



## Energy Efficiency Strategy Leadership- Job Profile Matrix

**Line of Business: Customer Care / Customer Energy Services/Energy Efficiency Strategy**  
**Job Family: Energy Efficiency Strategy**

**Effective Date of Job Profile: 08/01/2013**  
**Last Updated: 7/1/2013**

<b>Job Family Summary</b>	Develop regulatory, policy and program strategy for energy efficiency based on a solid understanding of the market, best practices, leading practitioners, trends and key California and national stakeholders. Help shape energy efficiency portfolio strategy and the role that PG&E will play in the energy efficiency market. Develop regulatory pleadings and provide expert testimony in regulatory proceedings in support of Company initiatives.			
<b>Job Title</b>	<b>Manager, Energy Efficiency Strategy</b>	<b>Sr. Manager, Energy Efficiency Strategy</b>	<b>Director, Energy Efficiency Strategy</b>	<b>Senior Director, Energy Efficiency Strategy</b>
<b>Position Title</b>	Manager, Energy Efficiency Strategy	Sr. Manager, Energy Efficiency Strategy	Director, Energy Efficiency Strategy	Senior Director, Energy Efficiency Strategy
<b>PGE Job Level</b>	Manager	Senior Manager	Director	Senior Director
<b>SAP Job Code</b>	51548227	51548226	51548636	50485651
<b>Job Responsibilities</b>	Develop and manage policy strategies and regulatory positions. Collaborate with and influence key stakeholders, and shaping the market. Provide leadership and support in development of business planning and strategy for future energy efficiency program design. Ensure compliance with all regulatory requirements.	Develop and implement strategies for influencing stakeholders and policy, and shaping the market. Manage relationships with key stakeholders. Provide leadership and support in development of business planning and strategy for future energy efficiency program design.	Participate in industry discussion in California and nationally on energy efficiency program design, development, execution, and evaluation.  Represent PG&E in key policy, regulatory, and industry leadership forums and demonstrate our leadership position in EE program administration. Established relationships with key external stakeholders (i.e. industry and regulatory).  Lead development and implementation of regulatory strategy and filings for energy efficiency, including representing EE in cross-organizational contexts.  Work with & leverage relationships with Managers, Directors, Senior Directors, and Officers across functions / PG&E.	Lead industry discussion in California and nationally on energy efficiency program design, development, execution, and evaluation. Represent PG&E in key policy, regulatory, and industry leadership forums and demonstrate our leadership position in EE program administration. Established relationships with key external stakeholders (i.e. industry and regulatory). Share expertise on energy efficiency market structures in various states and regions. Advocate for the Utility's central role in administering these programs for our customers. Lead development and implementation of regulatory strategy and filings for energy efficiency and evaluation, measurement and verification (EM&V). Works with & leverages relationships with Managers, Directors, Senior Directors, and Officers across functions / PG&E.
<b>Supervisory Responsibility</b>	Recruit/select, communicate expectations, foster employee engagement, coach, develop, mentor, recognize and reward employees in order to drive performance and results. Manages supervisory, professional and support employees as well as contractors.	Recruit/select, communicate expectations, foster employee engagement, coach, develop, mentor, recognize and reward employees in order to drive performance and results. Manages supervisory, professional and support employees as well as contractors.	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, and individual contributor employees	Recruit/select, communicate expectations, foster employee engagement, coach, develop, mentor, recognize and reward employees in order to drive performance and results. Manages Director, Sr. Manager, Manager employees
<b>Education Minimum</b>	Bachelor's degree in Business, Engineering	Bachelor's degree or equivalent	Bachelor's degree or equivalent	Bachelor's degree or equivalent
<b>Desired</b>	Advanced degree in related field, MBA	Advanced degree in related field, MBA	Advanced degree in related field, MBA	Advanced degree in related field, MBA
<b>License/</b>				



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<b>Certification Minimum</b>				
<b>Desired</b>				
<b>Experience Minimum</b>	5 years of relevant experience	8 years of relevant experience	10 years of relevant experience	10 years of relevant experience
<b>Desired</b>	Prior supervisory/managerial experience	2 years of supervisory/managerial experience	7 years of supervisory/managerial experience	8 years of progressive management experience. Experience leading a large and complex organization. Experience in a regulatory environment.
<b>Knowledge, Skills, Abilities Desired</b>	<p><b>Safety:</b> Ability to create, promote and manage a safe work environment</p> <p><b>Budget/Expenses:</b> Ability to develop and manage dept budgets, expenses, variances</p> <p><b>Communication:</b> Ability to communicate and support company and organization policies, procedures, goals, objectives, vision and values</p> <p><b>Strategy:</b> Has knowledge and skills to develop and implement short and medium-term strategy in support of company and organizational objectives</p> <p><b>Work Planning:</b> Has knowledge and skills to develop and implement work plans in support of dept. goals</p> <p><b>Operations Management:</b> 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><b>Relationship Management:</b> Ability to develop working relationships with customers &amp; 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><b>Continuous Improvement:</b> Ability to encourage employees to identify work process and system improvements, incorporate benchmarking and best practices, champion and overcome resistance to and facilitate change. <b>Leadership Presence:</b> Ability to convey credibility, confidence</p>	<p><b>Safety:</b> Ability to create, promote and manage a safe work environment</p> <p><b>Budget/Expenses:</b> Ability to develop and manage dept. budgets, expenses, variances</p> <p><b>Communication:</b> Ability to communicate and support company and organization policies, procedures, goals, objectives, vision and values</p> <p><b>Strategy:</b> Has knowledge and skills to develop and implement short and medium-term strategy in support of company and organizational objectives</p> <p><b>Work Planning:</b> 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><b>Operations Management:</b> 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><b>Relationship Management:</b> Ability to develop working relationships with customers &amp; 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><b>Continuous Improvement:</b> 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><b>Leadership Presence:</b> Ability to convey credibility</p>	<p><b>Safety:</b> Ability to create, promote and manage a safe work environment</p> <p><b>Budget/Expenses:</b> Has knowledge and skills to develop and manage dept. budgets, expenses, variances. Serves as key budget resource and guide to others.</p> <p><b>Communication:</b> Has skills to support and communicate company and organization policies, procedures, goals, objectives, vision and values</p> <p><b>Strategy:</b> Has knowledge and skills to develop and implement short, medium and long-term strategy in support of company and organizational objectives</p> <p><b>Work Planning:</b> Has knowledge and skills to ensure that managers in the organization have established work plans that support dept. goals and objectives</p> <p><b>Operations Management:</b> 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><b>Relationship Management:</b> Has skills to develop working relationships with customers &amp; 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><b>Continuous Improvement:</b> 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</p>	<p><b>Safety:</b> Ability to create, promote and manage a safe work environment</p> <p><b>Budget/Expenses:</b> Has knowledge and skills to develop and manage dept. budgets, expenses, variances. Serves as key budget resource and guide to others.</p> <p><b>Communication:</b> Has skills to support and communicate company and organization policies, procedures, goals, objectives, vision and values</p> <p><b>Strategy:</b> Has knowledge and skills to develop and implement short, medium and long-term strategy in support of company and organizational objectives</p> <p><b>Work Planning:</b> Ability to provide oversight for and implement significant corporate programs, policies and initiatives.</p> <p><b>Operations Management:</b> Has knowledge and skills to implement and provide oversight of operations plans in support of company and LOB strategy.</p> <p><b>Relationship Management:</b> Has skills to develop working relationships with customers &amp; 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><b>Continuous Improvement:</b> 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>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><b>Functional Expertise:</b> Ability to foster a learning environment and to develop employees to ensure backfills and successors. Has an understanding of PG&amp;E's business to maximize results, limit risks and effectively lead group.</p> <p><b>Technical Knowledge &amp; Expertise:</b> Ability to lead and influence strategic planning and decision making working with senior management at PG&amp;E Ownership of large combined budget. Advanced project management and change management skills Executive communication. Ability to lead multi/cross-functional teams in a matrix environment. Inter-organizational management of complex, strategic projects. Ability to create compelling business cases. Able to present research findings and make recommendations to stakeholders. Must be adaptable to changing environments and ability to learn new concepts quickly. Effective organizational skills. Excellent verbal and written communication, initiative and solid judgment abilities/skills. Proficient public speaking and presentation abilities. Able to effectively manage multiple projects with demanding time constraints. Proficiency with Excel, PowerPoint, and MS Project skills</p>	<p>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><b>Functional Expertise:</b> Ability to foster a learning environment and to develop employees to ensure backfills and successors. Has an understanding of PG&amp;E's business to maximize results, limit risks and effectively lead group.</p> <p><b>Technical Knowledge &amp; Expertise:</b> Understanding of regulatory and political process</p>	<p>benchmarking and best practices knowledge to set expectations and targets. Has change management knowledge, skills and abilities.</p> <p><b>Leadership Presence:</b> 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><b>Functional Expertise:</b> Ability to foster a learning environment and to develop employees to ensure backfills and successors. Has an understanding of PG&amp;E's business to maximize results, limit risks and effectively lead group.</p> <p><b>Technical Knowledge &amp; Expertise:</b> Extensive knowledge of regulations, regulatory agencies, legislative bodies and the regulatory and legislative environment. Ability to establish and communicate to stakeholders the strategy, vision, mission, and guiding principles. An excellent communicator, able to work well across a complex organization. Able to articulate progress and issues well to internal and external stakeholders. An organized, detail-oriented executive who can dive into detail for a deep understanding around issues and also articulate impact for high level strategy.</p>	<p>knowledge, skills and abilities.</p> <p><b>Leadership Presence:</b> 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><b>Functional Expertise:</b> Ability to foster a learning environment and to develop employees to ensure backfills and successors. Has an understanding of PG&amp;E's business to maximize results, limit risks and effectively lead group.</p> <p><b>Technical Knowledge &amp; Expertise:</b> Extensive knowledge of regulations, regulatory agencies, legislative bodies and the regulatory and legislative environment. Ability to establish and communicate to stakeholders the strategy, vision, mission, and guiding principles. An excellent communicator, able to work well across a complex organization. Able to articulate progress and issues well to internal and external stakeholders. An organized, detail-oriented executive who can dive into detail for a deep understanding around issues and also articulate impact for high level strategy.</p>
<b>Other Minimum</b>				
<b>Desired</b>	Regulatory experience preferred	Understanding of energy efficiency programs	<b>Interactions With Others:</b> Typical interactions are with managers, directors, and officers as well as	<b>Interactions With Others:</b> Typical interactions are with managers, directors, and officers.



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	<b>Interactions With Others:</b> Typical internal interactions are with supervisors, managers and directors. May interact with senior directors and officers.	<b>Interactions With Others:</b> Typical internal interactions are with managers, directors and senior directors. May interact with officers.	external stakeholders.	
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