JULIAN MERCER

HUMAN CAPITAL CONSULTANT

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PROFESSIONAL SUMMARY

Human Capital Consultant with 7+ years in organization design, workforce planning, and change management for large employers. Designs structures and rewards that fit strategy, then guides leaders and employees through change with clear communication and measurable adoption.

PROFESSIONAL EXPERIENCE

Senior Human Capital Consultant Jun 2023 - Present
Mercer, New York, NY

- Redesigned the operating structure for a 6,000-person financial services client, reducing management layers from eight to six.
- Led change impact assessments for a merger across 11 sites, then built a communication plan that held voluntary attrition near 9%.
- Facilitated leadership sessions on spans, roles, and decision rights, reaching agreement on the future design in three meetings.
- Built a workforce planning model in Excel linking growth targets to hiring needs, trimming forecast headcount error to 4%.
- Coached two consultants on interview design and client facilitation, and both now run client workstreams independently.

Human Capital Consultant Feb 2022 - May 2023

- Benchmarked pay for 140 roles against market surveys, proposing salary bands that closed an unexplained 5% gender pay gap.
- Mapped roles, spans, and reporting lines for a 2,000-person retailer, giving leaders a clear baseline for a redesign.
- Ran 20 manager interviews and a pulse survey on a planned restructure, shaping a communication plan the client adopted.

Consultant Sep 2020 - Jan 2022
Willis Towers Watson, Stamford, CT

- Designed a job architecture of 320 titles for a manufacturer, giving HR a consistent framework for levelling and promotion.
- Surveyed 2,800 employees on engagement and analysed drivers, identifying manager support as the largest lever in two divisions.
- Rebuilt a short-term incentive plan with finance and HR, aligning payouts to three business measures and cutting plan disputes.
- Delivered training for 70 managers on leading through change, with 88% rating it useful in follow-up surveys.

HR Analyst Jul 2019 - Aug 2020
Aon, Chicago, IL

- Cleaned compensation and headcount data for 25 client studies, keeping error rates low enough to pass partner review first time.
- Prepared benchmarking reports and slide decks for consultants, shortening average report turnaround by two days.
- Supported talent assessment projects by scheduling interviews and summarising findings for leadership teams.

CORE SKILLS

Organization design | Change management | Workforce planning | Job architecture | Compensation benchmarking | Incentive design | Employee engagement surveys | Change impact assessment | Leadership facilitation | Communication planning | HR analytics | Talent assessment | Advanced Excel | Power BI | Stakeholder management | Executive presentations

EDUCATION

M.S. in Industrial-Organizational Psychology, New York University, New York, NY

CERTIFICATIONS

SHRM Senior Certified Professional (SHRM-SCP) | Prosci Certified Change Practitioner | Certified Compensation Professional (CCP)