

WILLIAM O'CONNELL

IT Program / Delivery Manager · Healthcare & Life Sciences · Regulated Systems · AWS Certified
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PMP (2005–2019) · Leading SAFE · Prosci Change Practitioner · AWS Solutions Architect — Associate (2025)

SUMMARY

IT program and delivery leader with 20+ years across healthcare and life sciences (HCLS), delivering regulated technology programs where patient safety and data integrity are engineering requirements, not checkboxes. Health is the through-line of my career — from early HIV/AIDS public-health work and a B.S. in Health Sciences, through 15 years at Genentech/Roche in business analysis, technical program management, and a Sr. Manager / Delivery Head role, to the production AWS systems I build today, including a privacy-first recovery support tool. Deep practical fluency in GxP, 21 CFR Part 11, HIPAA, ALCOA+ data integrity, and the IQ/OQ/PQ validation lifecycle; 100% FDA inspection pass record across audited platforms. AWS Certified Solutions Architect (2025) — current enough to speak credibly with modern engineering teams and adapt fast to whatever stack a health system runs. Available immediately for contract or FTE — W2, C2C, or 1099 — remote US or hybrid Seattle.

SELECTED OUTCOMES & MECHANISMS

Concrete results, paired with the mechanism that produced them.

- **Late deliveries 50% → 10% + CSAT 2/5 → 4/5 across a 25-program portfolio** — ResPlan + PM/CO/SO Buddy Model + contingency pool + escalation discipline
- **100% FDA inspection pass record across audited validated platforms** — ALCOA+ data-integrity controls + validated change control
- **\$100M+ data-center transformation: zero unplanned outages, 4.5/5 satisfaction** — 14-wave cutover with per-business-function dry runs
- **Adoption flipped: 80% against → 80% satisfied (100K users)** — 2,000-person change-agent network
- **Consensus in 4 days on a 2-year architectural gridlock** — 'Knights of the Round Table' facilitation
- **~\$1M returned to the PMO** — Centralized contingency pool (replaced project-level hoarding)
- **Subjective exec read → objective Schedule/Resource/Finance signals** — Algorithm-driven RAG portfolio reporting
- **17 governance processes harmonized across 9 global PMOs** — Unified target operating model
- **~\$20M annual operating savings** — 100,000-user platform OCM workstream

CORE COMPETENCIES

Healthcare & Life Sciences IT Delivery · Regulated Program & Portfolio Management · GxP / 21 CFR Part 11 / GAMP 5 · HIPAA / GDPR · ALCOA+ Data Integrity · IQ/OQ/PQ Validation Lifecycle (CSV) · Validated Change Control · PMO Buildout & Process Harmonization · Cloud Migration (AWS / GCP / SaaS) · Data Center Design → Build → Cutover · Multi-Vendor SOW & SLA Governance · Identity & Access (AWS IAM, Active Directory) · OCM at Scale (Prosci, 100K+ Users) · C-Suite & CIO Stakeholder Alignment · Risk, Issue & Dependency Governance · FDA Inspection Readiness

PROFESSIONAL EXPERIENCE

O'Connell Cloud & Program Advisory LLC

Jan 2025 – Present

Independent Program Advisor — Diagnostic, Mechanism Design & Solution Delivery Seattle, WA · Remote

- **Advisory Practice:** Launched Untangle2Grow.com advising on program governance, accountability, delivery-mechanism design, and unblocking stuck initiatives.
- **Hands-On Health-Tech Delivery:** Designed, built, and operate three production AWS serverless systems end-to-end — a 21 CFR Part 11-aligned validated document-control platform (IQ/OQ/PQ, RBAC, audit logging), an AI safety guardrail layer on Amazon Bedrock, and untangledthinking.org, a privacy-first recovery support tool where user vulnerability made zero data retention a first-principle design decision.
- **Credential Refresh:** AWS Solutions Architect – Associate (Oct 2025, proctored); AWS Generative AI Applications; Google Data Analytics Professional Certificate.

OCO Investments LLC

Aug 2019 – Dec 2024

Chief Operating Officer — Diversified Investment Portfolio San Francisco · Remote

- **Operations, Risk & Vendor Governance:** Ran end-to-end operations and program governance for a 23-asset portfolio — including an angel position in **RIA Health (telehealth / digital therapeutics)** — owning vendor governance, SLA oversight, capital planning, and cash-flow forecasting through COVID at 100% profitability.
- **Program & Delivery Discipline:** Applied the same forecasting, risk, and escalation mechanisms from regulated IT delivery to operating decisions across the portfolio — diligence, vendor selection, and performance tracking.

- **Profitable Wind-Down:** Executed a clean 2023–2024 wind-down with profitable exits and zero operational losses — closed by choice to return to the healthcare and tech sector at the generative-AI inflection point.

Roche / Genentech [FTE]

Mar 2013 – Aug 2019

Sr. Manager — Delivery Head, NA & APAC (HCLS IT Portfolio) South SF · Basel · Indianapolis · Singapore

- **Portfolio Turnaround:** Inherited a delivery org at ~50% late and 2/5 satisfaction; diagnosed root causes (forecast quality, escalation latency, decision authority), built mechanisms for each, and made the region the global benchmark by 2019.
- **Portfolio Scope:** Directed the largest portfolio among three peer Sr. Managers within Architecture, Engineering & Operations — ~\$25M annual, 20–25 concurrent programs, 39 direct and matrixed reports across two cost centers, quarterly Basel executive governance.
- **\$100M+ Data-Center Transformation:** Owned delivery of an \$80M capex / \$20M opex two-site DC transformation supporting Roche's regulated R&D and manufacturing — Redwood City legacy → K6/K18-compliant California colo, plus APAC consolidation. 14-wave cutover, on schedule, on budget, zero unplanned outages, 4.5/5 satisfaction.
- **AWS IAM & Identity Foundation:** Delivery Manager for Roche's first enterprise AWS IAM program — consolidated fragmented scientist-owned accounts into a governed identity framework (AD federation, SailPoint), coordinating network, AD, and AWS engineering teams.
- **Unblocking Through Facilitation:** Authored and ran a 4-day 'Knights of the Round Table' workshop on an enterprise data-access platform — reached consensus on a four-layer data-sharing model after two years of gridlock.
- **Vendor Recovery Through Mechanism:** Inserted penalty-clause language into a major vendor SOW; when the vendor fell 6 months behind against \$1M+ exposure, that clause recovered the critical path without consuming contingency.

Genentech [Consulting]

Mar 2009 – Mar 2013

Technical Program Manager / Delivery Lead South San Francisco, CA

- **Process Harmonization at Global Scale:** Diagnosed 17 disparate governance processes across 9 global PMOs; designed a unified target operating model and ran the rollout to a single global standard.
- **Algorithm-Driven Executive Reporting:** As Interim Global Infrastructure PMO Lead, consolidated 3 regional PMOs into one and deployed an algorithm-driven Schedule/Resource/Finance RAG reporting model.
- **100,000-User Change Adoption:** Owned the OCM workstream on a forced Microsoft → Google Workspace migration (100K users) that began at 80% dissatisfaction; built a 2,000-person change-agent network. Six months out, satisfaction flipped to 80% positive. ~\$20M annual savings.
- **20,000-Device Migration:** Delivered a 20,000-device migration across 2,000+ applications and 7 global sites with barcode chain-of-custody across high-IP research and executive devices. Zero asset losses.

Genentech [Consulting]

Feb 2002 – Mar 2005

Senior Business Analyst — Validated Systems & GxP Compliance South San Francisco, CA

- **Validated CAPA & Change-Control Consolidation:** Senior BA on a Trackwise CAPA system; during an FDA audit the war room specifically requested my Requirements, Functional Specs, Traceability Matrix, and test results — supporting a successful inspection. Diagnosed and consolidated 7 disparate validated change-control systems into one platform serving 3,000+ users. 100% FDA inspection pass record.

EMI Music [Consulting]

Sep 2005 – Aug 2008

Senior Business Analyst — Global Platform Delivery London, UK · 43 Countries

- **Lead BA, Global Digital Platform:** Owned requirements, data mapping, the global data-governance/metadata framework, and UAT for a digital asset platform across 43 countries, 17 languages, and 100+ integrations. Zero critical data-integrity failures at go-live.

Robertson Stephens Investment Bank [FTE]

Feb 1999 – Sep 2001

Program Manager — Change & Incident Management San Francisco, CA

- **Built the Change Management Function:** Stood up the Change Advisory Board for regulated trading-floor infrastructure and insourced the help desk — reducing average ticket resolution time by 50%+.

HEALTHCARE FOUNDATION (EARLY CAREER)

- **University of California, San Francisco — Web Content Coordinator, HIV InSite (1996–1998):** Hand-built one of the earliest large-scale medical information websites, connecting patients, clinicians, and researchers — the start of a 25-year arc applying technology to public health.
- **Vaccine Advocates (VACTUP) — Founder & Executive Director (1994–1997):** Founded the first U.S. NGO dedicated to HIV vaccine research advocacy while completing a B.S. in Health Sciences; partnered with NIH and CDC and engaged the SF DPH Community Advisory Board.

EDUCATION & CREDENTIALS

B.S. Health Sciences — San Francisco State University (1997) · PMP (2005–2019) · Leading SAFe · Prosci Change Practitioner · AWS Solutions Architect — Associate (2025)