

Smart Grid and R&D Program Management Leadership - Job Profile Matrix

Line of Business: Electric Operations / Asset Management Job Family: Smart Grid and R & D Program Management Leadership Reports to: Senior Director, Smart Grid Technology & Integration	Effective Date of Job Profile: 04/12/2013 Last Updated: 10-15-2013
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Job Summary	The Smart Grid and R&D Program Mgmt. leadership oversees programs approved by the California Public Utility Commission (CPUC) for administration by PG&E. The programs involve projects and activities in multiple business lines across the utility, specifically, Electric Operations, Energy Supply, Customer Care, IT and Gas Operations. The leaders create and execute the strategic vision for a RD&D portfolio, managing all of the approved programs throughout the lifecycle. Incumbents lead a Program Management Office consisting of senior managers, managers or principal program managers overseeing multi-year RD&D programs and RD&D project implementation teams across the business lines. Program budgets may exceed \$230 million and over 50+ projects ranging in cost of \$500k to over \$35 million each. The leaders define and oversee the governance for projects within each program.	
Job Title	Sr. Manager, Smart Grid and R&D Program Mgmt.	Director, Smart Grid and R&D Program Mgmt.
Position Title	Sr. Manager, R&D Program Mgmt. Office	Director, Smart Grid and R&D Program Mgmt.
PGE Job Level	Sr. Manager	Director
SAP Job Code	51577138	51517717
Major Responsibilities	<ul style="list-style-type: none"> • Creates and manages three or more special project portfolios (programs) focusing on proof-of-concept of and piloting/demonstration of new technologies having significant, long term impact on the company. Ensures the scope of projects aligns with each Program's intended purpose as defined by regulators and/or PG&E management. Manages the PMO's scope, schedule, and budget. Forecasts estimate-at-completion (EAC) and annual forecasts to ensure PMO is operating within budget. • Establishes and manages, cross functional, matrixed teams, overall program schedule and milestones. Communicates deliverables and deadlines. Manages expectations to meet program objectives and support regulatory objectives. Articulates program goals to project teams, including basis for prioritization. Guides the project teams in developing their project scope and benefits as needed. • Monitors the projects within each portfolio to ensure compliance with program requirements, vendor selection, supplier diversity, and other areas governed by each funding source. Ensures project teams focus on benefits and metrics aligned with program/funding goals. • Develops and maintains program governance used to monitor and manage the projects. Ensures governance aligns with other PG&E processes and governance structures. • Monitors project status to identify risks and issues. Develops and maintains program-level risk management plan. Recommends corrective actions. • Ensures timely/quality production of all key Smart Grid and R&D Program related regulatory filings (e.g., annual reports, advice letters, etc.) • Ensures PMO analysts report effectively on program scope, schedule, and budget. Oversees analysts' assistance in creating regulatory reports, developing executive/steering committee reports, creating program forecasts and identifying 	<ul style="list-style-type: none"> • Develops the high-level strategic vision for the RD&D program portfolio, including business cases; project scope, schedule and budgets; and regulatory filings. • Oversees the development of a long-term portfolio strategy for RD&D focused on Smart Grid, renewable and distributed resource integration, grid modernization and optimization, electric resource planning, electric and gas operations. Oversees identification of potential projects, the research and business case development for each. Proposes and gains approval for projects from regulators and internal executives. • Oversees the RD&D Program Management Office to implement approved projects within the authorized budgets and consistent with regulatory requirements. Accountable for project deliverables including testing, pilots and implementation. • Engages an extensive set of external stakeholders from federal and state government agencies, ratepayer advocates, environmental organizations, academic organizations and the other California Investor Owned Utilities to assure strong stakeholder support for and collaboration of RD&D programs. Partners with other utilities on new technologies and projects, promoted/sponsored by CPUC to share results/findings and ensure no unnecessary duplication. • Creates key metrics for RD&D project portfolio delivery and methodologies for demonstrating customer benefits. • Ensures RD&D portfolio meets regulatory requirements and the results are communicated widely. Presents status and findings to company executives and external industry organizations such as the Department of Ratepayer Advocates. • Oversees long-term plans for the Smart Grid and grid modernization. • Oversees program project funding. Prepares and submits federal grants for additional funding. Manages process to gain approvals. • Directs department operations and performance, including maintaining formal job responsibility

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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	<p>program variances.</p> <ul style="list-style-type: none"> • Develops and maintains a prioritization process, using new and innovative criteria to prioritize potential projects. Leads rigorous process to rank potential projects, negotiating and influencing peers and senior leaders to reach agreement. Determines projects to add to the portfolio. • Defines and manages the process for identifying, evaluating, and approving material changes to scope, schedule or budget identified by project teams. Evaluates potential changes and balances trade-offs. • Reviews business cases of potential new projects or updated business cases for completed projects for thoroughness and alignment with program objectives. Recommends changes in approach to business leads including Directors and Sr. Directors. • Schedules and facilitates regular status meetings to monitor and discuss project status, risks and issues. Attends major milestone meetings such as project kick-offs, lessons learned discussions, and benefits realization discussions to provide PMO support and gather & share useful. • Develops and delivers comprehensive program reporting for internal and external contacts, including schedule, financial status, risks, issues and corrective actions. Utilizes understanding of the regulatory milestones and requirements of each program to prepare testimony to support regulatory filings. • Presents status and recommendations to the reoccurring Sr. Director/VP steering committee . Ensures effective process management (e.g., effective meeting agendas/materials, rigorous following up on action items, etc.) for this as well as senior executive steering committee. • Interfaces with and presents to public forums and external stakeholders such as other California Investor-Owned Utilities (IOUs), the California Energy Commission (CEC), and Lawrence Livermore National Labs (LLNL). Partners with Regulatory Affairs to champion and represent PG&E's position on issues. Influences future funding through discussions with the CEC and the other IOUs. Ensures PG&E projects do not overlap with projects being executed by the other IOUs or the CEC. • Develops and maintains a communication plan for the PMO including periodic and one-time communications. • Coordinates and leads external stakeholder workshops and program communicaitons.. 	<p>documents, individual goals and development plans, and ensuring the team is aligned with the company and organization's vision, goals, values, strategies, and operating plan</p> <ul style="list-style-type: none"> • Promotes a culture of safety, and ensures safety and ethics compliance.
Supervisory Responsibilities	<ul style="list-style-type: none"> • Direct reports may include a team of 2-4 analysts.. • Manages staff to accomplish results through effective recruitment and selection, training and development, performance management, and rewards and recognition. 	<ul style="list-style-type: none"> • Directs a small to medium team of Senior Managers, Managers and Principal Program Managers and Principal Engineers. • Indirectly leads 15-20 RD&D project teams across Electric Operation, Energy Supply, Customer



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	<ul style="list-style-type: none"> Matrix leadership of team of approximately 50 project managers and/or business leads. 	<p>Care, IT and Gas Operations. May lead independent contractors.</p> <ul style="list-style-type: none"> Leads team to accomplish objectives through effective recruitment & selection, training and development, performance management & coaching, and rewards and recognition.
Education Minimum	Bachelor's degree in Business Administration, Economics, Engineering or equivalent field.	Bachelor of Arts or Bachelor of Science in Business, Engineering, Physical Sciences or related field.
Education Desired	Master's degree in Business Administration or equivalent field	MBA or equivalent graduate degree.
License/ Certification Minimum		
Desired	Project Management Professional (PMP) certification.	
Experience Minimum	<ul style="list-style-type: none"> 8 years of relevant experience Steady progression of responsibilities in program/project management, project governance and/or reporting and managing staff. 	10 years of related experience with 5 years of supervisory experience
Experience Desired	<ul style="list-style-type: none"> Cross functional project management experience or exposure. Exerience developing complex business cases. 	
Knowledge, Skills, and Abilities	<ul style="list-style-type: none"> Expert level knowledge of process and project management concepts, methods and practices. Broad understanding of the utility or energy industry drivers, issues and trends including smart grid technologies and trends. Understanding of electric utility regulatory requirements, environment and the regulatory processes, reporting, filings and/or testimony Knowledge of process and project management governance, oversight and internal controls. Financial acumen includeing budgeting and financial analysis skills. Strong leadership skills to manage both direct reports and a diverse matrixed team. Organizational and planning skills. Influence and negotiation skills to reach resolution on issues and proposals. Advanced interpersonal and communication skills to prepare and deliver compelling presentations, proposals and business cases to executive level cnotacts. Strong analytical, problem solving and strategi decision making skills. Strong oral and written communication skills. Strong computer skills in Microsoft Office, SharePoint, Visio, Microsoft Project and Primavera. 	<ul style="list-style-type: none"> Extensive knowledge of research and development or technology programs. Knowledge of utility regulatory agency policies and process. Understanding of federal grant processes. Strong leadership skills Business acumen, financial skills Strategic problem solving skills Excellent communication skills for use in high profile regulatory, legislative and executive settings. Strong understanding of utility operations, planning and engineering. Strong project and budget management experience.



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	<ul style="list-style-type: none">• Understanding of SAP and/or SAP Project Systems.	
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