

# William O'Connell

Seattle, WA | (206) 551-5524 | [WilliamOConnellPMP@gmail.com](mailto:WilliamOConnellPMP@gmail.com) | [WilliamOConnellPMP.com](http://WilliamOConnellPMP.com) | [linkedin.com/in/williamoconnell](https://linkedin.com/in/williamoconnell)

[Technical Program Manager](#) | [Regulated Systems](#) | [AI Safety Infrastructure](#) | [Enterprise-Scale Delivery](#)

## PROFESSIONAL SUMMARY

Technical Program Manager with 20+ years delivering enterprise-scale programs in safety-critical, regulated environments — from biotechnology (Roche/Genentech, 14 years) to financial services (Robertson Stephens). Designed Change Advisory Board governance and supported Sev-1 incident response across regulated financial services infrastructure. Embedded risk assessment directly into delivery lifecycles across \$100M+ programs.

Brings a foundational belief that operational discipline and safety controls are not compliance overhead — they are engineering requirements. That philosophy, developed across GxP-regulated systems where a missed control has patient consequences, translates directly to AI infrastructure where a degraded safety pipeline can be invisible and catastrophic.

**Recent work:** designed and deployed a production AI Conversational Safety Layer on Amazon Bedrock/Claude with deterministic guardrails, RBAC enforcement, structured audit logging, and auditable model invocation controls. Built a GxP-aligned Validated Document Control platform on AWS serverless. AWS Certified Solutions Architect.

**\$100M+ directed · \$20M+ saved · 100K+ users migrated · 25+ programs annually · 100+ contributors led**

## CORE CAPABILITIES

- Enterprise Program & Portfolio Leadership
- Cross-Functional Engineering Coordination
- Reliability, Incident Response & Post-Mortems
- Risk Management & Change Control Governance
- AI Safety Systems & LLM Guardrail Architecture
- Regulated Systems: GxP, 21 CFR Part 11, HIPAA, GDPR
- AWS Serverless (Lambda, API Gateway, DynamoDB, S3, Cognito)
- Executive Stakeholder Communication & Reporting

## PROFESSIONAL EXPERIENCE

### Independent Projects & Advisory Practice

**Nov 2025 – Present - Seattle, WA**

- Currently developing Recovery Pattern Recognition Tool — Claude API + AWS Lambda/DynamoDB, targeting AI safety applications for vulnerable populations.
- Designed and deployed a production AI Conversational Safety Layer on Amazon Bedrock/Claude — deterministic guardrails, RBAC enforcement, structured audit logging, and auditable model invocation controls.
- Built and launched a production AWS serverless Validated Document Control platform aligned to 21 CFR Part 11, coordinating API, infrastructure, security, and compliance workstreams through full IQ/OQ/PQ validation lifecycle.
- Both systems are live and accessible at [WilliamOConnellPMP.com](http://WilliamOConnellPMP.com).
- Authored validation strategy, structured risk assessments, and traceability artifacts linking requirements to test evidence.
- Established O'Connell Cloud & Program Advisory LLC.

### Cloud & AI Certification Sprint

**Jan 2025 – Oct 2025 Remote**

Following a deliberate career reset, completed a structured self-directed program in cloud and AI — beginning with Strategy & Innovation (Copenhagen Business School via Coursera), which clarified a path toward cloud infrastructure and AI. Google Data Analytics certification confirmed the direction; AWS coursework and SAA certification and a Seattle relocation followed.

- AWS Certified Solutions Architect – Associate (proctored exam, Oct 2025).
- AWS coursework via Coursera: AWS Cloud Solutions Architect, AWS Cloud Technology Consultant, AWS Cloud Practitioner Essentials, AWS Fundamentals, AWS Generative AI Applications.
- Google coursework via Coursera: Google AI Essentials, Google Prompting Essentials, Google Data Analytics Professional Certificate.

## **Program Lead | Portfolio Operations**

**Aug 2019 – Dec 2024**

### **OCO Investments LLC**

**San Francisco & Remote**

- Applied TPM governance discipline across a multi-asset portfolio spanning real estate and early-stage investments including telehealth — owned delivery plans, risk tracking, dependency mapping, and stakeholder alignment across legal, financial, and vendor relationships.
- Maintained operational continuity through significant market disruption and organizational transition, executing structured change control and contingency planning without direct organizational authority.

## **Delivery Head & Senior Technical Program Manager**

**Mar 2013 – Aug 2019**

### **Roche / Genentech (FTE)**

**South San Francisco, CA**

Converted from consultant to FTE Department Head mid-program based on demonstrated delivery leadership — assumed organizational accountability for the infrastructure portfolio and the Principal TPM reporting structure through program completion.

- Owned end-to-end delivery accountability for a ~\$25M annual infrastructure portfolio across North America and APAC — directing 10 FTE TPMs and 20 contract resources across 25+ concurrent programs in infrastructure, cloud, and enterprise platforms.
- Directed \$100M+ global data center transformation as a dedicated multi-year program — hired and oversaw a 9-person contract TPM team plus BAs, project coordinators, and OCM resources; partnered closely with the Principal Contract TPM on RAID discipline, deployment cadence, and cross-region delivery governance across a 3-year NA and APAC effort. Achieved zero unplanned downtime and zero compliance findings.
- Served as accountable TPM for EDIS (Enhanced Data & Insights Sharing platform) — coordinated infrastructure, data governance, and research engineering to enable governed enterprise-scale AI/ML data access under HIPAA and GDPR constraints, with structured access controls and full audit traceability as core architectural requirements.
- Served as Product Manager for global resource management platform (800+ users) — owned biweekly release cadence and stakeholder feedback loops; improved on-time delivery by 30% and reduced resource over-allocation by 80%.
- Drove change management strategy across all major programs — embedded adoption discipline into delivery execution, increasing customer satisfaction by 25–35% through improved engagement and execution rigor.

## **Technical Program Manager / Delivery Lead**

**Mar 2009 – Mar 2013**

### **Genentech (Consultant)**

**South San Francisco, CA**

- Served as OCM Lead for 100,000-user global cloud migration — directed the OCM team in building a 2,000+ change agent network and developing adoption collateral; owned cutover schedule and planning in partnership with the Principal TPM. Converted to FTE Department Head mid-program.
- Managed \$20M infrastructure program across 20,000 endpoints — directed 50+ engineers across parallel workstreams, owning sequencing, dependency tracking, and release coordination through full delivery lifecycle.
- Implemented Clarity PPM and standardized 17 governance processes across 9 global PMOs — established dependency transparency, structured risk tracking, and delivery predictability frameworks across a 3,000-person IT organization.
- Managed M&A integration reporting across 100+ cross-functional initiatives — maintained executive visibility into program health, risks, and interdependencies during organizational transition.

## **Senior Business Analyst — Global Platforms**

**Sep 2005 – Aug 2008**

### **EMI Music (Consultant)**

**London, UK**

- Led BA delivery for global Digital Asset Management platform across 43 countries, 17 languages, and 100+ system integrations — owned requirements, data mapping, UAT coordination, and stakeholder alignment across a complex multi-regional rollout.

## Senior IT Business Analyst

Genentech (Consultant)

Feb 2002 – Mar 2005  
South San Francisco, CA

- Served as Lead BA for GxP, QMS, and CAPA platform modernization (3,000+ users) under 21 CFR Part 11 — led requirements gathering, functional specifications, training design, UAT coordination, and deployment support; embedded ALCOA+ data integrity principles as enforceable system controls. Achieved 100% FDA inspection pass record.
- Consolidated seven disparate validated change control systems into a single GMP-validated enterprise platform — reduced fragmentation, clarified approval paths, and strengthened manufacturing traceability.

## IT Program Manager — Help Desk, Change & Incident Management

Robertson Stephens

Feb 1999 – Sep 2001  
San Francisco, CA

- Identified and analyzed operational gaps in vendor-managed help desk performance — built the business case for insourcing, then led the transition project and managed the internalized help desk through steady state operations, reducing ticket resolution time by 50%+.
- Owned Change Advisory Board process — evaluated and approved changes to production infrastructure, defining risk classifications and rollback requirements across regulated financial services IT.
- Participated in Sev-1 incident bridge calls for changes under my approval authority — supported rapid diagnosis and resolution coordination when incidents traced to approved changes.

## Trade Floor Systems Engineer

Bank of America

Feb 1998 – Feb 1999  
San Francisco, CA

- Maintained mission-critical trading floor infrastructure supporting live trading operations — ensured system availability and rapid issue resolution in a zero-tolerance-for-downtime environment.

## Founder & Executive Director

Vaccine Advocates (VACTUP)

1995 – 1998  
San Francisco, CA

- While completing a B.S. in Health Sciences, founded Vaccine Advocates (VACTUP) — identified an unmet advocacy gap for HIV vaccine research at a time when the effort faced institutional resistance from within the AIDS funding community. Collaborated directly with Dr. Anthony Fauci and Dr. Robert Gallo on national HIV vaccine research and health policy.

## Web Content Coordinator

HIV Insight UCSF

1996 – 1998 (approx)  
San Francisco, CA

- Contributed to one of the first HIV/AIDS clinical information platforms on the internet — early experience connecting technology design to public health impact.

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## Education, Certification & Community

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**Education:** B.S. Health Sciences — San Francisco State University (1997) · Strategy & Innovation — Copenhagen Business School via Coursera (2025)

**Certifications:** AWS Certified Solutions Architect – Associate · PMP (2005–2019) · Leading SAFe 6.0 / SAFe PO/PM · Prosci Change Practitioner

**Professional Development (2025):** AWS coursework via Coursera: Cloud Solutions Architect, Cloud Technology Consultant, Cloud Practitioner Essentials, Fundamentals, Generative AI Applications · Google via Coursera: AI Essentials, Prompting Essentials, Data Analytics Professional Certificate

**Community:** SF AIDS Foundation Advisory Board · Founder, HIV Vaccine Advocates (VACTUP)