



## Local Customer Experience Leadership - Job Profile Matrix

**Line of Business:** Customer Care / Customer Service  
**Job Family:** Local Customer Experience Leadership  
**Reports to (Job Title):** Varies

**Effective Date of Job Profile:** October, 2015  
**Last Updated:**

<b>Job Family Summary</b>	Positions in this job family support positions that enable achievement of the Local Customer Experience organization's mission: to enable and support a positive "One PG&E" customer presence that actively contributes to a vibrant local economy. The Local Customer Experience organization accomplishes this through the strategies that drive tightly coordinated gas and electric operations for enhanced customer experiences locally with PG&E; proactive, targeted and transparent multi-channel customer and community education that reinforces the value of PG&E and mitigates potential customer concerns; and active support for local community and economic vitality.		
<b>Job Title</b>	<b>Manager, LCE Planning &amp; Operations</b>	<b>Director, LCE Planning &amp; Operations</b>	<b>Director, LCE Division Teams</b>
<b>Position Title</b>	Manager, Local Customer Experience Planning & Operations	Director, Local Customer Experience Planning & Operations	Director, Local Customer Experience Division Teams
<b>PGE Job Level</b>	Manager	Director	Director
<b>SAP Job Code</b>	51810424	51810425	51810826
<b>Job Responsibilities</b>	<ul style="list-style-type: none"> <li>• Responsible for leading a team to ensure that proactive, consistent, and effective customer and community education needs are identified and outreach is designed and implemented on critical company initiatives and gas and electric field work or company initiatives with significant customer impact.</li> <li>• Ensures outreach is planned in close coordination with Corporate Affairs and Operational partners.</li> <li>• Develops cross-functional relationships, and drives productive engagement to address prioritized and escalated programmatic issues.</li> <li>• Work closely with Division leaders on systematic solutions at the program and initiative level.</li> <li>• Prepares for and engages executive leadership, in support of PG&amp;E programs and operations, opportunities for tighter alignment across the business, and key areas of local customer experience focus.</li> <li>• Ensures information and best practices for operational excellence and community engagement are shared.</li> <li>• Develop playbooks, training, and standards to ensure consistency where required and to reduce risk of non-compliance.</li> <li>• Supports local emergencies and develops long-term recovery plans, processes and programs.</li> <li>• Ensures escalating customer or community inquiries and concerns are managed systematically, tracked</li> </ul>	<ul style="list-style-type: none"> <li>• Leads development and implementation of natural gas and electric field based strategies that support a positive "One PG&amp;E" customer presence at the local and PG&amp;E system level.</li> <li>• Develops programmatic strategic plans to drive system-wide changes to improve the local customer experience, and engages cross-functional collaboration across PG&amp;E's geographically-diverse organization.</li> <li>• Collaborate with critical members of enterprise LOBs to: plan, track and monitor division and system-wide performance, resolve systemic operational challenges, identify opportunities for tighter collaboration, and prepare for/recover from key activities going on at a program level</li> <li>• Leads the cross-functional director team to drive a culture of continuous improvement and risk mitigation (customer experience, safety and compliance) with successful internal process management/adjustment.</li> <li>• Communicates to and engages executive leadership in program successes, opportunities for tighter alignment across the business, and key areas of system-wide customer experience focus.</li> <li>• Develops and maintains key cross-functional relationships to address prioritized and escalated</li> </ul>	<ul style="list-style-type: none"> <li>• Leads region-based Local Customer Experience Division Teams that implement natural gas and electric field based customer outreach and operational strategies that support a positive "One PG&amp;E" customer presence at the local and PG&amp;E system level.</li> <li>• Develops and implements local strategic plans to drive alignment and local changes that improve the local customer experience, and engages cross-functional collaboration across PG&amp;E's geographically-diverse organization. This includes support for local economic development.</li> <li>• Collaborate with critical members of regional cross-functional leaders in LOBs to: monitor division performance, resolve local operational challenges, identify opportunities for tighter collaboration, prepare for/recover from key activities going on in a local area, drive community event participation and support, and support local employee volunteerism.</li> <li>• Leads the local and regional cross-functional team to drive a culture of continuous improvement and risk mitigation (customer experience, safety and compliance) with successful internal process management/adjustment.</li> </ul>



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	<p>across divisions, and assessed in a timely and thorough manner. Drives root cause assessment and resolution and influences process or policy changes to improve the customer experience.</p> <ul style="list-style-type: none"> <li>• Implements controls to mitigate regulatory and business risk</li> <li>• Directly manages field-based outreach specialists, when appropriate, dedicated to high-impact PG&amp;E gas and electric programs or initiatives.</li> </ul>	<p>issues that are beyond the scope of the region division team directors.</p> <ul style="list-style-type: none"> <li>• Ensures information and best practices for operational excellence and community engagement are shared across divisions and partnering teams.</li> <li>• Designs and implements customer outreach for gas and electric field work with significant customer impact.</li> <li>• Plans and mobilizes highly focused teams to address time sensitive needs associated with crisis recovery or high impact programs with designated operational timeframes.</li> <li>• Provides leadership and guidance as a Customer Strategy Officer in the Emergency Operations Center (EOC) within the Incident Command structure (ICS).</li> <li>• Safeguards all regulatory and non-regulatory compliance obligations and mitigate potential business and regulatory risks.</li> </ul>	<ul style="list-style-type: none"> <li>• Communicates to and engages executive leadership in local successes, opportunities for tighter alignment across the business, and key areas of regional customer experience focus.</li> <li>• Develops and maintains key cross-functional relationships to address escalated issues that are beyond the scope of the division team.</li> <li>• Ensures information and best practices for operational excellence and community engagement are shared across divisions.</li> <li>• Implements customer outreach for gas and electric field work with significant customer impact.</li> <li>• Champions charitable contributions and community involvement across the PG&amp;E territory.</li> <li>• Manages and implements local emergency plans to staff and support level 1-5 events</li> <li>• Provides leadership and guidance as the primary Customer Strategy Officer in the Emergency Operations Center (REC) within the Incident Command structure (ICS).</li> <li>• Safeguards all regulatory and non-regulatory compliance obligations and mitigates potential business and regulatory risks.</li> </ul>
<b>Supervisory Responsibility</b>	<ul style="list-style-type: none"> <li>• Direct reports include a minimum of five Expert and/or Principal level program managers, additional senior level outreach specialists, and at least one supervisor.</li> </ul>	<ul style="list-style-type: none"> <li>• Direct reports include a minimum of four Manager-level direct report leaders, plus professional and support staff.</li> <li>• Has direct responsibility for an organization of ~40 and indirect responsibility for an organization of ~100.</li> </ul>	<ul style="list-style-type: none"> <li>• Direct reports include a team of multiple Senior Manager-level leaders and a Director's Assistant.</li> <li>• Has direct responsibility for an organization of ~47.</li> </ul>
<b>Education Minimum</b>	<ul style="list-style-type: none"> <li>• BS or BA degree in an business discipline, sciences, engineering, business, or related discipline: or equivalent experience</li> </ul>	<ul style="list-style-type: none"> <li>• BS or BA degree in an business discipline, sciences, engineering, business, or related discipline: or equivalent experience</li> </ul>	<ul style="list-style-type: none"> <li>• BS or BA degree in an business discipline, sciences, engineering, business, or related discipline: or equivalent experience</li> </ul>
<b>Desired</b>	<ul style="list-style-type: none"> <li>• MBA or MS in business discipline, sciences, engineering, or related discipline; or equivalent experience</li> </ul>	<ul style="list-style-type: none"> <li>• MBA or MS in business discipline, sciences, engineering, or related discipline; or equivalent experience</li> </ul>	<ul style="list-style-type: none"> <li>• MBA or MS in business discipline, sciences, engineering, or related discipline; or equivalent experience</li> </ul>
<b>License/Certification Minimum</b>	<ul style="list-style-type: none"> <li>• Valid Driver's License in good standing, issued by resident state required</li> </ul>	<ul style="list-style-type: none"> <li>• Valid Driver's License in good standing, issued by resident state required</li> </ul>	<ul style="list-style-type: none"> <li>• Valid Driver's License in good standing, issued by resident state required; White belt introduction</li> </ul>



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<b>Desired</b>	<ul style="list-style-type: none"> <li>Lean Six Sigma (LSS) Yellow/Green/Black Belt Certification</li> </ul>	<ul style="list-style-type: none"> <li>Lean Six Sigma (LSS) Yellow/Green/Black Belt Certification</li> </ul>	<ul style="list-style-type: none"> <li>LSS Yellow/Black Belt</li> </ul>
<b>Experience Minimum</b>	<ul style="list-style-type: none"> <li>Eight years of relevant experience</li> </ul>	<ul style="list-style-type: none"> <li>10 years of relevant experience</li> </ul>	<ul style="list-style-type: none"> <li>10 years of relevant experience</li> </ul>
<b>Desired</b>	<ul style="list-style-type: none"> <li>Track record of managing/leading high performing, geographically dispersed teams that drive operational excellence with exemplary focus on the customer experience</li> </ul>	<ul style="list-style-type: none"> <li>Track record of managing/leading high performing, geographically dispersed teams that drive operational excellence with exemplary focus on the customer experience</li> </ul>	<ul style="list-style-type: none"> <li>Track record of managing/leading high performing, geographically dispersed teams that drive operational excellence with exemplary focus on the customer experience</li> </ul>
<b>Knowledge, Skills, Abilities Desired</b>	<ul style="list-style-type: none"> <li>Ability to create, promote and manage a safe work environment</li> <li>Has skills to develop, support and communicate organization's vision, mission, goals/plans, objectives, policies, procedures, and values to drive alignment and performance</li> <li>Ability to establish and drive accountability through effective implementation of operational plans, metrics, programmatic approaches, and organizational alignment to support a common mission</li> <li>Has knowledge and skills to develop and manage department budgets, resource plans and business cases across multiple funding streams; Makes prudent financial business decisions</li> <li>Ability to lead, drive and advance operational changes for the betterment of the customer experience</li> <li>Ability to streamline processes, reduce re-work and mitigate non-compliance and business risk through controls and business discipline</li> <li>Collaborative influencer who is able to drive timely decision making and solutions by aligning the right people/teams; Ability to successfully work across a matrixed organization with varying priorities and responsibilities</li> <li>Proven ability to lead effective and efficient teams</li> <li>Leader who is adept at conflict management and can influence/manage change</li> </ul>	<ul style="list-style-type: none"> <li>Ability to create, promote and manage a safe work environment</li> <li>Has skills to develop, support and communicate company and organization's vision, mission, goals/plans, objectives, policies, procedures, and values in a compelling and inspirational way to drive alignment and performance</li> <li>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 know ledge to set expectations and targets.</li> <li>Ability to establish and drive accountability through effective implementation of strategic plans, operational metrics, programmatic approaches, and organizational alignment that support a common mission</li> <li>Has knowledge and skills to develop and manage department budgets, resource plans and business cases across a multitude of funding mechanism; Drives excellence and accountability on prudent financial business decisions</li> <li>Ability to lead, drive and advance operational changes for the betterment of the customer experience</li> <li>Ability to streamline processes, reduce re-work and mitigate non-compliance and business risk through controls and business discipline</li> <li>Collaborative influencer who is able to drive timely decision making and solutions by aligning the right people/teams; Ability to successfully work across a matrixed organization with varying priorities and</li> </ul>	<ul style="list-style-type: none"> <li>Ability to create, promote and manage a safe work environment</li> <li>Has skills to develop, support and communicate company and organization's vision, mission, goals/plans, objectives, policies, procedures, and values in a compelling and inspirational way to drive alignment and performance</li> <li>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 know ledge to set expectations and targets.</li> <li>Ability to establish and drive accountability through effective implementation of strategic plans, operational metrics, programmatic approaches, and organizational alignment that support a common mission</li> <li>Has knowledge and skills to develop and manage department budgets, resource plans and business cases across a multitude of funding mechanism; Drives excellence and accountability on prudent financial business decisions</li> <li>Ability to lead, drive and advance operational changes for the betterment of the customer experience</li> <li>Ability to streamline processes, reduce re-work and mitigate non-compliance and business risk through controls and business discipline</li> <li>Collaborative influencer who is able to drive timely decision making and solutions by aligning the right people/teams; Ability to successfully</li> </ul>



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		<p>responsibilities</p> <ul style="list-style-type: none"> <li>• Ability to successfully interact with executives, and the ability to influence decisions at the VP level</li> <li>• Robust experience and proven ability to lead effective and efficient teams across a geographically diverse territory</li> <li>• Leader who is adept at conflict management and is able to take a stand even if it causes controversy or is unpopular; Ability to manage change</li> </ul>	<p>work across a matrixed organization with varying priorities and responsibilities</p> <ul style="list-style-type: none"> <li>• Ability to successfully interact with executives, and the ability to influence decisions at the VP level</li> <li>• Robust experience and proven ability to lead effective and efficient teams across a geographically diverse territory</li> <li>• Leader who is adept at conflict management and is able to take a stand even if it causes controversy or is unpopular; Exemplary ability to manage change</li> </ul>
<b>Supplemental / Other Minimum</b>			
<b>Desired</b>	<ul style="list-style-type: none"> <li>• May Travel 30% of the time, primarily throughout PG&amp;E service territory.</li> <li>• Overnight travel may be required.</li> <li>• Work before and after normal work hours may be required.</li> <li>• Ability to travel to the Bay area if permanent residence is not located in the area.</li> </ul>	<ul style="list-style-type: none"> <li>• May Travel 30% of the time, primarily throughout PG&amp;E service territory.</li> <li>• Overnight travel may be required.</li> <li>• Work before and after normal work hours may be required.</li> </ul>	<ul style="list-style-type: none"> <li>• May Travel 50% of the time, primarily throughout regional service territory</li> <li>• Overnight travel may be required</li> <li>• Work before and after normal work hours may be required</li> <li>• Residency would be expected within the Regional geographic area supported</li> </ul>