



Powering Enterprise Agility: How PG&E Modernized Delivery with SAFe®

Client:	Pacific Gas & Electric (PG&E)
Market / Industry:	Energy & Utilities, Electric & Natural Gas
Services:	Enterprise Agile Transformation, SAFe Implementation, LPM

Summary

LitheSpeed partnered with Pacific Gas & Electric's Office of the CIO to lead an enterprise-wide Agile transformation that implemented the Scaled Agile Framework® (SAFe®) across the organization. By establishing Lean Portfolio Management, launching Agile Release Trains, implementing an Agile Value Management Office (VMO®), and transitioning from project-based delivery to a product-centric operating model, PG&E strengthened strategic alignment, accelerated delivery, and improved collaboration across business and technology. The transformation culminated in the successful early delivery of a major customer-facing emergency communications platform while building lasting internal Agile capabilities.

Challenge

Pacific Gas & Electric (PG&E) operates one of the nation's most complex utility environments, delivering electricity and natural gas to millions of customers throughout Northern California. As the operator of nuclear power plants, hydroelectric dams, natural gas facilities, and other critical infrastructure, PG&E must continuously balance operational reliability, regulatory compliance, and technology modernization.

To better support these demands, PG&E's Office of the CIO launched an enterprise transformation initiative to modernize how technology investments were planned, funded, and delivered.

Key challenges included:

- Scaling Agile practices consistently across a large enterprise
- Aligning business and technology around shared product outcomes
- Transitioning from traditional project funding to a product-oriented operating model
- Coordinating planning and execution across multiple portfolios and delivery teams
- Building internal capability to sustain enterprise Agile practices after the transformation

PG&E required a transformation partner capable of delivering both organizational change and practical implementation across strategy, governance, and delivery.

Solution

LitheSpeed partnered with PG&E to implement the full **Scaled Agile Framework® (SAFe®)** while establishing the governance, organizational structures, and leadership capabilities needed to sustain enterprise agility.



Enterprise SAFe® Implementation		Building Internal Capability	
LitheSpeed deployed SAFe practices across every level of the organization, including: - Lean Portfolio Management (LPM) - Value Streams - Agile Release Trains (ARTs) - Program Increment (PI) Planning - Portfolio, Program, Team, and Enterprise-level governance These capabilities created alignment from executive strategy through day-to-day delivery.		To ensure long-term sustainability, LitheSpeed: - Launched and trained 32 Agile teams organized into three Agile Release Trains - Mentored three PG&E leaders to earn their Scaled Agile Program Consultant (SPC) certifications - Delivered both certified SAFe® courses and customized enterprise training tailored to PG&E's operating environment	
Transition from Project to Products	Agile Value management Office (VMO®)	Agile Toolchain & Delivery Enablement	
Working closely with both business and technology leaders, LitheSpeed helped redesign organizational operating practices to support a Product Operating Model . This included partnering with Corporate Finance to modernize funding processes that better supported continuous value delivery rather than project-based investments.	To coordinate the transformation, LitheSpeed established an Agile Value Management Office (VMO®) responsible for orchestrating multiple implementation workstreams, guiding the SAFe Transformation Team, and ensuring alignment across the enterprise.	LitheSpeed's experts streamlined Agile lifecycle management through Jira and related collaboration tools, improving transparency, backlog management, planning, and cross-functional collaboration.	

Results & Impact

The engagement produced significant operational improvements while establishing a sustainable foundation for enterprise agility.

Organizational Outcomes

- Successfully implemented SAFe® across Enterprise, Portfolio, Program, and Team levels
- Transitioned the organization from project-based delivery toward a product-centric operating model
- Established an Agile Value Management Office (VMO®) to sustain transformation governance
- Modernized funding practices in partnership with Corporate Finance
- Launched **32 Agile teams** across **three Agile Release Trains**
- Developed internal transformation leaders by mentoring **three new SPCs**

Business Impact

- Delivered a major customer-facing emergency communications website **ahead of schedule** and with **higher quality** than previous software deployments
- Improved strategic alignment between business priorities and technology execution
- Increased collaboration, transparency, and planning effectiveness across portfolios and stakeholders



Workforce Enablement

LitheSpeed built lasting Agile capabilities through comprehensive training, including:

SAFe® Certification Training

- Leading SAFe® — **79 participants**
- SAFe® for Teams — **26 participants**
- Lean Portfolio Management — **23 participants**

Custom Training

- Value Stream Mapping — **43 participants**
- SAFe Leadership — **12 participants**
- Agile Baseline — **69 participants**