

WILLIAM O'CONNELL

Senior TIPM & TPM | Data Center Delivery · Cloud Migration · AI Infrastructure | \$100M+ Programs | AWS Certified
WilliamOConnellPMP@gmail.com · Seattle, WA · (206) 551-5524 · WilliamOConnellPMP.com · linkedin.com/in/williamoconnell

AWS Certified Solutions Architect – Associate (Oct 2025) · PMP (2005–2019) · Leading SAFe 6.0 · Prosci Change Practitioner

PROFESSIONAL SUMMARY

Senior Technical Infrastructure Program Manager (TIPM) and Senior TPM with 20+ years owning end-to-end delivery of large-scale data center migrations, enterprise programs, and cloud transformations in regulated environments. Directed a \$100M+ physical DC transformation (California colo + Indianapolis) from design through operational handover — 14 migration waves, zero unplanned downtime, on budget, facility exited clean. Owned full delivery lifecycle for a 20,000-device Windows migration and end-to-end PMO alignment across 9 global PMOs. Strategic enough to see the systemic gap nobody named; tactical enough to build the mechanism that fixes it.

Nine years as a trusted external consultant at Genentech/Roche before being recruited into a FTE Delivery Head role in 2013. AWS Certified Solutions Architect with production AWS builds (CloudFormation, Lambda, DynamoDB, Bedrock, Cognito). Operational discipline as an engineering requirement, not compliance overhead — a discipline that applies equally to \$100M data center programs and AI safety infrastructure. **Available immediately for contract or FTE TIPM / Senior TPM roles.**

\$100M+	20,000	100K Users	50%→10%	14 Waves	4.5 / 5
DC Transformation CA + Indianapolis	Devices Migrated End-to-End Owned	Google Workspace ~\$20M Saved	Late Projects 6-Year Turnaround	On Time · On Budget Zero Unplanned Outages	Post-Migration Sat. Stakeholder Survey

CORE SKILLS & COMPETENCIES

Technical Infrastructure Program Management (TIPM) · Data Center Migration · End-to-End System Ownership (Design → Build → Deploy → Operate → Handover) · SOW & Vendor Governance with SLA Enforcement · Mechanism Design & Operational Excellence · AWS (CloudFormation, Lambda, DynamoDB, S3, CloudFront, Cognito, IAM, API Gateway, Bedrock) · \$100M+ Program Delivery · GxP / 21 CFR Part 11 · ISO 14001 · K6/K18 DC Standards · Multi-Vendor & Contract Management · Change Management (Prosci, 100K+ users cloud migration) · Portfolio Governance & PMO Design · Risk Escalation & Dependency Management · Executive & CIO-Level Stakeholder Alignment · AI Safety Infrastructure

PROFESSIONAL EXPERIENCE

Founder & Principal Advisor

Jan 2025 – Present

O'Connell Cloud & Program Advisory LLC

Remote & Seattle, WA

- Owned end-to-end design, build, and deployment of a production AWS serverless Validated Document Control platform — CloudFormation IaC, RBAC, MFA, structured audit logging — aligned to 21 CFR Part 11 with full IQ/OQ/PQ validation lifecycle. Live at WilliamOConnellPMP.com.
- Built a production AI Conversational Safety Layer on Amazon Bedrock/Claude — deterministic guardrails, RBAC enforcement, structured audit logging, auditable model invocation controls.
- Fractional advisory practice (untangle2grow.com) serving growth-stage companies on program governance, cloud delivery, and AI safety infrastructure. untangle2grow.com

Program Lead | Portfolio Operations

Aug 2019 – Dec 2024

OCO Investments LLC

San Francisco & Remote

- Structured 5-year portfolio management engagement following Roche exit; executed deliberate return to enterprise cloud delivery in 2025 with AWS SAA certification and two production AWS builds.

Sr. Manager, Architecture Engineering & Ops / Delivery Head, NA & APAC

Mar 2013 – Aug 2019

Roche / Genentech [FTE]

South San Francisco, CA

Leadership & Org Turnaround

- Recruited from consultant to FTE Sr. Manager in 2013 — applied for and was selected for my boss's Delivery Head role based on four years as Roche's go-to resource for recovering off-track programs. APAC scope added shortly after with 2 additional headcount.

- Inherited a delivery org with ~50% of projects late and customer satisfaction at 2/5. Exited 2 underperformers, filled 3 open PM roles, and built PMs into leaders. By 2019: late projects at ~10%, satisfaction at 4/5 — recognized globally as a benchmark region.
- Led 10 FTE PMs and contract TPMs/BAs/OCM resources across NA and APAC; annual portfolio ~\$25M, 20–25 concurrent programs — largest of three peer Sr. Manager portfolios within AE&O.
- **PM/CO/SO Buddy Model:** Identified that slow CO/SO decision-making in Basel and Madrid was a systemic delivery blocker. Proposed and implemented a model empowering PMs to make low-risk operational calls with a same-day circle-back rule. Escalated by peers; VP (former SO) sided with the approach; adopted across regions.
- **Contingency Pool:** Spotted that >50% of the portfolio was hoarding unspent budget. Designed a delivery-lead-controlled contingency pool; released ~\$1M back to the PMO by year three and measurably improved year-end forecast accuracy.
- **Hired a Principal Program Manager with deep pharma infrastructure experience to own DC program execution — the leverage decision enabling simultaneous leadership of the DC program, the broader portfolio, and ResPlan.**

\$100M+ Data Center Transformation — California & Indianapolis

- Owned end-to-end delivery of the \$100M+ (\$80M capex / \$20M opex) DC transformation from design through operational handover to DC Ops — two-site physical migration: Redwood City on-premises → California colo, and Indianapolis on-premises relocation. Managed 9 DC contract TPMs/PCs; ISO 14001, K6/K18 standards, Basel CIO-level quarterly governance.
- Identified that the primary colo vendor's SLA had no enforcement teeth after they fell 6 months behind schedule. Personally drafted SOW penalty clause language that moved Roche to the front of the build queue and recovered the critical path without consuming contingency.
- The team designed and executed a 14-wave cutover plan with per-business-function dry runs ~1 month ahead of each move — surfacing shadow IT that fed forward as a lessons-learned checklist for every subsequent wave. My role: set the standard, approve the approach, hold the governance.
- **Outcome:** 14 waves delivered on schedule · on budget · facility exited without late-fee penalty · zero unplanned outages · 4.5/5 post-migration stakeholder satisfaction · DC Ops handover clean.

ResPlan — Global Resource Capacity Tool (Conceived, Scoped & Shipped)

- Spotted a systemic gap: 800+ resources claiming overload, projects turning red due to unapproved shadow work, zero capacity visibility across regions. Named the problem, proposed the solution, owned delivery.
- Acted as Scrum Master and Product Manager — prototyped on Google Sheets + Apps Script, brought developers in once concept was proven, piloted locally, rolled out globally. Result: resource-constraint issue eliminated, ~\$500K in software spend avoided, >90% adoption. (German works council required separate EMEA compliance path — navigated with regional HR.)
- Ran ResPlan simultaneously with the \$100M DC program and the \$25M annual NA/APAC portfolio.

Data, AI/ML & Platform Programs

- **EDIS (Enhanced Data & Insights Sharing):** Accountable TPM for Roche's governed enterprise AI/ML data access platform — coordinated infrastructure, data governance, and research engineering under HIPAA and GDPR with structured access controls and full audit traceability.
- **Basel Data Sharing Workshop:** As part of the EDIS program (2018–2019), facilitated a 4-day cross-function architecture alignment session using a 'Knights of the Round Table' equal-voice framework — achieved consensus in 4 days vs. 2 years of prior gridlock.
- **AWS IAM:** Delivery Manager for Roche's first enterprise AWS IAM implementation — consolidated fragmented scientist-owned AWS accounts into a governed enterprise identity framework.
- **KL/APAC DC Migration:** Delivered a Singapore → Kuala Lumpur data center migration as part of the NA/APAC portfolio; applied the dry-run and SOW-governance playbook developed on the \$100M program.

Technical Program Manager / Delivery Lead [Consulting]

Mar 2009 – Mar 2013

Genentech

South San Francisco, CA

- Became the delivery lead's go-to resource for recovering off-track programs — stepped in to stabilize stalled projects and held temporary ownership until permanent PMs were placed.

100,000-User Microsoft → Google Workspace Migration

- Led global change management for a 100,000-user migration across 18 waves; built a 2,000-person change agent network anchored by business leads; partnered with CIO for consistent messaging during escalations. On schedule, exceeded 80% satisfaction KPI, ~\$20M in annual cost savings.
- OCM workstream lead, protecting change management team scope and delivery quality under senior stakeholder pressure.

Infrastructure & Platform Programs

- **Windows Migration:** Owned end-to-end delivery of a 20,000-device migration (12,000 new + 8,000 reimaged) across 2,000+ applications and 7 global sites — from planning through deployment and operational handover. Implemented barcode chain-of-custody scanning across 100+ managed-service SOW resources — zero asset losses.
- **Global PMO Standardization:** Owned end-to-end delivery of Clarity PPM implementation and standardization of 17 governance processes across 9 global PMOs; resolved Change Management contention between structured routing and delivery velocity with a hybrid workflow adopted by all PMOs.

- **KL/APAC pre-work:** Supported early Singapore → Kuala Lumpur DC migration planning as part of the NA/APAC portfolio; full execution carried into the 2013–2019 FTE role.

Senior Business Analyst — Global Platform Delivery [Consulting]

Sep 2005 – Aug 2008

EMI Music

London, UK

- Lead BA for global Digital Asset Management platform across 43 countries, 17 languages, 100+ system integrations — requirements, data mapping, UAT coordination, stakeholder alignment. Zero critical data integrity failures at go-live.

Senior IT Business Analyst — GxP Systems & Compliance [Consulting]

Feb 2002 – Mar 2005

Genentech

South San Francisco, CA

- Lead BA for GxP, QMS, and CAPA platform modernization (3,000+ users) under 21 CFR Part 11 — requirements, functional specs, training design, UAT, deployment. 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, strengthened manufacturing traceability.

IT Program Manager — Help Desk, Change & Incident Management [FTE]

Feb 1999 – Sep 2001

Robertson Stephens Investment Bank

San Francisco, CA

- Built the business case for help desk insourcing, led the transition project, and managed the internalized help desk through steady-state operations — reducing ticket resolution time by 50%+.
- Owned enterprise Change Advisory Board process — evaluated and approved production infrastructure changes, defined risk classifications and rollback requirements. Participated in Sev-1 bridge calls for changes under CAB approval authority.

Trade Floor Systems Engineer

Feb 1998 – Feb 1999

Bank of America

San Francisco, CA

- Maintained mission-critical trading floor infrastructure in a zero-tolerance-for-downtime environment.

Founder & Executive Director

1995 – 1998

Vaccine Advocates (VACTUP)

San Francisco, CA

- While completing B.S. in Health Sciences, founded VACTUP — the first U.S. NGO advocating for HIV vaccine research. Collaborated directly with Dr. Anthony Fauci and Dr. Robert Gallo on national HIV vaccine research and health policy.

Web Content Coordinator

1996 – 1998

HIV InSite — University of California (UCSF)

San Francisco, CA

- Hand-coded HTML and JavaScript for one of the earliest large-scale medical information websites (~2 years active development).

TECHNICAL SKILLS & HANDS-ON DEVELOPMENT

- **AWS Production:** CloudFormation (IaC), Lambda, DynamoDB, S3, CloudFront, Cognito, Amazon Bedrock, IAM, API Gateway, AWS CLI — deployed at WilliamOConnellPMP.com (Jan 2025–Present, ~15 months).
- **Languages:** Basic working understanding of Python, JSON/YAML (IaC), JavaScript, HTML; SQL, Git
- **Tooling:** Jira, Confluence, Smartsheet, Clarity PPM, ServiceNow, MS Project, SharePoint, Google Workspace, Excel (advanced), ResPlan (conceived, scoped, and shipped).
- **Data Center:** Understanding and direct experience with rack & stack, structured cabling, cross-connects, commissioning, SOW/vendor governance, ISO 14001, K6/K18 standards
- **Compliance:** GxP / 21 CFR Part 11, ALCOA+ data integrity, validated system delivery, change control, RBAC enforcement, IQ/OQ/PQ.

EDUCATION, CERTIFICATIONS & PROFESSIONAL DEVELOPMENT

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

Certifications: AWS Certified Solutions Architect – Associate (Oct 2025) · AWS Cloud Technology Consultant (Coursera) · PMP (2005–2019) · Leading SAFe 6.0 / SAFe PO/PM · Prosci Change Management Practitioner

AWS & Google Coursework (2025): Cloud Solutions Architect · Cloud Technology Consultant · Cloud Practitioner Essentials · Fundamentals · Generative AI Applications · Google AI Essentials · Google Prompting Essentials · Google Data Analytics Professional Certificate