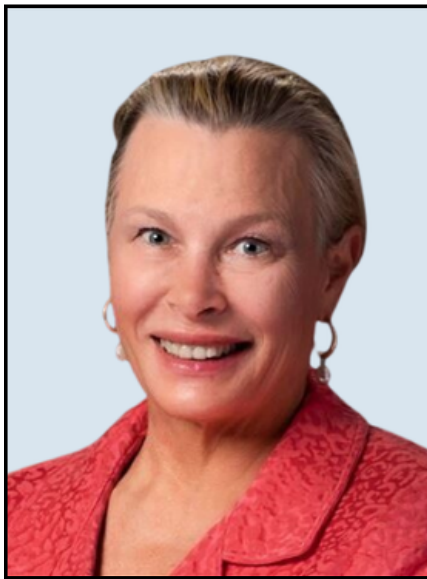


A BarkerGilmore 20th Anniversary Executive Profile

Interview conducted by John Gilmore, Managing Partner



April Oliver



Vice President,
Ethics & Compliance
Micron

***"Know your culture
and speak their
language."***

Few leadership roles depend more on trust than ethics and compliance. Policies, controls, and investigations matter, but successful programs are built on credibility, relationships, and culture. April Oliver, Vice President of Ethics & Compliance at Micron, has spent her career helping organizations strengthen all three. As part of BarkerGilmore's 20th anniversary, the firm is reconnecting with former placements whose careers exemplify leadership at the highest levels. Oliver's journey reflects the influence a strong compliance leader can have across an enterprise.

A Leader Ready for the Next Challenge

Before joining Micron, Oliver spent nine years at Salesforce, where she built the compliance organization from a single employee to a global team of forty-five professionals. Along the way, she developed expertise in culture-building, executive influence, ethical AI governance, and leading through rapid growth.

Salesforce provided tremendous opportunities, but after nearly a decade in the same executive role, Oliver felt ready for a new challenge. "Nine years is a long time to be in any one executive position," she says. "I felt the call of the great yonder to keep learning and growing beyond Salesforce." When BarkerGilmore introduced an opportunity at Micron, curiosity quickly followed.

Micron was a company she knew by reputation but not in depth. It is a global technology leader based in Boise, Idaho, with revenue comparable to Salesforce but operating far outside the Silicon Valley spotlight. "I said, 'Tell me more,'" Oliver recalls.

An Opportunity Worth Exploring

The interview process lasted four months and included more than twenty conversations.

Rather than viewing the length as an obstacle, Oliver saw an opportunity to evaluate the organization and build relationships before joining. The process also revealed how seriously Micron viewed ethics and compliance.

Oliver was particularly impressed by the Audit Committee's engagement, the quality of executive leadership's questions, and the commitment she observed from the CEO and Head of Global Operations. Leaders throughout the process demonstrated a genuine desire to build a world-class ethics and compliance function. "It was clear they wanted to catapult Micron into the best-in-class category," she says.

The experience reinforced a lesson she now shares with senior leaders evaluating new opportunities: ***a thoughtful interview process often signals a company that values the role and is committed to long-term success.***

Building Influence Through Trust

One of Oliver's most formative experiences occurred years earlier at Salesforce. Former Co-CEO Keith Block asked her to develop and deliver an executive training program focused on ethics and compliance. His visible support elevated the function and created opportunities to build trusted relationships with leaders throughout the company.

"We became embedded as partners to the business," Oliver explains. "That allows proactive compliance counseling before the bad thing happens."

The experience reinforced a philosophy that continues to guide her leadership today. "Know your culture and speak their language," Oliver says.

For Oliver, influence begins with understanding the business, adapting communication styles, and connecting with stakeholders in ways that resonate. After joining Micron, she quickly recognized that leaders responded differently from many of her colleagues in Silicon Valley. Micron's engineering culture values data, precision, and practical solutions. Oliver adapted her approach, introducing more customized ethics and culture reporting designed to provide leaders with actionable insights.

"Understand what moves the people you are working with," she says.

Strong compliance leaders know trust must be earned before difficult situations arise.

"Understand what moves the people you are working with."

Composure Creates Credibility

As Oliver's responsibilities expanded, one leadership lesson became increasingly important: **composure builds confidence**. Building a function inside a large organization often creates pressure to move quickly. Resources are never unlimited, priorities shift constantly, and new risks emerge every day.

Throughout her career, she learned that effective leaders listen carefully, create space for thoughtful decision-making, and project calm even during challenging situations.

"Composure is a great trust builder," she says.

The ability to remain steady under pressure strengthens relationships with teams, stakeholders, executive leadership, and boards alike.

The Human Side of Compliance

As artificial intelligence transforms business operations, Oliver believes the most important elements of compliance leadership remain deeply human.

"Compliance is, at heart, a people business, not merely a rules challenge," she says.

In Oliver's view, Speak Up culture remains the foundation of every successful compliance program. Employees must trust that concerns will be heard, taken seriously, and handled appropriately. Building trust requires judgment, empathy, credibility, and meaningful human connection.

"A proactive 'Speak Up' culture needs humans connecting in a respectful, thoughtful, candid way," Oliver explains.

Technology can help identify risks, automate processes, and improve efficiency. Relationships remain at the center of effective compliance leadership.

Building a best-in-class compliance function requires more than policies and processes. Oliver joined Micron during a period marked by industry headwinds, workforce reductions, and significant leadership transitions. Over time, she helped expand the compliance organization globally, strengthening capabilities across regulatory compliance, trade, and ethics while creating support across multiple regions and time zones.

Today, Oliver describes Micron's ethics and compliance function as operating from a position of strength. The organization is appropriately staffed, compliance processes operate like a well-oiled machine, and internally developed tools continue to enhance effectiveness. Oliver also credits Chief Legal Officer Michael Ray as a critical champion whose support strengthened the function, aligned resources with business needs, and elevated ethics and compliance across the enterprise.

A Partnership Built on Understanding

Looking back on the Micron search, Oliver credits the journey itself as an important factor in her decision to join the company. The search timeline gave her ample opportunity to understand the organization, its leadership team, and its commitment to ethics and compliance.

Throughout the engagement, BarkerGilmore provided context on each stage of the journey, the executives she would meet, and the priorities driving the search.

"John explained each step of the process, provided context on each interviewer and the company, and helped ensure a good fit and a successful outcome," Oliver says.

Oliver acknowledges that she was not an obvious candidate on paper. Semiconductor experience was absent from her background. However, she brought extensive experience building large, successful compliance organizations, influencing executive leadership teams, and developing high-performing cultures.

Looking back, Oliver believes the process allowed both sides to thoughtfully evaluate their strengths and determine whether the opportunity was the right fit.

"John walked both the company and me through the courtship process in a white-glove manner," she says.

For Oliver, the experience demonstrated the value of a search process focused on long-term alignment, giving both candidate and company the opportunity to make an informed decision.

Closing Perspective

April Oliver's career reflects the qualities organizations seek in modern compliance leadership: credibility, composure, business partnership, and the ability to build trust across every level of an organization.

For BarkerGilmore, her success reinforces a philosophy developed over the past twenty years. Leadership capability, cultural alignment, and the potential to elevate an organization often matter more than checking every box on a job description.

A Partner in Leadership

At BarkerGilmore, we believe the right leadership decisions shape organizations for years to come. For over twenty years, we have advised clients and candidates with a focus on fit, readiness, and enduring partnership. Learn more about our work and access additional resources on [our website](#), or reach us directly at [877.571.5047](tel:877.571.5047) or info@barkergilmore.com.