Lorraine Pacheco Senior Director of Engineering

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PROFILE SUMMARY

- **Senior Director of Engineering** with **19 years** in **enterprise SaaS and workflow software**, leading HR Service Delivery engineering at ServiceNow: 140 engineers in San Diego and Hyderabad through 2 directors and 3 senior engineering managers.
- Grounded in the stack the org builds on: the **ServiceNow Now Platform**, Java and JavaScript, Kubernetes, Apache Kafka for integrations, Workday and SAP SuccessFactors connectors, and Splunk for monitoring.
- Strongest in **multi-site org design**, **release planning across product lines** and **AI feature delivery**, using a twice-yearly release plan and written architecture reviews to keep 16 teams shipping together.
- Works with the product VP for employee workflows, the platform and AI orgs, customer success and finance, and owns the engineering half of the quarterly business review.
- Has grown 2 directors and 5 engineering managers from inside the org, chairs the promotion committee for senior and staff engineers and sponsors the San Diego women in engineering group.

TECHNICAL SKILLS

People Leadership:	Manager of Managers, Director Coaching, Performance Calibration, Succession Planning, Promotion Committees
Planning & Roadmaps:	Multi-Quarter Roadmaps, Release Planning, OKRs, Capacity Planning, Build vs Buy
Hiring & Talent Systems:	Hiring Plans, Site Planning, Leveling Guides, Structured Interviews, Workday
Budget & Vendor Management:	Budget Forecasting, Headcount Planning, Contractor Mix, Vendor Negotiation
Delivery & Engineering Metrics:	DORA Metrics, SPACE Framework, Developer Experience Surveys, Incident Reviews
Cloud & Platform:	ServiceNow Now Platform, Kubernetes, Apache Kafka, Splunk, GitHub Actions
Languages & Data:	Java, JavaScript, TypeScript, SQL, Python

EDUCATION

University of California San Diego — **B.S. in Computer Science** — La Jolla, CA · Sep 2003 to Jun 2007

WORK EXPERIENCE

ServiceNow — **Senior Director, Software Engineering, HR Service Delivery** — San Diego, CA · Feb 2017 to Present

- Lead HR Service Delivery engineering, **140 engineers** in 16 teams across San Diego and Hyderabad, through 2 directors and 3 senior engineering managers, after a promotion from director in 2024.
- Split the org into case management, employee portal and integrations groups with clear ownership, and opened 5 teams in Hyderabad, filling **48 of 50** roles in 14 months.
- Plan each twice-yearly release with the product VP around a 55/30/15 split of features, platform work and quality, shipping **4** releases in a row with every committed feature in.
- Own a $31M org budget and the site plan with finance, landing within **2%** of forecast for 3 years in a row while the org grew by 44 engineers.
- Backed the staff engineers' case for one shared integration layer on Apache Kafka for Workday and SAP SuccessFactors, cutting new HR connector build time from 10 weeks to **3**.

Illumina — **Software Engineer to Senior Engineering Manager, Informatics** — San Diego, CA · Jul 2007 to Jan 2017

- Ran a 4-team rebuild of the sequencing run upload service with a weekly dependency review, cutting failed run uploads from 3.2% to **0.4%**.
- Coached 4 engineering managers as senior manager, ran twice-yearly calibration across the group and promoted **3** senior engineers into their first manager roles.
- Started weekly on-call and incident reviews for the informatics services, cutting after-hours pages per engineer from 11 a month to **3**.