

Director of Engineering

Responsible for setting organisation-wide engineering strategy, technical direction, and capability growth. Provides commercial, operational, and technical leadership across multiple product and platform groups, ensuring alignment with business strategy, customer outcomes, and long-term organisational goals.

Candidates should use the **STAR method** (Situation, Task, Action, Result). This assessment is about demonstrated experience, not theoretical understanding.

A - Technical Strategy

00:10 - UK-SPEC CEng A / SFIA EMRG Level 6-7 / INOV Level 6

Developing long-range technical strategy, evaluating emerging technologies, and making organisation-wide technical decisions under uncertainty.

What to look for:

- Demonstrated development of multi-year engineering or technology strategies
 - Ability to evaluate emerging technologies, assess risks, and shape adoption plans
 - Clear architectural north stars, reference models, and strategic direction-setting
 - Structured justification of investments, build/buy decisions, and platform evolution
 - Ability to define strategic technical priorities aligned with company goals
 - Anticipates business impacts of technology trends and positions the organisation accordingly
 - Balances innovation with operational stability and technical debt management
 - Makes high-stakes technical decisions with incomplete information and manages the associated risks
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B - Engineering Organisation Design

00:15 - UK-SPEC CEng B / SFIA STPL Level 6-7 / ARCH Level 6

Designing engineering operating models, delivery structures, and architectural governance across multiple teams or business units.

What to look for:

- Designed or reshaped engineering organisations, operating models, or delivery processes
 - Demonstrated ability to solve large cross-platform or cross-company engineering problems
 - Built portfolio-level architecture governance (e.g., ADR frameworks, company-wide standards)
 - Balanced technical, financial, operational, and customer constraints holistically
 - Established long-range technical roadmaps enabling product strategy
 - Structured teams and reporting lines to optimise for business outcomes and delivery effectiveness
 - Created scalable processes that work across diverse product and platform groups
 - Applied systems thinking to organisational design and architectural evolution
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C - Executive Leadership

00:20 - UK-SPEC CEng C / SFIA GOVN Level 6-7 / CPMG Level 6-7

Providing enterprise leadership including budget ownership, portfolio management, engineering governance, and scaling capability across departments.

What to look for:

- Evidence of portfolio-level decision-making and prioritisation across products or business units
- Ownership of engineering budgets, forecasting, resourcing models, or vendor strategy
- Implementation of decision-making frameworks (e.g., DACI, company-wide RFCs, governance boards)
- Leadership of large-scale change programmes (platform transitions, re-architecture, cloud migrations)
- Ability to align engineering investment with commercial strategy and customer commitments

- Demonstrates commercial acumen in engineering investment and resource allocation decisions
- Manages relationships with vendors, partners, and third-party providers strategically
- Navigates regulatory, compliance, and audit requirements at an organisational level

D - Communication & Influence

00:25 - UK-SPEC CEng D / SFIA RLMT Level 6 / MKTG Level 6

Strategic communication and influencing the executive team, board, customers, investors, and partners at senior levels.

What to look for:

- Clear communication of complex engineering or commercial trade-offs at exec/board level
- Demonstrable influence in cross-functional groups involving Product, Sales, Finance, or Operations
- Experience representing engineering in customer meetings, industry forums, or partner ecosystems
- Ability to manage misalignment constructively at executive level
- Builds strong, trust-based relationships with internal and external senior stakeholders
- Translates technical strategy into business outcomes for non-technical executives
- Represents the organisation’s engineering capability and vision to external audiences
- Influences company strategy through engineering insights and technical perspective

E - Professional Standards, Organisational Capability & Culture

00:30 - UK-SPEC CEng E / SFIA PEMT Level 6 / PDSV Level 6

Maturing the engineering organisation through standards, ethics, security, talent pipelines, leadership development, and succession planning.

What to look for:

- Built engineering capability programmes (career frameworks, training academies, leadership pathways)
- Set organisation-wide professional standards (security, ethics, safety, compliance)
- Ensured engineering culture supports autonomy, psychological safety, and high performance
- Demonstrated succession planning and structured mentoring of senior leaders
- Drove company-wide actions from retrospectives, audits, incidents, or compliance obligations
- Creates inclusive environments where diverse talent can thrive and progress
- Measures and improves organisational health metrics (engagement, retention, diversity)
- Balances scaling the organisation with maintaining quality and culture

Scoring Matrix

Thresholds: 20+ is a pass

Competency	1	2	3	4	5
A - Technical Strategy					
B - Engineering Organisation Design					
C - Executive Leadership					
D - Communication & Influence					
E - Professional Standards, Organisational Capability & Culture					