

# Product Management Job Profile

<b>Job Family:</b> Product Management <b>Department:</b> Cross Functional <b>Function:</b> Customer Care <b>Reports to (title):</b> Managers, Senior Managers, Directors	<b>Last Updated:</b> April 2011
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<b>Job Summary</b>	Aligns customer need, market potential, technology readiness, and regulatory policy to develop and execute business plans that deliver demand-side products to PG&E’s customers. Responsible for product strategy, content, and evaluation. This includes collecting insights into customer need, testing concepts and developing prototypes, defining features and benefits of products, building the solution, articulating a distinct value proposition, testing with customers, managing a continuous improvement cycle to improve efficacy and cost-effectiveness, and versioning or exiting offerings in the product portfolio. The product management role is part of a matrix organization with the product manager as a subject-matter and content expert for the product.
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| <b>Major Responsibilities</b> | <ul style="list-style-type: none"> <li>• Manage existing behavior change products, development of new products, and sunset of products at the end of their lifecycle.</li> <li>• Identify and evaluate existing and emerging energy-related technologies and/or products.</li> <li>• Work with manufacturers and service providers of energy products to influence the development of new offerings.</li> <li>• Articulate product goals and mission to key stakeholder teams to assure development of a product that meets market needs.</li> <li>• Identify product improvement needs based on customer research, marketing and sales feedback, measurement and evaluation reports, and internal ideation and gap analysis.</li> <li>• Manage all key company stakeholders and oversee development milestones with transparency; appropriately involve necessary stakeholders for sign-off processes involved for each milestone.</li> <li>• Review all product deliverables to assure the offering is complete, meets specific needs, and includes optimal materials both in the box and on-line to assure customer satisfaction.</li> <li>• Assess competitive offerings and substitutes through market surveillance and identify the unique, sustainable value of PG&amp;E’s offering.</li> <li>• Develop business cases to identify principal technical and commercial levers that drive adoption decisions.</li> <li>• Develop Request for Proposals (RFPs) and IT estimates for work related to product improvements.</li> <li>• Test product or service offerings in the market (or in simulation).</li> <li>• Develop policies and procedures for the product.</li> <li>• Develop product briefs detailing incentive levels, technology information and verification, service offering and the high-level go-to-market strategy.</li> <li>• Ensure product attribution by developing strategies to evolve calculators and other methods for defining product achievements in the marketplace.</li> <li>• Support marketing and sales as the subject matter expert, providing content and technology information to our delivery channels.</li> <li>• Support regulatory activities by writing testimony, responding to data requests, meeting with regulators and other IOUs, and providing content for regulatory filings.</li> </ul> |
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<b>Job Title</b>	Product Manager, Associate	Product Manager	Product Manager, Senior	Product Manager, Expert	Product Manager, Principal
<b>Position Title</b>	Product Manager, Associate	Product Manager	Product Manager, Senior	Product Manager, Expert	Product Manager, Principal
<b>PGE Job Level</b>	Associate	Career	Senior	Expert	Principal
<b>SAP Job Code</b>	50312908	50011086	50011087	50307628	50245529
<b>FLSA Status</b>	Exempt	Exempt	Exempt	Exempt	Exempt

<b>Distinguishing Characteristics</b>	<ul style="list-style-type: none"> <li>• Basic knowledge of product management function, concepts, processes and tools.</li> <li>• Learning to apply basic knowledge and develop professional skill set.</li> <li>• Assists other Product Managers using established processes, practices and procedures as directed.</li> <li>• Communicates with peers inside and outside of the department, providing</li> </ul>	<ul style="list-style-type: none"> <li>• Full understanding of fundamental product management function, concepts, processes and tools.</li> <li>• Selects appropriate approach or tactic to resolve problems and obtain solutions.</li> <li>• Manages a basic product or service offering.</li> <li>• Communicates with peers inside and outside of the department</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced knowledge of the product management function.</li> <li>• Develops new approaches, processes and tools by modifying existing solutions.</li> <li>• Manages a complex product or service offering that may combine elements of emerging and core products, or with complexities associated with vendor, regulatory, or customer factors.</li> <li>• Manages to KPIs.</li> </ul>	<ul style="list-style-type: none"> <li>• Broad expertise in product management and applies advanced knowledge to wide-ranging issues.</li> <li>• Develops innovative solutions to complex product issues.</li> <li>• May manage cross-functional projects or initiatives.</li> <li>• Manages a highly complex product or a group of complex products.</li> <li>• Responsible for development and execution</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses unique product management and subject matter (domain) expertise; a thought leader.</li> <li>• Established relationships with key industry contacts.</li> <li>• Solves unique and complex problems, anticipating issues and developing innovative solutions.</li> <li>• Works with senior management to support strategic planning and</li> </ul>
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**Note:** The above job profile is meant to describe the general nature and level of work being performed; it is not intended to be an exhaustive list of all responsibilities, duties, and skills required for the position.



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	information or exchanging data.	exchanging ideas or gathering information.	<ul style="list-style-type: none"> <li>Contributes in development of product roadmaps.</li> <li>Presents findings and recommendations to function management.</li> </ul>	<ul style="list-style-type: none"> <li>Works with &amp; leverages relationships with Directors and Managers across functions / PG&amp;E.</li> </ul>	<ul style="list-style-type: none"> <li>decision making, i.e. market transformation strategies for product portfolio; portfolio management; roadmap methodology, etc.</li> <li>May manage major cross-functional projects and initiatives.</li> </ul>
<b>Supervisory Responsibility</b>	None	None	None	While not directly supervising, may provide direction and coaching to other Product Managers	While not directly supervising, provides direction and coaching to other Product Managers
<b>Education</b>	<ul style="list-style-type: none"> <li>Bachelor of Arts or Bachelor of Science in Business, Economics, Marketing, Psychology, or related.</li> </ul>	<ul style="list-style-type: none"> <li>Bachelor of Arts or Bachelor of Science in Business, Economics, Marketing, Psychology, or related.</li> </ul>	<ul style="list-style-type: none"> <li>Bachelor of Arts or Bachelor of Science in Business, Economics, Marketing, Psychology, or related.</li> <li>MBA or equivalent graduate degree desired.</li> </ul>	<ul style="list-style-type: none"> <li>Bachelor of Arts or Bachelor of Science in Business, Economics, Marketing, Psychology, or related.</li> <li>MBA or equivalent graduate degree highly desired.</li> </ul>	<ul style="list-style-type: none"> <li>Bachelor of Arts or Bachelor of Science in Business, Economics, Marketing, Psychology, or related.</li> <li>MBA or equivalent graduate degree highly desired.</li> </ul>
<b>License/Certification</b>	None	None	None	None	None
<b>Experience</b>	Prior related experience preferred	3+ years of related experience or equivalent	6+ years of related experience or equivalent	8+ years of related experience or equivalent	10+ years of related experience or equivalent
<b>Knowledge, Skills, and Abilities</b>	<ul style="list-style-type: none"> <li>Proficient qualitative and quantitative analytical skills.</li> <li>Must be adaptable to changing environments and ability to learn new concepts quickly.</li> <li>Effective organizational skills.</li> <li>Excellent verbal and written communication, initiative and solid judgment abilities/skills.</li> <li>Proficient public speaking and presentation abilities.</li> <li>Able to effectively manage multiple projects with demanding time constraints.</li> <li>Proficiency with Excel, Powerpoint, and MS Project skills.</li> </ul>	<p>In addition to those for Associate, Career requires:</p> <ul style="list-style-type: none"> <li>Ability to influence multi/cross-functional teams in a matrix environment.</li> <li>Ability to create compelling business cases.</li> <li>Able to present research findings and make recommendations to stakeholders</li> </ul>	<p>In addition to those for Career, Senior requires:</p> <ul style="list-style-type: none"> <li>Executive communication.</li> <li>Ability to lead multi/cross-functional teams in a matrix environment.</li> <li>Inter-organizational management of complex, strategic projects.</li> <li>Project management and change management skills</li> </ul>	<p>In addition to those for Senior, Expert requires:</p> <ul style="list-style-type: none"> <li>Ownership of large individual or combined budget.</li> <li>Ability to lead and influence large and complex product initiatives that has implication and impact across multiple lines of business, product or service offerings</li> <li>Advanced project management and change management skills</li> </ul>	<p>In addition to those for Senior, Principal requires:</p> <ul style="list-style-type: none"> <li>Ownership of large individual or combined budget.</li> <li>Ability to lead and influence strategic planning and decision making working with senior management at PG&amp;E</li> </ul>



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Technical Competencies	Technical Competency Descriptions	Proficiency Level*				
		Associate	Career	Senior	Expert	Principal
<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	Advanced	Master
<b>Communication Management</b>	<i>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.</i>	Novice	Proficient	Advanced		
<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
<b>Public Advocacy</b>	<i>Represents PG&amp;E in public when required on issues of high complexity and significant financial or policy impact, communicating PG&amp;E's positions clearly and effectively.</i>				Proficient	Advanced
<b>Organizational Savvy</b>	<i>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.</i>		Novice	Proficient	Advanced	Master
<b>Relationship Building</b>	<i>Develops and maintains work relationships, contacts, and networks; demonstrates skill in achieving cooperation from others in order to achieve a goal.</i>	Novice	Proficient	Proficient	Advanced	Master
<b>Business &amp; Financial Acumen</b>	<i>Demonstrates understanding about how businesses work and of trends and practices affecting the Company; Has the ability to design and implement a wide-range of financing structures designed for specific purposes.</i>	Novice	Proficient	Advanced	Advanced	Master
<b>Critical Thinking</b>	<i>Demonstrates skill in using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.</i>	Proficient	Proficient	Advanced	Advanced	Master
<b>Market Research</b>	<i>Gathers, evaluates, and analyzes external customer, industry, business information, and secondary research to identify solutions to business needs.</i>	Proficient	Proficient	Advanced	Advanced	
<b>Economic Forecasting &amp; Analysis</b>	<i>Monitors economic trends and develops forecasts which are instrumental in developing pricing and rate design alternatives.</i>	Novice	Proficient	Advanced	Advanced	Master

### \*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.