Modernizing IT Governance & Delivery for a Major Utility Provider

OVERVIEW

A major electric and gas utility sought to strengthen its IT project management office through improved governance, portfolio visibility, resource planning, and Agile delivery practices. Greencastle partnered with leadership to modernize the PMO operating model, establish consistent reporting and governance cadences, and implement enterprise resource management capabilities. The team also supported portfolio roadmapping, executive reporting, Agile adoption, and organizational change. The engagement improved leadership visibility into project performance, capacity constraints, delivery risks, and investment priorities while establishing a more scalable framework for portfolio planning, resource forecasting, and long-term project execution.

Key Metrics

$15.4M
Improvement in portfolio value delivered, increasing from approximately $41M to $56.4M

75+
Technology professionals reached through Agile coaching, workshops, and delivery enablement

1st
Enterprise-wide resource management capability integrating multiple systems into a single source of truth

SOLUTIONS

Greencastle modernized IT governance, portfolio management, Agile delivery, and resource planning to improve visibility, execution discipline, and organizational scalability.

- PMO Governance & Transformation
- Agile Coaching & Adoption
- Enterprise Resource Management

BENEFITS

1. **Improved Portfolio Visibility**
   Established consistent governance, reporting, and portfolio controls that gave leadership clearer insight into project health, risks, capacity, and priorities.

2. **Stronger Delivery Performance**
   Improved forecast accuracy, execution discipline, and organizational accountability, helping close a significant portfolio delivery gap.

3. **Scalable Resource Planning**
   Implemented a centralized resource management framework that improved capacity planning, demand forecasting, and visibility across technology teams and business stakeholders.

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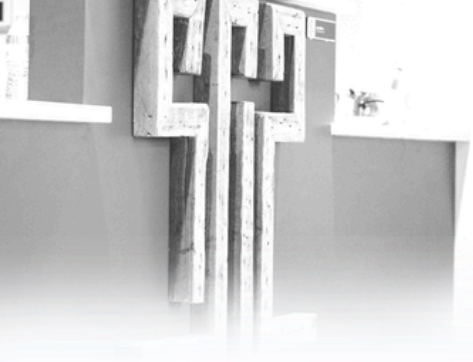

APPROACH

Integrated PMO Operating Model

Greencastle worked with leadership to establish an integrated PMO framework connecting portfolio governance, budget management, milestone tracking, resource planning, and executive reporting. Standardized leadership cadences and reporting structures improved visibility into project performance, financial health, delivery risks, and investment priorities.

Agile Enablement & Delivery Standards

Greencastle introduced Agile practices through eight structured workshops, targeted coaching, hybrid delivery standards, and Planning Increment support tailored to the utility's operating environment. These efforts reached more than 75 technology personnel, established a common delivery language, and strengthened consistency across project teams.

Resource Forecasting & Capacity Planning

Greencastle designed and implemented the organization's first centralized resource management capability, integrating project assignments, operational workload, utilization, and capacity data. The resulting framework improved forecasting accuracy and gave leadership clearer insight into staffing constraints, portfolio demand, and execution readiness.

CONCLUSION

Greencastle helped transform the utility's IT PMO into a more mature, transparent, and scalable delivery organization. Through stronger governance, executive reporting, resource planning, Agile enablement, and portfolio controls, leadership gained greater visibility into performance, capacity constraints, delivery risks, and investment priorities. The engagement helped close a substantial portfolio delivery gap while establishing sustainable capabilities that continue to support project execution, portfolio planning, enterprise roadmaps, and organizational decision-making.