



## Business Process Analysis - Job Profile

<b>Line of Business:</b> Cross-Functional <b>Job Family:</b> Business Process Analysis <b>Reports to:</b> Manager/ Supervisor	<b>Effective Date of Job Profile:</b> 11/2011 <b>Last Updated:</b> 4/13; 6/3/2013, 6/17/13
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<b>Job Family Summary</b>	Business Process Analysts evaluate the effectiveness of, and recommend improvements to, business process, practice and procedures. Business process related activities are focused on measuring and improving quality, cost effectiveness, efficiency, customer satisfaction and other desired business outcomes and strategic business decisions.				
	Responsibilities typically include many or all of the following: <ul style="list-style-type: none"> <li>• <b>Effectiveness and Root Cause Analysis:</b> Evaluates and measures success of various business processes, practices and procedures and identifies opportunities for improvements. Compiles and analyzes data, documents work process and procedures, conducts internal and/or external surveys and interviews in order to identify and quantify issues and recommend solutions.</li> <li>• <b>Metrics and Reporting:</b> Develops and tracks business process related metrics. Develops and maintains standard, custom and ad-hoc reports.</li> <li>• <b>Quality Assurance:</b> Develops and updates quality standards, monitors quality, identifies issues and recommends improvements.</li> <li>• <b>Business Process Improvement:</b> Business process improvement activities in support of the business, including process mapping and re-design.</li> <li>• <b>Training Content Development and Delivery:</b> May develop and/or deliver end-to-end process training in a one-on-one or group setting.</li> <li>• <b>Project Management:</b> May lead projects, determine scope, budget, timeframes, form teams, assign tasks, manage resources and issues.</li> </ul>				
<b>Job Title</b>	<b>Business Process Analyst, Associate</b>	<b>Business Process Analyst</b>	<b>Business Process Analyst, Senior</b>	<b>Business Process Analyst, Expert</b>	<b>Business Process Analyst, Principal</b>
<b>Position Title</b>	<b>Business Process Analyst, Associate</b>	<b>Business Process Analyst</b>	<b>Business Process Analyst, Senior</b>	<b>Business Process Analyst, Expert</b>	<b>Business Process Analyst, Principal</b>
<b>PGE Job Level</b>	Associate	Career	Senior	Expert	Principal
<b>SAP Job Code</b>	50419168	50307510	50307512	50307511	50372656
<b>Job Responsibilities</b>	<ul style="list-style-type: none"> <li>• Performs standard root cause analysis and works with existing process reports and data.</li> <li>• Pulls data to populate standard reports. Presents data and findings to senior peers or internal clients.</li> <li>• Tracks existing metrics.</li> <li>• Learning to apply basic knowledge and develop professional skill set.</li> <li>• Assists other Process Analysts business clients in analyzing established processes, practices and procedures as directed.</li> <li>• Communicates with peers</li> </ul>	<ul style="list-style-type: none"> <li>• Performs root cause analysis on moderately complex processes selecting from various process report and data options.</li> <li>• Determines data needs, collects data, selects from different analytical techniques to conduct root cause analysis and determine issues.</li> <li>• Understands business process needs and develops new reports, performs custom and ad-hoc reports working independently. Presents findings to various audiences.</li> <li>• Performs research internally and externally and leads other Process Analysts or business clients in analyzing established processes, practices and</li> </ul>	<ul style="list-style-type: none"> <li>• Performs root cause analysis on complex processes that requires customized reports and data.</li> <li>• Develops new or revises existing data analysis to predict business outcomes selecting from various complex variables.</li> <li>• Conducts studies and develops and uses metrics to develop recommendations related to business strategy and operations. Presents findings and proposed recommendations to leaders.</li> <li>• Develops/delivers end-to-end process training materials to better support business needs.</li> <li>• May provide guidance to Business Process Analysts and Business Process Analyst Associates.</li> <li>• May manage small-to-mid-size projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Performs root cause analysis on highly complex processes that have cross functional impact.</li> <li>• Applies advanced knowledge to wide-ranging process issues affecting the business.</li> <li>• Develops innovative process solutions to address complex business issues. Presents findings and proposed recommendations to leaders.</li> <li>• Develop business cases in support of strategy or change initiatives.</li> <li>• Works with and leverages relationships with Directors and Managers across process functions / PG&amp;E.</li> <li>• Develops/delivers end-to-end process training materials to better support</li> </ul>	<ul style="list-style-type: none"> <li>• Performs root cause analysis on the most complex processes that have cross functional impact.</li> <li>• Solves unique and complex process problems, anticipating issues and developing innovative process solutions. Presents findings and proposes recommendations to senior leadership to gain agreement.</li> <li>• Develops highly complex process tracking systems that have wide ranging impact and application across multiple departments.</li> <li>• Works with senior management to support strategic planning and decision making in relation to organizational and cross functional business processes.</li> <li>• May manage major cross-functional</li> </ul>



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	inside and outside of the department providing information or exchanging data.	<p>procedures as directed.</p> <ul style="list-style-type: none"> <li>Develops and delivers end-to-end process training materials.</li> <li>Communicates with peers and management inside and outside of the department exchanging ideas or gathering information.</li> <li>May participate on project teams.</li> </ul>		<p>business needs.</p> <ul style="list-style-type: none"> <li>May manage cross-functional projects or initiatives.</li> </ul>	projects and initiatives.
<b>Supervisory Responsibility</b>				May provide direction and coaching to other Business Process Analysts.	May provide direction and coaching to other Business Process Analysts. May supervise 1 or 2 employees.
<b>Education Minimum</b>	Bachelor of Science in Business, Statistics, Mathematics or related field or equivalent work experience.	Bachelor of Science in Business, Statistics, Mathematics or related field or equivalent work experience.	Bachelor of Science in Business, Statistics, Mathematics or related field or equivalent work experience.	Bachelor of Science in Business, Statistics, Mathematics or related field or equivalent work experience.	Bachelor of Science in Business, Statistics, Mathematics or related field or equivalent work experience.
<b>Desired</b>			MBA or equivalent graduate degree.	MBA or equivalent graduate degree.	MBA or equivalent graduate degree.
<b>License/Certification Minimum</b>					<ul style="list-style-type: none"> <li>LSS Green Belt</li> </ul>
<b>Desired</b>		LSS Green Belt	LSS Green Belt	<ul style="list-style-type: none"> <li>LSS Green Belt</li> <li>LSS Black Belt</li> </ul>	LSS Black Belt
<b>Experience Minimum</b>		2 years of related or equivalent experience.	4 years of related or equivalent experience.	6 years of related or equivalent experience.	8 years of related or equivalent experience.
<b>Desired</b>	Prior business process related work experience.				
<b>Knowledge, Skills, and Abilities (Desired)</b>	<ul style="list-style-type: none"> <li>Qualitative and quantitative analytical skills.</li> <li>Basic end-to-end process (work flow) knowledge.</li> <li>Basic knowledge of fundamental process root cause analysis.</li> <li>Ability to learn new concepts quickly.</li> <li>Organizational and prioritization skills.</li> <li>Oral and written communication skills.</li> <li>Adaptable to changing business conditions and ambiguity</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of different qualitative and quantitative analytical methods, approaches and tactics.</li> <li>Complete understanding of end-to-end process (work flow) knowledge</li> <li>Full understanding of root cause analysis and process improvement concepts.</li> <li>Organizational, prioritization and multi-tasking skills.</li> <li>Adaptable to changing business conditions and ambiguity.</li> <li>Presentation skills.</li> <li>Proficiency in Microsoft Office, Project, Visio or similar software.</li> </ul>	<ul style="list-style-type: none"> <li>Broad knowledge of different qualitative and quantitative analytical methods, approaches and tactics.</li> <li>Advanced understanding of root cause analysis and process improvement concepts, methods and techniques. Creative problem solving skills to develop process solutions.</li> <li>Strong analytical and writing skills to justify process changes.</li> <li>Strong presentation and communication skills to deliver findings and recommendations to various levels of management.</li> <li>Knowledge and understanding of key</li> </ul>	<ul style="list-style-type: none"> <li>Extensive knowledge of different qualitative and quantitative analytical methods, approaches and tactics.</li> <li>Broad expertise in business process, root cause process improvement and data analysis concepts, methods and techniques.</li> <li>Creative problem solving skills to develop process solutions.</li> <li>Strong analytical and writing skills to create compelling business cases based on complex business environments and inputs.</li> <li>Influence skills to effectively gain buy in from leaders inside and outside of</li> </ul>	<ul style="list-style-type: none"> <li>Depth and breadth of expertise in multiple qualitative and quantitative analytical methods, approaches and tactics.</li> <li>Possesses unique subject matter expertise in root cause analysis and process improvement concepts, methods and techniques.</li> <li>Creative and strategic problem solving skills to develop new, innovative process solutions.</li> <li>Strong analytical and writing skills to create compelling business cases based on complex business environments and inputs.</li> <li>Influence, negotiation &amp; persuasion skills</li> </ul>



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Supplemental Information	<ul style="list-style-type: none"> <li>Presentation skills to convey findings to varied audiences.</li> <li>Proficiency in Microsoft Office, Project, Visio or similar software.</li> </ul>	<ul style="list-style-type: none"> <li>process drivers affecting business results.</li> <li>Strong project management knowledge and skills to lead project teams.</li> <li>Excellent organizational, prioritization and multi-tasking skills.</li> <li>Adaptable to changing business conditions and ambiguity.</li> <li>Proficiency in Microsoft Office, Project, Visio or similar software.</li> </ul>	<ul style="list-style-type: none"> <li>the department.</li> <li>Knowledge and understanding of key process drivers affecting business results.</li> <li>Project management skills to lead large and complex projects working with cross-functional teams.</li> <li>Organizational, prioritization and multi-tasking skills.</li> <li>Adaptable to changing business conditions and ambiguity.</li> <li>Advanced skills in Microsoft Office, Project, Visio or similar software.</li> </ul>	<ul style="list-style-type: none"> <li>to gain agreement on recommended process improvements.</li> <li>Advanced project management skills &amp; knowledge to lead the largest most complex projects across the line of business supported.</li> <li>Excellent organizational, prioritization and multi-tasking skills.</li> <li>Deep knowledge and expertise of business and or industry drivers.</li> <li>Adaptable to changing business conditions and ambiguity.</li> <li>Advanced skills in Microsoft Office, Project, Visio or similar software.</li> </ul>
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Technical Competencies	Technical Competency Descriptions	Proficiency Level*				
		Associate	Career	Senior	Expert	Principal
<b>Information Analysis</b>	<i>Breaks down information into components, identifies underlying principles or facts, and recognizes interrelationships; shows insight into the root-causes of problems or issues.</i>	Proficient	Advanced	Advanced	Master	Master
<b>Market Research</b>	<i>Gathers, evaluates, and analyzes external customer, industry, business information, and secondary research to identify solutions to business process needs.</i>	Novice	Proficient	Advanced	Master	Master
<b>Metrics and KPI Tracking</b>	<i>Tracks Metrics and Key Performance Indicators to provide information on process operational efficiency to others</i>	Proficient	Advanced	Advanced	Master	Master
<b>Consulting Skills</b>	<i>Uses expertise to counsel or guide individuals with regard to process problems to be resolved on legal, financial, scientific, technical, or other professional principles.</i>		Novice	Proficient	Advanced	Master
<b>Project Management Skills</b>	<i>Effectively structures and controls work on a project; integrates all aspects, ensures that work progresses on schedule and that work meets specification or required standard.</i>		Novice	Proficient	Advanced	Advanced
<b>Operational Monitoring &amp; Analysis</b>	<i>Efficiently and accurately performs monitoring and analysis functions for ongoing projects and work efforts; reviews current work practices for operational efficiencies and deficiencies and provides feedback, follow-up, and recommendations for improvement to appropriate parties.</i>		Novice	Proficient	Advanced	Advanced
<b>Advocacy and Persuasion</b>	<i>Effectively influences others to achieve understanding, acceptance, and commitment to act in support of ideas, programs or causes.</i>		Novice	Proficient	Advanced	Master
<b>Presentation Skills</b>	<i>Demonstrates skill in delivering clear, understandable oral presentations to groups; effectively organizes and tailors presentation to meet the needs of the audience.</i>		Novice	Proficient	Advanced	Master