

# PACIFIC GAS AND ELECTRIC COMPANY

## DIRECTOR, CUSTOMER COMMUNICATIONS

### Position Summary

Customer Communications is a dedicated group in the Corporate Relations function that provides strategic communications support to drive the priorities and initiatives of PG&E's Customer Care line of business. Based in San Francisco, CA, the Director, Customer Communications will be tasked with designing, promoting and executing strategies and programs to communicate the company's objectives and priorities with a focus on the customer.

This person will manage three direct reports and a total team of 8-9 professionals. S/he will ensure that Customer Communications is fully integrated and aligned with other functions within corporate relations (media relations, internal communications, online communications, etc.) as well as other relevant functions (customer care, human resources, finance, IT, operations). As such this person will be called upon to represent the customer communications function in crisis and emergency response situations, serving on the company's formal emergency response team (which activates primarily during major operational events and storms or natural disasters).

### Ideal Experience

- Minimum of ten years experience in corporate communications, with a substantial portion of that directly engaged in marketing communications / customer communications. Experience within the energy sector is not required for this role but is strongly preferred.
- At least three years of supervisory experience with proven success at not only leading execution successfully, but mentoring communications professionals, as well.
- Experience in providing effective advice, counsel and coaching on communications issues to executives, managers and colleagues
- Outstanding written (including editorial) and verbal communication skills, with a need to demonstrate the ability to relate sophisticated information and concepts in plain English are a must.
- Proven ability to manage numerous issues and projects simultaneously in a fast-paced, high-visibility work environment, and a track record of delegating effectively to team members.
- Success in a highly collaborative, team-oriented business environment; where results are dependent on the ability to balance a strong bias for action with the need for consensus-building and cross-functional integration.

GRC2011-Ph-I\_DR\_DRA\_185-Q03Atch01

## **Critical Competencies for Success**

### *Counseling to Corporate/Business Leaders*

As the company moves from a consensus-driven to a more decisive business environment, it is paramount that the Director quickly establishes credibility as a trusted partner to both senior leaders with Customer Care as well as other business line/functional executives by providing unbiased advice on consistent messaging in the face of differing opinions. S/he will have a well-formed opinion, and the courage of conviction that enables him/her to advocate passionately and effectively to achieve desired results, even when challenged by the executive team. Importantly, this leader will have the ability to rapidly and thoroughly master the details of PG&E's business plan, market environment, and strategic game plan; and develop strategies that communicate fundamental details to a broad base of employees in a way that enables them to understand the overall corporate strategy, and clearly see their individual contribution to the company's success.

### *Judgment*

The Director, Customer Communications will direct communications efforts that will not only have an impact on the recruiting/retention efforts of customers, but will also support/impact regulatory and operational efforts. As such, it is critical that this person demonstrate the judgment required in such a critical position. S/he will make decisions that balance a variety of factors (both short-term and long-term) to achieve an optimal outcome. In doing so, this person will understand and adhere to the core values of the organization in their decision-making.

### *Managing and Developing Teams*

The Director, Customer Communication must inspire, coach and develop a diverse team of people with multiple perspectives and talents, in a fast-paced and rapidly changing environment. S/he will translate over-arching business goals into specific objectives for each member of the team, setting clear goals and milestones to measure and track success. Results are paramount in this demanding environment, and this individual will need to convey an appropriate sense of urgency while motivating team members to deliver on their individuals and collective commitments on time and within budget. At the same time, this person will celebrate individuals and teams for achieving significant milestones and goals throughout the organization.

### *Motivation and Work Ethic*

PG&E is a fast-paced, high performance environment that values speed, excellence, and tangible results that contribute to the company's business objectives. This executive will be "hungry" to make things happen, and will demonstrate passion, energy, endurance, intensity and excitement in an environment of change and frequent uncertainty. The Director will maintain the type of focus that delivers results, and meets deadlines in a demanding, complex environment.

## **Other Personal Characteristics**

- Unquestioned integrity.
- A hands-on executive who is a natural leader, advisor, consultant and strategist with the demeanor, business maturity, intellect and integrity required to establish immediate credibility.
- A doer – a practical mindset that allows this individual to focus his/her energy on achieving clear and specific goals, developing talent and motivating individuals to achieve at their highest possible level.