

JULIAN MERCER

PROGRAM MANAGER

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PROFESSIONAL SUMMARY

Program Manager with 10+ years of experience leading multi-year, cross-functional portfolios at Google, Meta, and Salesforce. Builds governance, dependencies, investment decisions, and operating mechanisms that align teams to measurable strategic outcomes.

PROFESSIONAL EXPERIENCE

Senior Program Manager Google, Mountain View, CA

Jul 2022 - Present

- Led a three-year, \$96M privacy transformation across 22 products and 38 teams, achieving 100% critical-control readiness by deadline in delivery.
- Created program governance with outcome, dependency, risk, and investment reviews, raising milestone predictability from 69% to 91%.
- Resolved 74 cross-product data dependencies through executive decision forums, avoiding an estimated nine months of cumulative delay through the next steering review.
- Built capacity and scenario models that reallocated 46 engineer-years toward the highest-risk controls.
- Established benefits reporting for automation and policy changes, validating \$34M in annual operating savings.
- Created an executive decision log linking investment changes to benefits, dependencies, and accountable owners, giving delivery teams one shared source of truth.

Program Manager Meta, Menlo Park, CA

May 2019 - Jun 2022

- Directed integrity programs across Product, Engineering, Policy, Legal, and Operations in 18 markets, reducing severe-content prevalence 27% across accountable delivery teams.
- Sequenced eight related launches against shared model and review dependencies, increasing on-time delivery to 93%.
- Designed escalation and incident-review mechanisms that reduced repeat high-severity failures 39%.
- Aligned 120 stakeholders through quarterly outcomes and decision logs, cutting unresolved ownership gaps 61%.
- Introduced benefits-realization reviews at 30, 60, and 90 days, increasing verified outcome reporting from 58% to 91%.

Project Manager Salesforce, San Francisco, CA

Aug 2016 - Apr 2019

- Coordinated customer-data platform rollout across Sales, Service, and Marketing Cloud for 9,400 employees.
- Built integrated portfolio reporting across 12 projects, identifying \$7.8M in overlapping vendor spend.
- Standardized change and readiness gates, reducing first-month support volume 33% after enterprise releases.
- Facilitated operating reviews that closed 87% of cross-team decisions within one cycle.

CORE SKILLS

Program strategy | Portfolio management | Governance | Dependency management | Benefits realization | Risk management | Capacity planning | Change management | Executive communication | Operating mechanisms | Financial planning | OKRs | Jira | Smartsheet | Cross-functional leadership

CERTIFICATIONS

Program Management Professional (PgMP) | Project Management Professional (PMP) | Prosci Change Management Certification

EDUCATION

B.A. in Government, Georgetown University, Washington, DC