact with senior directors and officers.	Interactions With Others: Typical internal interactions are with managers, directors and senior directors. May interact with officers.	Interactions With Others: Typical interactions are with managers, directors, and officers.