VP of Engineering

Accountable for the entire engineering organisation, overseeing strategic execution, commercial and operational performance, organisational scale, and the long-term technical and leadership capability of the company. Translates corporate strategy into an executable engineering vision, ensuring that product, platform, quality, security, and cost objectives are met across all engineering groups.

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

A - Enterprise Strategy

00:10 *- UK-SPEC CEng A / SFIA STPL Level 6–7 / EMRG Level 6–7*

Defining engineering's long-term role in the business, making organisation-wide architectural and investment decisions, and shaping the technology landscape over multiple years.

What to look for:

- Defined engineering strategy spanning multiple business units or product verticals
- Translated corporate or board strategy into actionable multi-year engineering roadmaps
- Conducted horizon scanning and shaped organisation-wide adoption or rejection of emerging technologies
- Prioritised investment across platform, product, tooling, data, quality, and security
- Balanced innovation with operational stability and financial constraints
- Established strategic technical direction that enables business growth and competitive advantage
- Made high-stakes architectural decisions with enterprise-wide impact
- Aligned engineering strategy with market trends, customer needs, and business objectives

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B - Portfolio & Delivery Governance

00:15 *- UK-SPEC CEng B / SFIA POMG Level 6–7 / SLEN Level 6*

Orchestrating delivery across multiple engineering groups, ensuring predictable execution, cross-cutting alignment, and operational reliability at portfolio scale.

What to look for:

- Oversight of multiple engineering portfolios (product, platform, shared services, infrastructure)
- Implementation of enterprise delivery frameworks: portfolio planning, quarterly alignment, dependency governance
- Delivery of predictable outcomes using measurable indicators (engineering OKRs, quality KPIs, operational SLIs)
- Ensured engineering readiness across security, compliance, scalability, and support models
- Structured incident, risk, and operational performance governance across the organisation
- Balanced portfolio priorities across innovation, technical debt, operational excellence, and customer commitments
- Implemented effective governance mechanisms without creating excessive bureaucracy
- Demonstrated ability to course-correct portfolios based on business feedback and market conditions

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C - Commercial & Financial Stewardship

00:20 *- UK-SPEC CEng C / SFIA ITMG Level 7 / FINM Level 6*

Financial, commercial, contractual, and operational ownership of engineering including cost modelling, vendor strategy, revenue enablement, and executive-level financial planning.

What to look for:

- Ownership of engineering budgets, forecasts, cost optimisation, and investment cases
- Clear understanding of technology economics (cloud cost shaping, TCO modelling, infra ROI, team efficiency)
- Negotiated or governed strategic vendor or tooling contracts

- Supported revenue strategy through platform capabilities, SLAs, scalability, or reliability commitments
- Delivered financially defensible business cases for platform upgrades, re-architecture, or major initiatives
- Optimised engineering spend to maximize business value and return on investment
- Made build vs. buy vs. partner decisions with clear financial and strategic rationale
- Demonstrated ability to articulate engineering value in financial terms to CFO and board

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D - Executive Communication & Influence

00:25 *- UK-SPEC CEng D / SFIA RLMT Level 6–7 / MKTG Level 6*

Influencing CEO/CTO/CFO-level decisions, resolving executive conflict, aligning product and engineering strategy, and representing engineering to customers, investors, and the wider market.

What to look for:

- Communicated complex technical or organisational narratives at board level
- Influenced strategic decisions across Product, Sales, Operations, Finance, and Customer teams
- Represented engineering to customers, partners, analysts, investors, or regulators
- Navigated conflicting executive priorities with diplomacy and constructive challenge
- Acted as a trusted voice of engineering at the executive table, demonstrating strong judgement and clarity
- Built credibility and trust with C-suite peers through consistent delivery and transparent communication
- Shaped company strategy through engineering insights and technical perspective
- Managed crisis communication and stakeholder expectations during major incidents or organizational changes

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E - Leadership & Organisational Capability

00:30 *- UK-SPEC CEng E / SFIA PEMT Level 6–7 / PDSV Level 6*

Building an organisation capable of scaling through leadership of leaders, succession planning, culture definition, and long-range capability building.

What to look for:

- Built or restructured engineering organisations of multiple layers (Directors, Heads, Principal Engineers)
- Defined leadership competency models, succession plans, and capability frameworks
- Established engineering culture, values, and behaviour standards across departments
- Developed senior leaders through coaching, mentoring, and structured growth frameworks
- Defined organisational-wide approaches for hiring, leveling, performance standards, and compensation signals
- Created inclusive and diverse engineering organisation with intentional talent strategies
- Managed organisational change at scale while maintaining performance and morale
- Balanced short-term delivery needs with long-term capability building and leadership development

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Scoring Matrix

Thresholds: *20+* is a pass

Competency	1	2	3	4	5
A - Enterprise Strategy					
B - Portfolio & Delivery Governance					
C - Commercial & Financial Stewardship					
D - Executive Communication & Influence					
E - Leadership & Organisational Capability					