



## Topic Overview

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PG&E competencies describe the most critical behaviors employees and leaders need to demonstrate for individual success, and to help the company achieve its goals of providing safe, reliable, affordable and customer-focused gas and electric service.

Based on employee and leadership feedback, PG&E has revised its competencies in 2012. Human Resources' Performance and Inclusion team led the effort and collaborated with department and line of business team members to make the competencies more impactful. The result is a new set of competencies that are more directive and actionable and will lead to performance in key areas that are important to our customers, employees, the company and other stakeholders.

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# 2012 Competencies

These competencies apply to all employees. The left-hand column lists behaviors expected of all employees. Leaders should also demonstrate additional behaviors listed in the right-hand column.

All Employees	All Leaders
<b>Puts Safety First</b>	
<ul style="list-style-type: none"> <li>Shows by actions and words that public and employee safety come first</li> <li>Acts to improve safety practices for self and team</li> <li>Stops unsafe behavior and raises safety concerns regardless of "chain of command"</li> </ul>	<ul style="list-style-type: none"> <li>Openly acknowledges safe behavior and promotes reporting of safety issues</li> <li>Provides appropriate training, resources and support to foster a safety-first culture</li> <li>Identifies and takes action to mitigate safety risks</li> </ul>
<b>Takes Action to Better Serve Customers (Not a Customer Service Representative or Extension)</b>	
<ul style="list-style-type: none"> <li>Takes initiative to understand and act on customers' needs</li> <li>Continuously works to improve our products, services, and reliability</li> <li>Acts to solve customer problems even if outside core job duties</li> </ul>	<ul style="list-style-type: none"> <li>Assures that employees understand customer priorities and plan work accordingly</li> <li>Collaborates across the business to better meet customers' needs</li> <li>Routinely reaches out to customers to understand their needs and takes action based on customer feedback</li> </ul>
<b>Takes Accountability for Results</b>	
<ul style="list-style-type: none"> <li>Holds self and others accountable for performing quality work</li> <li>Takes initiative to improve personal and team performance</li> <li>Acts to improve and simplify processes</li> <li>Takes responsibility for mistakes; uses and shares lessons learned to improve</li> </ul>	<ul style="list-style-type: none"> <li>Sets for team clear near- and long-term business goals</li> <li>Uses benchmarking and knowledge of best practices to set expectations and targets</li> <li>Focuses teams on key priorities and removes barriers to success</li> <li>Gives helpful, timely feedback and recognizes strong performance</li> </ul>
<b>Acts With Integrity and Respects Others</b>	
<ul style="list-style-type: none"> <li>Follows both the letter and intent of laws and rules</li> <li>Communicates openly, honestly and directly with colleagues, customers and others</li> <li>Does the right thing, even if unpopular or difficult</li> </ul>	<ul style="list-style-type: none"> <li>Assures an environment where employees can raise concerns of any nature</li> <li>Regularly spends time listening to and engaging with employees at all levels</li> <li>Takes on tough people issues and acts to resolve them</li> </ul>
<b>Promotes Diversity and Inclusion</b>	
<ul style="list-style-type: none"> <li>Welcomes and acknowledges diversity of thought, experiences and backgrounds</li> <li>Builds strong working relationships and reaches across groups to leverage others' skills and experiences</li> <li>Shares own perspectives and seeks those of others</li> </ul>	<ul style="list-style-type: none"> <li>Promotes diverse perspectives among employees and work groups</li> <li>Involves employees at all levels in identifying and solving issues</li> <li>Acts to support PG&amp;E's diversity initiatives</li> </ul>
<b>Develops Functional Expertise</b>	
<ul style="list-style-type: none"> <li>Maintains and builds on necessary level of industry, company and subject-matter expertise</li> <li>Works to understand and address own gaps in knowledge or skills</li> <li>Proactively asks questions and seeks help when needed</li> </ul>	<ul style="list-style-type: none"> <li>Understands where employees have knowledge or skill gaps and helps to address them</li> <li>Coaches others and fosters a learning environment</li> <li>Develops employees to assure there are successors for key positions</li> <li>Actively manages employee performance, including strengths and areas for development</li> </ul>

Name:

Corp ID:

Comments:   
[required]

**SUBMIT**

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